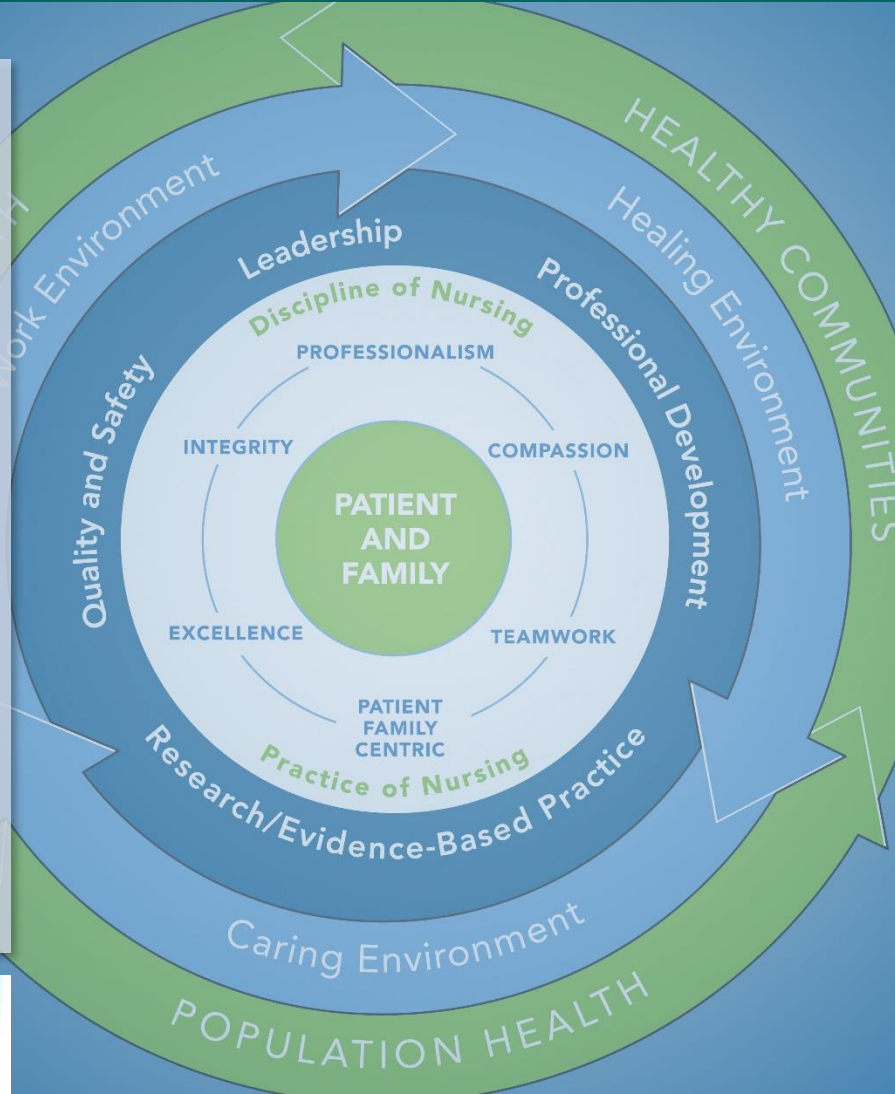


2018 NURSING YEAR IN REVIEW

Southern California Region



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

*Kaiser Permanente
Los Angeles Medical Center*



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WELCOME



Patricia J. Clausen, RN, BSN, MBA, CENP
*Los Angeles Medical Center
Chief Nurse Executive*

Message from the Chief Nurse Executive

Another professionally successful year of events has gone by. As I reflect on our nursing practice and professional development for 2018, it is evident that LAMC nurses are making dramatic improvements on quality outcomes, employee satisfaction, and safety events for staff and patients. Thank you for all your contributions in 2018.

We formally kicked off our Magnet Journey with the implementation of our Shared Leadership Councils in February. With the addition of these new unit-based councils, staff nurses are able to leverage their autonomy in nursing practice changes for their specific patient populations. I see a stronger nursing culture emerging with the practice councils working together on initiatives.

Our nursing strategic plan is aligned to improve our processes of care, prevent harm and injury to patients, improve clinical outcomes, and strive for continuous development through higher education. Our vision of a healthy work environment promotes employee satisfaction, nurse professional role satisfaction, an injury free workplace, healthy communication, and a continuous learning culture.

This year-end report sheds light on the many accomplishments and exemplary outcomes performed by our nurses and leaders.

I look forward to working together to continue to deliver on our Kaiser Permanente Nursing Vision.

Patti Clausen RN, BSN, MBA, CENP

KAISER PERMANENTE NURSING MISSION, VISION, & VALUES

Mission Statement

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

ABOUT US... NURSING PROFESSIONAL PRACTICE MODEL

Kaiser Permanente is a recognized leader in health care transformation, advancing improvements not only within our own system but also across the nation and the world. Kaiser Permanente nurses are an important driver of this work as evidenced by the excellent outcomes achieved across our organization. To lead health care transformation and reaffirm our commitment to the mission of providing high-quality, affordable health care services and improving the health of our members and the communities we serve, we turn to the KP Nursing Vision Statement as a source of inspiration and vision for the future.

Given the health care transformation underway and KP’s leading role in that transformation, KP nursing had an opportunity to re-evaluate our vision statement to ensure that it reflects the boldness, innovative spirit, and excellence required to shape health care of the future. Our new vision incorporates the feedback of more than 1,500 front-line nursing staff, nursing leaders, patient partners, physicians, labor leaders, non-nursing leadership, and executives across Kaiser Permanente. Together, we defined a new Nursing Vision Statement to serve as our aspirational declaration:

“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.”

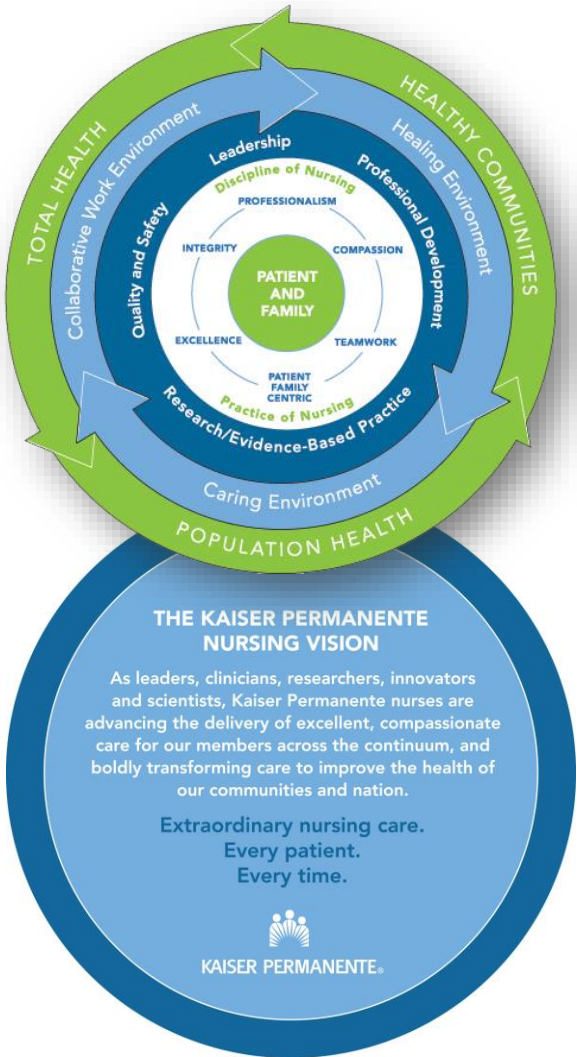
The new nursing vision statement is on the back of our professional practice model badge.

It’s an exciting time to be in health care, and Kaiser Permanente nurses are well-positioned to help shape this dynamic transformation. Reflect on the ways that nurses are personally living our new vision statement. We encourage our nurses to participate at the local, regional and national levels to transform nursing care for our members and communities we serve.

Sincerely,



Linda J. Knodel, MHA, MSN, NE-BC, CPHQ, FACHE, FAAN
 Senior Vice President and Chief Nurse Executive
 National Patient Care Services



THE KAISER PERMANENTE 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.

**Extraordinary nursing care.
 Every patient.
 Every time.**



ABOUT US... IN NUMBERS



Academic Hospital



233

Physician Residents and Fellows



2,209

RNs and Nursing staff



32

New graduate RNs



10

Poster/Podium Presentations



974

Physicians



528

Licensed beds (includes 68 Mental Health Center beds)



2,806

Babies delivered



35,768

Inpatient Admissions



457

Average daily census



2.7 mil

Outpatient Visits



22,404

Surgical cases

LOS ANGELES MEDICAL CENTER

Los Angeles Medical Center (LAMC) is Kaiser Permanente's largest facility in Southern California and home to primary, specialty, and tertiary care programs that serve members from the entire region. When you walk through the doors of Los Angeles Medical Center, you'll find quality and specialization in many fields of medical care—including 40 designated Centers of Excellence and 44 areas of specialty providing advanced care. As the region's tertiary referral hospital, Los Angeles Medical Center offers:

- Comprehensive Stroke Center
- 23 Tertiary care programs
- 40 Centers of Excellence
- Level III Neonatal ICU

LAMC is more than a hospital, it is a medical learning institution attracting health care professionals from around the world. We are home to a robust Graduate Medical Education residency program with 20 residency and fellowship programs and course clinical rotations for medical students from USC and UCLA.

