

Providence St. Vincent Medical Center

2025 Nursing Annual Report



A Message from the Chief Nursing Officer

It is my pleasure to share the Providence St. Vincent Medical Center Annual Nursing Report for 2025. This report highlights just a small portion of the extraordinary work and many accomplishments achieved by our nursing team as we continue to care for our community and advance the profession of nursing. Together, our nurses have made meaningful progress in delivering safe, equitable, and high-quality care while providing exceptional experiences for the patients and families we serve.

I am especially proud that nursing retention remains strong and turnover continues to be well below the national average. We have seen significant improvement in key quality indicators, including marked reductions in CAUTI rates and a sustained decrease in inpatient falls with injury. These outcomes reflect our unwavering commitment to nursing excellence, quality improvement, and safe, patient-centered care.

Our nurses continue to live our mission both within our hospital walls and across the greater community. Nurses proudly lead local healthcare screening efforts through Project Homeless Connect, helping ensure that unhoused individuals in the Portland area receive essential care. Within our hospital, the Neonatal Intensive Care Unit's Hallway of Hope celebrates NICU graduates and their ongoing journeys, offering inspiration and encouragement to families currently navigating their own NICU experience.

PSVMC's nursing culture is strong, resilient, and deeply committed to excellence. I am profoundly grateful for the dedication, professionalism, and compassion demonstrated daily by our nurses. It is an honor to work alongside such an exceptional team as we continue to make St. Vincent's a destination for nursing practice, making Portland a healthier place to live.



Liz
Elizabeth Paxton , PhD, MSN, RN, NEA-BC
Chief Nursing Officer

Providence St. Vincent Medical Center

*St. Vincent nurses provide excellent care for the
well-being of our communities*

Our Mission

*As expressions of God's healing love, witnessed through
the ministry of Jesus, we are steadfast in serving all,
especially those who are poor and vulnerable.*

Our Core Values

Compassion, Dignity, Justice, Excellence, Integrity

Our Vision

Health for a Better World.

Our Promise

"Know me, care for me, ease my way."

Providence St. Vincent Medical Center

In 2025, Providence St. Vincent celebrated **150 years of service**. Nursing stands at the heart of this enduring legacy. Across generations, nurses have been central to advancing compassionate, evidence-based care while responding to the evolving needs of our community.

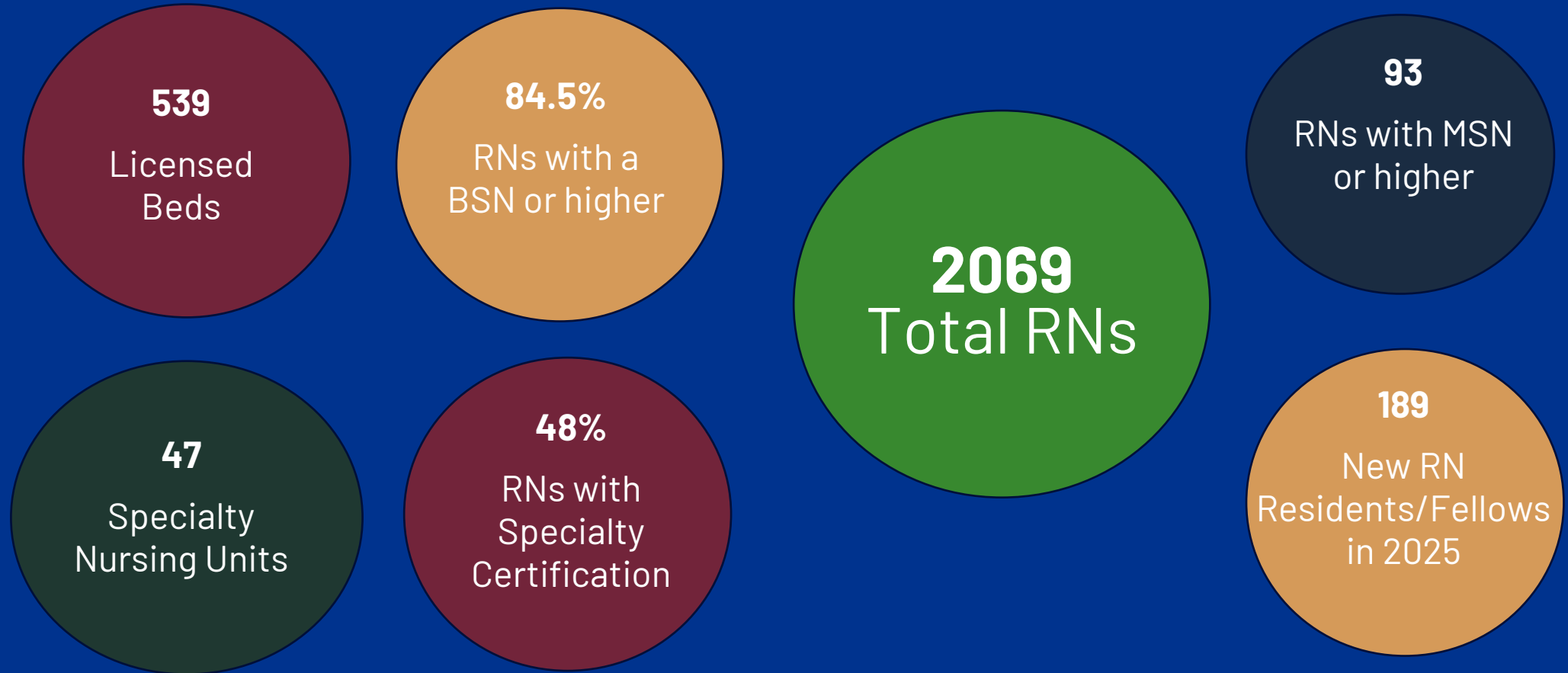
This year also marked **25 years of Magnet** designation, a testament to sustained nursing excellence and professional practice. First achieved in 2000, this distinction made PSVMC the first hospital in Oregon and the first Providence ministry to earn Magnet recognition.

