

Northern California

Annual Nursing Report 2023



Extraordinary nursing care. Every patient. Every time.

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Leadership Message

A Message from Our Northern California Nursing Leaders

It is an honor to share with you the Northern California 2023 Nursing Annual Report, highlighting the outstanding contributions of our 28,000 nurses to the mission of Kaiser Permanente.

We are filled with pride and immense gratitude for nurses' leadership, exemplary professional practice, and dedication to high-quality care and outstanding care experiences for our patients and members.

2023 was a landmark year as nurses led Kaiser Permanente to achieve two incredible milestones in Northern California: Vallejo became the first of our hospitals to earn Magnet® designation and South Sacramento accomplished Magnet Recognition *with Distinction*™, only the second hospital in the world to do so.

Nurses at all Kaiser Permanente Northern California hospitals and clinics continue to demonstrate and deepen their commitment to nursing excellence through professional governance, shared ownership of practice, professional growth and development, and evidence-based practice to improve patient outcomes.

We remain committed to our workforce by recruiting, retaining, and developing our nursing teams. In 2023, we hired more than 4,000 nurses, transitioned to practice nearly 350 new grads through our Practice Transition Accreditation Program recognized Nurse Residency Program, and engaged hundreds of nurses in specialty training programs in the emergency department and inpatient hospital units.

Kaiser Permanente Northern California nurses are disseminating their innovations and positive impacts on patient outcomes in published articles in industry publications.

Over the past year, the number of nurses obtaining their board certification and advanced degrees has significantly risen, further demonstrating their commitment to nursing excellence and lifelong learning. The Practice of Excellence conference yielded a record breaking 623 Advanced Practice Nurses attending to demonstrate their commitment to excellence through leadership, clinical advancement, and the latest clinical practice updates. Further, Kaiser Permanente Northern California nurses are disseminating their innovations and positive impacts on patient outcomes in published articles in industry publications, as well as through poster and podium presentations at conferences across the country and internationally.

These achievements and many more highlighted throughout this report are only possible because of our shared commitment to nursing excellence. To all Kaiser Permanente nurses: Thank you for your commitment to delivering on the promise of providing extraordinary nursing care to every patient, every time.

With gratitude,

Toby Marsh, MSN, RN, FACHE, NEA-BC

Regional Chief Nurse Executive, VP of Clinical Integration
Kaiser Foundation Hospitals and Health Plan Northern California

DuPriest Hill, MSN, RN

Regional Administrative Officer
Chief of Nursing & Clinical Practice
The Permanente Medical Group

Mission

Our mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

Vision

As leaders, clinicians, researchers, innovators, and scientists, Kaiser Permanente nurses are advancing the delivery of excellent, compassionate care for our members across the continuum and boldly transforming care to improve the health of our communities and nation.

Values

Professionalism

Excellence

Patient and Family Centric

Teamwork Integrity

Compassion



About Us

About Kaiser Permanente

Kaiser Permanente is committed to helping shape the future of health care. We are recognized as one of America’s leading health care providers and not-for-profit health plans. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and improve the health of our members and communities. We currently serve 12.6 million members in 8 states and the District of Columbia.

Kaiser Permanente is committed to helping shape the future of health care.

Care for members and patients is focused on their total health and guided by their physicians, nurses, specialists, and caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health. Kaiser Permanente believes that total health is more than freedom from physical affliction. It’s about mind, body, and spirit. Delivering total health means our members can enjoy healthy, engaged lives, and our communities can benefit from equal access to high-quality health care.

Northern California Region

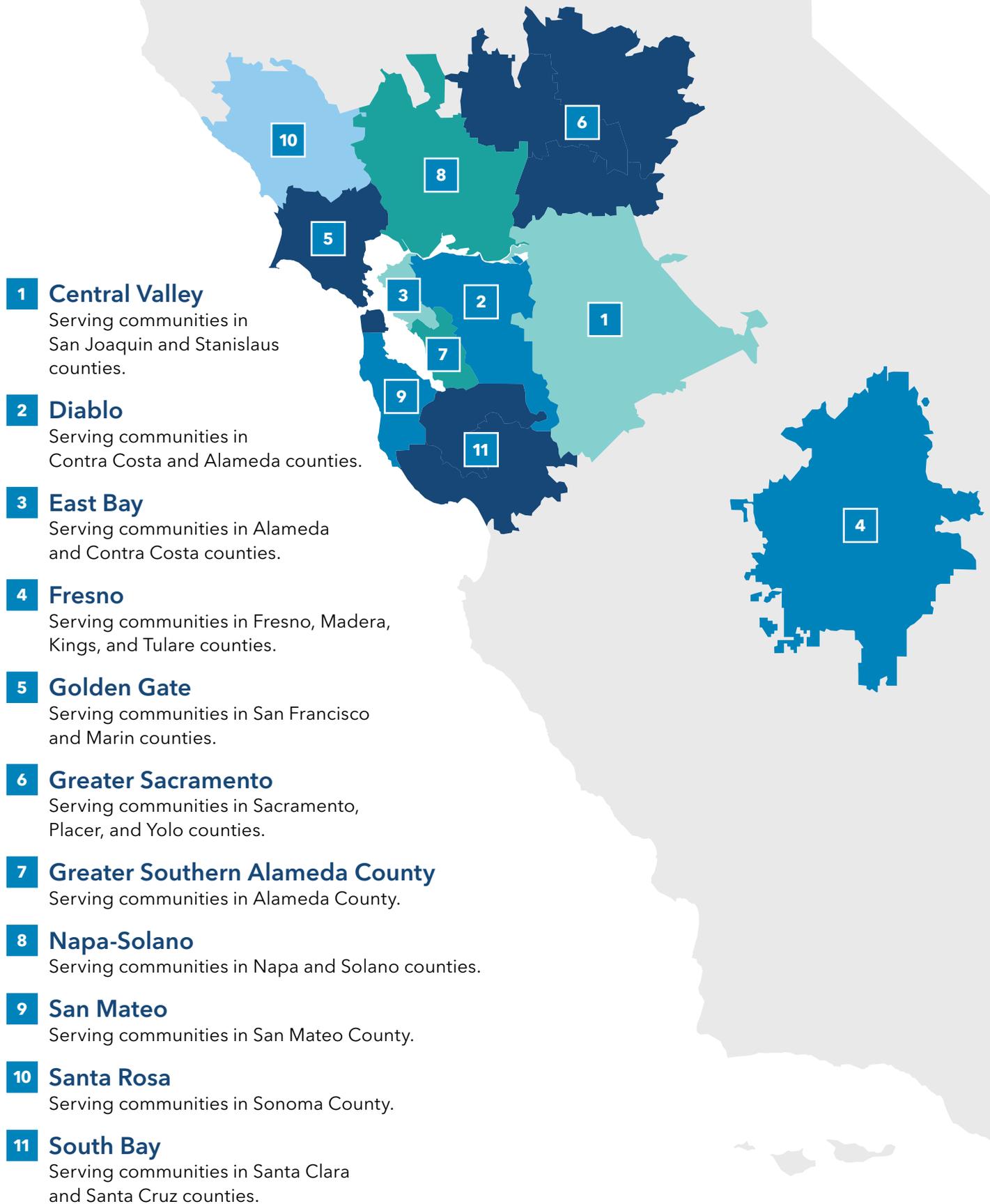
28,000
Total number of registered nurses

21
Number of hospitals

9,796
Physicians

4.5M
Members served

Northern California Region Service Areas



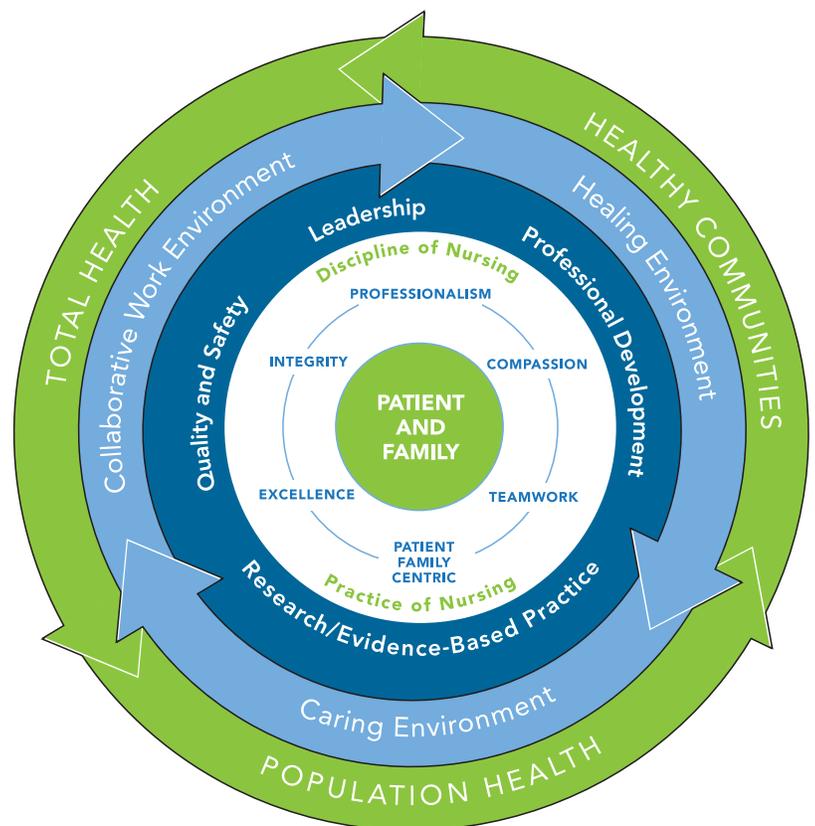


Professional Practice Model

Shaping the Future of Health Care: The Power of Our Nursing Professional Practice Model

A Harmonious Blend of Art and Science

At Kaiser Permanente, we pride ourselves on a **Nursing Professional Practice Model** that epitomizes excellence in patient care. Rooted in our core values of professionalism, compassion, teamwork, and integrity, our model serves as the North Star for nursing practices, guiding us towards comprehensive, patient-family-centric health care.



The Heart of Our Practice: Empathy and Compassion

Our model is a beacon of how science and art merge in nursing, emphasizing not just technical skills but the profound importance of empathy and compassion. Central to this ethos is Caring Science, our theoretical framework that serves as the foundation for our nursing practice. This framework elevates our approach, ensuring our care extends beyond physical healing to foster an environment where patients' emotional well-being is equally nurtured.

Pillars of Excellence: Quality, Leadership, and Growth

Central to our practice are the key pillars of Quality and Safety, Leadership, Professional Development, and Research. These pillars not only underline our commitment to delivering superior, safe care but also inspire our nurses to lead, grow professionally, and embrace evidence-based practices. It is a dynamic approach that elevates the standard of care and enriches the nursing profession itself.

Creating Healing Spaces: The Optimal Nursing Environment

The essence of our Nursing Professional Practice Model lies in creating an optimal nursing environment – one where healing, caring, and collaboration are paramount. Our nurses are instrumental in cultivating this space, ensuring warmth, and compassion are as tangible as their clinical expertise. It is an atmosphere where every patient feels supported in their healing journey, and every nurse thrives, empowered by values and practices that champion patient-centric care.

A Vision for Future Care: Aligned with Excellence

Aligned with the Magnet® Recognition Program, our model fosters a culture of excellence in nursing. It underscores the importance of leadership, professional development, and a commitment to improving patient outcomes. This alignment not only elevates the level of patient care but also promotes the professional growth and recognition of our nursing staff.

Empowering Nurses, Inspiring Communities

Our Nursing Professional Practice Model is not just a framework but a living, breathing ethos. It encapsulates our commitment to high-quality care, integrating our core values and key pillars into every aspect of nursing. Through this model, we strive for health, well-being, and safety for all our patients and their families, empowering our nurses to be leaders in health care and advocates for the communities we serve.



Transformational Leadership

Leadership Programs

The Kaiser Permanente Northern California Nurse Scholars Academy's purpose is to inspire and promote transformational leadership, clinical excellence, evidence-informed practice, and nursing research to better align the current and future workforce to deliver on the promise outlined in Kaiser Permanente's vision statement. The intent is to advance professional nursing, streamline the integration of best practices, and nurture future leaders at all levels of the organization. We have already started many of the programs that will continue to drive engagement in Northern California. Our Engagement Strategy has unified these programs in a meaningful way so that we have a common goal, approach, and way to measure progress across the Region.

2023 Northern California Regional Results

89%	overall retention rate for our Degree Programs
75%	overall retention rate for our Nursing Leadership Programs
40%	of MSN scholars were promoted
31%	of RN to BSN scholars were promoted
55%	BSN prepared as of Dec. 2023
13%	ANCC certified as of Dec. 2023



Sustainability demands nurse leaders who provide vision, influence, clinical knowledge, as well as a strong foundation in professional practice.

<https://nursescholars.kaiserpermanente.org/>

Our current focus is to make available to all levels of nurses the many programs offered for professional skills development, including:

- Advance Nursing Professional Practice (Professional Certification, Preceptor, Clinical Learning/HealthStream)
- Academic Progression Degree Programs
- University of California, San Francisco Leadership Institute (Leadership + EBP Training)
- Caring Science Foundations and Programming (Caritas Coach™, HeartMath®)
- Nurse Leader Community of Practice
- Nurse Leader Mentor and Coaching Program



Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

MODESTO/CVA

Lorena Acevedo

OAKLAND MEDICAL CENTER

Stephen Kupiec

REDWOOD CITY MEDICAL CENTER

Karen Cepero

REGIONAL OFFICES

Leanne Deegenars

SACRAMENTO MEDICAL CENTER

Esperanza Chavez

Mary Jane Talento

SAN JOSE MEDICAL CENTER

Barbara Vaughan

SAN LEANDRO MEDICAL CENTER

Elizabeth Dawodu

SANTA CLARA MEDICAL CENTER

Shelly Reynolds

SANTA ROSA MEDICAL CENTER

Nicola Dempsey

SOUTH SACRAMENTO MEDICAL CENTER

Christine McGahey

STOCKTON/CVA

Ngoc Quyen Nguyen

VACAVILLE MEDICAL CENTER

Elizabeth Bigby

Melodie Martin

VALLEJO MEDICAL CENTER

Charity Shelton

WALNUT CREEK MEDICAL CENTER

Sadia Imran

Foundations of Evidence-Based Practice Workshop

ANTIOCH MEDICAL CENTER

Navjot Rathaur

Marilene Villa

Analyn Formes

Rosie Dela Cruz

Maricel Hiponia

Jenelyn Endrigo

Ginalyn Cecilio

Mary Salas

FREMONT MEDICAL CENTER

Myla Eijansantos

Megan Munroe

FRESNO MEDICAL CENTER

Krystal Pombo

Tom Carrillo

Jennifer Wong

Susan Alday

MANTECA/CVA

Christie Turner

Vivian Corpuz

MODESTO/CVA

Surjit Kaur

Lily Carbonell

Victoria Behr

MODESTO MEDICAL CENTER

Susan Thimon

Allisyn Gehring

Amie Fidanque

Sheri Taggar

Jennifer Ballantyne

Jenessa Vitaga

Rani Dosanjh-Dulai

Louie May Edroso

OAKLAND MEDICAL CENTER

Hannah Fernandez-Gotico

Wendy Bryant

Adrienne Rogers

Spring Marsh

Ehime Agbonkonkon

Susan Kearney

Kate Forrest

Erica Przybylski

PROGRAM OFFICES

Kourtney Wilson

REDWOOD CITY MEDICAL CENTER

Gilda Santos
Amanda Sayaseng
Michelle Hachey
Tanya Kostuchek-Ward
Jennifer Encinas
Nasim Karmali
Sandra Vargas

REGIONAL OFFICES

Pearl Paras
Sarah Abdolcader
Starlynn Dris
Eric Kamaloni
Jennifer Rangel

RICHMOND MEDICAL CENTER

Lorraine Lumabas
Ria Grace Abesamis
Joana Carlos

ROSEVILLE MEDICAL CENTER

Erica Luna
Jennifer Mowers
Jane Jach
Jaclyn Martin
Catherine Morante

SACRAMENTO MEDICAL CENTER

Irene Pernitez
Victoria Mercer
Amelia Dayucos
Lyn Tirona
Ace Delos Santos
Teresa Wilcox
Lauren Thomasberger
Mary Boardman
Johnhay Ancheta
Oyinlola Talabi

SAN FRANCISCO MEDICAL CENTER

Jenny Aguiario
Brian Gutierrez
Cassie Yip
Katy Kennedy
Elisa Kang
Deirdre Jasper
Elizabeth Ramirez
Lavonne Harvey
Junia Bote
Annabelle Bosch

Michelle Johnson
Tonya Hartman
Mimi Nguyen
Heidi Lau

SAN JOSE MEDICAL CENTER

Cindy Mekis
Bernice Yale
Elizabeth Deguzman

SAN LEANDRO MEDICAL CENTER

Michelle Oyarzo
Linda Daniel
Violeta Luna-Jones

SAN RAFAEL MEDICAL CENTER

Ben Scribner

SANTA CLARA MEDICAL CENTER

Liberty Hilario
Drazenka Hayes
Yvette Dobson
Julianna Kim
Aiping Ji
Azra Kelecija
Jennifer Leigh Mora (Padilla)
Tai-Dan Tong

SANTA ROSA MEDICAL CENTER

Jacqueline Gardina
Lynn Lohner
Ann Lacy Burnett
Kelli Cox
Bryan Davies
Michele Audrey
Teresa Buhagiar
Kellie Allen
Sammantha Boaz

SOUTH SACRAMENTO MEDICAL CENTER

Ajani Hoffert
Rowena Guarino
Maureen Crehan
Sherie May Domingo
Patricia Poggio

STOCKTON/CVA

Stevie Sparrey
Kristie Silva
Shannon Byrd
Perla Jaramillo
Yasmeen Ali

VACAVILLE MEDICAL CENTER

Victoria Grant
Leslie Anderson
Fung Wan Iris Ng
Mary Thomas
Nhadine Fabro-Brown
Marites Less

VALLEJO MEDICAL CENTER

Jeanette Ferrer-Valladares
Kulwinder Kaur Chanan
Abigail Marlow
Elizabeth Souza
Loreto (Lory) Fritz
Chrystal Buganza
Sheila Ramirez
Samantha Avecilla
Kimberly Chisholm

WALNUT CREEK MEDICAL CENTER

Manjeet Wheat
Alexandra Fogli
Zahra Nouri

**Middle Management Institute –
Assistant Nurse Managers****ANTIOCH MEDICAL CENTER**

Brendalyn Malimban
Belinda Hills
Keri McCoy
Elise Smith

FRESNO MEDICAL CENTER

Jessica Lira
Kelly Day

MANTECA MEDICAL CENTER

Nida Henry
Minnie Infante

MODESTO MEDICAL CENTER

Lyndi Simmons
Neha Chadha
Kristy Moret

OAKLAND MEDICAL CENTER

Metasebya Tilahun

REDWOOD CITY MEDICAL CENTER

Daryl Rassie Aglubat
Melissa Reese
Jocelyn C. Deleon
Rozina Lakhani

REGIONAL OFFICES

Diane Santiago

ROSEVILLE MEDICAL CENTER

Jeremy Deterding
Lyzah Nicole Bati Alforque
Charles Langdon
Geraldine Macalma
Connie De Guzman

SACRAMENTO MEDICAL CENTER

Dorothy Monet

SAN JOSE MEDICAL CENTER

Elise Peralta
Tracey Monahan
Lori Mayer
Jennifer Kang
Hannah Fuller

SAN LEANDRO MEDICAL CENTER

Dorthia Daudier
Kae Ling

SANTA CLARA MEDICAL CENTER

Bonnie Perez
Ana Clarissa McInerney
Chloe Young
Leslie Bigler
Tiffany Cardona

SOUTH SAN FRANCISCO MEDICAL CENTER

Camille Rose Cabalsa

STOCKTON MEDICAL CENTER

Illumindo (Mike) Lime

VACAVILLE MEDICAL CENTER

Melissa Gay

WALNUT CREEK MEDICAL CENTER

Kirsten Marasigan

Middle Management Institute – Nurse Managers

FREMONT MEDICAL CENTER

Saly Yohannan

FRESNO MEDICAL CENTER

George Nan

Lindsey Halstead

MODESTO MEDICAL CENTER

Elizabeth Abderrahman

MODESTO

Deborah Bolton

Seda Vash

OAKLAND MEDICAL CENTER

Shanelle House

Harold Falcasantos

Gregory Carpenter

REDWOOD CITY MEDICAL CENTER

Cassandra Cabotaje

Yinghua Zhou

ROSEVILLE MEDICAL CENTER

Kevin Leahy

SACRAMENTO MEDICAL CENTER

Frances Deanna Harville

Bernadette Gomez

Terra Sterling

Ho Le

Teresa Capina

SAN FRANCISCO MEDICAL CENTER

Ruth Monsalud

SAN LEANDRO MEDICAL CENTER

Vanessa Strieff

SANTA CLARA MEDICAL CENTER

Shermyn Thein

Yvonne Agupugo

Sarah Sarvi

Jennifer Leigh Mora (Padilla)

SOUTH SACRAMENTO MEDICAL CENTER

Ericson Fernando

SOUTH SAN FRANCISCO MEDICAL CENTER

Lilia Monica Madamba

VACAVILLE MEDICAL CENTER

Fung Wan Iris Ng

Denette Valencia

Amanda Swetland

VALLEJO MEDICAL CENTER

Sara Figueroa

Meny DeLosReyes

WALNUT CREEK MEDICAL CENTER

Nichole Silveira

Gilbert Fuentes

Christina Vega

Layla Afsari

Florinda Guevara



Elevating Nursing Excellence: KP Scholars Academy's Pathways to Academic Advancement

As part of our Kaiser Permanente Nursing Legacy and Professional Practice Model, continuous learning stands as the cornerstone of excellence and leadership. Recognizing this, the KP Scholars Academy proudly introduces its suite of Academic Degree Programs, designed specifically for the ambitious and forward-thinking nurses and nursing leaders of today. Our partnership with esteemed institutions such as Samuel Merritt University (SMU), University of San Francisco (USF), and University of California, San Francisco (UCSF) has yielded groundbreaking opportunities for nurses seeking to elevate their professional trajectory. From the tailored RN to BSN program to the advanced MSN and DNP offerings, each program is meticulously crafted to meet the dynamic needs of working nurses.

At the heart of our academic offerings for over 10 years is the RN to BSN program, a collaboration with Samuel Merritt University, designed for registered

nurses aiming to advance their education seamlessly. This program emphasizes Caring Science, enhancing quality and safety for patients, and is structured to accommodate the busy schedules of working professionals, enabling graduation in just 21 months.

For those aspiring to leadership roles, the MSN and DNP programs, in partnership with USF and UCSF, respectively, are designed to mold nurse leaders adept in clinical leadership and innovation. These programs offer comprehensive coursework that blends theoretical knowledge with practical application, preparing graduates to spearhead changes in health care delivery.

The KP Scholars Academy's Academic Degree Programs embody our commitment to nurturing the next generation of nurse leaders, equipped with the skills, knowledge, and compassion to make a difference in health care. Join us in this journey of professional growth and excellence. For more information about our programs, please visit our website and look under Programs.

Testimonial

SAMUEL MERRITT MSN-CLE SPONSORSHIP

"I'm so excited! Thank you tremendously for affording me this opportunity to enhance and advance my nursing education and expertise! I have been with Kaiser Permanente since 1999. I truly believe in our organization's mission and vision, which has been reinforced in helping lead my facility's (Vallejo) journey to Magnet® designation. I will use what I gain from this opportunity to enhance our care for our patients, help my fellow nursing colleagues, and continue to promote Kaiser Permanente's mission and vision. Thank you, Thank you, Thank you!!!"



Jeanette Ferrer-Valladares BSN, RNC-OB, C-EFM, IBCLC, LEC, PHN
Staff Nurse IV - Labor and Delivery
Co-Chair KP Vallejo Voice of Nursing (VON)
Vallejo Medical Center

Celebrating Our 2023 Extraordinary Nurses Awards Program

Kaiser Permanente Northern California's annual Extraordinary Nurse Awards program recognizes and honors nurses who exemplify professionalism, compassion, teamwork, excellence, integrity, and patient- and family-centric care in their practice.

The 2023 Extraordinary Nurse Award honorees were celebrated along with all Kaiser Permanente nurses in Northern California with a Nurses Week campaign and a virtual awards program.

Learn about our 2023 Extraordinary Nurse Honorees by visiting [Nurses 2023 - Kaiser Permanente Look insideKP Northern California](#).

NURSE LEADER OF THE YEAR

Stephen Kupiec, MSN, RN
Clinical Nursing Director
Adult Services
Oakland Medical Center

NURSE LEADER OF THE YEAR

Barbara Vaughan, MSN, RN, RNC-OB, C-ONQS, CLNC
Clinical Nursing Leader
Maternal Child Health
San Jose Medical Center

NURSE LEADER OF THE YEAR

Christina (Tina) Vitale-McDowell, MSN, RN, CPEN, PECC
Director, Emergency Department
San Rafael Medical Center

NURSE LEADER OF THE YEAR

H. Christian Cheung, PhD, RN
Assistant Director
Nursing & Clinical Practice
Central Valley Area

CONTINUUM NURSE LEADER OF THE YEAR

Lisa Moshiri, DNP, RN, CNL, CCM
Continuing Care Service Director
Modesto Medical Center

CONTINUUM NURSE LEADER OF THE YEAR

Kelline (Kelli) Suto, BSN, RN
Continuum Administrator
San Jose Medical Center

EMERGING NURSE LEADER OF THE YEAR

Kendal Bailey, MSN, RN, NPD-BC, NE-BC
Director
Nursing Professional Development
South Sacramento Medical Center

EMERGING NURSE LEADER OF THE YEAR

Vanessa Strieff, MSN, RN, CNL
Nurse Manager
Post Anesthesia Care Unit
Ambulatory Surgery
San Leandro Medical Center

EMERGING NURSE LEADER OF THE YEAR

Darlene Heaton, BSN, RN, CEN
Director
Eye Services Department
Sacramento Medical Center

EMERGING NURSE LEADER OF THE YEAR

Tia Newell, MSN, RN, CCRN
Director
Emergency Department
Richmond Medical Center

EXTRAORDINARY NURSE – AACC

Caitlin (Cat) Dennis, RN

Staff Charge Nurse III
Quality Liaison
Appointment and Advice Call Center
Vallejo

EXTRAORDINARY NURSE – AACC

Marissa L. Mathias, MS, BA, RN

Staff Nurse III
Appointment and Advice Call Center
Sacramento

EXTRAORDINARY NURSE – ADVANCED PRACTICE

Suzanne Yee Fong, NP

Nurse Practitioner III
Women's Health
South Sacramento Medical Center

EXTRAORDINARY NURSE – ADVANCED PRACTICE

Jeannie Labat-Butler, DNP, NP

Nurse Practitioner III
Emergency Department
Central Valley Service Area

EXTRAORDINARY NURSE – CARE COORDINATION

Michael Jess Paul Fronda, MSN, BSN, RN

Patient Care Coordinator Case Manager
Oakland Medical Center

EXTRAORDINARY NURSE – CARE COORDINATION

Jason Garcia, RN

Patient Care Coordinator Case Manager
Utilization Management
Modesto Medical Center

EXTRAORDINARY NURSE – CONTINUUM

Karen Franchetti, BSN, RN

Quality Utilization Coordinator
Home Health
Santa Clara Medical Center

EXTRAORDINARY NURSE – CONTINUUM

Nerissa Carbonell Kamiya, BSN, RN

Nurse II
Home Health
Sacramento Medical Center

**EXTRAORDINARY NURSE –
EMERGENCY DEPARTMENT**

Jonathan Alteza, BSN, RN

Staff Nurse IV
Emergency Department
Roseville Medical Center

**EXTRAORDINARY NURSE –
EMERGENCY DEPARTMENT**

Jane McDonald, RN

Staff Nurse II
Emergency Department
San Rafael Medical Center

**EXTRAORDINARY NURSE –
CLINICAL ADULT SERVICES**

Michael Cabrera, BSN, RN

Staff Nurse II
Float Pool
Manteca Medical Center

**EXTRAORDINARY NURSE –
CLINICAL ADULT SERVICES**

Reid Hirsch, BSN, RN, CCRN

Staff Nurse II
Intensive Care and
Cardiovascular Intensive Care Units
South Sacramento Medical Center

**EXTRAORDINARY NURSE –
MATERNAL CHILD HEALTH**

Mariel (Mario) Biol, BSN, RN, P-BC

Staff Nurse IV
Pediatrics Intensive Care Unit/Pediatrics
Santa Clara Medical Center

**EXTRAORDINARY NURSE –
MATERNAL CHILD HEALTH**

Michelle Papasan, BSN, RN

Staff Nurse II
Neonatal Intensive Care Unit
Antioch Medical Center

**EXTRAORDINARY NURSE –
PERIOPERATIVE SERVICES**

Matthew Beggs, BSN, RN, CNOR

Staff Nurse III
Operating Room
Oakland Medical Center

**EXTRAORDINARY NURSE –
PERIOPERATIVE SERVICES**

Michelle Kostick, BSN, RN, CNOR
Staff Nurse III
Operating Room
San Francisco Medical Center

**EXTRAORDINARY NURSE –
MEDICAL OFFICES OR OUTPATIENT SERVICES,
MANTECA MEDICAL CENTER**

Cora Eslao, LVN
Licensed Vocational Nurse
Urology Department
Manteca Medical Center

**EXTRAORDINARY NURSE –
MEDICAL OFFICES OR OUTPATIENT SERVICES,
MANTECA MEDICAL CENTER**

Moreen Prasad, MHA, MSN, RN
Staff Charge Nurse II
Urology Department
Manteca Hospital

**FRIEND OF NURSING –
DIRECT CARE PARTNER**

Sherwin Ladores, PCT
Patient Care Technician
Intensive Care Unit
Redwood City Medical Center

**FRIEND OF NURSING –
DIRECT CARE PARTNER**

Arlene Means, LVN, PCT
Licensed Vocational Nurse
Patient Care Technician
Medical, Surgical, Telemetry
Roseville Medical Center

**FRIEND OF NURSING –
INTERPROFESSIONAL COLLEAGUE**

Yeseli Arias, MD
Chief of Inpatient Pediatrics
NICU Services,
Modesto Medical Center
NCAL Regional Director of Inpatient Pediatrics

**FRIEND OF NURSING –
INTERPROFESSIONAL COLLEAGUE**

Patricia (PK) Kaba, MS, RDN
Director
Food and Clinical Nutrition Services
San Jose Medical Center

Friends of Nursing

caring leaders socially aware collaborative adaptable problem solver strong patient kind giving steadfast diverse empathetic bold intelligent amazing conscientious caring reliable confident thoughtful fearless attentive dependable communicative honest intuitive remarkable **compassionate** diligent hardworking steadfast trustworthy ethical inclusive generous amazing culturally competent community focused bold humanitarian holistic critical thinker analytical **caring** versatile kind creative visionary competent socially aware kind adaptable problem solver strong communicative generous giving empathetic intelligent amazing conscientious reliable **integrity** confident thoughtful fearless attentive dependable communicative honest intuitive **committed** authentic thoughtful steadfast ethical inclusive generous culturally competent community focused bold humanitarian holistic critical thinker analytical **healing** versatile creative visionary leaders socially aware adaptable intuitive problem solver strong patient kind giving empathetic **professional** intelligent amazing conscientious reliable confident thoughtful fearless attentive kind dependable communicative honest intuitive remarkable hardworking steadfast **excellent** ethical inclusive generous culturally competent community focused bold humanitarian holistic critical thinker analytical versatile creative visionary leaders socially **dedicated** aware adaptable problem solver strong patient kind giving empathetic intelligent amazing conscientious reliable **authentic** confident fearless attentive dependable communicative honest intuitive remarkable diligent hardworking steadfast ethical inclusive generous culturally competent **highly skilled** community focused humanitarian humanitarian holistic critical thinker analytical versatile creative visionary leaders socially aware adaptable problem solver strong patient kind giving empathetic intelligent amazing conscientious reliable confident thoughtful **empowered** fearless attentive dependable bold communicative honest intuitive remarkable diligent hardworking steadfast ethical inclusive generous culturally competent community focused bold humanitarian holistic critical thinker analytical versatile **mentors** visionary leaders socially aware adaptable problem solver strong patient kind giving empathetic kind intelligent amazing conscientious reliable confident **knowledgeable** thoughtful fearless attentive committed dependable communicative honest intuitive remarkable bold focused hardworking steadfast ethical inclusive generous culturally competent community focused leaders socially aware adaptable problem solver **courageous** strong patient analytical giving aware adaptable problem solver strong patient kind giving empathetic intelligent amazing kind conscientious reliable confident thoughtful fearless attentive dependable communicative honest intuitive remarkable diligent hardworking steadfast ethical inclusive generous culturally competent **passionate** remarkable diligent hardworking steadfast ethical inclusive generous culturally competent community focused intelligent humanitarian holistic critical thinker analytical versatile creative visionary leaders socially aware adaptable problem solver **scholars** patient kind

Scan for more information about Extraordinary Nurse Awards

Compassionate care.
Enduring commitment.
Extraordinary nursing.



Structural Empowerment

Autonomy in Our Professional Practice: RN Peer Feedback

Peer feedback is the pinnacle of autonomy in the professional practice of a registered nurse and aligns with the professional expectations outlined in the American Nurses Association (ANA) Code of Ethics for Nurses and the ANA Scope and Standards of Practice. The American Nurses Association published data as far back as 1988 supporting the benefits of nurses providing peer-to-peer feedback. The benefits are numerous and include stimulated professionalism, increased accountability, and the promotion of self-regulation (George, 2011). In addition, as a professional obligation, it provides valuable insights into strengths and opportunities from another person who is doing the same work. Peer feedback promotes a culture of learning, patient safety, teamwork, and best practices that lead to optimal patient outcomes.

Peer feedback is not new, and it currently takes place in many ways. Some examples are: during Nurse Knowledge Exchange (NKE) when mentoring or precepting, when assisting another nurse with a procedure, or when discussing a patient's plan of care. It happens when giving recognition and during formal and informal education.

Providing this feedback in writing is an invaluable means of communication that the recipient can reflect on to improve their practice, professional growth, and development. Having this documentation to refer to is helpful as the nurse reflects on developing their professional goals.

For these reasons, a process for giving, receiving, and documenting peer feedback has been developed and piloted by frontline nurses throughout KP Northern California. During this year, there will be a regionwide implementation so that nurses in every one of our medical centers can benefit from having a standardized process.

Nurses' professional growth and development is a lifelong journey enriched by sharing feedback to promote excellence in patient care.

Nurse Residency Program Attracts and Retains New Nurses



Nurse Residency Oakland Cohort 4

The NCAL Nurse Residency Program has become the foundational model and framework for the National Nurse Residency Program.

The NCAL Nurse Residency Program assists new graduate RNs as they transition into the nursing profession in the acute care setting. Since its inception in 2021 during the COVID-19 pandemic, it has grown and developed into an amazing program.

By the end of 2023, we have welcomed 948 new graduate RNs and seven cohorts into our one-year residency program and to the Kaiser Permanente family. The program boasts an overall retention rate of 92%, which is far above the national average of approximately 70%.

Excitingly, in 2023, the NCAL Nurse Residency Program applied for and completed the Self-Study for American Nurse's Credentialing Center (ANCC) Practice Transition Accreditation Program (PTAP) Accreditation, and in early 2024 our program was awarded accreditation with distinction. This accreditation sets our program apart as one of the premier programs in the country that has met rigorous global standards and demonstrated excellence in residency and fellowship programs.

The NCAL Nurse Residency Program has become the foundational model and framework for the National Nurse Residency Program. The Nurse Residency Program has now grown and spread to all markets in Kaiser Permanente.



New Knowledge, Innovations, and Improvements

Advancing Evidence-Based Practice and the Spirit of Inquiry in Kaiser Permanente Northern California

The Research and Innovation Academy (RIA) situated in the KP Scholars Academy was created in 2021. The vision of the academy is to advance evidence-based practice, nurse-led research, and scholarly practice at Kaiser Permanente Northern California in the pursuit of professional nursing excellence and scientific integrity, regardless of the academic preparation of the registered nurse. The RIA's charter tagline of Driving Discovery - Sparking Solutions - Advancing Practice remains true to this day as the academy continues to chart new paths to ensure that the spirit of inquiry is kept alive at all 21 medical centers. The academy partners with the University of California San Francisco (UCSF) to offer different Evidence-based Practice (EBP) programs to clinical nurses and nurse leaders. This partnership is aimed at preparing the nurses to consistently provide care that is based on and informed by evidence. Thus, aligning with the organization's goal of providing extraordinary nursing care to every patient, every time.

Each medical center has an active EBP council or is in the process of setting up one. These councils are led by clinical staff some of whom are EBP mentors. Nursing leadership support is made available to these councils to ensure that members are given time to work on EBP projects. At the regional level, the RIA community of practice provides a platform for clinical nurses and nurse leaders to learn, motivate, and celebrate individual and team accomplishments in the areas of research, EBP, and quality improvement (QI).

The academy hosts monthly grand rounds that provide a forum for modeling collegial collaboration between interprofessional members including physicians, nurses, subject matter experts, and clinicians on the Kaiser Permanente care team. Our journey towards embracing and implementing EBP principles is more than a mission; it is a commitment to nursing excellence, patient care, and professional development.

EBP Programs Offered Through UCSF to Date:

FOUNDATIONS OF EBP

This 3-day program is designed for clinical staff and leaders who are new to EBP. The content include among other topics explanation of how EBP plays an integral role in hospitals and health care systems including and examining the differences between EBP, Quality Improvement (QI), EBQI, and Research.

Number of Nurses Trained: 177

EBP MENTOR TRAINING PROGRAM

This 3-day workshop series provides comprehensive training to prepare health care professionals to be trained evidence-based practice (EBP) mentors who can support and guide practice changes at the microsystem level and serve to be an invaluable asset to sustain EBP in health care organizations.

Number of Nurses Trained: 42

EBP FELLOWSHIP

The Evidence-Based Practice (EBP) Fellowship Program is a 9-month initiative for frontline care providers interested in improving their EBP knowledge, skills, and abilities. This program will engage participants in an innovative and educational experience focused on facilitating an evidence-based approach to implementing a formal practice change, in addition to assessing the outcomes and impact of the interventions in a clinical setting.

Number of Nurses Trained: 12

EBP IMMERSIVE EXPERIENCE

The Evidence-Based Practice (EBP) Immersive Experience is a 6-month training experience in which participants are led through graduate-level didactic workshops which includes opportunities to practice their EBP knowledge, skills and abilities.

Cohort Size: 36

LEADING A CULTURE OF EBP

The Leading a Culture of EBP program prepares Kaiser Permanente Northern California leaders to lead a culture of clinical inquiry within an EBP culture by offering strategies for building and sustaining a robust EBP infrastructure, including return on investment and value of investment.

Number of Nurses Trained: 74



Photos from Leading a Culture of EBP & EBP Mentor Programs

RESEARCH & INNOVATION
ACADEMY

Kaiser Permanente Caring Attributes of Resilience to Stress (KP CARES 2.0): A Multi-site Study

Our Northern California KP CARES research enables nurses to participate in experiential learning about the Theory of Human Caring and can address challenges to the nursing profession, inform nurses of the ethical foundation for professional practice, and guide them in their nursing practice. This helps deepen the ethical humanistic covenant of caring for self, others, and the health system. With this work, the goal is for the organization to support nurses by providing them with a resource and the ability to explore additional means to incorporate the Theory of Human Caring in nurses' journey as healers, which is necessary to sustain our sacred profession.

KP CARES 2.0 is a multi-site regional study that expands on the KP CARES 1.0 study by adding experiential learning content related to equity, inclusion, and diversity (EID) and associated evaluation instruments.

This blends the KP CARES 1.0 regional research study model with the expanded content developed for the South Sacramento study, "Strengthening resiliency among health care professionals at South Sacramento Kaiser Permanente" (La Vallee PI).

The aims of this mixed methods prospective study are to 1) Evaluate the effectiveness of providing an experiential education program based on Jean Watson's Human Caring Theory/10 Caritas Processes and Belong at KP pre- compared to post- and repeated measures at 6 months; 2) Explore if and how participants applied the principles of Caring Science, HeartMath® and EID into their professional and personal lives, and the associated impact at the end of the program and 6 months post-program; and 3) Identify if and how the survey results and interviews validate each of the respective results.

Data collection instruments include the Watson Caritas Self-Rating Score (WCSS), Watson Caritas Leader Self-Rating Score (WCLSS), Watson Caritas Organizational Culture Scale (WCOCS), Professional Quality of Life Scale (compassion satisfaction, burnout, secondary traumatic stress), and the modified Bias in Maternal Health Survey (bias awareness, bias mitigation self-efficacy, bias mitigation practice). Individual interviews are being conducted to identify themes (a cluster of linked categories conveying similar meanings and forming a unit or theme).

Participants include interprofessional team members (nurses, therapists, and other ancillary staff) employed at KP Central Valley, Fremont, Fresno, Oakland, Redwood City, Richmond, Sacramento, San Francisco, San Leandro, San Rafael, Santa Clara, Roseville, San Jose, Santa Rosa, South San Francisco, Vacaville, and Vallejo Medical Centers. Each medical center has both a clinical nurse and nurse leader as site co-investigator. A secondary goal of this project is to build nursing research capacity through mentoring the site co-investigators through the research process. The feedback on this program has been so positive that we plan to add a second cohort in the summer of 2024.



KP CARES team, Vallejo Medical Center

Mental Health Scholars Academy

The **Mental Health Scholars Academy** (MHSA) supports our employees who want to change careers and join the mental health workforce. Each year, the academy helps train hundreds of new mental health professionals who intend to work for Kaiser Permanente in our Northern and Southern California regions.

Here are a few recent stories about the MHSA program:

- MHSA was featured on About KP and MyKP sites in an article entitled “**Addressing the shortage of mental health workers**” by Don Mordecai, MD, national leader for mental health and wellness at Kaiser Permanente, and KP’s National Communications team.
- MHSA was also featured in a National KP communications piece highlighting mental health policy. Read more about how the MHSA program is impacting mental health policy [here](#).
- MHSA was featured in a **Becker’s Hospital Review** interview with Don Mordecai, MD, national leader for mental health and wellness at Kaiser Permanente. The interview highlights ways KP is bolstering behavioral workforces.
- There was also an internal story highlighting the program’s 23 recent graduates in Northern California and its aim to grow a diverse mental health workforce. The piece highlights graduates Eboni Jackson and Carolina Diaz and their journeys toward their future careers as mental health therapists at Kaiser Permanente. To read more, [click here](#).



Congratulations to our MHSA graduates!

MENTAL HEALTH SCHOLARS
ACADEMY

Community Health & Workforce for the Future

The Community Health & Workforce for the Future team supports nursing programs and unique workforce development initiatives divided into three main workstreams: Community Health, Academic Relations and Allied Health Scholars Academy.

Community Health supports nursing professional development and the Magnet journey by investing in nursing scholars, healthcare career awareness, and grant-making through the East Bay Community Foundation (EBCF). Workstreams include:

- Deloras Jones Scholarship
- Youth Career Day
- Grants and Scholarships through the EBCF

2023 Grants

- **DAISY Foundation**
Supports “Why Nurses Stay” program to reduce burnout in Northern CA.
- **1440 Foundation/1440 Multiversity**
Supports “Healing our Healthcare Heroes” for Santa Cruz County nurses, focusing on burnout and self-care.
- **Samuel Merritt University**
2-year funding for ADN RNs, prioritizing under-represented groups, with psycho-social counseling access.
- **Mt Diablo Adult Education**
Scholarship for Surgical Technologist students for essential needs.
- **Sierra Kings Health District**
Scholarship for Fresno County high school seniors in healthcare pathways.

Academic Relations supports the growth and development of nursing students through strategic investments in our long-standing summer nursing internship program and the perioperative immersion program. Workstreams include:

- Summer nursing student externship program: 75 students annually
- Perioperative immersion program: 24 nursing students annually
- Florence Stroud Black History Virtual Conference

The Allied Health Scholars Academy’s mission is to increase the number of qualified allied health professionals in the workforce through structures and programs that connect people with flexible career paths anchored in quality education, training, and dynamic work experience.



Twenty graduating seniors from Parlier and Reedley High Schools who are pursuing an education in the health sciences.

Kaiser Permanente is proud to partner with the Sierra Kings Health Care District to award the \$1,000 Health Pathway Scholarships to graduating seniors so they may pursue their secondary education and career goals. Our aim is to improve health career paths for underrepresented students and to help diversify the healthcare workforce. Investing in the academic success of local students is an investment in the future health of our communities.

ALLIED HEALTH SCHOLARS ACADEMY



Empirical Quality Outcomes

Safely and Effectively Treating DKA Outside the ICU

SQ DKA is a safe and effective treatment for diabetic ketoacidosis (DKA), a life-threatening diabetic complication. DKA accounted for 61.6/10,000 United States hospital admissions in 2017. Nationwide, most of these patients continue to be treated in the ICU with insulin infusions, despite the American Diabetic Association recognizing subcutaneous (SQ) insulin as a treatment option in their DKA guidelines as early as 2006.

In 2016, a San Jose multidisciplinary and multispecialty team led by Priya Rao, MD, developed a subcutaneous insulin protocol to treat DKA. Patients receive both long-acting and rapid-acting insulin to correct their DKA, with aggressive fluid resuscitation and electrolyte replacement. Treatment starts in the emergency department and continues in a medical-surgical unit or clinical decision support area with a 3:1 nursing ratio.

Once nausea has resolved, patients can eat and drink. Additionally, they have fewer finger sticks, can get up and ambulate, are not tethered to a monitor, and often go home sooner. Our patients appreciate these improvements. In 2020, a regional interprofessional team led by Priya Rao, MD, and Denise Jacobson, DNP, RN, CNS, CCRN, formed to spread SQ DKA regionwide.

By April 2021, the SQ DKA Protocol Order Set was in use at all 21 NCAL hospitals with a dashboard to monitor successes and opportunities for improvement. The promising pilot results were published in 2022 in NEJM Open. Since then, SQ DKA has decreased ICU admissions without increasing complications, and prevented some hospital admissions altogether, according to a 2023 Kaiser Department of Research analysis.

SQ DKA won the National Voh's Quality Award in 2023.



Exemplary Professional Practice

Renaissance of Caring Science: Rooting Theory into Practice at Kaiser Permanente Northern California

Caring Science: The Heart of Health care Evolution

At the core of Kaiser Permanente Northern California's transformative health care landscape is the **Caring Science Academy**. As the theoretical framework of our organization, Caring Science serves as the foundation for our nursing practice. It's a testament to our dedication to heart-centered care, housing our innovative initiatives under one nurturing roof.

Caritas Coach Education: Cultivating Compassionate Leaders

The Caritas Coach Education Program (CCEP) is part of the strategy that every patient and every patient care unit deserves a Caritas Coach, which evolved from a strategic partnership between the Watson Caring Science Institute and the KP Scholars Academy. Through small group intensives, it weaves Caring Science into the fabric of nursing and leadership, revolutionizing how empathy and compassion are integral to patient care.

Empathy in Action: Mentoring Future Caritas Leaders

Our CCEP Faculty Development Program is more than an educational journey – it's a leadership forge. With a three-day intensive start and continuous expert coaching, the program elevates health care professionals, transforming them into mentors who will guide the next wave of Caritas leaders, embodying the full spectrum of patient-centered care. Our Kaiser Permanente Caritas Coach® Education Program faculty are listed on the Watson Caring Science Institute [website](#).

KP CARES 2.0: Personalized Learning for Caring Science

KP CARES 2.0 Hub Support Model epitomizes our commitment to adaptable, continuous learning. This four-month program molds Nursing and Allied Health Professionals with monthly Caring Science modules, designed to be integrated into the rigors of health care schedules and instill the principles of Caring Science into everyday practices.

