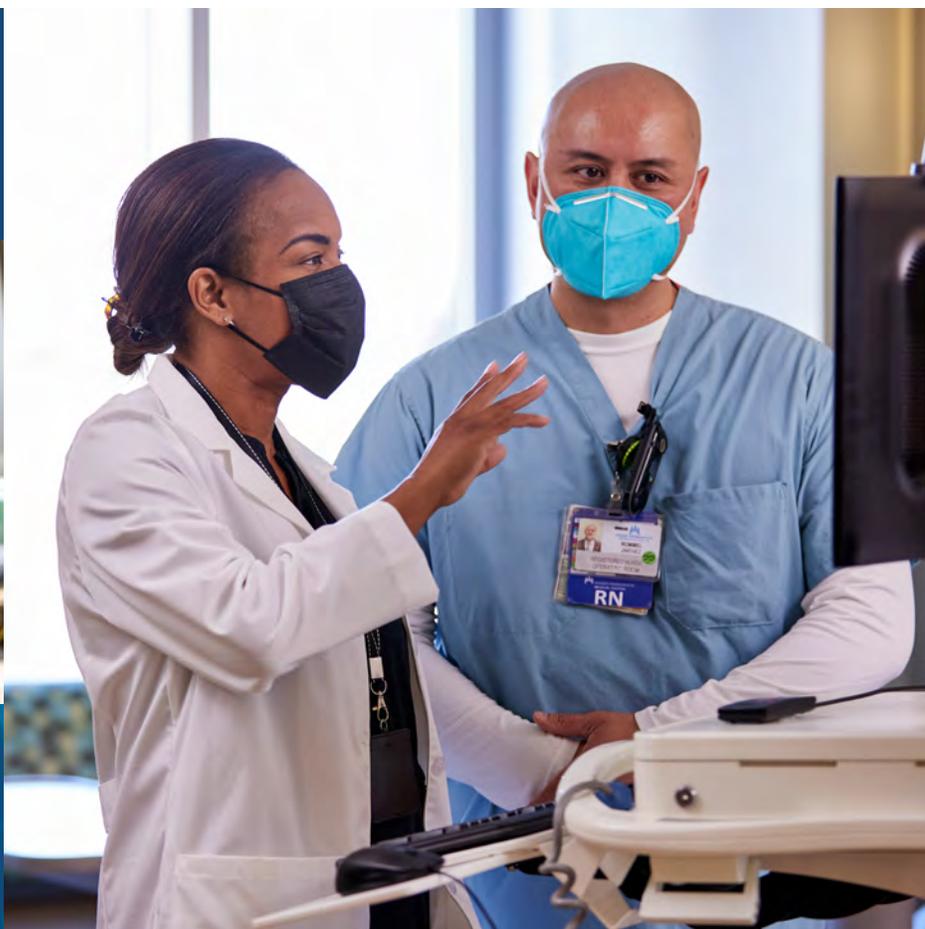


NURSING

NORTHERN CALIFORNIA



Northern California

Annual Nursing Report 2022

Extraordinary nursing care. Every patient. Every time.



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Leadership Message

A message from our Northern California Nursing Leaders

In 2022, our more than 23,000 nurses in Northern California expanded upon Kaiser Permanente's long-standing legacy of nursing excellence. As you will read in the pages ahead, our nurses across the continuum demonstrated an unparalleled commitment to high-quality, compassionate, and skilled nursing care to our members and the communities we serve.

As we move towards our goal to achieve Magnet designation at all Northern California medical centers, our Kaiser Foundation Hospitals and Permanente Medical Group nurses are committed to the journey. They have embraced shared decision-making, ownership of practice, professional growth and development, and improved patient outcomes. The Magnet Recognition Program recognizes and rewards the exceptional work Kaiser Permanente nurses are already accomplishing today.

This journey isn't new for Kaiser Permanente – it's a continuation based on years of nursing excellence, including Kaiser Foundation School of Nursing Legacy of Disruptive Innovators; nursing commitment to using evidence-based practices; Caring Science® & Heart Math®; professional practice model; ongoing quality improvements resulting from evidence-based practice; Nurse Scholars Academy, and nurse-led research.

Our nurses are at the forefront of transformative care delivery that leverages technology to provide innovative, high-quality care to our patients. Over the past year, we have expanded the Northern California Region TeleCritical Care (TCC) Program. This program

leverages a remote monitoring software system and audio-visual communication to link a team of virtual care intensivists and nurses to bedside nurses enabling them to deliver rapid and early treatment to patients.

In our outpatient medical offices, we embarked on an Obstetrics and Gynecology Procedural Safety Simulation Training program that brought together physicians, Risk and Patient Safety, and medical office nurses to develop and deliver virtual curriculum and live hands-on training.

Our nurses were front and center in providing expertise in planning mass COVID-19 vaccination for our members and patients. Nurses were critical in maintaining vaccine safety, with safe handling, storage, and administering vaccines while serving as team leaders for post-vaccination monitoring and recognizing physical and psychological reactions to vaccines.

Kaiser Permanente continues to invest significantly in our nurse recruitment and retention strategy. We launched a completely reimagined and streamlined external hiring process to rapidly fill vacant hospital nursing positions with a new screening and manager review process, improving our vacancy rate and increasing retention.

To further expand our workforce, Kaiser Permanente continues to build on the successful Nurse Residency program, which has graduated more than 300 new nurses since its inception in 2021 – with another 300 expected to graduate in 2023. Specialty training programs are also offered to ensure that new nurses are successful as they transition to professional nursing practice.

Kaiser Permanente values and promotes a commitment to lifelong learning and professional development. We strive for excellence by developing our workforce to provide optimal, safe care to patients and the community through a standardized structure and process that supports nurses' growth and development.

We are thrilled to share even more highlights of the incredible work being done by Northern California in this annual report, including examples of transformational leadership, exemplary professional practice, and structural empowerment. And most importantly we are so proud to work alongside such a talented team of compassionate, skilled, and caring nurses.

To our nurses: Thank you. Thank you for delivering on Kaiser Permanente's promise to provide extraordinary nursing care to every patient, every time.

With gratitude,

Toby Marsh, MSN, RN, FACHE, NEA-BC

Regional Chief Nurse Executive, VP Clinical Integration
Kaiser Foundation Hospitals and Health Plan Northern California

DuPriest Hill, MSN, RN

Chief of Labor Strategy & Relations
Nursing & Clinical Practice
The Permanente Medical Group



Farewell to Ann Williamson, PhD, RN, NEA-BC

Regional Chief Nurse Executive, VP Clinical Integration

Ann joined Kaiser Permanente in 2019, bringing more than 40 years of experience in nursing and health care leadership to her role. For nearly four years, she served as the Northern California Chief Nurse Executive and during 2022 co-led Kaiser Permanente's National Patient Care Services.

"We deeply appreciate Ann's leadership of the regional Patient Care Services team – building on the established culture and performance through her ability to recognize and nurture talent," said Carrie Owen-Plietz, FACHE, Regional President, Northern California, Kaiser Foundation Health Plan and Hospitals. "Ann's approach has always been to lift up the team. Her true passion and expertise have been to support caregivers, having been a caregiver herself for so many years, and we have all benefitted."

With her deep-rooted commitment to ongoing nursing education and the profession of nursing, Ann was able to accomplish a wide variety of initiatives, including:

- Piloting Northern California nurses through the COVID-19 pandemic. A period of great uncertainty, exhaustion and change, Ann kept her focus on the nurses and the patients in their care.
- Establishing the Mental Health Scholars Academy in October 2019 in order to grow the number of mental health providers at Kaiser Permanente.

- Launched Kaiser Permanente Northern California's journey to excellence and Magnet designation.
- Achieved nurse quality outcomes above Magnet benchmarks for our patients, quarter over quarter since 2020 at all 21 of our hospitals.
- Led the implementation of the innovative TeleCritical Care (TCC) Program which began with two sites in 2019 and is now active in 12 sites.
- Launched a completely reimagined and streamlined external hiring process to promptly fill vacant nursing positions with a new screening and manager review process.
- Reinvigorated the Nurse Residency Program to help build our nursing workforce.
- Advocated for expanded academic, certification and professional development programs region-wide.

Ann Williamson's outstanding career has both touched individual lives and contributed to the practice of nursing and health care at large. She is a force of nature and an agent of change and compassion, and we will greatly miss her even as we celebrate all that the future holds in her well-deserved retirement.

Ann was honored with a DAISY Lifetime Achievement Award and the Kaiser Permanente Nurse Scholar Academy Legacy Award just prior to her retirement in January 2023.



About Us

About Kaiser Permanente

Kaiser Permanente is committed to helping shape the future of health care. We are recognized as one of America's leading health care providers and not-for-profit health plans. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and improve the health of our members and communities. We currently serve 12.6 million members in 8 states and the District of Columbia.

Kaiser Permanente is committed to helping shape the future of health care.

Care for members and patients is focused on their total health and guided by their physicians, nurses, specialists, and caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health. Kaiser Permanente believes that total health is more than freedom from physical affliction. It's about mind, body, and spirit. Delivering total health means our members can enjoy healthy, engaged lives, and our communities can benefit from equal access to high-quality health care.

