

**Position: Director-at-Large**

Christine Ladd, MSN, RN, OCN®  
Manager, Patient Care Services  
Sentara Norfolk General Hospital  
Virginia Beach, VA

**ONS member:** 6 years;

**Education:**

2018 - Master of Science, Nursing Leadership, Western Governors University  
2017 - Bachelor of Science, Nursing, Western Governors University  
2011 - Associate of Science, Nursing, St Vincent's College  
2001 - Bachelor of Arts, Psychology, University of North Carolina at Chapel Hill

**ONS Participation (national and local):**

2019 - ONS Leadership Weekend, Session Presenter, "Recruiting for Your Future: Chapter Leader Recruitment and Onboarding"  
2018-2019 - Southeastern Virginia Chapter of ONS, 1st Annual Conference, Lead Planner  
2018-2020 - Southeastern Virginia Chapter of ONS, President  
2018 - Southeastern Virginia Chapter of ONS, Continuing Education Events, Lead Planner  
2018 - Capitol Hill Days Representative  
2017 - Capitol Hill Days Representative  
2017 - ONS Chapter Task Force, Member  
2017-2018 - Southeastern Virginia Chapter of ONS, President-Elect  
2016 - ONS/ONF Emerging Chapter Leader Recipient  
2015-2017 - Southeastern Virginia Chapter of ONS, Secretary

**Work Related Skills and Leadership:**

2018-present - Sentara Norfolk General Hospital and Sentara Independence Outpatient Infusion Centers, Manager, Patient Care Services:

- Oversight of a multidisciplinary team of 25, working collaboratively to support both centers' operational needs, treating approximately 20,000 patients and generating \$12 million in service charges annually.
- Lead planning and implementation of the EPIC Beacon Charter to improve CMS billing regulation compliance, nursing and pharmacy workflows, and patient safety.
- System-level collaboration with pharmacy leadership as the spokesperson for outpatient infusion center leadership, to effectively navigate the national IVIG shortage and minimize patient impact. Responsible for development and implementation of drug-sparing strategies and patient and provider communication. Interviewed by 2 local television news entities regarding the impact of the shortage on patient care and outcomes.
- Adaptation of an automatic pre-registration process, increasing front desk efficiency and saving 40+ hours of overtime monthly

- Oversight and scheduling support of hospital Palliative Care Clinic pilot (called Supportive Care Medicine Clinic) to provide
  - Implementation of a system-wide, comprehensive Patient Blood Management program, a reflection of a national patient safety initiative focused on evidence-based transfusion practice and proactive strategies designed to optimize a patient's own red cell mass (anemia recognition and management) and minimize bleeding/blood loss. Educated both internal team members as well as outside ordering providers and their nursing staff.
  - High involvement in the system-wide Oncology Nursing Forum to standardize oncology nursing practice across the system and improve patient outcomes.
  - Voluntarily served as the Oncology Resource Manager for inpatient medical oncology unit while current manager was out on medical leave. Included weekly rounds, performance coaching, and education implementation as well as addressing other issues and concerns as they arose.
- 2017-2018 - Lead Nurse, Virginia Oncology Associates:
- Oversight of all staff nurses and ancillary clinical support staff in an outpatient infusion room setting with 40 chairs
  - Implementation of Lean Taas' iQueue pilot scheduling program to balance workloads across nursing staff, ensuring safe administration of all therapies
  - Resolution of all patient, family, or departmental complaints as they arise, escalating all unresolved issues as necessary.
- 2017-2014 - Unit Coordinator, Sentara Norfolk General Hospital, 6RP Inpatient Medical Oncology Unit
- Frontline manager directly overseeing all unit staff nurses and nursing assistants
  - Sole instructor for the system's chemotherapy/biotherapy provider course
  - Planning and execution of monthly charge nurse meetings
  - Member of the system-wide Oncology Nursing Forum and Cancer Committee

### **Health Care/ Cancer Organizations Experience:**

- 2019 - American Nurses Association, Member
- 2019 - Virginia Nurses Association, Hampton Roads Chapter, Member
- 2019 - Infusion Nurses Society, Member
- May 2019 - Sentara Norfolk General and Independence Outpatient Infusion Centers, Daisy Team Award Winner
- 2018 - Western Governors University, MSN Excellence Award Recipient: recognition for scholarly work submitted for Essentials of Advanced Nursing Practice Field Experience
- 2017 - Western Governors University, BSN Excellence Award Recipient for exemplary work submitted for Organizational Leadership and Interpersonal Team Development
- 2017-present - Oncology Nursing Certification Corporation (ONCC), Oncology Nursing Certification Advocates Program (ONCAP) (Advocate #1860)
- 2014 - Sentara Norfolk General Hospital, Nurse Excellence Award Recipient

