

2020 Annual Nursing Report

Sanford Health Fargo





About Us

Dedicated to the Work of Health and Healing

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 hospitals, 1,400 physicians and more than 200 Good Samaritan Society senior care locations in 26 states and 10 countries.

Sanford Health includes:

- 46 medical centers
- 210 clinic locations
- 208 senior living communities
- 158 skilled nursing and rehab facilities
- 42 affordable housing locations
- 210,000 Sanford Health Plan members
- 47,757 employees
- 1,521 physicians
- 1,112 advanced practice providers
- 8,502 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 Annual Statistics:

- 5.5 million outpatient and clinic visits
- 88,368 admissions
- 140,510 surgeries and procedures
- 9,602 births
- 212,077 emergency department visits

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 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 our legacy organizations.

Resolve

Adhering to systems that align actions to excellence, efficiency and purpose.

Advancement

The pursuit of individual and organizational growth and development.

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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. We look forward to joining with you in the journey.

Symbols of Sanford Health

The Blue Lights

A beacon of hope

Each night, a blue glow emanates from Sanford Health locations across the region. The tradition of these blue lights began more than a decade ago when the first blue lights were installed at a Sanford facility. Soon these blue lights became more than a light in the darkness. They became a blue beacon of hope; a sign to all who saw it that healing could be found there.



Throughout history, the color blue has stood for many things including constancy, knowledge, tranquility and trust. Sanford Health is continuing that legacy of using the color blue as a beacon for people who are sick, hurting or in pain. As they get closer and the blue lights become brighter, their fear and panic begin

to diminish. They know they are headed toward a place that will reduce suffering, offer empathy and lighten burdens.

This blue beacon of hope is a thread that connects many of our facilities, linking us together as one Sanford family. It binds together our physicians, nurses, executives and all other employees under our shared passion, uniting us in our mission to improve the human condition.

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The Lorraine Cross

A crusade for health

At the top of many of our facilities sits a two-barred cross. While it has been a sign of hope and healing at Sanford for many decades, it has been a global symbol of salvation for centuries.

It was given the name Lorraine after the French Duke of Lorraine placed it upon his banners as he fought to retake the Holy Land during the Crusades. Known as the Crusader's Cross, it took on a meaning of protection as it was flown by those helping Christians traveling through Jerusalem. It was taken up most notably by the patron saint of France, Joan of Arc.

In the early 1900s the symbol turned from a rallying point in battle to one in medicine. Selected by the International Tuberculosis Congress, the Lorraine Cross transformed into a central sign in the fight against disease. It began to appear on hospitals and, as it is now, became the symbol in the crusade for health.

The Lorraine Cross now stands a proud part of the Sanford Health logo, illuminated on our buildings. It serves as a constant reminder of our dedication to health and healing.

Collegiate Gothic Architecture

A sign of longevity

As new buildings begin to take shape throughout the Sanford footprint, a common likeness is shared among them. Built in the classic gothic architectural style, merely looking at these facilities instills feelings of trust and stability.

This style became popular in America in the late-1880s and was most commonly used for college expansions. The architects pulled from classic campuses such as Oxford and Cambridge and European churches that were built during the gothic period, which spanned nearly four centuries. Categorized by their impressive size and stature, these buildings were simultaneously beautiful and strong.

This style has become a physical embodiment of our organization. It makes a remarkable statement by portraying a feeling of timelessness, asserting that this organization has been and will continue to be a staple in health care around the world and in each community it serves.





Letter from Chief Nursing Officer

Greetings Sanford nurses!

As I reflect on 2020, a historic year on so many levels, one thing remains at the forefront of my thoughts – how proud I am of each of you. You have all accomplished so much in the face of such unprecedented uncertainty. By stepping up to the plate to provide our patients the best possible care, while remaining flexible, adaptable and resilient, you have proven once again why nursing is considered the most trusted profession.

I am sure none of us ever expected we would live through a pandemic, but you rose to the occasion in the most amazing way. You provided expert care to an unfamiliar patient population needing our emotional and spiritual support. You learned new skills to prepare to work in unfamiliar areas, rapidly deployed a drive-thru COVID -19 testing process and opened 170 additional beds to care for a surge of ill patients – caring for those from our community and from others across the state – just to name a few.

In the midst of the chaos, our nursing teams continued to accomplish great things, only a few of which are highlighted in this report. Some of these accomplishments include submitting and having our application for Magnet® designation accepted in August, and because we could not have in-person recognition events, I had the pleasure of presenting each 2020 annual nursing award individually to our winners.

The year 2020 was designated the “Year of the Nurse” and rightfully so, as I said many times throughout the year, it was our finest hour. As we move ahead, we will continue to focus on improvement efforts related to nurse sensitive indicators, work toward achieving Magnet designation, mature our shared governance structure and support each other in our professional growth and development. But, most importantly, we will continue to focus on resiliency by using all the resources Sanford has to offer. We will practice more and better self-care and strive to find improved balance between our work and personal lives.

While many uncertainties remain on the road ahead, I am confident we will continue to get through these challenging times with grace, strength and devotion to our mission.

Here’s to you, Sanford nurses. Thank you for all you do!

Theresa, Larson, MSN, BSN, RN
Vice President of Nursing and Clinical Services
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Journey to Magnet® Excellence

On Aug. 13, 2020 Sanford Medical Center Fargo submitted its formal application to the American Nurses Credentialing Center (ANCC) as our letter of intent and demonstration of meeting eligibility requirements to pursue Magnet designation. On Sept. 18, 2020 we received notification from the Magnet Program office that our application for designation was approved. This is a significant milestone in our organization's journey to excellence and puts us well on our way toward achieving designation in 2022. With this acceptance, we are now able to use the ANCC Journey to Excellence seal as we continue our Magnet journey.

The next significant milestone will be submission of documentation providing examples of how Sanford Health Fargo is meeting Magnet standards. We plan to submit data and stories by Oct. 1, 2021. Nurses from inpatient and ambulatory settings are currently identifying and writing examples of nursing excellence in every pocket of clinical care across the organization, so we can demonstrate integration of Magnet principles in all areas of clinical practice.

Our partners in other clinical and non-clinical disciplines have joined our Magnet steering team and are receiving information about Magnet designation. Magnet is an organizational designation and nurses collaborate with all areas to provide the best quality of care to those we serve. The influence of the COVID-19 pandemic impacted our local

preparation for Magnet designation and affected the Magnet program nationally. Interruptions in data collection and submission for nurse sensitive indicators, changes in patients' experiences relating to care related and Magnet site visit changes (virtual versus in-person) are being experienced by Magnet designated hospitals.

Locally, the pandemic has resulted in multiple changes in how care is provided. In fact, some of the amazing work our teams have contributed is highlighted in this report and will be submitted as part of our Magnet document, highlighting the creativity, commitment and resourcefulness of our nursing workforce in meeting the unprecedented needs of the past year.

The driving vision behind the work to become Magnet designated is seen in the word cloud below, created by the Sanford Fargo nurses who participated in the 2019 nursing retreat.



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.

Strategic Planning

Quality Strategy

Improve quality outcomes.

Objectives

- Achieve quality and safety performance that places us in the top tier of performance among peers in the Vizient Clinical Data Base (CDB) by achieving a 5-star rating.
- Advance patient experience beyond that of our peers to achieve the highest decile of performance in the percentage of patients recommending us.
- Forge forward with our Sanford Accountability for Excellence work and create a highly reliable execution in our care of patients that significantly reduces our events of harm to patients (80% reduction in SSER by the end of 2021).
- Achieve top decile performance in national clinical quality for eCQM (electronic clinical quality measures). Performance of ambulatory clinical quality measures will reach top decile for all measures collectively as a clinic region.

Initiatives

- Develop physician- and nurse-led advisory groups to pave the path to Vizient 5-star rating.
- Institute safety coaches, spread huddle process and onboard all new staff with SAFE training and processes.
- Engage leaders and physicians in use of tools provided on patient experience feedback from NRC Health.
- Utilize direct to physician and APP provider communication (roadshow) as anticipated changes in ambulatory metrics occur, to familiarize them and maximize use of tools and support staff to achieve top decile.

