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Message from the Chief Clinical Officer

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Message from the The Chief Clinical Officer

It is with great pride that I present the nursing journal for 2021. This issue will focus on how we transformed ideas into practices and how we continue to grow as a high performing organization. As I reflect on our Magnet Journey, I can proclaim that when nurses share a common vision and desire, dreams do come true. This past year was named “Year of the Nurse” in honor of the 200th anniversary of Florence Nightingale’s birth and to Advanced Practice Nurses’ contribution in transforming health care. 2020 was also the year nurses faced many challenges with the COVID pandemic, and the world got an inside look at what it is like to be a nurse.

Achieving Magnet Recognition is the gold standard for Nursing, something all of us can be very proud of at UC San Diego Health. In 2011, we became one of 391 hospitals world-wide to receive the prestigious Magnet Recognition Award for Nursing Excellence from the American Nurses Credentialing Center (ANCC). Magnet designation means that our organization has created a practice environment that supports nursing practice and focuses on professional autonomy, decision making at the bedside, professional education, career development and nursing leadership.

The Magnet Model is a graphic representation of the

standards that reflect a work environment that supports excellence in nursing. The standards are grouped into 4 categories: Transformational Leadership, Structural Empowerment, Exemplary Professional Practice and New Knowledge, Innovations & Improvements. Empirical Outcomes are the result of the enculturation of the standards to benefit patients, the nursing workforce and the organization. In this journal, you will read stories about nurses’ personal experiences, and the evaluation of our shared governance model.

You will hear how we recognize our nurse’s hard work and contributions. Our Image of Nursing council will discuss how they support our efforts in recognizing our nurses. Their goal is to empower UC San Diego Health nurses to deliver high quality patient care by promoting a culture of wellness and professional fulfillment. The council also supports empowerment through recognition and appreciation of nurses. Another way we recognize our nurse’s work is the Daisy award, which recognizes stellar nurses. This award is dedicated to honoring the art of nursing through compassionate patient care. You will read more about our Daisy award program and the various recipients.

A common theme throughout the journal is the opportunity to advance the role of the professional nurse. One article discusses the development of the role of the Senior Director for Advanced Practice Nurses. This is a significant milestone in the journey to recognize, elevate and lead advanced

practice providers. Our nurse leaders strive to retain our highly skilled and exceptionally compassionate nursing staff. You will read how an innovative and inclusive pathway was created to support advancement at all levels. We also support new graduate nurses through our transition to practice program. 5 West conducted a quality improvement project to address the issue of workplace violence in their unit. Our ED department highlights elder care with the development of a Geriatric Emergency Nurse Initiative Expert (GENIE) consult in the La Jolla Emergency Department. Another way we support growth is through certification. You will read an innovative story about one of our units which transitioned from medical-surgical telemetry unit to a PCU with approximately 50 nurses. 10 East increased their certified nurses from 9 to 20, with an overall certification rate of 40%. This is above the national average of 38%.

We have so many wonderful stories to share and I’ve only highlighted a few. As you continue to read our stories, you will be astonished to see all the great initiatives and projects we have accomplished. I will always remember the excitement and pride that rang throughout our auditoriums and buildings on December 12th 2011, as we learned from the Magnet Commission that we had achieved our first Magnet designation and our moment in nursing history had arrived. I am so grateful to have been given the opportunity to serve such an extraordinary team of nurses who share my vision for nursing

practice. We are living our dream. We continue on the “Magnet Journey” and together have created a culture and practice environment that supports meaningful work, innovation, collaboration, teamwork, collegial relationships, accountability and a laser focus on achieving quality outcomes.

I want to acknowledge and thank each and every nurse at UC San Diego Health for their participation and contributions in achieving Magnet Recognition. We are in the process of applying for our third re-designation and have so many stories and exemplars to boast about and share with our Magnet Appraisers when they come for their site visit in the fall of 2021. I also want to thank our Nurse Leaders, Clinical Nurse Specialists, Educators and Advance Practice Nurses for their hard work, dedication and perseverance in leading our teams to such extraordinary outcomes.

This past year we were faced with so many challenges but we pushed through the barriers and the obstacles along the way. As we move forward, we must acknowledge that “Excellence has No Finish Line” and that if we continue to listen to the concerns, hopes and dreams of our patients, nurses, physicians and team members, we will form new partnerships for collaboration that will lead to new discoveries, innovations and exceptional outcomes.

With Gratitude,

MARGARITA BAGGETT, MSN, RN
CHIEF CLINICAL OFFICER

Transformational Leadership

Transformational leaders stimulate and inspire nurses to achieve extraordinary outcomes. Leaders share a vision for how nursing can contribute to the organization and then empower nurses to move toward that vision. In the process, nurses develop their own leadership capacity.