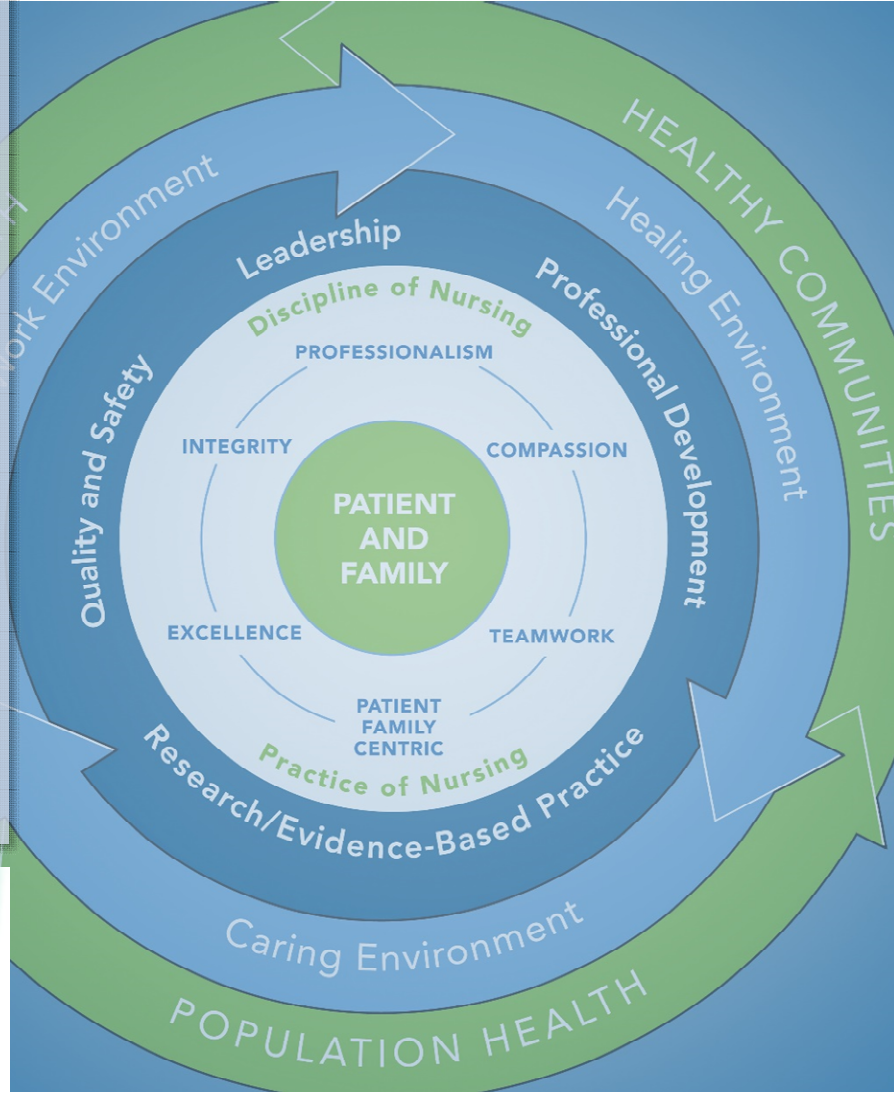


2018 NURSING YEAR IN REVIEW

*Kaiser Permanente
Downey Medical Center
Southern California*



*Extraordinary Nursing Care.
Every Patient.
Every Time.*



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WELCOME



Message from the Chief Nurse Executive



At Downey Medical Center, we strive in providing high quality, extraordinary healthcare service that's affordable to our members and the communities we serve. With approximately 382,000 enrolled members in our service area last year, Downey Medical Center remains one of the busiest and largest stand alone medical centers in Southern California. On average, we treat around 300 patients in the ED per day with an estimate of 350 deliveries per month.

The growth in membership prompted Downey Medical Center to break grounds for a new tower, providing an additional 96 beds to our existing hospital, which is expected to be completed end of 2020.

With anticipated changes in the near future, nursing remains strong and dedicated to providing excellent patient care. Since 2017, frontline nursing has been at the forefront in shared decision making. Through the outstanding interprofessional work from their unit-based teams to the ongoing collaborative work in shared governance, Downey Medical Center nurses have proven to be solid and strong in delivering outstanding care. I am incredibly proud to be part of the DMC team!