Northern California Region

23,184

Total number of registered nurses

21

Number of hospitals

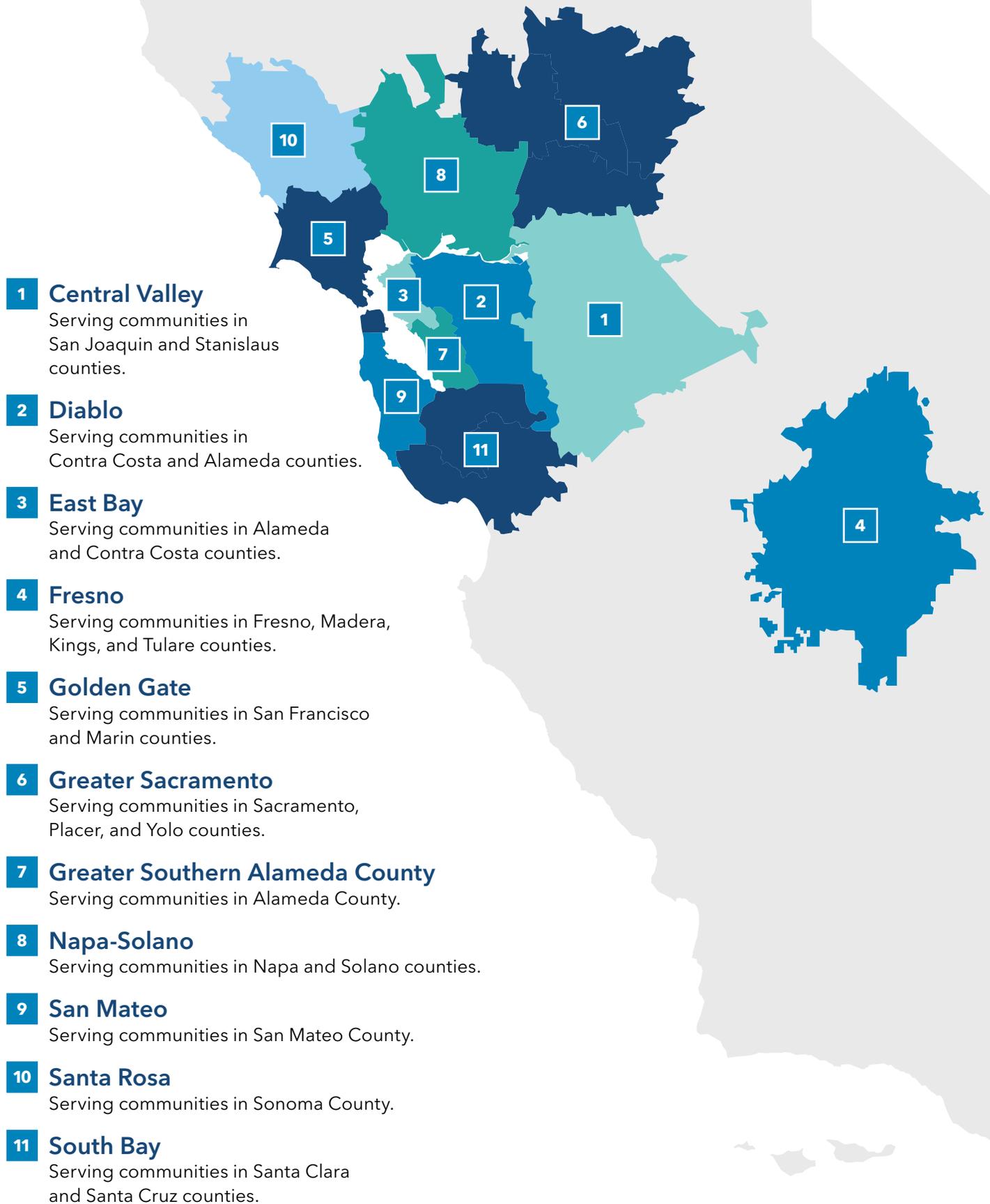
9,547

Physicians

4.5M

Members served

Northern California Region

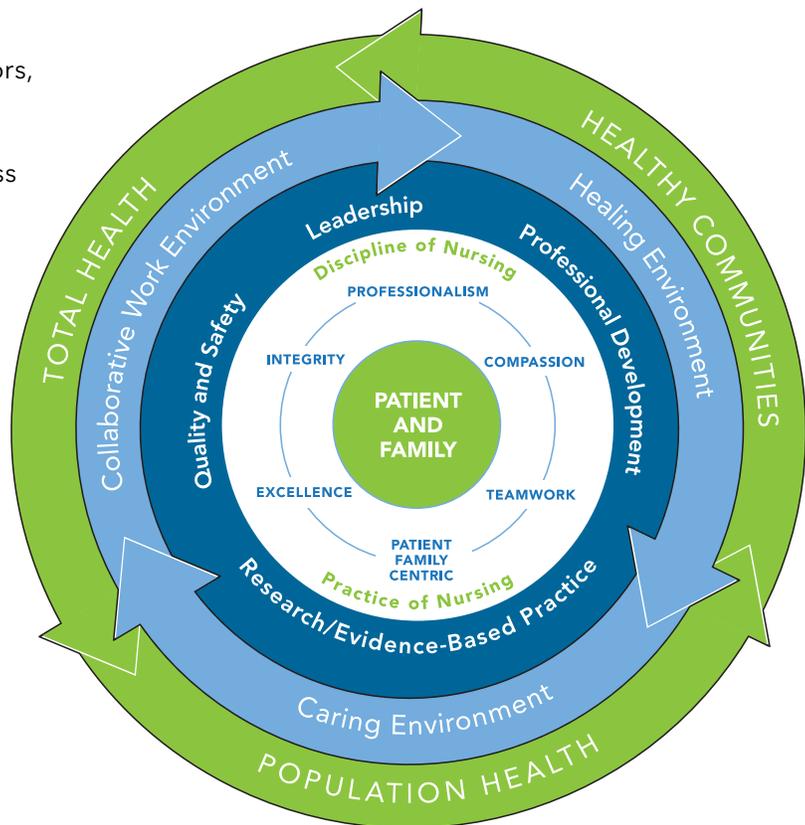




Nursing Professional Practice Model

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.





Mission, Vision, and Values

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.

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.

Values

Professionalism

Excellence

Patient and Family Centric

Teamwork

Integrity

Compassion



Transformational Leadership

Our Extraordinary Nurses

Kaiser Foundation Hospitals

NURSE LEADER OF THE YEAR

Daniel J Scroggins, MHA/INF, RN
Clinical Nursing Director
Patient Care Services
Kaiser Permanente Fresno Medical Center

NURSE LEADER OF THE YEAR

Cristine Lacerna, DNP, RN
Regional Leader, Infection Prevention & Control
and HEROES Program
Northern California Regional Risk Management and
Patient Safety
Kaiser Permanente Northern California Regional
Offices, Oakland

EMERGING NURSE LEADER OF THE YEAR

Shanna Lalchandani, MSN, RN
Critical Care Nurse Manager
Clinical Adult Patient Care Services
Kaiser Permanente San Francisco Medical Center

continued

The Permanente Medical Group

EXTRAORDINARY NURSE – AMBULATORY/MEDICAL OFFICES

Trina Ngo, RN
Staff Charge Nurse II
Adult Medicine
Campbell Medical Offices

EXTRAORDINARY NURSE – AMBULATORY/MEDICAL OFFICES

Azalea Peralta Padilla, RN
Staff Charge Nurse II
Ambulatory Infusion Center
Hematology/Oncology
Kaiser Permanente Redwood City Medical Center

EXTRAORDINARY NURSE – EMERGENCY DEPARTMENT

Hannah Brannam, BSN, RN
Staff Nurse II
Emergency Department
Kaiser Permanente South Sacramento Medical Center

continued

Kaiser Foundation Hospitals (continued)

EMERGING NURSE LEADER OF THE YEAR

Honesto Lucero, BSN, RN

Assistant Nurse Manager
Medical/Surgical/Telemetry
Kaiser Permanente Antioch Medical Center

CONTINUUM NURSE LEADER OF THE YEAR

Susan B. Sanfacon, MBA, RN

Service Director
South Bay Home Health and Hospice
Kaiser Permanente Santa Clara Medical Center

CONTINUUM NURSE LEADER OF THE YEAR

Denise Aquilante Johnson, MBA, RN

Northern California Regional Director Continuum
Care Coordination
Regional Continuum of Care
Kaiser Permanente Northern California Regional
Offices, Oakland

EXTRAORDINARY NURSE – CONTINUUM

Maria Patricia Ponce, MSN, RN

Home Health Nurse II
Home Health
San Jose Medical Center

EXTRAORDINARY NURSE – CONTINUUM

Marlena Cabanlit, RN

Home Health Nurse II – Hospice
Home Health and Hospice
San Jose Medical Center

EXTRAORDINARY NURSE – CARE COORDINATION

Sabrina Schultz, RN

RN Case Manager
North Valley Transitions of Care Program
Sacramento Medical Center

EXTRAORDINARY NURSE – CARE COORDINATION

Meghann Turner, MSN, RN

Patient Care Coordinator Case Manager RN
Utilization Review (UR) Discharge Planning
Vacaville Medical Center

**EXTRAORDINARY NURSE –
CLINICAL ADULT SERVICES**

Eugenia Ventura, MSN, RN

Staff Nurse IV
Medical/Surgical
Kaiser Permanente Vallejo Medical Center

The Permanente Medical Group (continued)

**EXTRAORDINARY NURSE –
EMERGENCY DEPARTMENT**

Jo Lopez, BSN, RN

Staff Nurse IV
Emergency Department
Kaiser Permanente Walnut Creek Medical Center

**EXTRAORDINARY NURSE –
ADVANCED PRACTICE**

Hisako Watanabe, MSN, CRNA

Assistant Chief CRNA
Department of Anesthesia
Kaiser Permanente Vacaville Medical Center

**EXTRAORDINARY NURSE –
ADVANCED PRACTICE**

Kelsey Kosmadakis, CNM

Certified Nurse Midwife
Women's Health
Kaiser Permanente Modesto Medical Center

NURSE LEADER OF THE YEAR

Wendy Evangelista, MHA, RN

Assistant Medical Group Administrator
South San Francisco TPMG Administration
South San Francisco Medical Offices

NURSE LEADER OF THE YEAR

Juana Gonzalez, MSN, RN

Assistant Medical Group Administrator and
Director of Nursing and Clinical Practice
Outpatient Quality and Clinical Practice
Greater Southern Alameda Area

EMERGING NURSE LEADER

Colleen Burckin, MS, RN

Director of Nursing & Clinical Practice –
Ambulatory Services
Department of Nursing and Clinical Practice
East Bay

EMERGING NURSE LEADER

DeAndre Turner, DNP(c), RN

Clinical Practice Consultant
TPMG Risk and Patient Safety
Kaiser Permanente Northern California Regional
Offices, Oakland

continued

continued

Kaiser Foundation Hospitals (continued)

**EXTRAORDINARY NURSE –
CLINICAL ADULT SERVICES**

Kris Lunau, RN

Staff Nurse

Medical/Surgical

Kaiser Permanente Santa Rosa Medical Center

**EXTRAORDINARY NURSE –
MATERNAL CHILD HEALTH**

Sara Lyons, RN

Staff Nurse II

Labor and Delivery

Kaiser Permanente Santa Rosa Medical Center

**EXTRAORDINARY NURSE –
MATERNAL CHILD HEALTH**

Sonia Lourence, RN, PMH-C

Staff Nurse II

Perinatal Mental Health

Labor and Delivery - Recovery and Postpartum

Kaiser Permanente Fresno Medical Center

**EXTRAORDINARY NURSE –
PERIOPERATIVE SERVICES**

Shiouh Shyuu, RN

Charge Nurse / Staff Nurse II

Perioperative Services / Operating Room

Kaiser Permanente Oakland Medical Center

**EXTRAORDINARY NURSE –
PERIOPERATIVE SERVICES**

Kevan Linford, RN, CNOR

Operating Room Nurse

Main Operating Room

Kaiser Permanente Roseville Medical Center



The Permanente Medical Group (continued)

EXTRAORDINARY NURSE – AACC

David Saqueton, BSN, RN

Advice Nurse

Kaiser Permanente Appointment and Advice Call
Center – Vallejo

EXTRAORDINARY NURSE – AACC

Lisa T. Bennett BSN, RN

Advice Charge Nurse III

Kaiser Permanente Appointment and Advice Call
Center – Sacramento

Friend of Nursing

DIRECT CARE PARTNER

Tenzin Lhundup

Housekeeping Aide

Environmental Services Department

Kaiser Permanente Redwood City Medical Center

DIRECT CARE PARTNER

Gayzelle Manalansan, PCT

Patient Care Technician

Float Pool

Kaiser Permanente San Leandro Medical Center

INTERPROFESSIONAL COLLEAGUE

Brande Gentry, MBA

Area Portfolio Leader

Administration

Napa Solano Service Area

INTERPROFESSIONAL COLLEAGUE

Peggy Bartram, MHA, RRT-NPS

Clinical Manager Respiratory Care Services

Clinical Adult Patient Care Services

East Bay/Oakland Medical Center

Reinvigorating the Kaiser Permanente Nurse Leader Mentorship Program

Jodi Galli, MSN, RN, NEA-BC

Program Manager, Regional Patient Care Services

Mentoring is a hallmark of professional practice and transformational leadership that inspires, empowers, and develops leaders at all levels of nursing. It is an opportunity to share ideas and experiences that lead to personal and professional growth for the mentor and the mentee.

Retaining our nurse leaders and investing in their development was a significant priority in the aftermath of an unprecedented pandemic. Many nurse leaders missed the valuable opportunity to build their leadership skills and attain their professional goals. In 2022 it was identified that there was no standardized mentoring platform or process utilized throughout Northern California.

The first step was identifying what programs were used in the medical centers with a mentoring program. The LifeMoxie mentoring platform was one of these platforms and was easily accessible on the Kaiser Permanente intranet. LifeMoxie is a comprehensive program that includes various mentoring tools, tips, interactive guides, access to mentoring workshops, and other resources that create a robust experience for mentors and mentees.

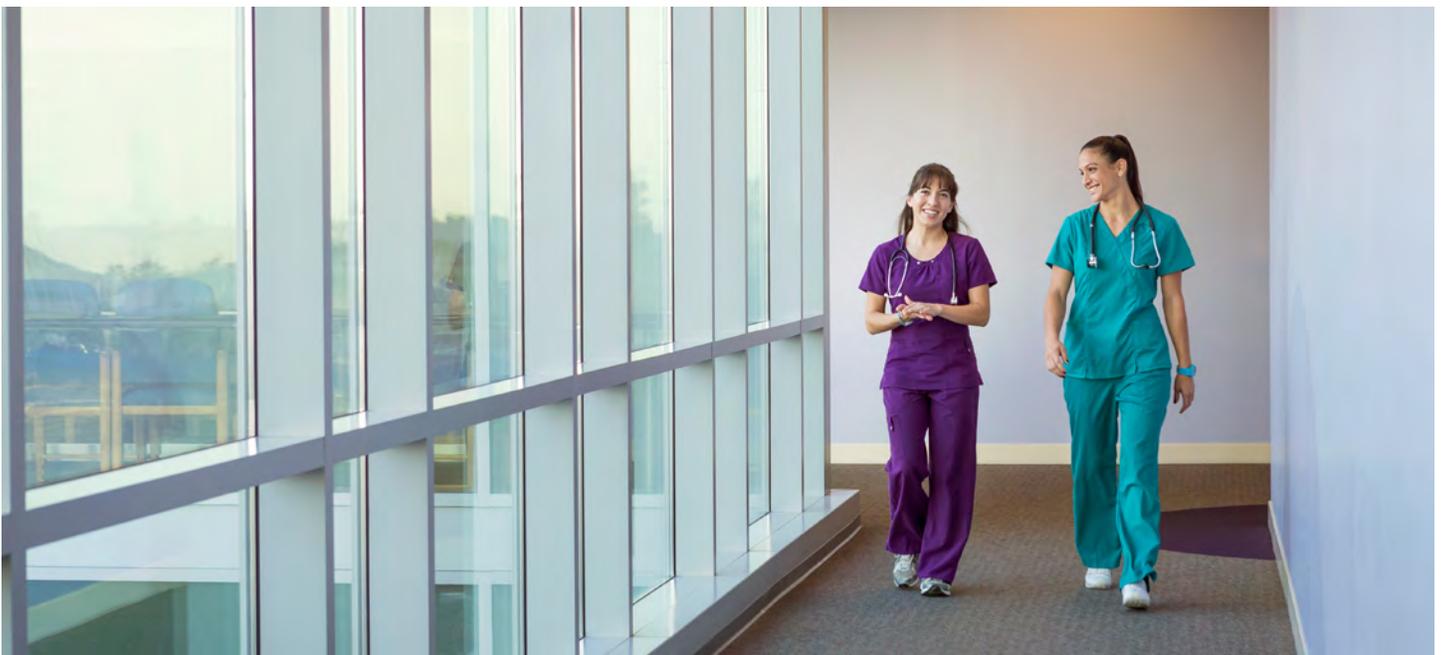
After months of collaboration with Ann Tardy, the creator of the LifeMoxie platform, the fall cohort of the

Nurse Leader Mentorship program was developed. Informational sessions and mentor training took place throughout September, and the 8-month program officially launched on October 17, 2022. Seventy-one mentees were successfully matched with mentors. This number of participants exemplified the region's demand for a nurse leader mentorship program.

