



Walnut Creek Medical Center

Message from Chief Nurse Executive
Reshea Holman, MSN, RN, NEA-BC

As our clinical team of nurses embarked on the journey of 2023, we embraced a profound mission: to not just improve clinical practice, but to enrich lives, uphold the highest standards of care, and ensure that every member received the support they deserved. Looking back on our collective efforts, my heart swells with pride at the transformative strides we made as a nursing division at Kaiser Permanente Walnut Creek Medical Center.

Our journey was not just about metrics and outcomes; it was about touching lives and making a meaningful difference. With unwavering dedication, our clinical teams embraced harm reduction strategies, guiding our patients toward better outcomes with each step. Every improvement, from reducing CLABSI incidents to preventing falls, was crafted with love and intention. We didn't just change processes; we changed lives.

In our pursuit of excellence, we delved deep into our workflows, reimagining our routines with a keen focus on safety and efficiency. Our Daily Safety Briefings and Heroes Committee initiatives were not just meetings; they were moments of collective empowerment, where every voice mattered and every idea sparked hope. Through A3 thinking and frontline empowerment, we didn't just drive change; we unleashed a wave of innovation that rippled through every corner of our campus.

But our mission went beyond the confines of our walls. It was about ensuring that every member, every person who walked through our doors, felt seen, heard, and cared for. Through our concerted efforts, we transformed the experience of care,

reducing ED boarding times and streamlining patient flow. Behind every statistic was a story—a story of hope restored, of fear dispelled, of lives changed forever.

As we grappled with the challenges of nurse vacancies, we didn't just fill positions; we welcomed new hearts and souls into our family, nurturing them with compassion and support. We recognized the value of every individual, whether seasoned veteran or fresh-faced graduate, and together, we forged a bond that transcended titles and roles.

Our leadership team didn't just lead; they inspired. Through initiatives like Midnight Madness, they showed us that leadership wasn't about sitting in an office—it was about rolling up your sleeves and standing shoulder to shoulder with your team, facing challenges head-on and celebrating victories together.

But perhaps most importantly, our nurses didn't just care; they loved. With each Nurse Knowledge Exchange and every Hourly Round, they didn't just fulfill a duty; they shared a piece of their hearts, offering comfort, reassurance, and hope to those in need. And as our hospital ratings soared, it wasn't just a testament to our clinical excellence; it was a reflection of the love and compassion that permeated every interaction, every touch, every smile.

As we bid farewell to 2023, let us carry forward the lessons we've learned and the love we've shared. For in the end, it's not just about what we accomplish—it's about the lives we touch, the hearts we heal, and the love we leave behind.

Demographics

Membership	310,526
Employees	1,814

Transformational Leadership

Empowering Engagement: Kaiser Permanente Walnut Creek's Midnight Madness Initiative for Staff Connection

In light of the pressing necessity for heightened nurse engagement at Kaiser Permanente Walnut Creek, we have embarked on a truly remarkable endeavor: the Midnight Madness Program. Led by our Chief Nurse Executive and a devoted team of leaders, this initiative stands as a beacon of hope, aiming to forge stronger bonds between leadership and our dedicated nursing staff, especially during the demanding night shifts.

We understand the unique challenges faced by our night-shift nurses, who often find themselves navigating their duties with limited interactions with their leaders. It is with this understanding that the Midnight Madness initiative has been meticulously crafted, with the sole purpose of fostering genuine connections and bridging communication gaps that exists within our organization. The program encompasses the following key components:

1. Midnight Madness Calendar and Schedule:

- Quarterly events conducted between 2100 and 0700 hours.
- Leader Meetings scheduled from 2100-2200 to review engagement plan.
- Strategic rounding at 0300 to influence leader themes, ensuring active participation during pivotal intervals.

2. Hospital-wide Road Show:

- Quarterly presentations addressing quality or engagement topics, thoughtfully curated by the collaborative team.
- Inclusive gatherings featuring health-conscious refreshments and Kaiser Permanente-branded merchandise to cultivate a positive and engaging ambiance.

3. Exclusive Time with Leadership:

- Leaders are assigned specific rounding sessions tailored to influence targeted topics.
- Unit-level leaders engage in one-on-one sessions with each direct report, fostering personalized connections and addressing individual concerns.

4. Leader Report Out:

- A collective assembly of all leaders to disseminate overarching themes and insights garnered during the Midnight Madness sessions.
- This collaborative report-out session ensures comprehensive awareness and alignment among the leadership team regarding issues and opportunities identified during the initiative.