We also have specialty nursing programs including:

- New Graduate RN
- Perioperative
- Labor & Delivery
- Critical Care

Our cause is health, our passion is service, we are here to make lives better.



EMPIRICAL OUTCOMES

Kaiser Permanente Los Angeles Medical Center (LAMC) nurses are committed to the delivery of extraordinary nursing care. They treat the whole patient – mind, body, spirit – and their families. This transforms the care delivery experience ensuring exceptional outcomes related to satisfaction and quality that positively impacts patients, their families, and the organization across the continuum.

EMPIRICAL OUTCOMES

Nurse Sensitive Indicator Highlights

CAUTIs (Catheter Associated Urinary Tract Infections)

Alicia Akamine BSN, RN, PHN, CCRN, C-NPT
Clinical Nurse - NICU Transport

Why the Foley?

In the true spirit of teamwork, the perioperative service line, emergency department, nursing shared leadership quality practice council, and CAUTI prevention committee all collaborated around a single goal – to prevent patient harm by reducing CAUTIs. The main operating room took the initiative to ensure medical residents and nurses were inserting the foley catheters using sterile technique. The emergency department created a workflow to verify that only patients that met criteria for the necessity of an indwelling catheter received one prior to inpatient admission. Our Nursing Quality Practice Council started with a mindset to make a positive change in the workplace. The council consisted of nurses eager to move forward, mentors and leaders willing to take the time to help organize, and a supportive council ready to mobilize in assistance.

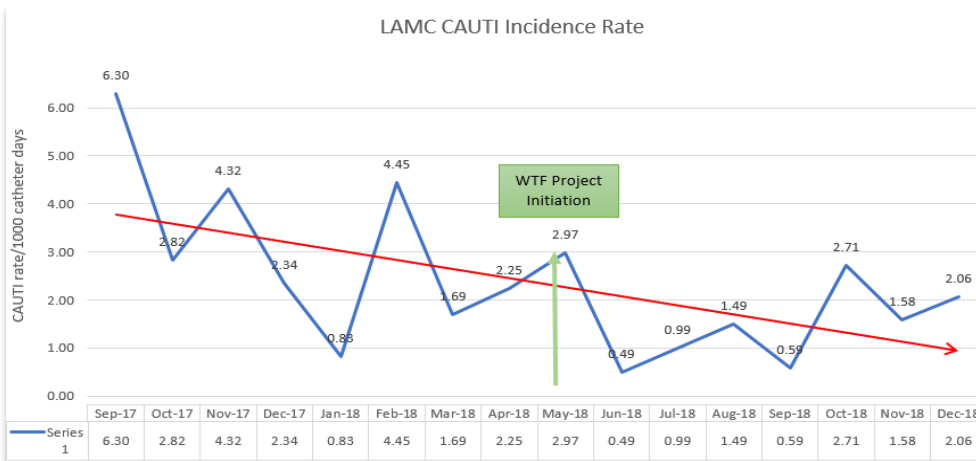


The initial goal was to decrease adult CAUTI at LAMC to a standard infection rate of less than 1 for July - December 2018. The current CAUTI prevention committee was consulted. They tasked the quality council to aid them in use of the CAUTI bundle at LAMC. A survey and an audit were created, and the quality council members quickly set out to collect data that might point to areas of growth. Data collected from audits and surveys conveyed that most nurses knew some of the bundle elements, but rarely were all the elements of the bundle known.

The “Why the Foley” campaign initiatives grew from this data. The council utilized peer-to-peer feedback to share with colleagues all learnings about the importance of bundle compliance. It was exciting to be able to pull together many of

the resources that have recently been implemented throughout the medical center. The insideLAMC webpage proved to be a fantastic way to communicate with everyone. The WTF campaign initiated an amazing culture change at the hospital and encouraged the consistent use of evidenced-based practice interventions at the bedside to prevent CAUTI. The campaign

motivated nurses to see the tremendous potential that resides here at LAMC. This project and interdepartmental collaboration were so much more than just a campaign to re-educate on the positive outcomes associated with CAUTI prevention, it was also an opportunity to take ownership of nursing practice at LAMC and impact quality of care outcomes (see adjacent graph).



EMPIRICAL OUTCOMES

Nurse Sensitive Indicator Highlights

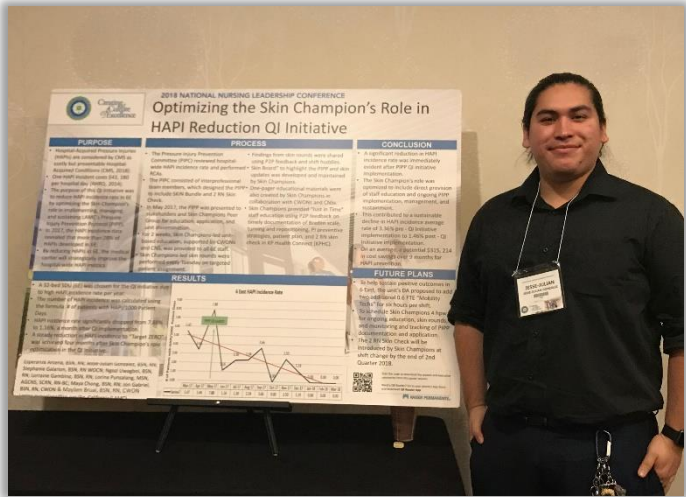
HAPIS (Hospital Acquired Pressure Injuries)

6 East Skin Champions

At the start of 2017 the 6 East Step-Down unit had the second highest hospital acquired pressure injury (HAPI) rate in the hospital. This team realized the need for an intervention. They began by educating the frontline staff about when to properly use non-medicated barrier creams, turning the patient every 2 hours, checking that lines and equipment were not under the patient, and what materials to use for proper padding to prevent device related HAPIs.

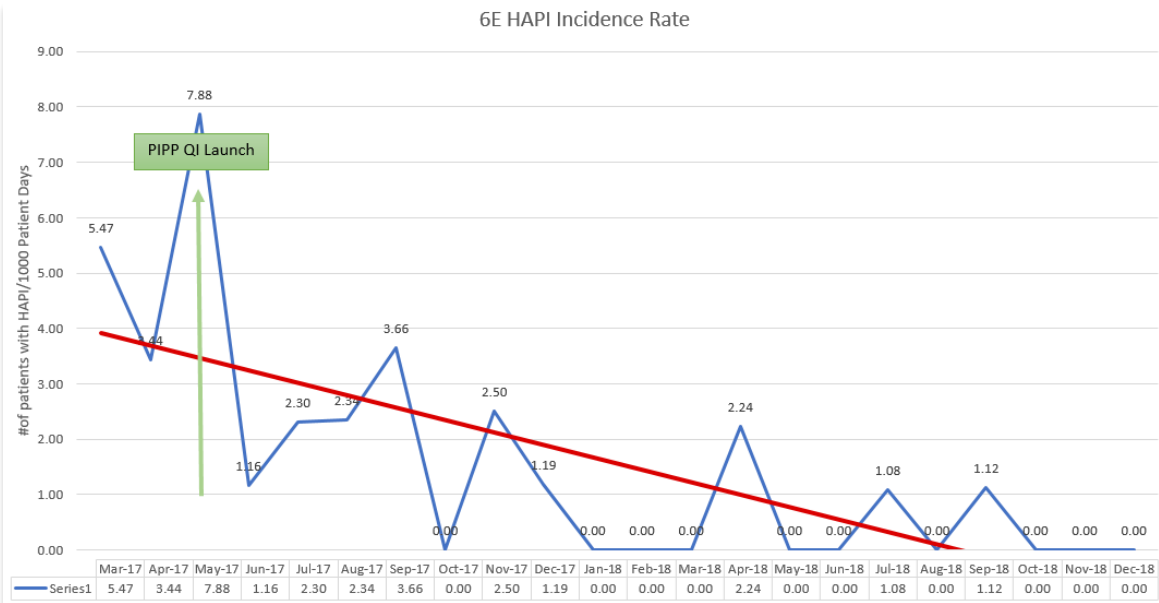
Jesse-Julian Gonzalez BSN, RN
Clinical Nurse – 6 East

The team also took a multidisciplinary approach to HAPI prevention. Tuesday is “skin rounds” day on the 6E unit in collaboration with a frontline RN skin champion, wound care nurse, and clinical nurse specialist. During skin rounds the skin of every patient identified as high risk for pressure injury development is assessed by this team. Peer-to-peer feedback is used to provide ongoing education and HAPI prevention interventions to colleagues caring for these patients.



