



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, SCRN, 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, SCRNL,
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, SCRNL,
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
 Bethelhem 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, SCRIN - 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, BNS, 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



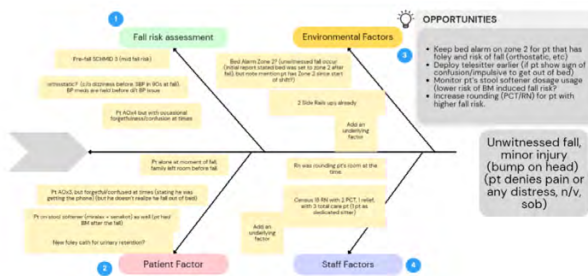
Empowering Nurses with Structured Problem Solving Strategies

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.

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.

Mobility Is Medicine



Our clinical nurses provided an innovative approach to help improve mobility enhancement and reduce falls. Sherie May Domingo, BSN, RN Quality Liaison, Gilda Santos, BSN, RN, CMSRN, 6N champion and Elizabeth Legaspi, BSN, RN, ICU champion, provided peer-to-peer learning, "Mobility is Medicine" poster board and



shared nursing practices to help improve Kaiser Permanente Redwood City patient's health and wellbeing. Early mobilization can decrease length of stay for our patients. The team focused on implementing regional updates to patient-specific mobilization measures. The patient's current level of function is tailored to their mobilization goal. The team provided education to frontline staff to focus on mobilizing their patient to their maximum potential twice per day.

Patient Experience in MCH

The birth of a child is a life-changing experience for a mother and her family. Research shows that the overall care experience, from the beginning of admission to discharge, impacts their feelings about the overall birth experience (Hardin & Buckner, 2004). Here at Kaiser Permanente Redwood City, our MCH department has been leading our HCAHPS scores as being one of the best care experiences among other Kaiser Permanente medical facilities in Northern California. In fact, Kaiser Permanente Redwood City is often the preferred birthing center for low-risk deliveries for many expectant mothers. Our recent HCAHPS scores are reflected in the comments that are left behind:

"We loved our experience. The entire team was lovely—especially the midwives in the delivery room. So grateful for them."

"Excellent service 100% satisfied."

"Great job! Fantastic team."

"I felt included in decisions about my care during my stay. That was empowering."

"Thank you, all the nurses and staff are angels."

This would not have been possible if it weren't for all the efforts made by all staff working together—from EVS, to nutrition services, to Lactation Consultants, nurses, and providers—making the total care experience seamless and efficient. Everyone takes pride in working together and the camaraderie and working relationship between departments is what makes the care experience remarkable in the MCH department. We continue to strive to do better and to improve our overall patient satisfaction as well as our patient outcomes as we continue to set our goals for an improved health care system.

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.