Beyond Boundaries: Expanding Caring Science

Caring Science is not confined to nursing alone. Through collaborations such as the Allied Health Scholars Academy and integration into DAISY, PETAL, and Lotus Award recognition programs, it enhances leadership development, clinical competencies, and overall care experiences. This strategic embedding of Caring Science across various facets demonstrates our holistic embrace of this philosophy.

Charting New Horizons in Compassionate Collaboration

At Kaiser Permanente Northern California, Caring Science isn't just a curriculum – it's the heartbeat of our practice. It's the vibrant thread woven into the very fabric of patient care, nurturing a legacy that will shape the compassionate contours of health care for future generations. As we stand on the threshold of exciting developments, we look forward to expanding our collaboration both within our organization and across the global Caritas community, envisioning a world where every caregiver's touch is guided by the profound principles of Caring Science. Together, we're not just practicing health care – we're elevating it to an art form, fueled by shared passion and a collective vision for a kinder, more empathetic world.

Kaiser Permanente Scholars Academy Awarded Lotus Recognition™ – Watson Caring Science Institute

In July 2023, the Kaiser Permanente Scholars Academy was awarded the prestigious Watson Caring Science Institute (WCSI) Lotus Recognition™ in celebration of Kaiser Permanente Northern California's authentic commitment to nurturing deep human-to-human connections and measuring the impact of our programs while sustaining caring healing cultures for employees, patients, and communities well into the future. [View the full article here.](#)





Antioch Medical Center

Message from Chief Nurse Executive
Christina Geis, MHA, BSN, RN

As the new Chief Nurse at Kaiser Permanente Antioch Medical Center, my heart is full of gratitude. In my first weeks at the Antioch Medical Center, I already observed at the core of the team an overwhelming sense of commitment to give the best care every shift, every day, and a tremendous curiosity and passion for knowing more: more about how we improve, taking every opportunity to reflect on the patient experience so that we may always deliver on our promise to be the best place to give and receive care. While the Antioch Medical Center has been through many leadership transitions over the last year, what has kept the team motivated is their commitment and alignment around Kaiser Permanente's Nursing Vision and improving the health of our community. The Antioch Medical Center's culture is one rooted in the value of people. The familial culture is palpable and when rounding will be the item that comes up as a common reason which allows Antioch to retain top talent.

Moving into 2024, the Kaiser Permanente Antioch Medical Center is committed to a continued pursuit of Nursing Excellence and advancing nursing professional practice. Already this year we have begun to re-set our professional governance structure, educate on principles of Highly Reliable Organizations, and express a shared commitment to performance improvement. Again, I am humbled by the opportunity to lead the Antioch Medical Center and look forward to the bright future ahead.

Demographics

The Kaiser Permanente Antioch Medical Center is in the Diablo Service area with 91,497 members and serves the communities of east and central Contra Costa County and the Tri-Valley area of Alameda County. The hospital has 150 staffed beds, 20 beds in the Mom Baby Unit with a Level II Neonatal Intensive Care Unit.

Transformational Leadership

Community Health: Stroke Outreach Program



In alignment with the Kaiser Permanente mission to improve the health of our members and the communities we serve; a team of telemetry nurses conceptualized and developed a Stroke Outreach Program utilizing the farmers market to promote stroke prevention awareness within the community. Year after year since its inception, the team of telemetry nurses has grown in numbers and expanded to include ICU, Med-Surg, and emergency staff nurses. The team provides free blood pressure screenings, and stroke prevention handouts, and gives stroke education to bystanders by employing games with prizes.

Walk to End Alzheimer's



On October 28, 2023, a group of nurses on the Nurses Improving Care for Hospital Elders (NICHE) committee participated in the East Bay Walk to End Alzheimer's in San Ramon as part of Team KAN (Kaiser Antioch NICHE) Make a Difference. The team raised \$1,370 to help fund research to end Alzheimer's and support those living with the disease.

In addition to raising funds, the team also had a booth at the event where they handed out information about caregiver stress, fall prevention in the home, and Advance Directives.

AMC Operation Access

The Perioperative Department along with volunteers from other specialty units partnered with Operation Access, a community organization that provides free surgical care to low-income, uninsured patients through volunteers, and completed 5 cases in November 2023. This team of AMC clinicians has volunteered their time and expertise annually since 2012 and has been a tremendous support to the underserved community in the Diablo area.



Operation Access at Kaiser Permanente Antioch Medical Center, November 11, 2023.

Structural Empowerment

2023 DAISY Award Recipients

January – Mhagsy Celestino, RN (ICU)
February – Donabel Navarro, RN (MCH)
March – Serena Johnston, RN (MCH)
April – Tony Oriedo, RN (ED)
May – Jaisly Mathew, RN (MCH)
June – Makia White, MSN, RNC-OB, PHN, LE, RN (MCH)
July – Chiho Korekata, RN (3MS)
August – Jeanette Jimenez, RN (MCH)
September – Lorena Diaz, RN (MCH)
October – Sophie Longman, RN (ED)
November – Houston Haubenstricker, RN (ED)
December – Shella Casiraya, RN (MS Float)

Graduates of Nurse Residency Program (Cohort 4)

Ryo Pia Villanueva, RN
Charlotte Decker, RN
Meiyan Liu, RN, PHN
Tiffany Baugh, RN
Veronica Zavala Perez, RN
Amanda Padmore, RN
Sanjeshna Maharaj, RN
Talia Kala, RN
Mary Rix, RN

Clinical Ladder 3 and 4 Recipients

SNIII – March 2023

Joanne Pulanco, RN (MS)
Verneth Menchavez, RN (2MT)

SNIII – July 2023

Angelica Lopez Lester, RN (MCH)
Celina Agbo, RN (ICU)
Delphine Joko, RN (L&D)
Michelle Huey, RN (NICU)
Rachel Maligaya, RN (ICU)
Alesia Surrency Ballard, RN (COC)
Monina Baylasy, RN (COC)

SNIII – November 2023

Makia White, MSN, RNC-OB, PHN, LE (L&D)
Adam Guerrero, BSN, RN, CCRN (ICU)
Mhagsy Celestino, RN (ICU)
Sherill Antioquia, MSN, BSN, RN, PHN, PCCCM III (COC)
Mahjabeen Merchant, RN (COC)
Salesni Kumar, BSN, RN, CCM, PCC III (COC)
Laura Baugh, RN (ED)

SNIV – March 2023

Samira Popal, RN (2MT)
Edith Chilaka, RN (3MS)
Sheila Bernardez, RN (3MS)

SNIV – July 2023

Samantha Lacy, BSN, RN, RN-BC (MS)
Verthavia Clay Gibbs, RN (ICU)

SNIV – November 2023

Megan Adams, RN (ED)
Pavandeep Dhillon, RN (PACU)

Graduates of Middle Management Program

Maricel Hiponia, MSN, RN, CNL
(Telemetry Nurse Manager)
Honesto Lucero, BSN, RN
(Assistant Telemetry Nurse Manager)

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Foundations of Evidence-Based Practice Workshop

Navjot Rathaur
Marilene Villa
Analyn Formes
Rosie Dela Cruz
Maricel Hiponia
Jenelyn Endriga
Ginalyn Cecilio
Mary Salas

Middle Management Institute – Assistant Nurse Managers

Brendalyn Malimban
Belinda Hills
Keri McCoy
Elise Smith

Percentages of Nurses with BSN+ Degrees and Certifications

44% BSN prepared
as of Dec. 2023

12% ANCC certified
as of Dec. 2023

Exemplary Professional Practice

CAUTI Nurse-Driven Protocol

The Catheter-Associated Urinary Tract Infection (CAUTI) Prevention workgroup team of nurses developed an Evidenced Based Nurse-Driven Protocol for Removal of Urinary Catheter with Indication of Acute Urinary Retention. The study's primary aim is to reduce CAUTI rate by allowing Registered Nurses to utilize a standardized Nurse Driven Protocol in removing indwelling urinary catheter for Acute Urinary Retention indication after 48 hours of insertion. Since the implementation of the Nurse-Driven Protocol for Removal of Indwelling Urinary Catheters in 2023, Kaiser Permanente Antioch Medical Center achieved a sustained Standardized Infection Ratio (SIR) of ZERO (0.0), well below the national benchmark for CAUTI.

Weaving Caring Science into Practice: Aromatherapy Use in the Clinical Setting

Incorporating aromatherapy into clinical practice, frontline nurses have pioneered the use of scent therapy as a complementary approach to enhance patients' physical, emotional, and spiritual health. This innovative nursing measure has gained official endorsement from the Professional Development, Rewards and Recognition (PDRR) Magnet Council and integration into the medical center's policy, offering a non-drug option to comfort or assist patients experiencing stress, nausea, discomfort, or sleeplessness. The application of aromatherapy is confined to the hospital-supplied aroma tabs and Maternal and Child Health (MCH) and the department will continue to pilot this program.

New Knowledge, Innovation, and Improvements

In September 2023, a team of Maternal and Child Health (MCH) nurses embarked on research investigating health disparities around birth and adverse outcomes. Overall demographic data is being gathered on marital status, race/ethnicity, English language speaking, insurance, employment, zip code and outcome data such as type of delivery, readmission, chorioamnionitis, and surgical site infections (SSI) are also being recorded. This data will be analyzed for statistical significance and presented for identified disparities. The team will pilot a program to address the disparity and examine its effectiveness over time.





Central Valley Area (Modesto and Manteca Medical Centers and Stockton Ambulatory Surgical Unit)

Message from Chief Nursing Executive (Interim),
Betty Lopez, DNP, MPA, RN

During my first month at Kaiser Permanente Central Valley Area (KP CVA), my most memorable moment was a genuine, heartfelt “new hire” welcome message to our incoming nurses, given by our then interim Associate Chief Nurse Executive, Matt Felton. Matt stated, “Every hospital has a mission and vision, but not everyone has OUR nurses.” He went on to describe what it means to be a “true blue” nurse. As Matt was speaking, the canvas of what nursing excellence means here at KP CVA, began to take shape with vivid colors, enveloping what it means to be curious, what it means to be a colleague, what it means to be accountable, and what it means to create the feelings of trust amongst our team members, while delivering the highest reliable and safest care for our members.

Each of us has our niche and contributes to the richness of what is known as KP CVA nursing. I am fortunate to have joined at the infancy of our Magnet journey, building, and setting the foundation of what we call and define as nursing excellence. Through our nurses’ work and faces, I clearly see the prisms and brilliance of excellence. Nursing excellence is exemplified in the focus of personalized care, provided methodically and meticulously, as scientific minds work through the nursing process assessing, conducting interventions, and evaluating outcomes.

I have witnessed resilient focus steadfastly amid a distraught mother’s tears, and fears in the commotion of transferring patients to higher levels of care. The focus on patient care by our nurses during these emotional and trying situations reflects KP CVA’s nursing excellence.

Nursing excellence is also present in how KP CVA nurses share knowledge and engage team members. The messages that are huddled daily, pushing us to be our best, are updated every week and delivered for diffusion and dissemination of knowledge, encouraging us to live our motto of delivering excellence for every patient, every day, every time. Our nurses, as avid learners, and educators, keep us accountable to ourselves and each other ensuring the most current evidence-based practice.

As our professional governance councils take shape, I witness the threads of curiosity and inquiry, weaving through each of the sessions—threads weaving together, as we ask, “Is there a better way? How do we know?” With these inquiries, I’m looking forward to the unveiling of abstracts introducing new knowledge for nursing practice that are generated by the collective, compassionate, and scientific minds of KP CVA nurses, driving nursing excellence.

As our unit-based and professional governance councils conduct their work, I will ensure the provision of the tools and resources needed to keep building on our foundation and structure.

I look forward to the evolving creation of our nursing excellence and its beautiful canvas.

Overview

Central Valley

Kaiser Permanente Central Valley serves the communities of Modesto, Manteca, Stockton, and surrounding areas and offers a broad scope of services. In Modesto, we have 159 hospital beds and 99 hospital beds in Manteca that provide care for adult medical, surgical, pediatric, and intensive care patients. Modesto's Maternal Child Health services have 12 Labor and Delivery beds with full-service state-of-the-art private birthing suites, 24 post-partum beds, and 24 Level III neonatal intensive care beds.

In 2023, the Modesto Emergency Department had 67,798 visits, and Manteca's Emergency Department had 51,737. Modesto's surgical services team completed 9480 procedures and 3715 in Manteca. Additionally, Modesto's Cardiac Catheterization Laboratory, Gastro-Intestinal, and Interventional Radiology attended to the increased needs of the Central Valley Area. The Stockton Ambulatory Surgery Center conducted 5050 surgical day procedures, including Ophthalmology, General Surgery, Podiatry, Ortho Sports Medicine, ENT, Gynecology, and Plastic Surgery.

Accreditations

Both Modesto and Manteca hospitals have achieved accreditation and awards – a few of which are noted:

Modesto and Manteca hospitals are:

- Certified by The Joint Commission as a Primary Stroke Center
- Accredited by the Commission on Cancer for their cancer care programs.

Modesto is also:

- Accredited by the National Accreditation Program for Breast Centers

Awards

Modesto and Manteca have been recognized by the American Health Association and American Stroke Associations "Get With the Guidelines®" quality recognition initiatives that include:

- Stroke Gold Plus Quality Achievement Award
- Target Stroke Honor Roll Elite Plus Award

Modesto has also been awarded:

- Heart Failure Gold Plus Quality Achievement Award

Both hospitals are recognized for:

- 2022 LGBTQ+ Healthcare Equality Leader – Kaiser Permanente recognized by the Human Rights Campaign Foundation
- California Department of Public Health Healthcare-Associated Infections (HAI) Program Antimicrobial Stewardship Program (ASP) Honor Roll
- Cal Hospital Compare Patient Safety Honor Roll
- Sleep lab accredited by the Accreditation Commission for Health Care.

Over the past year, the Central Valley service area nurses have continued to provide excellent care as they work to obtain American Nurses Credential Center Magnet® designation. Achieving Magnet® designation affirms the high-quality nursing care that Central Valley Nurses provide every day. They are forming a professional governance structure. The professional governance structure formalizes a foundation for nurses to expand their professional practice in areas such as professional development, best practice, and new innovative practices. As the nurses in Central Valley progress in this journey, the 2023 annual report highlights some of the projects that underscore their commitment to their professional journey and the communities that they serve.

Structural Empowerment

Central Valley Area Voice of Nursing

The new structure for Central Valley Area's Professional Governance Councils kicked off with an informational and recruitment event in December 2023. Nurses working in the Stockton Ambulatory Surgical Area, Manteca, and Modesto Hospitals participated in a celebration of the upcoming Voice of Nursing meetings, to commence in January 2024. Nurses will meet on a single day together for educational in-services and in separate councils to promote nursing professional practice and governance. The five councils will be: Quality and Professional Practice, Evidence Based Practice / Nursing Research, Caring Science/Care Experience, Magnet Ambassadors, and Professional Development. The kickoff was well attended with nurses from all three campuses. Those nurses who were not able to attend in the cafeteria had food and information delivered. A great start for 2024!



Vida Tan, BSN, MAN, RN, Nursing Professional Development Consultant, J. Matt Felton, MSN, MBA, RN, Nursing Operations Director, Modesto and Manteca Hospitals, Farah Cardenas, BSN, RN, Perioperative Services, Modesto, Jeanne Gavina, MSN, BSN, RN, Medical Surgical Services, Modesto

Rewards & Recognitions (Lotus, PETAL, DAISY awards) in 2023

DAISY Award Recipients

March:

Jessica Vant Voort, RN
Intensive Care Nurse
Modesto Medical Center

March:

Mary Ann Pagsoligan, BSN, RN
Medical Surgical Nurse
Manteca Medical Center

June:

Christi Dalke, RN
Intensive Care Nurse
Modesto Medical Center

June:

Kriselda Dolendo, BSN, RN
Medical Surgical
Manteca Medical Center

September:

Jamison Stringfellow, RN
Intensive Care
Modesto Medical Center

November:

Victoria Pacheco, BSN, RN,
IBCLC
Maternal Child Health
Modesto Medical Center

December:

Jerri Khammanh, BSN, RN
Medical Surgical
Modesto Medical Center

December:

Mandip Kaur, BSN, RN
Medical Surgical
Manteca Medical Center

Congratulations to the Nurses for their Educational Achievements in 2023

Bachelors of Science in Nursing

Alicia Maduli, BSN, RN
Angela Jones, BSN, RN
Ashley Wright, BSN, RN
Brian Omar Moreno, BSN, RN
Casey Huffstutler, BSN, RN
Catherine Dela Fuente, BSN, RN
Heather Swan, BSN, RN
Ingrid Pellandini, BSN, RN
Ikneet K Sidhu, BSN, RN
Jennifer Nash, BSN, RN

Jessika Zaia, BSN, RN
Kristi Hartfield, BSN, RN
Maria Josefina Metz, BSN, RN
May Joy Arceo, BSN, RN
Michelle Hackett, BSN, RN
Myra Rodriguez, BSN, RN
Siby Matthew, BSN, RN
Stephanie Herbert, BSN, RN
Tiwalade Owalabi, BSN, RN
Vilma Capunden Falco, BSN, RN

Master of Science in Nursing

Jared Goslinga, MSN, RN
Jazmine Tanzania Fleming, MSN, RN
Juli Joseph, MSN, RN
Kimberly Knobel-Haver, MSN, RN
Lucy Wangari Mburu, MSN, RN

Maju Mathew, MSN, RN
Manpreet Kaur, MSN, RN
Michelle Hackett, MSN, RN
Padma Joshi, MSN, RN

Doctorate of Nursing Practice

Sukhie Kaur, DNP, RN

Congratulations to the Nurses who Achieved Specialty Nurse Certification in 2023

Acute Care Nurse Practitioner – ANCC

Manju Mathew

Adult-Gerontology

Catherine Chukwuma

Advanced Public Health Nursing

Razia Dean

Advanced Oncology Certified Nurse

Maura Pierce-Padilla

Certified Emergency Nurse

Amanda Polugar

Ashlee Albrecht, RN, CEN, CPEN

Brooke Blandford

Dewayne Jantz

Doneil Bolos

Heather Estrada

Jade Lewis

Janee Adams, BSN, RN, CEN

Jennifer Mande

Jonathan Alvarado

Kimberly Knobel-Haver

Lisa Travis

Marchaz Stout

Medan Zimmerman

Mary Thanh Lewllen

Shirley Go-Sagucio

Certified Ambulatory Perianesthesia Nurse

Abigail Campos

Angela Jones

Kari Gary

Mary Nguyen, BSN, RN, CAPA

Certified Medical-Surgical Registered Nurse

Padma Joshi

Rajveer Gill

Vilma Capundan Falco

Certified Perioperative Nurse (CNOR)

Bincymol Joseph

Christina Serrado

Heather Swan

Sherri Pospisil

Clinical Nurse Leader

Eric Byrd, MSN, RN, CNL

Critical Care Registered Nurse – Adult

Joseph Ratto

Keith Blair

Melody Crista Hargrove

Nzubechi Chinaka

Rogenson Manipol

Stephanie Renee Bergstedt

Certified Pediatric Nurse

Jocelyn Lloyd, BSN, RN, CPN, RNC-OB

Extremely Low Birth Weight Neonate

Delia Clemente

Family Nurse Practitioner – AANPCP

Michelle Kendrick

Inpatient Obstetric Nursing

Crystal Havens

Dana Mankin

Estrellita Valeros

Megen Little

Shannon Rogers

International Board-Certified Lactation Consultant

Elizabeth Branco-Libano, BSN, RN, IBCLC

Mia Lucero

Victoria Pacheco

Medical-Surgical Registered Nurse

Cherry Ramos

Lindsay Wilson, BS, RN, Med-Surg-BC, WCC

Neonatal Intensive Care Nursing

Ami Williams

Clementina Herrera

Travis Dillon

Progressive Care Nursing (Adult)

Mariles Onoza Camungao

Stroke Certified Registered Nurse

California Maria Leder

Vascular Access-Board Certified

JoAnna Flores, RN, VA-BC

Melissa Barcelos

Vanessa Peterson, BSN, RN, VA-BC

KP-UCSF Leadership Programs

In 2023, the nurses of our Central Valley Area participated in many programs offered by the Kaiser Permanente Scholars Academy, and in partnership with University of California San Francisco (UCSF), including, but not limited to;

The first Evidence Based Practice Mentoring Program offered by KP Scholars

Shayna Gastellum, DNP, MSN-ED, RN-BC, PCCN

Mariles Camiwet, RN
Medical Surgical, Manteca

Rani K Dosanjh-Dulai, MSN, RN,
Nurse Professional Development

Leadership Program at UCSF

Seda Vash, MSN, RN, CNOR,
Clinical Nursing Director
Perioperative Services

Lorena Acevedo, MSN, RN, NE-BC

Emerging Leaders Development Program

Sukhie Kaur, DNP, RN
Director Nursing Professional
Development

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

MODESTO MEDICAL CENTER

Lorena Acevedo

STOCKTON MEDICAL OFFICES

Ngoc Quyen Nguyen

Foundations of Evidence-Based Practice Workshop

MANTECA MEDICAL CENTER

Christie Turner

Vivian Corpuz

MODESTO MEDICAL CENTER

Surjit Kaur

Lily Carbonell

Victoria Behr

Susan Thimon

Allisyn Gehring

Amie Fidanque

Sheri Taggar

Jennifer Ballantyne

Jenessa Vitaga

Rani Dosanjh-Dulai

Louie May Edroso

STOCKTON MEDICAL OFFICES

Stevie Sparrey

Kristie Silva

Shannon Byrd

Perla Jaramillo

Yasmeen Ali

Middle Management Institute – Assistant Nurse Managers

MANTECA MEDICAL CENTER

Nida Henry

Minnie Infante

MODESTO MEDICAL CENTER

Lyndi Simmons

Neha Chadha

Kristy Moret

STOCKTON MEDICAL OFFICES

Ilumindo (Mike) Lime

Middle Management Institute – Nurse Managers

MODESTO MEDICAL CENTER

Elizabeth Abderrahman

Deborah Bolton

Seda Vash

STOCKTON MEDICAL OFFICES

Stevie Sparrey

Kristie Silva

Shannon Byrd

Perla Jaramillo

Yasmeen Ali

KAISER PERMANENTE CENTRAL VALLEY SERVICE AREA

Percentages of Nurses with BSN+ Degrees and Certifications

Manteca Medical Center

62% BSN
prepared
as of Dec. 2023

13% ANCC
certified
as of Dec. 2023

Modesto Medical Center

45% BSN
prepared
as of Dec. 2023

12% ANCC
certified
as of Dec. 2023

Stockton Medical Offices

67% BSN
prepared
as of Dec. 2023

29% ANCC
certified
as of Dec. 2023

Transformational Leadership

Community Health

The following is a condensed list of the many activities nurses in Central Valley participate in Modesto, Manteca, and Stockton throughout the year in our local communities. These events support underserved, underrepresented populations, provide relief for food insecurity, and housing of those in need.

- MLK Day of Service
- Second Harvest of Greater Valley Food Distribution
- Love Stanislaus County City-Wide Volunteer Day
- Color the Skies Children Garden Support
- Stockton Kings 209 Pantry w/Second Harvest and Kaiser Permanente
- Hope Family Shelter @ Raymus House
- Alzheimer's Association Walk
- Backpack Drive - Return to School
- American Cancer Society Heart & Stroke Walk Event
- Camp Taylor On-Site Projects
- International Rescue Committee
- Modesto Gospel Mission - Thanksgiving at the Mission
- Love Stanislaus County Comfort Kits Assembly Support

One event that exemplifies the spirit of giving of oneself was developed by Sukhie Kaur, DNP, RN, Director of Nurse Professional Development Department and involved clinical nurses Karamdeep Chahal, RN Intensive Care, Manteca, Surjit Kaur, RN Float Pool, Manteca, and Karmjit Kaur, RN, Patient Care Coordinator, Manteca. Sukhie organized medical camps at various Gurudwara locations across Central Valley. Their story is written by Sukhie:

My journey to volunteering began in my childhood back in India. It all started when the seniors in my family, recognizing the importance of community service, took me along with them to participate in volunteer activities at the Gurudwara, a place of Sikh worship. Little did I know that this early exposure would shape my perspective and ignite a passion for giving back to the community.

Based on my early experience volunteering, I assessed a need for medical camps that could be conducted at various Gurudwara locations in the Central Valley that would benefit our community members/residents. I discussed this idea with my fellow nurses, Karamdeep

Chahal, RN, Surjit Kaur, DNP, MSN, RN, and Karmjit Kaur, BSN, RN. We formed an idea to promote preventive health care and financial security within the Gurudwara community. We worked with several Gurudwaras to schedule and provide volunteer medical services at several camps throughout 2023. These camps focused on testing vital health indicators such as blood pressure and blood sugar levels. Additionally, we actively encouraged insurance enrollment. The absence of insurance not only poses a financial burden if an illness occurs, but also elevates the risk to their well-being, as individuals may defer essential health checkups or attempt self-treatment due to the challenges associated with affording health insurance.

The feedback from the people served was so gratifying with many participants connecting with ongoing medical service and resources to obtain health insurance, many of whom became Kaiser Permanente members.



Karamdeep Chahal, RN, Manteca Intensive Care Unit; Karmjit Kaur, RN, Patient Care Coordinator, Manteca and a member of Gurudwara.

New Knowledge, Innovation, and Improvements / Exemplary Professional Practice

E.M.B.R.A.C.E.S. – One Journey Together, for the Love of Nursing

By Perla Jaramillo, BSN, RN, CNOR

I believe that we are all different in many ways. Our cultural heritage, talents, personal interests outside of work, and even our educational training are unique to each of us. These individual strengths have drawn us to work together to accomplish our common goal - Nursing Journey to Excellence. Regardless of our varied backgrounds and experience, our unified spirit in our professional nursing practice is evident every day as we work to improve the quality of our patients' and families' lives.

I had the honor to attend the American Nurses Credential Conference (ANCC) National Magnet Conference® "Educate, Innovate, Celebrate" in October 2023. While there, I gained renewed inspiration and had a creative moment. I thought that a meaningful action word, a mnemonic, would promote cohesive staff inspiration for the journey to excellence in the Central Valley. This inspiration led me to E.M.B.R.A.C.E.S.



E.M.B.R.A.C.E.S. stands for:

Evidence-Based Practice

Mentorship & Peer Support

Board Certification & Staff Development

Resources Sustainability

Advocacy for our Patients and their Families

Culture of Safety

Exemplary Patient Care

Shared/Professional Governance

I was so humbled and appreciative when the Professional Nursing Practice Council adopted E.M.B.R.A.C.E.S. in November 2023. E.M.B.R.A.C.E.S. represents Caring Science principles, embodies encouragement and structural empowerment while welcoming transformational changes using evidence-based practice, new knowledge, and innovation. E.M.B.R.A.C.E.S. also supports the foundations of a strong nursing workplace environment where a nurse's professional practice prioritizes the patients and families at the center of care. E.M.B.R.A.C.E.S. was proudly displayed during our December celebration. I look forward to our Journey to Excellence as Central Valley nurses E.M.B.R.A.C.E.S. our professional practice.



Shelly Owens, BSN, RN, CNOR, Manager, Stockton Ambulatory Care Unit, and Perla Jaramillo, BSN, RN, CNOR, Staff Nurse, Stockton Ambulatory Care Unit

Caring Science in Action - Pediatric Perioperative Bays Lead to Pediatric and Adult Care Carts

Team Members: Deborah Bolton, BSN, RN, Susan Thimon, MSN, RN, NE-BC, CCRN, Yasmine Baricaua, BSN, RN, Farah Cardenas, BSN, RN, Travis Ralph, Ebony Santa Maria, Germaine McAuley, and Pre-Op/PACU UBC members

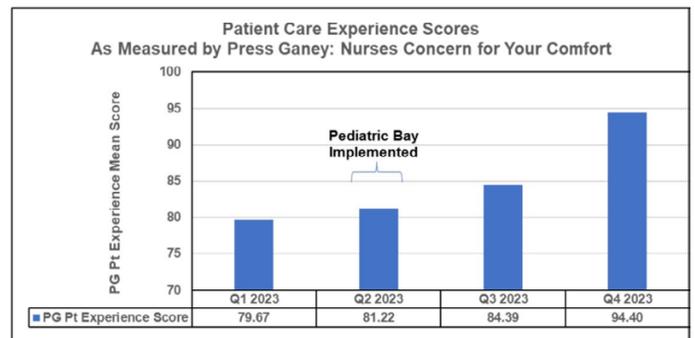
The Kaiser Permanente Modesto Medical Center Perioperative Department has increased the number of pediatric patients that have been admitted for head and neck surgeries (tonsillectomy, myringotomy, adenoidectomy), dental procedures, general surgeries (laparoscopic appendectomy or cholecystectomy), gynecologic and urology procedures, and orthopedic surgeries. The age range of pediatric patients is 8 months - 14 years old. Pre-Operative (Pre-Op) and Post Anesthesia Care Unit (PACU) nurses have historically been comfortable and knowledgeable when caring for the general adult surgical population but have some hesitancy and anxiety when caring for pediatric patients, especially infants. Uncertainty and anxiety are also felt by both the pediatric patient, their parents, or families related to the surgery, which is exacerbated by an unfamiliar, strange environment.

To address the anxious feelings of the pediatric patient and family members, the Kaiser Permanente Modesto Pre-Op and PACU nurses formed a Pediatric Care Experience Committee and met with their Perioperative Unit Based Council to discuss ideas. Based on these discussions and a careful review of the literature, an interprofessional team was convened that included the Pediatric Care Experience Committee, Pediatric Champions, the Department Nurse Leader, Environmental Services (EVS), Engineering Department, Medical, Surgical, Pediatric nurses (3rd floor) and Pre-Op and PACU nurses. This team determined that there was a change needed in the Perioperative environment to make it more centered on pediatric patients.

Upon review and research, we found that literature cited that the environment should reflect a calmness, with age-appropriate activities that would be like the patient's playroom at home. In June 2023, three bays in the pre-operative area were remodeled with decorative curtains and animal-themed wall decals. The bay also has age-appropriate toys, and a wagon.



Due to the new pediatric bays, patient experience scores increased dramatically.



The success of this project extended to the Pediatric Inpatient Unit and Adult Services, with the development of a Pediatric Care Cart, and an Adult Services Care Cart. The staff on these units appreciate having the carts available, to ease anxiety, and provide a chance to offer a caring moment, with personal items that make the patient feel less patient and more cared for with compassion and kindness.





Caring Science is based on Jean Watson’s Theory of Human Caring and provides the team with guidelines to deepen human relations in a caring healing environment. Caring Science is alive and well in our Modesto Hospital. The team plans to move this project out to our other facilities in Central Valley in 2024.



Members of Perioperative Services, Modesto: Bottom Row: Susan Thimon, MSN, RN, CCRN, NE-B; Farah Cardenas, RN; Celia Arzate, RN; Rochelle Abejar, BSN, RN; Ruth Leong, BSN, RN, CCRN; Back Row: Yasmine Baricua, BSN, RN; Deborah Bolton, BSN, RN; Josie Frye, RN; Janee Adams, BSN, RN, CEN; Kari Gary, BSN, RN, CPAN

Improving Patient Comfort Using a Nasal Bridle

Nasogastric tubes (NGT) are an extremely uncomfortable procedure for patients when inserted and while in. Intensive Care Unit (ICU) clinical nurses, Jennifer Ballantyne, BSN, RN, CCRN, and Jessica Vant Voort, BSN, RN, sought to improve the discomfort experience of patients who need an NGT by going to the evidence.

Nurses traditionally use “adhesive tape” or prefabricated tape to secure the NGT because it is quick, convenient, and thought to be comfortable for the patient.

However, loss of NGT placement related to adhesive tape becoming loose, not adhering to high moisture skin, or easy accidental loss due to patient movement or repositioning, leads to increase patient discomfort, as the NGT is reinserted.

Using evidence discovered during a literature review, Jennifer and Jessica tested a new way of securing a NGT called a nasal bridle securement device in the ICU at the Modesto Hospital. After obtaining approval from the ICU Unit Based Council, Jennifer and Jessica worked with their Unit Director, Susan Casperson, DNP, RN, NEA-BC, CCRN, to find a vendor that supplied the nasal bridle. Working with a Clinical Nurse Educator, Rani K Dosanjh-Dulai, MSN, RN, Nursing Professional Development Specialist, an implementation plan was developed. The ICU nurses were educated on the use of nasal bridles in April 2023. From April through June, 13 nasal bridle devices were inserted. The devices were assessed to see if there were any accidental dislodgement or complications. None of the nasal bridle devices became dislodged or had complications. When compared to information found in the literature which cites a rate of 75% NGT dislodgement, the results from this project are exceptionally encouraging. The nurses have suggested that the project be incorporated into practice and expanded into the Medical Surgical Areas in Modesto Hospital, for use when a patient requires an NGT. This project is a true testament to the power of the use of evidence-based literature and nurses who have a passion for improving patient care and comfort.



Jennifer Ballantyne, BSN, RN, CCRN, Intensive Care Nurse, Modesto Hospital, and Jessica Vant Voort, BSN, RN, Intensive Care Nurse, Modesto Hospital

Maternal Child Health Care Provided Best Quality Care Every Day

Excerpts taken from regional stories published in Regional Kaiser Permanente NCAL Newsletter by Jennifer Rangel, MSN, RN, Regional Program Manager, Patient Care Services, Maternal Child Health, and Douglas Oakley, Kaiser Permanente.

Kaiser Permanente Modesto's Maternal Child Health has been serving the community with high quality services and unique programs since it opened in 2008. The team has continually raised the bar improving the health of women and newborn infants, with 2023 being no different. The entire team has captured the attention of not just the community it serves, but regional team members. Led by the Nurse Director, Lorena Acevedo, MSN, RN, NE-BC, the team has focused on quality care consistent with High Reliability Organizations, focusing on topics such as Cesarean Section Surgical Site Infection reduction. Other priorities included using a "Speak Up Culture" framework to ensure the operating room attire is appropriate for all personnel. Another area of focus was on improving hospital throughput with moms and babies discharged before noon with an improvement from 12% to 24%.

Modesto Maternal Child Health was the first unit in Northern California to offer human donor breast milk to all newborns, not just those in neonatal intensive care. Using an evidence-based research project, the team expanded use of human donor breast milk to increase exclusive breast-feeding rates for all newborns at the time of discharge. They piloted a program that supports exclusive breast milk during the entire newborn's hospitalization. The improvement of exclusive breast-feeding rates increased from 72% - 80%. The program is now expanding in other Kaiser Permanente organizations in Northern California.



Left to Right Back Row: Sarah Brown, RN; Emily Duncan, BSN, RN; Victoria Pacheco, BSN, RN, IBCLC; Christine Pierce, BSN, RNC-NIC; Lisa Pompa, MSN, RN, AACNS-N, RNC-NIC; Kim McMillan, BSN, RN, RNC-NIC; Front Row: Razia Dean, MBA, BSN, RN, APHN; Lorena Acevedo, MSN, RN, NE-BC



Fremont Medical Center

Message from Chief Nurse Executive and Chief Operating Officer Christopher Neilson, MHA, BSN, RN, NE-BC

It was an exciting 2023 for our Kaiser Permanente Fremont Medical Center. It was a year of transformational change, focused on improving nursing's ability to impact change in our practices and improve the overall health outcomes for our patients.

During 2023, we were able to move from the pandemic phase to an endemic phase related to COVID-19. This change allowed us to refocus on our profession, make great strides in our journey toward nursing excellence, create stronger teams, and move closer to our Magnet® designation.

The pages of this year's Annual Nursing Report celebrate your achievements, adaptability to the changing landscape of health care, and commitment to resiliency. The Kaiser Permanente Fremont Medical Center team continues to build a foundation where nursing practice is demonstrated in its highest excellence as reflected in the establishment of the nursing professional governance, community

involvement in stroke education to address our diverse population, recognition of DAISY Award recipients, educational advancement and certifications of nurses, and innovative projects to improve the quality and safety of our patients.

Thank you for your unwavering dedication and commitment to our patients and advancing professional practice at our medical center. I am proud of all we have accomplished together in the past year and look forward to what we will achieve in 2024 and beyond.

Structural Empowerment

E.M.P.O.W.E.R. Professional Governance

Enhancing and Making Patient's Outcome Worthwhile by providing Extraordinary care, every patient, every time through Research/Evidence-based Practice (EMPOWER) Council was launched in November 2023. The Fremont Medical Center Professional Governance Council was established to set the strategic direction to guide and improve the professional practice of nurses to promote nursing excellence using evidence-based practice to improve patient outcomes and care experience.



Fremont Medical Center's Professional Governance Council

The council's vision is aligned with Kaiser Permanente's professional practice model and caring science values: professionalism, compassion, teamwork, patient/family centric, integrity, and excellence with the patient and family at the center of its focus. Creating this council is the requisite that will lead us through our Magnet Journey. The council is composed of more than 50 clinical nurses with representatives from Intensive Care Unit, Medical/Surgical Units, Medical/Psychiatric Unit, Perioperative Services, Emergency Department, Ambulatory Surgical Department, Gastroenterology, and Cardiac Cath Lab/ Interventional Radiology.

There are four core councils that will support nursing excellence. First, Quality and Safety promotes interprofessional collaboration in quality improvement strategies. Second, Research and Evidence-based Practice fosters a culture of inquiry and explores opportunities for dissemination of the most up-to-date knowledge to improve clinical practice. Third, Professional Development focuses on leadership development with academic progression and certification achievement. Lastly, Care Experience integrates the Caring Science theory in examining care experience practices and gives recommendations for improving care.

Team E.M.P.O.W.E.R meets every third Tuesday of the month with a strong engagement and active participation from its members. The council members are learning various performance improvement tools such as conducting a Plan-Do-Study-Act methodology, strategies for leading effective teams, and other

KAISER PERMANENTE FREMONT MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

49% BSN prepared
as of Dec. 2023

11% ANCC certified
as of Dec. 2023

leadership skills. The team is focused on achieving excellence and ready to put in the hard work to contribute to its goals and objectives. Our Fremont Medical Center team is excited to embark on the Magnet Journey as council members work together to ensure quality, safety and care experience as their top priority.

DAISY Award Recipients in 2023

Ryan Donat, BSN, RN
Christopher Egu, BSN, RN
Mursal Mohammad, BSN, RN
Sallyann Pham, BSN, RN
Daljeet Sidhu, RN
Namgyal Wangmo, RN

DAISY Nurse Leader Award Recipients in 2023

Zaynah Hussain, BSN, RN

PETAL Award Recipients

Dianna Sloves, LCSW
Marie Gilvary, Support Services Representative
Shelbi Jacob, Unit Assistant

Certification and Degree Recipients in 2023

Mohni Dhillon, DNP, RN, CCRN
Gwendolyn Robinson, MSN, RN, PMC-NE
Saly Yohannan, MBA, MSN, RN, NEA-BC, CNOR

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Participants

Foundations of Evidence-Based Practice Workshop

Myla Eijansantos
Megan Munroe

Middle Management Institute – Nurse Managers

Saly Yohannan

Transformational Leadership

Stroke Program Participation in the Annual Fremont Indian Festival Health

In the Summer of 2023, the dedicated nursing staff from the Fremont Medical Center Emergency Department and ICU, displaying their commitment and community engagement, volunteered at the Indian Festival Health Fair in Fremont. The team, along with our stroke coordinators, neurologist, and nursing leaders, organized an informative booth dedicated to stroke education.



Our booth highlighted the signs and symptoms of stroke, conveyed through the BE FAST (Balance, Eyes/ vision changes, Facial droop, Arm/leg drift, Slurred speech, and Time) acronym. Understanding the gravity of immediate medical attention, educators emphasized the critical importance of calling 911 for stroke-like symptoms.

The booth offered invaluable community resources for stroke support, and tailored educational handouts focusing on diet, specifically curated for the South Asian/Indian population. This holistic approach to education underlined the event's significance, firmly placing a spotlight on stroke awareness and the urgency of recognizing its signs and symptoms.

The community event transcended from an informative session into a pivotal opportunity for stroke awareness, especially within the Fremont community, which has a substantial Indian population. The presence and contributions of the Fremont Medical Center's Chief Neurologists, Jina Janavs, MD, and Parth Dhruv, MD, were instrumental. They delved into the pathophysiology of strokes, shedding light on what precisely occurs during such a critical medical emergency, and presented data that emphasized the importance of timely care. Their expertise added immense value, providing the Indian community with a deeper understanding, and fostering an environment of health literacy.



KP Fremont colleagues participate in the Stroke Fair.

The collective effort of the nursing staff, nursing leaders and physicians was instrumental in sharing knowledge as well as building a healthier, more informed community. The sense of fulfillment and pride in making a difference in the lives of the community members was profound, making the participation in the Indian Festival Health Fair an incredibly rewarding experience for everyone.

Exemplary Professional Practice

HAPI Kaizen Event

The Kaiser Permanente Fremont Medical Center conducted a 3-year retrospective analysis of Hospital Acquired Pressure Injury (HAPI) events from 2019–2022, including those that have risen to the level of sentinel events. Of 40+ events reviewed, themes of prevention bundle knowledge deficits, missed opportunities in requesting wound consults, inconsistencies of appropriate surface selection, and gaps in turning frequencies were highlighted. In 2021, Fremont had a total of 11 HAPIs, with rate of 0.5 instances per 1,000 patient days. As plans to address weaknesses continued to be produced, the medical center also continued to incur additional HAPI events through the rest of the year and into early 2023. These series of events, though never sentinel, still prompted a closer examination through the Kaizen event in March 2023.

The HAPI Kaizen embodied Highly Reliable Organization (HRO), Human Centered Design and Performance Improvement principles by having frontline experts at the center of the design process, co-collaborating in co-creating ideas and standard work solutions tailored to prevent HAPIs. The multidisciplinary team, including frontline staff and physicians guided by HRO principles, incorporated Human Centered Design and IHI's Model for Improvement in co-designing ideas for standard work to reduce HAPIs.

Findings from the 3-year analysis essentially aligned with the presenting vulnerabilities from the investigated subsequent issues. The Kaizen event presented a summation of the findings and allowed frontline and other multidisciplinary participants to present other concerns and proposals of focal points for interventions. Ultimately, the team determined to prioritize opportunities to improve appropriate surface selection and turning quality to enhance the wound care program. Plan-Do-Study-Act (PDSA) cycles were conducted starting small initially, learning from that activity, making changes as needed, and spreading to other units and learning from this process. Initial PDSA resulted in increased compliance in every 2-hour turning and 2 RN skin check documentation. In addition, increased compliance in quality turning and usage of every 2-hour tool for high risk HAPI patients. Outcome results showed initial decrease in HAPI events from baseline. As of January 2024, there have been no HAPI events in the 1-South and 2-South nursing units since May 2023.

Good Catch

The Kaiser Permanente Fremont Medical Center is dedicated to preventing Hospital Associated Infections and has implemented evidence-based harm prevention strategies to keep patients safe. One such strategy is to improve patient care outcomes by reducing the unnecessary placement of indwelling urinary catheters. Other components of care include inserting urinary catheters using an aseptic technique, maintaining urinary catheters based on recommended guidelines, and reviewing urinary catheter necessity daily and removing it promptly.

The Fremont Medical Center interdisciplinary team has implemented the use of the male external catheter to prevent infection. It is a non-invasive urine output management system that would reduce the prevalence of Catheter Associated Urinary Tract Infections. During a demonstration of the product by the vendor, it was noted that the external catheter has sharp edges that could potentially cause patient harm. Consequently, additional stakeholders were asked to be involved and eventually the product's sharp edges were corrected. Including all stakeholders early on once the problem was identified speaks to the principles of high reliability of Deference to Expertise, Reluctance to Simply, and Sensitivity to Operations.

New Knowledge, Innovation, and Improvements

ED to Bed in 60 minutes

In the thriving and busy departments of the Kaiser Permanente Fremont Medical Center, a persistent challenge affected its health care professionals and patients – the timely admission of patients from the Emergency Department (ED) to the Inpatient (IP) unit. The hospital consistently fell short of meeting the region standard metric of 80% of patients admitted within 60 minutes of the admission order.

Recognizing the urgency to address this issue, a nurse-driven project was initiated, bringing together the collaborative efforts of Kaiser Permanente (KP) and The Permanente Medical Group (TPMG) staff and leaders. The aim was to streamline the admission process and ensure that patients moved seamlessly from the ED to the IP within the designated time frame. In a joint effort, KP and TPMG leaders identified frontline staff members who demonstrated not only a commitment to excellence but also the potential to achieve the esteemed titles of Staff Nurse III and IV.

These individuals became the driving force behind the project, leading the charge for change. An initial meeting brought together the identified frontline staff to discuss the challenges faced by both the ED and IP units. It was a collaborative exchange of insights, with each side presenting their unique perspectives on the existing roadblocks and bottlenecks.

One of the key proposals to enhance efficiency was the implementation of an electronic report system. Two varieties of electronic reports were crafted and presented to the IP staff. After thorough evaluation and feedback, the IP staff returned with a detailed report, highlighting the strengths and potential improvements of each electronic report. With a clear path forward, a single unit was selected to pilot a small test of change. This allowed for a real-time assessment of the proposed solutions and facilitated adjustments based on the unique dynamics of the selected unit.

For example, QR codes were placed on both units for anonymous feedback and admission logs were created to jot down what went well and what could be improved. The feedback was revised on weekly meetings and barriers were addressed. With this continuous feedback, 20-20-20 ED to Bed was created by frontline staff that aligned with daily 20-20-20 report. A daily report out on Daily Safety Briefing (DSB) was implemented as a workflow for transparency and highlight achievements. Weekly meetings became the norm at first and then transitioned to monthly and eventually to subcommittees, providing a platform for open communication and collaboration among the ED and IP staff. This ongoing dialogue was crucial in fine-tuning the process, addressing unforeseen challenges, and celebrating the successes achieved along the way. As the project progressed, the small test of change proved successful in the selected unit, showcasing a marked improvement in the timely admission of patients.

Encouraged by this success, the strategies and best practices were gradually scaled across other units, bringing the entire hospital closer to meeting the important metric. The nurse-driven project improved patient care by expediting admissions and served as a testament to the power of collaboration and innovation in health care.

ED to BED in 60 MINUTES

ELECTRONIC REPORT GO LIVE APRIL 4, 2023 PILOT UNIT 13

HOUSE SUPERVISOR
20




- 20 minutes start when admit order placed
- ED RN to complete event before HS or ANM notified Floor RN of admission.
- HS and ANM to ensure pt bed is clean and ready at time Floor RN is alerted notified of admission.
- HS and ANM will follow the Notification Workflow as outlined below

FLOOR RN
20




- 20 minutes start once directly notified of admission by ANM HS who does keep pt secure until "I'm all set, IC"
- Floor report in Notes, Call ED RN for questions if applicable.
- Document in Nursing Note "Report reviewed, Ready for pt."
- Empowered to notify barriers identified. Check notes. Escalate to ANM/HS who will notify ED of delays & help resolve issues.

ED RN
20




- 20 minutes to card pt to floor from time Floor RN acknowledged "Report reviewed, Ready for patient"
- If no Floor RN documentation in 20 minutes from time notified by ANM/HS: ED RN calls Floor RN to inform pt will be arriving.
- Note: ED RN must ensure Floor RN 1) is aware of admission 2) has reached 20 minute limit. Otherwise, check with HS before sending pt.

PROBLEM STATEMENT & OUTCOME GOAL	EDUCATED FLOW FEATURES	NOTIFICATION WORKFLOW	PUBLICATION REFERENCES
Limit time 15% of KP Fremont ED patients arrive in their inpatient beds within 60 minutes from admission order. Data collected from 7/15/2021 to 7/15/2022. Utilizing the electronic medical record to coordinate ED-to-bed flow of patients within 60 minutes.	Initial report included with the Electronic Report, plus 6 minutes, utilizing a constant assessment of the patient and setting the SBAR format. Allocation of time in minutes between HS, Floor RN, ED RN, 20, 20, 20 respectively.	<ul style="list-style-type: none"> ● HS notifies Floor ANM. ● ANM calls Floor about new admission into hospital. ● HS call, no response ANM to call Floor again. ● 20 call, no response ANM to approach RN to report. ● ANM does keep. Initial may be all parties involved. 	20-20-20 Bringing Patients From The ED Into a Patient Room in a Timely Manner 20-20-20 Bringing Patients Through ED into Patient Room in a Timely Manner A Health System's Best Practices



Fresno Medical Center

Message from Chief Nurse Executive

Wendy A Gospodnetich, MSN, RN, CNS, NE-BC

As I reflect on 2023, I am so proud of the Kaiser Permanente Fresno Nursing Team.

