



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 administrated 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

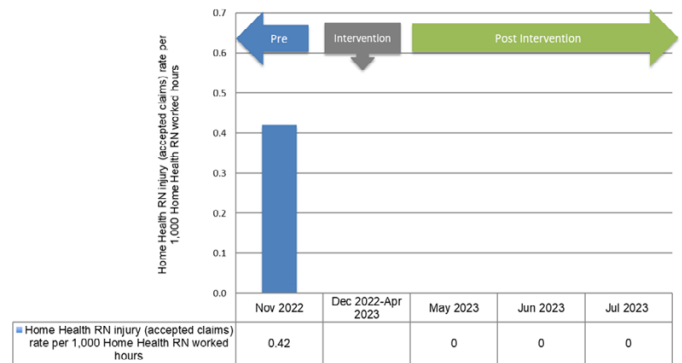
53% BSN prepared
as of Dec. 2023

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

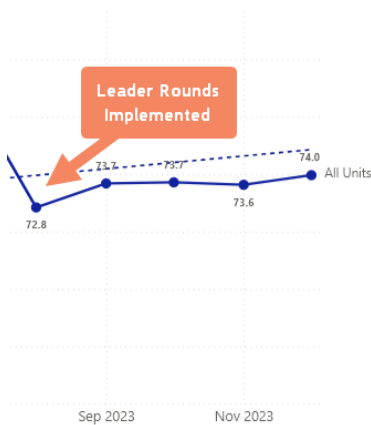


The clinical team at KP SRO indicated that they had varying levels of understanding of how to successfully provide end-of-life care in the hospital for patients expected to expire in the hospital. The Comfort Care Committee administered an evidence-based practice pre- and post-adapted CARES survey

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

Introduction: The Theory of Human Caring moves past the scientific practice of patient care and begins to explore the human relationship framework for practice. The Theory of Human Caring moves past the scientific practice of patient care and begins to explore the human relationship framework for practice.

Methods: Mixed methods study. Completed in 12 northern California facilities. 283 registered nurses participated. Pre-intervention and post-intervention surveys were administered.

Results/Conclusions:

- Self-reported using behaviors (WCCS) mean change: 29.0 (SD: 2.2, p<0.05)
- Self-reported using leadership behaviors (WCLSI) mean change: 29.4 (SD: 10.2, p<0.05)
- Organizational culture perception (WOCSP) mean change: 35.9 (SD: 16.4, p<0.05)
- Human-Centered Organizational Culture Scale (WOCOS) mean change: 35.9 (SD: 16.4, p<0.05)

Implications for Practice:

- Nurses need to develop and engage in self-care strategies and practice work-life balance.
- Nurses need to advocate for community education on their role as healthcare providers to decrease organizational burnout.
- Leaders need to collaborate and communicate with staff leaders to provide transparency, honesty and support.
- Leaders need to acknowledge and support nurses as they address the impact of the work/life balance to sustain their practice and mental health and overall well-being.
- Further research should explore the impact of mandatory training using our "Enhancing Our Culture of Change" experiential learning series and its effect on patient satisfaction, nursing satisfaction, nursing retention and/or quality measures.

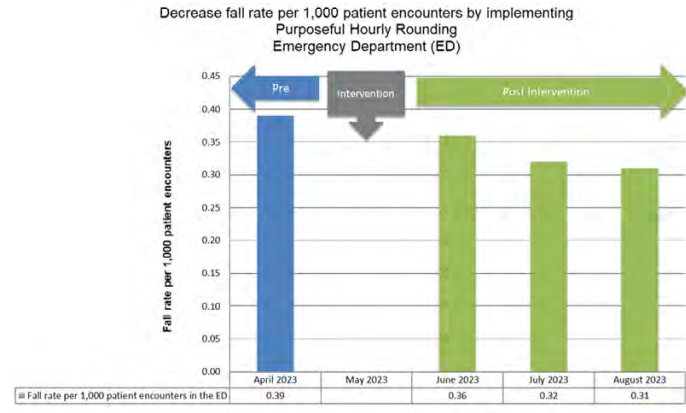
In 2023 Gudrun Reiter-Hiltebrand, MSN, RN, CNL, RNC-NIC, C-ELBW, C-QONS, Kelli Cox, MSN, RN, and Continuum Administrator Denise Laws, DNP, RN, served as site co-principal investigators (PI) on the Kaiser Permanente Caring Attributes of Resilience to Stress (KP CARES) Study. The primary goals of this 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.