The Kaiser Permanente Nurse Leadership Mentorship program will continue biannually with a spring and fall cohort each year. Beginning with the 2023 spring cohort on May 16, it will be offered to nurse leaders and frontline nurses interested in developing their leadership skills.

Application for the program is accessible via the website www.kpmentoring.org/ncalnurseleader, where prospective mentors and mentees can complete a profile that will match them based on their goals and interests. The mentee will receive three mentors to choose from so that they can individually determine who will be the best fit to mentor them successfully on their journey.

The gift of mentoring others is a building block for the professional practice of nurses and nurse leaders. It fosters lifelong relationships and embodies the legacy of Extraordinary Nursing at Kaiser Permanente.





Structural Empowerment

Nurse Scholars Academy

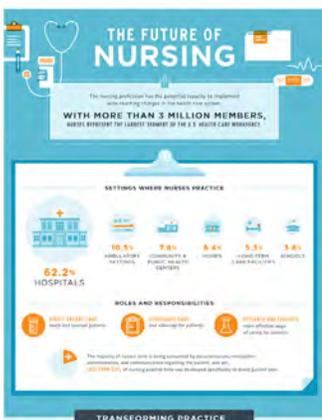
*Jim D'Alfonso, PhD(h), DNP, RN, NEA-BC, FNAP, FAAN
Executive Director, Professional Excellence & The Kaiser
Permanente Scholars Academy*

*Janet Sohal, DNP, RN, NEA-BC
Regional Director, Nurse Scholars Academy*

The nation's 4 million nurses are essential in transforming health to reduce health disparities, ensure equity, promote affordability, integrate technology, and maintain patient and family-focused care.

“The Nurse Scholars Academy is dedicated to the advancement of nursing excellence and leadership in pursuit of total health for our members and the communities we serve.”

*Janet Liang, EVP, Group President,
and COO, Care Delivery*



Built on the foundations of the 2010 landmark report “The Future of Nursing: Leading Change, Advancing Health,” the Kaiser Permanente Nurse Scholars Academy (NSA) was launched in 2015 to ensure our nurses played an integral role in leading health care reform.

The NSA programs are focused on the intersection between quality of care and patient outcomes, as well as on workforce readiness, nursing leadership development, professional practice, and the educational advancement of all registered nurses.

“Kaiser Permanente Nurses are an integral part of leading and co-creating new care systems and clinical best practices!”

Jim D’Alfonso, Executive Director
Kaiser Permanente Scholars Academy

Kaiser Permanente nurse scholars learn about the Quadruple Aim (ensuring quality and safety, enhancing the care experience, improving affordability, and prioritizing self-care). The integration of Unitary Caring Science Theory supports holistic health and well-being for self, systems, and the communities we serve.

The current NSA and Future of Nursing 2030 goals include:

1. Nurses should practice to the full extent of their education and training
2. Nurses should achieve higher levels of education, specifically:
 - Increase the number of nurses with bachelor’s degrees to 80%
 - Double the number of doctorally-prepared nurses
 - Promote professional and specialty certification
 - Increase the number of trained nursing faculty
 - Advance the number of nurses on organizational boards
3. Nurses are “the heart of health care” and should be full and equal partners, with physicians and other health care professionals, in redesigning health care in the United States
4. Effective workforce planning and policymaking require better data collection and information infrastructure

These themes continue to inform the vision and strategic priorities of the Nurse Scholars Academy.

The NSA’s purpose is to inspire and promote transformational leadership, clinical excellence, evidence-informed practice, and nursing research to better align the current and future workforce to deliver on the promise outlined in Kaiser Permanente’s vision statement. The intent is to advance professional nursing, streamline the integration of best practices, and nurture future leaders at all levels of the organization.

Seven strategic priorities were identified as integral to the success of the NSA:

1. Academic progression
2. Leadership development
3. Professional practice
4. Professional development and education
5. Evidence-informed practice and research
6. Community health and workforce of the future
7. Nursing legacy

The ongoing success of the Kaiser Permanente Nurse Scholars Academy has led to the creation of new academies modeled on the original NSA framework and program priorities. The expanded “Kaiser Permanente Scholars Academy” is comprised of the Kaiser Permanente Nurse Scholar Academy (NSA), Mental Health Scholars Academy (MHSA), Research and Innovation Academy (RIA), and the most recent Allied Health Scholars Academy (AHSA) launched in late 2022. The emergence and success of the Kaiser Permanente Scholars Academy is testimony to the core legacy and the 75-year-plus commitment to bold innovation established by founders Henry J. Kaiser and Dr. Sydney Garfield. This shared vision of “Total Health” lives on today through the legacy of nursing professional practice that emerged from The Kaiser Foundation School of Nursing in 1947 and continues to thrive in the hearts and minds of Kaiser Permanente nurses today.

SCHOLARS
 **ACADEMY**

NURSE SCHOLARS
 **ACADEMY**

MENTAL HEALTH SCHOLARS
 **ACADEMY**

ALLIED HEALTH SCHOLARS
 **ACADEMY**

RESEARCH & INNOVATION
 **ACADEMY**



Academic Progression

The NSA's diverse programs and ongoing successes are directly related to strong academic-practice partnerships that complement and expand the disciplinary focus and theory-guided practices illustrated in the Kaiser Permanente Professional Practice model. Caring Science and the Theory of Human Caring are integrated into all programs and offerings. This demonstrates how academe and clinical practice can partner to address health care and workforce challenges in complex, chaotic, and rapidly changing environments.

The NSA is committed to removing all barriers, fostering diversity, equity, and inclusion, and ensuring flexible pathways for academic progression, professional growth, and leadership development for all Kaiser Permanente nurses. NSA academic programs are generously

“Our professors give us real-world nursing insight, and the best part is we learn alongside our fellow Kaiser Permanente colleagues!”

MSN-CNL Scholar, USF

Nurse Scholars degrees accepted/graduated (all programs)

Status as of February 14, 2023

Initial Targets*	Funded Scholars	Graduated
500 BSN	612 BSN	527 BSN
250 MSN	311 MSN	228 MSN
100 PhD/DNP	117 PhD/DNP	75 PhD/DNP

*Met initial enrollment targets in 2020

“This experience has shaped my current and future potential as a nurse leader at Kaiser Permanente! I am so grateful for this incredible opportunity.”

EL-DNP Scholar, USF



Nurse Scholars degrees accepted/ graduated (all programs)

Status as of February 14, 2023

91%

retention rate for Degree Program Scholars since 2015

40%

of MSN scholars were promoted

31%

of RN to BSN scholars were promoted



funded, offering worry-free options designed for working nurses with busy work and home lives. The core academic progression programs include the RN-BSN program with Samuel Merritt University (SMU) in Oakland, the MSN-CNL program offered in partnership with the University of San Francisco (USF). The DNP-doctoral programs offered with USF, Duke University, the University of Pennsylvania, and most recently, the University of California San Francisco (UCSF).

In 2018, the Kaiser Permanente NSA and USF were awarded the prestigious “Exemplary Academic Practice Partnership Award” by the American Association of Colleges of Nursing (AACN) in Washington, DC. This award recognized the innovative collaboration that advances nursing education and practice. We are grateful to our many academic partners and proud of those Kaiser Permanente Nurse Scholars that went on to teach and serve on academic advisory committees throughout Northern California. Despite challenges brought on by the global pandemic, student enrollments and completions were sustained throughout.

Leadership Development

Leadership development programs are offered conveniently through Kaiser Permanente Learning University (KPLU) and in partnership with Human Resources, HR Learning and Development, and Organization Development (OD) specialists, laying the critical foundation for core leader competencies that anchor all new and “newly hired” Kaiser Permanente nurse leaders in what it means to be a Kaiser Permanente Leader.

Nursing leadership is structured and designed to build upon the core competencies and skills offered by KPLU. The NSA provides diverse programs and learning experiences designed specifically for Kaiser Permanente nurse leaders in partnership with Kaiser Permanente nurse faculty experts and academic nursing partners. Content development includes a focus on Kaiser Permanente culture, “Total Health,” holistic professional practice models, and integrated health care strategy that includes health care administration and finance, regulatory agencies, law, labor relations, informatics, health policy, population health, quality innovation, care experience, project management, research and evidence-informed practice, joy and meaning, and theory integration to name a few. New leader onboarding, orientation, and ongoing development are central to Kaiser Permanente’s learning culture and Magnet priorities. Our 2023 calendar of leadership

programs for assistant nurse managers (ANMs), managers, directors, and nurse executives was designed in partnership with the UCSF Leadership Institute, a top-tier nursing program in the nation, as well as UC Davis, USF, and Watson Caring Science Institute.

Academy Leadership Programs are fully funded by the NSA and focus on developing current and emerging nurse leaders, nursing professional development (NPD) leaders, and include programs on evidence-based practice (EBP) for leaders and bedside staff to support expanded learning in shared governance and research teams. All Academy programs include hybrid options, offering flexible access to innovative learning experiences that create new possibilities for nurses from across the region to engage, connect and learn together.

Virtual Communities of Practice

The Academy launched the first ANM Community of Practice (CoP) in 2021, offering practical application of leadership learning concepts in real-life circumstances, supporting growth through active mentorship and fellowship, and creating space to celebrate the many talents of leaders at all levels of the organization. New CoP committees, including the Research and Innovation Academy (RIA) and Caring Science, have emerged.

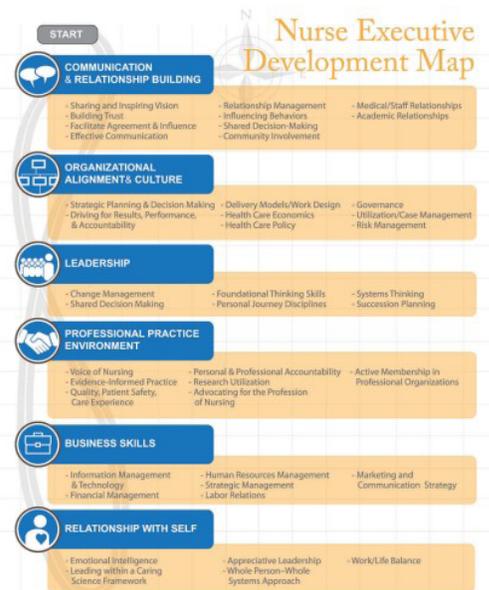


Cultivate transformational nursing leadership

CNE Fellowship Program

Kaiser Permanente has always prioritized elevating high-performing individuals for future leadership roles in the organization. Likewise, the organization must continually anticipate and plan for retirements and transitions in nurse executive roles. The complexity of current health care systems and the time required to ensure competency and confidence in leading from an executive position led to the deliberate and focused introduction of advanced leadership programs. These programs were designed to plan and prepare for the next generation of nurse executives, offering succession and career planning promoting optimum transformational leadership continuity, high-quality care, and sustained organizational success. These commitments led to the development of the CNE Fellowship Program. This new fellowship experience offered unprecedented opportunities for high-performing nurse leaders. It paved the path for nine CNE Fellows to pursue their aspirations of becoming Chief Nurse Executives in Northern California. Seven of those nine fellows since 2015 have completed the program and transitioned to executive leadership roles, including CNE, COO, and Regional Nurse Leader positions. The NSA published its own Nurse Executive Development Map in 2017, built upon the American Organization of Nurse Leaders (AONL) core competencies and included the integration of Caring Science and appreciative leader practices.

Fellows are offered the opportunity to work beside experienced nurse executives and explore different facilities, specialty services, and executive practice responsibilities in a positive learning environment. The program is unique, and candidates are selected through a region-wide leadership calibration process championed by the NSA and in partnership with the local CNEs. Executive nurse coaching, 360-degree feedback, and pre-and post-AONL competency assessments are part of a fellow's journey. As graduate fellows, nurse leaders are appropriately prepared to lead in today's complex and challenging health care environments at any of our 21 facilities in Northern California. The importance of preparation, succession planning, and executive nurse development led to the development and expansion of the Associate Chief Nurse Executive (ACNE) role in Northern California, where all ACNEs are now offered the opportunity to access the NSA CNE Fellowship Program as part of their individual development plan. The CNE Fellow is a dynamic role that has continually evolved and responded to the organization's shifting needs, ensuring future nurse executives are ready and prepared to embrace the challenge of top nurse leader roles.



