



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 laquinta, 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 laquinta, 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

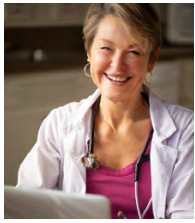
Jane Yildiz, BSN, RN – renewal
Lottete Campos, RN
Guy Vigier, RN – renewal
Scott Hanson, BSN, RN
Vida Cheng, BSN, RN
Tara Nunez-Walker, RN
Sarah Brown, RN
Sheri Berniklau, BSN, RN, CAPA
Steven Gutierrez, RN
Jeanne Grant, RN

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

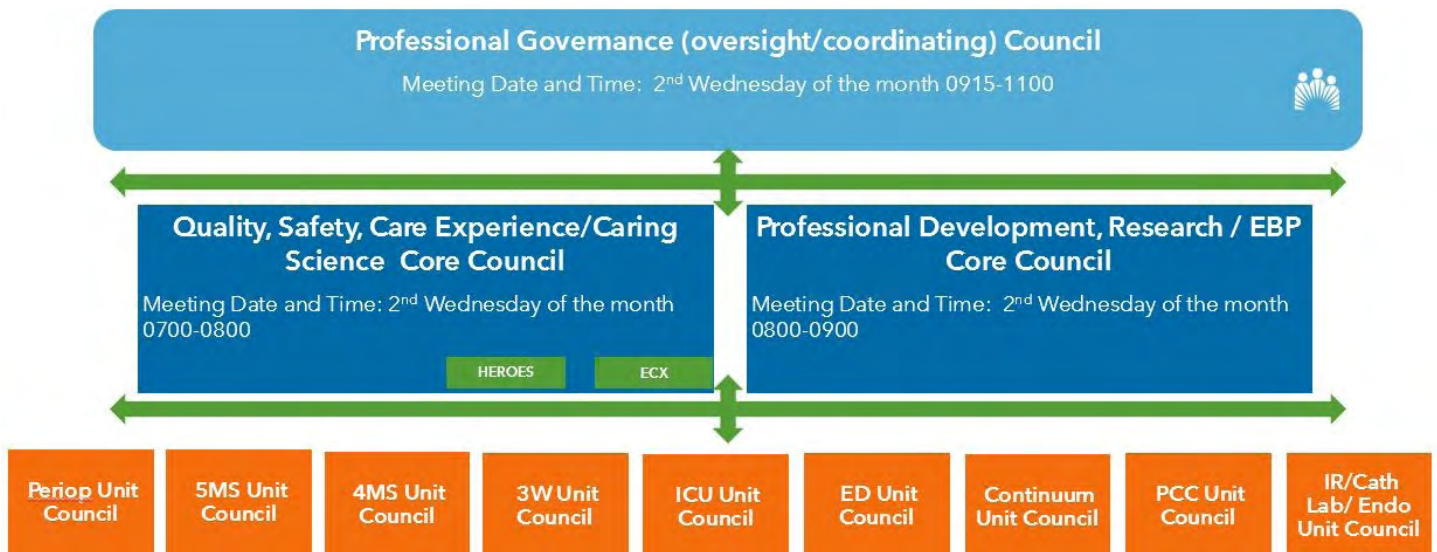
71% BSN prepared
as of Dec. 2023

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.

