Annual Report FY21

Nursing in extraordinary times

THE UNIVERSITY OF TEXAS MD Anderson Cancer Center
Making Cancer History™
Our Nursing team is recognized as an integral piece of MD Anderson’s community and is celebrated in the institutional FY2021 Annual Report, Forward Momentum, as well as in this companion report. Please see the institutional report for more coverage of our nurses.
Nursing in extraordinary times

A message from the Senior Vice President and Chief Nursing Officer

REFLECTING on the past year, I am deeply proud and inspired by our nursing community who has embodied MD Anderson’s core values of Caring, Integrity, Discovery, Safety and Stewardship every day, as the COVID-19 pandemic continued to impact our community and affect every aspect of our lives.

Our nurses remained on the frontlines of the pandemic, providing lifesaving care and responding to unexpected shifts in how we operate—all while staying focused on our mission and sustaining one of the safest health care environments in the world for cancer patients.

We practiced resiliency, dedication and teamwork as we overcame each challenge together. Many nurses took on different and challenging roles while safely administering more than 70,000 COVID-19 vaccines to our patients, workforce and greater community. Others provided skillful, compassionate care to patients, ensuring each individual felt connected and supported as visitor restrictions were in place. At the same time, our nurses and teams worked collaboratively to create innovative tools and processes for ensuring safe operations—fundamentally transforming nursing practice going forward.

Achieving a fifth consecutive Magnet designation during FY21 was a testament to our perseverance and commitment to providing world-class care. We joined a truly elite class of organizations, as only 20 hospitals nationwide have earned five designations by the American Nurses Credentialing Center’s Magnet Recognition Program. We also celebrated the many achievements of our 4,300+ nurses through programs including the Brown Foundation Award for Excellence in Oncology Nursing and the Quality Caring Awards, which highlights individuals and teams who contribute to excellence in patient care. In addition, we were proud to see three of our nurse leaders inducted into the American Academy of Nursing’s 2020 Class of Fellows.

I am truly honored to lead our MD Anderson community of nurses, whose level of expertise and dedication is palpable and extraordinary, as evidenced by the quality of care provided to our patients. Extraordinary times call for extraordinary dedication. And as you’ll see in the following pages, our nurses have answered that call.

Carol Porter, D.N.P., RN, FAAN
Senior Vice President and Chief Nursing Officer
Our workforce includes nurses in a variety of roles, including:

<table>
<thead>
<tr>
<th>OUR NURSES</th>
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<tr>
<td>2,767 clinical nurses</td>
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<tr>
<td>609 advanced practice</td>
</tr>
<tr>
<td>102 certified registered</td>
</tr>
<tr>
<td>290 research nurses</td>
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<tr>
<td>78 case managers</td>
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<td>47 nurse educators</td>
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65% have a specialty certification
91% have a bachelor’s degree or higher
44% of nurses in leadership positions have a doctoral degree

*Data based on Magnet reporting definitions. Approximate values for FY21.
5 things to know about our 5th Magnet designation

In 2001, MD Anderson became one of the first hospitals in the U.S. to achieve Magnet designation, setting the bar high. In October 2020, we went even higher by achieving our fifth consecutive designation, a distinction that only about 20 hospitals across the nation have achieved.

Here are five things to know about MD Anderson’s Magnet designation.

1. Magnet designation is the gold standard in nursing.

   The Magnet Recognition Program was developed by the American Nurses Credentialing Center (ANCC) to recognize health care organizations that provide the best nursing care. Achieving Magnet status is the highest international distinction for nursing excellence and provides patients with the ultimate benchmark for measuring quality of care.

2. Organizations must re-apply every four years.

   MD Anderson was one of the first 50 charter health care facilities to become Magnet designated in 2001. With each re-designation, the process has evolved. Once centered on process and structure, the focus now is on data-driven outcomes and demonstrating that we consistently outperform national benchmarks in quality measures such as pressure injuries, falls with injury, central-line bloodstream infections, catheter-associated infections, and patient satisfaction scores.