Caring Science Leadership

Aligned with our Caring Science theory, philosophy, and values, the NSA has offered theory-guided leadership development programs since 2015. These programs are grounded in the Theory of Human Caring, Appreciative Leadership concepts, and Leadership Development partnering with Watson Caring Science Institute (WCSI).

Now in its 6th year, the Equine Leadership program was designed to provide experiential leadership development and team building. This program has grown and transitioned into a hybrid model since COVID-19 restrictions were implemented. These changes allow participants to complete foundational pre-work and then travel to a designated remote EquuSatori training center. Participants work with incredible horses and specially trained faculty over a structured two-day period. Faculty integrate Caring Science theory and HeartMath best practices, while participants work alongside horses and other health care leaders to increase leadership consciousness, compassion, competence, and confidence in leading from the heart.

Professional Practice and Caring Science

Our Kaiser Permanente Nursing Vision aligns with our Professional Practice Model to ensure that as leaders, clinicians, researchers, innovators, and scientists, we advance the delivery of excellent, compassionate care for our members across the continuum and boldly transform care to improve the health of our communities and nation. Our nursing values of Integrity, Compassion, Patient and Family Centeric Care, Teamwork, Professionalism, and Excellence is the framework that guides us as nurses to elevate our practice across the entire organization so regardless of where a patient or member enters our system, we know they are being cared for by a Kaiser Permanente nurse.



As the world's largest Watson Caring Science Institute affiliate, Kaiser Permanente Northern California has actualized the Kaiser Permanente National Professional Nursing Practice Model through the lens of Caring Science. The threads of Dr. Jean Watson's Theory of Human Caring and 10 Caritas Processes, often referred to as Caring Science, weave through and align with our Professional Practice Model. Caring Science voices our shared nursing values and guides our professional practice. Since 2008, Caring Science has helped our nurses remain connected to their true purpose. It has fueled our collective commitment to continually advance professional practice, support personal mastery, and foster transformative healing environments.

In a post-pandemic world, all members of the patient care team must understand the importance of self-care in promoting safe, high-quality, healing cultures, and advancing theory into professional practice. Caring Science connects the nurse, patient, family, and health care team members by engaging in authentic caring human relationships, honoring the patient's and family's humanity. This intentional transformative connection is where healing and well-being occur for both the patient and the caregiver. Nurses flourish as they create and experience transpersonal caring moments within these relationships to transform their practice from knowing and doing to being and becoming the caring, healing environment. Through this transformative process and utilizing Caring Science practices, our nurses seek and embrace a higher level of caring consciousness. Providing nursing care from this ethical-moral-praxis foundation

connects us to our professional commitment and covenant as nurses to deliver high-quality, safe patient care that supports the patient's healing care experience.

HeartMath is an evidence-based program grounded in the theoretical concepts of Caring Science. It is a resilience practice with or without bio-feedback tools to help monitor and lower stress responses, build energy, and develop enhanced coping skills. The HeartMath tools combine conscious breathing and emotional self-regulation techniques that positively influence heart rate variability and behavioral practices to help individuals modify their responses in the moment and over extended periods of time. More than mindfulness practices alone, activating heart and mind best practices also improve mood, calmness, and sleep while increasing intuition and communication skills.

Caring Science is also our ethical compass for professional practice and a shared theoretical framework to guide professional nursing and leadership practices to care for self, others, and communities as we consciously transform our caring/healing systems across all 21 medical centers in Northern California. Caring Science makes the humanistic interconnection between nurses, patients, families, and health care team members explicit by engaging in authentic caring relationships and honoring our shared humanity. This intentional unitary and transformative connection is where healing and well-being take place for both patient and nurse.

Since 2008, Kaiser Permanente Nurse Scholar Academy and Kaiser Permanente Northern California medical centers have progressively recruited leaders, educators, clinical nurses, and other professional staff to become Caritas Coaches and HeartMath trainers. The Watson Caring Science WCSI Caritas Coach Education Program (CCEP) provides a curriculum and path to becoming a certified practitioner with advanced learning in the Theory of Human Caring and Caritas literacy. This program offers personal and

professional growth within a Caring Science framework and prepares practitioners to educate, coach, and nurture others to consider and integrate the core concepts related to advancing caring-healing cultures. Certified Caritas Coaches experience and learn how to explore all ways of knowing, being, and becoming a professional nurse and to further develop their skills as change agents in advancing caring cultures and promoting care experiences through theory-guided best practices. The role of the Caritas Coach within the organization is to provide new insights on how to transform the organization by actualizing the theory of Human Caring to foster a human caring-healing environment and promote profound, authentic system transformation. HeartMath Certified Trainers provide health care workers and teams with concepts, best practices, and bio-feedback technology to help reduce stress and burnout and help build resilience and coherence individually and as teams. To date, Kaiser Permanente has successfully trained over 130 Caritas Coaches and over 100 HeartMath Trainers, of which many continue to work at the local facilities and lead this work.

Caritas Leadership Program

The NSA was among the first organizations to offer a new program to support our Kaiser Permanente leaders in partnership with WCSI. The Caritas Leadership Program focuses on advancing leadership practices aligned to caring theory, increased personal mastery, and deeper study of theory-guided and conscious leadership practices. Our leaders are responsible for ensuring congruency between leadership and clinical practice teams by actively implementing Caring Science leadership practices and nurturing caring healing cultures across our organization. This program and expanded "Quantum Caring Leadership" concepts integrate evolved leadership practices and exciting new theory-guided leadership models our teams helped to innovate and publish.



A Caring Science Story

*Janet Sohal, DNP, RN, NEA-BC
Regional Director, Kaiser Permanente Nurse Scholars Academy
Northern California Regional Patient Care Services*

A beautiful kid full of energy and sparkle, she had it all! She moved to the city to live as an independent and strong woman, navigating school and work and thriving, to say the least. She was on her way to greatness!

Just two weeks into this newfound freedom, I got the call, “Mum, I’m in the ED and in a lot of pain. I am scared, and they are saying things that don’t make sense to me. They are saying I have to go to the OR.” Trying to reassure her and not project my feelings of uneasiness, I told her that she was in good hands and that Kaiser Permanente was the best place to be, and I am on my way. It was a routine appendectomy, so what was there to worry about, right? The surgery took over four hours – well, that’s unusual, I thought, but nothing prepared me for what I would hear next. “She did well and is resting, we removed the mass, but it’s suspicious, so we have sent the biopsy to an outside lab.” A mass, what, are you sure? This was routine, with no other symptoms. That couldn’t be right.

Fast forward to two months later, diagnosed with Stage IV Germ cell carcinoma, and now on round one of chemo. As an outpatient visiting the chemo clinic, we were on a regimen of a full week of chemo followed by three consecutive Mondays to complete one cycle. We had to complete a total of four. Life was hard, uncertain, traumatic, to say the least, and full of emotions filled with bouts of crying and sadness but mixed in with joy when we reached a milestone.

Do you know who made it better and who held us in a shroud of warmth, nurture, and love? It was YOU – the nurse in the emergency room with his gentle assurance, the physician who spent time with us after surgery to explain the A-Z of what was found. The oncologist who held us as she helped us navigate the system and treatment

plan, the educator who provided us tea without us asking and was there, and the oncology nurses (to whom I am indebted) with their vast knowledge and listening skills, professionalism, and caring.

When admitted for the second time from the effects of chemo over Christmas, there were others. The housekeeper who brought in extra blankets, the nursing assistant who would help me bathe my daughter, and the dietary aid who provided me meals whilst I sat by my daughter’s bedside. The family of caring continued to grow. My work colleagues for their generous support in picking up whilst I was out, and my wonderful nurse leader who gave me space.

Thank you to all for bearing this weight with me and for your ability to hold me up in the darkest of times. Words are never enough to express how you all impacted my life. She is once again thriving, and although not yet in remission, we LIVE like there is no tomorrow – a cliché, perhaps, but true for us.

With eternal appreciation and love to all.

Professional Development and Education

Cultivating the hearts and minds of nurse leaders and bedside nurses remains a key strategic priority to transform world-class nursing care within Kaiser Permanente and amplify the organization's commitment to advancing the nursing workforce while accelerating the organizational transformation from the inside out. In today's rapidly changing health care environment, NSA supports lifelong learning and offers programs to enhance professional nursing development, new skill acquisition, and learning experiences that promote quality, safety, and exceptional patient care.

The Kaiser Permanente Nurse Scholars Academy launched the Illumination Series in 2014, and it continues to thrive to this day. The title of this continuing education series comes from Dr. Jean Watson's work on nursing's moral imperative to be the light and bring conscious healing energy to the often-challenging health systems we practice today. There is no better evidence of the importance of "radiating light in times of darkness" than nursing's incredible commitment, clinical excellence, and healing presence throughout the global pandemic. Since the inception of the Illumination Series, NSA continues to invite world-renowned nursing luminaries to present throughout the year, especially highlighted during Nurses Week. Past nursing icons include Dr. Tim Porter O'Grady, Dr. Jean Watson, Dr. Nelda Godfrey, Dr. Bernadette Melnyk, Dr. Karen Foli, Dr. Sara Horton-Deutsch, and Robert Browning from HeartMath. The Illumination Series helps nurses understand their responsibility and how they affect patient care outcomes through actions, words, and intentions. The NSA is excited this year to continue with this rich history of introducing our nurses to professional icons as we embark on our 6th series with speakers such as Simon T. Bailey, Tara Rynders, and nursing legend Dr. Peggy Chin.

Professional Certification

The NSA actively promotes professional certification and offers virtual and in-person prep programs and certification pathways to support nurses on their journey to personal excellence and professional recognition. Nationally certified nurses report greater job satisfaction, value the formal validation of their clinical knowledge, and identify increased access to broader career opportunities. Most importantly, professional certification reflects a commitment to excellence and demonstrates the nurse's attainment of the highest standards and recognition within their specialty. Certification is one way nurses demonstrate their personal best as they simultaneously reflect the very best in Kaiser Permanente nursing. In 2020, a professional certification campaign was launched to remove barriers and create nurse certification pathways. The NSA worked with National Tuition Reimbursement to change policy and recognize professional nursing certifications, enabling nurses to utilize their benefits to pay for certification prep courses, books, and examination and recertification fees. In 2022, the NSA established a successful partnership between Springer Publishing and the PCS Performance Excellence Team to promote and fund a pilot for a dynamic self-paced "app" to help prepare over 100 critical care nurses for their CCRN review course.

"Nursing is the light in institutional darkness."

Dr. Jean Watson

Professional Certification

Status as of February 14, 2023

688

ANCC: American Nurses Credentialing Center

543

American Association of Critical-Care Nurses

213

BCEN: Board of Certification for Emergency Nursing

211

CCI

Over 1,600+ pre-paid exam vouchers funded by Professional Certification Program

The NSA offered pre-paid certification vouchers to streamline registration. Over 70 nurses took the CCRN certification exam with a passing rate of 82.8%, compared to the National average of 71.5%. The NSA continues to provide pre-paid vouchers to support nurses in registering, obtaining prep materials, and taking the specialty certification exam. The NSA website offers detailed information on professional certification, access to pre-paid vouchers, and the national tuition reimbursement policy and FAQs for anyone interested in pursuing specialty certification. Additionally, NSA supports the 150 nurse leaders who have graduated from the USF MSN-CNL program to complete their Clinical Nurse Leader certification.

“Let us never consider ourselves finished nurses ... we must be learning all our lives.”

Florence Nightingale

Continuing Education Programs

High-caliber Continuing Education (CE) classes are offered throughout the year, and NSA continues to lead the way with innovative, extraordinary, and timely topics. Events such as the Illumination Series, Equine Programs, Caring Science workshops, and a host of in-person or online CE programs are offered across the region. Obtaining CE credits for California RN re-licensure and meeting other CE requirements for professional recertification are made easy through a detailed “Upcoming Events” calendar on the NSA landing page. A CE library of diverse programming across the continuum of care is also available through HealthStream, our regional Learning Management System (LMS).



As we emerge from the pandemic and seek renewed opportunities to interact and support our personal healing, NSA is pleased to bring a new approach to offering an annual Caring Science Consortia. The Clinic (Re) Brilliance in-person workshops will be offered throughout Northern California in designated facilities strategically located to optimize access and minimize travel where possible. Through interactive play, movement, and personal storytelling, participants will be invited to explore their journey, reimagine (and ultimately Re-brilliance) how they impact others, and reflect on their individual needs. This facilitated hands-on workshop, based on the arts, movement, and joy, offers a new perspective on resilience which allows us to be human together as we lean into the brilliant and resilient humans we already are. For registration information and planned program locations, visit the NSA website <https://nursescholars.kaiserpermanente.org/>.

Evidence-Informed Practice & Research

Research & Innovation Academy

The Kaiser Permanente Research and Innovation Academy (RIA) was launched in 2021 and continues to advance nurse-led research by providing infrastructure for nurses to share knowledge about research methods, innovation, and translating clinically appropriate evidence into practice. The RIA has the vision that all nurses, regardless of research backgrounds, come together for a common goal of improving nursing care and advancing research and evidence-informed practice.