We persevered through the highs and lows of census surges, construction disruption, facility enhancements, regulatory events, and leadership evolutions. The nursing teams continued to focus on excellence in care delivery and patient advocacy. Our unit councils sharpened their presentation skills and celebrated successful projects that resulted in improved patient outcomes and care experience.

We awarded our first DAISY team award and celebrated the Med-Surg workplace safety team receiving national recognition! Our NQF team hosted a quality fair with full engagement from

our nursing teams, physicians, and members. The Kaiser Permanente Fresno Medical Center earned recognition as a NICHE Age-Friendly facility, and we saw an increase in our nationally geriatric-certified nursing workforce.

We look forward to 2024 as we prepare for the next step in our Magnet journey: Applying for Magnet designation. I am grateful to work in partnership with you. Thank you for your ongoing commitment and dedication.

Transformational Leadership

Community Health



KP Fresno nurses promote health and wellness at multiple community events in the Fresno Service Area. In 2023, KP Fresno nurses participated in the following community events:

- More than 300 toiletry kit donations to Breaking the Chains.
- Clovis Trail Festival – May 2023, Medical-surgical/ Telemetry and Critical Care Nurses provided education on healthy lifestyles to reduce the risk of stroke.
- End Alzheimer’s Walk October 2023
- Heart and Stroke Walk – October 2023: Telemetry and Critical Care Nurses raised donations to support the American Heart Association while promoting healthy lifestyles that decrease the risk of coronary heart disease.
- 15th Annual Breastfeeding Awareness Walk and Celebration August 2023
- Hinds Hospice Angel Babies Walk/Run May 2023
- Central California Food Bank volunteer nights, November and December 2023

Structural Empowerment

Voice of Nursing Council Elevates Nurse Voices and Innovations

Kaiser Permanente Fresno inpatient nurses, along with nurse leadership, are working together to review, discuss, create, and implement innovations and best practices to improve patient care and the work environment as part of the Voice of the Nursing Council. The committee is comprised of unit council representatives from the Birthing Center, Critical Care Unit, Emergency Department, Med-Surg, Operating Room, PACU, and Telemetry.

Staff Nurse IV Beverly Curry, Post-Anesthesia Care Unit (PACU), co-chairs the council.

"This council promotes a framework of autonomy for nurses and elevates the frontline workers. It gives us the platform where we can bring our innovations and ideas to support quality care for our patients," Curry said.

"It provides an opportunity to improve care and voice concerns. We can discuss it as a group and whatever change is needed, team members can take the ideas back to their unit councils and implement them."

Flyers with a QR code are on each unit asking all frontline workers - not just nurses - to submit ideas for improving patient outcomes, finding solutions for daily challenges, or enhancing the nurse practice environment.



Beverly Curry, BSN, RN, Staff Nurse IV, PACU Post-Anesthesia Care Unit (PACU), co-chairs the Voice of Nursing Council.

KAISER PERMANENTE FRESNO MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

62% BSN prepared
as of Dec. 2023

21% ANCC certified
as of Dec. 2023

"We have timelines for our projects," Curry said. "Some recent enhancements include restructuring and updating the count board policy [for surgical instruments] during surgeries or creating a flyer so our family members know what to expect while a loved one is in surgery. We've looked at par levels for equipment and supplies and restructured areas to make them more ergonomically safe to prevent accidents and injuries."

"The Voice of Nursing Council provides a foundational structure for active engagement of our clinical nurses, empowering them as the driving force for professional nurse process improvement, facilitation, and decision-making authority," Chief Nurse Executive Wendy Gospodnetich, MSN, CNS, said.

"We strive for exceptional care, every patient, every time," Curry said. "I am grateful to be a part of the change we want to see. I'm also proud that I get to collaborate with my colleagues to make patient care safer and better for patients and their families."

KP Fresno Voice of the Nursing Council members include:

Susie Alday, BSN, MA, BS, RN, RNC
Nurse Manager
Maternal Child Health

Cindy Aniag, RN
Staff Nurse III
Telemetry

Chad Battenburg, MSN, APRN, FNP-C, CEN
Assistant Nurse Manager
Emergency Department

Jaspreet Bhangoo, MSN, RN
Staff Nurse III
Med-Surg

Ann Bindra, DNP, MSN, RN, NPD-BC, CCRN-K
Magnet Program Director
Nursing Professional Development Services

Shelly Bressoud, DNP, MSN, BSN, RN
Nurse Manager
Perioperative Services

Sheila Brillante, BSN, RN
Nurse Manager
Utilization Management

Beverly Curry, BSN, RN
Staff Nurse IV
PACU

Merredith Flores, BSN, RN, CCRN
Assistant Nurse Manager
Critical Care Unit

Wendy Gospodnetich, MSN, RN, CNS, NE-BC
Chief Nurse Executive
Administration

Lindsey Halstead, MSN, RN
Nurse Manager
Med-Surg

JoAnn Heizenrader, MSN, BSN, RN, CNOR
Staff Nurse IV
Operating Room

Cathy Hensley, BSN, RN, NE-BC
Nurse Manager
Telemetry

Paul Laygo, BSN, RN, CCRN
Staff Nurse III
Critical Care Unit

Chris Rooney, BSN, RN
Nurse Manager
PACU

Kelley Sato, BSN, RN
Patient Care Coordinator Case Manager III
Utilization Management

Phyllis Stark, DNP, MSN, RN, CENP
Chief Operating Officer and Chief Nurse
Executive
Administration

Edina Williams, RN
Staff Nurse II
Emergency Department

Bridgette Wilson, BSN, RN
Nurse Manager
Critical Care Unit

Jennifer Wong, BSN, RN
Staff Nurse IV
Maternal Child Health

Healthy Workforce – Everyday Respect Program in Critical Care Unit

In partnership with local leadership, Critical Care Unit (CCU) management and team members worked with the Healthy Workforce Institute® to develop a professional, supportive, and healthy place to work.

Assistant Nurse Manager Kiran Virk, RN, CCU, said the CCU Healthy Workforce committee developed unit norms that all staff – including physician partners – strive to model daily.

This includes recognizing and appreciating others; being professional; generating positive encounters; and communicating with openness and a lens toward diversity.

“If there is a disagreement or disrespect, team members are encouraged to call it out at the moment to respectfully have a conversation,” Virk said.

“The committee meets monthly with team members rotating to take the lead. Ongoing communication and work towards maintaining the unit norms are key. Team building outside of work hours has also contributed to healthy and positive relationships,” said Staff Nurse III Kristen Watkins, RN, Patient Care Services.

The main goals are ensuring all roles are valued and everyone’s voice is heard.

“Ultimately, if you have a better attitude, it translates into better care and compassion for the patient,” Interim CCU Nurse Manager Merredith Flores, RN, MSN, said.

The CCU Healthy Workforce – Everyday Respect project was highlighted at the 46th Annual Association of California Nurse Leaders conference. Interim Nursing Operations Director Bridgette Wilson, BSN, RN, and Watkins presented the team’s findings and recommendations.

Congratulations to our KP Fresno nurses who chose to become nationally certified in 2023!

Shelly Burkett, RN II, Float, CCRN

Juliana Day, RN IV, Telemetry, PCCN

Camille Joseph, ANM, Med-Surg CMSRN, GERO-BC, NE-BC

Vanessa Matcham, RN III, Telemetry, PCCN, GERO-BC

Justin McLane, RN III, Telemetry GERO-BC,

Valerie Tcha, ANM, Telemetry, ACNPC-AG

Chris Porte, RN II, Emergency Department, CEN

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Participants

Foundations of Evidence-Based Practice Workshop

Krystal Pombo

Tom Carrillo

Jennifer Wong

Susan Alday

Middle Management Institute – Assistant Nurse Managers

Jessica Lira

Kelly Day

Middle Management Institute – Nurse Managers

George Nan

Lindsey Halstead

Congratulations to our nurses who pursued and achieved academic progression in 2023:

Shelly Bressoud
Nurse Manager, Periop-OR
Doctor of Nursing Practice

Chris Rooney
Nurse Manager, Periop-PACU
Bachelor of Science in Nursing

Claudia Godinez, RN II
PACU
MSN/NP

Valeri Tcha, ANM
Telemetry
Master of Science, Nurse Practitioner

Chad Battenburg, ANM,
ED
MSN/NP

Elain Eye-Ergin
LDRP-UA
MSN/NP

Tom Carillo, RN II
Telemetry
Master of Science Nursing

Denise Chatman, RN III
Telemetry
Bachelor of Science in Nursing

Juliana Day, RN IV
Telemetry
Bachelor of Science in Nursing

Kathy Cervantes, RN II
GI-Endoscopy
Bachelor of Science in Nursing

Thalia Cordova, RN II
Med/Surg
Bachelor of Science in Nursing

Emilia Jimenez, RN II
GI-Endoscopy
Bachelor of Science in Nursing

Tere Marquez RN IV
Population Mgmt-Diabetes
Bachelor of Science in Nursing

Alexander Guerrero, RN II
Emergency
Bachelor of Science in Nursing

Adeyinka Sangokoya, RN IV
Amb. Infusion Center
Bachelor of Science in Nursing

Katrue Yang, MA
Subspecialties
Bachelor of Science in Nursing

Jerry Pollard
Adult Services - PCT
Licensed Vocational Nurse

Daniella Ramirez
Telemetry-PCT
Licensed Vocational Nurse

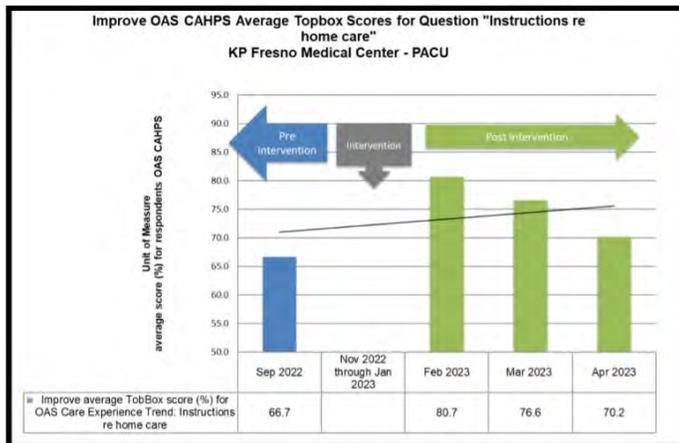
Exemplary Professional Practice

Perioperative Services Focuses on Discharge Education and Increases Patient Experience.

In 2023, the Perioperative Services unit-based council (UBC) set a goal to improve the bedside nurse utilization of educational materials during the discharge process. As a visual reminder of this practice, the UBC implemented brightly colored checklists to patient charts in January 2023. The bright colors served as a reminder for staff to review specific educational materials on specific post-op care.



Following all the interventions, the team reviewed the OAS average Topbox scores for January 2023 and noted there was an improvement in patient satisfaction with an average Topbox score of 87.3 (95th percentile). The team recognized their interventions were working and set out to hardwire these interventions with staff and streamline discharge teaching.

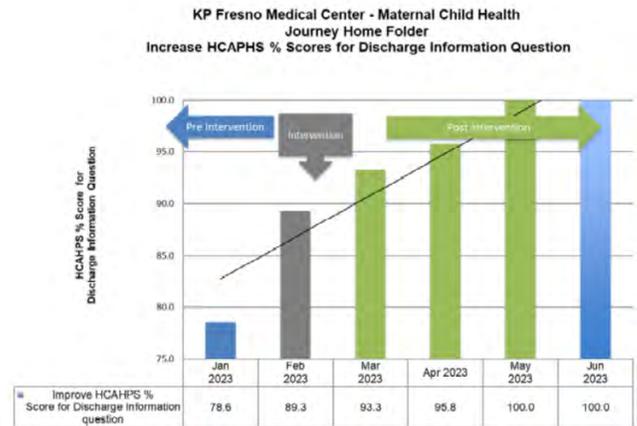


MCH Nurses leverage technology, implement QR codes for patient education, and improve the patient experience.

Caring for yourself and your newborn after giving birth can be difficult and complex. Maternal Child Health (MCH) nurses and practitioners noticed new moms struggled to focus and retain pertinent information about caring for themselves and their newborns on the road to recovery.

MCH nurses also noticed an inconsistent distribution of infant care discharge instructions and patient education resources between the Intermediate Care Nurses (IMN) and the postpartum nurses.

The MCH Nursing Unit Council wanted to better support new moms and babies and increase patient experience scores. In February 2023, the team developed and piloted the "Your Journey Home" Roadmap Resource. This one-page document with QR codes provides multiple helpful resources for new moms and babies.



This document is now used throughout the Birthing Center. It helps standardize infant care discharge instructions and streamlines patient education to enhance the care experience. All MCH nurses and providers were provided supplemental information to support the implementation of this resource as part of the Journey Home folders.

The pre-intervention HCAHPS baseline was 78.6 percentile in January 2023. After implementing "Your Journey Home," the care experience discharge information question metric increased to 100 percent in May 2023.

ED Nurses collaborate to help urine cultures “fly” to the lab, decreasing contamination.

During peak times in the Fresno Emergency Department (ED), patient urine samples had the potential to sit in their designated place for 45 minutes to an hour before staff walked them to the lab.

“When samples sit for longer duration at room temperature, exponential growth of normal flora is highly likely, and it can be one of the triggers to perform culture along with other established criteria,” said Nurse Manager Reza Beheshti, DNP, RN, CCRN. “Urine culture contamination was higher in the ED than in any other department.”

By using a pneumatic tube system that was already in place, the team significantly reduced the amount of time it takes for urine samples to travel to the lab for analysis, resulting in a 30-40-minute reduction in turnaround time.

“We wanted to expedite the process of getting samples to the lab to reduce the risk of contamination,” said Lab Director Jatinder Kataria, PhD, CLS. “This allows nurses and other colleagues more time with our patients and reduced turnaround time for laboratory results. Both things improve the patient care experience.”



Nurse Educator Christopher Davis, BSN, RN, CEN, and Assistant Nurse Manager Ramon Flores, BSN, RN, CCRN, CEN, CFRN, CPEN, CTRN, TRCN, stand near the Pneumatic tube area in KP Fresno’s Emergency Department.

Process improvement team members not shown include Lab Director Jatinder Kataria; Nurse Manager Reza Beheshti, DNP, RN, CCRN; Jabeen Mehar, Assistant Laboratory Director; Nurse Manager Dayna Worthan, MSN, MHA, RN, CEN; and Mark Lindon, Service Unit Non-RN Manager II.

The team was already using the Pneumatic tube system to transport blood samples. “Those are 8 to 10 ml,” said Kataria, while urine samples can be 100 to 120 ml. “There was concern about the potential for a spill in the tube system due to greater volume, therefore, a risk assessment was performed, and a process was developed to mitigate those risks.”

The team created tests using water in the containers and used double bags to put them in. “During the process, we also found the collection containers did not have the best seal and switched to a container with a better, tighter seal,” said Beheshti.

The team also switched collection cups and increased education for both staff and patients about how to properly collect the samples. Beheshti and Kataria partnered with several other project managers on the process improvement project. The team is pleased with the new process and anticipates a decrease in contamination levels.

Oakland Medical Center



Message from Chief Nurse Executive for the East Bay Pavna Sloan, DNP, RN, MSN, CNS, NEA-BC

Hello fellow nurses and colleagues,

As we embrace our world post-COVID 19 pandemic, I am proud of the resilience of our nursing teams. As I reflect on 2023, I am so proud of all we have accomplished. We have nursing units that celebrated their one-year anniversary for their unit practice councils. The nurse-led projects at unit practice councils have improved nursing practice by implementing evidence-based practices. In 2023, I was proud to sit side by side with our team of 24 nurses and nurse leaders at the ANCC Magnet® Conference in Chicago, IL. The Kaiser Permanente Oakland Medical Center is committed to the RN Residency Training Program and Specialty Training Programs. We have trained the largest number of new graduate nurse residents for Kaiser Permanente Northern California at our Kaiser Permanente Oakland facility. I have such gratitude for our nurse leaders, nurse educators, nurse preceptors, and our new nurses. Kaiser Permanente nurses caring for Kaiser Permanente members!

Thank you for your unwavering dedication, commitment to our patients, and advancing progressional practice at Kaiser Permanente Oakland Medical Center. I am proud of all we have accomplished together in the past year and all we will achieve together.

Pavna Sloan, DNP, RN, MSN, CNS, NEA-BC, earned her DNP from the University of San Francisco, where her work focused on Unit Practice Councils related to the Magnet Journey. Pavna improved nurse engagement through Unit Practice Councils in seven nursing units across two medical centers. Pavna supports nursing practice and empowers our nurses to practice at the highest level of their license. She is committed to inspiring youth to choose a career in health care.

Transformational Leadership

The Oakland Medical Center is proud of the following nurse leaders who graduated from the Nurse Scholars Academy. Stephen Kupiec, MSN, RN, CCRN is one of the clinical directors for adults services and graduated from the Academy for Interdisciplinary Leadership.



Graduates from the Middle Management Institute include Shanelle House, DNP, RN, CNL, NE-BC, RNC-OB, Labor & Delivery Manager, Jerome Carpenter, MSN, RN, Med-Surg Manager and Harold Falcasantos, MSN, RN, CNOR, OR Manager.

Operation Access Partnership



In partnership with Operation Access, a community organization that provides surgical care through volunteers, the Oakland Perioperative Department was able to provide surgical care for four patients in need. On September 30, 2023 a team of 8 operating room staff, 6 periop nurses, 3 surgeons, and 3 anesthesia providers volunteered their time and clinical expertise to participate in this meaningful event.



Oakland Medical Center Periop nurses Scott Whitwell, MSN, RN & Timothy McDonald, RN



Structural Empowerment

The Oakland Medical Center is revitalizing the DAISY Award program after several years on hold. The 8 North-Medical/Surgical Team was awarded the DAISY Team award for multiple stories of nurses' excellent patient care in 2023. Bonnie and Mark Barnes, the founders of the DAISY program were also present to participate in the recognition ceremony to share appreciation and support for continuing their legacy of nursing recognition.

2023 Certification and Degree Recipients:

Tanya Scott Cannady, DNP, MHR, RN, NEA-BC, CPHIMS
 Jerome Carpenter, MSN, RN
 Harold Falcasantos, MSN, RN, CNOR
 Irma Gomez, MSN-Ed, RN, NPD-BC, CCRN
 Christopher Ng, RN, GERO-BC
 Virginia Noguera, BSN, RN, ONC
 Elizabeth Scriven, BSN, RN, GERO-BC
 Claire Kinoti, MS, RN, CCM

KAISER PERMANENTE OAKLAND MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

54% BSN prepared
 as of Dec. 2023

15% ANCC certified
 as of Dec. 2023

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Stephen Kupiec

Foundations of Evidence-Based Practice Workshop

Hannah Fernandez-Gotico

Wendy Bryant

Adrienne Rogers

Spring Marsh

Ehime Agbonkonkon

Susan Kearney

Kate Forrest

Erica Przybylski

Middle Management Institute – Assistant Nurse Managers

Metasebya Tilahun

Middle Management Institute – Nurse Managers

Shanelle House

Harold Falcasantos

Gregory Carpenter

2023 Clinical Ladder Promotions

Staff Nurse III

Leona Tsai, RN
Tsering Lhamo, BSN, RN
Rosealea Douglas, BSN, RN
Sandra Lu, MSN, BSN, RN
Christopher Jean-Baptiste, BSN, RN
Sonalben Vekaria, MSN, RN
Navkeerat Mangat, BSN, RN
Patrick Reichner, BSN, RN
Rhoda Rozycki, BSN, RN
Andrika Stevens, RN
Daniel Grosso, RN
Alisa Iloreta, BSN, RN
Anne Marie Duran, BSN, RN
Mirabelle Ibarra, BSN, RN
Susan Kearney, MSN, RN
Christopher Ng, BSN, RN, GERO-BC
Spring Marsh, BSN, RN
Wendy Bryant, MSN, RN
Olivia Dempster, BSN, RN
Loren Kollar, RN
Sharon Williams, MSN, RN
Andrea Murphy, RN
Rhoda Rozycki, BSN, RN
Stacey Eddie Allen, BSN, RN
Arzo Mehdavi, BSN, RN
Zinnia Tianero, BSN, RN
Stephen Adams, RN
Kevin Liau, MSN, RN, CCRN
Patrick Reichner, BSN, RN
Jessica Wilson, MSN, RN
Alicia Au, RN
Ghenwa Al-Shimaly, BSN, RN
Andrika Stevens, RN
Leah Ullery, RN
Bernard Leduna, BSN, RN
Alexander Ruman, BSN, RN
Julie Butera, RN
Catherine Mendoza, BSN, RN, APHON

Patient Care Coordinator Case Manager III

Hazel Jane Malicdem, BSN, RN
Sonum Basra, BSN, RN
Claire Kinoti, MS, RN, CCM
Carson Robin, MSN, RN, PHN
Fronda, Michael Jess Paul, MSN, RN, CMSRN
Brenda Johnson, BS, RN
Rob Lowe, RN, MPH
Tracy Miller, RN, CCM
Maureen Oakes, MSN, RN, CCCTM
Kelly Pritt, MSN, RN, PHN

Staff Nurse IV

Frances Mata, RN
Tenzin Zingkha, RN, CNOR
Angela Vivette, RN
Rebecca Lau, RN
Erik Hoagland, BSN, RN
Gina Brooke, MSN, RN
Megan Clinard, MSN, RN
Brad Eigen, MSN, BSN, RN
Stephanie Kim, RN
May Davantes, BSN, RN
Alice Florido, RN
Rosalie Hsieh, RN
Isabel Khedr, RN
Dianne Larios, BSN, RN
Jesse Lyon, RN
Shanae Moffett, RN
Breen Murphy, RN, MS
Tashi Namling, RN
Alissa Nguyen, BSN, RN
Andrea Ragland-Vinson, RN
Barbara O'Neil, BSN, RN

Exemplary Professional Practice



Through empowering clinical nurses in the Labor & Delivery to influence the culture of safety on their unit, staff injuries were reduced each year since 2020. In 2021, there were 18 injuries, and 13 in 2022. This past year, 8 injuries were reported with 6 caused by exposure to harmful substances or environments. Injuries from patient handling went down each year from 7 in 2020 to 2 in 2023. This unit now has the lowest injury rate in the region with only 1 accepted claim injury in 2023. This represents significant financial savings to the organization.

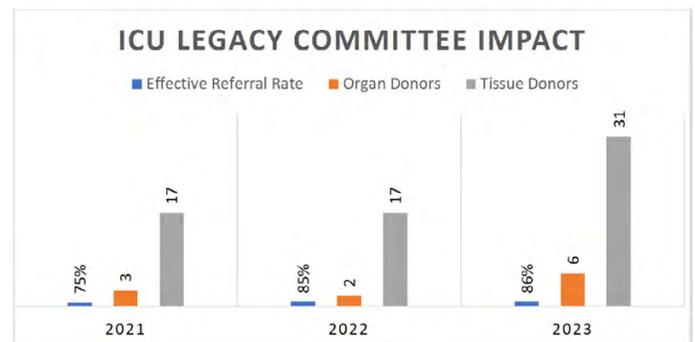


With each injury, representatives from labor relations, safety and leadership observe the nurse perform a simulation of the injury to understand the mechanism of injury and disseminate any preventative measures to the team. Other interventions that have impacted their injury rate include orienting all new hires to the safety resources, daily safety rounds by charge nurses and OB techs each day during each shift to prevent, identify and remedy any potential or actual safety hazards. When patients with a high BMI are admitted, the nurse completes a high BMI safety checklist to ensure that the room is properly equipped. A culture of safety was created, sustained and prioritized by the staff. Taking the time to perform a safety check conveys trust to the patient and support for all staff.

ICU nurses create a Legacy Committee

In 2021, the Oakland adult ICU nurses created a Legacy Committee to support patients and families experiencing loss in their department. The goals of the committee are to provide compassionate support to families experience the loss of a loved one by providing direct actions and spoken words in the ICU during the initial stages of the grieving process.

The committee has created ways for families to create keepsakes of their loved ones as cherished memories. Through this process of early interventions with the families, nurses were able to provide early referrals to the Donor Network which has increased the number of organ donors from 3 in 2021 to 6 in 2023, and 17 tissue donors in 2021 to 31 in 2023. They also impacted the overall referral rate to the Donor Network. The Legacy Committee also sponsors the "Honor Walk" for all health care professionals in the Oakland Medical Center to honor and pay respects to the person who has chosen to give to others the gift of life.



New Knowledge, Innovation, and Improvements



In 2023, the Oakland Medical Center supported 36 new nurse residents through our ANCC accredited PTAP program. There were also specialty training programs offered in ICU, Pediatrics, Labor & Delivery and Perioperative Practice. All nurse residents participated in Code Blue simulation training with an interprofessional team utilizing Team STEPPS to support effective communication and teamwork in a safe learning environment. Simulation training has been shown to increase comfort and reduce anxiety for high-risk, low frequency events for the residents.

Research

The Oakland Medical Center is participating in two primary research studies sponsored by the region. KP Cares 2.0 is a study to evaluate the effectiveness of Caring Science, HeartMath® and Equity, Inclusion, and Diversity training for clinicians. Co-investigators for this study are Ehime Agbonkonkon, MSN, RN and Anjal Pong, DNP, RN. Classes are held at the Oakland Medical Center and taught by Oakland's own staff; Tigist Ajibe, RN, Caritas Coach from 9S, and Violaine Hamel, PT, Caritas Coach and Heartmath Trainer.

The ReBrilliance study is focused on increasing compassion satisfaction and self-compassion using Jean Watson's theory of Human Caring through participation in an 8-hour educational resiliency workshop. Co-investigators for this study are Tigist Ajibe, RN, and Anjal Pong, DNP, RN.



Co-Investigators: Anjal Pong, DNP, RN, Tigist Ajibe, RN & Ehime Agbonkonkon, MSN, RN



Redwood City Medical Center

Message from Chief Nurse Executive
Josephine Jorge-Reyes, PhD, MSN, RN,
NEA-BC, NPD-BC

As I reflect on 2023, I continue to realize how important it is to support nursing teams in all aspects of our work, with care, patience, flexibility, and compassion. Author and researcher, Brene Brown has many celebrated quotes of courage in leadership. Here are two of my favorite quotes from her: "Leadership is about courage. It's about finding the courage to show up and have difficult conversations, to take risks and embrace change." "Daring leaders are never silent about the hard things."

As the Chief Nurse Executive at the Redwood City Medical Center (RWC), these quotes resonate with me because to create more leaders among our nursing professionals we must be able to share difficult conversations in the spirit of organizational change and embrace the path ahead. Sometimes, we may not know what the path ahead will look like, but we must be brave and forge ahead, with a plan. We as nurses can and should make ourselves relevant in all ways. Nursing is the backbone of health care, and our profession is essential to the total health of our communities and the world's population.

At Kaiser permanente Redwood City our nursing leaders and frontline clinical nursing leaders have established our Nursing Culture of Nursing Excellence and Professional Governance and have been improving on many aspects of clinical quality, care experience, Caring Science, and professional development. We are building on collaborative efforts across Redwood City Medical Center partnering with our teams in multiple departments and with our physician partners to help provide excellence in clinical quality care for all our patients and families.

I am proud to share that alongside clinical nursing leaders we have been using standard workflows through Senior Leader Rounding, Direct Report Rounding, Nurse Leader Rounding, and celebrating individuals through awards and recognition events. Our diverse team awardees have included the Extraordinary Nurse Awards, and the DAISY Nurse Leader Awards, which have provided motivation and inspiration for our teams. We also continue to meet regularly as a Patient Care Services team in a CNE Fireside Forum to discuss those "hard to talk about" topics and I open these sessions in the spirit of "Speaking up and Being Heard." There is nothing hidden, and what is most important is I encourage innovative ideas, support educational guidance to be shared amongst all leaders, and for those to share those ideas to make them come to life.

Lastly, there has been wonderful support from NCAL Regional Patient Care Services for nursing leadership growth and education. The RWC team sent to the UCSF collaboration a Director for the Academy for Interdisciplinary Leadership program, several Assistant Nurse Managers to the Middle Management Institute, and many clinical nurses to the Foundations of Evidence-Based Practice Workshops. These are essential leadership development programs that have high return on investment, and I am honored to support these leaders' participation in them and give utmost gratitude to our NCAL leadership for their endless support. You will read in the next few pages our RWC journey toward Nursing Excellence and hope this message finds each of you well for a wonderful 2024.



Redwood City, A Comprehensive Stroke Center, and Advanced Neuroscience Center of Excellence

Redwood City Medical Center operates a major medical campus specializing in advanced neurological care. We achieved Primary Stroke Center certification in 2006 and became the first Kaiser Permanente in the United States to become a Joint Commission designated Comprehensive Stroke Center in 2015. With a specialized epilepsy monitoring unit, a neurocritical care unit, an exceptional neurosurgery program, and specialized treatments for movement disorders, we take the designation of Advanced Neuroscience Center of Excellence seriously. This distinction requires exemplary practice from a team of highly skilled professionals, with nurses playing an integral role. Every nurse providing care to neuro patients at Redwood City receives initial and ongoing training in nursing care specific to the neuro patient. They learn about specialized procedures, medications, and rehabilitative services targeted to achieve optimal outcomes.



Our nurses execute state of the art neurologic care with compassion, knowledge, and skill, taking particular pride in the neurologic assessment. At any given time, day or night, any day of the week, a nurse at Kaiser Permanente Redwood City is performing a neuro assessment on a vulnerable patient to keep patients safe and ensure their best quality of life.

Transformational Leadership

Hospital Awards & Accolades

- Workplace Safety Top Performer Soteria Award
- Innovation in Patient Safety Soteria Award
- Best Maternity Hospital 2023 - *Newsweek* magazine
- Alan Whippy, MD, Award for Excellence in Hospital Quality
- American Heart Association Get with the Guidelines Heart Failure, Gold Plus
- Level 2 Geriatric Emergency Department Accreditation (GEDA)
- CMQCC Quality & Sustainability Award: NTSV Cesarean Birth Rate (PC-02)

Community Health

Redwood City Medical Center engages its community in a variety of activities.

Lunar New Year – Volunteers shared nutritional information and played interactive health games with event participants.

RWC Spring Clean Up – Volunteers worked to beautify our Redwood City community.

San Mateo Pride Parade – KP volunteers marched in the local parade

Pacific Stroke Association – Clinicians shared learnings and promote awareness. Kaiser Permanente partners with the Pacific Stroke Association to plan an annual stroke conference for providers, stroke survivors, and caregivers each May during Stroke Awareness Month. We also partner with Pacific Stroke Association to execute a monthly Stroke Survivor Forum, offering education sessions and interactive programs with stroke survivors and caregivers.

Blossom Birth Event – Midwives and volunteers shared information about RWC's maternal childcare options

Bayfront Clean Up – We participated in San Mateo's largest, longest-running volunteer shoreline clean-up event that brings community awareness to cleaning and protecting our marine environment.

AHA Campus Walk – Health care providers walked around campus to raise funds and awareness to save lives from the country's #1 and #5 killers, heart disease and stroke.

Milk Drive – In partnership with the Mothers' Milk Bank, the San Mateo County Breastfeeding Task Force, and Nursing Mothers Counsel, Kaiser Permanente San Mateo Service Area offered a virtual Milk Drive the

entire month of October 2023. Women donated their breast milk through this program from the comfort of their homes. Breastfeeding has many benefits for mom and baby. Human milk is easier for a baby to digest and has all the nutrients and calories a baby needs to be healthy for their first six months of life. Not all moms can produce enough breast milk to provide their babies with this nutrition. Mothers' Milk Bank is the only non-profit milk bank in California, and San Mateo County provides one of the most donations in NCAL.

Stroke Awareness – Nurses and physicians from Kaiser Permanente Redwood City partnered with the Pacific Stroke Association during May 2023 for National Stroke Awareness month to spread the word about signs and symptoms of stroke. Over 350 cards depicting stroke signs and symptoms were distributed to the public, along with education about calling 911-immediately if these signs occur. Redwood City providers also partner with Pacific Stroke Association to provide a monthly Stroke Survivor Forum.



Presenters include Joseph Vistan, RN Stroke Coordinator, and Kathryn Snow, MS, RN, CNRN, SCRNP, Neuroscience CNS.

Structural Empowerment

Mentors

Pearl Canieso, RN, MCH ANM

Karen Cepero, DNP, RN, CAND

Jason English, MSN, RN, CNML,
RN Service Unit Dept Mgr.

Christa Perryman, MS, RN, AGCNS-BC,
Geriatric CNS

Kathryn Snow, MS, RN, CNRN, SCRNP,
Neuroscience CNS

Mentees

Minetta Ralleca, RN ICU ANM

Gladys Miller, RN

Cassandra Cabotaje, RN, MCH Nurse Manager

Jaye Vitan-Hill, BSN, RN, ASU ANM

DAISY Award Recipients

Chi Lin Nguyen, RN

Sabrina Alvarez, BSN, RN

Ian Liffmann, RN

Yonghong Ke, MS, BSN, RN, CWOCN

Gilberto Chavez, BSN, RN

Jamissa Lee, RN

Yvonne Mullen, RN

DAISY Leader Award Recipients

Bessie DeGracia, RN

Minetta Ralleca, MSN, RN

Shale Shivangili, MSN, RN

Mark Lee, BSN, RN

Perla Baldugo, MSN, RN, NPD-BC, CNL

Kathryn Snow, MS, RN, CNRN, SCRNP,
Neuroscience CNS

Honeybee Awards

Tina Tandel, PCT

Carmelita Best, PCT

Chris Gepilano, PCT

Elizabeth Marroqin, Unit Assistant

Ernaline Aquino, PCT

Harjinder Kaur, PCT

Haydee Zamudio, PCT

Heizell Raudes, PCT

Leah Rogers, PCT

Lovelyanne Granadosin, PCT

Matthew Kumar, UA

Nancy Vazquez, UA

Stephanie Valencia, UA

Teresita Lapuz, Monitor Technician

Urmila Kumar, UA

Nursing Degrees Earned

Tiffany Garvin, RN - BSN - Emergency Dept

Sarit Hod-Warshawsky, RN - BSN -
Labor & Delivery

Brittany Little, RN - MBA - ICU

Yvonne Mullen, RN - BSN - PeriOp

Irene Sayson, RN - Master's - Emergency Dept

Erin Shyamji, RN - MSN - Labor & Delivery

Louisa Ustrzynski, RN - DNP - ICU

Christopher Clark Ylanan, MSN, RN - ICU

Shirley Chen, RN - MSN - Telemetry

Rubel Kaur, RN - MS Family Systems - ICU

Eileen Arroyo, RN - BSN - Utilization Mgmt.

Josephine Jorge-Reyes, RN - PhD - Nursing
Administration, Patient Care Services

Board Certifications

Lydia Radonic, BSN, RN, GERO-BC - Med Surg

Manuel Garcia, BSN, RN, MS-BC - Med Surg

Eugene Dugenny, BSN, RN, MS-BC - Med Surg

Ian Liffman, MSN, RN, CNL - Med Surg

Bethalem Gebremariam, BSN, RN, MS-BC -
Med Surg

Joseph Rule, BSN, RN, MS-BC - Med Surg

Carissa Gascon, MSN, RN, CCRN - Telemetry

Anthony Del Monte, BSN, RN, PCCN - Telemetry

Theresa Mills, BSN, RN, MS-BC - MedSurg

Noel Zeng, BSN RN PCCN - Telemetry

Jose Badiola, BSN, RN, MS-BC - Med Surg

Hazel Levita, BSN, RN, PCCN - NOU

Xiaochen Hu, BSN, RN, MS-BC - NOU

Joriliezl Mendoza, BSN, RN, MS-BC - NOU

Kim Apurado, BSN, RN, CCRN, CNRN, SCRNI - ICU

Kimberly Griffin, BSN, RN, CCRN - ICU

Kristia Matta, BSN, RN, CCRN - ICU

Melchora Von Giese, RN, CCRN - ICU

Siera Haboc, BSN, RN, CCRN - ICU

Olivia Wright, BSN, RN, CCRN - ICU

Synia Diep, BSN, RN, CCRN - ICU

William Quinn, BSN, RN, CEN - ICU

Dickson Ichengi, BSN, RN, CCRN - ICU

Nadia Bedard, BSN, RN, CCRN - ICU

Selvajothi Abraham, BSN, RN, CCRN - ICU

LeShandra Sesley, BSN, RN, CCRN - ICU

Candice Molnar, BSN, RN, CCRN - ICU

Paola Patrisha Lipat, BSN, RN, CCRN - ICU

Catherine Munoz, BSN, RN, CCRN - ICU

Kam Torres, BSN, RN, IBCLC - SCN

Sandra Toulouse, BSN, RN, CCRN - SCN

Fides Neela Belen, BSN, RN CCRN - SCN

Britney Scanlon, ADN, RN, IBCLC - SCN

Teresa Burkley, BSN, RN,

Maternal Newborn Nursing - SCN

Joanne Leslie, MSN, RN, RNC-NIC - SCN

Glenda Sabillo, BSN, RN, NICN - SCN

Angela Adkins, BSN, RN, RNC-OB - LD

Pinky Fernandez, BSN, RN, CNOR

Wilugkana Utakrit, BSN, RN, CNOR

Mary Ann Batnag, BSN, RN CNOR

Tanya Kostuchek-Ward, BSN, RN, CEN

Nina Evidente, BSN, RN, CEN

Christina Fowlks, BSN, RN, CEN

Angela Kim, BSN, RN, CEN

Sheila Rowe, MSN, RN, CEN

KAISER PERMANENTE REDWOOD CITY MEDICAL CENTER

Percentages of Nurses with BSN+ Degrees and Certifications

57% BSN
prepared
as of Dec. 2023

14% ANCC
certified
as of Dec. 2023

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Karen Cepero

Foundations of Evidence-Based Practice Workshop

Gilda Santos

Amanda Sayaseng

Michelle Hachey

Tanya Kostuchek-Ward

Jennifer Encinas

Nasim Karmali

Sandra Vargas

Middle Management Institute – Nurse Managers

Daryl Rassie Aglubat

Melissa Reese

Jocelyn C. Deleon

Rozina Lakhani

Middle Management Institute – Nurse Managers

Cassandra Cabotaje

Yinghua Zhou

Nurse Residency Programs

In 2023, we hosted three cohorts of new RN residents. Seven residents successfully completed the program and are now practicing independently in the Med Surg and Telemetry units. We also participated in the specialty programs for ICU, MCH, and PeriOp where experienced staff RN IIs were able to train in a different specialty.

Exemplary Professional Practice



Professional Development Programs

Our Redwood City ICU took an innovative approach to executing the hands-on aspects of the ICU Specialty Training Program. Kathryn Snow, MS, RN, CNRN, SCRN, Neuroscience CNS, partnered with experienced staff nurses and preceptors to provide hands on education and training for specialty topics during weekly classes. The Training Program RNs enjoyed building relationships with new colleagues in a non-stressful environment. The classes were a safe space to ask questions and get honest answers from those practicing at the bedside. It also provided opportunities for staff nurses to learn about the teaching role and to share their expertise and experience in a new way. Nurse Instructors included: Julie Beckley, BSN, RN, Eden Brennan, RN, Kim Griffin, BSN, RN, CCRN Justin Faist, RN, Maricela Fragoso, BSN, RN, Kenneth Lua, BSN, RN, Carlos Martinez, RN, and Candice Molnar, BSN, RN, CCRN.

Empowering Nurses with Structured Problem Solving Strategies

Frontline nurses are the enforcers of quality improvement. Staff have a strong desire to be involved but lack clear guidance. In 2023, the facility focused on developing frontline champions on each unit to focus on issues related to hospital-associated infection, skin injuries, and falls. Christa Perryman, MS, RN, AGCNS-BC, Geriatric CNS, introduced the champion nurses to the root cause analysis (RCA) process using a fishbone diagram. This allowed the champions to delve deeply into the underlying factors contributing to adverse events. Peer-to-peer education is a key component. The champion nurses actively engage with their colleagues, sharing insights gained from their analyses and facilitating discussions to foster a culture of continuous learning and improvement. Their analytical expertise, collaborative approach, and leadership skills enable them to drive meaningful change, enhancing the delivery of patient-centered care.

New Knowledge, Innovation, and Improvements

Virtual Sitter Program

Redwood City Medical Center is the pilot site for the innovative KP NCAL Virtual Sitter Program. The virtual sitter is clinical monitoring technology that tracks the activity of hospitalized patients and allows for notification of staff of any concerns or emergency. The Virtual Sitter Program improves patient and staff safety, increases monitoring capacity, and decreases in-person sitter utilization. The virtual sitter observer can verbally redirect patients and summon assistance from staff working on the floor in real time to prevent patient harm. Redwood City has been instrumental in establishing workflows, education, and technology improvements and will become the first hub center in the Region.

Virtual Reality and Gamification

Virtual Reality (VR) and gamification was integrated into our PeriOp 101 program. Three of our PeriOp 101 students went through a perioperative structure of learning how to become a circulating registered nurse and learn skills to become proficient in scrubbing operating room cases. For them to become more successful in the program, we were funded to implement VR into the program to learn the names and functions of surgical procedures from plastic surgery to orthopedics cases.



VR is a virtual simulation of real time response designed to strengthen a student's ability to select the correct tools to successfully complete a surgical procedure. This VR tool is an innovative product for students in

perioperative settings. VR simulation overcomes operational roadblocks, providing the ability to scale clinical education across the OR staff with affordable, effective, and more frequent training. By increasing opportunities to practice critical skills, VR training improves retention, performance, and patient outcomes. Gamification, defined as the use of game design elements in non-game context, has been gaining popularity in health care. It allows the educator to reward and encourage learning. Jeopardy is one of the games implemented in gamification to complement learning in the PeriOp 101 program. It integrates competition, narrative, leaderboards, graphics, and other game design elements, that create motivation and engagement.

Critical Events Teams Training (CETT) in Maternal Child Health

Every year, the MCH department participates in a Critical Events Teams Training which consists of different scenarios involving either a code blue pregnant adult or a laboring mom that suddenly experiences a massive bleed which requires massive transfusion protocol (MTP).

During these critical event training sessions, we involve the Labor & Delivery, Mother Baby, and Special Care Nursery units to participate in all types of scenarios that could happen. The code blue pregnant adult is new and unique because it involves 2 resuscitation teams; 1 for the mom and 1 for the infant—with the idea that if mom is experiencing both pulmonary and cardiac arrest, then the infant is also compromised. In this scenario, it requires coordination of both teams to work together to run the codes efficiently, safely and effectively simultaneously—mostly likely in the same room—so imagine what this would look and sound like with 2 codes going on at the same time, 2 lead providers giving orders, 2 recorders trying to listen and take down notes, staff running around grabbing supplies, and addressing the family in distress. Although this scenario is not new to the department, it is a new CETT session because we usually train with just one code at a time and not simultaneously with both. Our first training was very successful although the focus was on mom. This year, we will try to incorporate what it would look like to run both codes together and see if we can identify any gaps and issues since it has never been done before. This would be very interesting and new for the department.

Richmond Medical Center



Message from Chief Nurse Executive for the East Bay
Pavana Sloan, DNP, RN, MSN, CNS, NEA-BC

It has been said that there is both an art and science to the practice of nursing. We learn the science through our clinical training, but we develop the art through practice. Nurses at the Richmond Medical Center have been practicing and perfecting their art since the inception of our organization, during WWII. From the beginning, KP Nurses have served KP workers, members, and the community. They paved the way, and their spirit and commitment live on in the nurses who serve at the KP Richmond Medical Center today.

The Richmond Medical Center holds the proud distinction of being the “Mothership” of Kaiser Permanente, due to being the birthplace of our pre-paid health plan and preventive care model which is the foundation of the enterprise strategy that continues to distinguish KP in the current market, more than 80 years later. Our nurses are proud to uphold that legacy, as they demonstrate the “We Can Do It” spirit of the shipyard workers of the past.



There is certainly so much to celebrate at the Richmond Medical Center. 2023 has been a year of intentional focus on improvement across all domains of performance. None of this could be achieved without the dedication and insight of our front-line nursing staff and nurse leaders.

With respect to our journey to Magnet, our nurses are inspired and fired up! They have embraced shared governance, and are driving important work in quality, patient safety, and professional development.

In the area of evidence-based practice, Richmond was represented in the poster presentation session at the Kaiser Permanente National Nursing Conference in 2023, highlighting the establishment of our Vascular Access Team and the work that they are doing in CLABSI prevention. In addition, our nurse residents presented their work locally on HAPI prevention through the use of wedges vs. pillows for patient positioning and influenced the adoption of their findings across all Richmond hospital units. As our nurses explore additional areas of inquiry, they are actively engaging the voice of our patients through presentations to the Richmond Patient Advisory Council.

Transformational Leadership

Hospital Accolades

- Leapfrog A rating and Top General Hospital Award
- Robotic Surgery Implementation

In 2023, Richmond not only sustained a Leapfrog A rating but earned a Top General Hospital distinction as well, for above-and-beyond performance.



The commitment of the nurses at the Richmond Medical Center runs as deep as the waves of our waterfront where warships were once launched and where our organization was born. Richmond Strong, Richmond Ready, Richmond Proud!

Community Health



The Richmond Medical Center is a leader in driving health equity through partnerships with community-based organizations for reduction of health care disparities.

In 2023, our nurses provided blood pressure screening, stroke education and hands only CPR instruction to community members through partnership at the following events:

- Park Rx Day, Nicholl Park
- Miraflores Park, Spring Fling
- Earth Day, Unity Park
- We Run Richmond 5K, Point Richmond Marina
- Chinatown Street Festival, Oakland

Magnet® Journey



KP Richmond Medical Center nurses attended the 2023 Magnet Conference in Chicago. It was inspirational to learn about the Magnet recognition program and evidence-based work being done at Magnet Designated organizations.

Structural Empowerment

Professional Development

Our nurses are continually encouraged and supported to leverage Nurse Scholars Academy resources as well as tuition reimbursement to pursue BSN and MSN degrees as well as specialty certification. Currently 55.8% of Richmond Nurses are BSN prepared and we are making strong progress on certifications.

Nurse Residency Programs

The Richmond Medical Center has proudly supported the NCAL Nurse Residency program since its inception. In 2023, we welcomed a total of 4 residents.



Nurse residents, Keoni Gist, RN, and Antone Nardi, RN

Richmond Medical Center also provides clinical training opportunities to students from local community colleges and universities. Exposing these students to KP Richmond early in their educational process provides an opportunity to expose them to the benefits of a nursing career specializing in public and community health.

Professional Governance in Action at KP Richmond

The Kaiser Permanente Richmond Medical Center has implemented a new model of professional governance with Unit Practice Councils (UPCs). UPCs are made up of front-line nurses who meet regularly to discuss and make decisions about patient care, quality improvement, and professional development.

KAISER PERMANENTE RICHMOND MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

56% BSN prepared as of Dec. 2023

10% ANCC certified as of Dec. 2023

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Foundations of Evidence-Based Practice Workshop

Lorraine Lumabas
Ria Grace Abesamis
Joana Carlos

The UPCs have been successful in improving patient outcomes and the work environment for nurses. For example, one UPC developed a study that showed the benefits of having more nurses trained in Peripherally Inserted Central Catheter (PICC) line insertion. As a result of this study, additional nurses got PICC line training, and the hospital now has coverage for vascular access 5 days a week. This new Vascular Access Team will be presenting their work at the National Nursing Conference in September.

There's also been some good work in collaboration with infection prevention around the prevention of catheter-associated urinary tract infections.