Together, these milestones honor not only our history, but the nurses who continue to lead PSVMC forward with excellence, integrity, and a healing presence.



Celebrating 150 years, from top left: Sr. Lynda Thompson; first St. Vincent hospital; IRU RN Lindsey Novinger, Nursing Director Amanda Booth & Quality Director Travis Scott.

Providence St. Vincent Medical Center



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Nursing Professional Practice Model



Our PSVMC **Nursing Strategic Plan** and **Professional Practice Model** are used to guide nursing practice in alignment with our mission and values. Together, these frameworks provide direction for delivery of consistent, evidence-based care while supporting quality outcomes, collaboration, and professional accountability.

PROVIDENCE St. Vincent Medical Center **MAGNET** RECOGNIZED AMERICAN NURSES CREDENTIALING CENTER

PSVMC Nursing Strategic Plan 2024-2028

NURSING VISION: St. Vincent Nurses provide excellent care for the well-being of our communities.

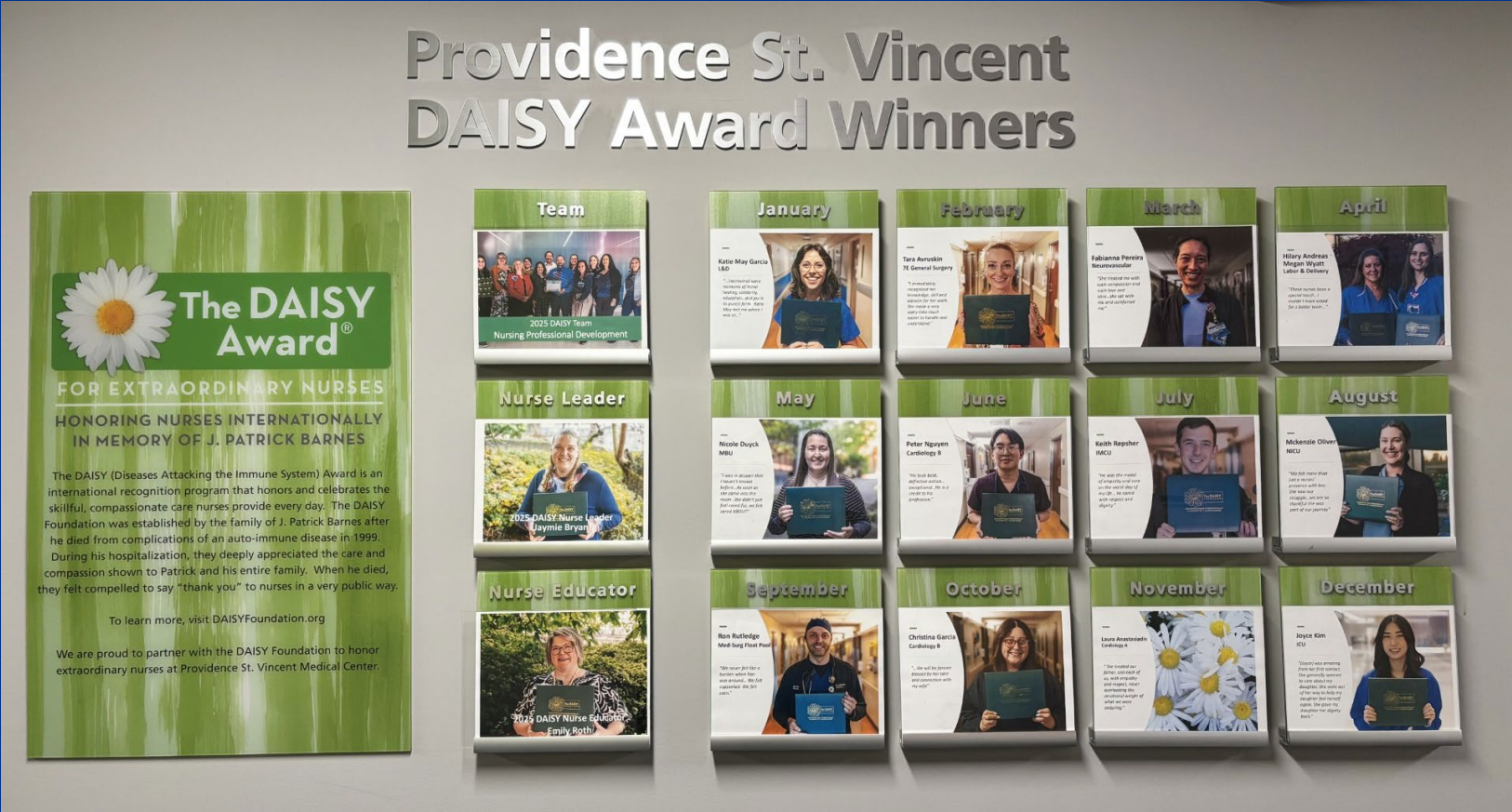
CORE STRATEGIES				
CAREGIVER EXPERIENCE We are the best place to work	PRACTICE We foster professional growth	PATIENT EXPERIENCE We are where patients choose	PERFORMANCE We are the best at what we do	INNOVATION We are the future of healthcare
ALIGNMENT WITH OUR PROFESSIONAL PRACTICE MODEL				
Shared Leadership & Empowerment	Professional Development & Advancement	Safety, Quality & Excellence in Nursing Care	Evidence-Based Practice; Safety, Quality & Excellence in Nursing Care	Professional Development & Advancement; Interprofessional Collaboration
WHAT WE WANT TO ACHIEVE BY 2028				
Create an environment that promotes recruitment, retention, and engagement.	Enhance the nurse practice environment through development of the professional nurse.	Enhance patient experience and restore trust by amplifying their voice and feedback.	Promote quality and safety through data-driven evidence-based nursing excellence.	Cultivate staff ideas through structures for nursing innovation.
2025 OPERATING PRIORITIES AND TACTICS				
• Maintain or decrease first year RN turnover of 18% ⇒ Develop 90 day check-in survey to observe onboarding experience • Support RN retention across the ministry ⇒ Explore inter-hospital transfer data • Improve RN experience ⇒ Define metric to measure experience ⇒ Develop action plan to improve defined metric	• Increase overall BSN rate to 80% ⇒ Create awareness of education funding resources • Increase specialty certification rate by 2% ⇒ Identify and develop RN professional development champions • Develop new Professional Practice Model (PPM) ⇒ Disseminate new PPM	• Standardize unit specific real-time patient experience data collection for all patient care areas ⇒ Directors & CNO determine expectations for leader/cipher rounding ⇒ Each unit have established practice for leader/cipher rounding ⇒ Collaborate with QSPC for dissemination process to bedside caregivers	• Majority of units outperform national benchmarks in Nurse-Sensitive Clinical Quality Indicators ⇒ Create monthly recognition with perpetual trophy/certificates to reward patient care areas that exceed national benchmarks ⇒ Post photo recognition on Nursing SharePoint • Promote culture of safety ⇒ Amplify Red Rule policy	• Identify resources to support data analysis ⇒ Research tools/resources available • Increase number of nursing projects at PSVMC ⇒ Disseminate NRIC project process to all nursing ⇒ Develop process/tool to track nursing projects ⇒ Increase participation in EBP Bootcamp ⇒ Partner with Clinical Ladder Board to support CL 3 & 4 projects