Additionally, the team collaborated with respiratory therapy, doctors, and clinical nurse specialists to design a tracheostomy handoff note bundle template. This template is used at change of shift to document that both the respiratory therapist and RN have checked the trach site and changed the dressing together to prevent a device related HAPI.

Their hard work paid off as the 6E unit only had 4 HAPIs in 2018 showing a 74% reduction. This team’s commitment, professionalism, and dedication to patient safety and nursing excellence has led to incredible outcomes for their patients. The proof is in the data (see graph below). Congratulations and thank you 6 East for all you do for our patients!



EMPIRICAL OUTCOMES

Nurse Sensitive Indicator Highlights

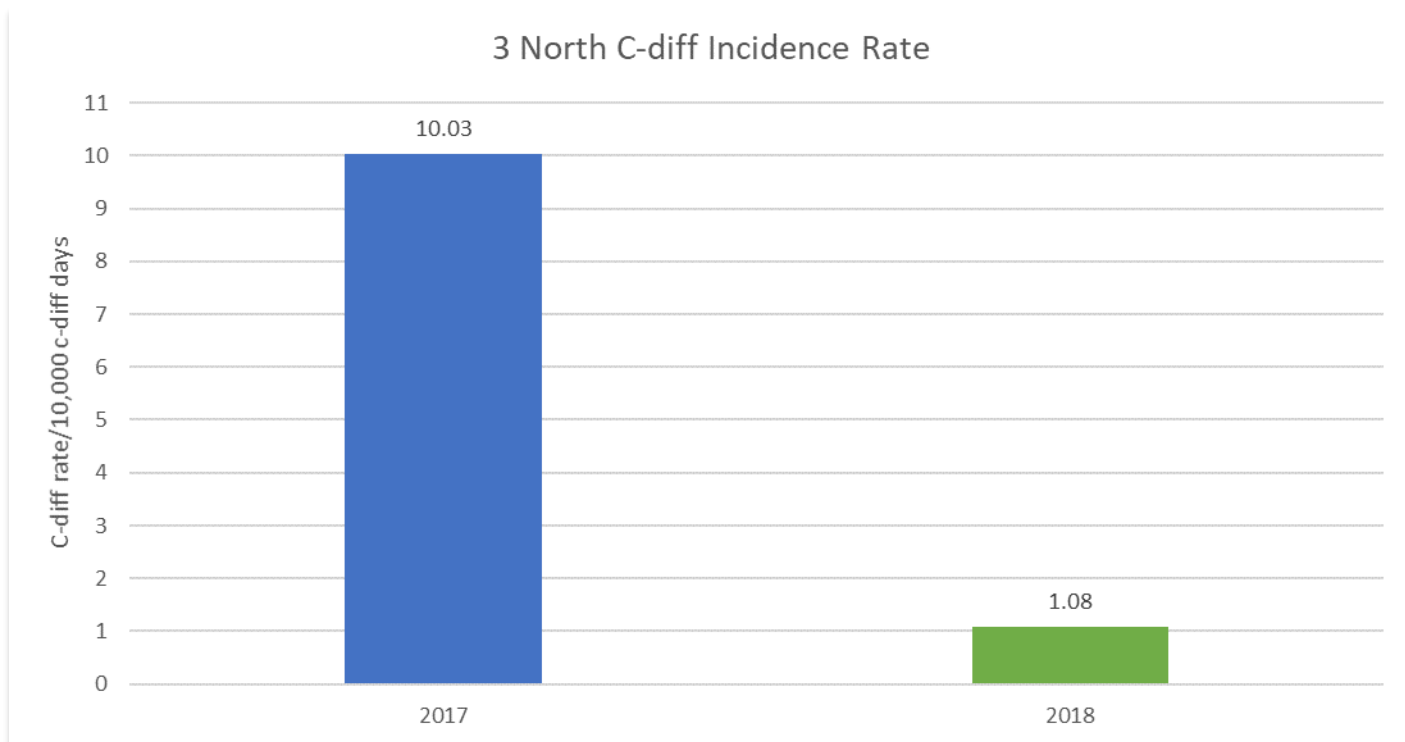
C-diff infection (*Clostridium difficile Infections*)

3 North C-diff Champions

In 2017 the 3 North (3N) Medical-Surgical Unit had a total of 9 incidents of patients acquiring a Clostridium difficile (C-diff) infection while in their care. With the value of excellence in mind the team recognized the need for a change within the department to provide high quality nursing care. The effort to reduce the rate was led by the unit C-diff champions with the support of nursing leadership. The goal identified by these champions was to reduce the rate of C-diff occurrences by 50% - always keeping in mind that destination zero was the ultimate goal.

3N C-diff champions began by educating their peers about the evidence-based protocol and guidelines in place to make sure that stool samples being sent met the criteria to be considered true sign and symptoms of a possible C-diff infection. They also advised that the patient's last bowel movement should be highlighted in the nurse knowledge exchange and documented at the start of the shift. This would allow the C-diff champions to audit the patients' medical records to determine if the patient had been having 3 or more loose bowel movements within the previous 24 hours not caused by medications. Prior to sending any sample the stool itself was assessed by another RN to verify that it met the criteria to be considered a true C-diff infection rather than simple diarrhea or an expected side effect of medications. Peer-to-peer feedback was utilized by C-diff champions and the team to continuously share best practices. Lastly, the physician team members were also engaged and educated regarding the criteria for sending stool samples for C-diff testing so that patients would not be misdiagnosed and subsequently treated unnecessarily.

The result was an 89% decrease in the incidents of C-diff in the 3N unit. For 2018, there was only 1 case of C-diff in the month of January. The C-diff champions recognized the need early and addressed it efficiently to ensure that patients were receiving exceptional nursing care. The 3N team's embodiment of our nursing professional practice model ideals has led them to destination zero. Thank you 3N for your exemplary work and leadership to have such a positive impact on our patients!





TRANSFORMATIONAL LEADERSHIP

Kaiser Permanente nursing leadership is defined as the ability to inspire others to do the extraordinary. At Kaiser Permanente LAMC every nurse within the organization is recognized as a leader. Influenced by the transformational leadership of our Chief Nurse Executive nurses at all levels are empowered to be role models, innovators, and drivers of nursing excellence within the organization. This is propelled forward through our nursing shared leadership and a passion for influencing the delivery of high-quality patient care. Our nurses are transforming nursing practice from the bedside, to the communities we serve, and beyond.

TRANSFORMATIONAL LEADERSHIP

Nursing Strategic Plan

2018

LAMC’s vision is to be the leader in delivering total health through clinical excellence and innovation, powered by our strengths in tertiary services, research & education. This vision is possible through our focused priorities for 2018, which included transforming care delivery, people engagement, operational effectiveness, and innovation.



Kaiser Permanente Los Angeles Medical Center Nursing Services Strategic Operations Plan 2017-2020

Priorities: Transforming Care Delivery - People Engagement - Operational Effectiveness - Innovation

 <p>Exemplary Professional Practice</p>	 <p>Population Health</p>	 <p>Innovation</p>	 <p>Financial Management</p>	 <p>Transformational Leadership</p>	 <p>Innovative Models of Care Delivery</p>
<ul style="list-style-type: none"> • Incorporate evidence-based practice, research, and advancing technologies • Nurse driven patient outcomes • Appropriate patient length of stay • Improve patient experience • Balance standardization and autonomy • Build on culture of safety 	<ul style="list-style-type: none"> • Use of the professional practice model to keep patient and family at the center • Engage member/patient in their own self care • Promote population health and self-health through the role of the professional nurse 	<ul style="list-style-type: none"> • Optimize the use of technology and simulation • Recognize excellence in innovative professional practice • Implementation and optimization of Health IT to support evidence-based practice, research, and education 	<ul style="list-style-type: none"> • Promote financial stewardship • Identify successful nursing practices, as well as optimum level of nursing care 	<ul style="list-style-type: none"> • Strengthen nursing leadership • Professional development for all levels of nursing <ul style="list-style-type: none"> - BSN or higher degree in nursing 12% annual organizational increase - Professional nursing certification 15% annual organizational increase • Nurse engagement • Rewards and recognition • Strengthen Nurse and MD relationships 	<ul style="list-style-type: none"> • Redesign model of care delivery • Develop models for professional affiliation with nurses across the continuum

TRANSFORMATIONAL LEADERSHIP

Mentor/Succession Planning

Table Talk with Sharon

Within the nursing community a mentor is an individual who has experience and expertise within the profession and helps to impart that wisdom to shape the growth of future nurses. Sharon Fabellar, our 7W Department Administrator, has embraced this quality of leadership and launched an official mentor program for her department known as “Table Talk with Sharon”. The program centers around creating a partnership between an experienced nurse mentor and clinical nurse mentee in which they are provided opportunities to gain insight around professional growth, goal setting, skills, and networking.