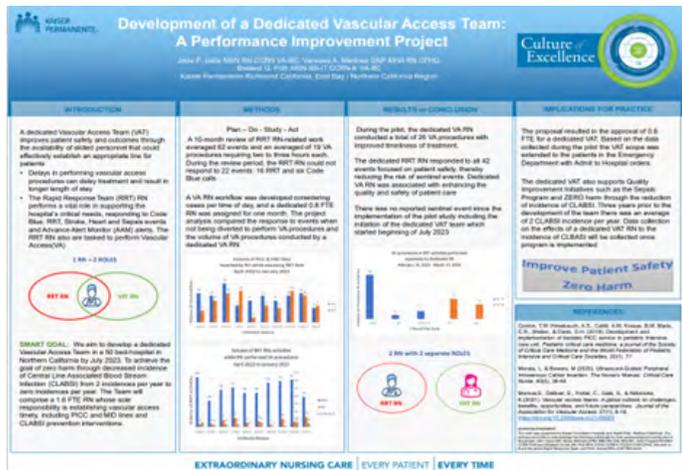
Morale and job satisfaction of nurses are also improved by UPCs. One nurse who participates in a UPC said that she was inspired to go back to school and finish her bachelor's degree.

The councils are a success because they give nurses a voice in decision-making and allow them to take ownership of their work. They also provide a forum for nurses to learn from each other and to collaborate on projects that improve patient care.



KP Richmond's Unit Practice Council members will be presenting their study at KP's National Nursing Conference in September. The Intensive Care Unit's new Vascular Access Team is led by Jovie Jabla, RN, Staff Nurse IV. From left to right: Colin Fosgate, BSN, RN, CCRN, PHN; Vanessa A. Martinez, DNP, MHA, RN, CPHQ; Jovie Jabla, MSN, RN, CCRN VA-BC; Dechen Palmo, RN; Eriverto Galvan, RN, VA-BC.

New Knowledge, Innovation, and Improvements



A team of Richmond Nurses identified that there was a need to service patients who required vascular access lines. To improve patient safety and outcomes they successfully advocated for and created a dedicated Vascular Access Team (VAT). This team ensures that nurses skilled at placing and evaluating vascular access lines are available to assist patients. The workflow and supporting data were collected by front line nurses as a part of their Unit Practice Council using evidenced based practice principles. This work was also published and presented at the 2023 Extraordinary Nursing Care Conference. Initiatives like this support our Quality Improvement initiatives and lead the way to Zero harm events through the reduction of CLABSI.

Front-line nurses making a difference through research!



“Jovie Jabla MSN, RN, CCRN, VA-BC not only touches her patients in the ICU but she is making a difference for the nursing profession through research,” states Parna Sloan, Chief Nurse Executive. Jovie embraces the Magnet Journey at the Richmond Medical Center through evidence-

based practices and changing the practice of nursing to improve the outcomes of our patients. We are so grateful to Jovie and her impact to the profession of nursing.

Below are a few things Jovie Jabla accomplished before December 2023. (She continues to be a star in 2024.)

Publication and Literature Contributions

Multidisciplinary Approach to Improving Critical Care Unit Outcomes (Poster Abstract)

17th Annual Research in Action Day Clinical Innovation and Improvements Posters and Podiums 2016: UCSF Center for Nursing Research

Speaking up for Patient Safety: Will Nurses Report Errors Now a Nurse Has Been Convicted of Criminal Act? (Article published on a Journal)

Clinical Nurse Specialist: The Journal of Advanced Nursing Practice: September/October 2022, Volume :36 Number 5 , page 230 - 23

Video Commentary on Best Practice Implementation Project - Titled: Nurse-led speech therapist referral initiative for older adult patients at risk of dysphagia

JBI Evidence Implementation, December 2023

Research

The Richmond Medical Center participated in Cohort 1 Qualitative and Quantitative study on KP Cares 2.0 (IRB Approved)

- This regional Research Study is being led by Malia Lavallo, CNP, PN, PHN, CCRN, CHSE, Regional Adult Services Clinical Practice Consultant.
- Cohort 1 is complete, and data has been submitted to Malia. Jovie Jabla is available to assist with Cohort 2 in collecting data.



Roseville Medical Center

Message from Chief Nurse Executive

Debbie Reitter, DNP, RN, MSN, CNS, NEA-BC

Here at Kaiser Permanente Roseville, we always strive to provide exceptional care and a dynamic work environment and 2023 was no exception. We believe a key part of this mission is achieving Magnet recognition, which not only provides an improved patient experience but empowers nurses to lead health care change.

We've made great strides toward these goals over the last year through the implementation of evidence-based practices and have seen a significant increase in our nurse-driven projects. Seven nurses earned their BSN or higher, 18 nurses became board certified, and more than 200 of our KP Roseville nurses attended a professional conference in 2023.

Our KP Roseville team worked to improve patient care and experience through innovation and new knowledge, and many of our nurses participated in community activities aimed at preventing Alzheimer's, stroke, leukemia and lymphoma, and heart disease.

This year's Annual Nursing Report both details and celebrates our achievements, commitment to practice, and dedication to patients. This culture of caring and engagement, and commitment to excellence is vital to the success of our program, and we appreciate the investments made by each member of our nursing team. Your strength and resilience inspire me every day.

The road to Magnet® designation is often referred to as a journey. And the destination of becoming Magnet® is incredible – it will not only transform health care locally and globally, but increase interprofessional collaboration and educational investment, reduce burnout and increase job satisfaction.

I look forward to this future – our future – and to what we will achieve together.

Transformational Leadership

Hospital Accolades:

Our Kaiser Permanente Roseville team has earned many third-party accolades over the years, and we are extremely proud of all of them.

- Leapfrog Safety Grade A (this is 19th consecutive A grade - 9 years)
- Newsweek Best Maternity Hospital 2023
- US. News & World Report Best Hospitals 2023
- Roseville Press Tribune Best Health Provider 2023 (this is 12th consecutive year)
- Get with the Guidelines Heart Failure Gold Plus
- Get with the Guidelines Stroke Gold Plus, Honor Roll Elite Plus
- Get with the Guidelines Mission Lifeline STEMI 2023 Gold Plus
- Get with the Guidelines Target Type 2 Diabetes Honor Roll
- Comprehensive Community Cancer Center (accredited by the American College of Surgeons, Commission on Cancer).
- Centers of Excellence: Oncology

Professional Development Programs:

- Offered 4-part Evidence-Based Practice series to clinical nurses.
- Established perinatal journal club.
- Built a local S.T.A.B.L.E. neonatal resuscitation course which resulted in the certification of 28 nurses.
- Completed perioperative and perinatal interprofessional critical event training to include over 400 clinical nurses, physicians, PAs, APRNs.

Nurse Training Programs

- 229 RNs participated in quarterly offerings of Nursing Grand Rounds.
- 45 RNs attended the GERO-BC review course.
- 12 RNs successfully completed the L&D fellow training program.
- 20 nurses participated in basic and advanced preceptor training to support specialty training programs and New Graduate RN residents.
- Skills Days supported across all specialties with nearly 1000 nurses and PCTs attending.

Community Health: Walk to End Alzheimer's



On September 7th, our “Roseville Squad” nurses kicked off a month of special events promoting and supporting the Walk to End Alzheimer's® in Sacramento. Activities included a ribbon cutting hosted by Area Leader and Senior Vice President, Kim Menzel, a tribute board, a continuing education class, and roving carts to educate staff, and visitors about World Alzheimer's Day. Activities culminated with the Walk to End Alzheimer's on September 20th. In total more than 60 staff and family participated in the walk, representing Kaiser Permanente in the Sacramento area. Donations totaled more than \$5,000, making KP one of the top ten fundraising teams. The “Roseville Squad” looks forward to supporting this cause for many years to come.

Community Health: Light the Night



Kaiser Permanente Roseville team supports Light the Night Leukemia and Lymphoma Society event.

As a center of excellence for oncology care, Kaiser Permanente Roseville has been an enthusiastic supporter of the Light the Night event for the Leukemia and Lymphoma Society over the past several years.

In 2023, over 100 Kaiser Permanente Roseville employees and family members attended and demonstrated their support by donating and/or participating in the walk. As a corporate sponsor, Kaiser Permanente Roseville donated \$5,000 to Light the Night. Combined with the money raised by walkers, Kaiser Permanente Roseville earned one of the top seats for overall donations.

The Leukemia and Lymphoma Society funds lifesaving research and gives patients suffering from blood cancers, and their loved ones, reasons to hope. Kaiser Permanente Roseville staff looks forward to continued support of this event.

Community Health: Car Seat Installation Training

National data indicates that 50-60% of car seat checks demonstrate some type of misuse. In Placer County, few resources exist for parents to have car seats checked for appropriate size and installation, yet hospitals are required to ensure that parents have a car seat prior to discharge of infants and children as well as providing resources for car seat checks.

Kaiser Permanente Roseville offered a unique “Car Seat Basics” class, designed to give nurses the language and confidence to discuss with parents how a child should be harnessed into a rear facing car seat. Other topics included how to address aftermarket products and familiarity with state laws regarding car seats. Fifty-five nurses attended this 4-hour class to learn secure placement of infants 4-35lbs into rear facing only and rear facing convertible seats.

Additional classes were held in partnership with Safe Kids Greater Sacramento. These were designed to certify participants to install and educate families on proper installation of child restraint systems. Twelve Kaiser Permanente Roseville nurses attended and were certified. Staff nurses who participated reported feeling more confident in discussing with their patients the requirement to have an appropriately sized car seat at discharge and to provide guidance in how to determine an infant is properly seated and restrained in the seat.

Structural Empowerment

Nurse Residency Program

Kaiser Permanente Roseville welcomed 9 new graduate nurse residents in 2023 while continuing to support the transition of other recent new graduate RNs from novice to advanced beginner. The Nursing Professional Development (NPD) Department hosted multiples hands-on skills training sessions partnering with wound care nurses, and respiratory therapists, to support their transition from the classroom to the bedside.

Additionally, nurse residents were invited to participate in listening sessions, where they were encouraged to share with fellow residents and the NPD facilitator, experiences that were impactful, whether positive or negative. Feedback from these sessions was used to further develop plans for supporting residents and preceptors in the first 3 months of the program.

DAISY Award Recipients

Shanelle Morales, RN, 2nd Floor
Karen Guye, RN, Labor & Delivery
Anna Crosetti, RN, 1st Floor
Keelie White-Raneses, RN, Pediatrics
Heather Stark, RN, 2nd Floor
Brenda Saephanh, RN, Labor & Delivery
Laverne Del Mar, RN, 3rd Floor
Jessica Richardson, RN, Labor & Delivery
Brandy Herbert, RN, Float Pool
Amanda Nicolet, RN, NICU
Jennifer Roche, RN, 1st Floor
Yelena Protsyuk, RN, Mom Baby
Sarah Namale, RN, ICU
Amy Tomei, RN, Mom Baby
Charles Domingo, RN, 3rd Floor
Zeniab Sobh, RN, NICU
Jaime Allen, RN, Pediatrics (Nurse Leader)
ICU (DAISY Team)
ED (DAISY Team)

Makensie Dax, RN, 3rd Floor
Jessica Wilkinson-Hurst, RN, Labor & Delivery
Robyn Tuck, RN, 1st Floor
Debbie Reitter, RN, CNE (Nurse Leader)
Debbie Otten, RN, Labor & Delivery
Melissa Ramirez, RN, 1st Floor
Shelby Root, RN, Labor & Delivery
Amanda Overmeyer, RN, Mom Baby
Mary Pettit, RN, 2nd Floor
Fair Hope Amante, RN, ED
John Tan, RN, ED
Jimmy Woo, RN, ED
Julie Cornatzer, RN, ED
Nino De Sagun, RN, ED
Lisa Noe, RN, ED
Joanna Pak, RN, ED
Reyna Cruz, RN, ED
Kevin Wineg, RN, ED

PETAL Award Recipients

Naomi Raheem, Float Pool
Nancy Villareal, EVS
Sashi Prakash, Pediatrics
Dejon Clark, Labor & Delivery
Roni Welch, NICU
Jamilla Wren, 3rd Floor
Rebecca Hart, ED

Certification and Degree recipients:

Degrees

Julia Ann Peterson, BSN	Dana Burke, MSHI, RN, BSN, CCRN
Lysette Arredondo, MSN, FNP	
Christa Randall, BSN	Melissa Gustafson, MSN, NP
Jolly Kuppumala, MSN	Nate Rowland, BSN

Certifications

Allen Kim, PCCN	Rodolf Martin, CV-BC
Christopher Britton, CEN	Samantha Avina, CPN
Gail Gauthier, CEN	Sheila McFadden-Silva, CPAN
Grainan Regodon, CCRN	Betsy Vigna, CCRN
Annie Lundgren, RNC-MNN	Janet Hayes, CPHQ
Juliet Colinayao, CCRN	Rowena Marie Marcos, Gero-BC
Kyounghoon Lee, CCRN	Rochelle Reyes, PCCN
Mabel Cadatal, RNC-MNN	Janis Draga, CNOR
Omolola Kande, RNC-MNN	Claudia Islas-Zavala, RNC-MNN



KAISER PERMANENTE
ROSEVILLE MEDICAL CENTER

Percentages of Nurses with BSN+ Degrees and Certifications

51% BSN prepared as of Dec. 2023

14% ANCC certified as of Dec. 2023

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Foundations of Evidence-Based Practice Workshop

Erica Luna

Jennifer Mowers

Jane Jach

Jaclyn Martin

Catherine Morante

Middle Management Institute – Assistant Nurse Managers

Jeremy Deterding

Lyzah Nicole Bati Alforque

Charles Langdon

Geraldine Macalma

Connie De Guzman

Middle Management Institute – Nurse Managers

Kevin Leahy

Terra Sterling

Exemplary Professional Practice

Voice of Nursing

The Kaiser Permanente Roseville Voice of Nursing continued to mature in 2023 as the Governance Council co-chairs designed and delivered the first Nursing Unit Council (NUC) bootcamp. Program objectives included providing foundational training regarding basic meeting structure and tools for effective meetings, ensuring a shared mental model about the professional governance structure, and using a standardized tool to measure NUC maturity.

In addition to supporting the development of all NUCs, the monthly meeting of all 7 core councils was a forum for education all year long. Partnering with the Roseville Area Portfolio Leader, council members learned to use multiple process improvement tools including KATA, PDSA, and K cards, just to name a few.

In December, we celebrated the successes of each council by hosting a Winter Wonderland themed showcase. Each council set up a “booth” and shared the process, goals, and outcomes of their project(s) with visitors during an open house. Nearly 300 people rotated through the Winter Wonderland including physicians, ancillary staff, nursing leaders, and clinical staff.

Quantifying Blood Loss in Labor & Delivery Operating Room as the First Step in Hemorrhage Management

Prior to December 2022, providers in Labor & Delivery (L&D) were visually estimating blood loss (EBL) during c-section deliveries, a practice that the literature has shown to be consistently inaccurate. An L&D workgroup implemented an evidence-based practice change to improve patient outcomes. According to the literature, hemorrhage during delivery has been identified as a preventable cause of maternal morbidity and mortality. Both nursing and physician professional organizations recommend quantifying blood loss (QBL), rather than EBL, for the early identification and treatment of hemorrhage for all births. QBL is an objective measurement that can reduce inaccuracies that cause delays in postpartum hemorrhage treatment and may reduce the need for additional interventions.

Based on the literature review, the L&D workgroup developed a QBL nursing process and education plan. Plan-Do-Study-Act (PDSA) cycles were completed to determine the best way to implement the QBL process. There was a focus on the need to separate amniotic fluid from blood loss, accurately account for

dry weights of items soaked in blood and deduct for saline used in sponges throughout the c-section. A QBL calculation tool was created after eight iterations of the PDSA cycle. QBL documentation in C-sections improved from 1.5% in January 2022 to consistently >90% by March 2023.

Reduction in Surgical Site Infections

To reduce surgical site infections (SSIs) in 2023, the perioperative team focused on interprofessional communication and visual management. Operating Room and Pre-Operative/Post-Operative nurses who were members of the Surgical Quality and Safety (SQS) team shared their findings with the Nursing Unit Councils (NUC). SSI bundles and workflows were aligned to reduce SSIs which included skills days, OR “back to basics,” pre-operative education for the ICU, and inpatient CHG wiping.

In addition to two-way communication, Kamishibai cards (K cards) focused on SSI process metrics including waterless surgical scrub, abdominal surgical prep, and post-operative warming. Sterile Processing K Cards were used to focus on instrument assembly and instrument decontamination. As a result of this work, SSIs decreased from 1.42 in January 2023 to 1.10 October 2023.



New Knowledge, Innovation, and Improvements

Nurse-Led Research: KP CARES – Roseville Cohort

KP CARES: Kaiser Permanente Caring Attributes of Resilience to Stress Study

Kaiser Permanente Roseville participated in the NCAL multi-site regional study Kaiser Permanente Caring Attributes of Resilience to Stress Study (KP CARES). This provided an opportunity in project partnership and served to build research capacity at the local facility. The study aim was to increase the RN's self-care behaviors and understand the lived experience of clinical staff who had been practicing at the bedside during the COVID-19 pandemic.

During phase 1, quantitative data was collected on a Caring Science learning intervention. The hypothesis was supported in that participating in an experiential learning program improved self-reported self-care behaviors, caring leadership behaviors, organizational caring behaviors, compassion satisfaction, and showed a decrease in burnout and secondary traumatic stress. There were 13 participants in the Roseville study. Phase 1 results were shared with Kaiser Permanente Roseville's Voice of Nursing and the Sacramento Sierra Nurse Leaders Organization.

During phase 2, qualitative data was collected during focus groups with 7 participants. Semi-structured interviews focused on the lived experience for RNs who worked during the COVID-19 pandemic. Themes identified included trust, self-care, teamwork, fear, isolation, and gratitude. Phase 2 results were shared with Kaiser Permanente Roseville's Voice of Nursing and the Sacramento Sierra Nurse Leaders Organization.

Giving Birth to Better Hemorrhage Management

In March of 2023, the Labor & Delivery unit initiated the training and use of an innovative hemorrhage management device, the Jada System. The Jada system uses a vacuum to induce physiologic contraction of the uterus and control bleeding that could potentiate a hemorrhage. Hemorrhage is the leading cause of preventable maternal morbidity and mortality in the US and in California. Following implementation of the Jada system at Kaiser Permanente Roseville, our providers have expressed great satisfaction with this device and the management it has provided to our patients.





Sacramento Medical Center

Message from Chief Nurse Executive,
Esperanza Chavez, MSA, BSN, RN

As a leader, I am deeply motivated by our shared dedication to creating a work culture grounded in purpose and commitment. As we journey toward our goal of ensuring Kaiser Permanente is the best place to work and receive care, let us be inspired by our dedication to providing the highest quality care and service - the heartbeat of our actions. As a diverse group, we may have different motivations, but we have common ground in that we all care about the people we work with, our patients, and their families. That makes us not only a team but a community.

Every day, as a team, we are drawn together by a fundamental mission: to deliver outstanding care every time for every patient. It's a joint effort and passion that empowers our mission during every step of our Magnet Journey. We not only meet and exceed standards but also push limits and craft a new definition of excellence as we move forward with our work culture transformation for the benefit of all we serve.

I look forward to traveling this continuing path of greatness with you. Our shared purpose fuels our inspiration to innovate and advance our professional practice. With you, we are doing more than connecting the dots; we are building a sustainable culture of excellence.

As you read our annual nursing report, I hope you are filled with pride and great accomplishment for all you have achieved in 2023. Thank you for being an integral part of this mission. Let's keep shining brightly together.

Overview

Kaiser Permanente Sacramento Medical Center

Established in 1965, the Kaiser Permanente Sacramento Medical Center has been providing high-quality and affordable health services in the Greater Sacramento Area and neighboring counties for nearly 60 years. The facility has 287 licensed beds offering full-service acute care, emergency, and adult inpatient and outpatient services to members and non-members of the Kaiser Permanente Health Plan. We are recognized for our specialty services in advanced neuroscience/ stroke care, comprehensive community cancer care, and surgical programs in neuro-spine, orthopedic, and obstetric and gynecologic surgeries.

Transformational Leadership

Hospital Recognitions

Comprehensive Stroke Center

Kaiser Permanente Sacramento Medical Center is a Comprehensive Stroke Center (CSC), placing us among only 211 hospitals across the nation with this elite designation. As a CSC, we have specialized capabilities to treat the most complex stroke cases.

Sacramento Business Journal Champions for Diversity, Equity, & Inclusion Awards 2022 Healthcare Equality Index

LGBTQ+ Healthcare Equality Leader

Best In State: Rated 5 Out Of 5 Stars

Kaiser Permanente is the only plan in California to receive 5 stars for 4 years in a row, and to receive 5 stars in Getting the Right Care for quality measures such as preventative and chronic care management.

Medicare 5 Out Of 5 Stars

Kaiser Permanente is the only health plan in the country to earn 5 stars twelve years in a row (2012 – 2023), achieving 100% on all quality measures.

High-Performing In Six Areas

In the annual U.S. News & World Report's 2023-24 Best Hospitals rankings, Sacramento was rated "high performing" for these six procedures or conditions: pneumonia; stroke treatment; heart failure treatment; COPD (chronic obstructive pulmonary disease) treatment; heart attack treatment; and hip replacement.

Comprehensive Community Cancer Center

Accredited by the American College of Surgeons Commission on Cancer Program, Kaiser Permanente Sacramento offers comprehensive, patient-centered care through a multi-disciplinary approach.

American Heart Association Stroke & Cardiac Honors

Kaiser Permanente Sacramento has been honored for 17 consecutive years for delivering high-quality, exceptional care to stroke and heart failure patients.

Member, Nurses Improving the Healthcare Systems Elders (NICHE)

As a member organization, we are advancing the care of elderly patients in the hospital by enhancing our nurses' knowledge and implementing evidence-based protocols in geriatric care.

Mentoring Our Front-line Nurse Leaders

The critical role of assistant nurse managers in shaping the work environment, engaging staff, and ensuring quality care outcomes cannot be overstated. These leaders are at the forefront of navigating the complexities of health care settings, driving departmental efficiencies while adapting to ever-changing workplace dynamics. However, the pressures associated with these responsibilities often significantly impact job satisfaction, professional growth, and employee turnover.

Studies show the benefits of mentorship programs for nurse leaders. Mentorship programs have been found to reduce levels of burnout, increase job satisfaction, enhance leadership capabilities, prepare for succession, and improve job retention rates. Recognizing these advantages, Kaiser Permanente Sacramento Medical Center launched a six-month structured mentorship program in 2023, welcoming its first cohort of six assistant nurse managers.

The program utilizes the comprehensive resources of the Kaiser Permanente mentoring platform. It incorporates a detailed mentoring plan and agreement, regular mentor/mentee sessions, 360-degree Assessments, a developmental goals worksheet, and a collaborative workspace designated for mentoring partnerships. The program aims to facilitate professional and personal growth and serve as a platform for exchanging ideas, emotional support, and encouragement. To ensure the effectiveness of these partnerships, mentees and mentors were paired based on aligned career objectives and mentor expertise.

One of the program’s mentees, Almaz Haile, MSN, RN, CCNS, reflecting on experience shared her positive experience with the program, noting the impact of her mentor on her career perspective, “The mentorship program was a wonderful experience for me. My interactions with my mentor have provided different perspectives about my career paths and where I see myself in the next few years in this profession. It also helped me gain confidence to step outside my current role and explore opportunities...”



Mentees and Mentors: Elieen Carreon BSN, RN and Tim Hutchinson MSN, RN; Almaz Haile MSN, RN and Jane Talento MSN, RN; Greg Albino MSN, RN and David Yu PharmD; Hazel Nguyen BSN, RN and Frandee Harville MSL, BSN, RN; Grace Sayon BSN, RN and Madhuri Chavan MSN, RN

Community Health

Advancing community health extends beyond health care. Collectively, our nurses and other staff participated and shared their time and resources to various individual, department, and hospital-led initiatives and outreach programs that address health, social, and economic disparities in the communities that we serve:

American Heart Association/American Stroke Association

For the past eight years, Sacramento nurses and staff have volunteered their time to support fundraising walks, disease awareness, research, and initiatives of the American Heart Association.

As a Comprehensive Stroke Center, our Kaiser Permanente Sacramento Medical Center provides outstanding stroke care recognized by The Joint Commission. Our Stroke Synergy team comprises more than 40 walkers each year from our Emergency Department, ICU, Neuro Interventional Radiology, 4th Floor Stroke Unit, Continuity of Care, and Quality Department to support the American Stroke Association through their fund-raising walks.

Kaiser Permanente Women’s Fitness Festival

Nurses checked the blood pressure and body mass index of event attendees and shared information about disease prevention and tips for a healthier lifestyle in our Kaiser Permanente Thrive Pavilion. This is a unique women-only event that includes 5K and 10K run/walks, and a post-race festival celebrating women’s health and wellness.

IRONMAN California event

Nurses were also critical members of our medical team in Sacramento in October 2023, helping exhausted, dehydrated, and injured athletes recover and get the care they needed after finishing the grueling race.

Martin Luther King Day of Service

During our annual MLK Day of Service events in January 2023, nurses rolled up their sleeves at Leataata Floyd Elementary School to assemble hygiene kits for students, create wellness journals for teachers, organize a clothes closet, and spruce up the student recreation and teacher resources rooms. They also deep-cleaned the kitchen, prepared food, and led a journal-making activity with clients at St. John’s Program for Real Change, a shelter for unhoused women and children that offers counseling, parenting and relationship skills, and job training.

Free Youth EKG Heart Screening



Sudden Cardiac Arrest is the leading cause of death on school campuses. 1 in 300 young people has a heart condition that puts them at risk. Sacramento Clinical Nurse Carmen Oanta volunteered her time to assist in youth EKG screening held at Oakmont High School, a project of Project ADAM Sacramento, UC Davis Children’s Hospital, and the Kyle J. Taylor Foundation.

Structural Empowerment

Professional Governance Council Structure

Professional Governance is an organizational structure that empowers nurses to influence their practice, drive transformative change, and actively contribute to patient and organizational outcomes. This platform integrates the expertise and insights of clinical nurses into hospital processes and policies, fostering a culture of ownership, accountability, and continuous improvement.

Kaiser Permanente Sacramento Medical Center’s journey with Professional Governance began a decade ago when unit-level Professional Governance structures, known as Creating Lasting Change Councils (CLC), were established. The CLCs were designed to provide nurses with a dedicated shared governance platform at the unit level. Over the years, the CLCs have been valuable in elevating the quality of patient care and fostering a culture of excellence within the organization.

A decade into this journey, Kaiser Permanente Sacramento Medical Center recognized the need to revisit and redesign its Professional Governance Council Structure to ensure that it remained aligned with the demands of professional nursing practice and its ongoing pursuit of Magnet designation. By realigning the Professional Governance structure, Kaiser Permanente Sacramento Medical Center aimed to enhance its commitment to promoting nurse empowerment and building a culture of nursing excellence.



The restructured Sacramento Professional Governance Council Structure comprises Unit Councils and Core Councils. Unit Councils possess authority and responsibility at the unit level, focusing on their respective departments, populations, or specialty-specific nursing practices. In contrast, Core Councils

serve as hospital-wide entities, providing support and acting as a platform for Unit Councils to exchange insights and collaborate on initiatives that have a widespread impact across multiple units. The Core Councils include Professional Development, Care Experience, Quality and Safety, Evidence-Based Practice, Wellness, and Nurse Executive Councils. This strategic overhaul ensures that nurses continue to have a strong voice in shaping their practice, addressing clinical challenges, and advocating for the well-being of their colleagues.

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Esperanza Chavez

Mary Jane Talento

Foundations of Evidence-Based Practice Workshop

Irene Pernitez

Victoria Mercer

Amelia Dayucos

Lyn Tirona

Ace Delos Santos

Teresa Wilcox

Lauren Thomasberger

Mary Boardman

Johnhay Ancheta

Oyinlola Talabi

Middle Management Institute – Assistant Nurse Managers

Dorothy Monet

Middle Management Institute – Nurse Managers

Frances Deanna Harville

Bernadette Gomez

Ho Le

Teresa Capina

2023 Accomplishments

RN Nurse Residency Program

Cohort 5

Inna Kurdoglo, BSN, RN
Manjit Bassi, BSN, RN
Raquel Palafox, BSN, RN
Shelly Preston, BSN, RN
Jovelyn Corpuz, BSN, RN

Cohort 6

Yana Lyasota ADN, RN
Anthony Lima, BSN, RN, SBI
Ashley Frost, BSN, RN
Cristofer Fonseca, BSN, RN
Christina Prado, ADN, RN, IV-LPN
Parveen Kaur, ADN, RN

Cohort 7

Kaur Kamaljit BSN, RN
Julie Ryoo BSN, RN
Joyce Kinyua BSN, RN
Priya Grewal ADN, RN
Karen Cruz Solache, MSN, RN
Myesha Patterson, ADN, RN
Shubnaz Jagpal, BSN, RN

DAISY Awardees

Amy Daly, ADN, RN – PACU
Nga Nguyen, BSN, RN – PICC
Ellen Yoon BSN, RN – ICU
Maria (Dulce) Meneses, BSN, RN – 1 West
Jo Ann Dittmar, ADN, RN – ICU
Karen San Miguel, BSN, RN – 4th Floor
Susan Benjamin, BSN, RN – ED
Raeanne Zinke, BSN, RN, CNOR – OR
Raveena Jagarnauth, BSN, RN – 1 East
Justin Coan BSN, RN – 5th Floor
Prissie Cayan BSN, RN, SCRN – 4th Floor
Richard Polli, ADN, RN – ASU

DAISY Leadership Awardees

Eileen Carreon, BSN, RN, CNRN-ANM ICU
Lydia Marque, BSN, RN, PCCN, OCN-ANM
4th Floor
Timothy Hutchison MSN, RN – Director of Hospital
Operations (PCS)
Baby Orsua BSN, RN- ANM 5th Floor
Amelia Dayucos, MSN, RN, CNOR NPDS –
Nursing Professional Development Department

DAISY Team Award

1 West Team
ICU Team

PETAL Awardees

Myra Alibudbud – Unit Assistant 4th Floor
Lanette Novella – RT Respiratory Care

KAISER PERMANENTE SACRAMENTO MEDICAL CENTER

Percentages of Nurses with BSN+ Degrees and Certifications

68% BSN prepared
as of Dec. 2023

13% ANCC certified
as of Dec. 2023

Clinical Ladder Achievements

Staff Nurse III

Jessil Jose, MSN, RN, PCCN
Paul Cimino, BSN, RN
Biran Teding, MSN, RN, RN-BC
Morgan Olsen, BSN, RN, SCR
Inna Shumska, BSN, RN
Kiranjit Kaur, BSN, RN
Victoria Mercer, ADN, RN
Jemary Salonga, BSN, RN, CCRN
Lemuel Salvana, MSN, RN, CCRN
Christine Cardino, BSN, RN, CCRN
Ella Tanoy, BSN, RN
Jennilyn Enoc, BSN, RN, CCRN
Maureen Coloma, BSN, RN
Kim Latorre BSN, RN, CNOR
Lindsey Sanders, BSN, RN
Javier Sanchez, BSN, RN
Jessica Obrien, BSN, RN
Julie Germino, ADN, RN
Margaret Ann Smith, ADN, RN, CEN
Karen Routh, ADN, RN
Yoseph Tesfaye, BSN, RN, WCC
Amy Piazza, ADN, RN
Machelle Witler, BSN, RN
Nissa Anderson-Lima, BSN, RN
Thomas Brogan, ADN, RN
Jan Smith, BSN, RN
Holly Garvin, BSN, RN
Kathleen Kho, BSN, RN
Arockia Selvi Raj, RN
Cindy Smith, RN
Anmarie Fallai ADN, RN
Cin Lam MSN, RN
Sandrea Tu MSN, RN
Prajwala Narla BSN, RN, ACM
Candy Cruz BSN, RN
Margarita Pilapil BSN, RN
Lashawn Alexander, RN

Staff Nurse IV

Ace Delos Santos BSN, RN
Laura Aiello BSN, RN, CCRN, CNRN
Franco Balitaan, MSN, RN, CPAN
Rana Guzman, RN
Amy Jory BSN, RN, OMS, WCC
Michael Kihara, BSN, RN
Amanda Osborn, BSN, RN
Tara Smith BSN, RN
Tommy Wong BSN, RN
Wendy Jacobson ADN, RN
David Lalog BSN, RN

Academic Achievements

Amanda Aguilar, PCT – BSN
Christine Nguyen, BSN, RN – MSN
Chue Vang, PCT – BSN
Crisfer Fonseca, RN – BSN
Susan Parker, RN – BSN
Maria Gonzales, BSN, RN – MSN

New Specialty Certified Nurses

Kim LaTorre, BSN, RN, CNOR
Roy Pinca BSN, RN, CMSRN
Lilibeth Pascual BSN, RN, CMSRN
Kristen Terwilliger, MSN, RN, CEN
Brandy Davis, BSN, RN, CEN
Antonio Tangonan BSN, RN, CEN
Swasi Chand-Sharma BSN, RN, PCCN

Exemplary Professional Practice

Clinical Nurses Reduced Delays in Post Anesthesia Care Unit (PACU) to Floor Handoff Process

Efficient patient transfers are crucial for enhancing operational efficiency and patient safety. Traditionally, the hand-off process involved PACU nurses calling the nurses of the receiving unit for reports. This practice led to inefficiencies, including prolonged patient transfer times to the inpatient unit, increased delays from the Operating Room to the PACU, and dissatisfaction among staff and patients.

Carla Wisen, BSN, RN, a clinical nurse, initiated a quality improvement project to streamline the hand-off process from the PACU to the inpatient floor, aiming to reduce patient transfer delays. Utilizing the KP Health Connect (KPHC) bed delay tracker system, Wisen discovered that the average delay from the assignment of an inpatient bed to the actual patient transfer from the PACU was as much as 85 minutes. To gather feedback from the PACU staff, she conducted a survey about the hand-off process, revealing that over 40% of the staff members were dissatisfied with the current process.

A gap analysis of the process from the PACU to the inpatient unit highlighted several key issues: the unavailability of floor nurses for hand-off or return calls, delays in-room preparation, end-of-shift workflow challenges, the workload of PACU staff with new recovery patients, and the absence of an escalation process.

Wisen collaborated with the 4th-floor team to redesign and pilot a standardized hand-off and escalation process from the PACU to the floor to tackle these challenges. The goal was to reduce the average transfer time to under 60 minutes and decrease staff dissatisfaction by 10%. The redesigned hand-off process included the implementation of the following strategies:

- Time zero (first attempt to call for a report).
- Second attempt (15 minutes after time zero).
- Escalation at 30 minutes (if the floor RN has not taken the report within 30 minutes after time zero, the charge or Assistant Nurse Manager (ANM) is notified to contact the floor ANM to facilitate the report), ensuring that the PACU nurse is responsible for only two phone calls to the floor.

After implementing the pilot project, the average delay time in the KPHC bed delay tracker system was reduced from 85 minutes to under 60 minutes. A post-implementation staff feedback survey also showed a 60% satisfaction with the revised hand-off process. This quality improvement initiative successfully minimized delays, enhanced the overall efficiency of patient transfers, and increased staff satisfaction. As a result of these positive outcomes, the new process was implemented as the standard hand-off report for all floors.

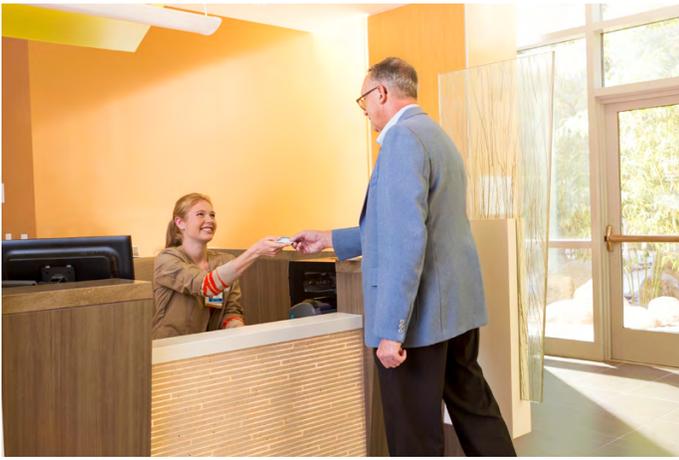
Clinical Nurses Implemented a Delirium Toolkit

Delirium, an acute confusional state, is linked to adverse outcomes, including prolonged hospital stays, hospital-acquired injuries, cognitive and functional decline, and an associated mortality rate of up to 33%.

With up to 60% of hospitalized older adults experiencing delirium, early detection, ongoing surveillance, risk mitigation, and comprehensive management are crucial aspects of nursing care.

Sensory impairment, cognitive deterioration, and sleep disturbances are significant risk factors for delirium. To address these, Geriatric Resource Nurses (GRNs) Ella Silchenko, BSN, RN IV; Rosanne Manzano, BSN, RN III; Julie Teleten, BSN, RN II; Jolly Varghese, MSN, RN IV; Fanny Burgess, BSN, RN IV; and Edoardo Morlet, MSN, RN (Quality Nurse Consultant) collaborated on a delirium toolkit project. This project aims to provide bedside nurses with educational materials and patient care resources.

The delirium toolkit project was implemented in the Medical-Surgical units (1 East/1 South) and the Medical/Surgical Telemetry unit (5th floor). GRNs played a key role in identifying and addressing practice gaps, utilizing the Nurses Improving Care of Healthcare Systems Elders (NICHE) Evidence-based Geriatric Nursing Protocols for Delirium Prevention and Management. The interventions included peer education on the toolkit, adherence to the Confusion Assessment Method (CAM), and evaluations for sleep disturbances.



Youth and Adolescent Behavioral Health Patients in the Emergency Department

The Centers for Disease Control reported that, from 2018 to 2021, there was an annual average of 1,026,000 emergency department (ED) visits by children and adolescents diagnosed with mental health disorders. During the COVID-19 pandemic and into 2022, the Kaiser Permanente Sacramento Medical Center's ED observed increased youth and adolescent behavioral health (BH) patients. This trend continued even as pandemic-related issues lessened, and children returned to in-person schooling. A particularly concerning issue was the extended wait times for these young patients before transfer to specialized mental health facilities.

The ED team recognized the unique needs of this patient group, particularly the lack of age-appropriate diversional activities, socialization opportunities, and physical exercise. These deficits were identified as potential exacerbating factors for existing mental health issues such as depression, anxiety, and hopelessness.



To address this gap, Mary Boardman, BSN, RN, Staff Nurse IV, collaborated with a multidisciplinary team, including ED technicians, security staff, emergency physicians, and psychiatric social workers. They curated a selection of age-appropriate and safe entertainment and educational resources, such as movies, games, books, coloring books,

cards, origami sets, and puzzles. These resources were made available in the behavioral health areas. Additionally, a reward chart system (Star Chart) was introduced to encourage positive behavior and interactions between patients and staff while also empowering patients by offering choices in activities (including outdoor time) and snacks.

Furthermore, the team addressed the need for a safe, private, and convenient showering facility for youth and teens, with consideration for their body sensitivities. By developing a solution that minimized risk and maximized privacy, they promoted healthy hygiene practices essential for mental health.

This initiative exemplifies the Kaiser Permanente Sacramento Medical Center's commitment to holistic, patient-centered care tailored to young BH patients' unique needs. It demonstrates their dedication to enhancing the overall experience and well-being of these patients during their stay in the ED.

The project, piloted from March to July 2023 in two Medical-Surgical Telemetry units, involved the following activities:

- Identifying practice gaps using Nurses Improving the Care of Health System Elders (NICHE) Evidence-Based
- Geriatric Nursing Protocols.
- Developing a delirium toolkit containing care supplies and educational resources.
- Conduct unit-based peer education to familiarize staff with the toolkit supplies, review Confusion Assessment Method (CAM), and assess sleep disturbances.
- Collecting data through the Electronic Health Records (EHR) system, cart tracking forms, and monthly random clinical audits, focusing on:
- Compliance with CAM (twice daily) and sleep disturbance assessments (each morning).
- Usage of toolkit supplies.
- The number of patients with positive CAM results.

Following the project's implementation, improvements in the Confusion Assessment Method (CAM) and sleep disturbance assessments were observed, along with increased utilization of toolkit supplies. During the pilot period, there was also an increase in positive CAM, which may suggest an increased staff use and knowledge of CAM assessment.

The delirium toolkit project highlights the importance of tailored nursing interventions in preventing and managing delirium among older adults. The positive trends observed post-implementation underscore the potential of nurse-led initiatives in enhancing patient outcomes. Continued support and resource allocation for such programs are essential for maintaining these gains and promoting proactive geriatric care.

New Knowledge, Innovation, and Improvements

Re-Brilliantcy: A Multi-Site Study



The Re-Brilliantcy Workshops are designed to offer an artistic experience that allows nurses to feel acknowledged, understood, and cared for. These workshops incorporate play, movement, and various arts to facilitate

connections among nurses with themselves and others. This approach aims to redefine resilience and foster a profound sense of community and care. This research study focuses on “The Clinic: an 8-Hour Resiliency Educational Workshop,” based on Jean Watson’s Caring Science Theory.

John Hay Ancheta, RN, BSN, and Racquel Agamata, MSN, PCCN, serve as Co-principal Investigators (PI) at Kaiser Permanente Sacramento Medical Center, working alongside other co-PIs from various KP Medical Centers in Northern California. The study aims to assess the impact of the Re-Brilliantcy Workshops, which have received IRB approval.



Hospital Acquired Injuries Reduction in 1 West and 4th Floor.

In 2022 there was an increased amount of hospital-acquired pressure injuries (HAPI), recognizing this increase the team consisting of clinical nurses, quality nurse consultants, and nurse leaders partnered to identify, analyze, and mitigate risk factors contributing to HAPI.

The project aimed to reduce the incidence of HAPI by 20%. A gap analysis identified several areas for improvement, including patient risk assessment, documentation, staff compliance with the HAPI prevention care bundle, and escalation procedures for patients who are at risk for HAPI. Key interventions were:

- Improving risk assessment accuracy.
- Enhancing staff compliance with prevention strategies and buddy system.
- Standardizing wound documentation utilizing LDA Avatar and smart phrases for better tracking.
- Instituting an escalation process for suspected new pressure injuries.
- Implementing unit leadership monitoring and oversight.

Following the project implementation, data from November 2022 to June 2023 showed a reduction of HAPI by more than 70%. This success can be attributed to the systematic application of the FMEA process, which facilitated targeted interventions. Staff engagement and leadership oversight were pivotal in achieving and maintaining these improvements.



San Francisco Medical Center

Message from Chief Nurse Executive
Bridget Williams, DNP, MSN, RN, NEA-BC

Dear Colleagues,

As we close another year, I want to take a moment to express my deepest gratitude for your hard work, dedication, and commitment to excellence. Your contributions have not only propelled us forward but have also enriched the culture and spirit of our workplace.

This past year has been filled with challenges and achievements, and through it all, you have demonstrated resilience and adaptability. Your innovative ideas and collaborative efforts have played a crucial role in our success, and for that, I am truly thankful.

As we look ahead, I am excited about the opportunities that await us. Together, we will continue to push boundaries, exceed expectations, and achieve new heights.

Thank you for being an integral part of our journey. Your passion and drive make all the difference.

Overview

Kaiser Permanente San Francisco Medical Center

Membership: 238,135

Kaiser Permanente San Francisco Tertiary Referral Center

We are proud to continue to serve our community by being a tertiary referral center for Cardiac Services, High-Risk Maternity, and Gender Affirming Care.

Kaiser Permanente’s Mission

Our mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

Our Nursing Vision

As leaders, clinicians, researchers, innovators and scientists, Kaiser Permanente nurses are advancing the delivery of excellent, compassionate care for our members across the continuum, and boldly transforming care to improve the health of our communities and nation.

Extraordinary nursing care. Every patient. Every time.

Nursing Professional Practice Model



Our National Nursing Professional Practice model provides a framework and foundation for all nurses as we engage in our daily work. Every Kaiser Permanente nurse practices under this national nursing model.

Culture of Excellence



Kaiser Permanente nurses are committed to creating and sustaining a Culture of Excellence on the journey to advance professional practice. Research has demonstrated excellence in clinical quality and care experience across Magnet designated

organizations. Professional nurses working in Magnet® organizations have shown high levels of engagement and job satisfaction.

The Magnet® journey is an acknowledgement of the teamwork, integrity, compassion, professionalism, and extraordinary nursing care provided to every patient, every time.

In support of the Magnet® journey, and pursuit of nursing excellence, Kaiser Permanente San Francisco senior leadership sent five frontline staff members to the Magnet® Conference in Chicago, IL.



Magnet Conference – October 12-14th 2023

Transformational Leadership

Shared Leadership

In October 2022 the San Francisco Medical Center kicked off Voice of Nursing (VON) Shared Governance with representatives from multiple departments. On December 1st, 2023, the 9th Annual Nursing Consortium was held with presentations from departments across KFH and TPMG, sharing their best practices and celebrating the DAISY award recipients.

As the VON group progressed on their journey, there was a decision to transition the council's name to Professional Governance Council (PGC) as the group felt this was more representative of their profession and the impact on nursing practice. The PGC acts as a coordinating council between the unit councils and the Core Councils which include Professional Development, Nursing Research and EBP, Quality & Safety, and Nursing Practice.

The Nursing Practice core council has grown to include care experience, caring science and Equity, Inclusion, and Diversity. As the PGC has continued to grow they have worked closely with performance improvement consultants to help expand use of data, project management skills and sustaining changes. The PGC has supported the development of unit councils progress on the maturity model from level I, beginning, to level II, growing in 2023!

2023 Annual Consortium San Francisco



Community Health

As part of its core mission, Kaiser Permanente exists not only to provide quality, affordable health care services to its members but also to improve the health and well-being of the communities it serves. Every three years, Kaiser Permanente San Francisco conducts a Community Health Needs Assessment

which guides our investments and informs our business decisions. For 2023-2025, these priorities include Access to Care and Coverage; Behavioral Health; Income and Employment; and Housing. We partner with community-based organizations that address our identified health needs.

Key stakeholder involvement has enabled Kaiser Permanente San Francisco to establish networks within the city that benefit a broad swath of residents. Whether partnering with the city and county as well as nonprofit partners to host community vaccine clinics, sponsoring community events that promote health and wellness, or providing Community Health grants that support underserved communities, Kaiser Permanente San Francisco approaches each project with one goal: to improve the lives of San Franciscans and to make the city a better place for everyone who lives and works within it. Three examples follow:

In July 2023, Kaiser Permanente San Francisco hosted a health care career panel with students from Mission Graduates' Impact Gen, a cohort of first-generation college students. KP provided shuttle transportation for the group from the nonprofit's location in the Mission to our Mission Bay Medical Offices. Students were able to tour the facility, hear inspiring stories of different health care career journeys and engage in a dialogue with panelists.

As a 2023 Healthy Living Sponsor of the Chinatown Community Health Fair, Kaiser Permanente provided free blood pressure screenings and a Talk to a Doc booth where our bilingual physicians and staff from our Chinese Module were able to answer questions and engage with participants to discuss health education resources related to heart health and high blood pressure prevention. In addition, Kaiser Permanente also provided giveaways such as branded bags and cooking measuring utensils to support healthier eating and living after participants received blood pressure consultations. Kaiser Permanente's sponsorship helps to support 500 - 900+ low-income community members annually.

Kaiser Permanente awarded a \$50,000 grant to St. Anthony Foundation to assist homeless and low-income individuals in accessing health coverage. This includes supporting the Tenderloin community in retaining Medi-Cal coverage, enrolling eligible but unengaged individuals in Medi-Cal, and helping ineligible individuals transition to other coverage.

Warm Hands, Warm Hearts Community Initiative Lead by OB Unit Council

KP SFO has had an influx of unhoused patients admitted to the hospital with limited access to health. Healthy People 2030 counts housing instability as a major factor in its Economic Stability Social Determinant of Health (Healthy People 2030, 2023). As nurses serving the community of San Francisco, the Kaiser San Francisco Obstetrics (OB) Unit Council are aware of the socio-economic disparities within the city. In addition to providing care to unhoused patients in the hospital, the unit council chose to directly address the disparities between the housed and unhoused communities of San Francisco.