Nanette V. Vergara, MSN, RN PHN, NE-BC



PAST



PRESENT



FUTURE



A Year at Downey Medical Center



\$466,000

were invested in the community through Community Benefit in 2017



4,206

babies delivered in 2017



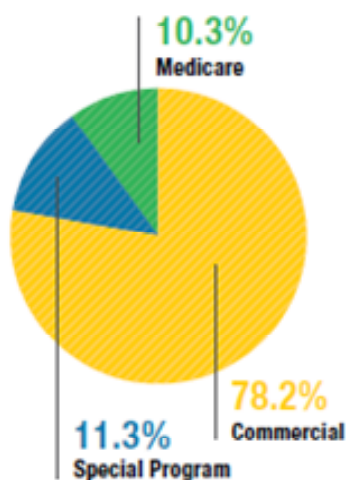
1,210,015
appointments
booked in 2017



60

physicians hired in 2017

WHO ARE OUR MEMBERS



total members in 2017:

363,068



22,843

total Operating Room cases in 2017



381,172
outpatient
lab draws in 2017



89%

of Unit Based Teams operate at a Level 4 or 5



+12,848

new members joined Downey in 2017

163,593
visits to Urgent Care in 2017



904

total joint replacement procedures in 2017



\$1,328,898

saved by Unit Based Teams' affordability projects in 2017

FOUNDATIONS OF KAISER PERMANENTE NURSING PRACTICE

Kaiser Permanente’s Mission

Our mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we

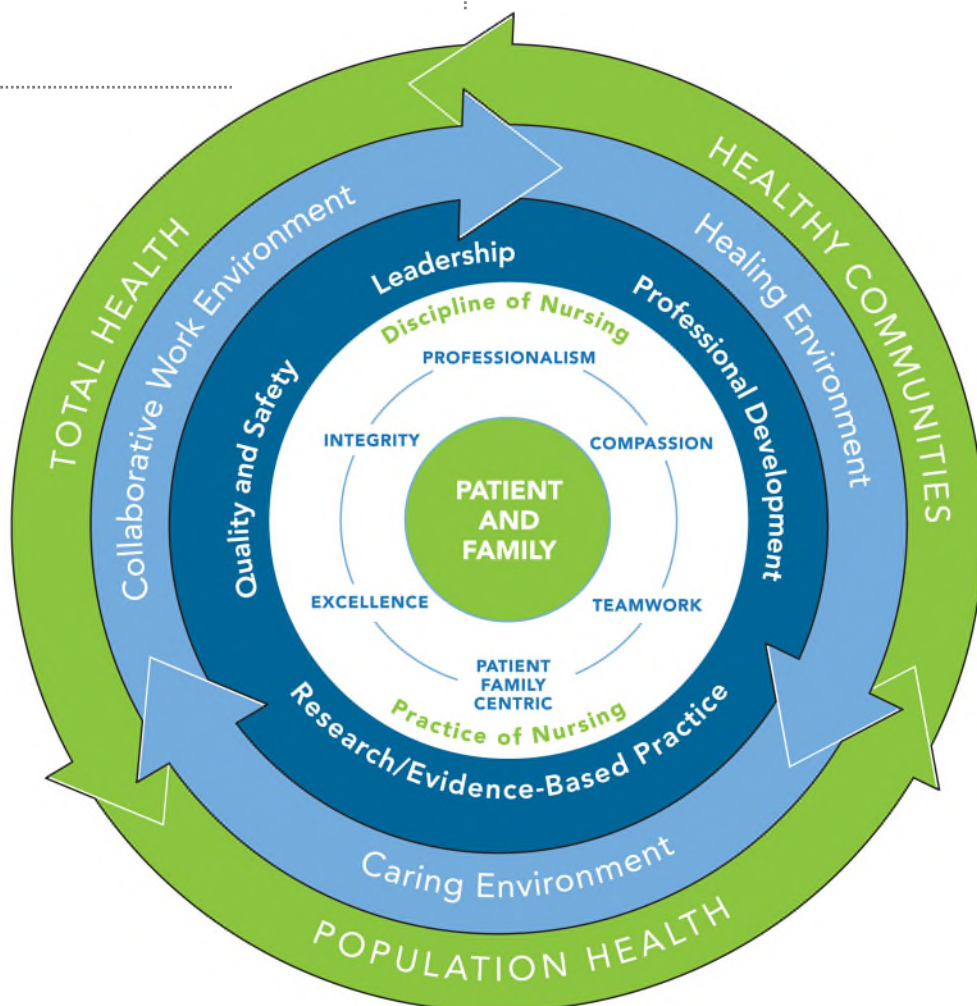
Nursing Values

- Professionalism
- Excellence
- Patient- and Family-Centric
- Teamwork
- Integrity
- Compassion

