

# San Francisco Medical Center



Message from Chief Nurse Executive  
**Bridget Williams, DNP, MSN, RN, NEA-BC**

Thank you very much for everything you have done and continue to do for our patients, our community, and all those who receive care as we start our journey into 2023. Whether you provide direct care or support your colleagues, your contribution makes a major difference for the communities we serve.

The past few years have been some of the most challenging that health care and our profession have faced in modern times. It's clear that there will be further challenges ahead over the coming months, and I wanted to take the opportunity to express my profound gratitude for your continued professionalism and hard work.

As we evolve from pandemic to endemic, nursing must advance a culture of health and elevate humanity in health care. Critical priorities for focus will include investing in professional development to meet the needs of the complex and dynamic health care arena. We will maintain our commitment to resiliency and inclusivity while celebrating achievements and the many contributions made daily to improve the health of the community we serve. I encourage you to take a moment to review those achievements in our Annual Nursing Report.

Thank you again for your tireless efforts to provide the best possible care for our patients. I am proud of what we have accomplished and excited for the future.

# Transformational Leadership

## Community health

As part of its core mission, Kaiser Permanente exists to provide quality, affordable health care services to its members and improve the health and well-being of the communities it serves. Kaiser Permanente San Francisco conducts a Community Health Needs Assessment every three years, guiding our investments and informing our business decisions. We partner with community-based organizations that address our identified health needs. For 2020-2022, these priorities included Access to Care and Coverage; Behavioral Health; Healthy Eating, Active Living; and Housing and Homeless.

Essential stakeholder involvement has enabled Kaiser Permanente San Francisco to establish networks within the city that benefit a broad swath of residents. Whether partnering with the city and county as well as nonprofit partners to host community vaccine clinics, sponsoring community events that promote health and wellness, or providing Community Health grants that support underserved communities, Kaiser Permanente San Francisco approaches each project with one goal: to improve the lives of San Franciscans and to make the city a better place for everyone who lives and works within it. Here are a few examples of our work:

In October 2022, Kaiser Permanente partnered with John O'Connell High School to educate students about health care careers. The Youth Career Day introduced over 30 students interested in health care to diverse opportunities in the industry through interactive scenarios and simulations. This event sparked interest in health care careers and supported college and career readiness for youth.

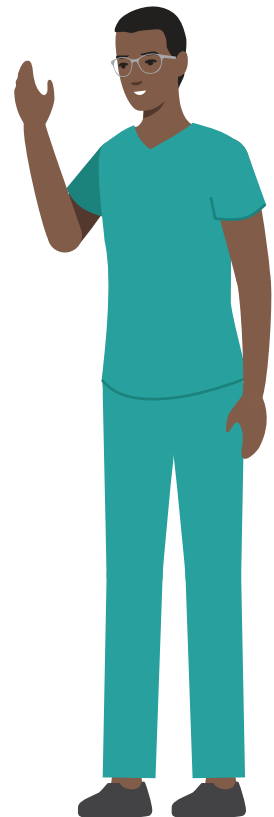
As a 2022 sponsor of the Pistahan Parade & Festival, a celebration of Filipino culture, Kaiser Permanente provided health education resources related to heart health, stroke prevention, and diabetes prevention.

Among other grants focused on driving equitable health and social outcomes, Kaiser Permanente awarded a \$75,000 monkeypox (MPX) response and vaccine equity grant to the San Francisco AIDS Foundation to support public education and a coordinated response designed to increase MPX vaccine equity among impacted communities.

Nursing staff and leaders participated in each of these community activities as volunteers.

## Hospital accolades

- The Joint Commission Gold Seal of Approval for Hospital Accreditation
- American Heart Association and American Stroke Association's Get with The Guidelines Heart Failure Gold Plus Achievement Award with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll status
- Commission on Cancer-accredited program
- Recognized by U.S News & World Report as one of the best regional hospitals in the San Francisco metro area and for seven areas of specialty care



# Structural Empowerment

## Clinical ladder

Kaiser Permanente San Francisco supports the advancement of our nurses through the clinical ladder through the Facility Selection Committee. The “clinical ladder” is a grading structure that enables career progression and associated differentiation recognition and career advancement opportunities for those nurses who have excelled in clinical practice, leadership, and professionalism by defining different levels of clinical practice based on the provision of direct care in their area of clinical specialty.

The Facility Selection Committee created a sustainable program to support and honor professional nurses through the data collection process by mentoring. Our local Facility Selection Committee fully supported our mentorship program by reviewing binders and providing guidance to obtain a successful review of materials.