Beginning in 2019, unit council chairs Jennifer Dash, RN and Tracy Massillon, RN created and spearheaded an initiative called Supporting the Unhoused whose mission is to support the dignity of unhoused community members by collecting

and distributing weather gear and toiletries for the needy and unhoused in their city of San Francisco. Providing basic necessities to the unhoused in San Francisco supports the city's Department of Homelessness and Supportive Housing's 2023 - 2028 Strategic Plan (Department of Homelessness and Supportive Housing, 2023) the 2022 Supporting the Unhoused drive began in November. Dash and Massillon created and socialized flyers to publicize the donation requests from hospital staff, and they distributed bins in centralized locations for collection from November 2022 - February 2023.

They collected blankets, gloves, hats, socks, toiletries, feminine hygiene products, hand sanitizers, snacks, toys, and bottles of water to provide basic comfort and warmth, to help restore the dignity of the people they serve. During the February 15, 2023 unit council meeting day, Dash and Massillon led the other unit council nurses in organizing and creating individualized bags containing clothes, toiletries, and snacks. Joined by Brenda Jones, DNP, the Maternal Child Health Director, Dash and Massillon led the unit council in distributing bags to unhoused and those in need that were living outside in the Civic Center neighborhood in San Francisco.

Structural Empowerment

The DAISY award™ recognizes nurses for the extraordinary and compassionate nursing care they provide to our patients. Congratulations to our 2023 DAISY award™ recipients.

2023 DAISY Award Recipients:

Bonnie Burns, RN
Tomomi Sherrick, RN
Heather Beswick, RN
Chona Raagas, RN
Elizabeth M Ramirez, RN
Maria Fong, RN
Katrina Cabalfin, RN
Aeran Cho, RN
Erin Kintzel and John Marchant, RN
Jorrane Martins Moreno, RN
Jeff Yao, RN
Brooks Walker, RN

2023 NCAL Extraordinary Nurse Award Winner

Michelle Kostick, BSN, RN, SNIII
Operating Room
San Francisco Medical Center

Michelle is an outstanding operating room nurse and amazing at everything she does, team members say. She helps open the room before surgeries and makes sure everything is in order in addition to checking in the patient and charting. Michelle greets colleagues with a smile, and when things are challenging, she speaks in a soft, soothing voice. Surgeons know if Michelle is in the room, everything is going to run smoothly. As one colleague said, the operating room is the heart of the hospital, and Michelle is an angel who keeps it beating.

KAISER PERMANENTE SAN FRANCISCO MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

61% BSN prepared
as of Dec. 2023

13% ANCC certified
as of Dec. 2023

KP NCAL Nurse Leader Mentoring Program

Kaiser Permanente offers nurses the opportunity to focus on professional development through a mentor/mentee program. The spring 2023 cohort had 34 Mentors and 35 Mentees. Of these participants, 3 were from San Francisco!

Tonya Hartman, BSN, RN, Staff RN II (Mentee)

Ruth Monslaud, BSN, RN Nurse Manager (Mentee)

Katy Kennedy, MSN, RN, RN-BC, NE-BC Nursing Professional Development Director (Mentor)

A special kudos to our in-house mentor/mentee relationship between our NICU/ Pediatric Nurse Manager **Candace Archuleta**, MSN, MBA, RN (Mentee) and our CNE Bridget Williams, DNP, MSN, RN, NEA-BC (Mentor).

Clinical Ladder

Kaiser Permanente San Francisco supports the advancement of our nurses through the clinical ladder through the Facility Selection Committee. The "clinical ladder" is a grading structure that enables career progression and associated differentiation recognition and career advancement opportunities for those nurses who have excelled in clinical practice, leadership, and professionalism by defining different levels of clinical practice based on the provision of direct care in their area of clinical specialty.

The Facility Selection Committee created a sustainable program to support and honor professional nurses through the data collection process by mentoring. Our local Facility Selection Committee fully supported our mentorship program by reviewing binders and providing guidance to obtain a successful review of materials.

Clinical Ladder award recipients for 2023

Staff Nurse III

Adeline Mulimine, RN, SN III

Analyn Caranay, RN, SN III

Cindy Wang, RN, SN III

Fregile Jose, RN, SN III

Gunel Azimova, RN, SN III

Jimmy Sun, RN, SN III

Jo Ann Laureano, RN, SN III

Kim Mariano, RN, SN III

Kristine Samala, RN, SN III

Mabelba Ogudele, RN, SN III

Mary Grace Samala, RN, SN III

Neng Chin Uy, RN, SN III

Patricia Hageny, RN, SN III

Paulino Cepeda, RN, SN III

Rhian Ramos, RN, SN III

Sandy Zhu, RN, SN III

Linda Haggerty, RN, SN III

Kathleen Genito-Tamaray, RN, SN III

Katrina Cabalfin, RN, SN III

Jaquelyn Bencito, RN, SN III

Clarissa Aguinaldo, RN, SN III

Deborah Chew, RN, SN III

Robin Balino, RN, SN III

Staff Nurse IV

Amore Puna Arcilla, RN, SN IV

Lady Rainsard, RN, SN IV

Kimberly Donegan, RN, SN IV

Cheri Sabella, RN, SN IV

Trang Q Contreras, RN, SN IV

Cristina Lacson, RN, SN IV

Maria Ramiscal, RN, SN IV

Michelle Kostick, RN, SN IV

Antoinette Mendence, RN, SN IV

Vincent Flores, RN, SN IV

Lena Ngow, RN, SN IV

Eden Alfinda, RN, SN III

Janny Lee, RN, SN III

Khadija Shahab, RN, SN III

Katherine Barger, RN, SN III

Xuan Wong, RN, SN III

Mark Nilchian, RN, SN III

Valerie Paras, RN, SN III

Kylie Page, RN, SN III

Elisa Kang, RN, SN III

Natalie Chen, RN, SN III

Michael Macaraig, RN, SN III

Lesley Ganger, RN, SN III

Cedric Escay, RN, SN III

Lesley Peters, RN, SN III

Natasha Valle, RN, SN III

Kristaleen Sison, RN, SN III

Grace Cordova, RN, SN III

Maire Liz Pasion, RN, SN III

Teresa Maushardt, RN, SN III

Rey Berondo, RN, SN III

Mary Jane McPherson, RN, SN III

Jemeica Geronimo, RN, SN III

Colette Christner, RN, SN III

Lavonne Harvey, RN, SN IV

Sprague Terplan, RN, SN IV

Ivy Sparks, RN, SN IV

Heidi Lau, RN, SN IV

Deborah Quinto, RN, SN IV

Yvette Brazil, RN, SN IV

Edraline Smith, RN, SN IV

Bindhu Thomas, RN, SN IV

Anila Abraham, RN, SN IV

Danielle Aries, RN, SN IV

Jefferey Gieseking, RN, SN IV

Nursing degree information

Kaiser Permanente offers nurses the opportunity to advance their degree and become certified via the Nurse Scholars Academy created to advance professional nursing, streamline the integration of best practices, and nurture future leaders at all levels of the organization.

Nursing Degree recipients in 2023

Natalie Chen, RN, BSN

Rhian Ramos, RN, BSN

Sandy Lee, RN, BSN

Casey "Ryan" Mason, RN, MSN

Leadership Development Middle Management Institute

Ruth Monsalud, RN, BSN

Nurse Residency Programs

Our Nurse Residency program is centered around our Nursing Professional Practice Model and includes leadership, organizational enculturation, practice-based learning, nursing professional development support, quality outcomes, and evidence-based practice.

Nurse residents participate in an orientation (didactic, hands-on skills, simulation, and virtual), working with Kaiser Permanente nurse preceptors to transition to independent practice. This is followed by a 12-month transition to independent practice that includes an EBP change-in-practice project. We are proud to say that all of the residency graduates in 2023 are still working here at KP San Francisco! A big kudos to our preceptors, and graduates!

Nurse Residency Graduates in 2023

Cohort 5

Evelyn Yu

Hiromi Roy

Jennifer Devlin

Jorrane Martins Moreno

Lavine Razeghi

Mary Ann Walsh

Perla Dean

Raquel Sanchez

Sergey Semenov

Tiffany Jiang

Travis Li

Cohort 6

Andrea Hyde

Christian Hall

Jaime San Felippo

Judith Belen

Leonora Shelby Rivera

Meara Matthews

Nicole Chiu

Rose Mardanzai

Savannah Boyd

Stephanie Lo

Cohort 7

Charleah Kobuke

Negin Zahedikia

Sally Li

Amy Lee Ping Sun

Jack ZiHeng Li

Consuela Umbay

Jessica Maynard

Kyungeun Jung

Lydia Agacanian

Hanley Tran

Ilda Villahermosa Chua

James Gilmore

Rachael Fernandez

Nurse Fellowship

Our Nurse Fellowship programs are designed to develop the experienced nurse in one area of practice, to become competent in a specialty area. Each of these programs include didactic, hands-on skills, simulation, and virtual learning and offer the participants leadership skills, practice-based learning, support for professional nursing development, quality outcomes, and evidence-based practice.

In 2023, we completed 2 fellowship programs:

Critical Care fellowship in 2022

Benjamin Mauk, RN

Monica Tsai, RN

Annie Tran Lam, RN

William Sun, RN

Operating Room fellowship in 2023

Hardeep Aulakh, RN

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Foundations of Evidence-Based Practice Workshop

Jenny Aguião

Brian Gutierrez

Cassie Yip

Katy Kennedy

Elisa Kang

Deirdre Jasper

Elizabeth Ramirez

Lavonne Harvey

Junia Bote

Annabelle Bosch

Michelle Johnson

Tonya Hartman

Mimi Nguyen

Heidi Lau

Middle Management Institute – Nurse Managers

Ruth Monsalud

Exemplary Professional Practice

Leading Care Experience with Team Development

Going into 2023, in addition to Summary Star, the focus transitioned to HCAHPS Likelihood to Recommend. This approach aligned to the regional focus on member retention and understanding key drivers that influence our member's Health plan and health care decision making. 2023 prioritized leadership engagement and visibility through a) executive leadership rounding and b) investment in nursing and care experience committee governance structures, i.e., Exceptional Care Experience (ECX) governance sub-committee, a partnership between TPMG and KFH. In 2023, the ECX sub-committee focused on formalizing listening sessions for all levels of staff and teams. This enabled leadership to learn from staff and collaborate to create pathways for emotional well-being support and response. The enhanced executive leadership rounding program was born from the listening sessions. It is designed and executed based on unit-specific teams, identified as PODS. These PODS function to increase accountability and visibility of leadership modeling of a speak up culture while reinforcing, celebration of wins and escalation of barriers. Enhancements for both our governance structures and leadership presence create and strengthen a collaborative caring organizational culture.

Other key interventions in 2023 included the following listed below.

- Key Driver Department Focus: Key driver analysis based on patient and unit level data to identify statistical key drivers that would strongly influence Likelihood to Recommend at unit level for 2024.
- Voice of Nursing: Maturation of our Magnet journey through our nursing governance council and emergence of Caring Science with Care Experience as a key priority focus and as a core council.
- Investing in onboarding: Development of PCS leader orientation program as a pilot for deployment for 2024 as a formal onboarding program.
- Cleanliness: HRO daily tracking and huddles, local focus on room refresh initiative as a sustainment focus. Environment of care leadership rounding program was implemented for 2023 a key care experience leadership initiative.
- San Francisco Care Experience Strategy: 2023-2024 formal Care Experience Strategy to focus on wellness and recognition, training and development, data management systems and growth and retention.
- MCH Well-Being Strategy: 3-year formal MCH Well-Being to focus on emotional connection, skill building and integration of wellness practices into daily workflows to support workforce culture.

HCAHPS improvements for 2023 include the following composite domains: Care Transition, Doctor Communication, Nurse Communication, Responsiveness of Hospital Staff, by a range of +.4% to +1.9% change.

Clinical Library is a tool for all to use.

Kaiser Permanente librarians are available to assist with nursing research and questions about the Clinical Library and including obtaining articles not readily available.

Nurses are provided dedicated time to participate and conduct approved EBP projects.

Are you interested in doing an EBP project or nursing research? Presenting or poster presentation for a conference? Contact one of San Francisco's EBP mentors:

Colette Jappy, DNP, RN, CNS, ACCNS-AG
colette.jappy@kp.org

Katy Kennedy
katy.kennedy@kp.org

Presentations to External audiences

"Team up to get moving: a quality improvement project to support acute care RNs mobilize older adults" presentation by Colette Jappy, DNP, RN, CNS, ACCNS-AG at KP National Nursing Conference

Poster Presentations to External audiences:

"KP CARES: A Qualitative Study to Determine the Impact of COVID-19 on Nurses' Ability for Self-Care" poster at KP National Nursing Conference Colette Jappy, DNP, RN, CNS, ACCNS-AG, Kathryn Kennedy, MSN, RN, PHN, RN-BC, NE-BC

"San Francisco Kaiser C-Section SSI Reduction Performance Improvement Project" poster at KP National Nursing Conference Paula Doran Shelley, Maya Denny, Marva Charles, Keith Hering, Rachel Racker, Cheri Sabella, Yolanda Castaneda-Futol, Katherine Zweber, Bernadette Farrell, Brooklynn Aiello, JoAnn Johnson, Brenda Jones, Celeste Prothro, Bridget Williams

"Reducing CLABSI Prevalence by Standardizing IV Tubing Management Using Color Coded IV Labels" poster at KP National Nursing Conference. Kathleen Genito-Tamaray, RN, MSN, CCRN, CMC, CSC; Shanna Lalchandani, MSN, RN, Elizabeth Ramirez, RN, CCRN Christina Mangyao, MSN, MBA, RN, Jeannine Bernstein, RN, CCRN, DNPC Paula Doran Shelley, RN, MBA; Adriel Macalintal, RN; Sarah Evans, RN, MSN, Critical Care Department

Nursing Research conducted in 2023-2024:

Kaiser Permanente Caring Attributes of Resilience to Stress 2.0 (KP CARES 2.0), Malia La Vallee, DNP, RN, PHN, CCRN, CHSE, Regional Adult Services Clinical Practice Consultant, Principal Investigator; Michelle Camicia, PhD, RN, CCM, NEA-BC, FAHA, FARN, FAAN, RN, Director Vallejo Rehab, Research Mentor; Peggy Kalowes, PhD, RN, CNS, FAHA, Research Consultant; Colette Jappy, DNP, RN, CNS, ACCNS-AG, Geriatric Clinical Nurse Specialist, Site Co-Investigator; Kathryn Kennedy, MSN, RN, PHN, RN-BC, NE-BC, Nursing Professional Development Director, Site Co-Investigator.

- Phase 1: Quantitative (Pre/Post Survey - Caring Science Series experiential learning course)
- Phase 2: Qualitative (Focus groups)

Study Aim 1: Evaluate effectiveness of providing an experiential education program based on Jean Watson's Human Caring Theory / 10 Caritas Processes and Belong at KP pre-compared to post- and repeated measures at 6 months.

Study Aim 2: Explore if and how participants applied the principles of Caring Science, HeartMath® and Equity, Inclusion, and Diversity into their professional and personal lives and the associated impact 1) at the end to the program and 2) 6 months post-program.

Study Aim 3: Identify if and how the survey results and interviews validate each of the respective results.



San Jose Medical Center

Message from Interim Chief Nurse Executive
Patricia (Pat) Forsberg, DNP, MBA, RN, NE-BC

As I review 2023, I continue to be amazed by the excellent care provided by our nurses. San Jose nurses working collaboratively in unit-designated councils have achieved success in quality and care experience initiatives. Our nurses have led impactful projects, improving nursing care. As a nursing team, we live our mission to provide exceptional care, every patient, every time.

I am proud to serve as the Chief Nurse Executive as we navigate the Magnet® designation journey. We applaud our nurses who have achieved certifications and advanced degrees, furthering their professional

development. Our DAISY recognition program has nominated more than 100 nursing staff for above-and-beyond care experiences. In 2023, we honored 10 extraordinary nurses and 2 nursing teams.

As we look forward to 2024, I am grateful for our nurses' engagement and passion for excellence.

Overview



- Kaiser Permanente San Jose is a 242-bed community hospital
- Service area extends to Santa Cruz and soon will expand to Monterey County
- San Jose employs 950 nurses; With a 4.7% turnover rate
- Nursing excellence achieved through:
 - Community outreach
 - Advanced nursing education
 - Magnet® Journey socialization
 - Nurse-led projects
 - DAISY recognition
- San Jose nurses are leading the way through education, engagement, and excitement

Transformational Leadership

Community Outreach

The 2023 Toys for Tots Campaign, led by Kyle Daniels, BSN, RN, achieved remarkable success. Kyle generously volunteers his time to oversee this vital community service project, organizing the distribution of donation boxes and conducting regular collections throughout the campaign. This year, the outreach of the campaign was extended to include KP outpatient clinics in Santa Cruz. In his spare time, Kyle delivered boxes and coordinated collections from these additional locations.

The goal was to collect 200 toys, marking a 100% increase from previous toy drives. Kyle fostered donation through friendly competition, promising a pizza party to the department donating the highest number of toys. Thanks to the remarkable generosity of our employees, we exceeded that goal, collecting 424 toys and raising \$3,004 dollars. The funds raised would buy additional toys to support families in need.

Kyle's leadership and commitment inspired widespread participation and exceeded expectations. This achievement underscores the transformative power of one person's determination and compassion in making a tangible difference in the lives of those in need.



Kyle Daniels, BSN, RN, with former Chief Nurse Executive Elaine Ware, DNP, RN CENP, CPHQ.

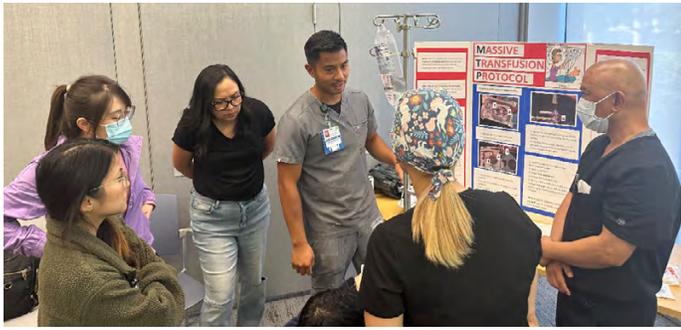
Road to Magnet®

The Patient Care Services and TPMG leadership teams organized "The Road to Magnet®," a leadership conference aimed at kick starting our Journey to Magnet® Designation. More than 80 leaders participated in the intensive eight-hour event, culminating in a symbolic commitment as they signed a banner pledging their dedication to the journey ahead.

Attendees left the conference with a comprehensive understanding of the historical significance and purpose of Magnet® Designation. They delved into the five essential components of the Magnet® Model, gained insights into our Professional Practice Model (PPM), and explored the principles of Professional Governance. Additionally, they gleaned invaluable insights from esteemed leaders from Kaiser Permanente Vallejo and City of Hope, offering firsthand accounts and strategic perspectives on their successful paths to Magnet® designation.

Structural Empowerment

Staff Nurses Empowered



ICU Nursing Skills Sessions were held on multiple dates in September, with 96% of ICU nurses attending. Organized and led by senior nurses in the ICU, the 4-hour skills review and competency verification sessions assisted ICU nurses in completing required yearly competencies as well as reviewing high acuity, low-opportunity skills such as care of the patient on Intra-Aortic Balloon Pump, Massive Transfusion Protocol, and Transvenous pacing. Content was delivered via lecture and hands-on simulation with skills stations set up throughout the room. This nurse-driven educational event was a huge success. Feedback revealed the nurses had an increase in their comfort, confidence, and knowledge of each of the topics presented. This skills fair was designed with the varying level of experience and skill of the caregivers in mind. The nurses were able to review skills and demonstrate how to integrate them into their practice. They left the session with knowledge of the latest tools and resources that will help them deliver safe and consistent care.

Certifications and Degrees achieved in 2023

Joshua Draves MOR Manager achieved his EMBA
Antavious Green Asst manager med surg completed his MSN
Cindy Mekis, CNS Perinatal care achieved her BC-Nursing Professional Development certification

KAISER PERMANENTE SAN JOSE MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

44% BSN prepared
as of Dec. 2023

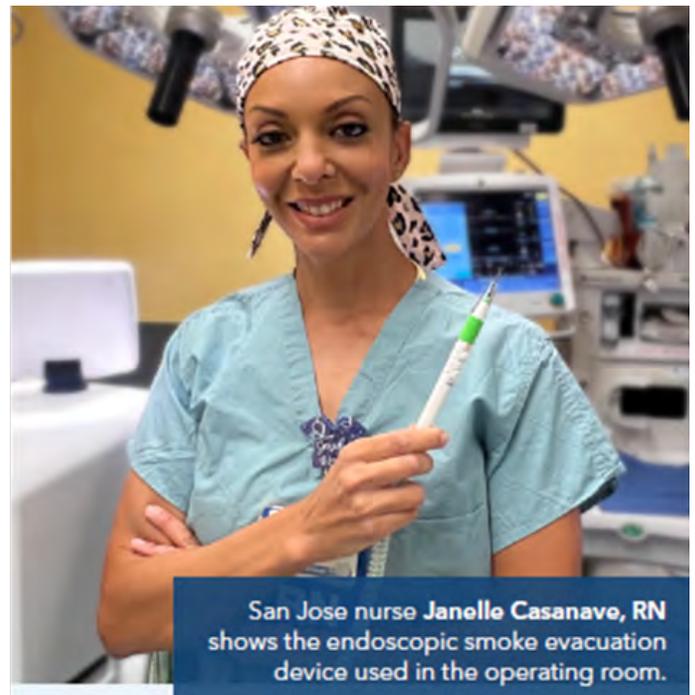
12% ANCC certified
as of Dec. 2023

Exemplary Professional Practice

Pioneering change for Workplace Safety

Janelle Casanave, RN, circulating nurse, is passionate about guarding the health and safety of surgical staff and patients. She raised her concerns on the hazards of surgical smoke to her managers, surgeons, and colleagues and advocated for a change of practice. Her work on safe elimination of smoke plume during surgical procedures has been successfully implemented in all 12 ORs at San Jose and has earned national recognition. The Association for Operating Room Nurses (AORN) awarded our OR the 2023 Excellence Award for Employee Safety.

Janelle also promotes the smoke-free movement through her involvement with Nurses Against Surgical Smoke as their West Coast Representative. She has been involved in developing and starring in a public service announcement and was invited to speak at a senate hearing at the California State Capital in Sacramento in favor of Bill 1007. This Bill which mandates the use of surgical smoke evacuation in operating rooms across the state was voted into law in 2023 and will go into effect January of 2026. Janelle sets a positive example on how nurses play a critical role as advocates in their organizations to ensure workplace safety issues such as surgical smoke are addressed.



San Jose nurse **Janelle Casanave, RN** shows the endoscopic smoke evacuation device used in the operating room.

MCH Bladder Management of Patients Receiving Magnesium Sulfate

In February 2023, the Labor & Delivery Unit Council (L&D UC) nurses identified two opportunities to improve outcomes involving bladder management and indwelling urinary catheters for their patients with epidurals (removing the catheter before beginning to push for delivery decreases risk for bladder injury) and for those receiving magnesium sulfate administration (decrease or eliminate indwelling catheter for those who can void to decrease risk of UTI). Over the next few months, they engaged in their research journey into evidence-based practices on these topics, bringing the information back to the Council for review, and creating the proposed Guideline drafts on each topic.

In August 2023, the OB Chief and Medical Director were invited to attend the L&D UC to review and discuss the new proposed Guidelines (which included MD order activity) and to provide any feedback or recommendations in finalizing the Guidelines. The Chief Nurse Midwife was also asked to review and provide feedback to the Guidelines. Over the next few weeks, the OB Chief presented the Guidelines to the OB Department providers (OB MDs and Midwives) during August and September Hospital and Department meetings; the L&D UC RNs created the RN and patient education pieces and began sharing with their peers, which also included presenting the information during the September MCH Staff Meetings. The new Bladder Management Guidelines successfully went live on October 2, 2023. This group of impassioned nurses are modeling the power of front line nurses engaging their peers to learn about and integrate EBPs into their practice and leading the way to improved patient outcomes.

Structural Empowerment

2023 DAISY Award Recipients

February DAISY Nurse

Alex Trinidad, RN
Med Surgical

April DAISY Nurse

Mardiore "Margie" Shumer
RN (Staff Nurse II), Med/Tele Unit 1

May DAISY Nurse

Felix Lux
Med Surgical

June DAISY Team

3rd Floor
Med Surgical

July DAISY Leader

Julie Bugarin, BSN, RN,
MCH

August DAISY Nurse

April Blanchard, BSN, RN
ICU

September DAISY Nurse

Jeff Lam
ED

October DAISY Nurse

Atousa Nainavaii
ED

November DAISY Nurse

Matu Bonzu
Med Surgical

November DAISY Team

4th Floor, Med Surgical

December DAISY Nurse

Tiyanna Shields
ED

December DAISY Nurse

Jincy Mathew
Med Surgical

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Barbara Vaughan

Foundations of Evidence-Based Practice Workshop

Cindy Mekis

Bernice Yale

Elizabeth Deguzman

Middle Management Institute – Assistant Nurse Managers

Elise Peralta

Tracey Monahan

Lori Mayer

Jennifer Kang

Hannah Fuller

New Knowledge, Innovation, and Improvements

RN Navigator

The Emergency Department at Kaiser Permanente San Jose, in conjunction with the ED Practice Council (EDPC), recently rolled out a process change in the triage area to help improve efficiency and decrease overall length of stay. This project focuses its efforts on triage efficiency and the implementation of a triage navigator nurse role. Triage efficiency is crucial to combating overcrowding of the emergency department. It allows resources to be more appropriately allocated and patients to be cared for in a more timely and efficient manner, while maintaining patient safety as a top priority. The EDPC team has focused their efforts on a process change in which a nurse is added to the triage area of the ED to focus primarily on the coordination of care for patients in the waiting room area, to ensure that patients waiting for rooms in the back of the ED get the care they need to progress in their care, such as lab work and radiology studies. After 5 months of implementation, the ED has seen an overall decrease in length of stay for all patients by more than 30 minutes, while maintaining excellent patient satisfaction.



Members of the EDPC: RNs Brittany Homen, Veronique Ortiz, Crystal Bustamonte (on the phone), Natalie Rubin, and Julie Wright.

Post-operative Discharge Instructions

Staff nurse-led improvement project focused on PACU Discharge education. Nurses provided printed discharge instructions at the time of discharge followed by next day follow up discharge phone calls. Results indicate improvement in likely to recommend and explaining discharge instructions metrics.





San Leandro Medical Center

Message from Chief Nurse Executive

Sharon B. Hampton, PhD, MSN, RN, NEA-BC,
WCSI Caritas Coach®

As I reflect on the events of 2023, it fills me with great pride and joy to share the accomplishments and highlights of Kaiser Permanente San Leandro. As a medical center, we achieved a Leap Frog "A" grading, recognized as one Newsweek Magazine's Best Maternity Hospitals 2023, and received the Gold Stroke Quality Achievement Award. In addition, we successfully completed a Joint Commission accreditation survey. All of this would not be possible without the evidence-based knowledge, caring heart practice, and top tier experience our nurses bring into their daily work at Kaiser Permanente San Leandro.

It is my honor to lead alongside these incredible nurses with my vision to provide a fair and just opportunity for health and health outcomes through the extraordinary nursing care of our diverse and inclusive workforce. Investing in our nursing workforce ensures that our patients get the best quality and compassionate care possible.

This was evident in our nurses being recognized regionally at the Extraordinary Nurse Awards, DAISY Nurse Awards, Certified Nurses Day and Nurses Week celebrations.

In fostering our culture of nursing excellence, we launched our IMPACT (Imagine Mindful People Achieving Change Together) Councils professional governance structure and #WeBelongRounds to ensure that our nurses at all levels have transparency and support in shared decision-making, professional development, recognition, and evidence-based practice.

Thank you to every member of our workforce at Kaiser Permanente San Leandro for providing the high quality, compassionate, and equitable care reserved for every patient, every time. I look forward to our continued achievements in 2024.

Transformational Leadership

Nurse Development Program: #WeBelongRounds



Kaiser Permanente San Leandro Nurses voiced in People Pulse and in interactions with leaders to have more opportunities to connect with their CNE and leadership. Thus, in alignment with the workplace belonging initiatives at Kaiser Permanente, we launched #WeBelongRounds as we all are one team here at Kaiser Permanente San Leandro.

Community Health

Nurse Residents are integral to the culture of our organization at Kaiser Permanente San Leandro. Our nurse residents had the opportunity to partner with Stanford University's School of Medicine Education Programs department to participate in an immersive learning experience called the Poverty Simulation. In an activity aimed to provide insight and develop empathy for our patients who experience poverty, our Kaiser Permanente San Leandro nurse residents along with Physician Assistant students simulated a day in a life experience of an individual experiencing poverty. The nurse residents shared the experience as "eye-opening, stressful, and understands the concerns of patients who do not have enough to get by."



Structural Empowerment

Professional Governance/IMPACT Councils Provide New Opportunities



In September of 2023, we launched our Professional Governance Structure named IMPACT (Imagine Mindful People Achieving Change Together) Councils that represents nursing across the disciplines. Our nurses now have layers of impact from the organization-wide level shared decision making to the unit level shared decision-making opportunities. Units from Adult Services, Maternal Child Health, Perioperative Services, and the Emergency Department are represented in this structure. The sentiment universally shared was that this is the only venue with the opportunity to connect with best practices outside of their own discipline and units.

DAISY Award recipients:



Celebrating Nurses Week 2023



Kaiser Permanente Extraordinary Nurse Award

Kaiser Permanente San Leandro Nurse Manager Honored as KP Extraordinary Nurse

Congratulations to GSAA's Vanessa Strieff, MSN, RN, CNL Nurse Manager of PACU at the Kaiser Permanente San Leandro Medical Center! She was honored as KFH Emerging Nurse Leader of the Year and is among the 32 recipients of the 2023 Kaiser Permanente Extraordinary Nurses Award!

"Vanessa is caring and compassionate and always takes extra time with her patients and staff, according to colleagues. As a certified clinical nurse leader, she explains the "why" to her team and her team leaders. Outside of her compassionate character, she is a force to be reckoned with when it comes to her operational knowledge and her ability to lead and create high-functioning teams. She can see the strength in low performers and can nurture their talents and redirect them in a positive way so that the entire team benefits."



Vanessa Strieff, MSN, RN, CNL, Nurse Manager, Post Anesthesia Care Unit, Ambulatory Surgery, Kaiser Permanente San Leandro Medical Center

Leapfrog Group Grade A

Kaiser Permanente San Leandro Medical Centers was honored with an "A" grade for spring 2023 by The Leapfrog Group in its biannual Hospital Safety Grades report. The Leapfrog Group assigned letter grades to nearly 3,000 hospitals throughout the U.S. Hospitals received grades based on approximately two dozen measures that analyze patient injuries, medical and medication errors and infections. This spring, more than 80% of Kaiser Permanente Northern California (17 of 21) hospitals received an "A" grade. In California overall, only 34% of the state's hospitals earned the top grade. Earning an "A" grade by The Leapfrog Group is extremely important because the grades are released as a free resource to help patients and their families make informed health care decisions. Learn more.

San Leandro Best Maternity Hospitals 2023

Our San Leandro Medical Center is among the top hospitals in the U.S. for providing parents and their babies with high-quality maternity care, according to *Newsweek* magazine's "Best Maternity Hospitals 2023" report. This is the fourth year our Northern California hospitals have been recognized for meeting rigorous standards for maternity care, including low elective early deliveries and for following important protocols to safely protect new parents and their babies.

Kaiser Permanente San Leandro Again Earn Gold Stroke Quality Achievement Awards

Kaiser Permanente San Leandro Medical Center has earned Stroke Gold Plus with Target: Honor Roll Elite Plus and Type 2 Diabetes Honor Roll for Get With The Guidelines – Quality Achievement Awards from the American Heart Association/American Stroke Association. This award recognized the commitment and success of our medical centers to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and reduced disability.

Certifications and Degrees

Nurses with new Degrees

Merissa Guinto, MNP (NP-Geriatric)
Chelsie Gho, MSN-NP (Oncology)
Sandi Kaur, MSN (CNL)
Glory Asuquo, DNP

2023 Nurses with new Certifications

Maria Weed, RNC MNN
Annie Comstock, IBCLC
Julie Huang, IBCLC
Molly Basilius, IBCLC
Stephanie Huey, CEIM
Maria Taburaza, CEIM
Gina Busgano, CEIM
Lala Elefante, CEIM
Heather Wynne, CEIM
Marcia Zhang, CEIM
Cassie MacDonald, CEIM
Ceclia Cunanan, CAPA, CPAN



Certified Nurses Day 2023

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Participants

Academy for Interdisciplinary Leadership

Elizabeth Dawodu

Foundations of Evidence-Based Practice Workshop

Michelle Oyarzo
Linda Daniel
Violeta Luna-Jones

Middle Management Institute – Assistant Nurse Managers

Dorthia Daudier
Kae Ling

Middle Management Institute – Nurse Managers

Vanessa Strieff

KAISER PERMANENTE SAN LEANDRO MEDICAL CENTER
**Percentages of Nurses with BSN+
Degrees and Certifications**

43% BSN
prepared
as of Dec. 2023

12% ANCC
certified
as of Dec. 2023

Exemplary Professional Practice

TJC – Nov 2023

Congratulations to the Kaiser Permanente San Leandro Medical Center on the completion of a successful Joint Commission accreditation survey!

All members of our Kaiser Permanente San Leandro team – every leader, manager, physician, and front-line staff member – can be enormously proud of the amazing results of the four-day triennial survey that concluded on Friday. Thank you Greater Southern Alameda Area team – you have all contributed to this outstanding outcome!

Code Blue Narrator and Workflow Improvement Project in ICU

The ICU team in collaboration with the ICU doctors worked on improving their code narrator, documentation, and practice implementation workflow for code blue events in the ICU.



New Knowledge, Innovation, and Improvements:

Light Bulb Moment in Kaiser Permanente San Leandro ICU: Procedural Optimization Project Revolutionizes Patient Care



Kaiser Permanente San Leandro ICU staff team up to improve procedure process “I wish I had a list of everything you needed so I didn’t have to keep going in

and out of the patient room.” What Kaiser Permanente San Leandro ICU nurse manager, Sandi Kaur, MSN, RN, said as a light joke to her physician colleague, Jasper Ip, MD, instead became a light bulb moment.

Now known to ICU care team members as the Procedural Optimization Project, communication has improved in preparation for procedures such as bronchoscopy, percutaneous tracheostomy, line placement, chest tube placement, and paracentesis because of Kaur’s informal comment. Each procedure has a workflow outlining specific details for the ordering physician such as a list of supplies and preferred patient positioning.

The order also includes a procedure time, which allows nurses to prep everything in advance. “Just like you would see in the operating room or interventional radiology, everything is in place in the room, and the patient is prepped and ready before the doctor arrives,” said Kaur.

“Efficient is the best way to describe it. Bedside and procedural nurses know what to expect and can plan their day accordingly, and similarly our physician partners can manage multiple procedures a day while balancing their clinical duties – and it’s all seamless for the patient,” added Kaur.

Additionally, the new process minimizes deviations in standard practice and improves patient care. “When procedures are done more efficiently, it’s less stress and discomfort to the patient,” added Lagmay.

Consistency of practice between providers improves safety as well as quality. To ensure all nurses are familiar with the new process, a special procedural optimization station is set up on skills day, so all nurses are familiar with the process, as well as receiving one-on-one education.



San Rafael Medical Center

Leadership Message from Chief Nurse Executive and COO, Denise Laws, DNP, RN

As we reflect on 2023, we have a lot to celebrate. Our team welcomed new nurses to the San Rafael team, bringing the vacancy rate from 30% down to 6%. Our NICHE (Nurses Improving Care for Healthsystem Elders) team had two cohorts of Geriatric Resource Nurses (GRN) complete their training, bringing our total to 35 GRNs. The Nursing Professional Development team implemented Geriatric Patient Care Associates (GPCA) training into skills days, which allowed for 54 patient care technicians to be trained. NICHE, an evidence-based model, is designed to optimize nursing practices to best support the unique needs of older adults.

In October, we had some transitions in our nurse leadership team with the retirement of Kim Colonnelli, Chief Nurse Executive/Chief Operating Officer (CNE/COO).

I am thrilled to be the new CNE/COO here at the Kaiser Permanente San Rafael Medical Center. I began my nursing career on the 4th floor as a per diem, new grad many years ago. Since then, I have had the pleasure to hold many different roles throughout Santa Rosa, San Rafael and San Francisco such as Assistant Nurse Manager, Nurse Manager, Director of Education and Informatics, Director of Coordination of Care, Continuum Administrator, Interim COO, and now San Rafael's CNE/COO. I feel I have come full circle back to my nursing roots here in Marin. I look forward to continuing to get to know the staff here and strive to lead nursing and operations with authenticity and intentionality.

Transformational Leadership

Extraordinary Nurse Award Winner

Tina Vitale-McDowell, MSN, RN, CPEN, PECC,
Emergency Department Director

Advancing Degrees

Ragie Mecenario, FNP, RN

Altagracia Rivas-Vargas, BSN, RN

Norberto Benitez, MSN, RN

Cyntia Boter-MSN, RN

Leanne Deegenars-DNP, RN, NEA-BC

Community Health

Huckleberry ACE (Access to College Equity) Academy is a transformative program that promotes college access and equity among first-generation, low-to-moderate-income youth of color in Marin County. This program empowers students to complete graduation and exposes them to career opportunities post-secondary education. Kaiser Permanente San Rafael hosted a panel about health careers for students of Marin County.



Panelists from left to right: Restie Crisologo, Steven Paroli, Edward Green, and Denise Laws, DNP, RN.

Medical Mission in the Philippines

Vanessa Ching, BSN, RN, Staff Nurse IV, Operating Room, and Sal Iaquinta, MD joined the Bay Area Surgical Mission (BASM) in 2023 to provide head and neck surgical procedures in the Philippines. For more than 15 years, BASM has served communities in a remote province in Camarines Norte providing over 2,500 surgeries. This community has no access to modern medical services of any kind and many of the people who receive care travel from remote island areas to access health care from BASM.



Pictured: Vanessa Ching, BSN, RN, RN IV, Operating Room, and Sal Iaquinta, MD, HNS Surgeon

Structural Empowerment

The Kaiser Permanente San Rafael Medical Center provided the opportunity for 6 of our nurses to attend the ANCC Magnet® Conference in Chicago to learn more about professional governance, evidence-based practice, and research. It was a wonderful opportunity to network with approximately 14,000 peers, join many learning sessions, and watch fellow Kaiser Permanente Vallejo Medical Center team cross the stage with their first Magnet® designation. The team came back energized and ready to implement and share their learnings from the conference.



Photo includes Indie Mari, BSN, RN PACU RN III; Cyntia Boter, MSN, RN, Clinical Nurse Manager; Toby Marsh, MSN, RN, NEA-BC, FACHE, NCAL Regional CNE and VP, Clinical Integration; Leanne Deegenars, DNP, RN, NEA-BC, Clinical Adult Nursing Director; Cornelia Coleman, MSN, RN, Assistant Nurse Manager; Angelica Rincon, MSN, RN, CNOR, NEA-BC, Magnet Program Director; Eunice Ower, BSN, RN, CNOR, OR RN III.

KP NCAL Nurse Leader Mentoring Program

Leanne Deegenars, Clinical Adult Services Nursing Director was mentored by Kim Colonnelli, former Kaiser Permanente San Rafael Medical Center CNE/COO.

The Nurse Leader Mentoring Program offers an opportunity to grow and develop as a nurse leader, provide further professional development skills, and improve confidence as a nurse leader at all levels within the organization. This is a wonderful way of creating meaningful and lasting relationships, building confidence, and engaging with other passionate nurses. The mentor/mentee infrastructure renews your personal mission to care for others and is an evidence-based best practice to increase nurse leader retention and job satisfaction.

DAISY Award Recipients

Bob Funk, RN
Anisha Judice, RN
Sheila Felix, RN

PETAL Award Recipient

Adam Bikszer, unit assistant

Certifications

Sara Stein, BSN, RN CMSRN
Junelle Gelasio Bonifacio, BSN, RN, CMSRN
Greta Mund, BSN, RN, MSCRN
Leanne Deegenars, DNP, RN, NEA-BC

Clinical Nurse Ladder

Staff Nurse III

James Fair, RN – renewal
Marvi Padillo, RN
Shirley Hasson, BSN, RN, PHN
Dorothy Ascher, RN
Clair Perryman, RN
Indie Mari, BSN, RN
Eunice Ower, BSN, RN, CNOR
Erin Flynn, RN
Dionne Truong, RN

Staff Nurse IV

Jane Yildiz, BSN, RN – renewal
Lottete Campos, RN
Guy Vigier, RN – renewal
Scott Hanson, BSN, RN
Vida Cheng, BSN, RN
Tara Nunez-Walker, RN
Sarah Brown, RN
Sheri Berniklau, BSN, RN, CAPA
Steven Gutierrez, RN
Jeanne Grant, RN

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Participants

Foundations of Evidence-Based Practice Workshop

Ben Scribner

Soul Snacks LIVE!



Soul Snacks LIVE is a 15-minute mini retreat offered to our San Rafael employees. The purpose is to help our colleagues learn quick and easy ways to nourish the mind, body, and spirit with self-care strategies. Each session is hosted by a peer colleague

willing to share self-care techniques they use to help them get through a tough day. Patient Care Coordinator, Sarah Montague, RN has led Soul Snack Live sessions with topics such as “Creative Coping Using Quick Guided Meditation” and “Calm at Your Fingertips: using the CALM App”.

Above: Sarah Montague, BSN, RN, Patient Care Coordinator III

Nurse Residency Program

In 2023, SRF hosted 12 new graduate nurses divided into 3 cohorts. All these nurses did their residency on medical/surgical and telemetry units. The program consisted of a comprehensive evidence-based clinical orientation in addition to a 12-month transition-to-practice supported by Vizient’s nationally recognized curriculum. At the end of the program, these nurses were eligible to be hired by the facility where they completed their residency. Kaiser Permanente San Rafael has hired all nurses from the 3 cohorts.

Kaiser Permanente San Rafael also participated in an ICU specialty fellowship program, guided by the Kaiser Permanente Nurse Scholars Academy. Two telemetry nurses were able to transition into ICU nursing roles. Gopika Ganesh, MSN, RN, CNS, ACCNS-AG, critical care clinical nurse specialist facilitated the education of these nurses in collaboration with Kaiser Permanente San Francisco and Northern California Region.

KAISER PERMANENTE SAN RAFAEL MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

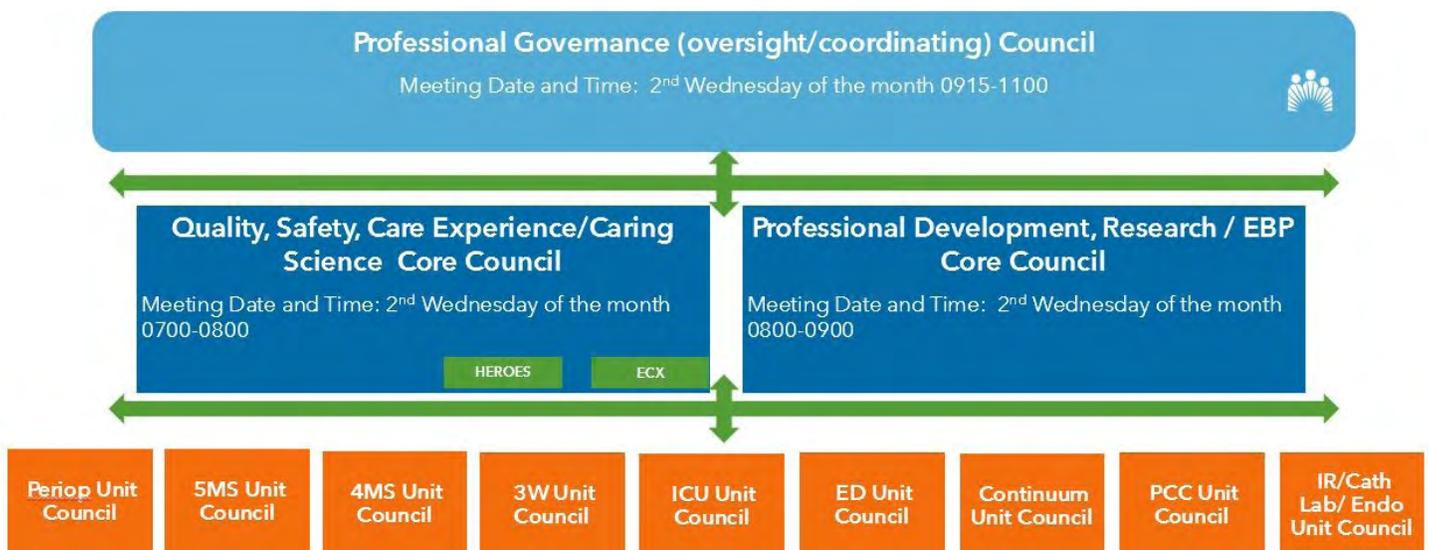
71% BSN prepared
as of Dec. 2023

14% ANCC certified
as of Dec. 2023

For nursing staff to become preceptors in the Residency and Specialty Training Programs, they had to complete the American Association of Critical Care Nurses (AACN) Preceptor Challenge education modules on HealthStream as well as attend either virtually or in-person, 4-hour regional or local class. In these sessions, the expected preceptors participate in role-playing and simulation activities with minimal lecture time. This two-step process prepares nursing staff for their new roles as preceptors. We also offer refresher days throughout the year for all preceptors.

Professional Governance

In October of 2023, we welcomed Angelica Rincon, MSN, RN, CNOR, NEA-BC, Magnet Program Director to our Kaiser Permanente San Rafael team. Together, our team has re-structured and successfully launched our Professional Governance Councils. It has been wonderful to see the enthusiasm and renewed energy amongst our nursing teams during our council days, unit councils, committees, and work groups. At the core of Professional Governance, we have a shared decision-making model, which allows for those closest to the work to be engaged in identifying evidence-based solutions, implementation, and sustaining improved outcomes in quality, safety, and care experience.



Exemplary Professional Practice

Avoidable Days for SNF Delays in Non-KP Medical Centers

Outside Utilization Resource Services (OURS) telephonically manages and works towards discharge or repatriation of Kaiser Permanente (KP) members at non-KP medical centers or community-based care. The San Rafael team identified an opportunity to proactively partner with non KP medical centers in our community. In April 2023, Bernie Brown, BSN, RN, SNF case manager implemented a pilot program and began partnering with OURS and non-KP medical centers. Bernie is the only liaison that is patient and family-facing in our non-plan hospitals. In September, Bernie expanded her role to another non-KP medical center in Marin County and other community-based care facilities. This pilot program reduced avoidable days and resulted in a cost savings of \$2,181,530 in 2023.



Bernie Brown, BSN, RN, SNF Case Manager and Liaison to non-KP medical centers.

C.DIFF

Gina Passamani, BSN, RN, CIC, Infection Prevention Manager; Sharon Millerick, RN, ICU and 3W manager; Cyntia Boter, RN, Med/Surg Manager, Guy Vigier, RN, BSN, ICU RN, Maya Rosenzweig, BSN, RN ICU staff nurse IV, Stephen Boyd, BSN, RN staff nurse, Erica Mello, BSN, RN, staff nurse IV.

In 2022, the Clostridium difficile (C.diff) standard infection ratio (SIR) was above the Kaiser Permanente target at 1.18 SIR. A multidisciplinary team created a quality improvement project with the goal of reducing the incidence of hospital onset of C.diff infection or Hospital-Onset Clostridium difficile Infection (HO-CDI) positive results after three days of admission on inpatient units from 1.18 to < 0.98 SIR by December 31, 2023. Strong collaboration between physicians, nursing, lab, and leadership partnered to create standard work for C.diff prevention. Clinical nurses participated in the Hospital Acquired Infection Prevention committee, which ensured that those closest to the work were involved in the improvement process. The team identified a barrier because the nurse-to-physician notification of the first liquid stool was inconsistent. The team determined a protocol to improve communication and resource tools that are laminated and kept in the isolation cart as a reference. The team also implemented a two-person check on specimens being sent to the lab to ensure the process was completed timely and appropriately. Sustainability is maintained via a regular cadence of data review and tracking process of the implemented action plans. The goal was successfully met with an end-of-year result of 0.63 SIR.