THE MISSION AND VISION OF RIA

Mission: The RIA exists to advance nurse-led research and practice scholarship at Kaiser Permanente Northern California to pursue professional nursing excellence and scientific integrity, regardless of academic preparation.

Vision: By engaging Kaiser Permanente Northern California nurses, RIA will provide a venue for nurses to share knowledge about research methods, innovation, and translation/implementation of clinically appropriate evidence to practice.

Strategic Priorities

- Accelerate integration of evidence-informed practice
- Increase publication and dissemination of nursing knowledge
- Provide resources to promote knowledge dissemination
- Create infrastructure to track all scholarly activity and contributions
- Ensure nurse participation on the Kaiser Permanente Northern California Institutional Review Board (IRB)
- Lead the Kaiser Permanente Northern California Nursing Excellence Repository to track, trend, and report publications, presentations, and posters

What We Do

- Establish and maintain workflows and infrastructure for Research & EBP projects
- Offer training and resources to local Research & EBP leads, councils, and teams
- Expand the nursing research network across the region
- Foster the development of Research and EBP in local hospital councils

Nursing Research Outcomes

- Published article citations
- Ongoing research
- EBP Projects - sharing posters on our website
- Conference presentations

Nurse Repository

2014-2022

387

Publications

284

Presentations

380

Posters

Total publications (publications + presentations): 671

Kaiser Permanente Peer Review Outcomes Supporting Professional Nursing Excellence and Readiness (KP-PROSPER): A Multi-Site Study

In collaboration with Nursing Consulting Partners, Beverly Procope, PhD, RN, CCRN and Ifeoma Nnaji, DNP, RN, RN-BC (Informatics), NPD-BC, NE-BC launched one of two multi-site research studies. This is the first multi-site nursing study in the Kaiser Permanente Northern California region.

The study aimed to understand how clinical nurses perceive peer-to-peer (P2P) feedback at the in-patient and unit levels and examine the extent to which nurses believe their peer-to-peer feedback results in maintaining RN accountability, autonomous practice, adherence to professional standards, and patient safety. Studies have shown that professional peer-to-peer feedback is the most basic form of peer review. It encourages nurses to evaluate the quality, safety, and effectiveness of nursing care among peers. The patient's well-being depends on many crucial daily actions health care professionals perform. Inadequate nurse-to-nurse communication is frequently identified in the literature as one of the most common reasons for errors and adverse patient care outcomes. Thus, the team posed the research question, "What is the extent and quality of professional peer-to-peer feedback as perceived by nurses within 10 Kaiser Permanente hospitals in Northern California?"

The cross-sectional quantitative multi-site study included 10 medical centers. Nine hundred eighty-three clinical nurses who work in different in-patient settings completed the web-based survey. Participant enrollment began in May 2022 and ended in August 2022, and the team conducted data analysis in February 2023. The study's results showed that 216 nurses who participated in the survey have worked

as nurses for 11-15 years, with 212 holding a board certification. Also, 455 study participants reported giving peer-to-peer feedback to a co-worker within one week prior to completing the survey.

Furthermore, 588 study participants described the experience as positive, while 66.1% agreed and felt they could address a clinical error without retribution. Additionally, 65.2% of the study participants felt supported to learn and grow from their mistakes, and 69.4% felt satisfied with the quality of peer feedback they received. 72.5% of the study participants reported they were comfortable giving clinical performance feedback to their peers, while 68.5% shared that they felt they had the authority to make decisions and act freely. Six hundred eighty-nine study participants shared that they value and see benefits to face-to-face feedback.

The overall composite study findings suggest most nurses perform P2P feedback at various levels and view peer feedback as a positive experience overall. The data review uncovered opportunities to improve nurses' knowledge and skills related to the P2P feedback process, leading to nursing autonomy, empowerment, and practice changes. Improved skills regarding peer feedback will augment the associated outcomes for patients and nurses and the awareness of the various nurse peer review methods expected at the unit and organizational levels. Additionally, peer-to-peer feedback may still be a complex process for nurses, with the need for more education in this area being a contributing factor. Interventions targeted for nurses in all roles are needed to address these gaps and further advance peer review within the profession. Further research is warranted to gain a broader view of nurses' perception of peer feedback, along with testing evidence-based interventions to build a more robust and sustainable peer feedback program.



Kaiser Permanente Caring Attributes of Resilience to Stress (KP-CARES): A Multi-Site Study

Linda Ackerman, DNP, RN and **Michelle Camicia, PhD, MSN, CRRN, CCM, NEA-BC, FAHA** launched the second multi-site research study in Northern California, centering on resilience to stress.

The study evaluated the effectiveness of an experiential education program based on Dr. Jean Watson's Human Caring Theory and 10 Caritas Processes. The hypothesis was to determine if there would be a statistically significant improvement in nurses self-reporting self-caring behaviors, Caritas leadership behaviors, professional quality of life, and organizational caring.

Enabling nurses to participate in experiential learning about the Theory of Caring can address challenges to the nursing profession, inform the nurse of the ethical foundation for professional practice, and guide them in their nursing practice. This helps deepen the ethical humanistic covenant of caring for self, others, and the health system. With this work, the goal is for the organization to support nurses by providing them with a resource and the ability to explore additional means to incorporate the Theory of Human Caring in nurses' journey as healers, which is necessary to sustain our sacred profession.

This cross-sectional qualitative multi-site study included 10 medical centers. One hundred and twenty-three nurses participated and had an average of 2-31 years of service within the organization. Participants enrolled in the Enhancing Our Culture of Caring experiential learning series. Classes were either virtually or held in person, and participants were taught in depth about the 10 Caritas processes. Participants engaged in an electronic pre- and post-survey (ProQOL and Watson Caring Science surveys on self-care practices, Caritas leadership, and

Caring Science implementation). Data was analyzed after the completion of the educational offering.

Survey results indicated statistically significant improvement in compassion satisfaction, a decrease in burnout, and a decrease in traumatic stress. Furthermore, there was a significant improvement in self-rating, leadership, and organizational culture. The study's overall conclusion indicated that those who participated in the experiential learning to deepen their understanding of Caring Science significantly improved: self-care behaviors, caring leadership behaviors, organizational caring behaviors, compassion satisfaction, burnout, and secondary traumatic stress.

The goal moving forward will be to replicate the study with the Enhancing Our Culture of Caring modules to include measures to evaluate the impact on equity, inclusion, and diversity actively; disseminate the results widely within and outside of Kaiser Permanente; Promote offering the program Enterprise-wide and finally to publish.

Mental Health, Community Health, and Workforce of the Future

Mental Health Scholars Academy

2022 HIGHLIGHTS

Dan Gizzo, PhD, California Director

The Kaiser Permanente Mental Health Scholars Academy (MHSA) is a \$30 million initiative to build a pipeline for new mental health professionals across California. The MHSA launched in 2020 and offers eligible Kaiser Permanente employees the opportunity to pursue master's and doctorate degrees in mental health fields through our degree programs. The MHSA also provides continuing education for mental health professionals and is launching a new \$5 million community-based mental health workforce initiative in partnership with Community Health. The MHSA is committed to increasing diversity and representation in the mental health workforce.

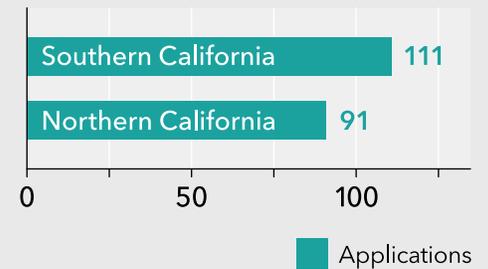
2022 Recruitment for Fall 2023 Cohorts

- Successfully completed summer recruitment campaign:
 - Multiple statewide communications
 - 3 MyKP stories
 - 12 informational webinars with university partners
 - Goal of 75 participants per region
- 200 applications received statewide
- Accepted candidates currently in university admissions
 - 56 MSW candidates
 - 63 MFT/LPCC candidates

2022 MHSA Practicum Expansion

- 97 scholars placed in Kaiser Permanente clinics statewide, providing care to our members
- Inaugural manager newsletter distributed highlighting scholar contributions to practicum
- Northern California and Southern California practicum information sheets distributed to managers
- Manager Q&A session recorded and distributed to all current managers of MHSA scholars

2022 Recruitment for Fall 2023 Cohorts



2022 MHSA Practicum Expansion

22

Total scholars (as of January)

65

Total scholars (as of May)

97

Total scholars (as of August)

105

additional scholars to begin practicum in 2023

Articles

Scholar highlight August 8, 2022

<https://lookinside.kaiserpermanente.org/united-in-caring/>

Graduate story October 8, 2022

<https://scholarsacademy.kaiserpermanente.org/mentalhealthscholars/2022/10/mhsa-recognizes-maritza-rivera-ma/>

Future therapists July 29, 2022

<https://lookinside.kaiserpermanente.org/advice-for-future-therapists/>



Left to right: Dan Gizzo, California Director of the MHSA; Betty Lim, Program Manager II; Lisa Arieta-Hayes, Clinical Consultant V; Aagam Shah, Sr. Mgrl. Consultant IV; Lauren Sevey, Consultant V

ACADEMIC DEGREE PROGRAMS

The MHSA will provide opportunities for eligible Kaiser Permanente employees across California to pursue graduate education for master's and doctorate degrees in mental health fields of study. MHSA degree program participants receive tuition support, mentoring, and networking assistance for training placements.

Master's Degree in Marriage and Family Therapy or Clinical Counseling

- California School of Professional Psychology at Alliant International University:
- University of San Francisco
- Kaiser Permanente School of Allied Health Sciences

Master of Social Work

- University of Massachusetts Global (formerly Brandman University)
- California State University, Long Beach

Doctorate Degrees in Clinical Psychology*

- California School of Professional Psychology at Alliant International University: PsyD Program

*Pilot Cohorts in 2021 and 2022; no further recruitment planned for this degree pathway.

Doctorates for Existing Behavioral Health Employees Doctor of Psychology in Marriage and Family Therapy

- California School of Professional Psychology at Alliant International University

Doctor of Social Work

- Loma Linda University
- University of Southern California

MHSA DEGREE PROGRAM CURRENT STATE

- 240 employees across California enrolled in master's and doctorate programs in mental health areas of study in our MHSA fall 2020, 2021, and 2022 cohorts.
- 92% retention rate across master's and doctorate programs
- Seven graduates in December 2022 preparing for associate roles



CONTINUING EDUCATION

The MHSA provides opportunities for continuing education for our existing Kaiser Permanente mental health workforce through a statewide steering committee. Educational priorities for 2022 included evidence-based treatment of trauma and OCD.

- Sponsored, produced, presented, and recorded education events for MHSA scholars, Kaiser Permanente Mental Health Professionals, and external academic partner audiences
- 2022 topics included: Intergenerational Trauma & ACES, Geriatric Mental Health, Mental Health Clinician Wellness, Therapeutic Alliance, Competency-Based Supervision, and a two-part series on the DSM-V TR
- Virtual training on evidence-based treatment of obsessive-compulsive disorder planned for March 2023

MHSA COMMUNITY FUND

A \$5 million commitment in grants in Northern California to expand mental health professional careers capacity, emphasizing graduating bilingual and diverse students that reflect community needs. Programs will target gaps in California's mental health workforce, including African American, Latinx, and Asian Pacific Islander communities.

- Completed grant with Healthforce Center at UCSF for the study of mental health paraprofessional workforce in California
- Results of study presented to the steering committee, National Governor's Association fall convention, and NAMI board
- Grant issued to Asian Health Services to establish mental health training program designed to serve the AAPI community in the East Bay area



2022 Community Health Highlights

Trevor Murray, Northern California Regional Director

The Community Health & Workforce for the Future team is part of the strategic vision of the Scholars Academy. The team supports the following core elements of the Magnet model through programs and unique workforce development initiatives: structural empowerment, exemplary professional practice, new knowledge, innovation and improvements, and empirical quality results. The work is divided into three main workstreams: the Allied Health Scholars Academy (AHSA), Academic Relations, and Community Health. The team is committed to increasing diversity and representation in our service areas.

Academic Relations

Academic Relations supports the growth and development of nursing students through strategic investments in our long-standing summer nursing internship program and the perioperative immersion program. Community investment in our Youth Equine program enhances youth leadership in underserved communities.

Community Health

Community Health supports nursing professional development and the Magnet journey by investing in nursing scholars, health care career awareness, and grant-making through the East Bay Community Foundation.

Allied Health Scholars Academy (AHSA)

The AHSA is the newest of the Scholars Academies, launched in 2022. Investment in allied health workforce development is a key support for Magnet as it enhances the academic preparation and professionalism of the patient care workforce. Our mission is to increase the number of qualified allied health professionals in the workforce through structures and programs that connect people with flexible career paths anchored in quality education, training, and dynamic work experience.

