

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

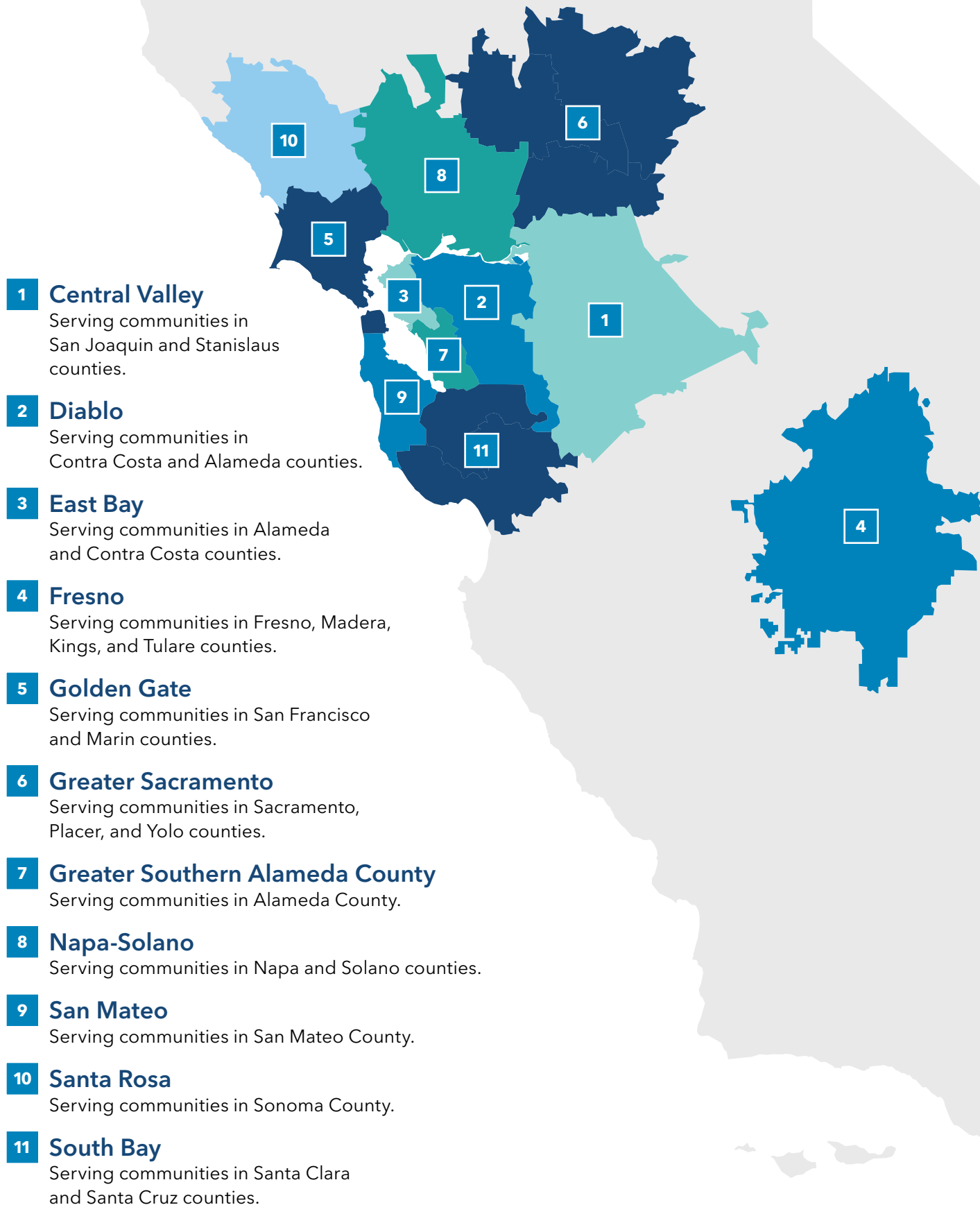
28,000
Total number of registered nurses

21
Number of hospitals

9,796
Physicians

4.5M
Members served

Northern California Region Service Areas



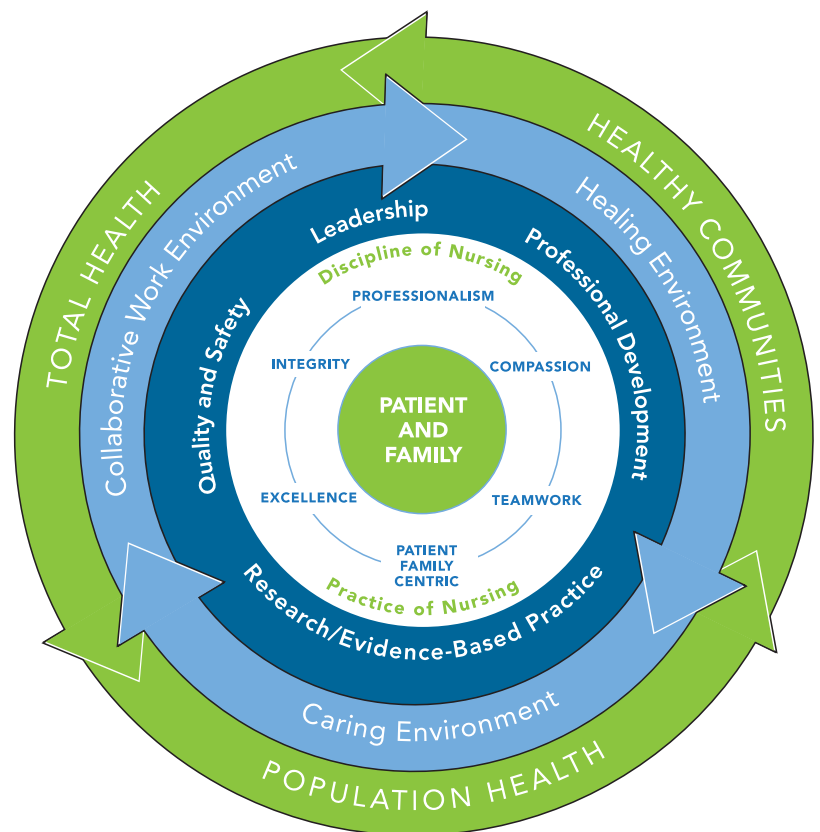


Professional Practice Model

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

Scan for more information about Extraordinary Nurse Awardees

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.](#)