   “Going through the Magnet process is a continuation of all the recent work our organization has done in safety and quality – and it’s improved the care we provide,” says Debbie Cline, D.N.P., Magnet program co-director and associate director, Nursing Workforce Planning and Development.

3. We have to show our work.

   For our 2020 Magnet designation, our nurses submitted an electronic application that took about two years to write. The final document included more than 80 sources of evidence, which highlighted examples of evidence-based interdisciplinary practice, nurse-driven excellence in quality measures, and nursing research.

   During the Magnet surveyors’ virtual site visit in August, appraisers saw our nursing professionals in action. They interviewed employees and patients to learn about our entire nursing community, including nurses working in clinical research, our advanced practice program, education and operations.

4. Magnet champions take the lead.

   When Angela Yarbrough joined MD Anderson as a nurse practitioner in Pediatrics 10 years ago, she knew she’d found a culture that values nurses and encourages leading practices. She’s now active in educating fellow APRNs and others about evidence-based practice and Magnet.

   Yarbrough co-leads more than 150 Magnet champions from across MD Anderson. They’re often referred to as the backbone of our Magnet-related education efforts.

   “The champions go back to their departments and get staff engaged in the Magnet process,” she says. “They help nurses understand the terminology and tools they need to speak confidently with appraisers about their successes.”

5. Magnet is a recognizable seal of approval.

   Magnet status is an important factor used as a benchmark for accreditation by The Joint Commission and for reputational comparisons such as the U.S. News & World Report’s Best Hospitals survey.

   “Our continuous Magnet designation is a source of pride not only for nurses, but for all employees,” Dr. Carol Porter says “It’s part of who we are and, most importantly, it assures patients and their families that they’re in expert hands at MD Anderson.”
Sticking it to COVID

On Dec. 15, Patricia Galvin became the second MD Anderson workforce member to receive the COVID-19 vaccine.

I’ve been waiting for this day to come,” says Galvin, a clinical nurse in our Intensive Care Unit (ICU). “I feel honored and grateful to be among the first in the country to receive this vaccine. We can finally see a light at the end of the tunnel.”

Prepared to help

More than 130 of our nurses volunteered to administer the vaccine to MD Anderson employees when vaccine clinics opened. Nursing and Employee Health teamed up to train the nurses and coordinate clinic schedules. Many of the nurses had prior experience working at MD Anderson’s busy flu clinics and were versed with intramuscular injections.

“In less than two weeks, we had 60 nurses trained and ready to go the minute the first vaccine was approved,” says Delmy Vesho, director of Clinical Nursing Medical Units, who led nurse recruitment and scheduling efforts. “The schedule changed many times but our nurses were extremely flexible and eager to serve. This has been the best partnership and collaboration that I have ever experienced.”

For Galvin, receiving the COVID-19 vaccine was an opportunity to add another layer of protection and to benefit from the latest science.”It’s incredible to work at an institution dedicated to groundbreaking research and science. This is no different,” she says. “I reviewed the research and learned it’s been many years in the making to bring this type of vaccine technology to the marketplace. This is a historic achievement, and I’m glad to be a part of it.”

Supporting patients and community

Setting up a novel vaccine distribution program required multidisciplinary planning and strong communication. MD Anderson began offering vaccines to patients in January 2021, followed by vaccine clinics for loved ones and community members.

During FY21, our nurses safely delivered more than 70,000 COVID-19 vaccine doses and modeled the way for other organizations.
A year of transformation, innovation

As COVID-19 changed how we live and work, our nurses were guided by our core values, leading through innovation and fulfilling our promise to patients and to our mission. Nurses at all levels brought new knowledge and improvements to advance nursing professional practice and enhance patient care in 2021.