Nursing Vision

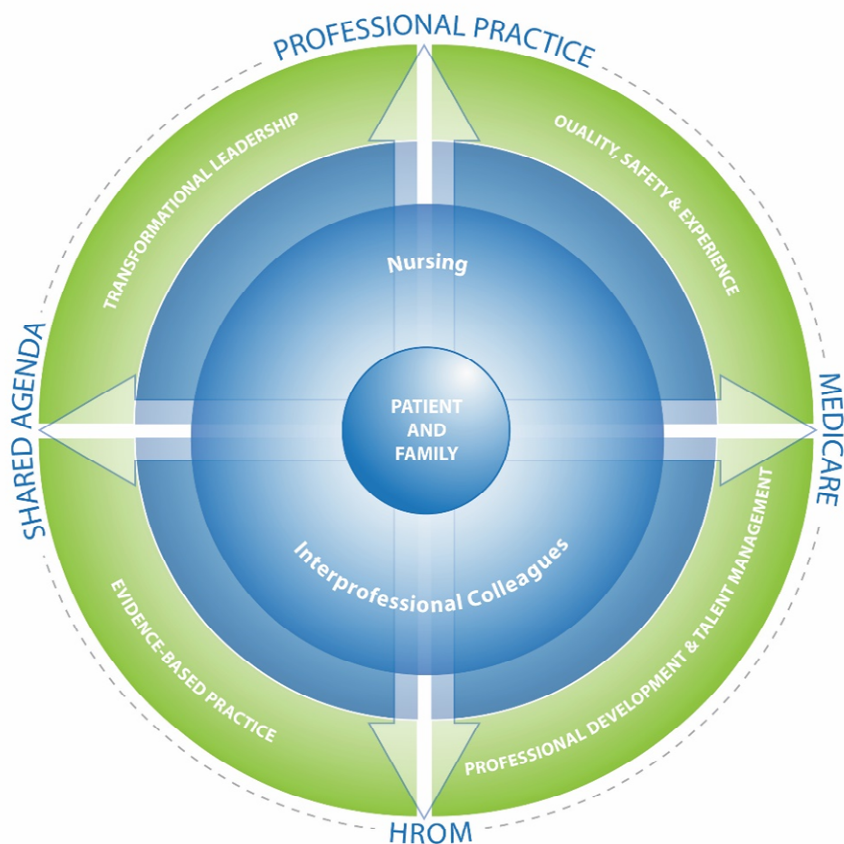
As leaders, clinicians, researchers, innovators and scientists, Kaiser Permanente nurses are advancing the delivery of excellent, compassionate care for our members across the continuum, and boldly transforming care to improve the health of our communities and nation.

Nursing Professional Practice Model



Integration and Alignment at KP

June 2018 HR Profile Report



58,820
Total KP Nurses

~1/4
Number of nurses in overall KP workforce

9
Number of Regions served by KP in the US

5.6%
Average nurse turnover

GenX
Largest age cohort

Alignment

This report is published with the great appreciation for our interprofessional colleagues, and our collective efforts towards achieving the mission of providing high-quality, affordable health care services and to improve the health of our members and the communities we serve. It is through this dedication and commitment that we are able to achieve exemplary workplace and quality outcomes. Our diversity, innovative spirit, and ambition to revolutionize health care serve as key pillars toward our ongoing success.



Structural Empowerment

Kaiser Permanente Downey Medical Center fosters an environment in which nurses have the autonomy and voice in the shared decision making process. They have the opportunity to express their ideas among their colleagues and managers, and to lead discussions in providing excellent patient care. It is from these ongoing engagements that make nursing a strong force in their day-to-day operations. Through the Shared Governance councils and unit-based teams, nurses are the key contributors in many patient care initiatives.