### 2022 CLINICAL LADDER AWARD RECIPIENTS:

- Arif Rajan, RN, SN III
- Celeste Martin, RN, SN III
- Charmaine Marabuto, RN, SN III
- Christopher Bautista, RN, SN III
- Cres Bernadino, RN, SN III
- Cynthia Kennan, RN, SN III
- Daneth Nucum, RN, SN III
- Dennis Dauz, RN, SN III
- Eunkyung Kim, RN, SN III
- Ivan Lopez, RN, SN III
- Jennifer Balicao, RN, SN III
- Jillian Uy, RN, SN III
- Khai Tran, RN, SN III
- Lindley Ridgeway, RN, SN III
- Marcela Galimba-Patarroyo, RN, SN III
- Marie Leasure, RN, SN III
- Monica Ng, RN, SN III
- Olga Fedyukova, RN, SN III
- Riley McGuinness, RN, SN III
- Rosita Abejuela, RN, SN III
- Shira Shan, RN, SN III
- Teresa Massillon, RN, SN III
- Tirso Quichaon, RN, SN III
- Vanja Zupur, RN, SN III

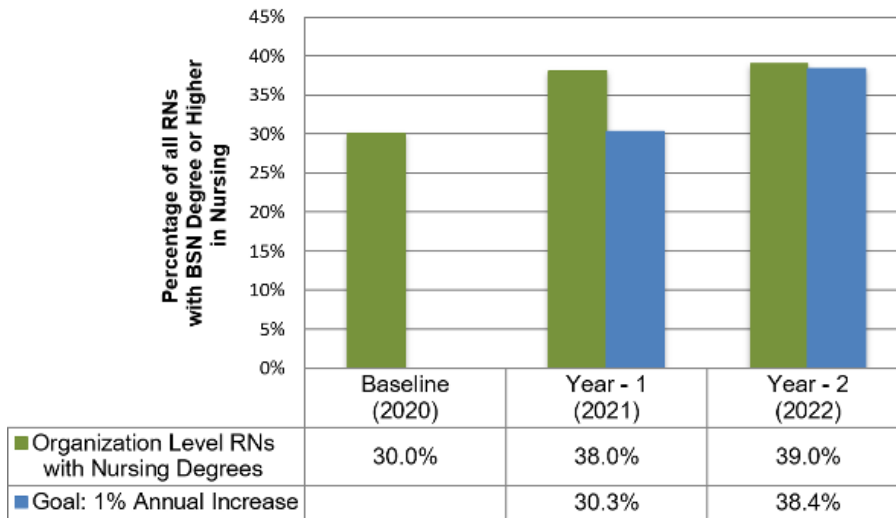
## Structural Empowerment

### DAISY Award recipients

- Andy Lee, RN
- James Paw, RN
- Johnnie Ramsey, RN
- Andy Lee, RN
- Danielle Shipley, RN
- Tashi Yangzom, RN
- Maria Ramiscal, RN
- Larry Bolton, RN
- Leslie Damian, RN
- Johnny Player, RN

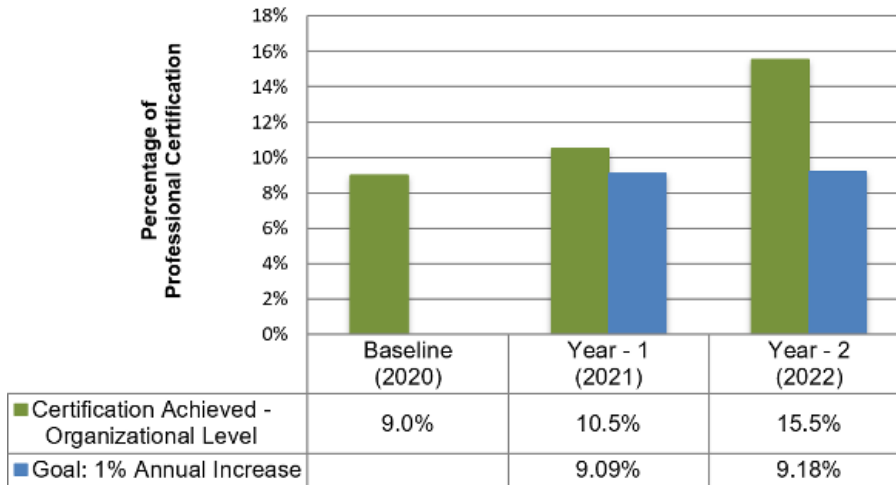


## Nursing degree information



Kaiser Permanente San Francisco Medical Center

## Nursing certification information



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## Nurse residency programs

Our Nurse Residency program is centered around our Nursing Professional Practice Model and includes leadership, organizational enculturation, practice-based learning, nursing professional development support, quality outcomes, and evidence-based practice (EBP).