The program is aligned with our Kaiser Permanente nursing professional practice model values. The mentor and mentee roles are defined so that both participants understand the expectations, nature, and purpose of the mentor/mentee relationship. Mentors are expected to be motivators, coaches through feedback, guides for goal setting and career path development, and leaders in reflective practice. Mentees are expected to be open to learning and receiving feedback, proactive with goal setting, and initiators of career path strategy development.

The vision and objectives of the program have created a culture of professionalism and accountability for one’s nursing practice – making it transformational. This commitment to excellence, professional practice and development is transformative and has led the way for additional formal mentor programs to be developed and planned for launch in 2019.

TRANSFORMATIONAL LEADERSHIP

RN Leadership Development

ADA University 2.0

Our KP nursing professional practice model has leadership as one of its 4 pillars. The development and growth of nursing leaders within the organization is at the forefront for Kaiser Permanente Los Angeles Medical Center. The literature shows that quality leadership produces quality nursing outcomes. Leadership style, communication skills, and span of control are primary leadership aspects that influence these outcomes. Our organization went through an extraordinary leadership change allowing the opportunity to hire new Assistant Nurse Managers. This created the need to train these new leaders. Guided by the transformational leadership and vision of our Director of Medical-Surgical departments, Dr. Alex Wiggins, the Assistant Department Administrator (ADA) University was launched.



The development of this program provided “survival skills” for the novice assistant manager, while orienting to their new role. For the purpose of this evidenced-based project, a leadership laboratory was created, providing both lecture, reflection, simulation, and 2 month mentoring opportunities, for the Assistant Nurse Managers participating in the program. Improvement was noted in six of eight quantitative metric indicators.

This included a decrease in Nurse Sensitive Indicator events resulting in cost avoidance of \$44,000.00 and a decrease in \$490,000.00 in overtime costs. Personal confidence and leadership competency noted an improvement, using qualitative measurements. Self-evaluations completed prior to the start, and again at the end of, the program showed a notable change with a mode score of 5 and a change from 56% to 91% of the students.

The commitment through the creation of this specialized program demonstrated the belief that leadership changes culture, quality care, financial results and better outcomes for our patients. Through this project, tangible evidence reflected that good leadership counts and makes a difference in nursing practice.



TRANSFORMATIONAL LEADERSHIP

Leading the Way

ONE Infusion Center

LAMC has 3 infusion centers, Hematology-Oncology (HemOnc), Gynecology-Oncology (GynOnc), and the Outpatient Infusion Center (OPIC). These three centers have distinct responsibilities in the treatments they provide our members.

- HemOnc is designated for all chemotherapy
- GynOnc provides chemotherapy for gynecological cancers
- and OPIC - provides antibiotic, blood products, hydration, and other non-cancer related infusions

In early 2018, the vision of the infusion center team was to create the concept of a ONE infusion center for their patients and families. A subcommittee of stakeholders was assembled to have services provided seamlessly across the 3 centers utilizing evidence-based standardized care and requesting that all their RNs become ONS and PICC certified. They also collaborated to study the patients' journeys in the infusion centers to better understand and meet the unique needs of this patient population - exemplifying patient and family-centered care and a focus on achieving excellent quality outcomes.

This standardization of best practice is now a reality. The success of this goal has led to increased patient and staff satisfaction, increased overall patient adherence to treatment, decreased financial burdens as well as wait times, and exhibited the exemplary professional practice of our ONE infusion center nurses.



Our goal is to provide our patients with **ONE experience in **ONE** location at the **ONE** Infusion Center.**





STRUCTURAL EMPOWERMENT

Kaiser Permanente LAMC thrives on creating opportunities and pathways for our nurses to participate in decision-making and to have autonomy in their clinical practice. This is further supported and encouraged through our shared leadership structure and opportunities for professional development. We promote a culture that champions academic growth, specialty certification attainment, and participation in other professional organization events including conferences and continuing education courses. LAMC nurses' contribution and influence on patient care is highly valued and appreciated within the organization.

STRUCTURAL EMPOWERMENT

Shared Governance Structure

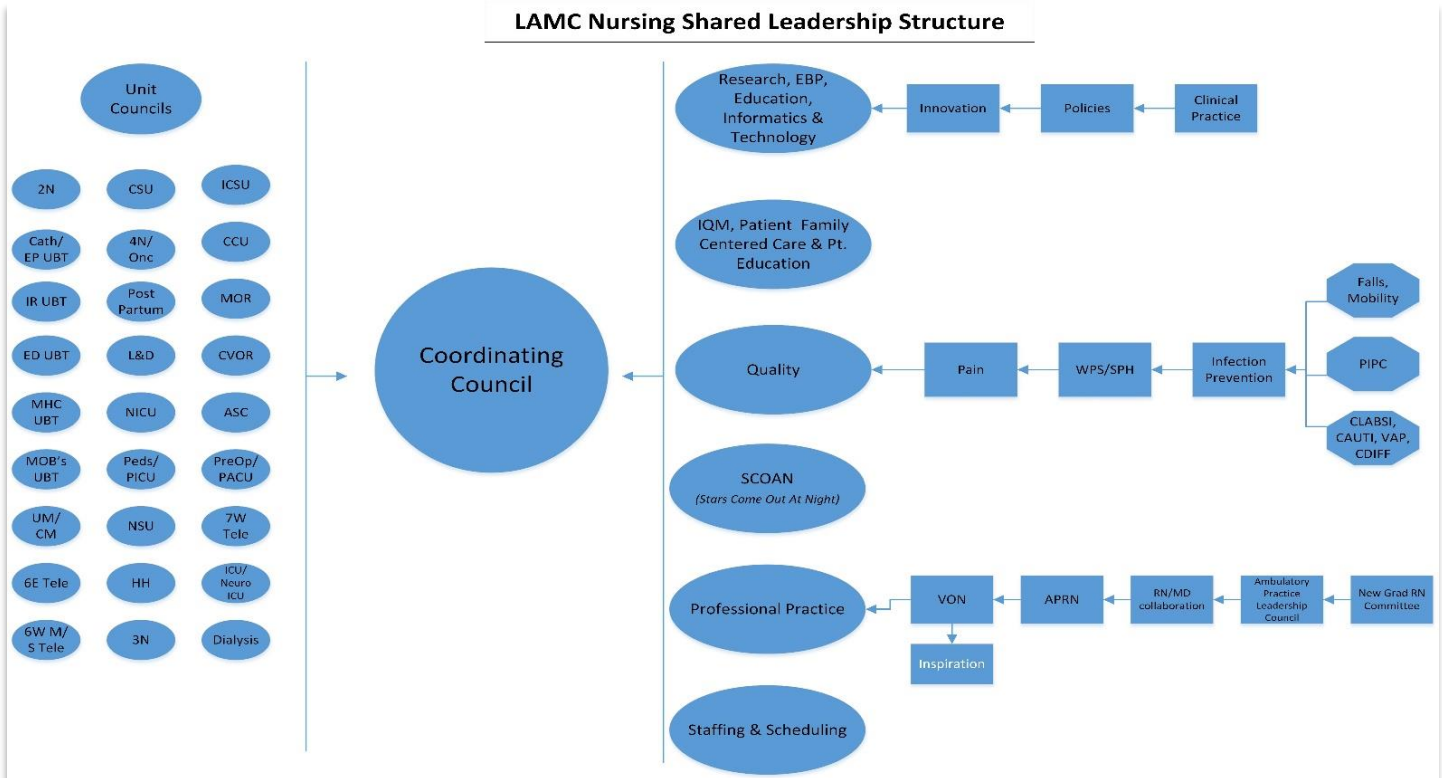
In January 2018, Kaiser Permanente LAMC officially launched its formal nursing shared leadership council. The structure of our shared leadership model is one that facilitates effective communication, clinical nurse engagement and autonomy. Our unit-based councils and teams evaluate the care that is delivered to patients and their families at the unit level. Outcome metrics guide the council members to make decisions on the projects to launch within their units to impact both quality and satisfaction.

We have 6 medical center wide practice councils, including a council dedicated to the night shift nurses. The councils are comprised of clinical nurses and leaders from all nursing specialties. This allows for a greater perspective and dissemination of evidenced-based best practices, professional development and practice opportunities, and nursing practice changes throughout the medical center. Additionally, we have a coordinating council that brings together our unit and practice councils to promote effective communication across the organization. All the councils are led by clinical RNs with the support and guidance of nursing leadership.

Our shared leadership has advanced throughout 2018 to meet the needs of our patients and nurses. It will continue to evolve in 2019 to enhance nursing excellence in care delivery, promote the development of nursing autonomy, and leadership amongst our clinical RNs.