Click on or scan the link to listen to a Podcast review of the strategic plan

January 2025

Celebrating our Nurses: 2025 DAISY Honorees

March	Fabianna Pereira- Neurovascular
April	Hilary Andreas & Megan Wyatt- L&D
May	Nicole Duyck- Mother Baby Unit
June	Peter Nguyen- Cardiology B
July	Keith Repsher- IMCU
August	McKenzie Oliver- NICU
September	Ron Rutledge- Med-Surg Float Pool
October	Christina Garcia- Cardiology B
November	Laura Anastasiadis- Cardiology A
December	Joyce Kim- ICU
Team	Nursing Professional Development
Educator	Emily Roth
Leader	Jaymie Bryan



Celebrating our Nurses: 2025 Nursing P.R.I.D.E Recipients



March	Sara Cullinane- IMCU
April	Shelby Groves- PICU
May	Brandi Gomez- ICU
June	John Fitzpatrick- EP
July	Deb Bakken- Main OR
August	Diana Zarco- Neurovascular
September	Jennifer Brix- Care Management
October	Shelby Scott, Perinatal Special Care
November	Sandra "Tukie" Lake- IV Therapy
December	Kimberly Hunt- Inpatient Psychiatry

Celebrating our Nurses: 2025 PSVMC Nursing Awards

CICU Healthy Work Environment Group

IRU Bleeding Prevention Champions

JEDI Committee

HAI Prevention Committee

Ann Murdock, Andrea Daily, Deb Reilly

Amy Nnoli

Alexis Stone

Nicky Miyashiro

Kailey Petit

Olivia Johnson

Daniela Valle

JC Caravajal

Matthew Hughson



Providence St. Vincent Medical Center: **Mission Moments**



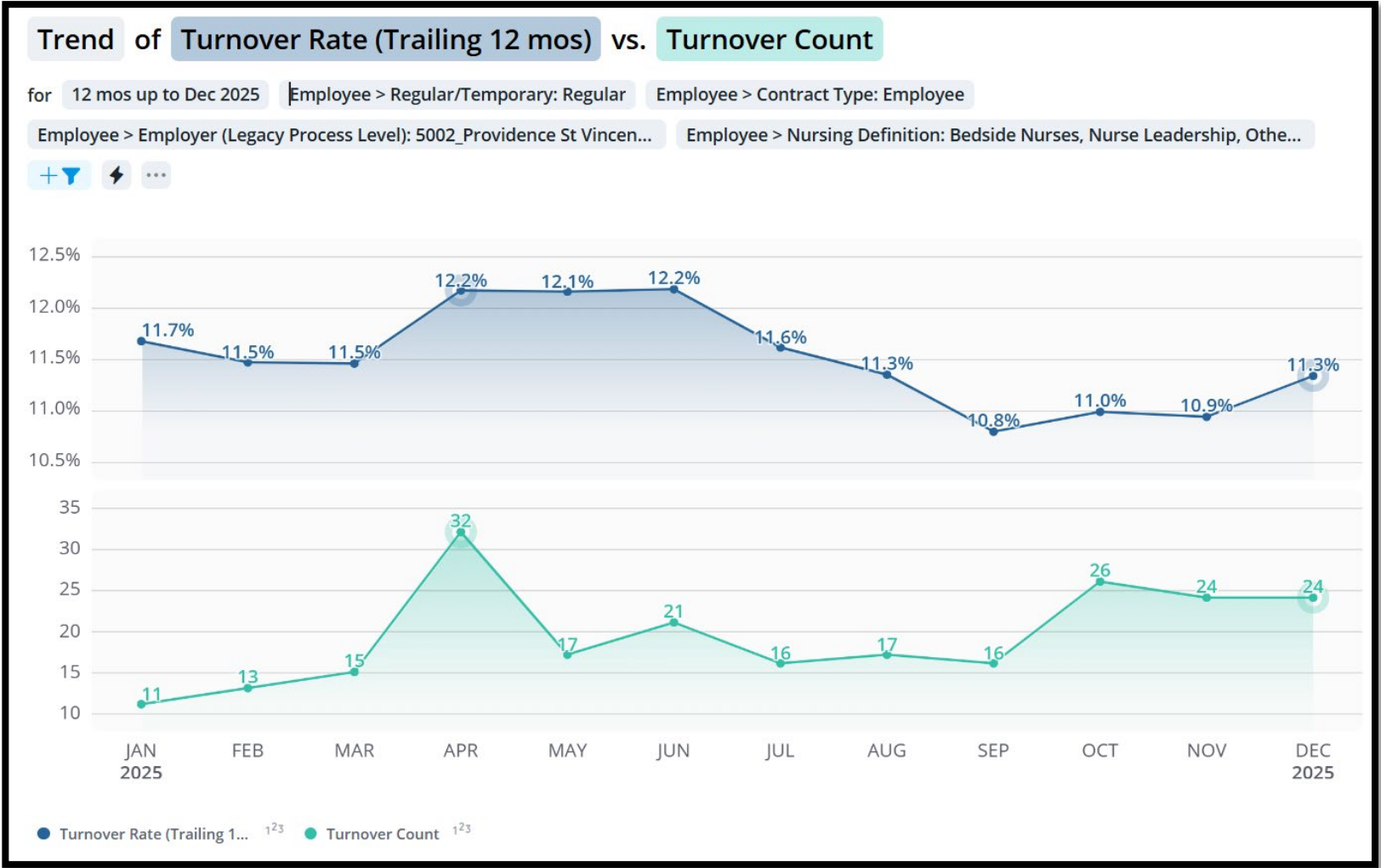