### **Additional non-nursing leadership experience relevant to this role. (Community volunteer, etc.)**

- 2016 - Junior League of Norfolk-Virginia Beach, Member

2005-2011 - Junior League of Stamford-Norwalk (JLSN), Active Member  
2007-2008 - JLSN Spring Spirits Committee Chair; Led a committee of 20 people charged with planning annual Spring Spirits Wine Tasting & Silent Auction fundraiser. Given the JLSN Finance Award in recognition of the \$20,000 profit raised through this event.  
2005-2010 - Mothers of Preschoolers (MOPS), Hope Church, Leadership Team Member

**Share how your leadership qualities, professional and personal experiences make you qualified for the ONS Board.**

Critical to the success of any team are great leaders-- people that are passionate about their vision and can articulate that vision to the team. I am passionate about oncology nursing AND growing oncology nurses. I have used my leadership qualities as President of SEVONS to invigorate the chapter, bringing my vision of an active chapter to fruition. I have been intentional with recruitment, adding new energetic members to the board that are representative of members we serve. I listen and respond to member requests and work with the board to address the needs. During my term we have increased the number of chapter-sponsored continuing education events, created a service project called "Feed the Need", hosted our area's first Oncology Nursing Conference, and supported members in attendance of ONS-sponsored events. Our chapter has new life! As my career progresses, so do my leadership opportunities. Last fall I stepped into my current job, inheriting a broken team. Processes were fragmented, engagement and retention were major issues, and morale was at an all-time low. I have lead the team through many changes directly contributing to improved workloads and workflows. The team is now highly engaged and retention is no longer an issue.

**How have you advanced excellence in oncology nursing and quality cancer care?**

I believe we are put on earth to learn-about ourselves, each other, and how we can improve our communities. For myself, learning is a lifelong commitment. I have a Bachelor's degree in Psychology and three nursing degrees-ASN, BSN, and MSN-plus my OCN, that are representative of my commitment to learning, excellence and quality cancer care. I know where my knowledge "comfort zone" is and push myself to attend events outside of that zone, understanding that with discomfort comes growth. In 2017, I attended ONS' Capitol Hill Days because I felt I did not have the information I needed to effectively advocate for my patients. What a nerve-racking, but exhilarating experience that was! To this day, I would say "'Hill Days" is one of my favorite ONS events-although I have many.

I am passionate about encouraging nurses to be their very best. I am an ONCC OCN Advocate. I create regular oncology education opportunities at work and through SEVONS to increase knowledge of evidence-based practices, invigorate the spirit, and advance oncology nursing excellence in my community. I believe in transparency and honesty and that errors are opportunities for the team to learn and improve.

### **How have you demonstrated innovation in oncology nursing?**

I believe the key to innovation is two-fold; knowledge and collaboration. Collaboration between members of a diverse group of individuals using a multi-layer approach, allows for incorporation of broad perspectives, in turn manifesting innovative concepts that can not only transform cancer care, but can invigorate and inspire sustained growth. As President of SEVONS, this is exactly the mechanism I have utilized in board recruitment as the sole means of revitalizing the chapter. I have intentionally sought out and recruited board members from various oncology backgrounds including radiation, surgery, infusion, education, and industry. I have also purposefully recruited board members with a broad range in age, employer, and personal background. The board now is more comprehensively representative of our membership, allowing us to understand and meet the needs of our members. As a result, this board has allowed the chapter to break free of old patterns, inspiring fresh, new, innovative ideas. Consequently, the chapter is revitalized-- more members attend chapter events, more oncology nurses are receiving the education and support they need, and we are advancing excellence in oncology nursing and leading transformation of cancer care in our community.

### **How have you demonstrated advocacy for patients with cancer?**

In 2017, I represented my chapter at ONS' Capitol Hill Days for the first time. I spent the days learning how my role as an oncology nurse and a member of ONS means much more than simply providing high quality care to patients. What I thought was going to be a political event, a topic I was completely uncomfortable with personally, I quickly learned was health policy--something every nurse, regardless of specialty, has a duty and obligation to understand and advocate on behalf of. Since then, my national advocacy has remained continual, demonstrated by my attendance of Hill Days again in 2018 and support of new chapter representation this year. I utilize my professional role to continue advocacy at the local level, working to ensure that community oncology patients have access to exemplary care and are treated with respect and dignity, regardless of social determinants of health status. I support programs such as the Palliative Care Clinic within my Infusion Centers, promoting quality of life along the care continuum. I advocate on behalf of my nurses for access to and financial support of education, manageable workloads, and access to tools and staffing necessary to provide safe, high quality care.