LAMC Nursing Shared Leadership Structure



STRUCTURAL EMPOWERMENT

Professional Development

Certified Nurses in 2018

LAMC recognizes the following 48 Registered Nurses who, in 2018, obtained their nursing specialty certifications to enhance their professional development:



Cyrille Aggarao
Aynalem Fulla

Rebecca Genis
Matta Aderonmu

Christina Ortiz

Brandyn Guzman

Guadalupe Romero



Jeannie Nguyen
Jennifer Mallari
Tessie Costales

Un S Pak
Mindy Lockeretz
Beatriz Lopez

Brenda Catt
Evangeline Pelaez

Regina Cuenca
Marilen Castanon

Mabel Dumlao
Mika Lagman



Maria Blanca

Mary Ann Lopez

Ronel Ambrosio



Kaseam Akarim
Jasper Sanchez

Katherine Lapsys

Reuben Rivera

Tessie Costales

Blesilda Galsim



Brenda Catt

Justin Kruse



Lance Huddleston



Jennivie Po-Maniti



Cherryl Reyes



Maggie Bryant
Joanne Ferrer
Emilia Mardigian

Raymond Landicho
Bindu Thomas
Jennifer Reyes

Eva Yap
Hanna Barlis
Delfin San Jose

Tiva Bhodang
Everett Equila

Yazmin Gaxiola
Sandy Honig



Jasper Sanchez

Blesilda Galsim

Obtaining national board certification affirms registered nurses advanced knowledge, skill, and practice to contribute to better patient outcomes in their specialty area. Some RNs even hold multiple professional certifications to esteem a commitment to excellence and professional practice standards.

Advanced Nursing Degrees

LAMC recognizes the following Registered Nurses who in 2018, advanced their nursing degrees:

- Alexandra Wiggins, DNP
- Molly Hunter, MSN
- Lily Rosa, MSN
- Olive Garnett, FNP

STRUCTURAL EMPOWERMENT

Rewards & Recognition Programs

Nurse of the Year Celebration, 2018

Kaiser Permanente LAMC has many ways that we acknowledge our healthcare team. One of the most acclaimed recognitions for KP LAMC RNs is the annual Nurse of the Year celebration led by the Voice of Nursing Inspiration Team. In order to receive this award, the nurse needs to be nominated by another individual within the organization. Hundreds of nominations are received from nurses, physicians, leaders, and the interdisciplinary team who share stories that exemplify exceptional nursing practice. Nursing excellence is acknowledged based on the six KP nursing values that are core to our nursing professional practice model. Fourteen awards are given out each year; two for each of the core values and two recognizing a nurse who exemplifies all six values from the ambulatory and inpatient settings.

KP Nursing Values

Professionalism

We believe in the value of our profession and maintain standards of excellence when it comes to the delivery of care.

Patient & Family-Centered Care

Honoring the essential role of the patient and family in all aspects of care, we create memorable moments through extraordinary care.

Compassion

We realize the difference we make in the lives of our patients and their families when they are most vulnerable, and we focus on providing individualized care with a personal touch.

Teamwork

We respect the collective contributions of each member of the team and view our team members as our partners in success.

Excellence

We embrace the art and science of nursing by integrating the ANA's "Scope and Standards of Practice" with compassionate care and an evidence-based practice.

Integrity

We acknowledge the autonomy and dignity of the patient and promote the patient's right to choose and control his or her environment.

2018 Nurse of the Year Winners
Exemplifies all six Nursing core values

Miyuki Fanunal Acute Dialysis
Eric Tribiana Pediatrics-Hem/Onc

2018 Nursing Core Value Winners
Exemplifies each Nursing core value

Professionalism
Jennivie Po-Maniti 4 North
Kathryn Mary Martinez Family Medicine (Pasadena)

Patient & Family Centered Care
Esperanza Arcena 6 East Telemetry
Nadia Arandia Family Medicine (Pasadena)

Compassion
Teresita Costales ICU
Kristina Perez Pediatrics- Case Manager

Teamwork
Silvia Mangual CSU
Hector Pagkalinawan Adult Infusion Center

Excellence
Aynalem Fulla 6 West Telemetry
Jennie Buckley Orthopedics-Case Manager

Integrity
Lance Villena OR
Saju Vettolil Sunny Urgent Care (Los Angeles)



STRUCTURAL EMPOWERMENT

Rewards & Recognition Programs

Daisy Award Winners, 2018

Through the Daisy Award recognition program, we honor the extraordinary work nurses do for patients and families every day at LAMC. The following extraordinary nurses have been nominated by their, peers, physicians, patients and families, other staff and administrators:



Jesus Rommel Borja
Clinical RN
4 North



Maria Attanasio
Clinical RN
Pediatrics



Adriana Mendez
Case Manager RN
Utilization Management



William Saez
Clinical RN
7 West



Elmer Gatchalian
Clinical RN
Intensive Care Unit



Martin Rozario
Clinical RN
6 West



STRUCTURAL EMPOWERMENT

Community Outreach

Diabetes Youth Camp



As part of our support of nurses volunteering in a local or regional community healthcare initiative, LAMC’s Clinical Nurse Specialist Carmen Urbayan, had these words below to share about her experience in East Angelus Oaks, California.

In July 2018, I had the opportunity of volunteering at Camp Conrad Chinnock. This summer youth program provides a safe, healthy, and enjoyable camp experience for children diagnosed with diabetes mellitus (DM). The camp enables children with DM meet and share their experiences with other campers, learn more about themselves and their ability to cope, increase their knowledge and understanding of DM, and help them see that DM does not need to place severe limitations on activities or interfere with their future goals.

As a camp volunteer, the experience was rewarding and informative. My interaction with the participants broadened my understanding of the disease and the population I serve. It also allowed an opportunity to witness children courageously manage DM and collect encouraging stories to tell the new onset DM patients we see in our department. In addition, it was inspiring to see our very own Dr. Joshua May, LAMC Pediatric Endocrinologist and Regional Lead of the SCPMG Pediatric Endocrinology, serve as Medical Staff in one of the sessions. He and other pediatric endocrinologists like him volunteer their medical services to the camp program every year.

*CARMEN N. URBAYAN, MSN, RN, CPN, PCNS-BC
Clinical Nurse Specialist, Pediatrics / PICU*





EXEMPLARY PROFESSIONAL PRACTICE

At Kaiser Permanente LAMC we take pride in the nursing care we provide to the patients and families that come through our doors. Our Kaiser Permanente nursing professional practice model has placed the patient and family at its center to signify our commitment to focusing on providing high quality nursing care with every patient encounter. LAMC nurses embody our six core values – Professionalism, Compassion, Teamwork, Patient/Family Centric, Excellence, and Integrity – in their nursing practice. Our nurses are leaders, clinicians, researchers, innovators, and scientists that advance the art and science of nursing to create a healing, collaborative, and caring environment for patients, families, and the organization.

EXEMPLARY PROFESSIONAL PRACTICE

LAMC Regional Neonatal Transport Team

Improved Response Time

Kaiser Permanente LAMC is a tertiary care center with a Level III Neonatal Intensive Care Unit (NICU). Due to the expertise of the LAMC NICU team to care for high acuity neonatal patients many surrounding facilities transfer neonates to LAMC for treatment. The regional Emergent/Critical Neonatal Transport teams supports the safe transport of this patient population.

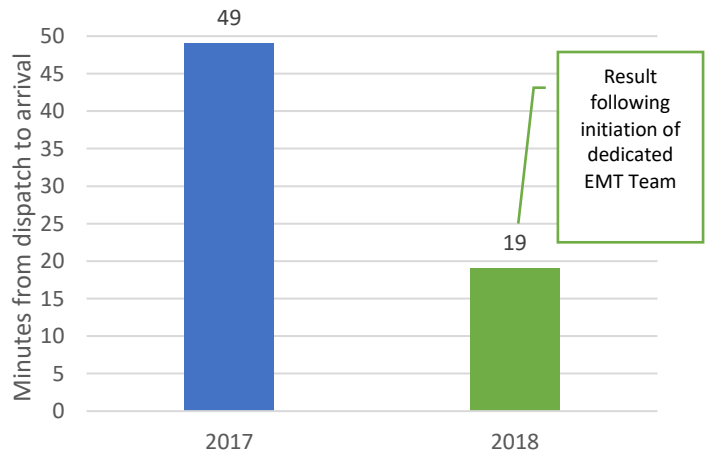
The goal of this project was to achieve a 30-minute response time from transport request receipt to the initiation of transport departure from the referring facility. This data is tracked through the California Perinatal Quality Care Collaborative (CPQCC) and regionally within Kaiser Permanente. The goal was achieved by establishing a dedicated Emergency Medical Transport (EMT) Team starting in March 2018.