The Midnight Madness initiative at Kaiser Permanente Walnut Creek stands as a shining example of our organization's steadfast dedication to nurse engagement. By boldly confronting the unique challenges faced by night-shift nursing and introducing this innovative approach, Kaiser Permanente demonstrates its commitment to enhancing communication and fostering a culture of support and collaboration essential for delivering exceptional patient care. As this program unfolds, we anticipate it will strengthen the ties between leadership and nursing staff, nurturing a more resilient and tightly-knit health care community in Walnut Creek.



From left to right: Reshea Holman, MSN, RN, NEA-BA, Verrilien Clerve, MSN, MBA, RN, Sara Figueroa, MNE, RN, CCRN, Gilbert Fuentes, MSN, RN, CMSRN, ONC, NEA-BC, Rebecca Seitz, BSN, RN, Christina Vega, MSN, RN, FNP, Jaspreet Grewal, BSN, RN, Collette DeMitis-Chilton, MSN, RN, ACNP, NBC-HWC, Jennifer Reber, BSN, MPA, RN, Dayna Latimer BSN, RN, Karen Overton, BSN, RN, Paula Cowan Daugherty, MPH, RRT-NPS, Jenna Palmer, MSN, RN, CNL, C. Jane Proctor, MSN, BA, RN, RN-C, Alexandra Fogli, MS, RN, APRN, Lela Shiferaw, MSN, RN, CNL, CCRN

Screening Our Members for Stroke Risks in the Community

Every 40 seconds, an individual in the United States experiences a stroke, with 1 in 4 patients facing the risk of another stroke. These concerning statistics spurred our Walnut Creek Nurses into action, recognizing the necessity for a dedicated awareness day within our community. To address this pressing issue, an RN Stroke Subcommittee was established and tasked with implementing evidence-based stroke prevention practices throughout Walnut Creek Hospital.

Among the initial initiatives undertaken by this committee was the implementation of stroke prevention screenings within our local community. A team comprising solely of registered nurses organized a booth at the farmers market on campus, where they conducted screenings for stroke risks among both local residents and Kaiser Permanente staff. Additionally, attendees were provided with educational pamphlets to enhance their understanding of stroke prevention measures.

Nurses from various departments, including 3W Med/Tele, 3C Med/Tele, and the Emergency Department, collaborated to ensure the success of these screenings and to deliver comprehensive education on stroke prevention. Through these efforts, we aim to empower our community members with the knowledge and resources necessary to reduce the incidence of strokes and improve overall health outcomes.

Mobility Is Medicine: Supporting Quality Improvement Lead by the Frontline

Emphasizing mobility as an essential component of health care has a profound impact on patient well-being. By employing an evidence-based, team-centered approach, we address a critical aspect of patient care: mobility. Studies reveal that a staggering 33% of patients encounter hospital-associated disability (HAD), signifying a significant decline in their ability to perform daily activities.

In the realm of inpatient Adult Med/Tele, Nurse Manager Lela Shiferaw, MSN, RN, CNL, CCRN, conducted a thorough assessment of mobility data, identifying a crucial opportunity for improvement. Analyzing the trends, she discerned a clear need within her unit—to prioritize patient mobilization, aiding each individual in reaching their maximum potential.



Fully dedicated to enhancing patient outcomes, Lela spearheaded the formation of a dynamic team and swiftly initiated a small Plan-Do-Study-Act (PDSA) cycle. Transforming mobility practices demands a collaborative effort grounded in evidence-based methodologies, and Lela adeptly assembled a team capable of effecting meaningful change:

- Viola Ayob, PCT
- Abdullah Azam, PCT
- Phille Augustine, ANM, RN
- Sherry Hudson-Lay, RN
- Maria Figueroa
- Pamela Tarasona, UA
- Caridad Ngyuen, UA

Viola and Phille led the charge, conceptualizing a 24-hour worksheet that would later become standard procedure on 3W Med/Tele. This daily tool served to standardize practices, minimizing deviations from best standards and fostering accountability among clinical staff. Initially piloted to enhance mobility, the worksheet garnered widespread adoption across the care team.

Supporting this initiative, 3W Unit Assistants implemented closed-loop communication, alerting designated PCTs and nurses of patients at risk of missed mobilization opportunities. Once mobilization occurred, the tool documented completion, ensuring continuity of care throughout all shifts.