PICU opens for managing complex, critically ill patients

In March, our Pediatric Intensive Services Center was redesignated as a Pediatric Intensive Care Unit to care for our youngest, most complex and critically ill patients. The two-year re-designation process was a collaborative effort among nurses, physicians, respiratory therapists and many others, and included the addition of clinical capabilities and the recruitment of additional intensivists. The unit serves patients as young as six months through young adulthood as they undergo complex therapies that require more monitoring and support than patients on a general floor. “This designation has helped us enhance the spectrum of critical care services we provide to our critically ill pediatric and young adult patients, as well as provide 24/7 support to the nursing staff, which has helped to boost morale and support retention of nurses,” says Patricia Amado, PICU nurse manager.

Virtual leadership rounds support communication

Modeled after our experience using an iPad on wheels for our virtual Magnet survey, the virtual rounds ensure physical distancing and create additional opportunities for clinical staff to have interactive discussions regarding patient care and nursing practice – no matter where nursing staff or leaders are located.

Nursing administrative staff and nursing informatics support specialists coordinated and provided support for the first CNO Leadership Virtual Rounds with President Peter WT Pisters, M.D. Over several months, nurses from G12 Leukemia, G16 Leukemia, P9 Urology & Orthopedic Surgery, and P12 COVID unit, participated in rounding sessions. Each unit created an agenda and shared quality metrics, innovative actions outcome data as well as unit-based wellness activities with Pisters. Qi Wu, a nurse on P12, was appreciative for the opportunity to engage with Pisters and explained how her colleagues and COVID-19 unit leadership have been supportive: “The spotters offer me the support that I need while I am in a room, I am protected with adequate PPE, and I have been through the proper training. And because I feel safe coming to work here, I also feel safe going home to my family.”

Enhancing safety with remote monitoring

The COVID-19 pandemic has presented challenges for patients taking oral oncolytic therapy, which requires frequent laboratory monitoring for toxicities. To protect patients with weakened immune systems during the pandemic, nurses in the Nellie B. Connally Breast Center helped develop a pathway for patients to report symptoms outside of an in-person clinic visit.

Implemented in November 2020, this nurse-led quality improvement project also allows patients to complete laboratory work remotely at a lab of their choice, follow-up with their provider via video visit and use a new technology to monitor their symptoms at home. Nurses complete the review of symptoms prior to video visits, assist in identifying eligible patients for remote monitoring and triage remote symptom reports as alerted via the medical record. The project, which received a grant through Pfizer, resulted in increased provider satisfaction and streamlined several processes, including ordering of external lab tests, receiving results and monitoring symptoms. “It’s exciting to see the potential for this type of monitoring to give patients timely symptom education and support, thus promoting a culture of safety, operational productivity and care team satisfaction,” says Abbey Kaler, APRN, nurse practitioner navigator for the Advanced Breast Cancer Program.
Predicting and preventing skin injuries

Nurses are now using artificial intelligence (AI) to identify patients at greatest risk of developing pressure injuries. The new technology is helping to personalize care and enhance patient outcomes.

G21 and ICU piloted the Jvion Pressure Injury Prevention Initiative, quickly adapting to the new technology with the support of nursing informatics, clinical nurse leaders and unit leadership. The Jvion Machine analyzes several sources of patient data including public reports (such as available community resources and environmental health), along with the patient’s medical history and current encounter data. These socioeconomic and clinical risk factors are compared with Jvion’s universal data set of more than 30 million individuals. Through the machine’s algorithms, each patient is classified as high, medium or standard risk for a pressure injury. Jvion also provides individualized recommendations that are prioritized for specific patients. While AI doesn’t replace current assessment tools and clinical judgment, G21 Nurse Manager, Maria White, describes Jvion as a “nurse organizer,” recognizing the complex care clinical nurses provide to patients every day. “Jvion helps nurses manage their time by guiding them to focus their efforts and prioritize tasks that will make a difference in preventing PI among the identified patients.”