The March 2018 changes of utilizing a dedicated EMT crew resulted in:

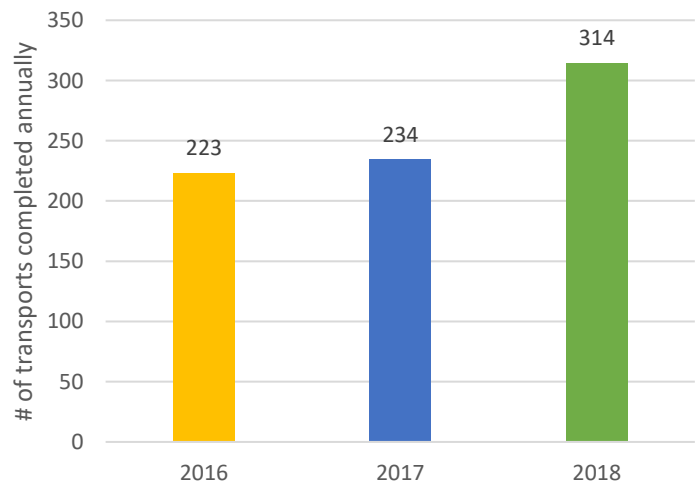
- The overall average response time for all calls decreased from 49 minutes in 2017 to 19 minutes 4th Quarter 2018.
- The response time for direct dispatch to arrival at LAMC for an Emergent/Critical Transport request was an average of 57 minutes in 2017. In 2018, the response time decreased to an average of 23 minutes. There was a decrease in the response time of 34 minutes following the implementation of the dedicated EMT crew in March 2018.
- The decreased response times resulted in a decrease of the time the call was received by referring from 157 minutes in 2017 to 84 minutes in 2018.
- The number of calls the LAMC Emergent/Critical Neonatal Transport Team completed for 2018 increased 41% in comparison to the number of calls in 2016 due to:
 - An increased ability to meet the SoCal Regional needs
 - A decreased reliability on the Regional Emergent/Critical Neonatal Transport Team

Ultimately this workflow change resulted in both the regional partners and LAMC Emergent/Critical Neonatal Transport Teams having an increased ability to support their respective service areas and provide patients with timely care.

Dispatch to Arrival at LAMC



LAMC NICU-T Transports Completed



EXEMPLARY PROFESSIONAL PRACTICE

LAMC Emergency Department

Stroke Champions

Tawnae Griffith, MSN, RN
Clinical Nurse – Emergency Department



The emergency department at Kaiser Permanente Los Angeles Medical Center provides care to approximately 75,000 patients a year. In late 2017, LAMC was designated as a Comprehensive Stroke Center which requires a highly skilled healthcare team to meet standards required to treat the most complex stroke cases. The care of this patient population frequently begins in the emergency department (ED). The interprofessional team within the ED identified the need to continuously elevate the practice and workflow to best care for stroke patients. This was initiated by Dr. Atul Gupta, the ED stroke physician champion, who is passionate about collaborating with nurses to increase the understanding of stroke treatments and ways to improve how that care is delivered. His enthusiasm to engage and collaborate with the clinical team inspired Tawnae Griffith, a LAMC ED RN, to become a stroke champion within the department in order to make a lasting impact on patient's lives. Through the support of nursing leadership, Tawnae was able to begin attending the monthly stroke committee meetings to provide insight from the clinical RN perspective, provide peer-to-peer feedback to elevate nursing practice, and attend conferences to expand her stroke clinical knowledge. This practice continued to spread with more ED RNs becoming stroke champions and an increase of stroke education to all clinical staff within the ED.

As an interprofessional team, the ED was able to work together and streamline nursing workflow to decrease door to treatment time. Based on the learnings and the creation of best practice within the ED for stroke patients Tawnae co-authored an abstract with the neurology team on how to effectively decrease door to needle time through the development of stroke champions. This work was selected to be shared at the 2019 International Stroke Conference in Hawaii validating its excellence in practice. While the ED Team has made great strides in the care delivered to stroke patients, they believe that their work is not done.

“As emergency nurses we are committed to being lifelong learners and will continue to improve the care that we give to stroke patients here at LAMC.”

~ Tawnae Griffith

EXEMPLARY PROFESSIONAL PRACTICE

LAMC Hemodialysis Nurses

A Story of One KP

Every so often, an individual or a team does something incredible that goes above and beyond highlighting the incredible work of the nursing profession. At Kaiser Permanente LAMC our hemodialysis nurses did just that.

Kaiser Permanente Fontana Medical Center had a 6-year-old patient in the Pediatric Intensive Care Unit (PICU) who was previously a healthy child. He was seen several times in the outpatient setting and tested positive for flu in early February 2018. Within 2 days, he was in the ER for respiratory distress and subsequently admitted to the PICU in need of significant medical attention. It took the incredible PICU team at Fontana Medical Center to stabilize this patient. After 3 days in the PICU the patient became septic and developed multisystem organ failure.

Unfortunately, at this point, he was in critical condition and transportation to LAMC or even our nearest tertiary medical center would have likely resulted in death. He needed to undergo continuous renal replacement therapy (CRRT). The hemodialysis nurses at LAMC have been trained and are competent to perform the very specialized treatment of pediatric CRRT. The patient could not be transported to LAMC due to his instability and without CRRT the patient's chances of survival were extremely low. The only option at this point was to perform pediatric CRRT at Fontana Medical Center, but they needed trained and competent nurses to do so. LAMC hemodialysis nurses agreed to perform pediatric CRRT at Fontana Medical with 24-hour coverage.

Our heroic LAMC nurses include:

1. Lydia Yra
2. Ashley Sramek
3. Grace Cordovez
4. Keum Hee Bang
5. Miyuki Yamanaka Fanunal
6. Beth Pell
7. All other hemodialysis nurses and staff that worked extra while the team members were at Fontana.



Our hemodialysis nurses committed to providing CRRT 24 hours a day for 9 days at a medical center that was 55-miles from their primary department. The nurses brought to life what our nursing professional practice model and vision stand for. They were professional, caring, knowledgeable, compassionate, loving, and committed to the welfare of this patient and his family.

The hemodialysis nurses at LAMC played a large role in saving the life of this patient. Their commitment, compassion, and care are truly inspiring. They are everyday heroes!!

EXEMPLARY PROFESSIONAL PRACTICE

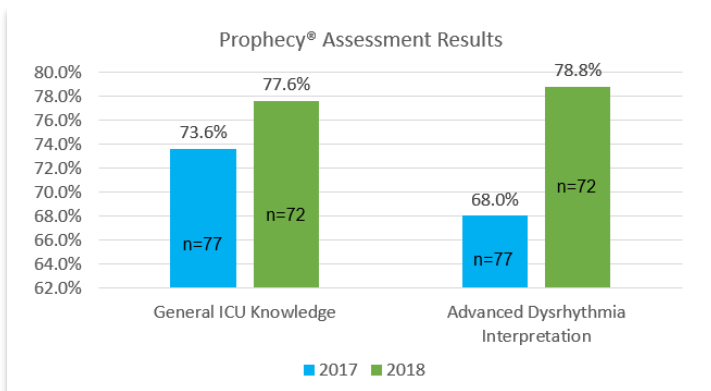
Nursing's Commitment to Lifelong Learning *An Elevation of Professionalism*

Intensive Care Unit (ICU)

Background: Amid disengaged staff and ever-increasing patient acuity, an increasing gap in knowledge and practice was present amongst the staff of an intensive care unit (ICU). As a tertiary-care facility, the requirement to provide high-quality evidence-based care was a priority. In response to this need, a program called the professional practice update (PPU) was devised by the clinical staff.

Objective: The goal of the PPU was to create an ICU clinical RN lead, evidenced-based professional development opportunity utilizing both class-room based learning and simulation scenarios resulting in increased clinical competency, professional practice ownership, and improved patient outcomes.

- The success of the PPU was evaluated using data from the Prophecy® General ICU Clinical Knowledge Assessment and Advanced Dysrhythmia Interpretation exam provided in 2017 and 2018 (see graph below).



Impact: Due to the leadership of the RNs who created the PPU, their peers were inspired to improve their professional practice and obtain specialty certifications.

From 2017 to 2018 the number of certified RNs increased 47% in the ICU. The PPU format also spread to other inpatient units.

Additionally, the RNs who led the PPU remain actively involved in policy revisions and practice changes throughout the hospital. They are the leaders of their profession.

Conclusion:

- The positive outcomes from the staff-led PPU required stakeholder buy-in as well as creative planning with the whole operational team.
- This buy-in led to leadership support for resources and interdisciplinary collaboration.
- The engagement of the staff RNs who created and implemented the course galvanized others within the unit to speak-up and become leaders in their field.