Academic Relations

THE MAIN WORKSTREAMS FOR ACADEMIC RELATIONS INCLUDE:

- Summer nursing student externship program
- Youth equine workshops
- Supporting the expansion of the Perioperative Immersion program

Twelve nursing students from Bay Area BSN programs participated in the Periop Immersion program. The program seeks to increase exposure and provide a pipeline for nursing students interested in pursuing specialty training. Students gained valuable experience in the operating room environment, an area that is largely absent from nursing student clinical rotations. The community benefit team paid for instructor time. In 2023 we plan to double from 12 to 24 students: 12 nursing students from Samuel Merritt University and 12 nursing students from CSU East Bay.

Youth Equine

Connected leadership empowers youth to explore self-regulation, self-awareness, connection, and leadership within themselves and their relationships. This experiential workshop focuses on building youth leadership skills in a therapeutic environment through intentional connection with nature, animals, peers, and the community. We pair HeartMath techniques with animal-assisted activities to support youth in developing their resilience, resulting in increased empowerment within themselves, their relationships, and their communities. The main goal is to support the healing and development of our future generation of leaders and is alignment with Magnet structural empowerment.

- **2022 Clinical Opportunities at Flu Clinics**

2022 we explored how to increase clinical opportunities for nursing students beyond the usual acute care rotations. We partnered with local nursing schools to expand BSN clinical opportunities for Samuel Merritt students to support existing staff in Napa, Fairfield, Vacaville, Vallejo, and San Jose employee flu clinics. The request came from local sites needing to reduce RN workload, and they were happy for the assistance to support nurses.

- **Florence Stroud Black History Virtual Conference**

In February 2022, the Kaiser Permanente Nurse Scholars Academy partnered with the Bay Area Black Nurses Association to offer a virtual event celebrating Black History Month, including distinguished guest speakers, cultural performances, and essential community dialogue.

THE MAIN WORKSTREAMS FOR COMMUNITY HEALTH INCLUDE:

- Deloras Jones Scholarship
- Youth Career Day
- KP Fund for Health Education/Grant-making
 - Program Description
 - Fund created in 2004 that sits at the East Bay Community Foundation
 - Money designated explicitly for grants to nonprofits to support education opportunities and develop a health care workforce *outside of Kaiser Permanente*
 - Grants historically focused on nursing, now expanded to mental health with an additional contribution to the fund in 2020
 - Grants given include
 - Selected CA prelicensure nursing programs for curriculum redesign to align education with emerging trends better
 - Research and scan of CA paraprofessional mental health education programs and practice settings to better understand how to leverage and expand pre-master's degree student resources

A new grant was approved end of 2022 to Asian Health Services for a pilot program to support their ability to serve as a training site for MFT and MSW students serving the AAPI community.

Deloras Jones Scholarship

The Deloras Jones Scholarship recognizes outstanding academic achievement and promotes diversity among ADN, BSN, master's, and doctoral students. The Deloras Jones Scholarship awarded \$226,000 to 126 nursing students at all levels (associate, baccalaureate, masters, PhD & DNP degrees). Since 2000, more than \$6 million to over 2000 nursing students has been awarded statewide. The scholarship was established following the retirement of Deloras Jones, who spent her more than 35-year career at Kaiser Permanente, starting as a student at the Kaiser Foundation School of Nursing in the 1960s and retiring as Senior Nurse Executive for Northern and Southern California. The fund acknowledges the commitment and contributions Jones made to nursing education and excellence in nursing practice. The 2022 scholarship awardees and their families were honored at a virtual reception in December. The event was a reminder of Kaiser Permanente's commitment and connection to the community and the future of nursing.

Youth Career Day

In 2022 nearly 70 roles in health care were highlighted to over 120 students from five participating high schools. Youth interested in pursuing careers in health care were shown diverse opportunities in the industry through realistic, interactive scenarios and simulations. The program was designed and structured as a "pandemic friendly" hybrid of hands-on activities for the students in the classroom and virtual facilitation and education via the Kaiser Permanente team. Participant feedback was very strong; participants cited increased awareness of health care careers which supports pipeline and structural development.

Allied Health Scholars Academy

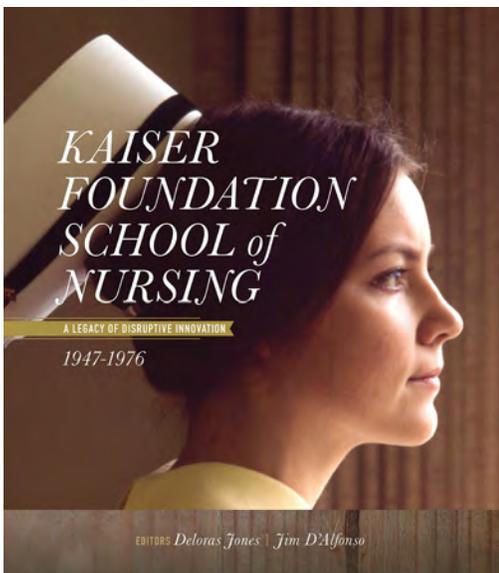
The AHSA is the newest of the Scholars Academies, launched in 2022.

THE MAIN WORKSTREAMS FOR ALLIED HEALTH SCHOLARS ACADEMY INCLUDE:

- Kaiser Permanente Allied Health Scholars Academy Website
- Build and facilitate relationships within Kaiser Permanente and in the community
- Understand barriers, propose solutions

AHSA's Mission

Our mission is to increase the number qualified allied health professionals in the workforce through structures and programs that connect people with flexible career paths anchored in quality education, training, and dynamic work experiences.



Nurse Legacy

The Kaiser Permanente Nursing Legacy involved a partnership with the Kaiser Foundation School of Nursing (KFSN) and the Nurse Scholars Academy following the dedication of a bronze statue, "The Heart of Health Care," to commemorate the opening of the New Oakland Medical Center in 2013 and celebrate the influence of Kaiser Permanente's early nurses who helped actualize Henry J. Kaiser's and Dr. Sydney Garfield's vision of "Total Health." Their bold, disruptive legacy was full of unprecedented education, leadership, and clinical innovations, including a doctoral-prepared nurse director, master's prepared faculty, and a wholly independent school of nursing that opened in 1947.

The NSA championed the publication of the KFSN Story in 2018 and published a book in 2020 entitled "Kaiser Foundation School of Nursing: A Legacy of Disruptive Innovation, 1947-1976." The authentic voice of our earliest clinical nurses and consequential nurse leaders was captured and will remain available for generations. The legacy of Kaiser Permanente Nursing and the rich history of its professional nursing journey within a rogue integrated medical model shaped the strategic priorities of the NSA and its programs, ensuring the Kaiser Permanente legacy of nursing lives on in every Kaiser Permanente nurse today.

This collaborative labor of love resulted in producing award-winning videos featuring interviews with KFSN graduates who represented the earliest advanced practice nurses, educators, and nurse leaders in Kaiser Permanente. In honoring our vibrant legacy as Kaiser Permanente Nurses, we honor those whose shoulders we stand upon and ensure the spirit and voice of those early nurses continue to innovate, educate, and illuminate the professional practice of Kaiser Permanente Nurses well into the future! We invite every Kaiser Permanente nurse to explore and learn more about the Kaiser Permanente Nurse Legacy book, articles, videos, and stories on the NSA website.

The Nurse Honor Guard: Meaningful Recognition of Life and Nursing Service

Janet Sohal, DNP, RN, NEA-BC

Regional Director, Kaiser Permanente Nurse Scholars Academy

Shelley Willette, a retired nurse from Plattsburgh, NY, established the National Nurses Honor Guard. Her goal was to create an honor guard for nurses to recognize an individual's career-long dedication to nursing and to pay respect at the end of a nurse's life. The idea was based on a similar service to what the military, police, and firefighters perform for their fallen colleagues. Willette first met with colleagues who had a similar interest in 2013, but shortly after this gathering, Willette died unexpectedly. To honor her, her friends and colleagues moved forward and made her dream a reality. Today, many Nurse Honor Guards throughout the United States commemorate and pay tribute to nurses at the time of their passing by performing the Nightingale Tribute at their funeral or memorial service.

The NSA established the Nurse Honor Guard for Kaiser Permanente Northern California in the summer of 2022. The reception and growing requests for the honor guard have been inspirational, and the Nurse Honor Guard has participated in over ten services across Northern California to date. Although the honor guard started with just Kaiser Permanente Nurses, efforts to increase support and participation have now been extended to the Kaiser Foundations School of Nursing Alumni Association and further to any nurse who would like to volunteer. The goal is to increase the

number of volunteer Nurse Honor Guard representatives and to have an established Nurse Honor Guard lead at each of our 21 Northern California Kaiser Permanente facilities. Additionally, the group is exploring ways to invite other health systems to join us as a nursing community to honor other nurses.

If you want to learn more about the "Nurse Honor Guard" volunteer group, please contact Janet Sohal (Janet.L.Sohal@kp.org).



Nurse Honor Guard

Journey to Magnet Designation and Kaiser Permanente's Culture of Excellence

Kaiser Permanente Northern California nurses have long been committed to creating and sustaining a Culture of Excellence to advance their professional practice. To promote this culture and invest in the nursing workforce to continually enhance their performance in the areas of quality, safety, and care experience, Patient Care Services, TPMG, the Continuum, and Quality partnered together in a joint effort to journey forward to Excellence and achieve Magnet designation for all 21 medical centers.



This journey is not new but is a continuation based on years of our Kaiser Permanente nursing legacy of disruptive innovators. As nurses, we are committed to using evidence-based practices, incorporating the theory of Caring Science and HeartMath, dedicated to research and ongoing quality improvements, all while using our Professional Practice Model to guide our care through our core nursing values of professionalism, excellence, patient and family-centric, teamwork, integrity, and compassion.

With an emphasis on shared decision-making, ownership of practice, professional growth and development, recognition, and improved patient outcomes, our nurses aim to enhance nurse engagement and empowerment, autonomy, and job satisfaction, all of which benefit our organization.

The Magnet Program is built on a foundation of nurse empowerment, engagement, and professional excellence. It is a worldwide recognition program awarded by the American Nurses Credentialing Center (ANCC) for hospitals exemplifying nursing excellence through outstanding quality outcomes and service. Although Magnet has long been considered the gold standard for health care, it is a challenging achievement. Only 9% of all US hospitals have attained Magnet. Currently, in California, only 41 hospitals have earned Magnet designation.

The Magnet Model¹ is made up of the following core elements:

- **Transformational Leadership** – The senior leadership team creates the vision for the future and the systems and environment necessary to achieve that vision.
- **Structural Empowerment** – Accomplished through the organization’s strategic plan, structure, systems, policies, and programs. Staff is developed, directed, and empowered to find the best way to accomplish the organizational goals and achieve desired outcomes.
- **Exemplary Professional Practice** – This entails a comprehensive understanding of the role of nursing; the application of that role with patients, families, communities, and the interdisciplinary team; and the application of new knowledge and evidence.
- **New Knowledge, Innovation, and Improvements** – This includes new models of care, application of existing evidence, new evidence, and visible contributions to the science of nursing.
- **Empirical Quality Results** – “What difference have you made?” Magnet-recognized organizations are uniquely positioned to become pioneers of the future and demonstrate solutions to numerous problems inherent in our health care systems today.

To date, Kaiser Permanente Northern California has achieved the following milestones:

- A Regional Nurse Excellence Governance Council (RNEGC) comprised of Clinical nurses from each medical facility in northern California who represent their local professional governance councils, hospital nurse leaders, Quality and Area Portfolio Leaders, and Regional Patient Care Services leaders launched on June 28, 2022. Two clinical nurses and a dedicated interim chief nurse executive co-lead the council. Committee agendas include sharing evidence-based practices and Magnet committee updates from each medical center. There are currently over 50 active members.
- Kaiser Permanente Vallejo became the first medical center to submit its Magnet documents and is awaiting the ANCC Magnet Survey site visit.
- The first nurse engagement survey, the RN Excellence Survey, was launched in March 2022, in which six hospitals outperformed the benchmarks in at least 3 out of 4 of their highest-rated categories in the majority of the units that were surveyed.
- Writing workshops enable medical centers to evaluate their Magnet readiness for exemplar collection for document submissions. Through the guidance of the Regional Magnet Team and external consultants, five medical centers have completed the workshops, with six more hospitals to attend this year.
- The Magnet Program Director job description and Competency Orientation Checklist were finalized in 2022. One Magnet Program Director was hired in 2022.
- A standardized Nurse Leader Mentoring Program was developed for nurse leaders using the LifeMoxie platform, and 71 Mentees were successfully matched with mentors for the fall 2022 cohort.
- Magnet Representatives Community of Practice (CoP) was established to support and guide the Magnet leads as they share best practices and challenges experienced at the local medical centers.
- The Kaiser Permanente Northern California Magnet SharePoint was created as a centralized resource tool to provide educational materials related to professional development and guidance in navigating the Magnet process.

Ongoing support for Magnet application submissions will continue throughout 2023, with nine more medical centers positioned to obtain their document submission dates by the end of the 4th quarter.