New Knowledge, Innovation, and Improvements

Home Care Workplace Violence Prevention

The Home Care Workplace Violence Prevention team includes:

Erin Brown, DPT, Director of Home Health; Gayatri Shah; Collen Keller; Quality Liaisons: Janet Kinney, RN III, Shikha Lal-Jenson, RN III, and Area Training Manager Ja'na J. Jenkins

According to the Bureau of Labor Statistics, homecare workers reported the following experiences during the past year:

- Verbal aggression was experienced by 50.3% of homecare workers
- Workplace aggression was experienced by 26.9% of homecare workers
- Workplace violence was experienced by 25.7% of homecare workers
- Sexual harassment was experienced by 25.7% of homecare workers
- Sexual aggression was experienced by 12.8% of homecare workers

It was identified that we did not have a workplace violence prevention training program that specifically met the unique needs of health care workers caring for patients in their homes. Per the National Institute for Occupational Safety and Health (NIOSH), homecare workers can be vulnerable due to their environment. They can potentially experience unprotected and unpredictable environments at each home care session upon entry into a patient's home or community. A multidisciplinary team comprised of security, quality liaison nurse, and home health leaders partnered together to create a workgroup. This workgroup created a Home Care Workplace Violence Prevention program, which has been launched across the Kaiser Permanente Northern California Region. The program promotes a safe work environment with the goal of eliminating workplace injuries.





Santa Clara Medical Center

Message from Chief Nurse Executive
Stacy Alves, DNP, MS, RN, NEA-BC

Looking back at 2023, I feel immense pride in our remarkable accomplishments. Our nurses have been instrumental in countless successes, and their tireless efforts continue to significantly impact the lives of patients and the communities we serve.

Kaiser Permanente Santa Clara Medical Center has received numerous accolades for its exceptional health care services in 2023. We have been recognized as one of Healthgrades America's 50 Best Hospitals in 2023, 2022, and 2021, and America's 50 Best Cardiac Surgery, #1 In California, in 2024 we have also been recognized as one of America's 100 Best Cardiac Care in 2023 and received the Surgical Care Excellence Award in 2023 and 2022.

We were also honored with The Leapfrog Group Top Teaching Hospitals award in 2023, an elite and highly competitive recognition for hospitals. Only 132 hospitals nationwide, or just 6%, receive this honor.

Additionally, we have received eleven consecutive Leapfrog Safety Grade A ratings, a testament to the commitment of our team members to providing safe and high-quality health care services.

Our next step is to achieve Magnet Designation, which acknowledges the teamwork, integrity, commitment, professionalism, and extraordinary nursing care Santa Clara nurses and interprofessional colleagues provide to every patient, every time.

I am proud of our accomplishments and look forward to our continued success in 2024.



Transformational Leadership

Reading to Our Tiniest Members

Santa Clara neonatal intensive care unit (NICU) nurses have taken their extraordinary nursing care above and beyond by reading to babies under their care to help benefit brain growth and development.

Santa Clara Chief Nurse Executive Stacy Alves, DNP, RN, NEA-BC, describes the NICU team as shining examples of what makes Kaiser Permanente so great. "They have taken the empirical evidence around developmental needs of pre-term babies in the intensive care setting, integrated that with our nursing theory of Caring Science to create a reading program that meets the holistic needs of our babies and their families."

Reading to the babies has received praise from parents with one of a baby born at 23-weeks sharing, "I loved the reading program. It was great for bonding, and it was a great tool to build familiarity of my voice for my daughter. We continue to read to her."



KP Santa Clara team member reading to a NICU baby.

The year-round reading initiative also inspired the Santa Clara NICU team to participate in, and win, the annual Babies with Books read-a-thon, a friendly competition among 190 NICUs from around the world. During the 7 days of competition, Santa Clara NICU nurses, leaders, and parents recorded 1,151 reading sessions which was the equivalent of each baby in the NICU being read to 12 to 13 times per day.

"Reading promotes wellness for the neonates, the parents, and the nurses themselves," added Alves. "Our professional registered nurses provide the

extraordinary care on a daily basis, and the read-a-thon helps bring awareness to the highly specialized needs of this patient population and a celebration of the harrowing journeys of these babies and families."

The Santa Clara team presented their reading program at the National Association of Neonatal Nurse conference to spread this best practice beyond the walls of our organization, and their participation in the read-a-thon has been featured on the local news.

"I could not be prouder of this team, and how they are advancing the care delivery for this vulnerable and precious patient population," added Alves.

Publications/Presentations/Awards

- Stanford Healthcare Con Viewers' Choice Award for Poster Presentation: Supporting brain development of NICU babies through reading. Rachel Paminiano, BSN, RN, RNC-NC, Salvacion Romero BSN, RN, SN IV, Ying Chun Chen, MSN, RN, RNC-NIC SN IV, Susan McKenna DNP, RN, CPNPm CCRC-NIC
- Cox, B., Ricossa, K. A., & Vergara, J. G. (2023). The Ethical Concerns and Dilemma in Caring for the Aging Loved Ones. *Clinical Nurse Specialist*, 37(4), 156-159. Access Article
- What you need to know: Creating a healthy workforce by supporting self-care for nurse managers. Poster Presentation Association of California Nurse Leaders Annual Conference. Presented by Dr Katherine Ricossa PhD, RN February 2024.

Structural Empowerment

Kaiser Permanente Santa Clara Medical Center Awarded Lotus Recognition

Santa Clara Medical Center's Caritas in Action Council became the world's third, and Kaiser Permanente's first ever recipient of the Lotus Recognition™ awarded by the Watson Caring Science Institute (WCSI) in May 2023. The Lotus Recognition program honors organizations that embody the values and philosophy of Watson's human caring theory and demonstrate a caring-healing culture for patients, team members, and communities.

The Santa Clara Caritas in Action Council has been active for over 10 years. This dedicated team of nurses aims to promote Caring Science in the different nursing units by providing opportunities for clinical nurses to engage in self-care and caring acts for others. They utilize the 10 Caritas Processes® as a framework for their projects and activities.

One of the activities highlighted in the council's application was the annual Elf on The Shelf holiday challenge. In this challenge participating departments submit photos of holiday elves carrying out the Caritas Processes in the day-to-day activities. "It was inspiring to see how each department highlighted the Caritas Processes from their personal interpretation, experiences, and practices. This activity unveiled new opportunities to implement the Caritas Processes in daily patient care and reminded staff about the sanctity of their service to patients," said Eric Williams, Senior Vice President, and Area Manager for Kaiser Permanente Santa Clara.

KAISER PERMANENTE SANTA CLARA MEDICAL CENTER

Percentages of Nurses with BSN+ Degrees and Certifications

43% BSN prepared
as of Dec. 2023

13% ANCC certified
as of Dec. 2023

DAISY Award Recipients

Amardeep Sohal, RN
Intensive Care Unit

Bichthuy Nguyen, RN
Acute Care Obstetrics

Gina "Genesis" Daoara, RN
Pre-Post Anesthesia Recovery Unit

Candace Zobenica, RN
Cardiovascular Intensive Care Unit

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Participants

Academy for Interdisciplinary Leadership

Shelly Reynolds

Foundations of Evidence-Based Practice Workshop

Liberty Hilario

Drazenka Hayes

Yvette Dobson

Julianna Kim

Aiping Ji

Azra Kelecija

Jennifer Leigh Mora (Padilla)

Tai-Dan Tong

Middle Management Institute – Assistant Nurse Managers

Bonnie Perez

Ana Clarissa McInerney

Chloe Young

Leslie Bigler

Tiffany Cardona

Middle Management Institute – Nurse Managers

Shermyn Thein

Yvonne Agupugo

Sarah Sarvi

Jennifer Leigh Mora (Padilla)

Exemplary Professional Practice

Nurse-Led Team Leverages A3 Methodology to Reduce Hospital-Acquired C-Diff Infections

Hospital-acquired clostridium-difficile infections (CDIs) are usually preventable and impact the patient care experience, quality of care, and cost, and lead to negative quality outcomes. The estimated cost of C-diff is \$4,157-\$32,394 (AHRQ, 2017). In performance year 2022, SCL had 43 hospital-acquired clostridium-difficile infections (CDI), a 38% increase from the prior year. To decrease the rate of hospital acquired CDI in 2023 and reach the performance goal of 0.68 SIR, the facility would need to have 38 or fewer cases. To reduce the infection rates, an interprofessional team led by a nurse manager and a quality nurse consultant was commissioned to establish an A3 for CDI reduction.

The CDI Reduction team consisted of bedside nurses, physician champions, and ancillary staff who regularly participate in the facility's Quality Improvement for Clinical Excellence (QICE) committee. The team conducted Gemba walks, stakeholder interviews, and data review and found that 54% of CDIs were due to inappropriate testing practices resulting in overdiagnosis and 46% of CDIs were true infections with likely environmental transmission.

The inappropriate laboratory tests were due to variations in: ordering practice, interpretation of stool characteristics, and specimen testing technique. To reduce these variations, the team developed a C-diff testing kit with a C-diff checklist that included the Bristol stool chart with illustrations to ensure our frontline RNs were only sending samples with the correct stool characteristics. The team also created a delineation cleaning list for high use equipment based on stakeholder feedback that there was variation in cleaning of shared equipment. The interventions were piloted in the two departments with the highest rates of hospital acquired CDI, the Intensive Care Units (ICU) and the Cardiovascular Intensive Care Unit (CVICU) and then spread across all inpatient departments. In performance year 2023, the facility decreased hospital onset CDI from 43 to 31, 30% decrease and outperformed the performance goal for the year.

Cardiothoracic Telemetry Dept 220 Outperforms National Benchmarks for Care Experience.

Delivering high quality care is an integral part of nursing. The goal is to create an environment of trust which allows for open communication and care plan adherence; thereby preventing complications and promoting wellness. A patient's perspective of care, in contrast, is centered around their experiences interacting with the care team rather than on their clinical progress.

Evidence shows a positive correlation between patient's reported experience and patient safety as well as clinical quality (Doyle et al., 2013). Knowing the impact of care team interactions and its effect on the patient satisfaction drove multiple initiatives on department 220a Cardiothoracic Tele department. Some of the key initiatives that department 220 has incorporated are: Nurse Knowledge Exchange plus (NKE+), My Hospital Stay Booklet, Quiet at Night Kits, Care Boards, Discharge Pathway Boards, Multidisciplinary rounds, leveraging technology in the form of admission and discharge videos, and focus on communication.

After initiating these measures, 220 soon outperformed national benchmarks in patient Experience. The department achieved scores the 88th percentile in NRC scores for Likely to Recommend hospital from our discharged patient surveys.

The measures the department implemented to excel in Care Experience are:

NKE+

Nurse Knowledge Exchange, promotes patient involvement, establishes rapport and reduces a patient's anxiety over who is providing care for them (Baldwin et al., 2019). On 220, the practice extends to ensuring that the patient's feel involved in the handoff process.

MY HOSPITAL VISIT FOLDER

This welcome folder is especially helpful for our multiple members and families who travel long distance to visit our medical center. The folder provides helpful resources i.e. nearby hotels, restaurants, a map of the campus and frequently asked information at the members fingertips.

QUIET AT NIGHT KITS

A package that includes ear plugs, eye masks for sleep, Sudoku kit, and a "quiet, do not disturb" door hanger. This packet was to promote restful sleep which would aide in healing.

CARE BOARDS

Specific care boards to create an environment of individualized care. This includes information on "getting to know" the patient i.e., more information to humanize them. Other care board data included items related to the stay: nurse name, doctor name, and other care related items.

PATIENT CENTRIC DISCHARGE PATHWAY BOARDS

The unit provides a vast array of cardiothoracic services. As each population has specific requirements, the department nurses created discharge specific boards. These boards help patients understand their pathway to discharge and what milestones need to be reached prior. These boards ensure consistency in care as it is a road map from admission to discharge.

COMMUNICATION

Staff were trained to focus on cultural sensitivity and patient preferences. Narrating the Care (bedside handoff from nurses from both shifts and patients), AIDET (acknowledge, introduce, duration, explanation and thank you), this facilitates communication. Practice using Key words at Key Times and Teach Back with a focus on Medication Side Effects. A commonly used medications form was created and posted in the rooms and included with the My Hospital Stay booklet discharge tab for their reference and education.

MULTI-DISCIPLINARY ROUNDS

Patients and family are encouraged to participate in daily multi-disciplinary rounds which include the primary nurse, pharmacist, physical therapist, cardiac surgeon(s), cardiac service hospitalist, patient care coordinator, and the social worker. Rounds provide everyone involved in the patient's care with updated and accurate information which allows for seamless transitions.

New Knowledge, Innovation, and Improvements

What you need to know: supporting self-care for nurse managers

PURPOSE

The purpose of this research study was to engage Nurse Managers to participate in a quantitative study that has been psychometrically evaluated to determine if a relationship exists between self-care and the practice of loving kindness.

BACKGROUND

Nurses may not be prepared to move into the role of Nurse Manager: due to not understanding the full scope of the work, nurse incivility, and hierarchal relations not developed which leads to job dissatisfaction and turnover.

SIGNIFICANCE

There continues to be a gap in the literature. No studies were available on self-care behaviors for Nurse Managers. This study may inform nurse managers and senior leaders how to better support and provide self-care. Explicit self-care practices that can impact turnover and improve job satisfaction.

METHODS

Research Design: Descriptive and Quantitative.

Sample: This convenience sample consisted of 23 Nurse Managers who are members from a large Nurse Leader Organization in 2021.

Instruments: Collection of Demographic Personal and Professional Information (10 items), and Watson's Caritas Self-Rating Score (5 items) and Watson Caritas Leader Score (5 items). Twenty items were surveyed.

Data Collection Procedures: IRB approval was obtained. Recruitment was performed using the databases from the Nurse Leader Organization. Willing volunteer participants responded with giving informed consent and responded to the questionnaire via survey monkey.

Analytic Approach: Data was analyzed using the statistical measurement called Linear Regression. There will be a comparison between demographics to both surveys. Statistical Package for the Social Sciences version 24 (SPSS; IBM, Armonk, NY) and Healthcare Environment Data and Survey Software (HENDSS) was used. Statistical analysis was performed with data being securely stored and subjects were not exposed. Data was stored on this student researcher's computer and was backed up on an external drive which is password protected.

Conclusions and Implications for Practice

Conclusion: This study was considered a pilot due to the small sample size. Findings indicated that advanced degrees in nursing (masters' or doctorate) remained the most single predictor of caring for self throughout the study. A supervisor (caring leader) was correlated to the Nurse Managers ability for caring for self.

Implications for Practice: The Implications for Practice support the importance of providing opportunities

for nurses to advance their education either providing time for the Nurse Manager to go back to school or providing full or partial. Advance education may provide different opportunities of employment which promotes greater opportunity for self-care. The most important variable of providing self-care comes in the form of a caring Nurse Leader or Supervisor. If the Caring Nurse Leader demonstrates care for their Nurse Managers, nurse Managers will follow suite and care for self. Other benefits of supporting Nurse Managers' self-care may include improving emotional well-being and creating a positive work environment which could lead to resilience and improved retention.



Leveraging artificial intelligence (AI) to optimize discharge planning workflow

BACKGROUND

Hospital leadership recognized that our care teams lack visibility into barriers to patient throughput in an easy access format. Clinicians and leaders were spending precious time combing through individual medical records to coordinate each patient's care needs to progress to the next level of care. Escalation to any barriers was person-dependent and there was variation in practice. To improve the effectiveness of discharge planning the medical center has implemented Qventus AI technology. Qventus provides a machine-learning based solution that leverages electronic health record (EHR) data, behavioral and data science to inform and automate effective discharge planning - thus increasing patient throughput and flow while balancing quality, patient satisfaction, and readmissions to reduce Length of Stay (LOS), create bed capacity and increase patient access.

Qventus AI models help establish a discharge plan early in the patient's stay by assessing hundreds of unique features to predict patient specific EDDs (Estimated Date Of Discharge) and Discharge Dispositions. Qventus algorithms proactively identify

and auto-populate potential barriers to discharge and, automatically orchestrate barrier resolution by prioritizing ancillary services across the house and prompting care team members to initiate early action on logistical barriers.



DEPLOYMENT

The solution went live in April 2023 after several months of preparation which included current state assessments, multiple design sessions and training for all stakeholders. Multidisciplinary Rounds (MDR) were redesigned to incorporate Qventus as part of daily rounds – performed by PCCs and Hospitalists with nursing engaged on imminent discharges. Qventus dashboards and tools are also utilized in hospital throughput and capacity meetings, as well as recurring Utilization Management Meetings. Multidisciplinary Leadership at the local and regional levels provided ongoing support, guidance and adjustments as needed.

The goal for the proof-of-concept trial period was to reduce LOS and Excess Days for eligible patients. LOS and Average Excess Days were reduced from a baseline of 5.72 and 1.51 respectively in March 2023 down to an LOS 5.36 and Average Excess Days of 1.17 for September 2023.

IMPLICATION FOR PRACTICE

Integrating the Qventus system has the potential to improve team communication, enhance the discharge planning process, and smooth throughput across the organization. There is ongoing work to increase user acceptance and further embed the resources available into daily standard work for our teams.



Santa Rosa Medical Center

Message from Chief Nurse Executive and COO
Vicky Locey, DNP, MBA, RN, NEA-BC

In my reflection of 2023, I wanted to start by sharing the nursing philosophy that I wrote after a few short years in the role of Chief Nursing Executive.

"I see a hospital where our nurses thrive, and our patients receive excellent quality and holistic care. We are nurses that remember one of the greatest honors is the ability to care for another human being. We have a strong sense of purpose and accomplishment. We practice an authentic presence and value emotional and spiritual well-being. Our patients and their families describe us as good listeners, teachers, and those they can trust to keep them comfortable and safe. Our patients tell us they can count on nursing to fulfill the promise of quality and integrity. We hold our patients in the center of our hands."

After 18 years in this role, my philosophy has not wavered. You continue to bring this philosophy to life every day. I am in awe of your professionalism, compassion, and commitment to quality nursing care, which continues to inspire me.

This year's report is a demonstration of the impact nursing has on our overall outcomes. In 2023, we were awarded the Leapfrog top score of "A" for Hospital Safety Grades, making us one of the safest hospitals in the U.S. We were also voted one of America's Best Maternity Hospitals by Newsweek. Not only is Kaiser Permanente Santa Rosa the only nationally recognized maternity hospital in Sonoma County, fun fact, we delivered the most babies too—over 2,000 babies in 2023!

As I promised last year, I remain fully committed to recruitment efforts to ensure sustainability of our nursing program. Last year, KFH hired 197 nurses at Kaiser Permanente Santa Rosa and we continued to support our transition of practice programs by hiring 12 nursing residents; training six nurses for L&D/MCH; and two nurses in GI/PICC. The national vacancy rate for nurses is 15.7% while our Santa Rosa Medical Center is at 2.5%, a statistic to be proud of.

Our DAISY recognition program remains strong with touching stories of nurses making a difference. Eight nurses were given the DAISY award in 2023 for exceptional service. Our inaugural 2023 Nursing Leader DAISY award was given to one of our incredible nursing leaders, Christina Sanford. Santa Rosa enjoyed a breakfast with the founders of the DAISY program, Mark and Bonnie Barnes who enjoyed meeting some of our nursing leaders and staff and hearing many of our wonderful stories. Kaiser Permanente Santa Rosa was the first Northern California Kaiser Permanente Medical Center to bring the DAISY recognition program to their nurses. Carol Larson, former Director of Nursing Practice for TPMG and I partnered so all nurses throughout the medical center had an opportunity to be recognized on a larger scale for their hard work and dedication.



Our commitment to evidence-based practice and nursing research remains strong. Looking through the lens of quality and safety, we accomplished a great deal in the past year:

- Kaiser Permanente Santa Rosa was chosen as the pilot site for the Region for Safe Patient Handoff (Med/Surg).
- RNs developed a business case for hospital-wide use of ICU MRI-safe IV Pump Space Station to support safety.
- 27 “helping hands” nurses trained to provide advanced wound care support.
- MCH had a relaunch of the Team STEPPS program.
- We were successful in the implementation of Donor Breast Milk in IMN and Postpartum.
- We completed the KP CARES Nursing research study with international dissemination at the 44th Annual International Association for Human Caring Conference.
- KP Prosper study was completed and disseminated at the National Sigma International Honor Society of Nursing Conference.

I am an active member of Kaiser Permanente Santa Rosa’s Community Health Investment Committee which selects the health need priorities for our service area and guides the grant funding decisions to address key issues such as access to care and coverage, mental and behavioral health, housing and homelessness, and educational attainment. I am proud of the investments Kaiser Permanente Santa Rosa has made in our local community to close equity gaps. To learn more about this work visit our 2023 Kaiser Permanente Santa Rosa Community Health Grants Report.

Finally, my personal highlight was our progression on our Magnet journey. Attending the Magnet Conference with 20 of our staff nurses was a powerful and unifying experience, followed by submitting our Magnet documents on November 30, 2023, and then hosting a Winter pop-up to celebrate the culmination of this milestone are just a few of the highlights. I continued to be inspired by stories demonstrating our nursing culture of caring, professionalism, and skill development.

Thank you for bringing your expertise and compassion while providing exceptional care to our patients every day. And as always, thank you for holding our patients in the center of your hands. It is an honor to be part of this nursing team.

Transformational Leadership

2023 was a year of leadership transition at Kaiser Permanente Santa Rosa (KP SRO). Rebecca Taylor-Ford, DNP, RN, NE-BC assumed the new role of Associate Chief Nurse Executive and has excelled in strategic leadership while representing nursing. Megan O’Huerta, MSN, RN, PHN was promoted to the Nursing Operations Director position where she provides oversight to systems creating an environment conducive to exceptional patient care. Christina Sanford, DNP, RN, NEA-BC retired after 30+ years of dedicated service as a transformational nurse leader. Prior to her departure she mentored Amy Garcia, MSML, BSN, RN who has assumed the role of Nursing Director of Adult Services and has led with innovation, compassion, and strength. Maternal Child Health also welcomed interim director Nate Smith BSN, RN, CNN, who brings a wealth of knowledge and experience in adult medicine and culture development. Lastly, the Magnet Program Director role was assumed by Gigi Gaytan, MSN, RN, CNL, who is collaborating with leadership and front-line nurses to further move KP SRO towards the goal of attaining Magnet Designation.

Magnet Journey



Twenty-five nurses represented KP SRO at the 2023 Magnet Conference in Chicago. It was inspirational to learn about the Magnet recognition

program and evidence-based work being done at Magnet® Designated organizations.

Upon return from the conference, the Magnet® Ambassador Committee was launched with the shared goal of elevating KP SRO to the prestigious honor of becoming a Magnet® designated organization.

The committee has now grown to 45 members. KP SRO reached an exciting milestone on the Magnet journey with application submission in late November. The application was an opportunity to capture how the nurses at KP SRO exemplify nursing excellence. This submittal was a testament to the hard work of the entire nursing team. Preparations are now underway for the next phase of the Magnet journey.

Nursing-driven Hospital Accolades

Kaiser Permanente Santa Rosa is recognized for providing high-quality and culturally responsive care, and for our commitment to workforce diversity and inclusion. Individual leaders, physicians, and the clinical team also garnered numerous awards for volunteerism, professional achievements, and community service.

- Cancer Accreditation; Commission on Cancer
- Hospital Safety Grade A: Fall/Spring; Leapfrog
- Three-year Hospital Accreditation Stroke Center Accreditation; Joint Commission
- Best Maternity Hospital; Newsweek
- Best Cancer Care, Best Obstetrics, Best Mammogram; Women’s Choice Awards
- High Performing Hospital: Heart Failure, Hip Replacement & Pneumonia; U.S. News & World Report
- Best Hospital, Best Place to Work Sonoma County; Press Democrat
- Heart of Sonoma County Corporate Citizen Award; Center for Volunteer & Nonprofit Leadership
- Best Local Hospital, Best Telehealth; Bohemian
- Best Health Care; NorthBay Biz Readers Survey
- Get With the Guidelines Heart Failure Gold Plus and Stroke Gold Plus, Target: Stroke Honor Roll Elite, Target: Diabetes Honor Roll Elite; American Heart Association

Nurse Development Programs

KP SRO was the sole facility selected in the NCAL region to pilot a nursing Peer Feedback and Self-Appraisal process. The nursing-led Magnet Ambassador team reviewed the educational materials and developed an implementation program for the clinical nursing team. The Ambassadors established a dual-method education process, beginning with presentations at professional governance and staff meetings. These presentations allowed for survey and feedback about the processes and to attain buy-in from peers. Following the presentations, the Ambassadors created a HealthStream module that was assigned to all clinical nurses to review the new processes and allow

for practice of self-appraisal. The feedback attained from the pilot was delivered back to the region to be included in the dissemination of this process to all other medical centers throughout the NCAL region. RN Peer Feedback and Self-Appraisal is now a standard process within the nursing professional development annual review at KP SRO.

Clinical Ladder

The following nurses were promoted via the clinical ladder in 2023.

Staff Nurse III

Terri Rossie, RN
Michelle Kennaugh, RN
Paula Seitz-Netherda, RN
Michelle Rege, RN
Tinujei Young, RN
Taryn Graves, RN
Cheryl Scholzen, RN
Laila Smith, RN
Melanie Valesi, RN
Jason Pool, RN
Lucia Boutte-Osborn, RN
Kelly Gray, RN
Melody Anderson, RN
Sarah Dennis, RN
Angela Nagel, RN
Leizle Udarbe, RN
Jean Grant, RN
Shawna Britton, RN
Jennifer Aver, RN
Isabelita McDonnell, RN
Jon Connor Paul, RN
Meghan Walton, RN
Kristen Aharonian, RN
Melissa Lauridsen, RN
Kyla Betts, RN
Lindsay Hobbs, RN
Gina Kim, RN
Noreen Nerio, RN
Iryna Zakomara, RN

Staff Nurse IV

Yesenia Acuna, RN
Jeanine Harm, RN
Marilyn McCullum, RN
Shelly Tabor, RN
Ressie Fabian, RN
Anna Van Loon, RN
Carlyna Deragisch, RN
Hilary Hopkins, RN
Patricia Harris, RN
Jennifer Ricci, RN
Kelly Mace, RN
Fiona Moise, RN

Community health

Kaiser Permanente Santa Rosa is steadfast in its commitment to advance health equity and is guided by our mission to protect the health of the communities we serve. KP SRO is dedicated to being a proactive community steward through promoting local initiatives that support healthy environments and foster community well-being. We are taking our exceptional clinical care and using those same talents to improve the health of the community through Nurse Camp; the Residential Care Facilities for the Elderly Program; and through our involvement in impactful community events.

The Nursing Career Pipeline: Nurse Camp



The Excellence Enculturation Committee, led by front-line nurses, held the annual Nurse Camp wherein students from Piner High School and Windsor High School spent a day at the Santa Rosa Medical Center to get hands-on nursing experience. This program, spearheaded by CNE/COO Vicky Locey, was established in 2009 and has allowed hundreds of teenagers to gain a better understanding of the world of nursing and career opportunities in the health care profession. During the 4-hour camp, students participate in hands-on simulations led by our clinical experts. These simulations include delivering a baby; pediatric choking and CPR; stroke identification; Adult Code Blue CPR; as well as perioperative tasks such as donning sterile gowns and gloves and exploring the medical instruments used in the operating room. The simulations were planned and implemented by nursing staff from throughout the medical center.



Additionally, KP SRO partnered with local ambulance company, AMR, to offer the students an ambulance tour and the opportunity to learn from the paramedic team about their role in providing lifesaving care out in the community. According to Locey, "It's the happiest day of the year for me to see kids in our community have an opportunity to learn and be exposed to something that is near and dear to my heart," said Locey. "This is the program I am most proud of, and I hope it lives on well past my tenure here."



Residential Care Facilities for the Elderly (RCFE) program

The elderly are at a high risk of contracting the flu. To help meet the needs of this vulnerable group, KP SRO developed a community health initiative with nurses volunteering to provide flu vaccination to at-risk elderly residents at local residential care facilities. The Residential Care Facility for the Elderly (RCFE) flu program was developed with the goal of providing flu vaccinations to every resident and staff member at residential care facilities for the elderly within Sonoma County, regardless of Kaiser Permanente membership status. In 2023, our program successfully administered 1,161 influenza vaccinations at 18 RCFEs throughout Sonoma County.

Community events

The KP SRO health care team, including nurses, physicians, and staff partner with Public Affairs to engage in the following priority community events:

- MLK Day of Service
- Sonoma County Pride Parade and Community Events
- American Heart Association Heart Walk, North Bay
- NAMI Walks Sonoma County Mental Health Awareness Event
- Alzheimer's Association Walk to End Alzheimer's
- Center for Volunteer & Nonprofit Leadership Human Race
- Sonoma State University Nursing Department 50th Anniversary, Nursing Panel Presentation
- Rotary Park Bench Assembly Volunteer

Structural Empowerment

Rewards & recognitions (Lotus, Petal, DAISY awards)

2023 DAISY Honorees

- Shelly Tabor, RN IV – Emergency Department
- Rebecca Miller, RN IV – Outpatient Surgery
- Noelle Mcvaigh, RN III – Medical-Surgical
- Naomi Hardesty, RN II – Medical-Surgical
- Shannon Peck, RN II – Intermediate Care Nursery
- Janet Johnson, RN II – Chemotherapy Infusion
- Alma Rosenstein, RN II – Chemotherapy Infusion
- Samantha Shipman, RN II – Medical-Surgical



It was an honor for the team at KP SRO to award the inaugural DAISY leader award to Christina (Chris) Sanford, DNP, RN, NEA-BC, prior to her retirement in December 2023. In the words of the Adult Services leadership team:

"We would like to nominate Chris

Sanford for the DAISY Nurse Leader Award for her years of dedication to our Adult Services team, her patients, and teams throughout the medical center. Chris has demonstrated unwavering strength, leadership, organization, and collaboration. Despite the innumerable challenges we have faced, Chris has been a steady rock and support to everyone she leads. Chris is the embodiment of calm logic in the eye of the storm, consistently demonstrating an impressive ability to remain balanced and focused. Her approach is never dramatic or overly emotional, yet she is sincere and—most importantly—consistently compassionate in every situation. Her instrumental role during the Santa Rosa fires in 2017 was pivotal in our hospital’s ability to reopen swiftly, ensuring we passed all necessary surveys with flying colors. As the COVID pandemic unfurled its uncertainties, Chris remained our voice of reason through the fear of the unknown. In times characterized by considerable staff and leadership turnover, her guidance was a beacon of hope. In closing, it is leaders like Chris Sanford that elevate the nursing profession to new heights.”

Nurse residency programs

The Transition to Practice Nurse Residency program includes new graduate nurses hired to work in medical surgical and telemetry units. It consists of a comprehensive evidence-based clinical orientation in addition to a 12-month transition to practice component supported by Vizient’s nationally recognized curriculum. Kaiser Permanente Santa Rosa has participated in this work since 2021 with significant success in retention rates. Cohort 5 includes 6 residents at KP SRO who began their journey in the TTP Nurse Residency program in May of 2023. In addition to the practice based learning and professional development, the residents have been working on Evidenced-Based Practice Projects which they will present at the conclusion of the program. Graduation for Cohort 5 will take place in April 2024.

L&D training program

The KP SRO Labor and Delivery Transition to Practice (L&D TTP) Program was developed by the regional nursing practice development team, in collaboration with local Nursing Professional Development Specialists. The program design utilizes the evidence-based curriculum from the Association for Women’s Health, Obstetric, and Neonatal Nursing (AWHONN) Perinatal Orientation and Education Program (POEP). The L&D TTP program quality is assessed via successful completion rate of program competencies as well as

1-year retention rates. Five nurses with clinical background in Emergency Department, Medical-Surgical, and Telemetry, completed the L&D training program in early 2023; these nurses include: Jenna Giacomelli, RN; Amanda DeMarco, RN; Tiyara Castro, RN; Olivia Estep, RN; and Jillian Moug, RN. Additionally, Rachael Lopez, RN, completed the TTP program for Mother-Baby.

Shared leadership

The professional governance structure is the foundation of KP SRO’s Magnet journey. Each nursing-led team builds the foundation of excellence. The Excellence Enculturation Committee exists to oversee and support ongoing enculturation of the Magnet Sources of Evidence to create and sustain a culture of excellence for our patients, workforce, organization, and communities served. 2023 saw the establishment and formalization of the Magnet Ambassador committee. The members of this committee receive education and information regarding the ANCC Magnet Program and share with respective clinical peers; serve as liaisons between clinical teams and the Excellence Enculturation Committee regarding Magnet; help design and participate in team celebrations for Magnet journey milestones; and are the stewards of enculturation of Magnet within the medical center.

The professional governance teams at KP SRO had a tremendous year of success in improving patient care outcomes, care experience, and nursing retention, wellness, and recognition.

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Nicola Dempsey

Foundations of Evidence-Based Practice Workshop

Jacqueline Gardina Michele Audrey

Lynn Lohner Teresa Buhagiar

Ann Lacy Burnett Kellie Allen

Kelli Cox Sammantha Boaz

Bryan Davies

Professional Governance Councils 2023 Accomplishments

ICU CUSP COMMITTEE

- Book Club bi-monthly
- ICU Little Library Project
- Hiking Club
- ICU FUN Committee events
- HRLU Program
- Multi-Modal Learning Platform
- BB IV tubing
- Isolation Cart Standardization
- ICU DTI Mitigation
- Work Safety Program
- Safety Stop Tool
- Compassionate Care Comfort Cart
- Purchase of MRI IV SpaceStation
- ICU Vision Boards

MEDICAL-SURGICAL CUSP COMMITTEE

- Intake and Output Documentation
- Tele Tech Manual
- Admission Checklist
- ADL Checklist
- Heparin port de-access (flush) order set
- Mock Room Safety Presentation with Interdisciplinary Teams
- Room Safety Checklist (for Emergency Equipment)
- Unit Reps (for Emergency Equipment Restock)
- Electrolyte Replacement Protocol
- Tele Refresher Course
- Compassionate Withdrawal Protocol
- Lactated Ringers Project
- Med/Surg Intranet Optimization

MEDICAL-SURGICAL UNIT PRACTICE COUNCILS (4W/2W)

- Admission Communication Standardization
- Releasable EKG Orders for all Telemetry Patients
- IV Pole Workflow Improvement
- Monthly equipment audits
- Staff engagement in Extended Length of Stay meetings / care of long-term patients
- Holiday parties and team-building events outside of work hours

PACU CUSP COMMITTEE

- Room and Equipment organization in both OR and PACU
- Workplace safety projects: Hovermats, Nurse report off standardization
- Workflow efficiencies and process improvements for throughput
- Coordination of Biannual education days between ASU & Main Periop units.
- Education and smart phrase for block and jewelry
- Reorganization of department PACU
- Tape barrier project OR, Dorsa for OR
- Audits to decrease SSIs
- Implant policy revision for safety and compliance

OR CUSP COMMITTEE

- Creation of new order for preference cards
- Process development of timing of Versed administration in Preop
- Development of an eyewash station for Formalin pouring room
- Development of Safe Handling of Chemo spill kits
- Education regarding sterilization consents for salpingectomy cases
- No Brainer Project (Radiation protection skull caps) available for staff during appropriate cases
- Revamp of Surgical Safety Checklist
- OR room reconfiguration to prevent workplace injuries
- Major vascular tray project
- Reduce waste project

POSTPARTUM UNIT PRACTICE COUNCIL

- Newborn Screening Improvement Project
- Infant Blood Sugar Screening Workflow
- Assignment Communication Tool (ACT)

IMN UNIT PRACTICE COUNCIL

- Implemented use of SMART goals
- Standardized report out at staff meetings monthly
- Clinical Practice Champions developed an education of the month program and taught hands-on annual education trainings

PEDIATRICS UNIT PRACTICE COUNCIL

- Created Pediatric UPC teams group
- Staff check-in document live for all staff to update
- Diabetes Packets- Diabetes education packets updated with current information and set up into folders
- EDO Packets- with current EDO updated and all documents save to UPC Teams Files
- Phototherapy supplies and information updated and organized: Created and disseminated phototherapy equipment standardized setup education to staff
- Red/Yellow/Green Backup Pediatric nurse assignment sheet for recommendations

LABOR & DELIVERY UNIT PRACTICE COUNCIL/PPSP

- Implemented use of SMART goals
- Standardized report out at staff meetings monthly
- Team Steps training for the entire department, all disciplines in 2023- In-person event
- Clinical Practice Champions taught annual education and created Abdominal prep videos for staff in L&D, posted on the intranet and on HealthStream

EVIDENCE-BASED PRACTICE & RESEARCH COMMITTEE

- KP CARES Study & Conference Presentations
- KP PROSPER Conference Presentation

EXCELLENCE ENCULTURATION COMMITTEE

- Nurse Camp
- Magnet Program Education & Oversight
- Nurses Week activities

KAISER PERMANENTE SANTA ROSA MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

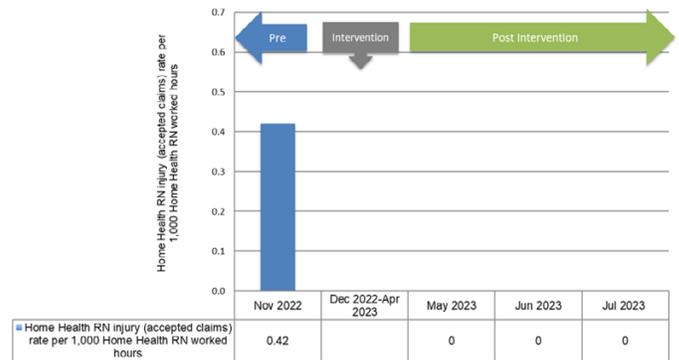
53% BSN prepared
as of Dec. 2023

14% ANCC certified
as of Dec. 2023

Exemplary Professional Practice

ED falls

Reduce RN injury (accepted claims) rate per 1,000 Home Health RN worked hours.
Unit Level Data: Home Health Department



In April 2023, Kelli Cox, MSN, RN, developed an education plan to implement Purposeful Hourly Rounding (PHR) within the Emergency Department (ED) at KP SRO to improve patient care experience and reduce falls. PHR is an evidence-based best practice proven to enhance patient safety and satisfaction. Emergency departments have historically experienced challenges in hardwiring this best practice due to the unpredictability and complex nature of ED operations. When successfully implemented, however, studies have shown improved patient safety and reduced falls. Cox partnered with colleagues from the KP SRO ED to provide written and hands-on education as well as return demonstration observations to ensure the clinical team was proficient in PHR. Following implementation of PHR in May 2023, the ED saw a sustained decrease in fall rate and ultimately, improved patient safety in the ED.

Comfort care carts



The clinical team at KP SRO indicated that they had varying levels of understanding of how to successfully provide end-of-life care in the hospital for patients expected to expire in the hospital. The Comfort Care Committee administered an evidence-based practice pre- and post-adapted CARES survey

to frontline clinicians including nursing, social workers, and HBS physicians to better understand the knowledge gap and post-implementation improvements.

Based upon the survey results, the palliative care team and Janelle Coleman-Smith, DNP, RN, embarked on a targeted comfort care improvement program and educational process to develop comfort modalities for interdisciplinary teams providing comfort care in the hospital. The program included a comprehensive comfort care manual for our multidisciplinary champion group, a comfort care committee to provide education and share learnings, an updated protocol for compassionate withdrawal, and reinvigorated comfort care carts. Many of these projects were led by champions working closely with the palliative care team including Mary Opatz Neustadt, RN; Alice Barry, RN; Carlyna Deragisch, RN; Teresa Buhagiar, RN; and Amy Garcia, RN. Additionally, the nutrition team worked with the comfort care committee and infection control to reinstate comfort care trays for families holding vigil at the bedside. The multidisciplinary stakeholders within the comfort care committee have added to this robust project to improve care and ensure comfort for patients and families dealing with the complexities associated with end-of-life.

Nurse leader rounding



Leader rounding is an evidence-based practice to enhance care experience for members and connect leadership to the patient-centric purpose of health care work. The presence of nursing leaders on the units is noticed and appreciated by patients, physicians,

and care team members alike. At KP SRO the hospital leadership team, in collaboration with nursing leadership on the units, developed a leader rounding program in August of 2023. The goal is for each leader to round on 5 patients per week. The project aimed at improving the patient experience by ensuring patients are feeling heard by their care team and that all concerns and/or questions are addressed. Since implementation, the patient experience scores for “nurse listened” has seen a steady increase.

New Knowledge, Innovation, and Improvements

KP PROSPER study

Itamar Ribeiro, BSN, RN, OCN, clinical nurse in the Medical-Surgical department at KP SRO was a Site Principal Investigator for the Kaiser Permanente Peer Review Outcomes Supporting Professional Nursing Excellence and Readiness (KP PROSPER) nursing research study. The study explored how clinical registered nurses (RNs) perceive peer-to-peer feedback and examined the extent they report comfort in participating in peer feedback, autonomous practice, and perceptions of quality/patient safety. Nursing peer feedback assists nurses in evaluating the quality, safety, and effectiveness of nursing care amongst peers, yet it is not fully realized nor is there a robust body of research supporting its perception and use in the practice setting. The study concluded February 13, 2023. Findings support the use of peer review as a professional satisfier regardless of age, education, or certification status. Patient safety is of great concern to health care leaders, thus its essential to promote an organizational commitment that values a culture of safety through nurse autonomy/empowerment, so that nurses can make practice changes and enhance professional accountability.

After completion of the study, Ribeiro worked with the co-investigator and facility mentor, Rebecca Taylor-Ford, DNP, RN, NE-BC, to develop a presentation to submit for both internal and external dissemination. Ribeiro presented the findings to the Kaiser Permanente Nursing Excellence Governance Committee in the fall of 2023. The presentation was also completed at the Sigma Theta Tau International Honor Society of Nursing conference in San Antonio in late 2023.

KP CARES study

Kaiser Permanente **Kaiser Permanente Caring Attributes of Resilience to Stress (KP-Cares) Santa Rosa**

Kelli Cox, RN, MPH, Emergency Department, Staff Nurse II, Santa Rosa
Denise Laws, RN, DNP, Inpatient COO Kaiser Permanente San Francisco
Gudrun Reiter-Hiltebrand, RN, MN, CNL, RNC-NIC, C-ELBW, C-QONS, Intermediate Care Nursery, Staff Nurse II, Santa Rosa

Culture of Excellence

INTRODUCTION

Background

18 Caring Practices

19 Objectives

20 Hypothesis

METHODS

Quantitative

Qualitative

Statistical Analysis

RESULTS/CONCLUSIONS

Quantitative Outcomes

Qualitative Conclusions, Themes & Observations

IMPLICATIONS FOR PRACTICE

CONCLUSIONS

EXTRAORDINARY NURSING CARE EVERY PATIENT EVERY TIME

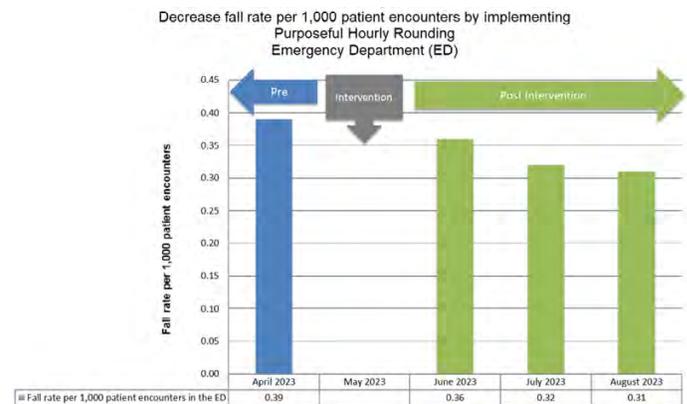
In 2023 Gudrun Reiter-Hiltebrand, MSN, RN, CNL, RNC-NIC, C-ELBW, C-QONS, Kelli Cox, MSN, RN, and Continuum Administrator Denise Laws, DNP, RN, served as site co-principal investigators (PI) on the Kaiser Permanente Caring Attributes of Resilience to Stress (KP CARES) Study. The primary goals of this quantitative research study were to report pre- and post-intervention evaluation outcomes of the “Enhancing Our Culture of Caring” experiential education series comprised of four modules based on Jean Watson’s Theory of Human Caring. Outcomes were based on self-assessed scores of caring practices, compassion satisfaction, and compassion fatigue, derived from validated tools for these specific measures. Reiter-Hiltebrand, Cox, and Laws were accepted as podium presenters to disseminate their findings from the KP CARES Study externally at the 44th Annual International Association of Human Caring (IAHC) Conference. The study team also disseminated findings to the Kaiser Permanente Vacaville Medical Center Research Committee in June 2023 as well as a poster presentation at the Kaiser Permanente National Nursing Conference in fall 2023. Dissemination of this study’s findings advances nursing practice by demonstrating how an experiential learning session on the Theory of Human Caring can impact self-care behaviors of nursing staff and leaders.

Home Health LENS board

Nursing care provided in the home setting has increased in recent years. When care is decentralized and provided outside institutional settings, team communication and awareness of departmental initiatives can be challenging. KP SRO has a Home Health Department as part of its continuum of care. Clinicians including nurses, physical therapists,

occupational therapists, speech therapists, and social workers provide care directly in patients’ homes. Accordingly, work is autonomous and decentralized, making effective communication essential.

In the fall of 2022, KP SRO Home Health Department Director, Conni Whitmore, MSN, RN, noted an increase in Registered Nurse (RN) workplace injuries. This same quarter, clinical nurses had voiced a need to enhance communication to improve their sense of workplace safety. She hypothesized the RN workplace injuries could be avoided if the team were more readily able to communicate about home risks and discuss associated mitigation strategies. Whitmore and the Home Health non-clinical department director, Erin Brown, learned of a new technological communication system, the Learning and Engagement System (LENS), being used in the Home Health department at another KP facility. Brown and Whitmore contacted the leadership team in that department and were able to acquire information about this new product and the benefits of implementation. They learned that LENS is a web-based dashboard used for real-time communication of department updates, huddle messages, safety information, and issues. This interactive system allows for improved transparency and ease of direct communication between interprofessional team members. In January 2023 the Home Health leadership team began training on the utilization of the LENS board and by April 2023, the interprofessional Home Health team had fully integrated the use of the LENS board in their standard work. The utilization of LENS as a central communication platform provides a safety stop and interprofessional team education. Following the implementation of LENS, workplace injuries have decreased significantly.



MCH Team STEPPS

Members of the Santa Rosa Maternal Child Health (MCH) Perinatal Patient Safety Program (PPSP) committee developed a comprehensive educational program aimed at improving patient safety in their department. Team STEPPS, which stands for Strategies & Tools to Enhance Performance and Patient Safety, is an evidence-based program developed by the Department of Defense's Patient Safety Program in collaboration with the Agency for Healthcare Research and Quality as a strategy to improve safety in high-risk health care environments. For months, the KP SRO PPSP committee planned didactic training and interactive activities for an off-site meeting held on Oct. 19, 2023. The event provided nurses a chance to engage with their peers in a collaborative setting, with 160 colleagues in attendance including nursing, midwifery, anesthesia, OB technicians, unit assistants, and leadership. Team STEPPS has been a successful tool for KP SRO MCH, and when previously implemented they saw marked improvement in quality metrics such as C-Section Surgical Site Infections (SSIs) and sentinel events.



Building on positive feedback about the event from the team, the PPSP committee plans to hold a second session in the spring of 2024 and is also planning multidisciplinary clinical simulations, such as postpartum hemorrhage drills that put Team STEPPS skills into action to reinforce learnings.