Nurse residents participate in an orientation (didactic, hands-on skills, simulation, and virtual), working with Kaiser Permanente nurse preceptors to transition to independent practice. This is followed by a 12-month transition to independent practice that includes an EBP change-in-practice project.

## Nurse fellowship

Our Nurse Fellowship programs are designed to develop the experienced nurse in one practice area to become competent in a specialty area. These programs include didactic, hands-on skills, simulation, and virtual learning and offer the participants leadership skills, practice-based learning, support for professional nursing development, quality outcomes, and evidence-based practice.

# Exemplary Professional Practice

## Shared leadership

On October 27, the San Francisco Medical Center kicked off Voice of Nursing Shared Governance with representatives from multiple departments. Then on December 2, the 3rd Annual Nursing Consortium was held with presentations from departments across Kaiser Foundation Hospitals (KFH) and The Permanente Medical Group (TPMG), sharing their best practices and celebrating the DAISY award recipients.

The Voice of Nursing Council comprises a Local Governance/Nursing Leadership Council representative and the Regional Nurse Excellence Governance Committee. The Voice of Nursing Council coordinates between the unit councils and the Shared Governance Councils, which include Professional Development, EBP, Nursing Research & Innovation, Quality & Safety, and Clinical Practice. Many of the workgroups that are part of our success will continue to collaborate and connect to Voice of Nursing Shared Governance councils to promote evidence-based practice and sharing of best practices.

## Improving workflows in the Cardiac Catheterization Lab

As a regional hub for cardiac care, the Kaiser Permanente San Francisco Cardiac Catheterization Laboratory (CCL) offers specialized cardiac care to adult patients presenting with a wide array of suspected or known cardiovascular diagnoses and their etiologies. Patients are received from the emergency room, inpatient and outpatient arenas, and as inter-facility transfers. Opportunities to improve the patient experience and workflow efficiencies were identified by a multidisciplinary workgroup that included nurses from the CCL and the pre- and post-procedural area. Other participants included technologists, patient care technicians, interventional and clinical cardiologists, nurse practitioners, anesthesiologists, and nursing leadership.

Charge Nurses Cassie Yip, RN, and Lea Odon, RN, were identified as the co-project leads.

An analysis of the current state revealed opportunities to improve workflows related to the pre-operative preparation process. Through interdepartmental collaboration, it was identified that the CPU was a more efficient point of admission for patients coming to the cardiac catheterization lab for procedures.

Through daily huddles, the team identified additional opportunities to improve handoff communication efficiencies, patient transport to and from the cardiac catheterization lab, and procedure setup.

Feedback from the nursing staff was incorporated into strategies to improve on-time starts, interdepartmental communication, workflows, and cross-training on equipment and technology. A pilot project was started to admit patients with structural heart defects into the Ambulatory Surgery Unit (ASU) to maximize capacity in the cardiac catheterization lab.

Audits were conducted to assess outcomes. Improvements in workflow efficiencies were achieved through teamwork, collaboration, and innovation. This could not have been accomplished without the feedback and engagement of our nursing staff, who exemplify our Kaiser Permanente value of patient-centered care.

## New Knowledge, Innovation, and Improvements

### Supporting EBP nursing research and innovation

At the Kaiser Permanente San Francisco Medical Center, our evidence-based practice (EBP) Nursing Research and Innovation Council creates a community at the site level to review local EBP projects, support an EBP culture, and navigate through the approval process and promotion of EBP.

Dr. Ifeoma Nnaji, DNP, RN, RN-BC (Informatics), NPD-BC, NE-BC, serves as co-chair for the Northern California Research & Innovation Academy Community of Practice and as a board member of the Northern California Institutional Review Board.

Modules are available in HealthStream

- Northern California Conducting Nursing Research & EBP
- Northern California Introduction to Nursing Research & Methodology
- Northern California Nursing Research: Expanding Your Understanding

The University of California, San Francisco, and the Nurse Scholars Academy Foundations of EBP Workshop provide learners with structured in-depth practical applications of EBP basics.

Clinical Library is a tool for all to use.

Librarians are available to assist with nursing research and questions about the Clinical Library and including obtaining articles not readily available.

Nurses are provided dedicated time to participate in, and conduct, approved EBP projects.