Vizient and Advancing Care Excellence (ACE) Committee

Sanford Fargo utilizes the Vizient clinical database to evaluate overall performance compared to 100 other large academic medical centers, leveraging the data to drive quality improvement, identify areas of risk, implement targeted strategies to decrease patient harm and improve overall quality of care. In the 2020 Vizient Quality and Accountability Study, Sanford Fargo improved from a 2-star organization to a 3-star organization, boosting their overall rank by eight points and moving to 74/100. As a region, Fargo consistently demonstrates strong performance in the efficiency and effectiveness domains of the study, performing within the top 15 in both categories. As we look ahead to 2021, our region remains committed to continuously improving the delivery of highly reliable care grounded in patient safety principles and evidence-based practice. Continued efforts will focus on improving safety and mortality ranking scores.

To aid in our pursuit of high reliability, Sanford Fargo established the ACE Committee in August of 2020. This team of physicians, nurses and executive leaders is responsible for driving

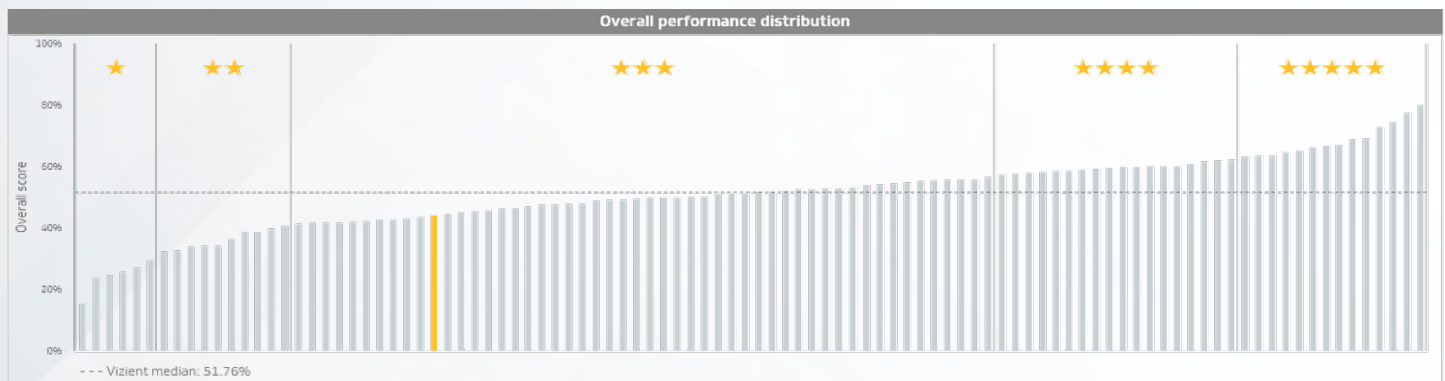
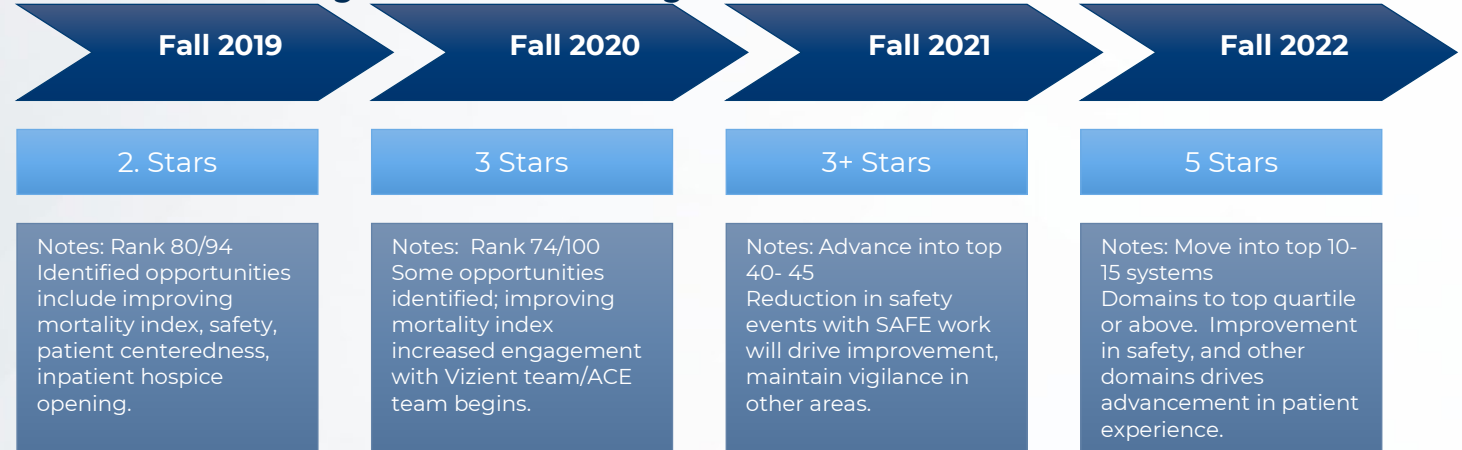
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engagement of frontline nursing staff and providers, as well as utilizing strategic influence to achieve success in performance outcomes.

Timeline for Achieving Vizient 5-Star Rating



Nursing Strategy

Invest in leadership and focus on nursing.

Objectives

- Achieve Magnet destination
 - We will implement evidence-based strategies to improve performance on nurse sensitive indicators, patient experience metrics and RN satisfaction. We will document evidence of meeting all Magnet requirements and utilize an external consultant for validation, including a site visit.
- Continue to leverage 2020 WHO “Year of the Nurse”.
 - These engagement programs will continue for the next several years. We will encourage participation to bring awareness to nurses and other clinical teams, as well as recognize nurses and clinical staff demonstrating the value they bring to Sanford.



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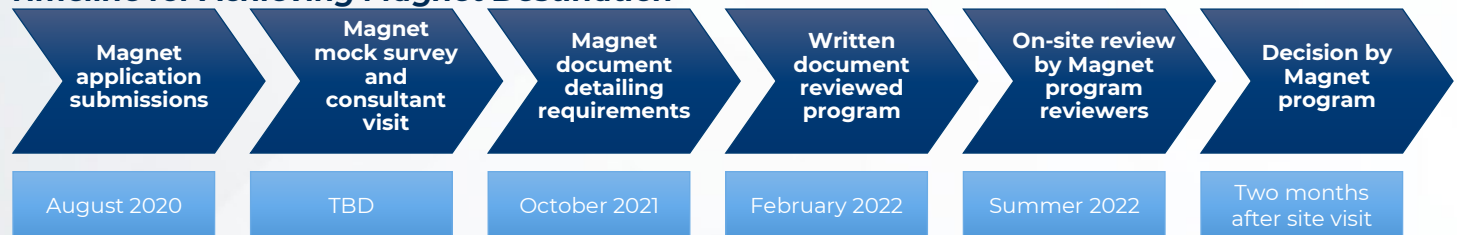


- Leverage Sanford 400 Leader Mentorship Program
 - We will position Sanford Health to be the practice, provider and employer of choice by focusing on initiatives that develop leaders, attract clinician specialists, promote our brand, ensure the highest levels of patient satisfaction and improve recruitment and retention.

Initiatives

- Continue to enhance patient injury prevention (PIP) rounding to identify gaps in safety and improve performance on all nursing sensitive indicators.
- Develop a tele-sitter program to reduce falls and maximize resources.
- Implement shared governance annual orientation for new representatives on shared governance councils, as well as new nurse leaders.
- Implement leadership development classes for nursing senate cabinet members.
- Invest in the 400 Sanford leaders (supervisors and above), so they are equipped to lead and connect the 10,000 Fargo market employees to the 2030 vision.

Timeline for Achieving Magnet Destination



Special Care Unit (SCU)

Preparation for a surge of COVID-19 patients in our Special Care Unit (SCU) was initiated in March 2020. The collaboration and teamwork from the entire Sanford team was phenomenal to witness. Efforts included, but were not limited to, the following teams in our region: administration, facilities, information technology, environmental services, food services, supply chain, spiritual care, nursing, providers and too many others to name. The utmost care and attention was paid to safety processes being implemented – negative airflow and windows in doors for close observation of the patients, for example.

Due to the sense of urgency to care for our patients and communities, Sanford was able to pull off this work in just a week's time. Bed capacity was raised from two to 44 patients in fully functional units. In October 2020, the team prepared for an additional spike in COVID patients by expanding the bed capacity from 44 to 192 patients in just one month. Of the 192 beds, nine units required extensive transformation in preparation for this patient population to ensure we had fully functional and standardized units.