Expanding access to CAR T-cell therapy

After observing remarkable outcomes in the inpatient setting, the delivery of chimeric antigen receptor (CAR) T-cell therapy continues to evolve. Our nurses are leading the way in managing side effects and ensuring patient safety as this type of immunotherapy becomes available to outpatients.

More than 20 nurses received education to safely administer CAR T-cell treatment in the outpatient setting and effectively manage its unique profile of toxicities, which can be life-threatening. Research nurses provided in-service training through computer-based modules and a multidisciplinary collaboration with inpatient Lymphoma and Bone Marrow Transplant nursing leadership provided two days of hands-on training with a dedicated nursing coach. A total of 68 infusions, including 56 Phase 1 and 12 standard CAR T infusions, have been successfully administered to outpatients, as of August 2021. “By building and solidifying a nursing infrastructure and care coordination, we are successfully providing CAR T-cell therapy closer to home where patients can manage their care with close monitoring,” says Rejina Saji, assistant nurse manager, Ambulatory Treatment Center. “Patients no longer have to stay in the hospital for weeks at a time and this improves patient experience, satisfaction and outcomes.”
‘Warrior Wall’ inspires patients, provides encouragement

A nurse’s passion project on G17, Stem Cell Transplantation and Cellular Therapy, has grown from one polaroid photo to an entire wall of photos and messages that brings hope to patients, families and staff.

Developed by Morgan Ziemer, G17 clinical nurse, the ‘Warrior Wall’ features photos of patients as they ring the bell to celebrate the end of their stem cell transplant treatment. Patients who choose to participate also write words of encouragement to others who stay on the unit. "Many of our patients stay with us from three weeks to as long as six months, so seeing the wall full of people who have come before them is a reminder that they are not alone and it brings them motivation to keep going, even when it’s tough,” says Ziemer, who ensures proper guidelines are followed for posting patient photos in the hallway.

She’s even noticed many patients are inspired to walk more throughout their treatment by going to look at the board regularly. “This project has provided a light during a difficult year,” says Ziemer.

Unit Practice Counsel empowers case managers

The Unit Practice Council (UPC) was implemented to give Case Management staff more control of their practice with a focus on education, employee satisfaction and quality improvement opportunities.

Created using evidence-based practice, the UPC includes representation of at least 10% of the total staff and is led by two co-chairs. One of the first goals for the council was to improve unit education on specific case management practices. The UPC facilitated the development of an Education Team that sponsored weekly Zoom sessions, which were presented by case management staff to their peers. Through this process, individual presenters gained leadership and presentation skills and the department increased their collective knowledge about topics including insurance appeals, case prioritization, dialysis initiation, emergent transfers and more. The UPC is credited with improving Case Management’s Big Survey results, which were the highest they have been in the last 10 years. For 2021, the engagement scores were 97% (a 17% increase from the previous survey) and the teamwork/collaboration score was 89% (an increase of 11%). “The UPC has empowered our case managers, taking their expertise into consideration in the decision-making process and enabling them to be a part of the solution,” says Sue Wilson, director, Case Management.

Standardizing diabetes care for surgical patients

Patients with diabetes are at a higher risk for developing infections, longer hospitalizations and requiring reductions or pauses in treatment. A multidisciplinary team led by perioperative nurses has created a standard process for managing high risk diabetes patients before, during and after surgery.

The team developed a Process Flow Chart to streamline glucose management for all diabetic patients, including identifying high risk patients on their first visit to MD Anderson, alerting the medical team, communicating with patients pre- and post-procedure, and creating specific order sets and documentation. Staff education for all nurses in perioperative areas and Interventional Radiology (IR) improved awareness of the management of high-risk patients and the project resulted in a reduction of non-compliance of management from 62% to 7% in six months. "Having a standard process for managing high-risk patients leads to better outcomes and decreased rates of postoperative hypo/hyper glycemic crisis,” says Kunjumol Saban, nurse manager, Non-OR Recovery.

