



Nursing  
Shared  
Governance

2021

Kaiser  
Permanente  
Riverside  
Medical Center



*Sonia Tagliaferri, MSN, RN, PCCN, NEA-BC*

# A Message from the Chief Nurse Executive

Extraordinary is the word that comes to mind as we reflect on how Riverside’s Nursing Department met head on the challenges presented in 2021. I would be remiss, if I did not start off by acknowledging what a difficult year 2021 was. I don’t think any of us were expecting the COVID-19 virus to still be impacting us into 2022. These challenges required us to pivot from our normal operations and to also evaluate our personal and professional lives and make necessary changes.

During this global pandemic our Nurses stepped up and provided nursing care in non-traditional settings, adapted to new care models, developed innovative processes such as “virtual sitter”, proning teams, etc. to ensure our members received the best care possible. They embraced shared decision making and oriented staff that were deployed from other areas to assist them in caring for our members.

Through these challenges our Nurses continued to demonstrate dedication, professionalism, and perseverance in order to care for our members and each other. I could not be prouder and more humbled to work with such an amazing group of healthcare professionals.

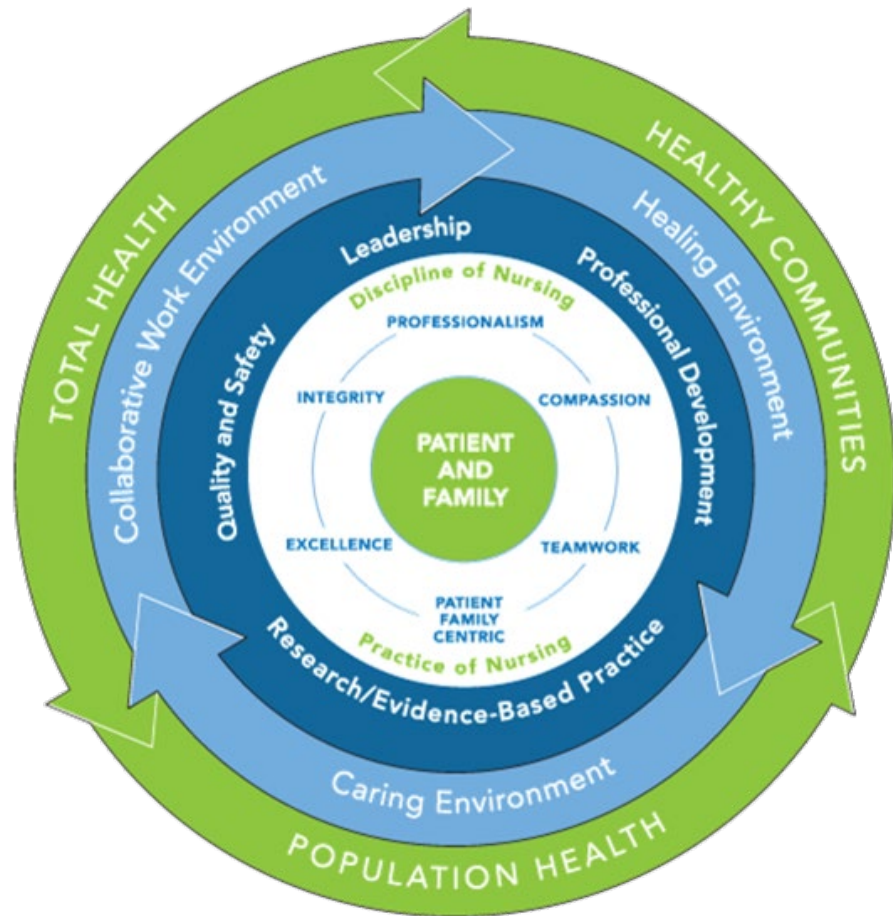
This report will demonstrate that despite the challenges in 2021, we have many accomplishments to be proud of.

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# Foundation of Nursing Practice

## Nursing Professional Practice Model



## 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 serve.

## 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 Values

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

# Organizational



Get with the Guidelines  
Stroke Gold Plus with  
Honor Roll



U.S. News High Performing  
Hospitals for 4 Adult Procedures &  
Conditions: Kidney Failure, Stroke,  
Maternity Care, and Pneumonia



225  
Licensed  
Beds



983 Nurses  
862 Physicians  
128 Allied Health Practitioners

# Demographics

285 BSN Nurses



47 MSN Nurses

2 DNP Nurses



Kaiser Permanente Riverside Medical Center  
Nursing Shared Governance Committee Structure

# Transformative Leaders

*John Maxwell once said, “A leader is one who knows the way, goes the way, and shows the way”. The leaders at Kaiser Permanente Riverside Medical Center continue to make a difference in the teams they lead. They strive each day to help the nurses to go beyond their required expectations, working toward the shared vision to providing extraordinary nursing care, every patient, every time.*

Highlighted below are a few leaders that have made an impact and recognized for being a transformational leader.

## Sunitha Gopalan, PhD, RN, MHI, CCRN

“Allowed me to become part of the Kaiser Riverside family of care. She nurtures, welcomes, and promotes continuing education, certification, and nursing advancement. She happily and timely facilitates guidance towards achieving the certificate you aspire to obtain. After being hired on to the Float Pool, I wanted to obtain my Spanish Bilingual Interpreter Certification, QBS level 2, through Kaiser, to better communicate with patients and family. She made sure that the request was placed and approved, facilitated communication with those in charge of the program, and so forth. Knowing that I had Intensive care experience, Sunitha facilitated cross-training into ICU, which is now my home unit.”