The **NICU Hallway of Hope** is a nurse-led project that reflects PSVMC's mission by surrounding families with compassion, dignity, and encouragement during a vulnerable time. Created by **NICU nurses Madison Oace, Mary Jordan, and Mikaela Grover**, the display shares NICU journeys from 13 families, pairing difficult moments with "after" photos of NICU graduates thriving. By honoring past patient, celebrating small victories, and reminding families that life continues beyond the NICU walls, this nurse-led initiative reflects PSVMC's promise to *know each person, care for them, and ease their way.*

Through her ongoing partnership with **Project Homeless Connect**, **oncology nurse Elaine Kramer** helps bring the PSVMC mission, to *"serve all, especially those who are poor and vulnerable"* to life by volunteering at quarterly One Day Events for individuals experiencing homelessness. Elaine spearheads a volunteer team of PSVMC nurses and CNA's to support the "Ask a Nurse" table, where they use equipment and supplies provided by the PSVMC Mission Fund to provide blood pressure and blood glucose checks, basic assessments, and practical health education in a welcoming, community-based setting. By intentionally meeting people where they are, this nurse-led outreach extends compassionate, nonjudgmental care beyond our ministry walls and helps ease the way for neighbors who may otherwise face barriers to accessing health support.



Nursing Retention- All PSVMC RN 12-month Turnover

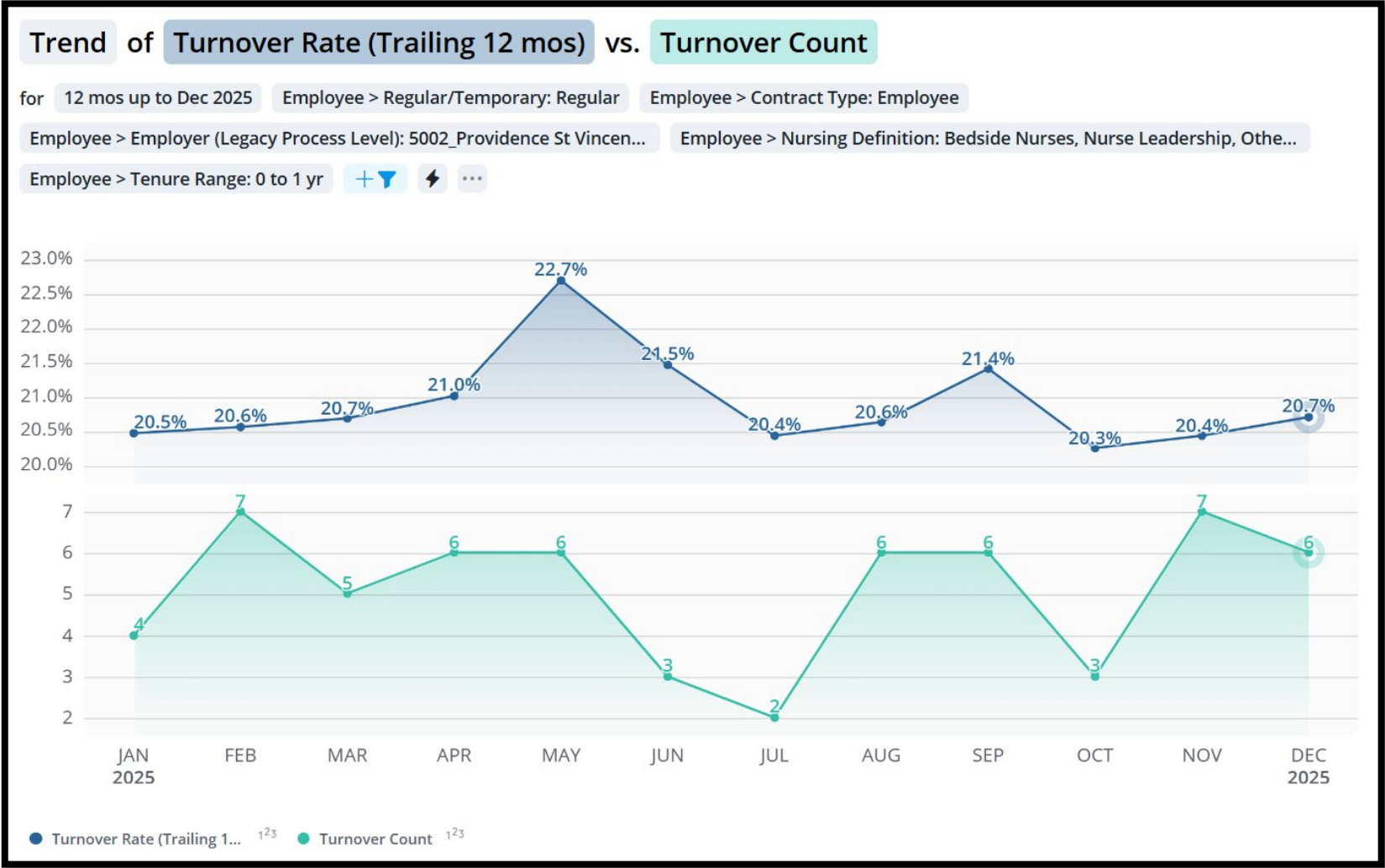
PSVMC ended 2025 with a trailing 12-month **RN turnover rate of 11.3%**. This rate is well below the **national average of 17.6%**, and below the **regional (West) average of 18.4%**.