Morgan Ziemer, G17 clinical nurse, stands next to the ‘Warrior Wall,’ which features photos of patients as they ring the bell to celebrate the end of their stem cell transplant treatment.

Kunjumol Saban, nurse manager, Non-OR Recovery, educates a high risk diabetic patient after surgery.
Nurses Month focuses on four important themes

To honor and engage our 4,300+ nurses, the month of May was divided into four weekly focus areas: self-care, recognition, professional development and community engagement.

More than a dozen virtual events and activities included:

- Several Grand Rounds featuring internationally recognized nursing leaders and researchers, including Paule Joseph, Ph.D.; Catherine Alicia Georges, Ed.D.; Joyce Fitzpatrick, Ph.D.; and LeAnn Thieman, best-selling author of Chicken Soup for the Nurse’s Soul

- Keynote address by Dr. Carol Porter on “MD Anderson Nursing: Our Past, Present and Future”

- Nurses Month edition of Leading from the Frontlines highlighting nurses’ proudest moments

- Nursing Quality Caring Awards recognizing 10 people and two teams (COVID-19 Swab Team and Wound Ostomy Continence Team) for specific demonstrations of excellence. Each nomination included a specific example that aligned with one or more of the caring factors of our Nursing Professional Practice Model. Award recipients were selected from a record-breaking pool of 190 nominations. (Individual award recipients are listed in the Awards and Appointments section, on page 11.)

- Presentations featuring MD Anderson nurse experts, including an evidence-based practice/research panel discussion led by Uniqua Smith, Ph.D.; a presentation on professional resiliency by Ashley Martinez, D.N.P.; and daily self-care messages authored by Sue Ferguson, D.N.P.

- Sharing of “Notes of Gratitude” submissions recognizing the special contributions of nursing colleagues

Teaming up to boost blood supply

As the No. 1 employee donor group at MD Anderson, Nursing teamed up with the Blood Bank for the entire month of May to encourage blood donation. Those who wished to donate in honor of a nurse received a wearable sticker that could be personalized with a nurse’s name. The joint effort resulted in more than 700 employees who registered to donate blood and help our cancer patients.
Awards and appointments

Brenda Agot
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, April 2021

Rheinita Amritharaj
Nursing Quality Caring Award: Clinical Research Nurse
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Brittine Arcenmont
Nursing Quality Caring Award: Clinical Nurse – Inpatient
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Bahaa Awd
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, August 2021

Clém Banaglorioso
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, August 2021

Kelli Bixler
Dawn Gross Memorial Scholarship (master’s degree)
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Jackie Broadway-Duren
Citizen for Excellence in Patient Care
Awarded by: Division of Cancer Medicine, MD Anderson Cancer Center, June 2021

Dwayne Brown
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, August 2021

Bryant Bui
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, August 2021

Catherine Cazares
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, April 2021

Brittany Chapa
Nursing Quality Caring Award: Rookie of the Year
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Molly Conklin
Nursing Hero Award
Awarded by: Texas Nurses Association
District 9, April 2021

Carley Gogger
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, April 2021

Tonya Edwards
20 for 2020 Nurse Award
Awarded by: Texas Nurses Foundation and Texas Nurses Association, May 2021

Sarah Englehardt
Nursing Hero Award
Awarded by: Texas Nurses Association
District 9, April 2021

Joylyn Estrella
Elected to the Houston Chapter Oncology Nursing Society (ONS) as chapter president (2021)
Awarded by: Houston Chapter ONS, March 2021

Danya Garner
Elected to the Oncology Nursing Society’s (ONS) Board of Directors (2021-2024)
Awarded by: ONS, May 2021

Elected to the Houston Chapter ONS as president elect (2021)
Awarded by: Houston Chapter ONS, March 2021

Beverly Giridili
Salute to Nurses – Top 150 nurse winner
Awarded by: Houston Chronicle, May 2021

Vianca Gonzalez
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, April 2021