Nurse handoff project

KP SRO was chosen as the pilot site for the Nurse Bedside Handoff Project. The purpose of this project was to create three new handoff tools that streamline start-of-shift data gathering by decreasing the number of places and time spent by nurses gathering data during shift report. The nurse handoff tool was created as an interactive and updateable tool modeled after the physician handoff tool. In the new tool the nurse can assign tasks left undone, notify the oncoming nurse of upcoming procedures and tests, and add details to their handoff that may not be easily located in the patient chart. The KP SRO team included eleven Medical-Surgical nurses, led by Assistant Nurse Manager Tasaday Lewis BSN, RN. The group partnered with regional leaders as well as the local Health Connect technical builder team to create the tool. The team met routinely to discuss the project success and provide feedback to the regional development team on the design and functionality of the tools. They worked to identify barriers to NKE and used this information to further improve the process and create lasting cultural change. After development of a comprehensive education and implementation plan, the new tool for shift report handoff has shown great success in patient safety and nurse satisfaction.



South Sacramento Medical Center

Message from Chief Nurse Executive
Rachel Wyatt, DNP, MHA, RN, NEA-BC

As we reflect on the past year, I am filled with immense pride and gratitude for the extraordinary accomplishments we have achieved together as a nursing community.

Our journey has been marked by dedication, resilience, and a shared commitment to excellence, culminating in a year of remarkable milestones. Our pinnacle achievement is the prestigious Magnet® recognition *with Distinction™*. This accolade is a testament to the exceptional patient care we deliver and underscores our commitment to nursing excellence and setting the highest standards in our profession.

We have also focused on fostering a nurturing environment where every nurse feels they truly belong. Our initiatives to promote mental health and wellness have strengthened our bonds and enriched our environment of practice. Amid our busy schedules and challenges we face, we have taken deliberate steps to reconnect with our purpose – to heal, to comfort, and to care with unwavering compassion. This reconnection with purpose has revitalized our passion for nursing, reminding us of the profound impact we have on the lives of those we serve.

The spirit of collaboration and teamwork has been instrumental in overcoming obstacles and achieving our goals. Our collective efforts have not only elevated our professional practice but have also led to significant improvements in patient outcomes and experiences. Through innovative approaches and a relentless focus on patient-centered care, we have made great strides in enhancing the quality of care we provide. Our patients' gratitude and positive feedback are a constant reminder of the difference we make every day.

As we look to the future, we do so with optimism and determination. The achievements of the past year have set a new benchmark for what we can achieve together. Let us carry forward the momentum, continue to inspire each other, and strive for even greater heights in the year ahead. It is an honor to lead such an extraordinary team of nursing professionals. With deep appreciation, I thank you for an incredible year.



Hospital Demographics

Kaiser Permanente South Sacramento (KP SSC) is located in South Sacramento County and includes the community of Elk Grove. KP SSC boasts 241 licensed inpatient hospital beds and over 5,000 employees equipped to meet the growing community and its more than 235,000 members.

In addition to the wide variety of inpatient and outpatient medical services, KP SSC offers several high-tech specialty services, including thoracic surgery, a bariatric surgery program, a certified stroke center, a comprehensive community cancer program, a robotic surgery program, interventional radiology, a cochlear implant program, neurosurgery, head and neck surgery, oral and maxillofacial surgery, and an elective percutaneous coronary intervention (PCI) program. KP SSC's Emergency Department is host to 1 of 2 Trauma Centers (Level II) in Sacramento area and recently expanded from 53 to 88 treatment bays to meet the needs of our growing community. In 2023, KP SSC received the ANCC's prestigious Magnet® Designation *with Distinction*, and the honor of being only the second hospital to achieve designation *with Distinction* in the world.

Accolades and Awards

In 2023, South Sacramento has been recognized for clinical excellence by numerous national and state agencies, including:

- Newsweek magazine's list of Best Maternity Hospitals
- CQMCC 3-year Nulliparous Term Singleton Vertex Sustainability Award for C-Section Reduction & 2023 Maternity Care Honor Roll
- American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP®) "Meritorious Outcomes" for Surgical Procedures in the ORs
- American Heart Association Get with the Guidelines
 - Mission Lifeline - STEMI Receiving Center - Gold Award
 - Stroke Gold Plus Quality Award and Target Stroke Honor Roll Elite Plus Award
 - Heart Failure GOLD PLUS Award with Target: Type 2 Diabetes Honor Roll
- U.S. News & World Report "high performing" ranking in COPD, heart attack, heart failure, kidney failure, lung cancer surgery, prostate cancer surgery, pneumonia, and stroke

South Sacramento Achieves Magnet® Designation with Distinction!

In December 2023, South Sacramento Medical Center was recognized internationally for its nursing excellence and for providing patients with exceptional care by receiving the prestigious ANCC Magnet® Recognition with Distinction.



Kaiser Permanente South Sacramento is only the second hospital in the world to receive Magnet® Recognition with Distinction, and the first to receive the honor on initial designation.

Magnet® Recognition is the gold standard for nursing excellence, quality care, and innovations in nursing practice, which less than 10% of hospitals in the United States have currently earned.



"Our hospital leaders and physician partners have supported and empowered our front-line nurses to practice to the best of their capabilities," said CNE Rachel Wyatt, DNP, MHA, RN, NEA-BC. "I am

incredibly proud of our nursing teams for their commitment to achieving this prestigious designation."

During a Dec. 20 call streamed live in the new Emergency Department waiting room, Sharon Pappas, PhD, RN, NEA-BC, of the Commission on Magnet®, shared the exciting news with an assembled crowd of local and regional KP leaders, physicians, nurses, and staff.

Achieving Magnet with Distinction required the participation of all nurses at the hospital, physicians, and interdisciplinary team members who worked tirelessly since South Sacramento began its Magnet journey in March 2020.



KP South Sacramento RNs and Leaders attend the 2023 Magnet Conference in Chicago, Illinois

KP SSC's Magnet® Ambassadors

A HUGE Thank You to our Magnet Ambassadors!! Your hard work, dedication, and commitment to nursing excellence made a significant impact throughout our Magnet® journey. Without you, we could not have achieved Magnet® Designation *with Distinction*. We applaud you!



Magnet Ambassadors pose with Mock Appraisers and CNE after a successful 3-day Mock Site Visit in September 2023.

SSAC 2023 Magnet Ambassadors & DAISY Team Award Winners

Alvin Fernando, 2S NM	Jocelyn Ong, PCC	Milanelle Tranchina, 4S
Ayumi Saito, ED	Katie Chanthalangsy, 3S	Nadejda Subbotina, ASU
Barbara Duffy, CNS	Kevin Ho, ICU	Nancy Madden, PACU
Bhupinder Kaur, 3E	Kendal Bailey, NPDD	Nhan Le, PCC
Bonnie Dabi, 3S	Kindra Brooks, 3S	Niki Denton, 3W
Brooke-Ashley Leacox, SCN	Kylene Powell, ICU	Pamela Jagur, 4S
Carminda Pantoja, Main OR	Laura Appleby, ICU	Randall Nelson, ICU
Desiree Rogovoy, ANM	Lena Yaqubi, 3E	Reid Hirsch, NPDS
Donald Miller, 4W	Loan Vo, 4S	Rosette Agustin, SCN
Emily Melville, PCC	Lori Saari, L & D	Sanaz Martin, ANM
Gemma Paulo, ASU	Madonna Abria, Main OR	Tania Cortez, 4W
Haleigh Robinson, 2S	Marcus Moore, ICU	Tracylyn Browne, ED
Jennie Matays, CNS	Martha Tuivai, L & D	Xee Xiong, ED
Jenny Nguyen, ICU	Michelle Claro, 4S	Yen Nguyen, 4W
Jill Edgar, Postpartum	Michelle Rabanal, 3W	Yukiko Hanson, 2S

Transformational Leadership

RN & Leader Collaboration

Nursing Professional Development Director, Kendal Bailey, Partners with 3 North Staff to Reduce Call Light Response Times

In March 2023, Nursing Professional Development Director Kendal Bailey, MSN, RN, NE-BC, CNE, NPD-BC, RNC-NIC met with 3 North RNs and PCTs to review the response times to nurse call alarms and discuss any barriers they may have to respond to the call lights within the recommended time frame. After looking at the data together, the nurses identified one significant barrier to their ability to cancel the call light despite responding to the patient's needs in a timely manner. This barrier was the inability of staff to easily reach the nurse call cancel button due to the room's setup, which oftentimes led to nurses bending and twisting to maneuver around equipment in the room in their effort to cancel the alarm. After Kendal, SSC's Chief Nurse Executive Rachel Wyatt, DNP, MHA, RN, NEA-BC, and 3 North Nurse Manager Catie Nickels, BSN, RN,

sprang into action and purchased telescopic pointer sticks to help the nurses and PCTs reach the call light cancel button in an ergonomically friendly and efficient manner. Soon after the pointer sticks were delivered to the unit, the staff reported that it was much easier to cancel the call lights and expressed their gratitude for Kendal's collaboration and leadership.

House Supervisors and Nursing Director Collaborate to Improve Access for Patients Awaiting Admission by Increasing Bed Control RN FTEs

In March 2023, House Supervisors Liezel Vermeulen, BSN, RN; Mildred Wong, MSN, RN; Michelle Anne Del Rosario, MSN, RN, CMSRN; Ferymie Borinaga, BSN, RN; Huy Tran, BSN, RN; Mustafa Azimi, MSN, RN; Neftali Cabezudo, MSN, RN, RN-BC; and Nursing Operations Director Christina Martin, MSN, RN, NEA-BC, conducted a staff meeting where the team brought up concerns of not meeting the demands of Bed Control duties due to conflicting requests resulting in patient bed placement and transfer delays to and from the units. They also expressed they were often overwhelmed due to increasing operational needs

which included frequent calls from units and physicians with various requests. The group brainstormed ideas and determined additional help was warranted. After hearing the teams' concerns and creating a proposal advocating for additional staff, Christina met with CNE Rachel Wyatt and Finance to propose piloting an additional Bed Control RN for 8 hours Monday to Friday. The pilot was approved and proved to be successful! Because Christina and the House Supervisors advocated for their patients in alignment with the hospitals' strategic goals to improve access for members, the pilot led to the addition of 1.5 Bed Control RN FTEs. The collaboration and advocacy showcased between the House Supervisors, Christina, and the CNE is a true testament to transformational leadership at South Sacramento. Great work team!

Prioritizing Employee Wellness & Safety

Caritas Room Designed to Improve Nurses' Health and Well-Being Opens on the 4th Floor during Nurses Week in May 2023



With advocacy and support from Chief Nurse Executive Rachel Wyatt, DNP, MHA, RN, NEA-BC and 3S/4S Nurse Manager Tracy Esposito, MSN, RN, nurses on the Wellness Workgroup were able to create the Caritas Room for nurses to have a meaningful space to relax and unwind before, during, or after their shift. The room boasts a massage chair, gratitude journals, and pens, inspirational wall art, peaceful wall lighting décor, relaxing music, and ceiling art.

Members of the 3S/4S Wellness Workgroup: ANM Nick Lamar, BSN, RN; Joi Haylock, MSN, RN, CNL, PCCN, PMHNP; Bonnie Dabi, RN; Loan Vo, BSN, RN, PCCN; Lanie Tranchina, BSN, RN, CMSRN, PCCN; Pamela Jagur, BSN, RN; Nikita Ram, BSN, RN; Osa Aiguobarueghian, BSN, RN; Archivald Zaguirre, BSN, RN, CMSRN; NM Tracy Esposito, MSN, RN; and ANM Ruselli Alvarado, BSN, RN; Not Pictured: Michelle Claro, BSN, RN.

Nurses on KP SSC's Workplace Violence Prevention Committee aim to Educate and Provide Resources at the First Annual Workplace Violence Fair

Hundreds of South Sacramento physicians and employees attended the first Workplace Violence Prevention Fair, which featured resource tables, hands-on education and activities, law enforcement, flu shots, and tips for staying safe at work.



Above left: Nic Troxell

The fair was held outside the Dan B. Moore Building on Oct. 19 and was coordinated by the multi-disciplinary KP SSC Workplace Violence (WPV) Prevention Committee, which was launched in February 2023. Members of this committee included RNs: Paul Affron (ICU), Rebecca Blecker and Austin Stoker (PCC), Robin Cole (GI / CNA RN Safety Liaison), Joanne Imwalle (PICC), Vladimir Klimenko and Megan Medland (2 South), Wendy Leonard (ED), Shipti Parikh (MCH/L&D), and Nic Troxell (Palliative Care / CNA RN Quality Liaison). Additional Fair support was on hand from PPC RNs Mia Pinto-Ochoa (PACU), Cristina Olano (3S), and Diane McClure (PACU).



Pictured left to right: Shipti Parikh and Paul Affron, Cristina Olano, and Robin Cole

"This event provided an opportunity to showcase some of the work that's been done and is soon coming to South Sacramento to keep our physicians and employees safe at work," said Sue Eisberg, Safety Operations Practice Leader. "We estimate that over 1,000 people attended the fair, and it was very well received by all. Many thanks to everyone who helped to make our first Workplace Violence Prevention Fair a huge success."

The goal of the Workplace Violence (WPV) Prevention committee is to holistically address WPV via Prevention, Intervention, Reporting, and Support. Leader sponsors of the workgroup include Brandon Pace, RN, Chief Operating Officer, and Rachel Wyatt, DNP, MHA, RN, NEA-BC, Chief Nursing Executive. The WPV Prevention Committee was founded and is led by Nic Troxell. The concept began with a conversation with Rachel where an SBAR presentation and discussion commenced on how SSC can improve staff safety at work.



The WPV Prevention Fair provided an opportunity to highlight existing safety and reporting tools for employees, along with giving a sneak preview of upcoming projects that are planned for go live at SSC in 2024. These include: BVC, a rapid risk assessment tool for predicting violent risk; and Code BERT (Behavioral Emergency Response Team), a new interdisciplinary response approach to address escalating behavior before the situation becomes violent.

Rewards & Recognitions

KP SSC's Caring Science Academy Earns Prestigious Lotus Award

KP SSC's Caring Science Academy has been awarded the prestigious Watson Caring Science Institute (WCSI) Lotus Recognition™ for its commitment to helping front-line nurses and other direct providers of patient care increase their resilience and connect back to purpose through instructor-led curriculum and experiential exercises.

The Watson Caring Science Institute created its Lotus Recognition to celebrate real-life examples of the values, philosophy, and human caring theory guided by Watson's Caring Science and reflects the recipient organization's caring-healing culture for team members, patients, and communities.

The 4-month-long Caring Science Academy program provides a progressive education pathway that enhances the interpersonal and intrapersonal-clinical competency of staff providing direct patient care, according to Pamela Spain, Area Experience Leader. It also uses a whole-person approach to professional practice development and integrates elective education and skills training in Caring Science, HeartMath®, and Equity, Inclusion & Diversity.



The program was approved by the Institutional Review Board (IRB) to conduct research on how the course content influences resilience and creates positive transformation for participants after experiencing the impacts of being health care workers during a worldwide pandemic. The results showed significant reduction in staff burnout and secondary trauma.

Congratulations to SSC's Caring Science Academy Cohort 2 Graduates!!

Caring Science Academy - Cohort 2 Graduates

Abigail Lao, 3 East

Amalia Ramos, ICU

Bhupinder Kaur, 3 East

Carl Schroeder, Telemetry

Craig Magruder, ICU

Ellen Tomson Martin, 2 South

Fleourdelis Diosana, ICU

Jessica Jones, MCH

Joel Schaefer, ICU

Joi Chanae Haylock, 3 South

Josephine Policarpio, Campus Support

Kevin Ho, ICU

Kindra Brooks, 3 South

Laura Appleby, ICU

Laura Borges, 2 South

Lisa Miller, ICU

Malou Edrosolan, OR

Maribel Justo, OR

Marievi Hernandez, 3 North

Megan Medland, 2 South

Nicolas Morales, ICU

Rachael Subejano, ICU

Rosette Agustin, Special Care Nursery

Ruselli Alvarado, 3/4 South

Scheifren Ramos, ICU

Shipti Parikh, Perinatal

Spring Edwards, L&D

Stephanie Anne Lim, Wound

Stephanie Bracanovic, 4 North

Tania Cortez, 4 North

NCAL Regional Extraordinary Nurse Award Honorees

Kaiser Foundation Hospital's Extraordinary Nurse - Clinical Adult Services



Reid Hirsch, BSN, RN, CCRN

*Staff Nurse II
Intensive Care and Cardiovascular ICU
South Sacramento Medical Center*

Reid has been instrumental in the success of the medical center's shared governance model as the co-chair of the Coordinating Council. He is also the co-chair of the ICU Education Council as well as a graduate of the inaugural Evidence-Based Workshop offered by the Nurse Scholars Academy. Reid's commitment to nursing excellence extends beyond the medical center, demonstrated by his involvement in the Regional Nurse Excellence Governance and the Regional Critical Care Domain committees. "Reid's passion for the nursing profession is contagious," said one colleague.

Kaiser Foundation Hospital's Emerging Nurse Leader of the Year



Kendal Bailey, MSN, RN, NPD-BC, NE-BC

*Director
Nursing Professional Development
South Sacramento Medical Center*

Kendal emits positive energy to anyone she meets, and her happiness and positivity are infectious. When one of her team members recently needed support following a long patient care orientation day, Kendal immediately returned to the hospital to help. She is a selfless and supportive leader as well as the biggest advocate for her team. Her group of clinical nurse specialists and educators recently achieved the highest nursing engagement scores out of all the nursing departments, which is a testament to who Kendal is as a nurse and a leader.

Certification and Degree Recipients

Congratulations to the South Sacramento 2023 DAISY Recipients!!

The DAISY Foundation expresses gratitude to Nurses with programs that recognize them for the extraordinary compassionate, skillful care they provide patients and families. By honoring compassionate nurses, DAISY reinforces the importance of compassion in health care.

2023 DAISY Award Recipients

Arnel Barcena, RN, 3 East

Nick Williams, RN, ED

Austin Stoker, RN, 4 East

Nikkisha Haynes, RN, ICU

Brittany Hall, RN, ASU

Rebecca Thiel, RN, ICU

Bryant Tapang, RN, 3 South

Rylie Dorsey, RN, ED

Jennifer "Jenna" Wendley, RN, ICU

Seena Sunil, RN, 2 South

Maybelle Simmons, RN, Outpatient Surgery

Shelly Kolb, RN, 4 North

Nick Leyva, RN, 2 South

Tiffany Marie Slavich, RN, ICU

2023 DAISY Nurse Leader Award Recipients

Ericson "Alvin" Fernando, RN, 2 South
Nurse Manager

Kendal Bailey, RN, Nursing Director
Nursing Professional Development

Vincent Samuel, RN, 2 South
Assistant Nurse Manager

2023 BEE Award Recipients

Just as the daisy cannot bloom without the support of the bee, nurses cannot do their best work without the outstanding teamwork provided by other health care professionals. The BEE (Being Excellent Every Day) Award recognizes team members outside of nursing for providing extraordinary care for patients, visitors, and each other.

Dianna Givens, 2 South
Patient Care Technician

Mary Murigi, 3 West
Patient Care Technician

Public Affairs Team

2023 DAISY Health Equity Award

Health Equity Award - Perinatal Equity Team

Melanie Villa, BSN, RN, Daisy Lewis Parker, MSN, RN, **Sherry Bruce**, RN, Elishea Packer, MSN, RN, and **Charlene Johnson**, MSN, RN

2023 DAISY Team Award

Team Award – 2 South

Team Award – Magnet Ambassadors

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Christine McGahey

Foundations of Evidence-Based Practice Workshop

Ajani Hoffert

Middle Management Institute – Nurse Managers

Ericson Fernando

South Sacramento RNs Focus on Community Health & Volunteering

2023 HEART & STROKE WALK



KP South Sacramento Volunteers: Madonna Abria, Main OR RN, Michelle Claro, 4S RN, Kindra Brooks, 3S RN, Joi Haylock, 3S RN, and Pamela Jagur, 4S RN

KP'S 12TH ANNUAL RUNNING OF THE ELK



Hydration Station Volunteers Madonna I. Abria Main OR RN, Malou Edrosolan Main OR RN, Tita Tannoia Main OR RN, Joy Smallwood ASU OR RN, Diana Dado ASU OR RN

SACRAMENTO'S 2023 FARM-TO-FORK FESTIVAL



Pictured left: Main OR Assistant Nurse Manager Emilio Macaraeg and Madonna I. Abria, RN, man the KP booth to distribute carrot and tomato seed kits and KP complimentary tote bags to attendees from the community.

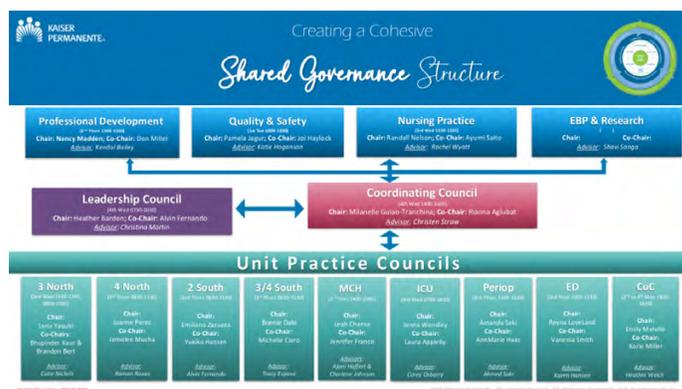
Pictured right: Carminda Pantoja, RN, Main OR; Madonna Abria, RN, Main OR; Joni Maramba, RN, Main OR; Grisyl Magsuci, RN, Main OR; Emilio Macaraeg, RN, Assistant Nurse Manager, Main OR

Structural Empowerment

Shared Governance at SSC

At Kaiser Permanente South Sacramento (SSC), shared decision-making is an instrumental partnership between clinical nurses and nurse leaders that impacts change in the nursing practice environment. Shared decision-making is achieved through successful collaboration, accountability, and shared vision. When an issue within the nursing practice environment arises, clinical nurses are encouraged to collaborate with their nurse manager and leadership team to identify the appropriate solution(s). Utilizing shared decision-making at the unit level is essential to achieving sustainable change in acute care settings that are often unpredictable and complex.

The Shared Governance Structure at SSC consists of five facility-wide councils: Professional Development, Quality and Safety, Nursing Practice, Leadership, and our newest addition (coming in 2024), EBP and Research. The structure also includes Unit Practice Councils from each area where nursing is practiced. All facility-wide councils and unit councils report up to the governing Coordinating Council. Nurses and leaders are able to solve issues, receive support, and work together to ensure Kaiser Permanente South Sacramento is Simply the Best place to work and receive care.



Percentages of Nurses with BSN+ Degrees and Certifications

83% BSN prepared
as of Dec. 2023

14% ANCC certified
as of Dec. 2023

Highlighting the Work of the Professional Development Council

The Professional Development Council (PDC) at South Sacramento (SSC) focuses on enhancing and standardizing education offerings across the organization in addition to spearheading nurse-led new-hire orientation for nurses across multiple service lines, respiratory therapists, contingent workers/ travelers, and many more. The council promotes clinical nurse advancement, highlighting subsidized certification programs and opportunities for staff to pursue advanced degrees. The PDC also promotes evidence-based practice projects, encourages and supports nurse-led research activities, and is a forum for disseminating the findings associated with these endeavors to the larger SSC audience.

In 2023, members of the PDC council directed their efforts at developing a mentoring platform where staff could sign up to be a mentor to a fellow KP colleague, seek mentorship from leaders and peers across SSC, or a combination of both. Since the line between preceptorship and mentorship can often run blurred, the PDC members overseeing this work served as guides helping staff navigate and understand the importance of each.

Professional development for nurses comes in many forms which can mean that service lines and departments have individual and unique clinical education needs. The PDC subcommittee overseeing our nurses' professional development days (PDD) reviews data collected from front-line nurses via an electronic learning needs assessment against required annual regulatory training requirements to develop level-of-care-specific education. This approach is important for elevating the voice of the nurse and ensuring that they have a say in their work and their ongoing development.

The facility-wide PDC is a mainstay in SSC's Shared Governance model with the important charge of promoting growth, education, and staff recognition. As an essential and influential council, the PDC ensures that we have #SimplytheBest nurses who are capable, engaged, and empowered to provide our members with exceptional and unmatched care.

Shared Decision-Making & Professional Governance In Action

KP South Sacramento ICU RNs Host Inaugural Critical Care Symposium

On October 20, 2023, members of the ICU Education Council, Lisa Prillwitz, Benny Tabingo, Chris Lemacks, Jocelyn Aguilar, Jenny Nguyen, Laura Appleby, Lisa Miller, Miriam Ignacz (UA), Muhammad Arif, Navroop Dhillon, Paul Affron, and Reid Hirsch hosted a 100% staff-led Critical Care Symposium. Distinguished guest speakers included CNE Rachel Wyatt, DNP, MHA, RN, NEA-BC, Colin Ryan, MD, Radiology, Nurse Practitioner Ruth Blanco, James Becker, MD, Trauma, Francis Lam, MD, Pulmonary, Lily DiGiacomo, MD, Palliative Care, and Nurse Manager Charlene Johnson, MSN, RN. The 87 attendees were welcomed with ambiance, fun décor, gift baskets, food, and prizes, as well as professional development opportunities and topics ranging from IABP, Hemodynamics, Ventilator Care, Trauma Care, Palliative Care, and focus on our 'why' and application of the Caritas process. After such a successful event, KP South Sacramento is now planning to host a Critical Care Symposium annually!



Exemplary Professional Practice

Improving Care and Evidenced-Based Practice Go Hand-in-Hand at KP South Sacramento

MCH Nurses Educate their Peers on Evidenced-Based Techniques in Supporting Vaginal Births to Decrease C-section Rates

Clinical Nurses Lexi Parmer, BSN, RN, IBCLC, and Rachelle Grace, BSN, RN, IBCLC, partnered with perinatal Nurse Educator Brenda Braun, MSN, RN, C-EFM, EBP-C, CEN, CPEN, to create an education plan for the Maternal Child Health (MCH) interprofessional team designed to promote vaginal delivery (decreasing the C-section rate) through specialized, evidenced-based techniques from the program 'Spinning Babies' that can be performed at the bedside of a laboring patient.

Based on this important evidence-based practice, the nurses partnered with their physician colleagues and were able to provide multiple resources and training to heighten awareness and strengthen the adoption of multiple tactics designed to:

- Decrease labor and pushing time
- Decrease the likelihood of a Cesarean section
- Require fewer medical interventions
- Increase pelvic diameter by 20-30%
- Provide a better experience for the patient designed to promote vaginal births and reduce the rate of Cesarean sections.

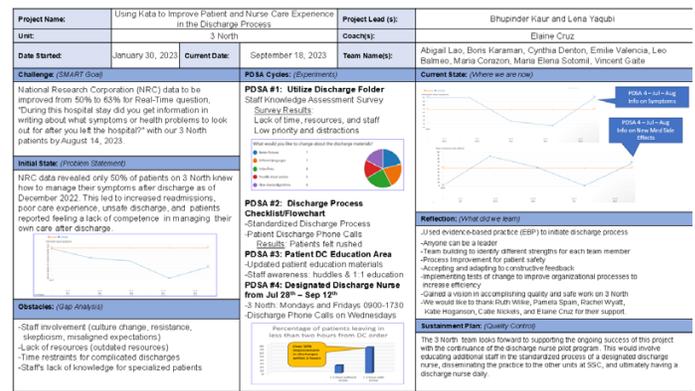
Their efforts led to a 14% reduction in C-section rates between July 2022 and January 2023!

3 North Unit Practice Council Utilizes Evidence-Based Practice to Improve Patient and Nurse Care Experience in the Discharge Process

3 North RNs participated in a Discharge (DC) Kaizen aimed to improve the patient and nurse's care experience throughout the discharge process. They focused on the Patient Experience question, "During this hospital stay did you get information in writing about what symptoms or health problems to look out for after you left the hospital?" as their outcome measure.

After brainstorming as a group, the nurses and their leaders came up with four Plan, Do, Study, Act (PDSA) cycles that included utilizing a discharge folder, using a standardized discharge Assessment process checklist/flowchart, creating and maintaining a DC education area that contained patient education materials, and designating a discharge nurse from July 29th to September 12th.

Following the pilot of the discharge nurse, their efforts were deemed successful! The practice of having a designated discharge nurse to help improve the patient's experience throughout the discharge process has continued following approval from nursing leaders. We appreciate 3N's dedication to their patients and their peers!



3N Education Subcommittee Members: Abigail Lao, SN III, BSN, RN; Bhupinder Kaur, SN II, BSN, PHN, RN; Boris Karaman, SN II, BSN, RN; Cynthia Denton SN III, BSN, RN; Emilie Valencia SN III, RN; Lena Yaqubi, SN IV, BSN, RN; Leo Balmeo, SN IV, BSN, RN; Maria Corazon Soriano, SN II, BSN, RN; Maria Elena Sotomil, SN IV, MSN, MHA, BSN, RN; Vincent Gaité, SN II, BSN, RN, CMSRN Coach; Elaine Cruz, ANM, BSN, RN Leadership Support: Catie Nickels, Nurse Manager, BSN, RN, CNLC

Improving the Patient Experience at South Sacramento

Telemetry Nurses Partner with Patients on the Patient and Family-Centered Care Committee to Create a Discharge Checklist Designed to Ensure a Safe & Informed Discharge from the Hospital

Back in 2021, RN members of the 3S/4S Care Experience Council began rounding on patients to gain feedback on their experience from admission to discharge. Patient rounds, completed by council members, Bonnie Dabi, RN, Joi Haylock, MSN, RN, CNL, PCCN, Pamela Jagur, BSN, RN, and Milanelle “Lanie” Guiao-Tranchina, BSN, RN, CMSRN, PCCN, have continued over the years and led to many positive changes to the patient experience.

In early 2023, feedback was received regarding discharge readiness where the patient expressed needing to be more adequately prepared for discharge. The team quickly sprang into action and created a “Safe and Informed Discharge Checklist,” but their commitment to solving the issue didn’t stop there. Pamela Jagur started to explore how to share the newly created checklist with patients to ensure that it provided the support and information required to ensure a safe and informed discharge.

Soon after, Pamela was added to the agenda for the Patient and Family-Centered Care Oversight Committee. She presented the checklist to the patient representatives on the committee and received great feedback on how the form could be improved. Of course, Pamela and the team incorporated the patient’s feedback into the checklist and rolled it out to their units for immediate use. We applaud the nurses on the 3S/4S Care Experience Council for their commitment and collaboration with our members. Bravo!

3 South & 4 South RNs Utilize SSC’s Nursing Professional Governance Structure to Improve Patient Experience Metrics for Staff Responsiveness

In January 2023, the 3 South and 4 South Care Experience Council, a sub-council of the 3S/4S Unit Practice Council, met to discuss improvement opportunities related to Staff Responsiveness scores on their unit(s).

During this meeting, 4 South Clinical Nurses Malvina Arabadzhi, BSN, RN, Bonnie Dabi, RN, Vilma Barcena, BSN, RN, Joi Haylock, MSN, RN, PCCN, CNL, PMHNP, Pamela Jagur, BSN, RN, and Milanelle Guiao-Tranchina, BSN, RN, CMSRN, PCCN and 3 South Clinical Nurses Nhan Le, MSN, RN, Laura Vierth, BSN, RN, along with their Nurse Manager Tracy Esposito, BSN, RN expressed the desire to implement simple and sustainable changes within the nurse practice environment designed to improve the recent downward trend in Staff Responsiveness Care Experience.

The group identified one of the barriers to responding to patient call lights in a timely manner was that oftentimes they were with another patient at the same time and felt it was unsafe to leave the patient for another patient’s call light. The consensus of the group was that while this barrier was one that is likely to continue due to patient safety and prioritizing care in real-time, staff responsiveness could be addressed by a more proactive approach in ensuring the patient’s needs have been met or addressed prior to them needing to activate the call light.

Using a shared-decision making model, the group decided to implement an “Authentic Hourly Rounding Log” for both units. Authentic Hourly Rounds were to be completed every hour and include dialogue with the awake patient that addresses the “4 Ps” (pain, potty, positioning, personal) and any other needs. The philosophy driving this change in practice was simple: If hourly rounds are completed by all nurses and support staff for their assigned patients, the number of call lights will decrease, and the patient’s perception of staff responsiveness will improve. In November 2023, the Staff Responsiveness scores had improved from 36.8% to 65.8%. Great work team!

New Knowledge, Innovation, and Improvements

Nursing Research & Evidence-Based Practice at SSC

It is imperative that nursing practice continually evolve to address rising patient acuity and increasing complexity in today's health care environment. One way to achieve this is through organizational support for nursing research in developing new knowledge. It promotes a spirit of inquiry and innovation where nurses can pursue answers to their clinical questions. At Kaiser Permanente South Sacramento (SSC), a robust infrastructure is in place to support and promote nursing research at the local and regional levels.

The Nursing Professional Development (NPD) Council is part of the Shared Governance structure at SSC. Clinical nurses from all departments are represented on this council. The NPD Council maintains a sub-group focusing on research and evidence-based practice (EBP). Initiatives from this sub-group include the following:

- Nursing research: Promotes and supports local, nurse-led research that is performed, tested and evaluated by nurses closest to the point of care.
- Journal club: Review research studies and discuss implications to clinical practice.
- EBP mini-immersion: EBP mentors teach a 4-part series covering all steps in the EBP process. Attendees identify a topic of interest, perform a literature review using rapid critical appraisal, synthesize findings, and make a nursing practice recommendation.
- Research and EBP presentations: Clinical nurses are encouraged to present their work to the NPD council.

To support nurses in their research endeavors and answer any questions they may have, SSC also offers recurring office hours with Nursing Professional Development Director, Kendal Bailey. Kendal leads these sessions to guide various topics, including proposal writing, the study submission process, and Institutional Review Board (IRB) approval. Clinical nurses enrolled in bachelor's or graduate programs are also encouraged to attend office hours to collaborate and receive support for school-related projects performed at SSC. A facility-wide Research and Evidence-Based Council will be added to the Professional Governance Structure. We look forward to continuing our journey to excellence through nurse-led research and application of evidence-based practice.

Innovations/Technology

KP South Sacramento Pilots Virtual Reality Technology for Use in Nurse Education and Simulation

In 2023, Kaiser Permanente South Sacramento (SSC) showcased our dedication to being leaders in our field through strategic investment in virtual reality (VR) technologies for use in nurse education and simulation. Recognizing the increasing complexity and acuity of patient care, our commitment to innovation served to prepare our nursing staff for the rapidly changing demands of their roles. VR technology emerged as a unique and pivotal tool in our educational evolution, offering a comprehensive approach that encompasses cognitive, affective, and psychomotor learning domains.

The versatility of VR allows for the creation of realistic and engaging scenarios that enhance decision-making skills, promote team dynamics, and expose staff to high-acuity events in a risk-free environment. This immersive learning experience supports the constructivist learning theory and caters to various learning styles with visual, auditory, and kinesthetic elements, making education both effective and enjoyable for learners.

Unlike traditional manikin-based simulations, which can often be limited by high costs, a lack of realism, and both personnel and resource constraints, VR offers a cost-effective and scalable solution. The technology enables our educators to simulate complex clinical situations with greater practicality and authenticity. By integrating VR into our educational practices, SSC has been able to introduce new innovative learning solutions while simultaneously reducing logistical and financial barriers associated with conventional training methods. This pioneering approach highlights our leadership in adopting cutting-edge technologies, ensuring our nursing staff are well-prepared, proficient, and capable of delivering exceptional care in an ever-evolving health care landscape.



South San Francisco Medical Center

Message from Chief Nurse Executive and COO,
Tina M. Bray, DNP, MSN, RN, MBA

As we reflect on the past year, I am profoundly grateful to each of you for your steadfast dedication to compassionate patient care and your pursuit for evidence-based best nursing practice. Your unwavering commitment and compassion have been truly commendable, and I am honored to lead such an exceptional team. Throughout the year, we have achieved significant milestones that have truly enhanced our culture of nursing excellence. Here are highlights of our key accomplishments:

- Middle Management Training: Equipped leaders with skills for supportive environments
- New Residency and Specialty Training Program: Improved retention and specialized care
- Community Outreach at Pistahan Festival: Engaged with and served the community.
- Recognition with DAISY Awards: Celebrated exceptional nurses' contributions
- Promotion of certification and higher education: Encouraged ongoing professional development.
- Geriatric Emergency Department Initiative (GEDI): Specialized care for elderly patients
- Code Blue Documentation Improvement: Enhanced patient safety in critical situations.
- Rapid Intake Treatment Area Transformation: Streamlined patient triage for efficiency and safety.

Each person on our nursing team works tirelessly to truly make lives better for our patients and their families. As we reflect on the past year's success and look ahead to the future, let us continue to support one another, prioritize self-care and well-being, and strive for continuous improvement. Together, we can overcome any challenges and continue to provide exceptional care to those we serve.

Transformational Leadership

Hospital Accolades

- Leapfrog Hospital Grade “A”, Top Hospital–Clinical Performance and Patient Safety
 - Patient and Workplace Safety Soteria Award–NCAL Top Safety Priority Index (SPI) Performer
 - Patient and Workplace Safety Soteria Award–Most Improved
- This award is named for Soteria in Greek mythology, the goddess of safety and deliverance and preservation from harm.*
- Geriatric Emergency Department Accreditation (GEDA)–Care of older adults presenting to the emergency Department
 - The Joint Commission Primary Stroke Accreditation

Empowering Our Middle Management Team



KP SSF nurse leaders

In 2023, our organization made a strategic investment in our nursing leadership team by selecting three managers and three assistant managers to participate in a rigorous seven-month Middle Management Institute Program, facilitated by Nurse Scholars Academy in partnership with UCSF. This program provided them with essential leadership skills and knowledge to effectively manage teams and oversee nursing unit operations. This initiative underscores our commitment to fostering professional development among our leaders, empowering excel in their current roles.

This initiative underscores our commitment to fostering professional development among our leaders, empowering them to excel in their current roles.

Community Outreach

Health Advocates: Nurses Taking Action for Community Wellbeing

At the KP-sponsored Pistahan Festival, over 100 volunteers, including nurses, physicians, staff, family, and friends, came together to promote community health. Among them, KP SSF clinical nurses dedicated their days off to this significant event, recognizing its importance in South San Francisco and Daly City, home to one of the largest Filipino populations outside the Philippines. This community faces heightened risks of diabetes, heart disease, and stroke. With a focus on preventive care, the nurses conducted blood pressure checks and educated attendees on early stroke signs using the BEFAST acronym (Balance, Eyes, Face, Arm, Speech, Time), as well as addressing modifiable risk factors like healthy eating and smoking cessation. KP leadership supported this event by providing necessary equipment and materials, and promotion through flyers, KP intranet news, and KP logo t-shirts.



Nurses provide preventive checks and information at the KP-sponsored Pistahan Festival.

Structural Empowerment

In March 2023, the Nursing Unit Council underwent a revitalization effort. Thirty-one nurses representing all units and shifts participated, demonstrating high motivation and engagement. They felt empowered to address issues impacting patient care collectively and collaboratively in their daily work.

DAISY Award Honorees

May 2023 TPMG DAISY Award Recipients

Nestor Oriola, RN, Emergency Department

Denise Philibosian, RN, Allergy

DAISY Award Recipients

Hazel Herrera, BSN, RN, Northwest

Shao Mei Tan, RN, 4South

Judy Tran, BSN, RN, ICU

Victoria Palomar, BSN, RN, ICU

Therese Saul, BSN, RN, Emergency

Lubin Masibay, RN, Interventional Radiology

Tante Wooden, RN, Interventional Radiology

DAISY Nurse Leader Recipients

Doanh Ly, DNP, RN, CNS, CCRN, SCRNP- Clinical Education

Jessica Panlasigui, BSN, RN--Clinical Education

Kelly Carlson, BSN, RN, Emergency Department

Christopher Moore, CRNA, RN

Certification and Degree recipients

Diane Carter, BSN, RN, CCRN

Diane Santiago, MSN, RN, CCRN

Myra Chant, BSN, RN, CCRN

Victor Blardony, BSN, RN, CCRN

Donna Alcaraz, MSN, RN, CNOR

Kali Moore, BSN, RN, CNOR

Bernadette Reyes, BSN, RN, CPAN

Leslie Devincenzi, BSN, RN, CPAN

Maureen Crehan, RN, CPAN, CAPA

May Dela Rueda, BSN, RN, CPAN

Stefanie Nastari, BSN, RN, CPAN, CAPA

Christina Taylor, BSN, RN, RN-BC

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Foundations of Evidence-Based Practice Workshop

Rowena Guarino

Maureen Crehan

Sherie May Domingo

Patricia Poggio

Middle Management Institute – Assistant Nurse Managers

Camille Rose Cabalsa

Middle Management Institute – Nurse Managers

Lilia Monica Madamba

Nurse Residency Program

The Nurse Residency Program offers a comprehensive, evidence-based clinical orientation and nursing professional development curriculum to facilitate the transition to practice. Throughout the program, KP SSF facilitated three cohorts totaling 12 nurse residents, who were assigned to the med/surg and med/telemetry units. Of these, 11 out of the 12 nurses successfully completed the program and have since secured staff positions within the Med/Surg and Med/Telemetry units, growing their careers at KP SSF.

Specialty Training Program

ICU Fellowship Training Program: the program spanned 14 weeks and provided experienced nurses from non-ICU settings with training to work in the ICU. The curriculum included live classroom didactics, simulations, reflection sessions, Essentials of Critical Care Orientation (ECCO) modules from the American Association of Critical Care Nurses (AACN), and clinical preceptorship. RN Fellows were trained to apply their knowledge and skills in clinical practice. At KP SSF, four fellows successfully completed the program and have transitioned to staff positions in the ICU.

Percentages of Nurses with BSN+ Degrees and Certifications

49% BSN prepared
as of Dec. 2023

13% ANCC certified
as of Dec. 2023

PeriOp Fellowship Training Program

The program comprised several months of didactic training, during which all 5 interns achieved a perfect score of 100% on the AORN Periop 101 final exam. Currently, three nurses from the program remain active members of the PeriOp team.



Attract & Hold: A Retention Frame

Our commitment to staff retention has never been stronger, thanks to our progressive approaches in training, development, and

workflow standardization. Our middle management training programs empower leaders to create nurturing environments, while our new Nurse Residency programs ensure seamless transitions for our newest team members. By streamlining workflows and standardizing patient care, we've not only improved efficiency but also reduced stress and burnout. Together, these efforts have fostered a culture of growth, support, and job satisfaction, leading to greater staff retention rates and ultimately, better patient care.

Exemplary Professional Practice

Meeting the Needs of SSF Geriatric Population

Our Geriatric Emergency Department Initiative aims to recognize the unique needs of our older adult population. It involves specialized training of our staff in geriatric care, creating age-friendly environments and implementing protocols that address the complex medical and social challenges faced by elderly patients. The goal is to improve outcomes for older individuals by promoting a holistic and age sensitive approach within the department and ensuring appropriate resources are in place to meet the distinct requirements of geriatric patients. The project focused on delirium prevention and management and reducing length of stay for our geriatric population in general.

It started with the team's effort to bring awareness to fall prevention, mobility, rounding and delirium screening and management. Workflows were developed that began from the initial presentation to the patient's discharge or transfer of care to inpatient units. During triage, the primary RN screens for delirium, using a standardized screening tool from Vanderbilt University to identify risk in older populations. Patients are provided with yellow gowns and socks to implement fall prevention protocol. ED Technicians were involved and assisted in TUG (Timed Up and Go) test and do proactive rounding every 2 hours. Our ED physicians launch delirium order sets and consult with social workers and discharge planners for safe placement/disposition.

As a result of these efforts, there was a notable increase from 59% in February to 82% in December in implementing the Behavioral Change Action Model (BCAM) and interventions, including fall prevention, rounding, and safety protocols.

SSF is #1 in the region for the GEDI bundle in 2023. In December 2023, Kaiser Permanente SSF Emergency Department proudly attained Level 3 GEDA accreditation, a prestigious distinction shared by only 7 NCAL Emergency Departments.

Improving Documentation of Code Blue Events Using the Code Narrator in KP HealthConnect

Revised resuscitation standards released by the Joint Commission in January 2022 emphasizes accurate and complete documentation for improved outcomes. A review of code blue documentation revealed an opportunity for enhancement. To address this, the Code Blue Task Force was formed in March 2022, comprising frontline nurses from ICU, telemetry, and medical/surgical units, alongside Critical Care Clinical Nurse Specialists (CNS) and nurse leaders. Led by frontline staff, the task force aimed to enhance documentation using the Code Narrator. The action plan involved peer-to-peer education through various methods, including real-time discussions and hands-on practice with the Code Narrator. The success of this initiative led to its recognition and our team was invited to speak at the National Association of Clinical Nurse Specialists (NACNS) Conference in March 2024. Additionally, the initiative was recognized at the American Association of Critical Care Nurses - National Institute Teaching and Critical Care Exposition (NTI) Conference in May 2024.



KP-South San Francisco Code Blue Task Force Team, from left to right: Baby Lyn Abadilla, Cleo Cruz, Arline Bocaling, Connie Maghirang, Elizabeth Medina, Marlon Caballero, Eunice Balancio, Doanh Ly, Sherie Domingo, Shellane Raymundo, and Debbie Conner.

New Knowledge, Innovation, and Improvements

Rapid Intake Treatment Area

The Rapid Intake Treatment Area (RITA) project within the emergency department aims to expedite the initial assessment and treatment process for patients seeking care during times of high volume. It involves streamlining workflows, optimizing resource allocation, and implementing an efficient triage process to ensure timely and effective care for our ESI/Priority 3 patients. The overarching goal of RITA is to reduce wait times, improve patient outcomes, and enhance the overall efficiency of the emergency department.



Vacaville Medical Center

Message from Chief Nurse Executive
Cherie Stagg, DNP, RN, NEA-BC

2023 was a year of emergence for Kaiser Permanente Vacaville Medical Center. Coming out of the COVID Pandemic and the reignited social justice movements has brought new norms and learnings that have reshaped us to think and act differently as nurses and a health care team to improve the health and wellness of our patients, the community, and each other.

We are proud of the extraordinary work our nursing team has accomplished. Through their unwavering commitment to professional development, improving the sense of safety and belonging for both patients and one another, the use of Evidenced-Based Practices, and improved engagement in staff led projects we have continued to see improvements in clinical care, patient experience, and team well-being.

Our team has restructured our professional governance structure, shared learnings at national conferences, and is enthusiastically on the journey towards achieving Magnet®. This year's Annual Nursing Report celebrates just some of the achievements of the Kaiser Permanente Vacaville Medical Center team.

I continue to be inspired and thankful for the remarkable commitment to nursing excellence that our nurses showcase every day. I am excited to see what the future holds for this amazing team of professionals and honored to be a witness to their journey.



Transformational Leadership

2023 Opening NICU

Kaiser Permanente's mission and vision encompasses a commitment to providing high-quality, patient-centered care and improving the health of the communities we serve. Since 2013, the Napa-Solano service area membership has grown 11% or about 26,000 members. Growth in female membership between ages 20-44 in the Vacaville residence area including nearby Davis was forecasted to exceed regional growth rates in this membership category over the next ten years. There has been higher membership growth in the Vacaville/Fairfield Area.

Prior to 2023 and due to the lack of a Level 2 Neonatal Intensive Care Unit (NICU), 244 (19%) of our newborns were transferred to Kaiser Permanente Vallejo's Level 2 NICU. In 2023, Vacaville Family Birth Center celebrated their 10th anniversary, and delivered 1454 babies. Due to the need for additional newborn services, Maternal Child Health leadership team, Nursery RN committee members, Chief of Pediatrics, Kaiser Vacaville Executive team, Quality Team, AR&L, and Support Services Department Managers helped to develop nurse training and policies in planning for the opening of the Neonatal Intensive Care Unit. On January 23, 2023, Kaiser Permanente Vacaville opened a level 2 NICU. The NICU provides an intensive care unit for babies born after 34 weeks or who need intermediate-level care. In 2023, the Neonatal Intensive Care Unit admitted 118 neonates and unexpected newborn complications decreased. The opening of the NICU eliminated the need to redirect around 90 newborns and their mothers annually in Solano County.