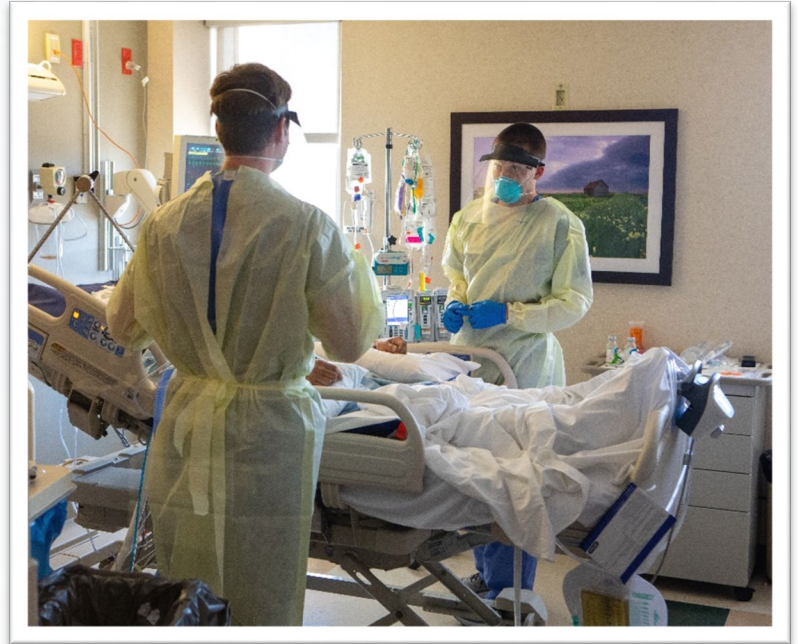
Being part of such a dedicated and compassionate team as we cared for patients through so many unknowns was remarkable. Utilizing the high-reliability organization (HRO) skills were key to our many successes, as did us all adapting to new processes and learning together. The top

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priority, of course, was providing quality and safe care to our patients and their families, and support and reassurance to our staff. The team bonded and morphed into one cohesive unit. No matter the task or the role of the individual, team members provided top-notch care to patients. Physicians, physical therapists and respiratory therapists assisted with basic patient care and nurses stepped outside of their comfort zones to ensure all the processes were followed 100% of the time, and that patients and staff members were all kept safe.



Through this pandemic, we have experienced the hardships with our patients, families and one another.

Despite the fear, anxiety, helplessness

and stress during this time, we were able to find a silver lining. We lived and breathed the Sanford mission, vision and values. As a family, the dedication and loyalty to our patients and to one another, grew stronger through every experience and every obstacle. There are not enough positive adjectives that would describe how Sanford employees went outside their comfort zones to assist one another and care for our patients.

Sanford 400

In 2020, Fargo introduced the Sanford 400 initiative – a leadership and mentorship experience for all Fargo market managers and above. Health care leaders' responsibilities are vast and health care is a complex industry. So, Fargo market leadership continues to invest time and resources to develop our leader groups to ensure they are at their best. The overarching strategy of the Sanford 400 is to effectively communicate and share information in a coordinated and thoughtful way, to the more than 10,000 employees in the Sanford Fargo market. To do that, we started at the top to build relationships and a culture of trust and transparency in small cohorts. Clear, simple and transparent interactions will help eliminate confusion and spread the Sanford vision as the cornerstone of the structure. Our SAFE culture is the foundation of this initiative.

A steering committee of senior leaders manages the program and provides guidance on topics for the cohorts, which are comprised of 6-8 leaders who are led through topic discussions by an executive leader and senior director. A pair of directors provide additional support to these senior leaders.

The group participated in an initial program to understand the goals, format and logistics of the Sanford 400, in preparation of leading 25 or more cohorts. Managers and supervisors make up the remainder of these cohorts. Since July 2020, the goal has been to meet weekly. The COVID-19 pandemic has created some challenges, but groups are starting to return to that initial meeting cadence. Sanford 400 topic examples are crucial conversations and resilience. As groups have



matured, topics have also come about organically, such as emotional intelligence and dealing with toxic people. Leaders have found these cohorts to be both helpful to their leadership development, and meaningful support during the challenging environment COVID created.

In addition to leaders' reported outcomes, by the end of 2021, the Sanford 400 will produce results that define our performance relative to safety, quality and being an employer of choice.

Measurements include:

1. A 5-star rating in the Vizient® Clinical Database (CDB) cohort. This is an inpatient measure of clinical quality.
2. Performance on eCQM - Electronic Clinical Quality Metrics, an outpatient measure of clinical quality.
3. Results of patient experience surveys.
4. An 80% reduction of serious safety events by the end of 2021.

Sanford Accountability for Excellence (SAFE)

Sustaining the learning attained since the beginning of our SAFE journey and continuing to integrate SAFE principles into all daily work was the direction of Sanford's HRO journey in 2020.

SAFE Coaches

In 2020, over 300 SAFE coaches were trained in Fargo. SAFE coaches are clinical and non-clinical employees who agree to assist in upholding and spreading our SAFE universal skills and tools to their teams by teaching, educating, mentoring and offering in-the moment coaching.

SAFE Sustainment Visits

In October, Fargo began SAFE sustainment visits. These visits, led by Laura Goldhahn, vice president of administration, and Dr.

Jeremy Cauwels, chief physician, support the next step in the organization's journey to high reliability. Visits take place the second Thursday and Friday of each month, with the purpose of:

- Rounding to assess the use of SAFE skills and tools.
- Providing education to reinforce skills with events such as Lunch and Learns.
- Connecting with leaders, staff and physicians.
- And assisting with closing gaps to strengthen SAFE.



Nurses at all levels, in concert with the rest of the organization, continue to support the transformational culture change by committing to zero preventable harm for every patient, every time. The Vice President of Nursing and Clinical Services, Theresa Larson, has continued the burning platform of patient safety through ongoing safety event review and steady incorporation of SAFE into all aspects of our nursing practice.



Patient Injury Prevention (PIP) Rounds

Patient harm from hospital acquired conditions continues to be a challenge for health care organizations, even during a pandemic. Nurse leaders committed to reducing our patient injury from hospital-acquired conditions, specifically falls, pressure injuries and central line- and urinary catheter-associated infections, recognize the challenges presented in caring for patients with a new disease, as well as continuing to care for our typical patients. Through the utilization of high reliability tools, a daily rounding process was implemented in May 2020 in every inpatient unit and procedural area. The process, Patient Injury Prevention (PIP) rounds, ensures prevention measures are in place every day for patients at risk of harm from these hospital-acquired conditions. Unit leaders and clinical care leaders (CCLs) assess the use and understanding of clinical nurses regarding prevention strategies, identify barriers and reinforce the “why” behind the strategies. Results are shared in Daily Safety Briefings, as well as in a monthly strategy meeting with unit nurse managers, directors and executive leaders.

Structural Empowerment

Supporting practice

Structural empowerment provides nurses with the ability to have a meaningful say in the way they practice as professionals through councils and input on policies and processes and develops them professionally to achieve the highest degree of clinical excellence and professional fulfillment.