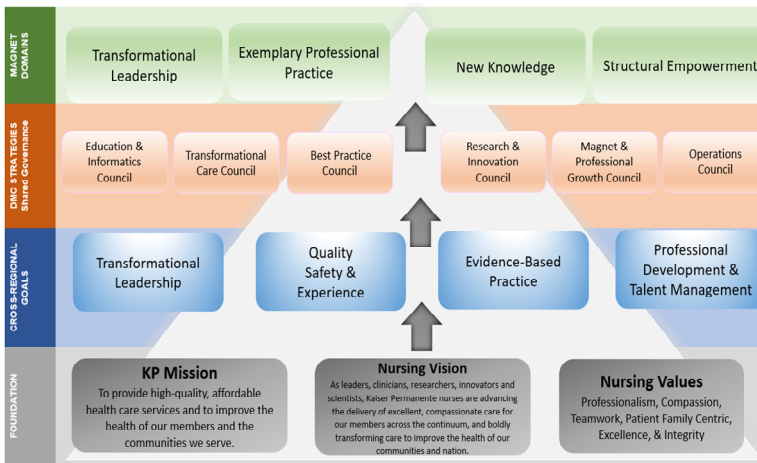
STRUCTURAL EMPOWERMENT

Shared Governance Structure

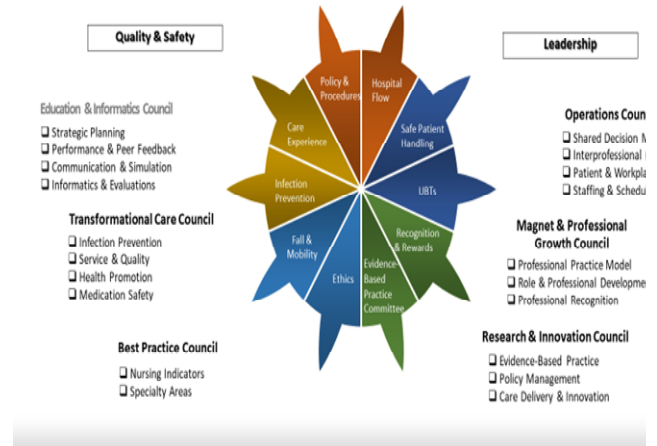
DMC Shared Governance Structure

Since 2017, Downey Medical Center nurses and the management team took full force as they prepare to embark on the Magnet journey through their Shared Governance (SG) Structure. They built their foundational goals on the premise of the organizational mission, vision and nursing values. It's through these foundational drivers that developed their organizational and nursing strategic goals. The SG Council was developed as a forum for front-line nurses to share their ideas and apply the principals of the Scope of Nursing and the Professional Practice Model to their daily practice. The forum is broken down into 6 councils of focus: Nursing Operations, Transformational Care, Best Practice, Research and Innovation, Education and Informatics, and Magnet/Professional Growth. Each council has its unique involvement in nursing practice, which is structured to meet each of the 4 major domains of Magnet.

2019 Strategic Plan



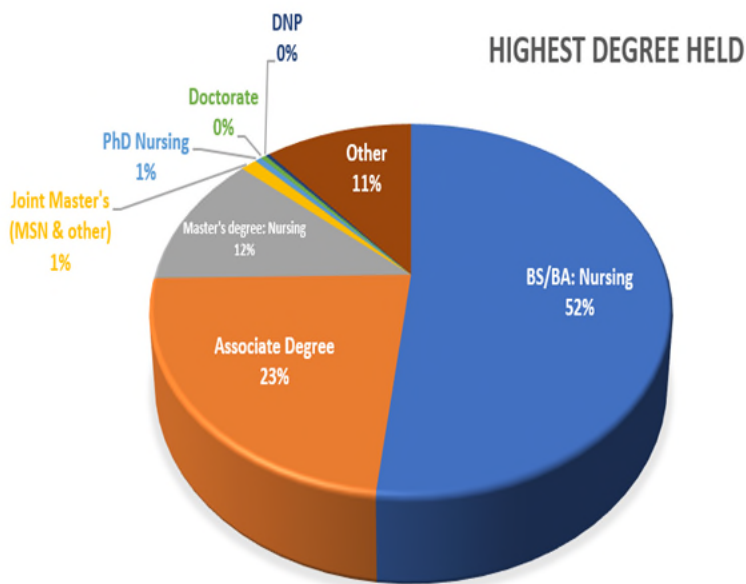
SG Councils & Nursing Committees



STRUCTURAL EMPOWERMENT

Nursing Professional Growth and Development

Organizational Support for Nursing's Commitment to Lifelong Learning



In late September of 2018, approximately 766 registered nurses participated in the RN Demographic survey. Regionally organized, the survey was pushed out throughout Southern California KP as a means of establishing the baseline for the Magnet journey. Downey Medical Center had a total of 71% of the RN participation, with a little over 50% of nurses with a BSN level degree. In the areas of certification, DMC nurses had a 44% participation in a professional organization.



2018 Nurses Week Celebration started with a big kickoff in recognizing the extraordinary work nurses did to advance in their professional development in pursuing higher education.

The ceremony also recognized all the Daisy Awards winners as well as those who received their professional certifications within the 12 month period. Congratulations DMC nurses. You Rock!!