EXEMPLARY PROFESSIONAL PRACTICE

Nursing’s Commitment to Lifelong Learning

An Elevation of Professionalism

Pediatrics & PICU

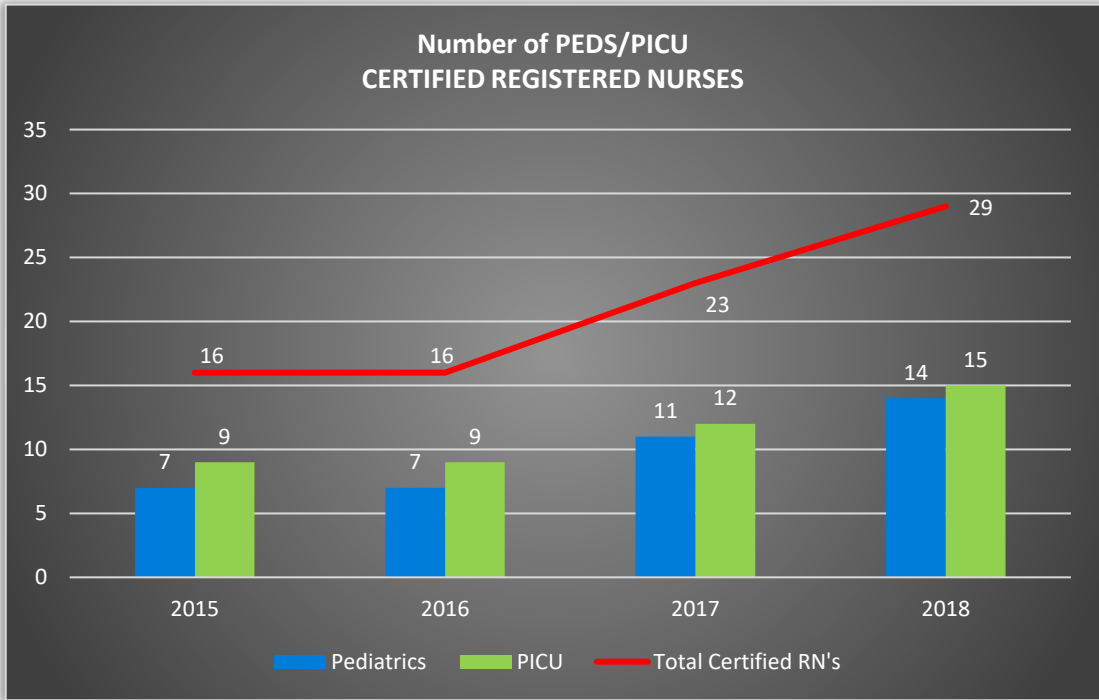
Background: In 2015 Pediatrics and PICU embarked on a journey to increase the number of specialty certified RNs in their departments. At that time, there were a total of 16 nurses who had earned or maintained existing certifications.

“As healthcare becomes increasingly complex and challenging, the value of certification as a mark of excellence is more important than ever. Achieving certification from a governing board demonstrates to patients, employers, and the public that a nurse’s knowledge, skills and abilities meet rigorous national standards – and reflects a deep commitment to patient safety” (AACN, 2018.)

Objective: The goal was to reach at least 15% of certified nurses in each of the departments by the end of 2018. The driving force was to encourage nurses to take that additional step to validate their nursing knowledge and experience in their area of expertise. Studies have shown that higher rates of certification may increase job performance, improve patient outcomes, and increase job satisfaction, (Hickey, 2013; Belgen, 2012).

Our first ever Pediatric Nursing Certification Review Course was hosted at Kaiser Permanente LAMC in October 2017. We had attendees from across the Kaiser Permanente Southern California Region. Those who attended were encouraged to sign up for their exam date following the completion of the two-day review course. Those that attended were asked to commit to take the exam following the review.

Impact: The significance of certification was communicated with staff in huddles at the start of each shift. Individual nurses and emerging leaders were approached and encouraged to obtain certification in their specialty. The Certification Roadmap created by the VON Education team was shared with staff interested in becoming certified. FAQ’s were provided for nurses who were unsure how to maintain certification after passing the exam.



Conclusion: In January 2018 we met and exceeded our goal!

- 27% of Pediatric staff RN’s are now certified
- 29% of PICU Staff RN’s are now certified

Total: 28% of our Peds/PICU department are Certified Registered Nurses.

EXEMPLARY PROFESSIONAL PRACTICE

Unit & Facility Recognitions

LAMC physicians and employees do some pretty amazing things! Take a look at the list below to see what kinds of Awards & Recognition we have received.

- LAMC Recognized as a “Top 25 Hospital” in California by U.S. News & World Report
 - Additionally, LAMC ranked as “high performing” in the specialty areas of: Gastroenterology and GI surgery (42nd in nation), Nephrology and Urology; and were also classified as “high performing” in adult procedures and conditions of: Chronic Obstructive Pulmonary Disease (COPD), heart bypass surgery, and heart failure.
- The Leapfrog Group gives LAMC an “A” for Patient Safety! (4/24/18).
- LAMC Rated “Best in the Nation” for both heart bypass and aortic valve replacement surgeries. Additionally, the report named the medical center as one of 18 hospitals in the nation to receive “Better Than Expected” ratings.
- Consumer Reports – Best in the Nation for heart bypass and aortic valve replacement surgeries.
- Kaiser Permanente Los Angeles Medical Center Joins National Network of Children’s Hospitals (8/9/18).
- Kaiser Permanente Los Angeles Medical Center Receives the 2018 Women’s Choice Award® as one of America’s Best Hospitals for Obstetrics.
- Kaiser Permanente Los Angeles Medical Center Receives the 2018 Women’s Choice Award® as one of America’s Best Stroke Centers (6/6/18).
- LAMC Leads the Region for “Care and Concern” with scores of 87.87% (April) and 87.11% (year-to-date).
- 2018 Top Hospitals for Diversity by Blackdoctor.org. This list includes hospitals that deliver quality care at the highest level while promoting equity and inclusion in their operations, programs, services, and staffing.
- Accredited Breast Cancer Center, National Accreditation Program for Breast Centers.
- 2018 Get with the Guidelines Gold Plus – Target: Stroke Honor Roll Elite Plus recognition from the American Stroke Association | AHA.





NEW KNOWLEDGE, INNOVATIONS, & IMPROVEMENTS

Our Kaiser Permanente nursing vision embraces the role nurses play in advancing the delivery of healthcare within the organization. Kaiser Permanente LAMC supports our nurses in making this vision a reality. Evidence-based practice (EBP) is at the forefront for driving nursing practice and our nurses are encouraged to inquire and implement the latest best practices in their nursing care. We have a medical center wide nursing practice council dedicated to leading and supporting opportunities for nursing research, integration of EBP, and implementation of new technology to elevate nursing practice and advance knowledge within the profession. LAMC nurses promote a culture of inquiry and celebrate innovation that advances the profession of nursing.

NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS

Mental Health Center, Evidence-Based Practice

Lowline Model



The LAMC Mental Health Center (MHC) is located centrally in the heart of downtown Los Angeles. It provides care to both patients utilizing outpatient treatment options as well as those requiring an inpatient setting. With an increased awareness of and need for acute mental health treatment the nurses at the KP LAMC MHC are striving to stay at the forefront of evidence-based practice (EBP) implementation within the specialty. In September 2018 Jonathan Llamas, a doctoral candidate clinical RN, saw the need to utilize an EBP de-escalation methodology called LOWLINE to keep both patients and staff safe. The team at the MHC saw the value in this endeavor and worked together to educate the clinical RNs and pilot the methodology within one

of the three inpatient departments at the MHC. The collaboration and teamwork of this project lead to increased safe and effective interventions to prevent patient and staff harm and increase the ability of the clinical RNs to quickly identify their patients' needs.

Jonathan has submitted an abstract to the 2019 Western Institute of Nursing Conference and been selected for a poster presentation showcasing this exemplary implementation of EBP within the mental health specialty. The clinical RNs at the MHC have embraced this best practice and intend to spread it throughout the other two departments located on the MHC campus in 2019.



NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS

Technological Advancements

MyChart Bedside

With a focus on excellence and individualized patient care the Research, Informatics, Technology, Evidence-Based Practice, and Education (RITEE) Nursing Practice Council took the initiative to launch MyChart Bedside in May 2018. This is a tablet-based application that allows the clinician to provide the patient and their families with on-demand educational tools and resources from the comfort of their room. The application provides the patient and clinician with the ability to:

- Review their daily schedule including upcoming appointments, procedures, and medications
- Learn about their care team
- Keep track of important questions they would like to ask their care team and take notes while their questions are being answered
- Be an active participant in their plan of care by being able to access pertinent health information through their dashboard such as diagnosis, lab results, and vital signs
- Receive on-demand, individualized education material using different delivery methods – written and video links – that can be further discussed with their care team as well as accessed again through their KP.org account

This was piloted in 4 of our inpatient units. The RITEE council took the lead to support capturing success and learnings as the tablets were introduced to the departments and patients. Peer-to-peer feedback was used to engage and encourage nursing colleagues to utilize the tool. The MyChart Bedside tablets are scheduled to be implemented within the rest of the medical center early 2019.



The patient and their families are at the center of any initiative taken by our nursing shared leadership councils. When discussing how the RITEE council can have a positive impact within the organization they took a closer look at how we can maximize the use of technology to deliver exceptional care with every patient encounter.

The use of this technology does not take the place of the compassionate care delivered by our LAMC nurses, but rather enhances the care experience. Patients and their loved ones are encouraged to take an active role within their plan of care. The MyChart Bedside tool is another resource to allow both the patient and the nurse to connect to make this a reality.

NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS

Nurse Poster/Podium Presentations

Alex Wiggins (Nursing Administration): *“An Assistant Nurse Manager Leadership Laboratory Program and its Effect on Nursing Outcomes,”* Association of California Nurse Leaders (ACNL) 40th Annual Conference, Monterey, CA, February 2018

Navdeep Sangha (Neurology), **Quyen Nguyen** (Emergency Department), **Atul Gupta** (Emergency Department), **Nancy McCoy** (Emergency Department), **Marilen Castanon** (Patient Outcomes), **David McCartney** (Nursing Administration), **Duy Le** (Neurology), and **Zahra Anjani** (Neurology): *“BRAIN ALERT: An Emergency Department Initiative to Improve Time Metrics for Patients that Walk in with Stroke Symptoms,”* Kaiser Permanente Stroke Conference 2018: Inter-regional Stroke Program Collaborative, Monterey, CA, April 2018

Dinah Hernandez (IR): *“Improving Efficiency and Safety of Patients During Transition from Door Time to Groin Puncture,”* Kaiser Permanente Stroke Conference 2018: Inter-regional Stroke Program Collaborative, Monterey, CA, April 2018

Navdeep Sangha (Neurology), **Zahra Anjani** (Neurology), **David McCartney** (Nursing Administration), **Marilen Castanon** (Patient Outcomes), **Joyce Leido** (Nursing Administration), **Lorina Punsalang** (Nursing Administration), **Grace Tu** (Neurology): *“Strokes in Your Own Backyard: A Hospital Wide Quality Improvement Initiative to Create and Improve Inpatient Code Stroke Metrics Which Lead to Quicker Interventions,”* Kaiser Permanente Stroke Conference 2018: Inter-regional Stroke Program Collaborative, Monterey, CA, April 2018

Esperanza Arcena (6E), **Jesse-Julian Gonzalez** (6E), **Stephanie Galarion** (6E), **Ngozi Uwagboi** (6E), **Lorraine Gambino** (6E), **Lorina Punsalang** (Nursing Administration), **Maylien Brual** (Wound Care), **Antonio Gabriel** (Wound Care), **Melinda Mamutse** (Wound Care), and **Maya Chong** (Patient Outcomes): *“Optimizing Skin Champions’ Role in HAPI Reduction Quality Improvement Initiative,”* Kaiser Permanente National Nursing Leadership Conference, Anaheim, CA, May 2018

Marilen Castanon (Patient Outcomes), **Mary Diane Co-Solana** (Nursing Education), **Tracey Easterling** (7W), **Katie Lapsys** (5W), **Joyce Leido** (Nursing Administration), **Alvina Mktruyam** (Nursing Administration), and **Lorina Punsalang** (Nursing Administration): *“Excellence in Stroke Nursing Care: Los Angeles Medical Center’s Journey to Comprehensive Stroke Center Designation,”* Kaiser Permanente National Nursing Leadership Conference, Anaheim, CA, May 2018.

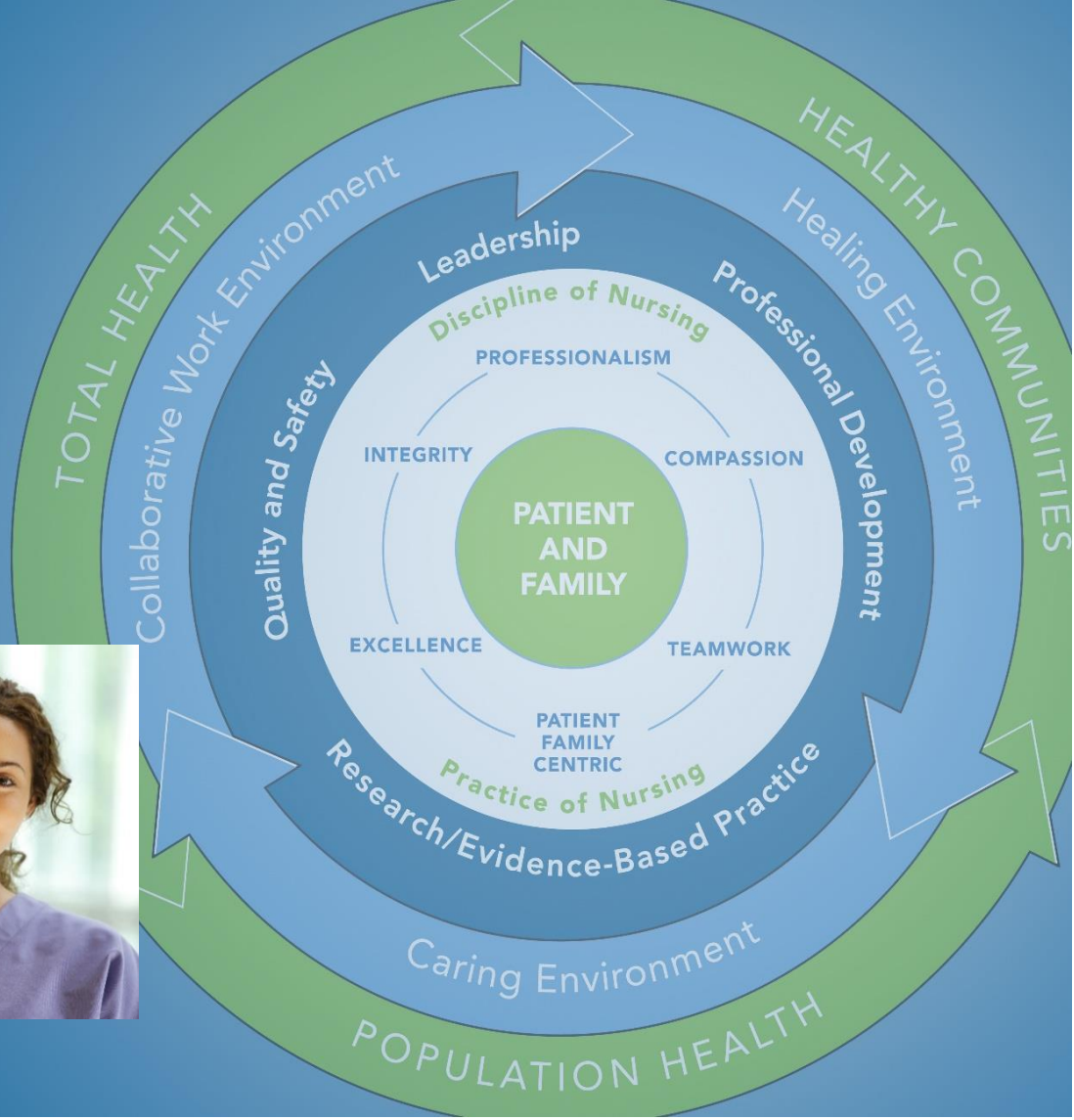
Dinah Hernandez (IR), **Miho Richmond** (IR), **Joseph Villafuerte** (IR), and **Edith Quezada** (IR): *“Improving Efficiency and Safety of Patients During Transition from Door Time to Groin Puncture,”* American Association of Neuroscience Nurses (AANN) 2nd Annual International Neuroscience Nursing Research Symposium, Austin, TX, August 2018

Dinah Hernandez (IR), **Lei Feng** (Radiology), and **Matthew Taon** (Radiology): *“Cavernous Sinus and Superior Ophthalmic Thrombectomy,”* American Association of Neuroscience Nurses (AANN) 2nd Annual International Neuroscience Nursing Research Symposium, Austin, TX, August 2018

Lorina Punsalang (Nursing Administration), **Maylien Brual** (Wound Care), **Antonio Gabriel** (Wound Care), **Melinda Mamutse** (Wound Care), **Maya Chong** (Patient Outcomes), **Esperanza Arcena** (6E), **Jesse-Julian Gonzalez** (6E), **Stephanie Galarion** (6E), **Ngozi Uwagboi** (6E), **Lorraine Gambino** (6E), and **Elizabeth Carreon** (6E): *“The Pressure is On: Optimizing Skin Champions’ Role in HAPI Reduction QI Initiative,”* Wild on Wounds Conference – National Wound Conference, Las Vegas, NV, September 2018

Maya Chong (Patient Outcomes), **Antonio Gabriel** (Wound Care), **Maylien Brual** (Wound Care), **Melinda Mamutse** (Wound Care), **Sarah Kwan** (Nursing Administration), and **Lorina Punsalang** (Nursing Administration): *“Flight to Target Zero: Mission Eliminate Pressure Injuries,”* 2018 Collaborative Alliance for Nursing Outcomes (CALNOC) Conference – Navigating the Future, San Diego, CA, October 2018

Kate Bluestone (Mental Health Center) and **Lina Kawar** (KP SCAL Region): *“Compassion Satisfaction Among Mental Health Nurses,”* Sigma Theta Tau International 2018 Odyssey Research Conference – Designing the Future for Health Care: Nurses Connecting, Collaborating and Catalyzing, Del Mar, CA, November 2018



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