Awards and Recognition

DAISY Award

An acronym for Diseases Attacking the Immune System, The DAISY Foundation was formed in November 1999, by the family of J. Patrick Barnes, who died at age 33 of complications of Idiopathic Thrombocytopenic Purpura (ITP). The nursing care Patrick received when hospitalized profoundly touched his family. The DAISY award has been presented to nurses in over 3,000 health care facilities across all 50 states and 13 countries. Patients and families touched by the nursing care they receive at Sanford can submit a nomination to recognize nurse’s kindness, care and expertise. Our 2020 winners included:

- Anna Adatte, ADN, RN
- Megan Albright, BSN, RN
- Jessica Corley, BSN, RN
- Cassie DeBoer, BSN, RN, OCN
- Maria Diepolder, BSN, RN
- Ann Hartnett, AAS, RN
- Gregg Homan, ADN, RN, CIC
- Jennifer Johnson, BSN, RN
- Alexa Larson, BSN, RN
- Andrea Lee, BSN, RN
- Tracey Luitjens,
- Britney Moeller, BSN, RN
- Angie Moothart, AAS, RN
- Jennifer (Hegg) Pederson, BSN, RN
- Nikki Perrin, BSN, RN



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- Laura Peterson, BSN, RN
- Jessica Roesler, BSN, RN
- Brooke Rund, BSN, RN
- Caroline Schick, BSN, RN, SCRN
- Andrea Sperr, ADN, RN
- Emma St. Aubin, BSN, RN, CCRN
- Rebecca Willits, BSN, RN, CNOR

Evelyn Quigley Spirit of Nursing Award – The Legacy Award

This award recognizes a nurse who has significantly contributed to the art and science of nursing throughout their career. Through strength of character, commitment and competence, this recipient is recognized as one who “lights a flame” for nursing practice, leaving a legacy for others by elevating professional nursing within Sanford and the community. This award is named in honor of Evelyn Quigley, MN, RN, Chief Nursing Officer Emeritus. This year’s recipient is:

- Julie Sandstrom, BSN, RN



Exemplary Professional Practice Award

The Exemplary Professional Practice award recognizes nurses who practice, collaborate, communicate and develop professionally to provide the highest quality care for patients served at Sanford. They exemplify professional accountability, teamwork and high ethical standards supporting a culture of safety and performance improvement. Those awarded the Exemplary Professional Practice award are:

- Cassie Foltz, BSN, RN, CNOR
- Amanda J. Hanson, BSN, RN, CMSRN

Florence Nightingale Award

This award recognizes nurses who are involved in the provision of the art and science of nursing, contributing to the evolution of the nursing practice. This year’s winners are:

- Janel Hodge, ADN, RN
- Jan Kupitz, RN, CPN
- Marie Ott, BSN, RN, CMSRN
- Jennifer Renfrew, AAS, RN, CMSRN
- Justin Carey, BSN, RN, CCRN
- Crystal Enwiller, LPN
- Jenna St. Claire, ADN, RN
- Daniel Stowman, LPN

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Friend of Nursing Award

The Friend of Nursing award recognizes individuals who have supported the nursing profession and the professional practice of nursing and recognizes the value of nursing to the patients we serve, the organization and our community. Congratulations to:

- Merideth Bell
- Karen Drager
- Linda M. Johnson
- Travis Waswick, MD

Guardian Angel Awards

Our Guardian Angel program gives patients and families the opportunity to celebrate exceptional care by making a gift in honor of a caregiver. Nurse recipients are listed below.

- Samuel Aggrey, PCT
- Kayla Bachand, NP
- Amy Christensen, ADN, RN
- Wella-Grace Corriente, BSN, RN
- Amber Cox, BSN, RN
- Ally Darling, BSN, RN
- Denise Erlandson, NP
- Rachel Gapinski, BSN, RN
- Matilda Gartei, NA
- Dallas Goettle, BSN, RN
- Jill Halland, LPN
- Kendal Haverland, BSN, RN
- Kylee Helgeson, BSN, RN
- Candace Hermans, BSN, RN
- Leann Herrmann, BSN, RN
- Kenzie Husted, RN
- Olivia Karzon, PCT
- Marisa Kraft, BSN, RN
- Sami Laplante, BSN, RN
- Colby Mahar, BSN, RN
- Matthew Montgomery, BSN, RN
- Mattie Olson, BSN, RN
- Bethany Prososki, BSN, RN
- Amber Riopelle, BSN, RN
- Kayla Shea, BSN, RN
- Sunshine Spaeth, RN
- Sarah Spiesz, ADN, RN
- Pam Thomas, BSN, RN
- Brittany Wiebold, ADN, RN
- Sanford Children's Hospital - Pediatric Intensive Care Unit (PICU)



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Golden Stethoscope Award

This award was presented to providers who support nursing, participate with them as a team member, and supports patient centered care. Winners in 2020 include:

- Dr. Johanna Askegard-Giesmann
- Dr. Donald Gullicks
- Dr. Dwayne Hansen
- Meredith Kelsen, NP
- Dr. Kelly Kerber
- Jennifer Kringlie, NP
- Dr. Heeraimangalore Manjunath
- Dr. Devendranath Mannuru

Helping Hands Award

The Helping Hands award is presented to a non-nurse who demonstrates support of nursing in patient care areas. Winners include:

- Ryan Janish
- Kristi Joritz
- Jilliana Logan
- Bradley Mckinnon
- Jolene Swenson
- Heather Tienter-Musacchia

New Knowledge, Innovations, and Improvements Award

This award recognizes registered nurses who conscientiously integrate evidence-based practice, research and innovation into clinical and operational processes. This person explores the safest and best practices for their working environment. These individuals have created or led innovation and/or improvements with demonstrated outcomes. The award recipient is:

- Kalah Erickson, BAN, RN

Rose Award

The Rose award represents nursing leadership role (includes charge nurse, clinical coordinator, managers, directors, and vice presidents) that “rose to the occasion” with an innovative project, crisis management, unit or work team goal achievement, or organizational project.

Congratulations to:

- Michelle Berning, BSN, RN
- Lindsey Eiter, BSN, RN
- Theresa Kolle, BSN, RN
- Ashley Lacey, BSN, RN
- Yvonne Lykken, BSN, RN
- Jocelyn Nitzkowski, BSN, RN



Star of Nursing Award

This award recognizes nurses in their first two years of practice. This is given to a nurse who has demonstrated passion for their newly chosen career through involvement in our nursing organization. Winners are:

- Jordan Martins, BAN, RN
- Kayla Breske, BSN, RN
- Codi Johns, ADN, RN
- Taylor Lemke, BSN, RN
- Kateri Schill, ADN, RN
- Bryn Woodside, BSN, RN
- Steph Larson, LPN

Structural Empowerment Award

The Structural Empowerment Award recognizes nurses who demonstrate professional engagement, development and commitment to community involvement. These nurses serve as active members of shared governance, serve on committees and task forces that address excellence in patient care. Congratulations:

- Caleb Behm, BSN, RN, CCRN
- Jenna Gahlon, ADN, RN

Transformational Leadership Award

This award recognizes registered nurses who demonstrate development of leaders, communicate expectations and evolve the departments to meet current and anticipated needs and strategic priorities.

- Nancy Martin-Koehn, BSN, RN, CPN
- Jackie McDougall, BSN, RN
- Ericka Wambach, BSN, RN
- Maria Regnier, MSN, RN, CNN
- Chelsie Falk, MSN, RN

Fargo Nursing Cabinet Presented at Enterprise Nursing Senate

Heidi Oien, BSN, RN; Janel Hodge, ADN, RN; Sarah Amundson, BSN, RN, CMSRN, CWON; Cassandra Scherer, BAN, RN; Casey Riedberger, BSN, RN, CPHQ; representatives from Fargo Nursing Senate Cabinet; Charley Rose, BAN, RN-BC; Fargo Region Ambulatory Council Chair, and Jenna Gahlon, BSN, RN; and Sheila Pitts, ADN, RN; representatives from the Network Senate Cabinet, reported on the state of nursing practice on July 30, 2020 at the Enterprise Nursing Senate. The Sanford Enterprise Nursing Senate meets annually and is comprised of shared governance clinical nurse leaders from each region, as well as all enterprise vice presidents of nursing and clinical services.

The following reflection on the impact of COVID was written and presented by Janel Hodge, ADN, RN, 2S clinical care leader, and chair of the Fargo Nursing Senate at Enterprise Senate:



When George Harrison wrote *Here Comes the Sun*, one of The Beatles most famous songs, he had no way of knowing the impact it would have on nurses and patients a little over 50 years later. At Sanford Fargo, we play this song



through the intercom system for every patient that is discharged from our special care unit. Knowing that some of our patients are with us for a very long time, this is very fitting ending to their stay. The first time I heard it playing over the speaker system, I felt a complex mix of emotions which I have heard echoed in many of my colleagues. Feelings of excitement for a patient I had never met because they were able to go home after a serious illness; a little sad for those who lost the fight under our care; fear for the unknown to come; but mostly a strong sense of pride for the team that I work with and the organization I work for.