NSI Nursing Solutions (2026). 2026 NSI National Health Care Retention & RN Staffing Report.

Nursing Retention- All PSVMC RN 12-month 1st Year Turnover

The PSVMC trailing 12-month **RN 1st year turnover rate was 20.7%**, below the **national average of 22.7%**.

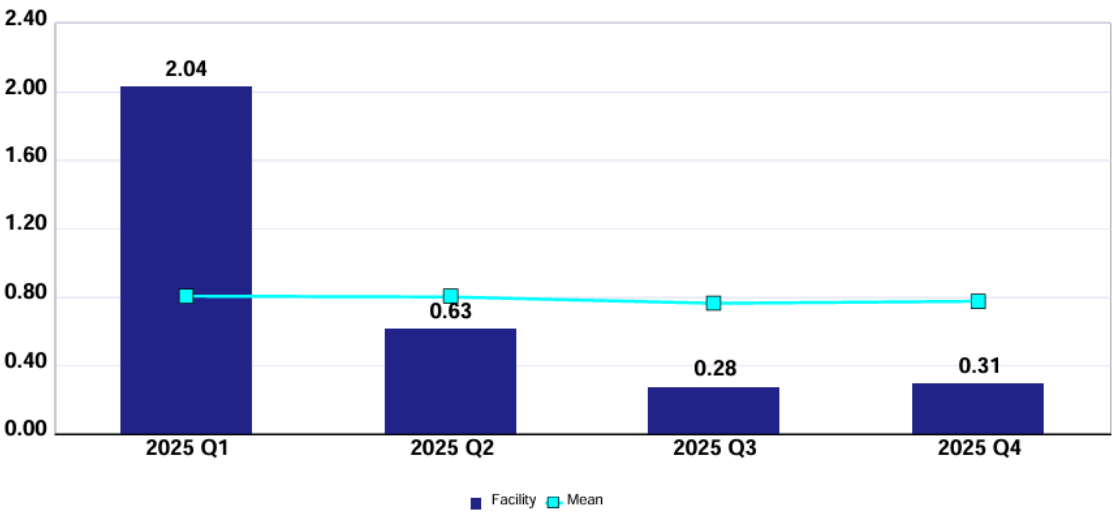


NSI Nursing Solutions (2026). 2026 NSI National Health Care Retention & RN Staffing Report.

Empirical Outcomes Inpatient Nursing Quality

Measure: **Catheter Associated Urinary Tract Infections per 1000 Catheter Days (CAUTI)**

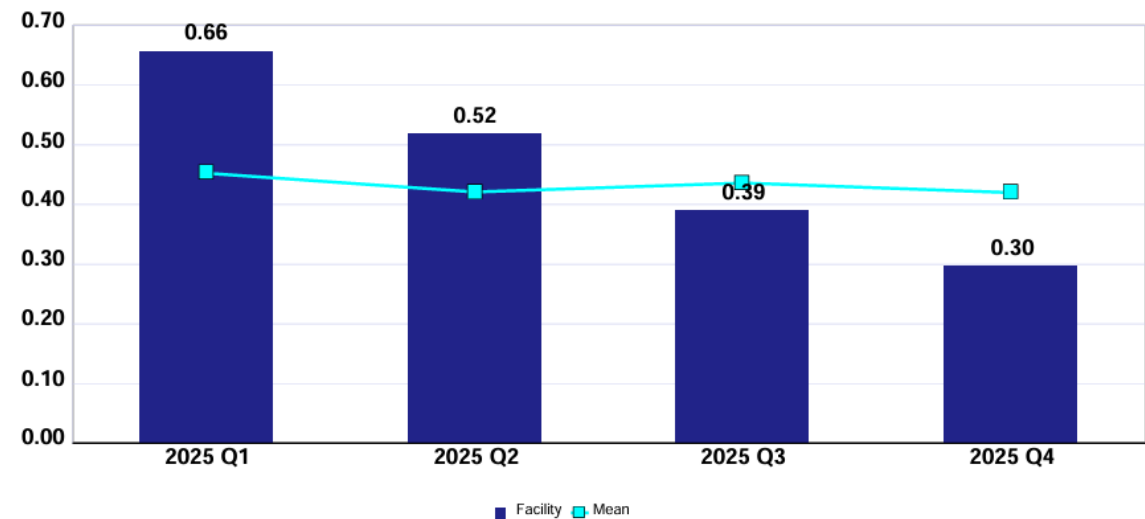
Compared by : Bed Size
Peer Group: Bed Size 400-499