Rewards and Recognition Programs

Shayla Jackson, BSN, RN

5W Med/Surg Unit | March 2018

Daisy Award Winner

Mayola Blando, BSN, RN

5W Med/Surg Unit | March 2018

Daisy Award Winner

Family Center Care Team

FCC Unit | October 2108

Daisy Award Team Winner

Erlinda Domasig, BSN, RN

NICU | December 2018

Daisy Award Winner



Congratulations to Our Daisy Award Winner

The DAISY Award Recognition Program was established in 1999 by the Patrick Barnes Family. It was their way of acknowledging the extraordinary work nurses do for their patients and families. For the Barnes family, it was their way of thanking nurses for their compassion and kindness through their foundation. Today, over 3,400 healthcare facilities and schools of nursing in all 50 states and 20 other countries are committed to honoring nurses with The DAISY Award.

2018 was the first year in which team recognition was given to a department in providing excellent, compassionate care to their patients. The Family Centered Care (FCC) unit received their first Daisy Award! Nominated by their patients, Daisy Award winners displayed compassionate, polite, and caring attitudes that ensured their patients received a remarkable experience during their stay at Downey Medical Center.



STRUCTURAL EMPOWERMENT

Community Outreach

At Kaiser Permanente Downey Medical Center, we believe health promotion extends beyond the hospital and medical office buildings. In addition to providing high quality, affordable health care services to our members and the community we serve, we believe in educating and promoting good health to the people in our service areas. In collaboration with the Watts Counseling and Learning Center and other organizations in the Downey vicinity, we are committed in partnering with our non-profit organizations by extending our community benefits program in three broad areas:

- Providing access to high-quality care for low-income, underserved people
- Creating safe, healthy communities and environments where people live, work, and play
- Sharing medical expertise and disseminating health related resources and sharing it widely with community based organizations, schools, cities, leagues, etc.

Our commitment in communities include the following:

Supporting Our Communities With Boxes of Love



During our 2018 annual holiday food drive, Downey Medical Center collected hundreds of canned goods and fixings for a warm holiday meal. Through the generous donations from DMC employees, more than 1,230 families in Huntington Park, Watts, Cudahy, Bellflower and Downey were provided with all the ingredients they needed to complete a holiday meal.

Lighting the Way Out of Homelessness

To maximize our impact on the health of our members and the communities we serve, Kaiser Permanente is finding new ways to address the factors that influence health outside of our four walls, such as homelessness, food security, and educational attainment. By addressing these factors, we can make a greater impact on the population and community health. One way that KP Downey is making an impact on community health is by partnering with MADE by DWC to sell their handmade candles in our hospital gift shop. MADE by DWC is a social enterprise operated by the Downtown Women's Center (DWC) that provides job training and employment opportunities for women transitioning out of homelessness. Enterprises, like MADE by DWC, helps improve the conditions in our communities that influence health.



Downey Gateway, August 2018



Exemplary Professional Practice

According to the American Nurses Credentialing Center (ANCC), Exemplary Professional Practice is one of the four domains of Magnet which exemplifies not only the care delivery system, but also embodies the Professional Practice Model (PPM). At Downey Medical Center, nurses believe that the patient and family should always be placed in the center when delivering care, and that their focus reflects professionalism, compassion, teamwork, excellence, and integrity. The PPM is clearly displayed in the unit to remind nurses of their expectations, and understanding of their existence in providing extraordinary nursing care to every patient, every time.