The first verse says, "it's been a long cold lonely winter, it feels like years since it's been here." We all would probably agree that COVID has made us feel that normal was ages ago. Lonely does not quite fit though, does it? We have had each other through this time and when the call for action went out, we all answered with a loud, resounding "WE ARE HERE, HOW CAN WE HELP?" Since we are here as a nursing senate, the focus of how the call was answered will be from the nursing perspective but it has been nothing short of remarkable to see the response of each operating level within our organization. We were all tried with the speed and breadth of changes, but we all tackled them seemingly effortlessly. Administrative nurses answered the call through their daily hard work with incident command, working with supply chain to ensure we had PPE, ensuring we were all up to date with the latest changes, organizing upskill training, and teaching those classes. Ambulatory care answered the call through upskill training to medical/surgical areas, the COVID nurse line, and with our drive through testing. Inpatient nurses upskilled and precepted. Lastly, our special care nurses... In Fargo, the core of our Sanford special care nurses volunteered to be there. When asked why they chose to do so, common themes emerged. "I knew that was where I was needed. I have faith in our PPE, and our process. I feel more in control because I know what I have coming into work. I would rather it be me than have someone who is immunocompromised or pregnant come to the floor." In essence, I want to be there to protect you. After all that is what makes us nurses, we want to protect and advocate not only for our patients but for each other. This outlook has been reflected in our senate work.

The lyrics of another verse are "the smile's returning to their faces, it seems like years since it's been here". Despite not being able to see the smile on each other's faces and learning to smile with our eyes, our attitude and outlook has a profound effect on our patients. Individualization of care and becoming surrogate family for our patients was a discussion point during senate. Individualization of care is that extra piece we can all provide effortlessly. One of the ways we were able to provide individualized support for our patients was through the assisting in facetime with our patients and families when the campuses were closed to visitors. One of my favorite examples of individualized care is about a patient who was on our special care unit for a couple of weeks. He had heard the discharge song play. When it was finally his turn to go, he wanted us to play a different song. The song made famous by Rocky III, Survivor, *Eye of the Tiger*. While we were not able to play it over the intercom for him. We did play it on an iPad, which he absolutely loved and I'm sure the memory of that interaction will be with him until the day he dies. All too often, it

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is the small touches make the most profound impact on those around us, both positively and negatively. It is up to us to create a platform for positive experiences to grow.

The last verse goes “I feel that ice is slowly melting, it seems like years since it’s been clear”. COVID has affected all of us in so many ways. Some of us have children at home for which the disruption of school is a major issue. Some have friends or family who have had COVID or maybe have had it themselves. Some have felt the pressure of fear for so long they almost broke. Through it all we stand united in our resolve to help each other. Clearly our experience at Fargo is not unique but rather a shared one with the other markets, yet there are pieces of it that are distinctly ours as well as pieces that are distinctly yours. While there are changes to what normal is, it is clear that not all things can or should go back to how things were but rather we must continue to evolve. The collaborative relationships we are building through events like this and other outlets should be expanded upon not only from an organizational standpoint but also with each other. That is the only way to clear the melting ice completely.

So, from all of us at Sanford Fargo, we will leave you with *Here Comes The Sun*, and we say it is all right.



Fargo Nursing Senate linked their accomplishments with Sanford Values and included the following:

Calling: The Senate focused on nursing retention and culture and has set goals to continue this work into 2021.

Courage: Over the last year, the senators reviewed an evidence-based practice project and voted in favor of discontinuation of routine incentive spirometry, as literature review did not support the practice. The senate also recommended changing patient beds to provide consistency in bed alarms used throughout the hospitals, an important safety strategy given many nurses and aides work at more than one campus or unit. Senators reviewed hospital acquired pressure injury processes and recommended making dual-nurse skin assessment a focus for all departments where patients first enter the hospital.

Family: In December 2019, the senate provided support for a Sanford Fargo nurse who lost her husband unexpectedly.

Community and service: Responding to the COVID-19 pandemic through multiple strategies was the primary way the senate supported the community. The senate continued to meet virtually throughout the pandemic and the surge that followed to support members and share information.

Resolve: To promote excellence, efficiency and purpose, the senators supported and actively engaged in the new huddle board process and engaged in the patient injury prevention (PIP) daily rounds and provided feedback to refine the process.

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Advancement: Senators have engaged in support of, and as members of groups associated with, achieving 5-Star Vizient rating, Magnet® designation, and strengthening Sanford Accountability for Excellence (SAFE) culture. This work will continue into 2021.

Fargo Ambulatory Nursing Council (FRANC) The team shared these 2020 accomplishments:

- Enhanced networking and collegiality by monthly spotlight clinic focus.
- Represented ambulatory settings at the Nursing Retreat held Nov. 1, 2019.
- Elevated concerns about employee safety at Urgent Care clinic crosswalk.
- Enhanced relationships with ancillary services, such as the Better Choices, Better Health program and lab services, and is working on a referral process.
- Implemented an ambulatory daily safety brief.

Looking ahead, FRANC's goals include piloting a vaccine series minor consent and formalizing agenda items using the SBAR format.

Fargo Network Nursing Senate Key accomplishments in 2020 focused on encouraging, engaging and uplifting frontline staff. For example:

- Senate members identified growth and leadership development opportunities both in the senate and in roles at their facility. Senators note their peers expect them to voice ideas, look up to them and that they feel a higher level of respect among team members. Senators are leading by example and stepping up to the challenges and changes faced by all in the past year.
- Senators were also involved in achieving overall reductions in falls and readmission rates.

Looking forward to 2021, network senate goals again focus on nursing staff. Continuing the SAFE journey, working on productivity, staffing, recruitment and retention strategies, and implementing mentoring as part of the onboarding process are also key bodies of work. The senate will spotlight different care locations so team members can get to know each other better and build stronger bonds across the network. Other improvements planned for 2021 are focused on workplace violence, hand hygiene, care plan improvements, standardizing education and collaborating on discharge planning.

Nursing Shared Governance

One component of a Magnet organization is the presence of a nursing governance structure that supports nurse autonomy and shared decision making. Clinical nurse representatives and nurse leaders analyzed structure and operations of nursing shared governance at Sanford Medical Center Fargo in 2019. Clinical nurses identified the need for education about shared governance in order to be more effective in their roles. In October of 2020, twenty-three unit-based council chairs, senators and chairs of senate sub-councils participated in the first offering of *Leadership through Shared Governance*, which was provided virtually. Content incorporated the nursing strategic plan and shared governance principles, structure and resources, as well as meeting facilitation, project management and leading in their shared governance roles. The clinical nurse chair of Nursing Senate, Janel Hodge, ADN, RN, co-presented the education with other nursing leaders.

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The Nursing Senate approved the initial bylaws for Nursing Shared Governance in Fargo. Senators received the draft developed by the Shared Governance Coordinating Council in October and took the bylaws to their units/departments for review and discussion. After reviewing, the senators voted unanimously to approve in December 2020. The bylaws create a common statement of nursing philosophy, mission, vision, goals and objectives, in addition to describing the governance structure of the nursing staff. The Nursing Senate Cabinet will facilitate review of the bylaws by the nursing staff on an annual basis moving forward.



Back Row: Abby Wenzel, RN, Cassie Scherer, BAN, RN, Ashley Kankelfritz, ADN, RN, Alissa Biever, BSN, RN, Megan Porath, RN, Brad Selseth, ADN, RN, Micah Ferden, RN, Ashley Lacey, BSN, RN, Zach Jensen, BSN, RN,, Cassandra Plante, RN, Melissa Olsby, ADN, RN, Christina Pillman, BSN, RN, ONC, Jackie Hinrichs, BAN, RN. **Middle Row:** Jenny McKay, ADN, RN, Tayler Leysring, BSN, RN, Megan Albright, BSN, RN, Carla Torgerson, ADN, RN, Heidi Oien, BSN, RN. **Front Row:** Casey Riedberger, BSN, RN, CPHQ, Janel Hodge, ADN, RN, Natalie Carriveau, BSN, RN, Andrea Trzynka, BSN, RN, Sofia Oleson, BAN, RN, Dawn Hager, BSN, RN, RNC-NIC, Nicole Elkin, ADN, RN, Kristen Crumby, BSN, RN, CPN, Kayla Shelhaas, RN, Sarah Amundson, BSN, RN, CMSRN, CWON, Amy Scoville, BSN, RN

Implementation of Ambulatory Daily Safety Brief (DSB)

As Sanford continues down the journey of becoming a highly reliable organization, a new process to support safety was implemented – the ambulatory daily safety briefing (DSB). Nurses on the Fargo region Ambulatory Nursing Council (FRANC), part of the nursing shared governance structure, requested an ambulatory DSB be implemented to have an opportunity to learn from other clinic settings and the events that arise in each of their areas. Some ambulatory settings were part of the inpatient daily safety briefing originally and learned how to use this process.