PSVMC outperformed the benchmark 3/4 quarters in 2025

Measure: **Falls with Injury per 1,000 Patient Days**

Compared by : Bed Size
Peer Group: Bed Size 400-499

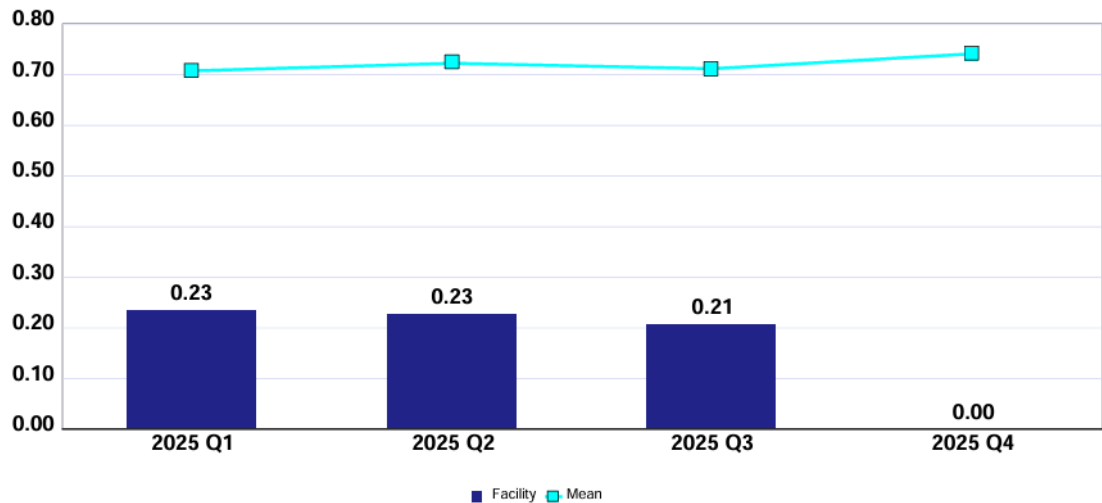


PSVMC outperformed the benchmark 2/4 quarters in 2025

Empirical Outcomes **Inpatient Nursing Quality**

Measure: **Central Line Associated Blood Stream Infections per 1000 Central Line Days**

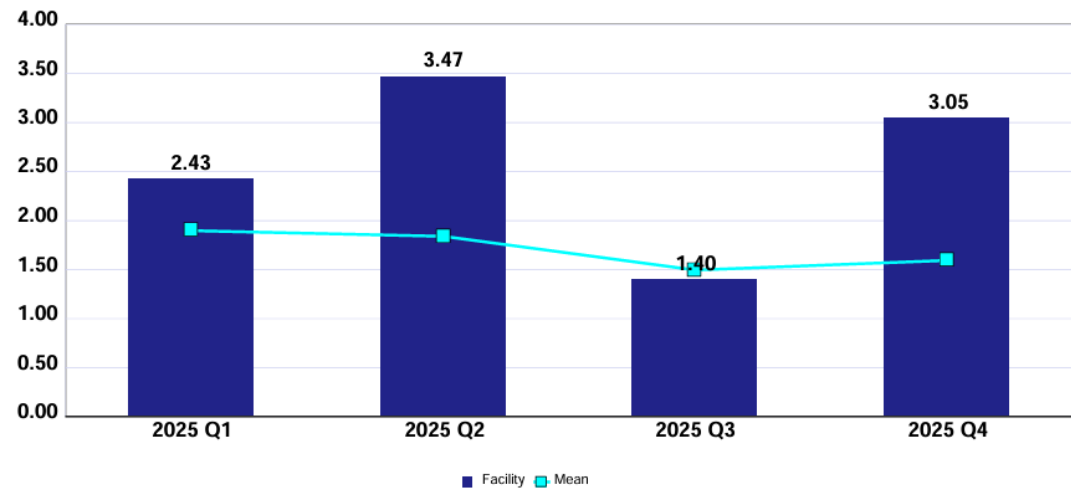
Compared by : Bed Size
Peer Group: Bed Size 400-499



PSVMC outperformed the benchmark 4/4 quarters in 2025

Measure: **Percent of Surveyed Patient with Hospital Acquired Pressure Injuries (HAPI) Stage 2 and Above**