Leonie Haynes
Nursing Quality Caring Award: Team Player
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Deborah Holman
APRN recipient of the 2021 Division of Surgery
Alice Judkins Award
Awarded by: Division of Surgery, MD Anderson Cancer Center, April 2021

Mary Hughes
Best of Professional Development
Model Award (Overall)
Awarded by: MD Anderson APRN Council, November 2020

Natalie Jackson
Elizabeth W. Quinn Oncology Research Award
Awarded by: Civil School of Nursing, UTHealth, June 2021

Jancy John
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, April 2021

Shimy Joseph
Nursing Quality Caring Award:
Clinical Nurse – Ambulatory
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Soya Joseph
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, August 2021

Susan Knippling
Best of Professional Development
Model Award (Leadership)
Awarded by: MD Anderson APRN Council, November 2020

Rachel Leonard
Nursing Quality Caring Award:
Advanced Practice Registered Nurse
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Kevin Lim
Selected as President-Elect (2021-2022)
of the Greater Houston Chapter of the Association of Perioperative Registered Nurses (AORN)
Awarded by: AORN, May 2021

Kim Littles, D.N.P.
Salute to Nurses – Top 150 nurse winner
Awarded by: Houston Chronicle, May 2021

Leena Mathew
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, August 2021

Victoria McCloskey
Nursing Quality Caring Award:
Nursing Leadership
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Lillie Meng
Nursing Hero Award
Awarded by: Texas Nurses Association
District 9, April 2021

Judy Moore
Nursing Hero Award
Awarded by: Texas Nurses Association
District 9, April 2021

Vanessa Parker
Nursing Quality Caring Award: Case Management
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Gabriel Perez
The DAISY Award for Extraordinary Nurses
Awarded by: The DAISY Foundation and Division of Nursing, MD Anderson Cancer Center, August 2021

Cheryl Pfennig
Nursing Hero Award
Awarded by: Texas Nurses Association
District 9, April 2021

Carol Porter, D.N.P.
Nursing Hero Award
Awarded by: Texas Nurses Association
District 9, April 2021

Tequicha Price
Nursing Quality Caring Award:
Excellence in Patient Care
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Claudia Ruiz
Nursing Quality Caring Award: Education
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Maritza Salazar-Abshire
Selected to serve on the Association of Pediatric Hematology/Oncology Nurses’ (APHON) Chemotherapy/Biotherapy Provider Program Committee
Awarded by: APHON, January 2021

Annamama Sam
Best of Professional Development
Model Award (Administration)
Awarded by: MD Anderson APRN Council, November 2020

Cindy Segal, Ph.D.
Outstanding Achievement in Mentorship Award
Awarded by: Association of Perioperative Nurses of Greater Houston Chapter, Nov. 2020

Shio-Ru Shau
Salute to Nurses – Top 150 nurse winner
Awarded by: Houston Chronicle, May 2021

Rekha Silas
Dawn Gross Memorial Scholarship (master’s degree)
Awarded by: Division of Nursing, MD Anderson Cancer Center, May 2021

Uniqua Smith, Ph.D.
Salute to Nurses – Top 150 nurse winner
Awarded by: Houston Chronicle, May 2021

Nursing Hero Award
Awarded by: Texas Nurses Association
District 9, April 2021

Christine Spillson
Citation for Excellence in Research Nursing Practice
Awarded by: Division of Cancer Medicine, MD Anderson Cancer Center, June 2021

Nicholas Szewczyk
Best of Professional Development Model Award (Education)
Awarded by: MD Anderson APRN Council, November 2020

Tessy Thysheeril
Nursing Hero Award
Awarded by: Texas Nurses Association
District 9, April 2021

Kimberly Tripp
Elected to the Houston Chapter Oncology Nursing Society (ONS) as treasurer elect (2021)
Awarded by: Houston Chapter ONS, March 2021

Elizabeth Yale
Salute to Nurses – Top 150 nurse winner
Awarded by: Houston Chronicle, May 2021

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