These participants recognized the value and felt all ambulatory locations would benefit by this process as well.

The inpatient DSB includes sharing safety stories, raising up and praising big wins, as well as voicing opportunities for improvement. The ambulatory DSB follows the same format and is held daily, Monday through Friday, after the inpatient and network safety briefs. The ambulatory DSB includes a safety message and sharing from support departments, as well as clinic locations. This great work went live Sept. 15, 2020. Since implementing the daily safety brief the safety event reporting rate from the ambulatory sites has increased by 50%! Go team Sanford!

What is a daily safety briefing?

The briefing is a short, stand-up meeting to:

- Share issues that occurred in the last 24 hours.
- Anticipate adverse conditions or disruptions in the next 24 hours.
- Review the steps taken to resolve previously identified issues.
- Review resources assigned to correct newly identified issues.

Briefings are frequently used in high reliability organizations (HROs) to help address the five key principles of high reliability:

- The opportunity to share unexpected events.
- Providing multiple perspectives and levels of experience in addressing issues.
- Continual awareness of the stress levels within the organization.
- Quickly addressing the issues that are brought up.
- Frontline staff frequently have a good sense of what needs to be done, but sometimes do not have the resources to accomplish these remedies.

Benefits of daily safety briefings:

- Valuable in identifying close calls and proactively identifying hazards and unsafe conditions.
- Improve patient safety.
- Promote safety culture.
- Help create vigilant teams.
- Improve team dynamics.
- Alert staff to concerns of issues, such as equipment failure.
- Make others aware of potentially adverse patient outcomes, such as falls, near misses and medication errors.

Daily safety briefings a hallmark of high reliability. (n.d.).from <https://www.jointcommission.org/resources/news-and-multimedia/newsletters/newsletters/quick-safety/quick-safety-issue-34-daily-safety-briefings--a-hallmark-of-high-reliability/daily-safety-briefings--a-hallmark-of-high-reliability/>

Wound Treatment Associates

In 2019, an opportunity to enhance bedside nursing knowledge of skin and wound care was identified. Operational leadership formed a workgroup to address this knowledge gap – from this, the Wound Treatment Associate Program was developed.

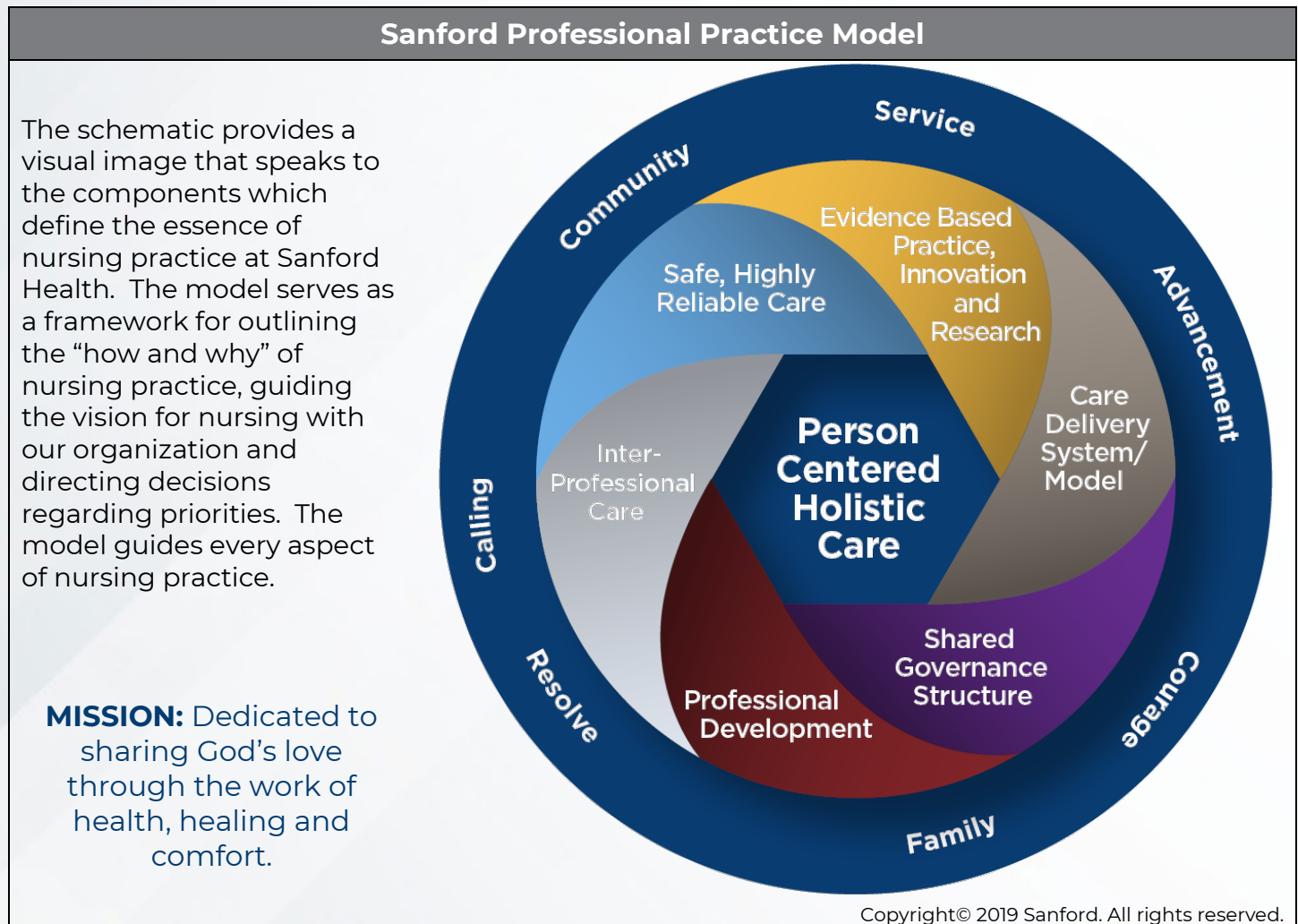
Since its inception, more than 40 nurses have participated in the Wound Treatment Associate educational program facilitated by the wound care nurses. The goal of this program is to improve patient safety by decreasing the overall incidence of stage-able hospital acquired pressure injuries. As we move into 2021, a goal of this program is to kick off a Skin Champion Committee for the Fargo region, focusing on trends, themes and interventions.



Exemplary Professional Practice

Ensuring excellence

Exemplary professional practice is nursing practice that represents the best of the best and is worthy of imitation. The Professional Practice Model (PPM), outlined below and developed by nurses at Sanford, guides nurses to achieve this level of nursing practice.



COVID-19 Vaccine

As of Jan. 31, 2021, we have vaccinated 6,603 Fargo region employees and more than 1,000 patients. Our first batch of the vaccine was delivered late Sunday, Dec. 13, 2020, with first round of employee vaccinations administered the following day, Monday, Dec. 14. Similarly, our first batch of patient vaccines was received on Wednesday, Jan. 13, 2021, with first doses administered the following day, Thursday, January 14. In the first six weeks of administering the vaccine, we vaccinated more than 70% of our region’s employees, with 72% having received their second dose.

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We kicked off our vaccination events at the Broadway hospital on Jan. 14, where we vaccinated six patients. Sanford led the community-wide vaccination center opening, along with Public Health and Essentia on Jan. 20. All COVID-19 vaccination appointments for both employees and patients are now being done at the vaccination center, located in the former Gordman's store.