¹ <https://www.nursingworld.org/organizational-programs/magnet/magnet-model/>

Our Best Year of Nurse Hiring on Record

Ryan M. Fuller, DNP, RN, CNML,
Regional Director Workforce Strategy

Over the last year, Kaiser Permanente Northern California made additional investments in our Patient Care Services nurse recruitment strategy in partnership with our national Talent Acquisition team. This continued collaboration and investment drove further improvements in posting, screening, and hiring registered nurses. Through collaborative efforts, we piloted a new posting strategy known as “evergreens,” introduced new screening technology from HireVue, and increased support to front-line managers through centralized hiring teams. Together, these tactics and efforts, like the Nurse Residency Program, enabled Northern California to achieve our best year of nurse hiring on record, with more than 2,093 new RNs onboarded.

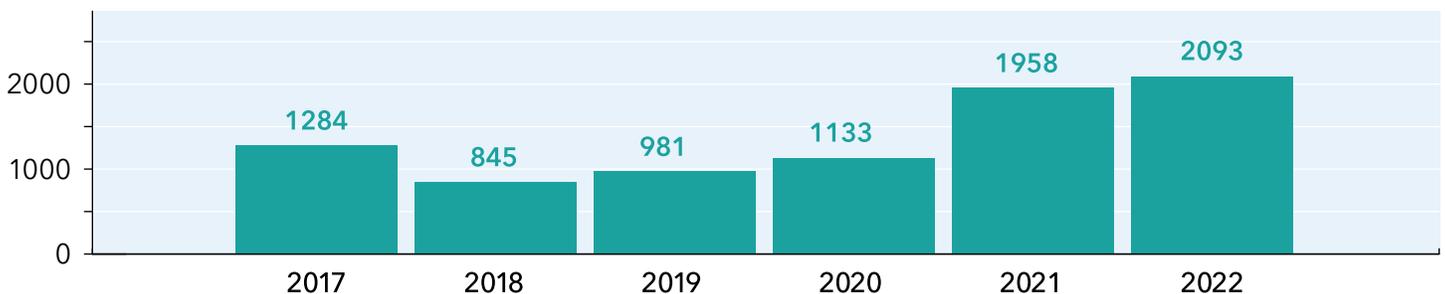
The hiring experience should be as easy as possible for nurses interested in joining Kaiser Permanente. We have been experiencing a period of high candidate interest, which was further amplified when we invested an additional \$1 million in nurse recruitment marketing in August. Together, these factors led us to pilot an evergreen posting strategy. Evergreen postings allow candidates to apply for one job yet enable them to be considered for many nursing positions within the organization. By leveraging evergreens, we reduced our posted external positions from more than 1,000 to less than 150 and reduced overall application volume. This enabled us to process applications more quickly and reduced initial application turnaround times from weeks to days during the period of unusually high application volume.

Once a nurse applies to Kaiser Permanente, we want to engage that potential employee as quickly as possible with an opportunity to begin the interview process. In May 2022, we launched a new technology called HireVue, a cloud-based on-demand interviewing

platform that allows candidates to conduct pre-recorded interviews. These interviews can be recorded on a desktop computer or a mobile device at a convenient time for the candidate. HireVue also makes it easier for busy hiring managers to screen candidates more effectively by bringing the candidate’s application “to life” with a video-recorded interview instead of only having a digital resume to screen. Using HireVue, we were able to identify top candidates faster. We could often circumvent our traditional interview process by pairing the pre-recorded interview with a subsequent manager phone screening. Nearly 6,300 on-demand interviews were completed between May and December of 2022.

Finally, we worked to make the hiring process easier for our nurse managers, who are busy providing clinical leadership to their departments. Hiring can be time-consuming for nurse managers, and many hiring tasks do not require a clinical manager’s skill set. Therefore, the centralized hiring team worked to identify and complete tasks on behalf of hiring managers that were administrative in nature. Between July and December, we processed a minimum of 200 internal bidders per month while also supporting managers in extending more than 910 successful external offers.

Our focus on hiring will continue into 2023 as we work to bring additional technology and automation to support candidates and managers in having a streamlined and efficient experience with our hiring process.



Northern California KFH staff RN new hires by year



Exemplary Professional Practice

Continuum

Standardizing Readmissions Cross-Continuum Work

*Jessica Small, MOT OTR CPHQ
Regional Director of Care Coordination*

Our commitment to quality care includes vigilance in monitoring unplanned readmissions. Research demonstrates the risks of unplanned readmissions, including increased morbidity and mortality and additional hospital costs. Adopting evidence-based best practices in post-discharge planning can help standardize and improve care coordination during transitions from the hospital to lower levels of care. These improvements can enhance overall outcomes, reduce unplanned readmissions, and drive-down unnecessary hospital costs.

National Committee for Quality Assurance defines HEDIS Plan All-Cause readmissions as the assessment of the rate of adult acute inpatient and observation stays followed by unplanned acute readmission for any diagnosis within 30 days after discharge. Kaiser Permanente is required to report observed rates of readmissions and meet reporting requirements.

Across Kaiser Permanente Northern California, these readmissions account for an average of 9% of hospital admissions. Lack of standard work and variation in the approach to readmission review causes inconsistent measurement and can lead to missed opportunities to improve overall quality and patient outcomes. In 2020, a

2019 Northern California readmission performance assessment revealed significant variation and a lack of reliable standard work for readmission review and quality performance. The COVID-19 pandemic in early 2020 exacerbated this variation, where the absence of an adherence model made it difficult to ensure standard practice. Lack of standard work and a well-defined model for measuring performance and adherence resulted in a lack of reliable data making improving quality performance challenging.

This led to a journey in 2021-2022 to design, build, and enhance the existing readmission review model. The goal was to implement a comprehensive, cross-continuum, and interdisciplinary readmission review framework. Creating a standardized process for review and measurement using a newly developed SharePoint tool allowed for the development of standard performance measures and overall improved data insights. This work transformed the process and approach of readmission review by removing a delayed, time-intensive, redundant, and manual process to an automated insight-driven process that resulted in the ability to measure adherence to reviews and shift the focus to performance improvement. This allowed the continuum and its partners across the care ecosystem to focus on identifying the drivers of unplanned readmissions to develop actionable performance improvement plans that could reliably impact overall readmission performance.

The enhanced model was implemented across all 21 Northern California Medical Centers and exemplified the essential role the continuum of care holds as the connection between hospital and home. A newly deployed performance dashboard measures adherence to the standard work and facilitates all stakeholders' ability to establish performance accountability. Establishing a structure for adherence allowed the continuum to maintain performance through the COVID-19 pandemic and the historic medical center census surges that followed. Creating real-time readmission data and readmission driver reporting has provided the foundation necessary to optimize performance through the integration of best practices improving data collection and insights and optimizing interdisciplinary care team effectiveness. This initiative has improved our readmission performance by 25% against national benchmarks and established the foundation to improve member care, care experience, and clinical outcomes while promoting quality and affordability for those we serve.

Nurse Residency Program

Building Our Nursing Workforce

*Benson Yeung, DNP, RN, NEA-BC, CHSE
Regional Director, Patient Care Services
Practice Excellence, Clinical Education, and Effectiveness*

*Paula Crespin, DNP, RN
Regional Nurse Residency Program Manager*

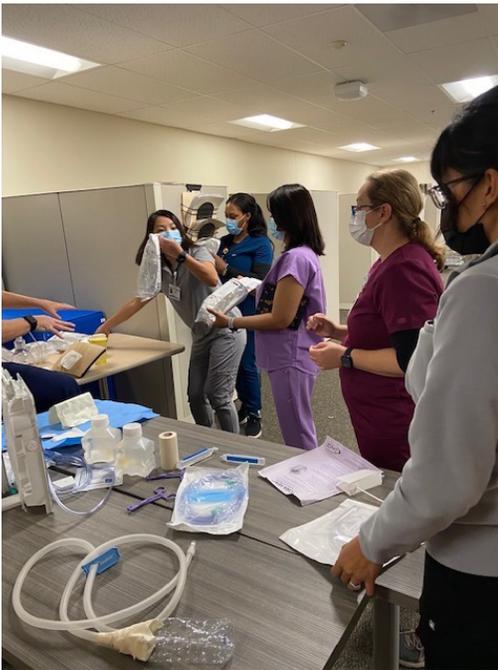
A robust New Graduate Register Nurse Residency Program (NGRP) is a crucial strategy for building the workforce that will meet Kaiser Permanente's growing needs for highly qualified professional nurses. NGRPs focus on building critical thinking and decision-making skills, incorporating theory into practice and theory research, and developing clinical leadership. Substantial evidence supports that formal NGRPs result in improved retention and clinical competency.

Northern California Kaiser Permanente embarked on an innovative journey in 2020 to design and develop a regional model for implementing an NGRP to meet the workforce needs of all regional medical centers. The program is supported by a regional team consisting of four hub coordinators, a program manager, and administrative support to facilitate the practice transitions of each newly graduated RN during their first year of clinical practice. Each New Graduate Resident (NGR) is managed and supported by a hub coordinator who works with the NGR, their preceptors, and local site teams to ensure clinical progression. The NGR is hired as a regional employee and remains with that team for three months until they secure a position in one of our 21 medical centers. At month four, the NGR transitions to independent status, able to meet the care standards of the units they have precepted.

The Vizient/AACN Nurse Residency Program includes a curriculum for monthly seminars, group discussions, facilitators, and content experts to guide the NGR during the first year of practice. They also provide evaluation materials to track resident progression, satisfaction, and return on investment for organizations. A vital curriculum component



May 2022 EKG testing for cohort 3



Cohort 4 Antioch Medical Center Orientation October 2022 (L to R) Meiyuan Liu, Mary Rix, Sanjeshna Majaraj, Charlotte Decker, and Veronica Zavala-Perez



Cohort 2 Graduation November 2022. Outstanding preceptor Zachary Julien from Sacramento, presented by Lori Naylor (Hub Coordinator)



Northern California NGRP Regional Team: (L to R) Darren Murphy, and Lori Naylor (Hub Coordinators), Paula Crespin (Program Manager), CristiLynn Martin and Maritess Peralta (Administrative Support), and Sarah Abdolcader (Hub Coordinator)

is supporting the NGRP in understanding evidence-based practice (EBP) and presenting an EBP project. To support the program, a nationally accredited program is utilized.

The NGRP is only possible with the support, commitment, and expertise of the facility bedside nurses, who volunteer to precept and guide the NGR. Each NGR requires a primary and secondary preceptor to ensure that they have consistent resources to ensure their clinical progression over the first three months of the program. These preceptors play a monumental role in helping the NGR transition from student nurse roles to new registered nurses. In addition, the local education teams provide hands-on skill sessions to help the NGR garner the skills and confidence requisite to move forward to independent clinical practice.

In October and November 2021, a large cohort of 196 NGRs started. In October of 2022, this cohort presented 34 EBP projects to improve clinical practice in the medical centers they were working in. Music Therapy as an Intervention to Decrease Delirium CAM score was one of the cohort's stand-out presentations. It included a clarinet solo by one of the NGRs presenting the project to illustrate the power of music. In November 2022, 164 NGR graduated with a Keynote address by Phyllis Mahone that spoke to Kaiser Permanente nursing: Past, Present & Future. Four outstanding preceptors that were nominated by the NGRs were recognized and celebrated. The program culminated with a clarinet tribute by one of their own.

Cohort 3, with 142 NGRs, started in April 2022. Cohort 4 followed in September with 180 NGRs. By the end of December 2022, the NGRP provided 467 new nurses to meet the patient care needs across the Northern California region.

2022 was quite the year for the NGRP!

ICU Specialty Training

Regional Critical Care Specialty Training Program

By Stacy Hull, MC, RN, CCNS

The Intensive Care Unit (ICU) and Cardiovascular Intensive Care Unit (CVICU) have always been busy and specialized units. Until recently, there wasn't a pathway for nurses who lacked a critical care background to work in this specialty at Kaiser Permanente.

The Critical Care Regional Specialty Training Program is a 14-16-week intensive program that involves a mix of AACN modules, weekly lectures with hands-on skills, simulation of emergency scenarios, and precepting on the unit. It is a full-time commitment with trainees working in a multimodal learning environment to learn new technical skills, provide highly specialized care, and care for our most critical population.

2022 was a big year for the Regional Critical Care Specialty Training Program. We led two cohorts in the ICU/CVICU Specialty Training Program and trained 53 nurses to become critical care nurses. We trained eight Kaiser Permanente nurses in the CVICU specialty and 45 Kaiser Permanente nurses in the ICU specialty at 12 different facilities across the region. The site leads and educators at each facility executed the regionally designed critical care training program, with the regional lead guiding them through the pathway.

The team knew the program would only be a success with the support and involvement of our preceptors at the local facilities. Preceptors are the heart and soul of the program. They invest time and effort into training the next cohort of critical care nurses. We have witnessed firsthand the comradery and mentorship the preceptors have provided these new trainees. With their skill, compassion, and knowledge of this specialty, the team can train these new nurses in critical care.