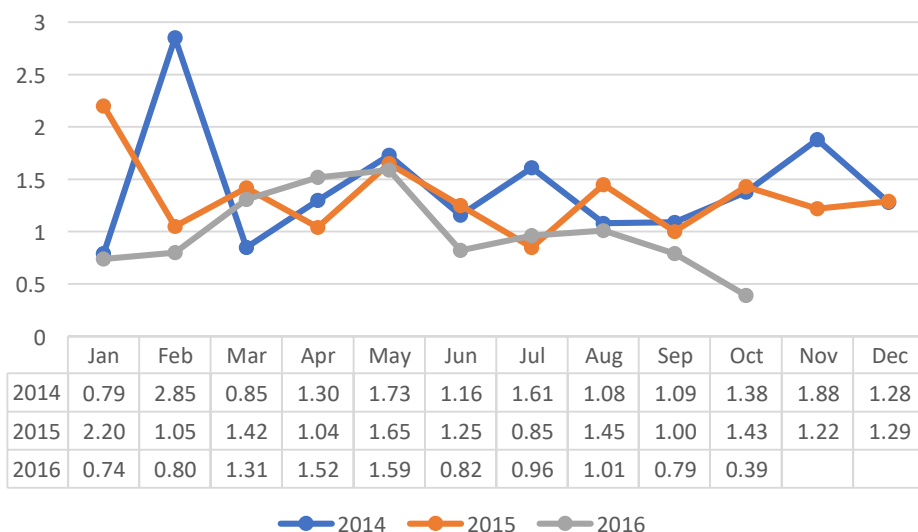
Nursing Research Partnership

DMC Receives CALNOC Award for Fall Reductions

Patient falls can lead to significant personal and financial impact to the patient, staff and organization. DMC was chosen as a pilot site for the Hester Davis (HD) Falls Program. The program is an evidence-based study that is multifaceted in its ability to stratify risks and provide effective safety measures. Downey nurses were eager to be better in providing safe, quality care. They not only bought into the program, they extended their involvement by volunteering to be fall champions, reporting every fall to their management team, including their CNE.

Once a fall is reported, the nurses conduct mini root cause analyses and through Just Culture, they learn from their experience in identifying opportunities and finetuning their processes. They invested time and money in equipment such as fall mats, chair/bed and toilet alarms. They also used every tool they had to ensure patient safety is their top priority. As a result of their proactive efforts in fall preventions, Downey Medical Center was recognized as a recipient of the 2018 CALNOC Annual Performance Excellence Awards in preventing moderate injury falls.

Anticipated Fall Rate Per 1,000 Days



Alaine Lounsbury, ACD 4th Floor, accepting the CALNOC Distinguished Award for her team

Unit & Facility Recognitions

Downey Medical Center Accomplishments



U.S. News & World Reports:
Ranked #1 Hospital Nationally for 7 Adult Specialties
Ranked #6 Best Hospital in Los Angeles Metro Area



Rated Top Hospital in Safety by Leapfrog Group



Women's Choice Award for "Best Hospital"



Joint Commission's Gold Seal of Approval



Ranked Top Health Plan in California by JD Power & Associates



National Elite Plus Stroke Certification (2018)



Joint Commission's Gold Seal of Approval

Interprofessional Care Team

Downey Wins Destination Zero Award

Downey Medical Center started 2018 with safety in mind. For the third year in a row, Downey Medical Center received the Destination Zero Award for putting forth the effort in decreasing injury rates in the Workplace Safety Performance Year (October 2016-September 2017). Here are some examples of workplace safety efforts in departments who met their workplace safety line of sight goals:

- After several near-misses in their hallways, the Perioperative Services department's UBT worked to get hallway mirrors installed to minimize the chance of collisions in their busy work environment.
- The Environmental Services (EVS) department's daily huddles and three-week-long onboarding and training process infuses safety into their day-to-day operations, which keeps them safe during some of the most strenuous work in the hospital.
- Staff from the Home Health department travel to and from members' homes all day, so they focused on practicing safe driving, using slider sheets to move patients in their beds, and properly loading their heavy equipment bags into their cars keep their injury rates down.
- As a department that conducts numerous procedures and uses a lot of equipment in their day-to-day work, the Radiology department is at high risk for injuries. To combat this, all staff undergo annual, intensive training on equipment proving that consistency is key in being safe at work.

The hospital achieved a 4.3 accepted claims rate (number of accepted injury claims per 100 employees) for the year, surpassing the threshold goal of a 5.5 accepted claims rate. "This is a 5 percent decrease in injuries from last year. The hard work of many departments added up and it's something to be proud of," said Socorro Cottle, Director of Environmental Health and Safety "We are moving toward our ultimate goal of zero injuries—because we don't want anybody to get hurt at work."

Home Health, Radiology, Perioperative Services, and EVS received Destination Zero Awards for their departments because they met their line of sight goals to decrease injuries in their departments.

(Article captured from Downey Gateway Newsletter, January 2018.)



Photo Caption: The Workplace Safety Steering Committee proudly accepts the Destination Zero Award on behalf of the hospital. This is the third consecutive year Downey's received this for working to decrease annual injury rates.



New Knowledge, Innovation & Improvements

As lifelong learners, nurses at Downey Medical Center are committed in exploring new knowledge and innovations. Through the Research and Innovation Council, dedicated nurses spend their time collaborating with the Evidence-Based Practice (EBP) Committee in identifying research questions and implementing studies that impact nursing practice and the care delivery system. It is through the interprofessional collaboration that makes DMC nurses instrumental in the daily operations.