My Sanford Nurse COVID Line

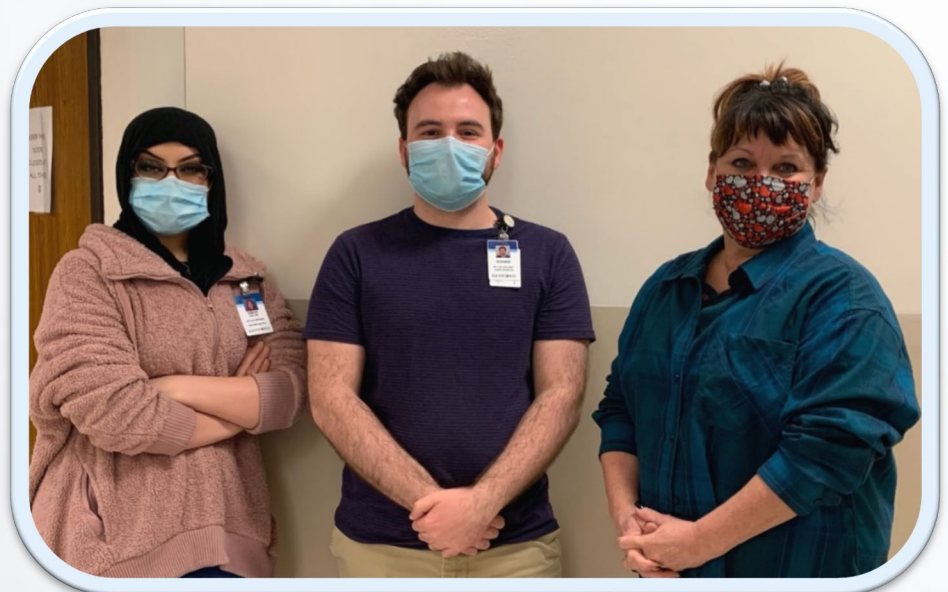
My Sanford Nurse (MSN), a telephone nurse triage service, serves all patients in Sanford Medical Center Fargo's geographic footprint – a very large and predominantly rural area. In early March 2020, as the COVID-19 pandemic began to spread throughout the country and into North Dakota, the number of calls to MSN increased dramatically. The COVID nurse line was successful in decreasing the number of dropped patient calls and enabled the My Sanford Nurse service to provide consistent, up-to-date information, while continuing to meet the needs of the local and surrounding communities during the onset of the pandemic in the Fargo region. Consumers with COVID- and non-COVID-related concerns were able to get through to nurses to have questions addressed. As Sanford Medical Center Fargo continues to normalize processes for caring for our community, the COVID nurse line has continued as an important point of contact for people experiencing symptoms or needing information about obtaining testing.

Home Monitoring Program

In the spring of 2020, Sanford started a home monitoring program for COVID-positive patients. The program worked through My Sanford Chart application, as this is where the patient would input their information. Patients would be provided a home monitoring kit from ambulatory or inpatient staff, depending on which physician placed the order. The kit consists of a thermometer, pulse oximeter and instruction guide, all provided free of charge. If patients were not set up with My Sanford Chart, assistance was provided in getting them registered. A consistent nurse would check in with these patients on their temperature, oxygen saturation and symptoms. This nurse would guide patients on their next steps and whether they could continue to recover at home or if medical attention was needed.

June 2020: Fargo ambulatory care management took on the responsibility of enrolling Fargo region patients in home monitoring. This was offered to patients when they were called about lab results if they had used the COVID nurse line.

December 2020: The ambulatory RN care management team took over the screening and scheduling



Home COVID monitoring case management team (left to right): Eman Mohammad, BSN, RN, Shawn Heisler, BSN, RN, and Paula Ehlen, BSN, RN.



of patients for outpatient monoclonal antibody infusions. Autumn Nelson, MSN, APRN, CNP-BC, who has been the nurse practitioner championing this work, in coordination with the oncology infusion team, helped ensure we were able to get patients scheduled, questions asked, and exceptional care provided to our patients. That team has been instrumental in working toward educating providers, staff, nursing homes and patients on the benefits and process of receiving monoclonal antibody infusions.

January 2021: Sanford Fargo dedicated three full-time ambulatory RN case managers to the COVID work. This has allowed for improved communication and efficiency with the screening and scheduling process, and helps provide continuity of patient care to have one team enrolling into the home monitoring program and scheduling the infusions. These staff members sit with the Infusion Center providers. We look forward to continuing collaboration and remarkable team work to provide this extraordinary service to our patients.

Sanford Patient Experience

The world is changing quickly, let us change with it!

Organizations across the globe face a once-in-a-generation challenge that is reshaping consumer behaviors in a way few of us thought possible. The most effective way to be “all in this together” is to leverage direct feedback patients are providing to adapt our strategies to meet those changing needs and expectations.

In July of 2020, our organization made the decision to move our patient satisfaction survey from Press Ganey to NRC (National Research Corporation). A pilot was conducted across the enterprise in 2019-2020, as we looked for shorter, more actionable and real-time data. Since August 2020, we have heard the voices of over 113,000 patients. Real-time measurement drives patient loyalty and trust, and our ability to respond within a few days of their visit can be the difference between good and great.

We use real-time feedback to act with agility and embed the voice of the patient in all areas of our work – from the front desk to the boardroom. To truly change the way we do business, it is imperative to listen closely across touchpoints of the patient journey, to act quickly on the insights that came up and always be thinking about how to evolve our experience strategy.

Quality and Safety

The Fargo infection prevention team served as an integral component of the organizational efforts responding to the COVID-19 pandemic. The team, comprised of infection prevention (IP) and data specialists certified in infection control, worked tirelessly to support Incident Command efforts, enterprise committees and frontline care teams, as they navigated new territory responding to the COVID-19 threat. Collectively, the team did not waiver. They fielded questions without answers as new care areas opened, and they worked to ensure the space was safe and infection prevention standards were met. The team navigated process changes with ease and empowered frontline employees with the “why” behind personal protective equipment (PPE) and the role it plays in keeping staff and patients safe.



The team also worked diligently to identify all positive individuals, trace their steps through our system and collaborate with both employee health and local departments of health to decrease the spread of infection. To date, the team has traced more than 8,000 unique patients.

Special thanks to the Infection prevention team and those that supported us during the peak of our surge: Mary Kuehn, CIC Brenda Grandstrand, Jason Goebel, BSN, RN, CIC, Sheri Lambertz, BS, CIC, Brenda Pulfrey, BSN, RN, CIC, Paulette Heald, Kara Leopold, ADN, Katie Wall, ADN, RN, Khadro Ibrahim, Amanda Fechtner, BS and Laura Cull. Additionally, the entire quality and safety team partnered with IP to support rounding, tracing, incident command and the day-to-day grind.

New Knowledge, Innovation, & Improvements

Learn, innovate, and improve.

Integration of evidence-based practice (EBP), research and innovation advance the professional practice of nursing at Sanford Fargo. This is achieved through a supportive infrastructure of Shared Governance councils, the innovation unit on 8A, quality and safety departments and the Office of Nursing Practice.

Flu Blitz

Our 2020 flu blitz journeys were altered quite a bit and that was for the better – not only for the people doing the work, but for our patients that came to the event as well. With the COVID challenges that arose in this past year, our flu blitz group was posed with the task of coordinating events to be held via drive up method at the FargoDome on four separate occasions. There were diverse opportunities provided where there was a need to secure volunteers, validation of vaccine on site and the ability to administer to patients through this renewed process. Some of the fun things we had available to all individuals were Sanford wearables, snacks for the patients and teammates, there was even doggie biscuits for our four-legged friends. Through all of this and these wonderful events allowed us to vaccinate 4,218 patients that live and work in our wonderful communities.