The NICU has contributed to improving health outcomes for our newborns and their families, demonstrating Kaiser Permanente's commitment to excellence, innovation, and the well-being of its members and clinical nurses.

Nursing Excellence Award Winners, Research Leads, and Council Leads

Our Nurse Council Leads and Co-leads play a pivotal role in driving positive change, fostering collaboration, and championing excellence within our nursing department.

Nursing-driven Hospital Accolades

- Quality & Sustainability Award: NTSV Cesarean Birth Rate (PC-02)/California Maternal Quality Care Collaborative
- Clinical Excellence in the Care of Sepsis/ Kaiser Permanente

Nurse Development Programs

The Professional Nursing Excellence Council plays a crucial role in promoting collaboration, communication, and excellence in nursing practice. They promote professional development opportunities in their departments, encourage their peers to advance their degree, get certified, and/or apply to the career ladder program.

Saving Lives: Naloxone Distribution

With opiate-related overdoses and fatalities in Solano County and beyond on the rise over the last decade.

Debi Sanderson, Substance Use Navigator, Licensed Advanced Drug Counselor, Intervention Specialist, Family Systems Support Specialist; Roylyn Fernandez, RN, MS, Assistant Nurse Manager; and Michael Williams, MBA, MSN, RN, Clinical Service Director assisted in the initiative to save lives in our community through distribution of naloxone kits. The team knew that naloxone was easy to use requiring little training and shows that people receiving naloxone early after an opioid-related overdose had better outcomes.

The team volunteered at multiple community events; community health fairs and other Solano County events to provide education and distribute naloxone to community members and to staff at high-risk facilities. The naloxone kits were provided by Cal-Bridge for distribution to the community. In addition, our Kaiser Permanente Emergency Department distributed free naloxone kits to key community stakeholders, high-risk facilities, opiate users, and overdose patients.

Structural Empowerment

Professional Governance Day

KP Vacaville is committed to developing a structure that empowers professional nurses to lead the way as decision-makers and collaborators to improve the nursing practice environment. In December 2023, the Unit Practice Core Councils met to establish a Professional Governance Day.

Rewards & Recognitions

2023 Mentees

Leaders and clinical nurses participated in our mentorship program. The mentorship program provided opportunities for personal growth, skill development, guidance, and support.

Mentees

Leslie Anderson, MSN, RN, CCRN, CEN, TCRN
Victoria Grant, MSN, RN
Denette M. Valencia, MPA, BSN, PHN, RN, CCRN-K

DAISY Award 2023

Courtney Walker, 3A – January
Estela Quintero, ICU – February
Jennifer Paolini, 2B – March
Brandy French, ICU – April
Annie Wilkins, ICU – May
Berissa Andrade, 2B – June
Jocelyn Buncio, 4B – July
Sonia Judge, ICU – August
Monica Kerby, 3B – September
Seth Mattson, 3A – October
Iris Velasco, OR – November
Paulette Roberson, 4B – December
PACU – Team Award

LOVE Award

Michael Njoku, RN

2023 Certifications

Leslie Anderson, ICU
Trauma Certified Registered Nurse
Jennifer Coultrup, 2B
Medical-Surgical Nursing Certifications
Carol Amadeo
Patient Care Coordinator
Nursing Case Management Certification
Jessica Pemberton
Trauma, Certified Emergency Nurse

KAISER PERMANENTE VACAVILLE MEDICAL CENTER

Percentages of Nurses with BSN+ Degrees and Certifications

65% BSN prepared
as of Dec. 2023

15% ANCC certified
as of Dec. 2023

Roylyn Fernandez
Emergency Department
Certified Emergency Nurse

Sally Boyd
Emergency Department
Certified Emergency Nurse

Chris Gella
House Supervisor
Certified Nurse Leader

2023 Degrees

Grace Senoga, DNP, 2B
Elizabeth Rivers, BSN, 2B
Lawrence Mora MSN, 2B
Alicia Smith MSN FNP, 2B
Amity Vera BSN, 2B
Melissa Davis, LVN, 2B
Lamisha Brown, LVN, 2B/FLOAT POOL PCT

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Elizabeth Bigby
Melodie Martin

Foundations of Evidence-Based Practice Workshop

Victoria Grant
Leslie Anderson
Fung Wan Iris Ng
Mary Thomas
Nhadine Fabro-Brown
Marites Less

Middle Management Institute – Assistant Nurse Managers

Melissa Gay

Middle Management Institute – Nurse Managers

Fung Wan Iris Ng
Denette Valencia
Amanda Swetland

Professional Development Programs

Trauma Trivia: A Multidisciplinary approach to clinical staff education

In 2023, our Trauma department team created an interactive Trauma Trivia event for 53 of our physicians, clinical leadership and nurses from the Intensive Care Unit, Operating Room, PACU, Emergency Department, Medical-Surgical and Medical-Surgical Telemetry Unit.

Trauma Trivia provided a multidisciplinary approach to provide trauma-related educational opportunities pertinent to the patients that are treated at Kaiser Permanente Vacaville Medical Center. As a designated Level II trauma center at KP Vacaville, there is a demonstrated need to enhance the knowledge base and clinical management of trauma patients and increase the knowledge on current practices involving patient care.

The Trauma Trivia objectives describe the proper assessment of a trauma patient, explain best practices in resuscitation and post-resuscitation of the trauma patient, describe the types of injury patterns anticipated with different mechanisms of injury and describe the different considerations of care for special population trauma patients.

Our Emergency Department won first place with our PACU department a close second during the Trauma Trivia night. The event provided the teams an engaging environment to have meaningful discussions and enhance their trauma knowledge through friendly competition. The professional development activity enhanced the skills and competence of the health care teams in providing trauma-informed care.

Nurse Residency Programs

The purpose of the Nurse Residency Transition to Practice Program is to prepare Kaiser Permanente Nurse Grad RNs with fewer than six months of experience as professional nurses who can offer our members safe, effective, high-quality, and reasonably priced care. Six components of the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program (PTAP) are included in the curriculum, which also coincides with the Kaiser Permanente Vacaville Medical Center Mission and Vision and the Kaiser Permanente NCAL Professional Practice Model.

Cohort 5

- Kalolaine Loseli, RN
- Grazie Angkaw, RN

Cohort 6

- Ericka Samson, RN
- Hugo Ibarra, RN
- Taura Marks, RN
- Alissandra Gianni, RN

Cohort 7

- Lawrence Mora, RN
- Rance Sali, RN
- Tiffany Cam, RN
- Eunjin Lee, RN

As part of the ongoing commitment to professional growth and development, a transition to practice to the Emergency Department was offered for 5 clinical nurses who were eager to expand their skill set. The program was designed to provide comprehensive training and ongoing mentoring support.

- Dawn Luedeke, RN
- Glenn Mallari, RN
- Danelle Novales-Espena, RN
- Sheila Polynice, RN
- Lindsay Rodriguez, RN

Shared Leadership

Our unit councils empower clinical nurses to participate in decision-making processes regarding unit operations, patient care and quality improvement initiatives. They facilitate open communication among nursing staff fostering collaboration and addressing concerns in a transparent manner. Our unit councils play a vital role in promoting a culture of collaboration, continuous improvement, and excellence in nursing our medical center.

Exemplary Professional Practice

Kaiser Permanente Family Birth Center nurse-led Supporting Vaginal Birth Committee is committed to improving the birth experience by implementing processes that encourage the vaginal birthing process. Women who deliver vaginally experience less birth trauma and recovery time. They have less risk of surgical site infections and other complications.



In 2023, the Vacaville Family Birth Center team identified a need to reduce the cesarean section rate and improve patients' experiences. In the fall of 2023, the Family Birth Center clinical nurses began incorporating visual education to encourage patient positioning and movement during the labor process by hanging posters displaying different labor positions in the birthing rooms. Additionally, they began increasing the use of the Peanut Ball, provided a "position of the month" flyer to all staff, implemented a circuit program for labor movement, applied a new nitrous oxide workflow, and began conducting C-section chart reviews.

In January 2024, the team saw a large reduction in the Cesarean section rate at 5%, from a previous 30.6% in December 2023.

New Knowledge, Innovation, and Improvements

KP Cares: A Multi-site Nursing Research Study

Kaiser Permanente Vacaville joined the KP NCAL multi-site nursing research study in a research project that incorporated Caring Science. The 4-part series started in December 2023 and went through March 2024. Our co-researchers were Victoria Grant, MSN, RN, CNS, and Richard Turner, RN, ICU Clinical Nurse. The 4-part Caring Science Series includes a qualitative research component in which co-investigators interview participants with consent, numbering nine total participants from Vacaville. The purpose of this research is to examine the lived experience of patients receiving care during and after the pandemic, as well as the effects this has on their self-care routines, their capacity to form caring relationships with patients and teams, and their resilience and general well-being in these trying times.



Vallejo Medical Center

Message from Chief Nurse Executive

Juanita A. Jularbal-Walton, DNP, MBA, RN, NEA-BC

It has been an honor to serve as the Chief Nurse Executive at Kaiser Permanente Vallejo Medical Center since March 2019. I am proud of the recent Magnet® Designation by the American Nurses Credentialing Center (ANCC) in July of 2023. This credential marks the validation of a hospital culture that continues to elevate nursing practice through implementation of Evidenced Based Care. It also highlights the exceptional collaboration between nurses and physician partners, ancillary departments, and hospital leadership. The team clearly demonstrated their commitment to patient care experience and professional growth and development for nurses advancing their education and professional certification when Magnet® appraisers were on site.

I am especially pleased that the ANCC recognized Kaiser Permanente Vallejo for exemplary projects that included participation across the facility. Four of them are as follows:

1. An innovative redesign of the work environment that required partnership with the pharmacy, engineering and infection prevention.
2. The PATH tool and processes to meet the specific and individual social needs of new family caregivers.
3. Hospital Acquired Pressure Injury (HAPI) reduction performance above the national benchmark for the majority of eight quarters in the majority of Vallejo inpatient nursing units.
4. Falls with Injury performance above the national benchmark for the majority of eight quarters in the majority of ambulatory nursing units.

As a leadership team inclusive of nursing and shared governance leaders, we commit to key programs that encompass the Vallejo Medical Center culture: Reporting of Safety Concerns through Technology, the Jean Watson Theory of Human Caring Model, and the deep commitment to Research and Evidence-Based Practice. The ANCC acknowledged these programs as strengths for our Magnet® Designation.

In the coming year, I look forward to further success through the Vallejo shared governance team as we approach opportunities with creative, adaptive, innovative, and flexible solutions. We commit to identifying strengths and gaps and deploying actions, learning, and integrating as a collaborative unit that consistently demonstrates high commitment to exceptional quality and service for our members and community.



Overview

Demographics

Kaiser Permanente Vallejo Medical Center (VMC) serves over 150,000 members in Napa and Solano Counties which include the communities of Vallejo, Benicia, Fairfield, American Canyon, Napa, Cordelia, Suisun City and Rio Vista. We serve one of the most diverse populations in the nation and are proud that our workforce closely mirrors those we care for.

This state-of-the-art 248 bed hospital exists to provide high-quality and affordable health care to members and the community. The facility provides a wide range of acute and specialty care services such as Acute Rehabilitation Center, National Cancer Institutes (NCI) Community Oncology Research Program, Stroke Center, STEMI Receiving Center, Emergency Services, ACoS Accreditation for Comprehensive Community Cancer Program, da Vinci Robotic-assisted surgery, and Level II Intermediate Care Nursery.

Stories Covered

TRANSFORMATIONAL LEADERSHIP

- VON Council Update
- Nursing EBP and Research Projects
- Community Health Initiative

STRUCTURAL EMPOWERMENT

- Professional Governance Story
- Awards
- Degree/ Certifications
- Nursing Development Programs
- Nursing Mentorship

EXEMPLARY PROFESSIONAL PRACTICE

NEW KNOWLEDGE

Lessons Learned – Magnet Journey in 2023

Lessons Learned: Our Magnet Journey

In 2023, Kaiser Permanente Vallejo Medical Center's pursuit of Magnet recognition is a journey of collective effort and dedication to nursing excellence. Under the visionary leadership of our Juanita Jularbal-Walton, Chief Nurse Executive, the Voice of Nursing (VON) evolved from a gathering dominated by nurse leaders to a dynamic, nurse-led assembly.

This strategic move democratized our approach to excellence, engaging clinical nurses directly in the Magnet process and fostering a deeper understanding of its significance.

The initial reservation during the nursing excellence survey was overcome with creative incentives, leading to enthusiastic frontline involvement. Our nurses transcended their roles, meticulously drafting exemplars and preparing for regional scrutiny, their commitment unshaken despite the enormity of the responsibility. Their efforts exemplified commitment, laying the groundwork for our Magnet aspirations.

Our journey dismantled traditional silos, with units like ED and PACU actively engaging in interdisciplinary collaboration. Nurses learned to interpret data and contributed to a hospital-wide display of departmental projects, demonstrating remarkable professional growth.



The VON council's expansion and professional engagement in monthly meetings marked an era of heightened research, quality improvement projects, and education regarding our Magnet mission.

The pinnacle of our journey arrived with the Magnet appraisers' visit, an occasion that united our staff in a demonstration of hospitality and readiness. Their commendation of our practices as "Magnet-worthy" was a moment of validation for the years of diligent effort.

As we stand in the wake of our achievements, with "zero deficiencies" noted, the unity and strength of our nursing voice resound more powerfully than ever. From a core of seven to a force of many, we have forged a team of exemplary professionals. Our institution, serving a remarkably diverse community, has emerged not merely as a provider of health care but as a paragon of excellence, a testament to the spirit and determination that defines us.

Awards and Recognitions

- American Nursing Credentialing Center Magnet Designation for Nursing Excellence
- Earned The Joint Commission Gold Seal of Approval®
- Primary Stroke Center certified by The Joint Commission
- Commission on Cancer – Accredited Community Cancer Program
- National Cancer Institute Community Oncology Research Program, a program of the National Institutes of Health
- National Accreditation Program for Breast Centers (NAPBC)
- Commission on Accreditation of Rehabilitation Facilities (CARF) Accreditation – Kaiser Foundation Rehabilitation Center
- Nurses Improving Care for HealthSystem Elders (NICHE) Member Recognition
- American Heart Association – Get with the Guidelines GOLD for Cardiac Care
- Leapfrog Hospital Safety Grade "A"

Transformational Leadership

Brief Review of the VON Council

Nestle "Twinkle" Vitug MSN-NI, RN PCCN, SNIV

The Voice of Nursing Council (VON) is a dynamic cornerstone within the hospital, dedicated to enhancing the nursing profession through a patient and family-centric approach reflective of Kaiser Permanente's professional practice model.



It boasts a diverse membership representing the full nursing spectrum led by the tri-chair and is inspired by the CNE, which embodies the image of transformational leadership. The VON is relentless in its pursuit to refine nursing practices by integrating evidence-based research, focusing on patient safety, and fostering the highest quality of care. It encourages nurses' involvement in analyzing unit-level outcomes and advocating for educational growth and professional development while celebrating their achievements with accolades during Nurses Week.

Collaborating with multidisciplinary teams, the VON strives to establish a nursing culture that embodies collaboration, innovation, and extraordinary care delivery. This ethos, aligned with the organization's overarching objectives, led the hospital to achieve the prestigious Magnet Designation in June 2023, ensuring a legacy of nursing excellence.

Community Health

At Kaiser Permanente Vallejo Medical Center mission is to provide affordable, high quality health care services and to improve the health of our members and the community we serve.

In Solano County, the population over 60 is projected to increase 162.5% between 2010 and 2060. Adults 75 years and older may have more complex social and physiological needs, and they have a higher risk of poor outcomes after surgery. In 2020, KP Vallejo implemented the Senior Surgical Care Program (SSCP) with the geriatric clinical nurse specialist as the nursing lead to support the needs of this vulnerable population. SSCP has four Areas of Concentration: Goals of Care and Decision-Making, Cognition Screening and Delirium, Maintenance of Function and Mobility, and Nutrition and Hydration Optimization. Previous identified areas of concentration guide the health care team in providing quality, age sensitive care to those needing urgent surgical intervention or considering elective surgery. The goal of SSCP is to address geriatric vulnerabilities by providing a comprehensive, multidisciplinary approach to the care of older adults who are contemplating surgery. The multidisciplinary approach for elective surgeries is a demonstration of how the SSCP group of nurses deliver socially sensitive care to the geriatric patient population by offering patients and their families an individualized plan of care and guidance in their decision making. This allows the patient to be better informed while preserving patient autonomy. Improved communication with patients before surgery allows the team to focus on outcomes that matter most to the patient.

Structural Empowerment

*Professional Governance story from local medical center
"Roadmap to Home."*

In early 2022, 4East experienced a significant challenge with "Nurse Communication," lingering in the 24th percentile and plummeting to the 6th percentile by August. This concerning trend catalyzed the formation of a Care Experience steering committee spearheaded by our CNE and care experience leader, Lisa Giusto. The committee's mandate was clear: innovate to improve.

The solution was the "Roadmap to Home," a pilot communication strategy introduced on 4East. This initiative harnessed the concept of breaking down complex care pathways into manageable, comprehensible goals using interactive whiteboards.

Employing a teach-back method, nurses ensured patient comprehension at each care landmark. By March 2023, this strategy propelled 4East to the 100th percentile in patient satisfaction, culminating in a Victory Award ahead of the Magnet site visit.

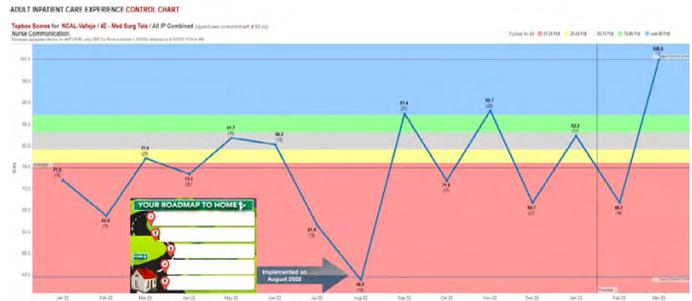
Roadmap to Home's success is underpinned by its foundation in Kaiser Permanente's Professional Practice Model, particularly the principle of INTEGRITY—sending consistent and reliable communication from different nurses at different times. This consistency in information delivery reduces patient confusion and anxiety, leading to better patient experiences and, consequently, higher HCAHPS scores.



Following the initiative's triumph, the approach was adopted by another telemetry unit, setting a precedent for hospital-wide implementation by the end of 2023. This strategy's effectiveness was further evidenced by

marked improvements in patients' understanding of medication side effects, a critical factor in our enhanced HCAHPS scores. Therefore, My Meds Matter, a collaborative project across multiple disciplines, is integrating this tool into its workflow to augment first-dose medication education.

The Roadmap to Home aligns with the Magnet standards, encapsulating transformational leadership governance, communication, and evidence-based improvements, reflecting our commitment to nursing excellence towards Magnet re-designation.



Inspired by these principles, this project has led to a paradigm shift in nursing communication. We're not just reaching goals but establishing new excellence benchmarks, redefining what it means to provide extraordinary care. The Roadmap to Home is more than a tool; it's a testament to our unwavering dedication to innovation and the patient care experience.

Rewards & Recognitions

2023 DAISY AWARD RECIPIENTS

- Shawn McDaniel – KFRC/ Clinical Nurse
- Jessica Sandoval – L&D/ Clinical Nurse
- Yasmin Proctor – KFRC/ Team Leader
- Voice of Nursing/Team Award
- Angeline Paet – 5W/ Clinical Nurse
- Tunde Lasode – 4W/ Clinical Nurse
- Kelly Klepacki – L&D/ Clinical Nurse
- Esther Zapanta – KFRC/ Clinical Nurse

2023 LOVE AWARD RECIPIENT

Nestle Vitug – 4East / Clinical Nurse

2023 V IS FOR VICTORY AWARD FOR EXCEPTIONAL CARE EXPERIENCE

Awarded to departments where 5-star performance at the Vallejo Medical Center was obtained on Patient Satisfaction Data.

Nursing departments awarded in 2023:

- Recuperative Skills
- Continuity of Care
- Maternal Child Health
- 4E- Medical/Telemetry

KAISER PERMANENTE VALLEJO MEDICAL CENTER Percentages of Nurses with BSN+ Degrees and Certifications

46% BSN prepared
as of Dec. 2023

11% ANCC certified
as of Dec. 2023

Certification and Degree recipients

2023 NEWLY CERTIFIED NURSES

- Shawn McDaniel, CRRN (KFRC)
- Allan Salita, CRRN (KFRC)
- Gabrielle Asseiman, CRRN (KFRC)
- Pauline Black, CCRN (ICU)
- Tara Bonneville, CCRN (ICU)
- Sheila Ramirez, CCRN (ICU)

2023 NEW BSN DEGREES AND HIGHER

- Monique Green, BSN (KFRC)
- Yasmin Proctor, DNP (KFRC)
- Krysta Williams, MSN, FNP (KFRC)
- Brittney Staples, DNP (KFRC)
- Maria Elena Falcon, DNP (KFRC)
- Andrea Huntsinger, MSN (NPD)
- Eric Kamaloni MSN-NI, RN (ICU)
- Jaime Hill, BSN RN (PACU)
- Zaide Pakingan, MSN-NI (OR)
- Menel Reyes, MSN, RN (5 West)
- Grace Senoga, DNP (4 West)
- Zandy Olguin, MSN RN, CNL (4 East)
- Nestle Vitug, MSN-NI (4 East)

2023 FRONTLINE NURSES PROMOTED TO MANAGEMENT

- Eugenia Ventura ANM (5 East)
- Alison Wingo ANM (5 West)
- Gloria Ekpenyong ANM (4 West)
- Monica Soriano ANM (4 East)
- Linda Park Interim Manager (COC KFRC)
- Emily Velicaria ANM (OR)
- Zaide Pakingan Interim Manager (OR)
- Lawonda Lucas, DNP, MSN, RNC, Manager (FBC)

Nurse Development Programs

NURSE GRADUATE RESIDENCY

The Nurse Graduate Residency (NGR) Transition to Practice Program was designed to professionally develop KP VAL NGRNs with less than six months of experience as competent nurses capable of providing our members with high quality, effective, safe, and affordable care. The program aligns with the KP NCAL Professional Practice Model, KP Vallejo Meical Center Mission and Vision and incorporates six elements of the ANCC PTAP Accreditation program.

2023 VALLEJO NURSE RESIDENTS WERE:

Cohort 5: Darian Chan, Amber Tesch, Loretta Keely, Kristofer Stucker. Tharita Ferrerira, Vera Amanze, Christina Joy Stewart, Kaylee Castro, and Karen Pingul

Cohort 6: Aileen, Joy Orobilo, Michelle Park, Arieth Banawa, Madison Schiffman, Carlos John Ojascastro, Kennedy Wade, Jennifer Norris, Dianna Valmadrid, and Cynthia Marquez

Cohort 7: LaToya Mosley, Tiffany White, Coral McQueen, Hiyas Delarosa, Grecia Perez, Tavifa Kovalchk, Blanca Luna, Nathalie Arang, and Mei Chan

TRANSITION TO PRACTICE PROGRAMS:

Our Transition to Practice Programs are designed to professionally develop experienced KP RNs into a new clinical setting as successful competent nurses using evidence-based programs.

2023 Vallejo Transition to Practice nurses were:

- ICU: Marlon Devera, Poonam Singh and Martha Castillo
- Labor & Delivery: Melissa Jabonero and Bea Salvador
- Operating Room: Dianne Castaneda, Rebecca Gillis, and Joel Aandahl

KP VALLEJO NURSE MENTORSHIP PROGRAM

In June 2021, clinical nurses in the Voice of Nursing (VON) Shared Governance Council, wished to give more support to newly hired nurses. After a review of the evidence on retention and engagement, the nurses decided that a mentoring program would help retain newly hired nurses remain with the organization at KP Vallejo. Over the course of 3 months in winter of 2021, the clinical nurses from the VON Council prepared for the launch of the mentorship program by reviewing literature mentoring, worked with Life Moxie platform and created The Nurses Nurturing Nurses Mentorship Program. Due to their efforts, they obtained a list of 9 new graduate nurses interested in being mentored. In January 2022, the first cohort of 9 new graduates were matched with experienced nurse mentors. As of 2023 the mentoring program continues supporting nurses throughout the medical center.

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Charity Shelton

Foundations of Evidence-Based Practice Workshop

Jeanette Ferrer-Valladares
Kulwinder Kaur Chanan
Abigail Marlow
Elizabeth Souza
Loreto (Lory) Fritz

Chrystal Buganza
Sheila Ramirez
Samantha Avecilla
Kimberly Chisholm

Middle Management Institute – Nurse Managers

Sara Figueroa

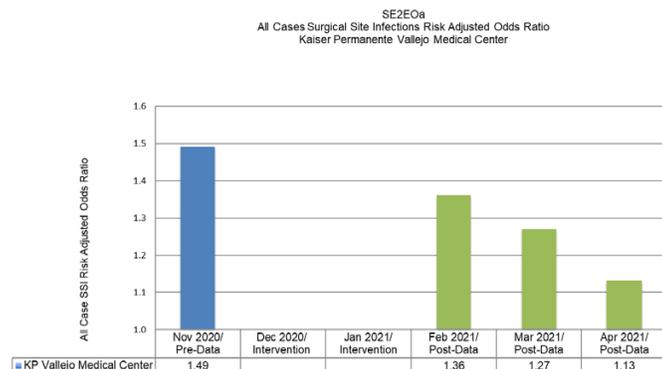
Meny DeLosReyes

Exemplary Professional Practice

In December 2020, the SSI committee collected and reviewed AORN Guidelines for Perioperative Practices (2020), AORN's 2019 Guideline Essentials Quick View for Skin Antisepsis for current evidence-based practice.

Clinical nurses Glenda Andaya, Emily Velicaria, Isabel Enarle, and Oscar Cortez volunteered to create standard work utilizing collected evidence from AORN. The objective was to reduce variation in clinical practice to reduce SSIs and improve patient outcomes. Proper skin antisepsis techniques would be provided as education during OR Skills day with return demonstration beginning December 17, 2020.

- Created standardized skin antisepsis protocol for all superficial general surgery cases by utilizing AORN's evidence-based materials and antiseptic manufacturer's instructions.
- Created competency validation and audit tools for skin antisepsis.
- Created educational content, materials, and posters with instruction and photos of proper skin antisepsis.
- Education provided during OR Skills day on December 17, 2020, and make up sessions throughout January 2021.
- Two practice sessions and competency validation with return demonstration signed off by Perioperative Clinical Practice Consultant (12/15 & 12/16/2020).
- Review of proper skin antisepsis at daily staff huddles (12/20 & 1/21).
- Daily Audits of skin antisepsis utilizing audit tool for validation and compliance (12/18/2020 through 1/30/2021).



New Knowledge, Innovation, and Improvements

Nursing-driven hospital evidence-based practice and research projects disseminated in 2023:

Lopez, Ruben. ICU Staff Nurse/ Nursing Professional Development Specialist. Poster "Reaching Out: Extending IV Pumps Outside COVID-19 Patient Rooms", National Teaching Institute & Critical Care Exposition (NTI Expo) 2023 American Association of Critical-Care Nurses (AACN), Philadelphia, PA

Kliner, Tracey. PACU Staff Nurse and **Torres, Adriana.** PACU Staff Nurse. Poster "Lap Coly Length of Stay." Napa Solano Research Week, Vallejo, CA

Chat, Elizabeth. Clinical Nurse. Partnership between Post Anesthesia Unit and Supply Chain. Napa Solano Research Week, Vallejo, CA

Camicia, M. Director, KFRC. Podium presentation "Integrating Rehabilitation Nursing Concepts into Acute Stroke Care" International Stroke Conference, Dallas, TX

Camicia, M. Podium. "KP CARES Northern California Study" International Caring Science Consortium. Boulder, CO

Park, Linda. Staff Nurse, KFRC, Poster presentation "Imagining the Possibilities with SMART Technology to Enhance Quality of Life" Association of Rehabilitation, Providence, RI

Park, Linda. Staff Nurse, KFRC. Concurrent presentation "Application of the ARN Competency Model in Stroke Care" Association of Rehabilitation, Providence, RI

Camicia, Michelle; Park, Linda; Proctor, Yasmin; McDonald, Shawn, Staff Nurse, KFRC Concurrent Session "To Mentor is to Touch a Life Forever: Mentoring New Grads, Nurses, CRRNs, Leaders Application of the ARN Competency Model in Stroke Care" Association of Rehabilitation Nurses, Providence, RI

Ferrer, Jeanette, Staff Nurse, **Taylor, June,** Nursing Professional Development Specialist. Podium. "KP Cares Study." International Association of Human Caring Conference. Virtual

Research Highlight

Clinical Nurse Disseminates Completed Research Study to an Internal Audience Background:

The nursing vision statement highlights and promotes the incorporation of research and innovations to advance nursing practice at bedside. The KP Nursing Vision was realized by Jeanette Ferrer-Valladares, BSN, RNC-OB, C-EFM, IBCLC, LEC, Staff Nurse IV in her role as site co-principal investigator (PI) on the Kaiser Permanente Caring Attributes of Resilience to Stress (KP-CARES) Study. Jean Watson's theory of Human Caring, known as Caring Science, guides our nursing professional practice in Kaiser Permanente (KP) Northern California. Caring Science creates genuine human connections between the nurse, the patient, and the family, valuing the patient's and family's humanity and dignity. Healing and well-being for both the patient and the nurse develop in this deliberate transformational connection, called the caring moment. Through intentional action, nurses transform their practice to become and create an authentic healing environment, woven together with caring moments.

The primary goals of this quantitative research study were to report pre- and post-intervention evaluation outcomes of the "Enhancing Our Culture of Caring" experiential education series comprised of four modules based on Jean Watson's Theory of Human Caring. Outcomes were based on self-assessed scores of caring practices, compassion satisfaction, and compassion fatigue, derived from validated tools for these specific measures. This study was deemed exempt by the Institutional Review Board on April 13, 2022, and was completed on May 18, 2022. Significant study findings include the participation in the Enhancing Our Culture of Caring experiential education series resulted in an improvement in Watson Caritas Self-rating score ($p < .001$), Watson Caring Science Leader Self-Rating score ($p < .01$), compassion satisfaction ($p < .05$) and secondary traumatic stress ($p < .01$). This research study was part of a larger KP Northern California study funded by KP Northern California Patient Care Services. Michelle Camicia, PhD, RN, CRRN, CCM, NEA-BC, FARN, FAHA, FAAN, Director for Kaiser Foundation Rehabilitation Center at the KP Vallejo Medical Center served as the research mentor for this study.

KP Vallejo Medical Center is fortunate to have mentors to support nurses conducting research. In addition to Michelle, Anita Catlin, PhD, RN, FAAN, Clinical Practice Consultant and Michaela Davis, PhD, RN are also available for research support. Nurses can share their research in huddles, at the Voice of Nursing (VON) Committee, and in local and regional events, such as the Napa Solano Research Week. Participation and dissemination of research is recognized in the Clinical Ladder application and self-evaluation processes.

Jeanette displayed her work with the KP-CARES Study at the podium internally at the Kaiser Permanente Northern California Caritas Coach monthly meeting on May 26, 2022. This was attended by 6 caritas coaches who are all registered nurses. They also presented at the KP Vallejo VON meeting on July 13, 2022. In alignment with the KP Nursing Vision, research is a component of the VON, and a component of each month's meeting agenda. Jeanette and June Taylor, MSN, RN, CNL, NPD-BC, her co-site PI, volunteered to be study site principal investigators during the research brainstorming discussion at a VON Committee. They committed to presenting this study to the VON as part of their research dissemination plan. The sharing of the completed nursing research study to the internal audience provided Jeanette and June an opportunity to highlight their research findings. Internal audience participants included staff nurses and nurse leaders from KP Vallejo.

Jeanette also externally disseminated the study findings with June Taylor at the podium at the Napa Solano Research Week event on May 20, 2022. Dissemination of this study's findings advances nursing practice by demonstrating how an experiential learning session on the Theory of Human Caring. Jeanette and June will be mentored by Michelle Camicia to prepare a manuscript to further disseminate these findings. Multi-site studies, report specific to med.

Technology

Technology – Vocera Project:

In a significant stride towards integrated health care communication, Nestle Vitug MSN RN PCCN SN IV was appointed by the CNE as one of the Clinical Project Managers for the Vocera technology rollout at Kaiser Foundation Hospital on November 7, 2023. With the interdisciplinary project team, the training target was met with an outstanding rate of 87%.

Tasked with engaging experts, managing risks, and driving workflow integration, Nestle crafted customized infographics for each department, serving as a visual pedagogical tool to elucidate the roles of various target end-users in assimilating a new device within the restructured workflow, which enhanced the learning curve.

Leveraging this visual strategy, paired with the innovative “Roving Rover” hands-on training led by superusers, significantly bolstered the frontline staff’s engagement and proficiency pre-launch.

This initiative exemplifies our commitment to improving communication and operational efficiency, showcasing how strategic planning and educational innovation can lead to successful technology adoption in health care settings.



STANDARDIZED VOCERA PROCESSES

VALLEJO MEDICAL CENTER

Start of Shift

- Grab a TC-52 from the designated cart and record "SIGN-OUT" on the Tracker sheet.
- Log-in to Vocera and Rover apps.

Staff Assignments

- ANNA: make the assignments in Vocera for accuracy, every shift and PPN.
- Users will assign themselves, temporary assignments (income, rates, e.g., RN, or location) through the Vocera Game.

Alarms/ Alerts & Contact Info

- To acknowledge alarms/alerts - press "Accept" or "Decline"
- Patient Nurse Call**: Respond to call light system and call back.
- Care Boards**: Use Linc main number: 5-1850 or 51795.
- Contacting Operator, Materials, Engineering or EVS**: Provide your name and the floor/department phone number, so they can return your call if necessary.
- Faxing or Voicemail Messages Outside Vocera**:
 - Obtain the fax or voicemail number.
 - Enter the ext. 18-1850.
 - Enter the room number of the patient.
 - Enter the room number of the patient.

Break Relief

- Place yourself on "Do Not Disturb" (DND) during your break.
- Assign yourself to patients (care areas) for each break provided.

Team Communication

- To reach the primary nurse, call Game ext. 5-1850 and dial 18 + room number + bed number.
- List extension as 5-1850.
- For KP employees needing to contact staff on Vocera - call: 707-551-1850. Say or spell the name of the person.
- Do NOT give to patient or family members.

Secure Messaging

- Vocera Secure Messaging**: Staff to staff communication; Non-chart connected message; No PPI; Leadership & staff communication; Text members of the Care Team to coordinate phone call; Do not use Vocera Secure messaging to reach a Physician.
- Health Connect Chart Chat**: Chart chat is never STAT; Non-urgent, patient-specific communication with the treatment team; When you need to reach an MD directly for clinically urgent information, always call - start a chat; Acknowledge messages: "Okay" or "Got it" or "Thank you."

End of Shift

- "Log-out" from the Vocera and Rover apps.
- Clean the TC-52 with Super Sank wipe.
- "RETURN" the device and record on the tracker sheet.
- Return the TC-52 to the designated cart or hand-off to the next staff.



Walnut Creek Medical Center

Message from Chief Nurse Executive
Reshea Holman, MSN, RN, NEA-BC

As our clinical team of nurses embarked on the journey of 2023, we embraced a profound mission: to not just improve clinical practice, but to enrich lives, uphold the highest standards of care, and ensure that every member received the support they deserved. Looking back on our collective efforts, my heart swells with pride at the transformative strides we made as a nursing division at Kaiser Permanente Walnut Creek Medical Center.

Our journey was not just about metrics and outcomes; it was about touching lives and making a meaningful difference. With unwavering dedication, our clinical teams embraced harm reduction strategies, guiding our patients toward better outcomes with each step. Every improvement, from reducing CLABSI incidents to preventing falls, was crafted with love and intention. We didn't just change processes; we changed lives.

In our pursuit of excellence, we delved deep into our workflows, reimagining our routines with a keen focus on safety and efficiency. Our Daily Safety Briefings and Heroes Committee initiatives were not just meetings; they were moments of collective empowerment, where every voice mattered and every idea sparked hope. Through A3 thinking and frontline empowerment, we didn't just drive change; we unleashed a wave of innovation that rippled through every corner of our campus.

But our mission went beyond the confines of our walls. It was about ensuring that every member, every person who walked through our doors, felt seen, heard, and cared for. Through our concerted efforts, we transformed the experience of care,

reducing ED boarding times and streamlining patient flow. Behind every statistic was a story—a story of hope restored, of fear dispelled, of lives changed forever.

As we grappled with the challenges of nurse vacancies, we didn't just fill positions; we welcomed new hearts and souls into our family, nurturing them with compassion and support. We recognized the value of every individual, whether seasoned veteran or fresh-faced graduate, and together, we forged a bond that transcended titles and roles.

Our leadership team didn't just lead; they inspired. Through initiatives like Midnight Madness, they showed us that leadership wasn't about sitting in an office—it was about rolling up your sleeves and standing shoulder to shoulder with your team, facing challenges head-on and celebrating victories together.

But perhaps most importantly, our nurses didn't just care; they loved. With each Nurse Knowledge Exchange and every Hourly Round, they didn't just fulfill a duty; they shared a piece of their hearts, offering comfort, reassurance, and hope to those in need. And as our hospital ratings soared, it wasn't just a testament to our clinical excellence; it was a reflection of the love and compassion that permeated every interaction, every touch, every smile.

As we bid farewell to 2023, let us carry forward the lessons we've learned and the love we've shared. For in the end, it's not just about what we accomplish—it's about the lives we touch, the hearts we heal, and the love we leave behind.

Demographics

Membership	310,526
Employees	1,814

Transformational Leadership

Empowering Engagement: Kaiser Permanente Walnut Creek's Midnight Madness Initiative for Staff Connection

In light of the pressing necessity for heightened nurse engagement at Kaiser Permanente Walnut Creek, we have embarked on a truly remarkable endeavor: the Midnight Madness Program. Led by our Chief Nurse Executive and a devoted team of leaders, this initiative stands as a beacon of hope, aiming to forge stronger bonds between leadership and our dedicated nursing staff, especially during the demanding night shifts.

We understand the unique challenges faced by our night-shift nurses, who often find themselves navigating their duties with limited interactions with their leaders. It is with this understanding that the Midnight Madness initiative has been meticulously crafted, with the sole purpose of fostering genuine connections and bridging communication gaps that exists within our organization. The program encompasses the following key components:

1. Midnight Madness Calendar and Schedule:

- Quarterly events conducted between 2100 and 0700 hours.
- Leader Meetings scheduled from 2100-2200 to review engagement plan.
- Strategic rounding at 0300 to influence leader themes, ensuring active participation during pivotal intervals.

2. Hospital-wide Road Show:

- Quarterly presentations addressing quality or engagement topics, thoughtfully curated by the collaborative team.
- Inclusive gatherings featuring health-conscious refreshments and Kaiser Permanente-branded merchandise to cultivate a positive and engaging ambiance.

3. Exclusive Time with Leadership:

- Leaders are assigned specific rounding sessions tailored to influence targeted topics.
- Unit-level leaders engage in one-on-one sessions with each direct report, fostering personalized connections and addressing individual concerns.

4. Leader Report Out:

- A collective assembly of all leaders to disseminate overarching themes and insights garnered during the Midnight Madness sessions.
- This collaborative report-out session ensures comprehensive awareness and alignment among the leadership team regarding issues and opportunities identified during the initiative.

The Midnight Madness initiative at Kaiser Permanente Walnut Creek stands as a shining example of our organization's steadfast dedication to nurse engagement. By boldly confronting the unique challenges faced by night-shift nursing and introducing this innovative approach, Kaiser Permanente demonstrates its commitment to enhancing communication and fostering a culture of support and collaboration essential for delivering exceptional patient care. As this program unfolds, we anticipate it will strengthen the ties between leadership and nursing staff, nurturing a more resilient and tightly-knit health care community in Walnut Creek.



From left to right: Reshea Holman, MSN, RN, NEA-BA, Verrilien Clerve, MSN, MBA, RN, Sara Figueroa, MNE, RN, CCRN, Gilbert Fuentes, MSN, RN, CMSRN, ONC, NEA-BC, Rebecca Seitz, BSN, RN, Christina Vega, MSN, RN, FNP, Jaspreet Grewal, BSN, RN, Collette DeMitis-Chilton, MSN, RN, ACNP, NBC-HWC, Jennifer Reber, BSN, MPA, RN, Dayna Latimer BSN, RN, Karen Overton, BSN, RN, Paula Cowan Daugherty, MPH, RRT-NPS, Jenna Palmer, MSN, RN, CNL, C. Jane Proctor, MSN, BA, RN, RN-C, Alexandra Fogli, MS, RN, APRN, Lela Shiferaw, MSN, RN, CNL, CCRN

Screening Our Members for Stroke Risks in the Community

Every 40 seconds, an individual in the United States experiences a stroke, with 1 in 4 patients facing the risk of another stroke. These concerning statistics spurred our Walnut Creek Nurses into action, recognizing the necessity for a dedicated awareness day within our community. To address this pressing issue, an RN Stroke Subcommittee was established and tasked with implementing evidence-based stroke prevention practices throughout Walnut Creek Hospital.

Among the initial initiatives undertaken by this committee was the implementation of stroke prevention screenings within our local community. A team comprising solely of registered nurses organized a booth at the farmers market on campus, where they conducted screenings for stroke risks among both local residents and Kaiser Permanente staff. Additionally, attendees were provided with educational pamphlets to enhance their understanding of stroke prevention measures.

Nurses from various departments, including 3W Med/Tele, 3C Med/Tele, and the Emergency Department, collaborated to ensure the success of these screenings and to deliver comprehensive education on stroke prevention. Through these efforts, we aim to empower our community members with the knowledge and resources necessary to reduce the incidence of strokes and improve overall health outcomes.

Mobility Is Medicine: Supporting Quality Improvement Lead by the Frontline

Emphasizing mobility as an essential component of health care has a profound impact on patient well-being. By employing an evidence-based, team-centered approach, we address a critical aspect of patient care: mobility. Studies reveal that a staggering 33% of patients encounter hospital-associated disability (HAD), signifying a significant decline in their ability to perform daily activities.

In the realm of inpatient Adult Med/Tele, Nurse Manager Lela Shiferaw, MSN, RN, CNL, CCRN, conducted a thorough assessment of mobility data, identifying a crucial opportunity for improvement. Analyzing the trends, she discerned a clear need within her unit—to prioritize patient mobilization, aiding each individual in reaching their maximum potential.



Fully dedicated to enhancing patient outcomes, Lela spearheaded the formation of a dynamic team and swiftly initiated a small Plan-Do-Study-Act (PDSA) cycle. Transforming mobility practices demands a collaborative effort grounded in evidence-based methodologies, and Lela adeptly assembled a team capable of effecting meaningful change:

- Viola Ayob, PCT
- Abdullah Azam, PCT
- Phille Augustine, ANM, RN
- Sherry Hudson-Lay, RN
- Maria Figueroa
- Pamela Tarasona, UA
- Caridad Ngyuen, UA

Viola and Phille led the charge, conceptualizing a 24-hour worksheet that would later become standard procedure on 3W Med/Tele. This daily tool served to standardize practices, minimizing deviations from best standards and fostering accountability among clinical staff. Initially piloted to enhance mobility, the worksheet garnered widespread adoption across the care team.

Supporting this initiative, 3W Unit Assistants implemented closed-loop communication, alerting designated PCTs and nurses of patients at risk of missed mobilization opportunities. Once mobilization occurred, the tool documented completion, ensuring continuity of care throughout all shifts.

Following iterative refinements to the worksheet, the team observed significant improvements in patient mobility over several weeks (refer to Chart). With the success achieved in mobilizing patients, the next phase involved disseminating this impactful work. Nurse Manager Shiferaw initiated the sharing of the worksheet with other Med/Tele departments, resulting in rapid adoption by two additional units, both experiencing marked improvements through the implementation of the same tool pioneered on 3W.

Enhancing Patient Safety in the Emergency Department: A Comprehensive Approach to Fall Reduction

The dynamic environment of the Emergency Department (ED) at Kaiser Permanente Walnut Creek Medical Center (WCR) demands swift action and acute critical thinking from clinicians as soon as a patient enters through the front doors or ambulance bay. However, the department had been facing a concerning increase in fall incidents among patients. Recognizing this issue, nurse leaders took proactive steps to collect data and pinpoint the exact challenges.

As data collection commenced to establish a baseline, an action-oriented improvement workgroup was formed. Guided by a shared vision to “Reduce and prevent falls in the ED and foster a culture of patient safety and clinical excellence,” this interdisciplinary team of frontline staff embarked on a thorough root cause analysis and collaborated to devise interventions aimed at enhancing patient outcomes. The team comprised dedicated professionals such as:

- Merline Braich, RN
- Vel Murugan, ED Tech
- Eric Desilets, RN
- Rachel Encarnacion, Non-RN Service Unit Manager
- Greg Dyer, Nurse Manager
- Brenda Oiyemhonlan, MD

The outcomes of the team’s concerted efforts were substantial:

- Identification of the need to invest in chairs with armrests to assist patients.
- Implementation of a comprehensive 5 P’s Education Plan, addressing patients’ pain, position, personal needs, personal items, and fall prevention strategies.
- Introduction of visual cues by using yellow gowns for high fall risk patients, replacing the traditional blue gowns.

With the implementation of these interventions, the team witnessed remarkable progress, reducing fall incidents from nearly 5 per month to almost zero. This achievement underscores the effectiveness of a collaborative, data-driven approach in enhancing patient safety and quality of care within the ED setting.



From left to right: Vel Murugan, ED tech, Meline Braich, RN, Eric Degilets, RN



KAISER PERMANENTE
WALNUT CREEK/DUBLIN MEDICAL CENTER

Percentages of Nurses with BSN+ Degrees and Certifications

45% BSN prepared
as of Dec. 2023

12% ANCC certified
as of Dec. 2023

Structural Empowerment

DAISY Awardees

- Hanifea Click, MCH – DAISY Nurse, 5/2023
- Felistas Mbatia, Med Surg – DAISY Nurse, 7/2023
- Abdul Wali, HBS – DAISY Leader, 8/2023
- Corene Peterson, Obstetrics – DAISY Nurse, 9/2023
- Beatriz Gomez-Orlino, 3 North – DAISY Nurse, 10/2023
- Jennifer McCaw, ICU – DAISY Nurse, 11/2023
- Gina Pastega, ED – DAISY Nurse, 12/2023

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Sadia Imran

Foundations of Evidence-Based Practice Workshop

- Manjeet Wheat
- Alexandra Fogli
- Zahra Nouri

Middle Management Institute – Assistant Nurse Managers

Kirsten Marasigan

Middle Management Institute – Nurse Managers

- Nichole Silveira
- Gilbert Fuentes
- Christina Vega
- Layla Afsari
- Florinda Guevara

Exemplary Professional Practice

Nursing Sensitive Indicator Workgroups:

Fall Prevention

Christina Vega, Director of Nursing Operations

Introduction of a new Fall Prevention Bundle

Hospital-Acquired Pressure Injury (HAPI) Prevention

Jenna Palmer, Nurse Manager

Effectively instituted 'Wound Wednesday' as a proactive measure to mitigate pressure-related injuries. Each Wednesday, dedicated unit nurses conduct thorough skin assessments for all patients, promptly applying tailored nursing interventions as necessary.

Hospital-Acquired Pressure Injury (HAPI) Prevention

Lela Shiferaw, Nurse Manager

The work group adeptly executed the implementation of new standard protocols regarding mobilization, resulting in a marked improvement in mobility outcomes across the entire facility.

CLABSI

Sara Figueroa, Nursing Director

Through focused implementation of playbook recommendations, the CLABSI team made a significant impact on patient outcomes by driving substantial improvements in bundle compliance.

CAUTI

Dayna Latimer, Nurse Manager

The CAUTI team excelled in adopting a nurse-driven protocol for Foley catheter removal, contributing to streamlined and effective patient care.