Compared by : Bed Size
Peer Group: Bed Size 400-499

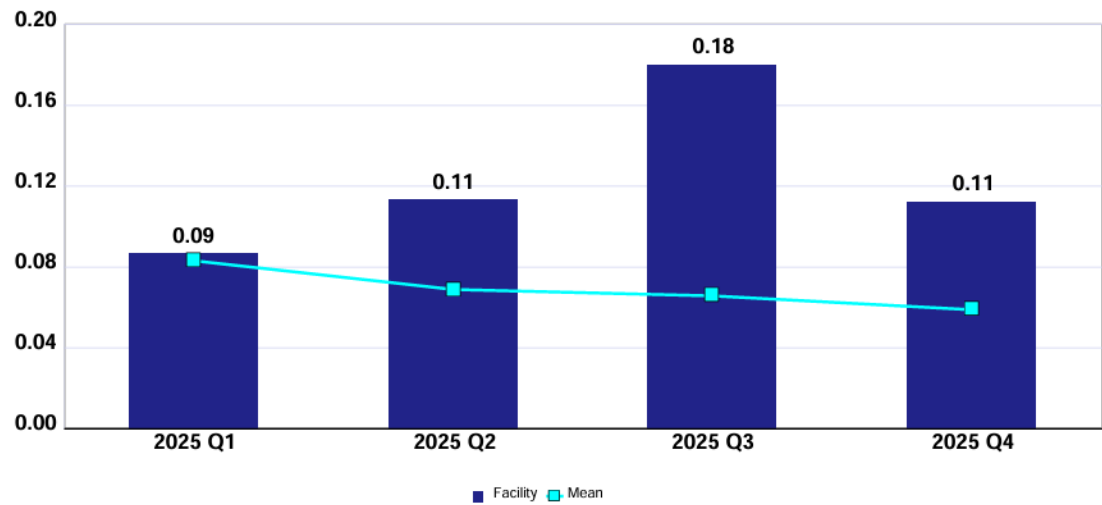


PSVMC outperformed the benchmark 1/4 quarters in 2025

Empirical Outcomes Ambulatory Nursing Quality

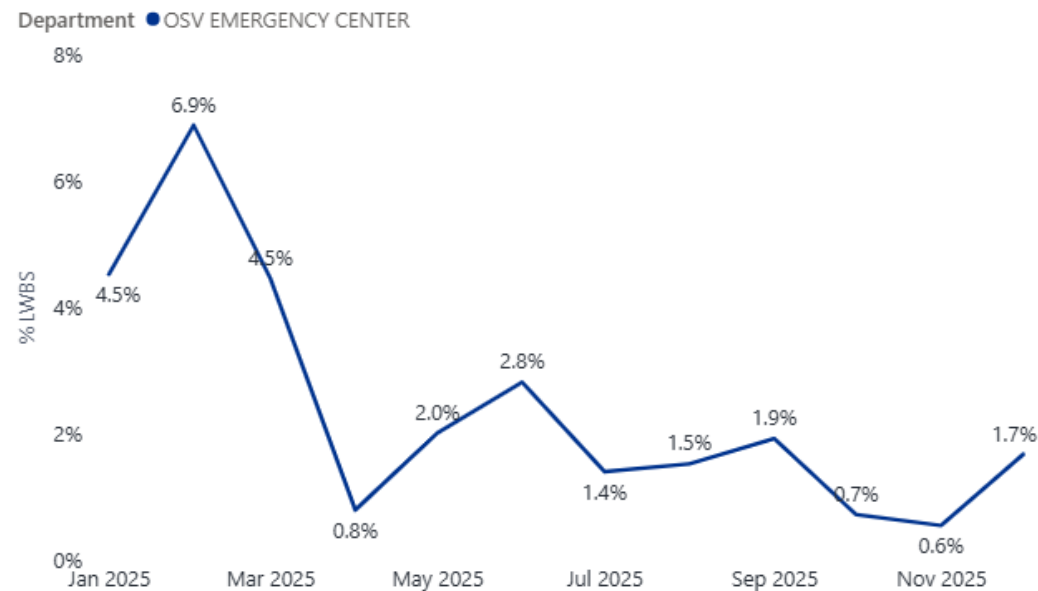
Measure: **Falls with Injury Per 1,000 Patient Visits/Cases- Ambulatory**

Compared by : Bed Size
Peer Group: Bed Size 400-499



PSVMC outperformed the benchmark 0/4 quarters in 2025

Measure: **Emergency Department Left Without Being Seen**
2025: 2.5%



Transformational Leadership **Care Progression Rounds**

At PSVMC, caregivers share two simple goals for every patient: help them heal and help them get home. In July 2025, PSVMC launched **Care Progression Rounds**, a brief, interdisciplinary rounding process **focused on advancing each patient's plan of care and reducing unnecessary days in the hospital.**

Spearheaded by Marge Willis, Regional Director for Capacity and Throughput, and sponsored by CNO Elizabeth Paxton, the initiative has united nursing, hospital medicine, care management, and others to strengthen communication and coordination. Each morning, the team huddles to review the patient's daily needs, the goal for the day, expected discharge date, and barriers to progress, then agrees on clear next steps. Rounds use a structured script and are designed to stay under two minutes per patient. A Care Progression Navigator supports follow-through by escalating delays across departments (for example, scheduling a needed diagnostic exam).

By aligning the nurse manager, bedside nurse, hospitalist, care manager, rehabilitation therapist, pharmacist, and navigator,

Care Progression Rounds create shared accountability and consistent messaging for patients and families. Shorter stays help prevent hospital-acquired harms and open beds sooner for others today. This focused investment supports **safer, care progression, reduces risks associated with prolonged stays, and strengthens PSVMC's capacity to serve our community.**



Care Progression Rounds on Medical A

Structural Empowerment **CICU Beacon**

In January 2025, the **Cardiac Intensive Care Unit (CICU)** was awarded the **American Association of Critical-Care Nurses (AACN) silver-level Beacon Award for Excellence**, a recognition for critical care unit teams that demonstrate exceptional patient care and a healthy work environment. Beacon designation reflects sustained, evidence-based improvement across patient outcomes, the nursing workforce, and the unit's work environment.