Innovation Unit Gets a Lift

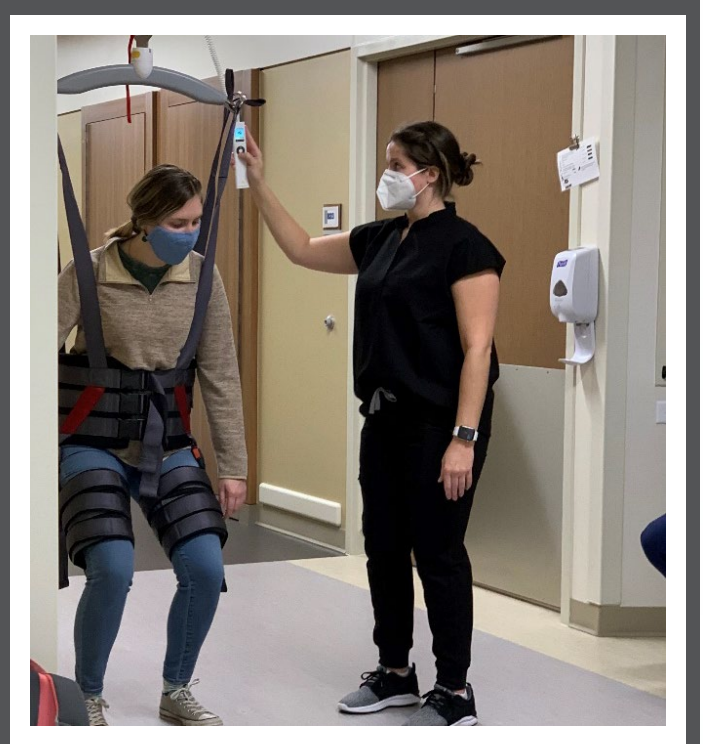
With the addition of 14 beds to SMCF 8B, we could not pass up an opportunity to add innovative equipment to the building's newest wing. The Guldmann Gait Trainer offers our patients mobility options that are state of the art. SMCF is currently the only hospital in the Midwest to have this system installed with the new trainer module. There are ten hospitals in the U.S. that currently utilize this advanced, hands-free technology to support early mobilization and improved physical function of their patients. The system is unique in that it senses the patient's weight and movement and provides dynamic weight relief to help both patients and caregivers work on mobility activities like balance, sit-to-stand and walking up and down stairs. It provides confidence and safety to the patient, while letting caregivers work hands-free, so they can easily guide training. Evidence suggests that early mobilization decreases length of stay, reduces falls, increases independence and reduces costs. This innovative technology offers our patients a safe mobility option earlier in their hospital stay. Staff on 8AB learned to use the equipment the first week of December 2020, along with many other unit leaders and representatives who may bring their patients to 8B to use this technology. All patients and staff are welcome to use the lift system on 8B for their mobility needs and slings are stocked in all sizes in the unit's clean supply



room. For more information, educational materials, or training, please reach out to the leadership on 8AB.



Molly Przyblyski, Guldmann Rep
Kelsey Arntson, BSN, RN (8AB)



Maria Diepolder, BSN, RN (8AB)
Molly Przyblyski, Guldmann Rep

Empirical Quality Results

What difference have we made?

Empirical outcomes are the data nursing at Sanford collects to show the results of nursing leaders and clinical nurses work to improve patient, nursing workforce, and organizational outcomes.

Preventive Cancer Screenings

Clinics throughout the Fargo region have committed to improving patient outcomes, even though the most challenging of circumstances. In August, 22 clinics throughout the Fargo region participated in preventive cancer screening bingo, resulting in the ordering of nearly 1,800 screenings, including 717 mammograms, 616 cervical cancer screenings and 460 colorectal cancer screenings.

Continued progress in colorectal cancer screening rates was seen in 2020, including several clinics achieving the organizational goal of 80%. Those locations are:

- Integrative Medicine Clinic
- Valley City Family Medicine
- Perham Family Medicine
- Pelican Rapids Clinic



2020 Fargo Sanford Improvement Symposium

The virtual Sanford Improvement Symposium was a smashing success, with 49 teams submitting performance improvement projects representing their ongoing efforts for continued improvement in patient safety and outcomes. We are excited to share the list of 2020 Symposium winners – please join us in congratulating these teams for their ongoing focus on improving the human condition, even during the most challenging of times.

Clinical Care

- 1st Place: Current perioperative temperature management strategies, are they effective?; Adrienne Carlsson, DNP and Sadie Becher, MSN, RN, CRNA anesthesia team
- 2nd Place: Improving Women's Cancer Screening in Southeast North Dakota; Shelly Arneson, ADN, RN and Dr. Tara Mertz-Hack, Sanford Oakes Clinic and sister sites

Safety

- 1st Place: Achieving 100% hand hygiene compliance for orthopedic day unit/PACU; Janet Boerger, BSN, RN, CAPA and Nichole Jaeger, BSN, RN, CAPA orthopedic day unit/PACU South University
- 2nd Place: Centralized SPO2 and Pulse Monitoring in a Medical Surgical COVID-19 Unit; Tricia Erstad, MSN, RN and Jane Taber, MSN, RN, CEN, CNML, special care unit
- 2nd Place: High Reliability Huddles: A Sanford SAFE Strategy to Prioritize Patient Care; Casey Riedberger, BSN, RN, CPHQ and Ida Delacerna, BSN, RN, SMCF 8A

Evidence-Based Practice

- 1st Place: Electronic Hourly CARE Rounding Dashboard; Heather Perez, MSN, RN, RN-BC and Merideth Bell, MS SMCF 8A

People's Choice Award

- Piloting an Inpatient Add-on Case Request Order to improve communication during case scheduling process with the OR; Cassie Foltz, BSN, RN, CNOR, Ann Podoll, BSN, RN, CNOR, and Laci Soper, BSN, RN, CNOR, SMCF operating room
- Scanned It!! Increasing Medication Barcode Scanning Rates to Improve Patient Safety; Katie Smith, pharmacy, Sanford Wheaton Medical Center
- Breaking Down the Language Barrier!; Heather Muehler, Dawn Navratil, and Ashley Arneson, Sanford Wheaton Medical Center

Nursing Retention

Our sourcing team initiated an expanded marketing campaign to increase job visibility to passive and active job seekers. Along with radio ads and digital billboards proposed for the greater Fargo area, a strong digital presence will complement our efforts and keep Sanford top-of-mind. The digital tactics listed below were deployed to generate leads around large candidate pools in an effort to meet our hiring objectives:

- Programmatic job boards (AI monitored to ensure traffic)
- Optimization of job ads on Google
- Optimizing Facebook ads using Google's traffic
- Geo-fencing competitors

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- Zoom Info license to target custom audiences on social media
- Market to regional university students and alumni with nursing degrees
- Targeting active RNs inside/outside the Sanford footprint using third-party assistance
 - Warm leads are shared with the Sanford sourcing team
- Hosting weekly virtual chat sessions
- Hosting career fairs
 - February 2020: Nursing Hiring Fair held at Drekker Brewing
 - Sanford Fargo also participated in the following virtual events with local colleges:
 - UND health care career fair, September 2020
 - NDSU health care career fair, September 2020, February 2021
 - St. Benedict's and St. John's health care career fair, November 2020
 - M State networking event, October 2020, February 2021
- Talent acquisition team deployed a '150 Nurses in 150 Days' campaign in November 2020 and by end of the year we had hired a third of our 150 goal

These strategic initiatives are driving high-quality candidates to our recruitment team and ultimately to our growing teams of nurses. Expanding our recruitment team's talent pipeline enables them to spend less time mining resume databases and more time engaging with interested candidates – a tactic proving to be very effective.

Sanford Patient Experience

2020 was a challenging year for all health care organizations nationwide as the pandemic dramatically changed the patient's experience of care. Multiple strategies were deployed throughout the year to help improve the patient/family experience, including:

- Ambulatory settings rapidly learned to use video visits to meet the needs of patients for care in a safe manner.
- Nurses employed technology to connect patients and families via phone calls and iPads.
- Nurses and physicians worked to ensure that an update was provided to family contacts daily when family was not able to visit their loved ones in COVID units.
- A dedicated phone line was developed for family communication liaison staff to take family calls and facilitate messages being delivered to appropriate team members, as well as to provide a compassionate listener who could suggest additional support for family members.



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- Photos of team members working in the COVID units were used on gowns to help personalize the care team when wearing protective equipment.
- Increased rounding by spiritual care team to support patients not able to have family in the hospital.

Sanford Medical Center Fargo Hospitals, Clinics, and Dialysis

The Magnet Program® sets the benchmark for organizations to perform higher than national averages in patient satisfaction the majority of the time in most units as a requirement for Magnet designation. Patient satisfaction vendors like Press Ganey and NRC, work with the Magnet Program to identify questions that effectively measure patient satisfaction with nursing care. The categories with approved questions provided by our vendor are:

- Care coordination
- Careful listening
- Courtesy and respect
- Patient education
- Patient engagement
- Safety

Top 3 categories inpatient:

- Patient education
- Safety
- Care coordination

Top 3 categories ambulatory:

- Safety
- Careful listening
- Courtesy and respect