## Kymerly Gonzales, BSN, RN

“Kym has been a mentor since I met her. I am grateful to have someone to speak to when I am unsure of a process or when seeking professional guidance. Kym has demonstrated how to teach and guide others through a process and help the team achieve our goals. The way she encourages presents friendly reminders for our success helps provide the best care to our patients as we are encouraged and uplifted by her support.”

## Brandi Harris, MSN, RN

Brandi is a neonatal certified charge nurse in the NICU. She embodies all the qualities of a transformative leader. Brandi is PICC line certified and serves as a mentor and trainer for the PICC line team. In addition, she shares her expertise with perinatal staff by teaching the FCC training class. Lastly, Brandi participates in skills day training and research new products to promote neurodevelopment and ensure best practice for our patient population. She is a helpful, knowledgeable, impactful, positive presence and we are so lucky to have her.

*Reflections Shared by the Voice of Nursing Council Members*

# Nurse Empowerment

*Empowerment requires leadership that is inclusive and visionary, where leaders create an environment of safety for nurses to initiate change that will help them perform more effectively. Empowering structures can be defined as one which supports “shared team governance, open leadership communication, and supportive and empathetic nursing team relationship”*

Shared decision making at Kaiser Permanente Riverside continues to be the primary structure that supports the culture of nursing excellence. The Voice of Nursing Council members are the champions of the work for shared decision making by engaging all nurses to practice within our vision, mission, and values. Their inspiration to their peers helps to foster collaboration around the professional practice model amongst all levels of nursing. The council also promotes the influence of leadership at every level of the organization to inspire innovation and excellence.

Featured below is a nurse leader who lives empowerment daily. Estela Burdette, MSN, RN, CNML, is the clinical manager for Critical Care and Dialysis Services. Bertha Navarro, BSN, RN, CCRN, staff nurse for critical care services shares her reflection:

“My ICU manager allowed me to become part of her INCREDIBLE TEAM. She places opportunity sign-ups for those in our unit that would like to cross-train into other areas within the hospital. She provides encouragement and recognition when a team member has achieved a goal and applause them during the huddle. Estela demonstrates her leadership by donning on PPE, administering medications, cosigning on high alert medications, entering Covid positive rooms, and help relieve breaks when the unit is extremely busy. She has allowed me to be part of the FCE group, which facilitates clinical informatics suggestions and assists staff with technical and application guidance. Likewise, she has given me the privilege and opportunity to be part of the Voice of Nursing council, facilitating communication and goals setting with leadership by providing knowledge of continuing education opportunities, unit, and hospital goals, reviewing metrics, and encouraging our TEAM by sharing other’s ideas of how to serve our patients, families better and each other. Estela seeks out your joys, strengths, and possibilities to best guide and offer opportunities she believes you will shine. Lastly, she has allowed me to cross-train as a Relief Charge Nurse for the unit.”

# Honoring Excellence

As the pandemic continued to race throughout the halls of the medical center, patient care excellence was a greater focus for the nursing teams of Kaiser Permanente Riverside Medical Center. Providing care experience that created a connection for each member, safety, security, and quality, was especially important to our nurses, more so during these challenging times. Throughout the year, several nursing units celebrated the appreciation and excellence for the extraordinary compassionate care delivered.

The 5 East medical surgical unit received recognition from a patient, who shared their heartfelt story in a two-page letter filled with gratitude to the nursing team who saved their life. Recognized for achieving 5 -star ratings for Hospital Consumer Assessment of Healthcare Providers Systems (HCAHPS), the 2 West unit celebrated this high achievement in July for Overall Hospital Rating.

Words of gratitude and appreciation continued for our teams as the Maternal Child Health units, Labor & Delivery and Post-Partum, both received personal letters from a mother who expressed appreciation to our nurses of those units for making their birthing experience extraordinary.

Two additional units, the Post-Anesthesia Care Unit (PACU) and the Operating Room, received handwritten letters, 30 to be exact, to each staff member who touched their life with the compassion and extraordinary care they received during their brief stay in the hospital.

The letters of appreciation were unexpected for our nursing teams. The Connection Bundle is a care experience best practice in which nurses establish a welcoming environment, create trust and confidence aimed to reduce anxiety, and promote healing. With a three-phase process, Warm Welcome, Getting to Know You, and Discharge with a Wow, the Connection Bundle has led to very positive patient and family care experiences and the feedback received has shown the patients and members greatly appreciate these practices.



# A Vision for Tomorrow

*Lifelong learning is the “ongoing, voluntary and self-motivated” pursuit of knowledge. Kaiser Permanente Riverside Medical Center nurses continues to be committed to transform care by elevating their professional knowledge. Below are a several nurses committed to the journey to advance the Art and Science of Nursing:*



## Achievements in Advancing Education

Miriam Cortez- MSN

Samantha Gasteiger-BSN

Rosalia Giron- BSN

Cecylia Olson, BSN

Esther Miles, BSN

Catherine Cook, BSN

## Currently Enrolled in a School:

Melissa Alvaro-NP

Donald Antonio-BSN

Anitha Joseph-MSN

Harydel Piolo- MSN-Informatics

Tami Phan -MSN

## ACKNOWLEDGMENTS

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# 2021

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