Examples of CICU work submitted to the AACN that demonstrated Beacon excellence included:

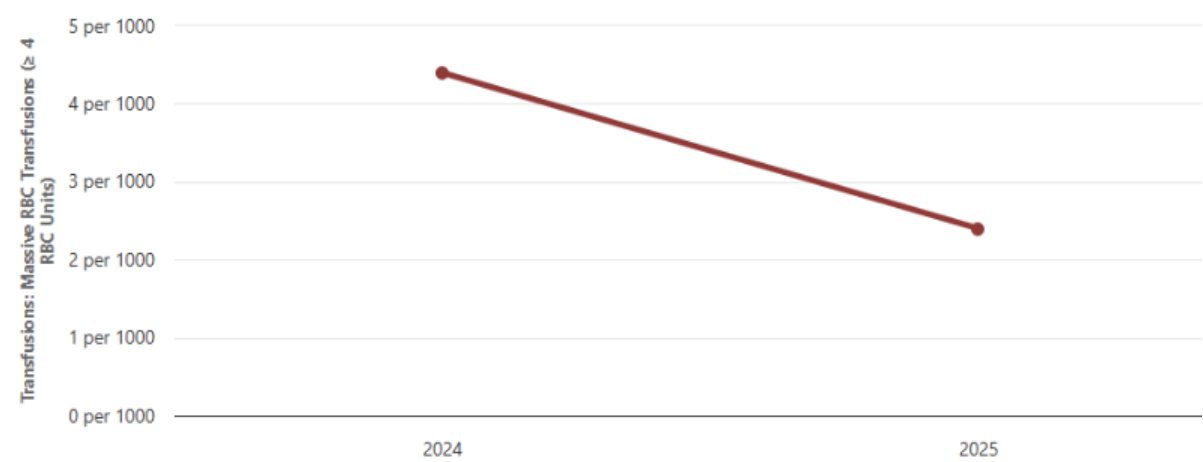
- Implementation of a ventilator associated pneumonia/ventilator associated events (VAP/VAE) prevention bundle that led to a significant drop in VAP/VAE
- Standardization of endotracheal (ETT) assessment and repositioning, which led to reduction of ETT HAPI rate
- Development of a unit mentorship program to support new CICU nurses, which decreased first-year turnover and overall turnover.
- Establishment of a Justice, Equity, Diversity, and Inclusion committee to foster inclusion, collaboration and greater knowledge of equity and diversity.
- Implementation of a break nurse pilot that supported uninterrupted meal and rest breaks.

These nurse-led efforts show CICU excellence: safer care, supported caregivers, and a stronger, healthier team today.

Exemplary Professional Practice OB Hemorrhage Simulation

PSVMC continues to strengthen obstetric emergency readiness through interprofessional obstetric hemorrhage simulation program focused on early recognition, timely intervention, and coordinated team response. Led by **Emily Roth, Nursing Professional Development, and Tonya Kellam, Perinatal Clinical Nurse Specialist**, Ongoing in situ simulations are conducted across **Labor & Delivery, Perinatal Special Care, and Mother Baby units** and are designed to reinforce consistent use of the EMR obstetric hemorrhage staging system, efficient navigation of emergency workflows, and clear interprofessional role delineation during high-risk events. Simulation scenarios emphasize evidence-based practices, including early identification of hemorrhage, appropriate escalation based on staging, effective use of hemorrhage carts, timely ordering and administration of packed red blood cells, and closed-loop communication among team members. Structured debriefings provide targeted education and just-in-time reinforcement to support clinical judgment, role clarity, and interprofessional collaboration during obstetric emergencies.

These simulations engage nurses, obstetric hospitalists, anesthesia providers, and respiratory therapy, supporting sustained competency and shared mental models across disciplines. Since implementation, PSVMC has demonstrated a **significant reduction in severe maternal morbidity from obstetric hemorrhage**, with rates decreasing from 4.4 per 1,000 deliveries in 2024 to 2.4 per 1,000 deliveries in 2025. This best practice has been shared with our regional sister ministries for implementation throughout the region.



Decrease in rate of severe maternal morbidity from obstetric hemorrhage

New Knowledge, Innovations & Improvement **NACHO Rounds**

NACHO Rounds (*Nurses Advancing Clinical Healthcare Outcomes*) is PSVMC's monthly nursing grand rounds, designed to highlight, share, and celebrate nurse-led innovation and quality improvement. Launched in 2024, with 2025 marking its first full year, NACHO Rounds provides a consistent, organization-wide forum for nurses to learn about emerging clinical topics, evidence-based practice, quality improvement initiatives, and nursing research led by PSVMC nurses. Each session features a different topic and showcases meaningful work occurring at the bedside that directly impacts patient care, safety, and outcomes. In 2025, attendance exceeded 500 participants across NACHO Rounds sessions, reflecting strong engagement and interest among nursing staff.



Presentations during 2025 included a wide range of topics and speakers, such as:

- Gretchen Kock from the Oregon State Board of Nursing, who presented on the Oregon Nurse Practice Act
- Kayla Tabari, Clinical Ethicist, who discussed ethics in nursing practice
- Perinatal nurses who shared their work on the severe hypertension in pregnancy safety initiative
- Emergency Department nurses who presented the FRED (Foley Reduction in the Emergency Department) initiative
- Renee Miller from Human Experience, who presented on creating caring connections with patients

Through NACHO Rounds, PSVMC continues to foster a culture of professional inquiry, collaboration, and nursing excellence by elevating nurse-led work and its impact on patient outcomes.



Kayla Tabari, PSVMC Clinical Ethicist, presenting at NACHO July 2025



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