NEW KNOWLEDGE INNOVATION AND IMPROVEMENTS

Enhancing the Care Experience

Providing an Excellent Patient Care Experience

Amongst many nursing strategic initiatives, Downey Medical Center nurses knew care experience would be one of their top priorities in 2018. Last year, with the support from nursing leadership and front-line staff, the care experience committee was on a mission to improve two distinct areas: 1) improvement in nurse communication goal and 2) overall improvement in the HCAHPS score at DMC. Through their perseverance and dedication, DMC was not only able to achieve both goals, but they also improved in many other aspects of patient care delivery, attributing to the overall improvement of their HCAHPS score from 3.2 in 2017 to 3.6 in 2018. Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores are the accepted measure of how well hospitals are providing care to their patients. Not only did DMC nurses improve in their overall nurse communication goals, they moved from 3 to 4 stars in the areas of responsiveness of hospital staff, as well as communication related to medication management.

The overall impact of the scores stemmed from physician and nursing care, as well as from other support such as Patient Transportation, Food & Nutrition, Environmental Services, Engineering, and other ancillary services. The Care Experience Committee is a multidisciplinary team consisting of many stakeholders with one goal in mind: to provide the best patient experience at every touchpoint. It is through this collaborative effort that DMC has successfully improved its mark in providing exceptional care. In anticipation of the busy months ahead and in hopes of keeping the momentum going, the Care Experience Committee continues to engage all stakeholders through robust dialogues and process improvement initiatives, as they continue to pursue their journey to excellence.



Care experience is not complete without our partners from Environmental Services. Their dedication and attention to the needs of our patients and staff helped contribute to the overall patient satisfaction.



6 East nurses & managers received recognition for the Most Outstanding Improvement in Rate Hospital Score.



Transformational Leadership

To lead by example requires dedication and a commitment to lead through influence and change. The nursing administration team understands the value of commitment and investment. They believe frontline nurses have the ability to make positive changes, so they invest in their nurses to develop them as leaders. Management provides nurses with the tools for professional growth, such as the Regional Everest and Residency Programs. In addition, local leadership development classes, such as the Downey Flight School and Activate Programs, have afforded nurses the opportunity to advance in their career paths.

Nurse Leadership Program

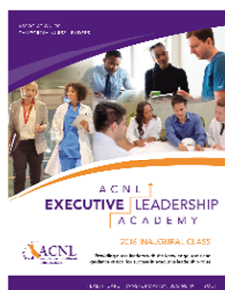
Recognizing DMC's Talents

Association of California Nurse Leader (ACNL) is a professional nursing organization that develops nurse leaders to advance in their professional practice and influence health policies, as well as promote quality and patient safety. This year, ACNL held its first inaugural Executive Leadership Academy, a 12-month leadership program, created for and by nurses. The intent of the customized program is strategically help managers effectively lead change and maximize their personal leadership styles. The program is exclusive to only 20 participants and amongst them is our very own, Romina Bagsic. As a nurse for 14 years and currently an Assistant Clinical Director in FCC, Romina has the drive and characteristics to be a nurse leader. Nursing has always been her calling, and Romina exemplifies nursing excellence and compassion. Not only was she selected for the program, she received a full scholarship, in which \$10,000 came from ACNL and \$5,000 was presented to her by the National Kaiser Permanente Leadership Team.



Romina Bagsic, MSN, RN, FNP-BC

ACNL EXECUTIVE LEADERSHIP ACADEMY



Providing Nurse Leaders with the Knowledge, Tools and Guidance Critical for Success in Executive Leadership!

Inaugural Class Begins February 2, 2019

*Scholarships Available for ACNL Regular Members Attending Inaugural Class**

***With \$10,000 Scholarship, Tuition is Only \$5,000!**

ACNL's Executive Leadership Academy is a 12-month, customized program, developed by and for nurse leaders - with the focus of modules and presentations tailored to meet the unique needs of participants. ACNL members who enroll in the inaugural class are eligible for scholarships of \$10,000.



Empirical Outcomes

Empirical Outcomes, synonymous to clinical outcomes, are important aspects to performance improvement projects that are ingrained in the work of frontline nurses. At Downey Medical Center, nurses are often at the forefront of performance improvement projects that impact patient care. Last year, several improvement projects were transferred to proudly displayed story boards shared across the Region. Many were quality and safety related projects that played an important role in daily nursing practice.