Following iterative refinements to the worksheet, the team observed significant improvements in patient mobility over several weeks (refer to Chart). With the success achieved in mobilizing patients, the next phase involved disseminating this impactful work. Nurse Manager Shiferaw initiated the sharing of the worksheet with other Med/Tele departments, resulting in rapid adoption by two additional units, both experiencing marked improvements through the implementation of the same tool pioneered on 3W.

Enhancing Patient Safety in the Emergency Department: A Comprehensive Approach to Fall Reduction

The dynamic environment of the Emergency Department (ED) at Kaiser Permanente Walnut Creek Medical Center (WCR) demands swift action and acute critical thinking from clinicians as soon as a patient enters through the front doors or ambulance bay. However, the department had been facing a concerning increase in fall incidents among patients. Recognizing this issue, nurse leaders took proactive steps to collect data and pinpoint the exact challenges.

As data collection commenced to establish a baseline, an action-oriented improvement workgroup was formed. Guided by a shared vision to “Reduce and prevent falls in the ED and foster a culture of patient safety and clinical excellence,” this interdisciplinary team of frontline staff embarked on a thorough root cause analysis and collaborated to devise interventions aimed at enhancing patient outcomes. The team comprised dedicated professionals such as:

- Merline Braich, RN
- Vel Murugan, ED Tech
- Eric Desilets, RN
- Rachel Encarnacion, Non-RN Service Unit Manager
- Greg Dyer, Nurse Manager
- Brenda Oiyemhonlan, MD

The outcomes of the team’s concerted efforts were substantial:

- Identification of the need to invest in chairs with armrests to assist patients.
- Implementation of a comprehensive 5 P’s Education Plan, addressing patients’ pain, position, personal needs, personal items, and fall prevention strategies.
- Introduction of visual cues by using yellow gowns for high fall risk patients, replacing the traditional blue gowns.

With the implementation of these interventions, the team witnessed remarkable progress, reducing fall incidents from nearly 5 per month to almost zero. This achievement underscores the effectiveness of a collaborative, data-driven approach in enhancing patient safety and quality of care within the ED setting.



From left to right: Vel Murugan, ED tech, Meline Braich, RN, Eric Degilets, RN



KAISER PERMANENTE
WALNUT CREEK/DUBLIN MEDICAL CENTER

Percentages of Nurses with BSN+ Degrees and Certifications

45% BSN prepared
as of Dec. 2023

12% ANCC certified
as of Dec. 2023

Structural Empowerment

DAISY Awardees

- Hanifea Click, MCH – DAISY Nurse, 5/2023
- Felistas Mbatia, Med Surg – DAISY Nurse, 7/2023
- Abdul Wali, HBS – DAISY Leader, 8/2023
- Corene Peterson, Obstetrics – DAISY Nurse, 9/2023
- Beatriz Gomez-Orlino, 3 North – DAISY Nurse, 10/2023
- Jennifer McCaw, ICU – DAISY Nurse, 11/2023
- Gina Pastega, ED – DAISY Nurse, 12/2023

Kaiser Permanente Nurse Scholars Academy / UCSF Leadership Institute Program Scholars

Academy for Interdisciplinary Leadership

Sadia Imran

Foundations of Evidence-Based Practice Workshop

- Manjeet Wheat
- Alexandra Fogli
- Zahra Nouri

Middle Management Institute – Assistant Nurse Managers

Kirsten Marasigan

Middle Management Institute – Nurse Managers

- Nichole Silveira
- Gilbert Fuentes
- Christina Vega
- Layla Afsari
- Florinda Guevara

Exemplary Professional Practice

Nursing Sensitive Indicator Workgroups:

Fall Prevention

Christina Vega, Director of Nursing Operations

Introduction of a new Fall Prevention Bundle

Hospital-Acquired Pressure Injury (HAPI) Prevention

Jenna Palmer, Nurse Manager

Effectively instituted 'Wound Wednesday' as a proactive measure to mitigate pressure-related injuries. Each Wednesday, dedicated unit nurses conduct thorough skin assessments for all patients, promptly applying tailored nursing interventions as necessary.

Hospital-Acquired Pressure Injury (HAPI) Prevention

Lela Shiferaw, Nurse Manager

The work group adeptly executed the implementation of new standard protocols regarding mobilization, resulting in a marked improvement in mobility outcomes across the entire facility.

CLABSI

Sara Figueroa, Nursing Director

Through focused implementation of playbook recommendations, the CLABSI team made a significant impact on patient outcomes by driving substantial improvements in bundle compliance.

CAUTI

Dayna Latimer, Nurse Manager

The CAUTI team excelled in adopting a nurse-driven protocol for Foley catheter removal, contributing to streamlined and effective patient care.