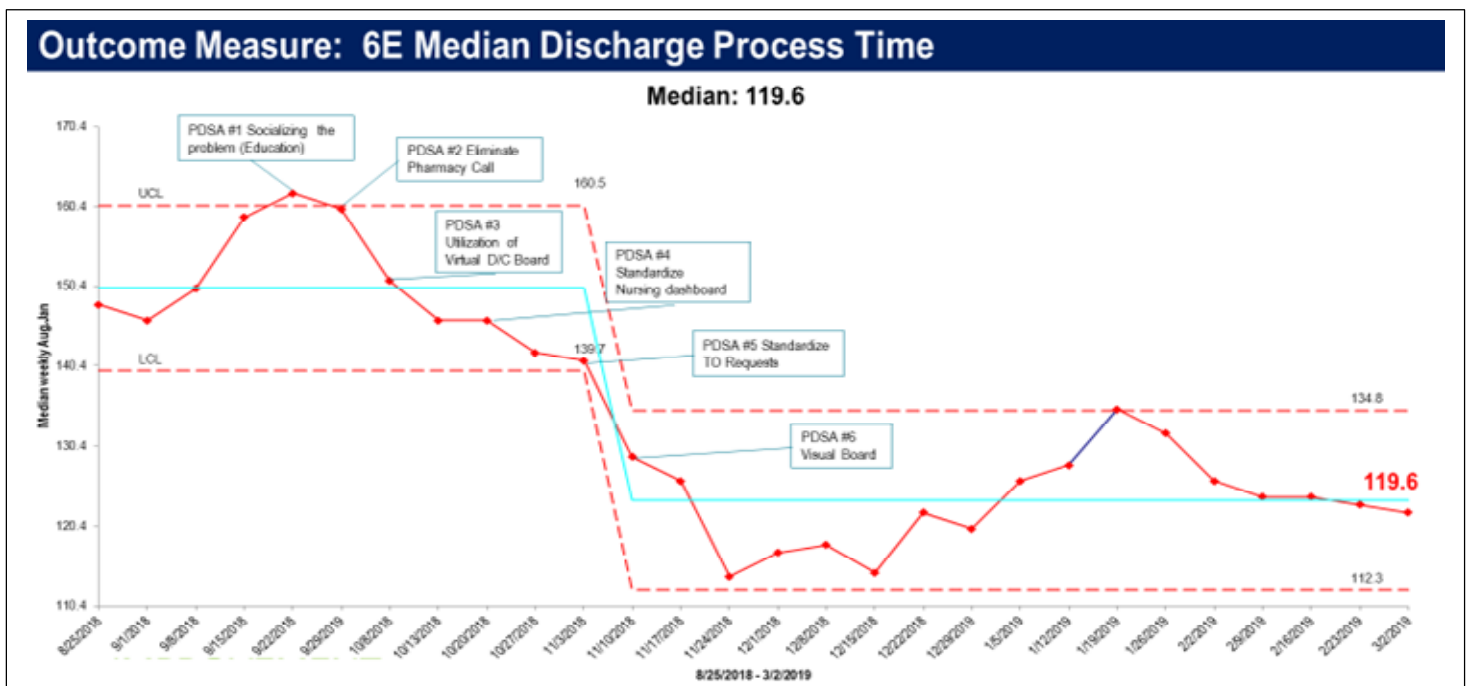
EMPIRICAL OUTCOMES

Reducing Discharge Processing Time (DPT) on 6 East Model Unit

Decreasing DPT on 6 East

Patient flow has always been an important aspect in the areas of throughput and efficiency. In 2018, the nurses on the 6 East Telemetry Floor wanted to make a difference on how efficiently they can improve the discharge processing time. Setting a smart goal of decreasing their median discharge process time for patients going home with home health from a median of 162 minutes (Jan 18- Aug 18) to 120 minutes (25%) by December 31, 2018 was a feat they were determined to accomplish.

To achieve this goal, they had to perform several tests of change utilizing the Rapid Improvement Model (RIM). It was a staff driven project that frontline nurses clearly embraced, and as a result made a huge impact on how they were able to process their discharges efficiently. In the end, the hard work paid off with 26% improvement in their DPT. This project eventually spread throughout all the inpatient units as best practice to incorporate in the discharge process.



Some of the key elements that attributed to the success of rollout include the following:

- I. Engagement of nursing staff when doing the root cause analysis and planning for the rapid tests of change.
- II. Socialized the week pilot project with 6E nurses on the discharge process time (DPT) workflow and how to read the electronic whiteboard
- III. Sharing real time results with staff via daily management board & creating PDSA's
- IV. Staff led and staff driven