Each site is exceptionally dedicated to the program and passionate about the success of this training. Behind each preceptor and critical care trainee is a leadership team that supports them. From the site lead educator or clinical nurse specialist guiding them through their journey to the critical care management team helping them in their transition to joining a new staff, to the director of nursing professional development supporting the program with invaluable resources, and finally to the adult services directors and chief nursing executive advocating for the program regionally.

The introduction of this training program has allowed for specialty entry and nursing growth. With three training cohorts completed, Kaiser Permanente adapts and adjusts to make this program as successful as possible – even during a global pandemic. Watching these nurses grow and learn from didactic classes in the first week through to simulation in the last week was rewarding and exciting.



Redwood City ICU Trainees: Waverly Wong, RN, and Navedeep Bajwa, RN



Juliet Zabal, Manager; Stacy Hull, Regional Lead; Stacy Alves, CNE; Beverly Procope, NPDS; Katherine Ricossa, NPDD



Santa Clara CVICU and ICU Trainees: Ismael Mercado, Casey Roth, Shante Stephens, Sonny Singh, Eunice Kim

As a CVICU nurse and the regional program lead, the author had the privilege of participating in the growth and development of the program. The graduates have worked hard and made the entire program team proud to be part of their journey. The combination of team effort and hard work has resulted in Kaiser Permanente nurses pursuing a new specialty-care pathway.

Specialty Success Story

Northern California TeleCritical Care

Shirley S. Paulson, DNP, MPA, RN, NEA-BC

Director, Regional Adult Patient Care Services Northern California

Elizabeth Scruth, PhD, MPH, RN, CNS, CCRN-K, CCNS, FCCN, FCNS, CPHQ

Executive Director Clinical Quality Programs, Data Analytics, and TeleCritical Care Northern California

Brenda L. Peterson, MSN, RN, CNL

TeleCritical Care Director Northern California

Denise Jacobson CNS, MS

Program Manager, Regional Adult Patient Care Services Northern California

TeleCritical Care (TCC) is a population management approach to critical care that leverages a remote monitoring software system and audio-visual communication to link a team of intensivists and nurses in a remote support center to hospital ICUs.

Intensive care units provide highly trained critical care nurses, respiratory therapists, and intensivist physician care to the highest-risk and most critically ill patients in our integrated delivery system. In 2018, Kaiser Permanente Northern California's membership was approximately 4 million, with 418 Intensive Care Unit (ICU) beds in 21 hospitals across a broad geographic area to serve the most critically ill. Care for these patients has been increasingly complex, and the volume of patients and the severity of patient acuity is projected to continue to rise across the nation, especially as the population ages with significant co-morbidities. With ICU patients expected to exceed bed capacity and Kaiser Permanente Northern California membership outperforming expectations, Kaiser Permanente Northern California recognized an opportunity for an additional layer of proactive and on-demand support to improve patient safety and outcomes.

An Executive Leadership decision was made in 2017 to create a centralized or remotely-based critical care team under the Regional Quality department. Called TeleCritical Care (TCC), this team of critical care experts is networked with the bedside ICU team via state-of-the-art audiovisual communication and remote monitoring computer software systems. The TCC team can provide surveillance and remote support for ICU patients in disparate geographical locations for multiple hospitals.

For patients, caregivers, and bedside teams, this model provides an additional layer of care for our patients that ensures constant coverage, supports consultation for bedside teams that augments but does not replace the existing level of exceptional bedside care, and creates a collaborative partnership between TeleCritical Care and the bedside teams. The first pilots for TCC were launched in 2018/2019 at Kaiser Permanente Roseville (ROS) and Kaiser Permanente South Sacramento (SSC), with a central TCC “hub” out of San Leandro. The first TCC call was at 8:01 p.m., one minute past the start of the TCC opening, and it was a code blue. The TCC responded quickly, using the new camera and technology solution to view the patient’s room within seconds of receiving the call. The TCC intensivist led the code until the code blue team arrived at the bedside. Now almost four years later and with an average of 40 code blue calls per month, TCC is a welcomed partner to the bedside teams.

Data from the South Sacramento and Roseville pilots demonstrated a statistically and operationally significant impact from TCC. Pilot results indicated that TCC reduces the mortality-adjusted length of stay (LOS), including lowering hospital LOS by 28.5 hours and total ICU LOS by 13.9 hours. Extrapolating the results to region-wide, 7-day-a-week implementation, TCC is projected to save 120–600 lives per year and greater than 13,000 hospital days per year (Figure 1). As of 2022, there are 12 Kaiser Permanente Northern California medical centers with 236 ICU beds that are “live” with TCC and three TCC “hubs” that are the epicenter for the TCC team to manage their remote workflow. TCC expansion plans are to be live in all 21 Northern California medical centers by the end of 2023, covering 447 ICU beds for the now 4.6 million members in Northern California. This requires four TCC intensivists and 11 critical care nurses each night to cover all facilities.

TCC pilot results



mortality adjusted LOS

TCC reduces mortality adjusted length of stay¹ in the following ways:

- Hospital LOS is reduced by **28.5 hrs**
- Total ICU LOS is reduced by **13.9 hrs**
- Non-boarder ICU LOS is reduced by **17.5 hrs**

Extrapolating the pilot results to Northern California-wide, 7-day a week implementation

120–600

lives saved/year

TCC reduced hospital mortality for patients with an ICU encounter by **17%** at the pilot sites.

13,000+

days saved/year

Days saved per year:

- **16,080–35,760** hospital days
- **13,023–21,918** ICU days

Data from the South Sacramento and Roseville pilots indicate that there is a statistically and operationally significant impact from TCC.

Figure 1 Statistically Significant Results from Division of Research Pilot Evaluation

¹LOS results adjust for mortality by setting the LOS for patients who died to the 99th LOS percentile. This avoids giving shorter length of stay “credit” to deceased patients.

Analysis compared patients at TCC facilities from September 2019 to early March 2020 relative to the rest of the region. Days and lives saved assumes 30k ICU encounters per year.

TeleCritical Care nurses (Quality Nurses with Critical Care backgrounds) support bedside nurses, from caring for a patient in septic shock to coaching a how to use a hypo/hyperthermia machine to assisting with goal-directed proactive remote surveillance of critical quality patient indicators. The TCC nurses and TCC intensivists conduct remote rounding on the most vulnerable patients to identify risk areas and provide the bedside RNs with real-time consultation and timely responsiveness to requests for assistance. TCC operating hours from 8 p.m. to 8 a.m. If an ICU nurse or other clinician has a question about a patient, a TCC RN or Intensivist is only a phone call, or a camera click away. TCC currently averages 10-150 calls per night, including assisting with orders, calling in critical lab values, or requesting support to manage a critical patient (Figure 2).

TCC’s mission is to provide immediate critical care expertise for our ICU patients by delivering rapid and early treatment in collaboration with local caregivers. TCC is patient-centered, with early detection and rapid response capabilities, and focused on solid cooperation with the local ICU team. The partnership between the bedside RNs and respiratory therapists with TCC has proven invaluable for the patients. TCC staff share “good catches” made by clinicians at the bedside and TCC. This includes recognizing a patient in respiratory distress who needs immediate intubation, infusions that may need the order adjusted, and x-rays and CT scans reviewed revealing acute issues and potential safety hazards – for example, cords on the floor. The partnership can be lifesaving for the patient and timesaving for the bedside team.

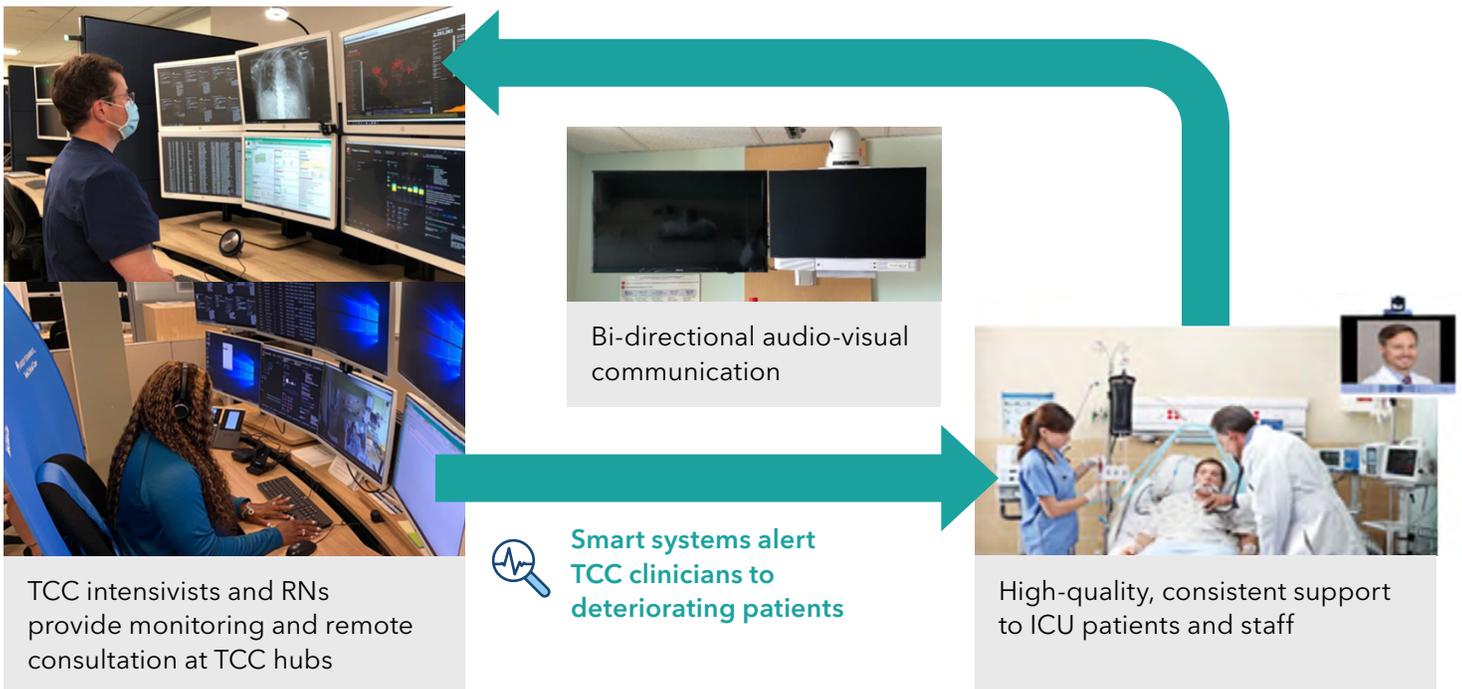


Figure 2: What is TeleCritical Care?

Enhanced Recovery Medical

Shirley S. Paulson DNP, MPA, RN, NEA-BC
Regional Director, Adult Patient Care Services Northern California

Megan Mira MSN, RN, CNL
Program Manager, Regional Adult Patient Care Services Northern California

Pearl Paras MPH, RN, CNOR, CPHQ, CLSSBB
Clinical Practice Consultant Regional Adult PCS, Enhanced Recovery

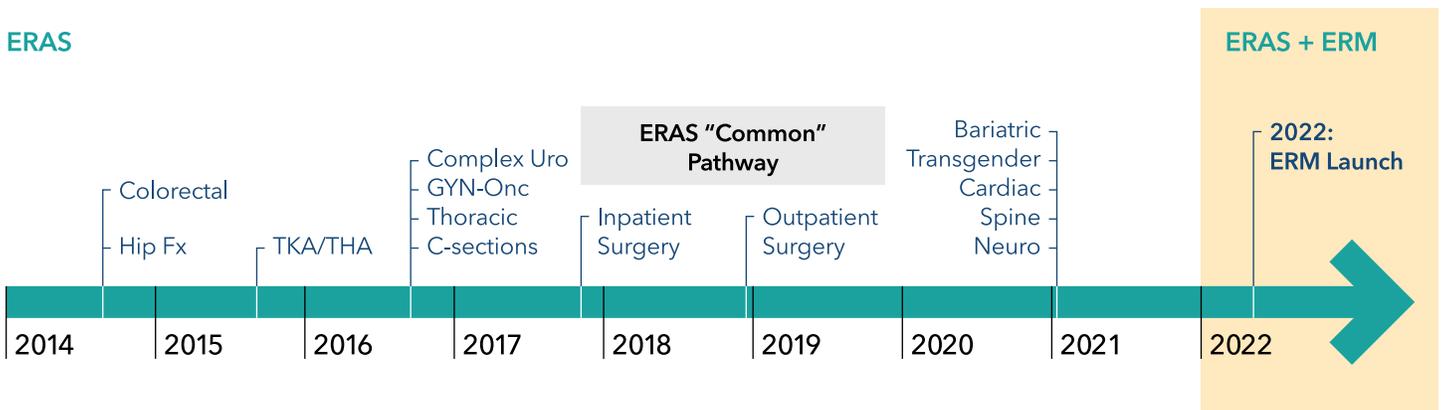
Ruth Smith MSN, RN
Clinical Practice Consultant Regional Adult PCS, Enhanced Recovery

Nationally, one-third of hospitalized patients are projected to decline from their baseline functional status after hospitalization, even after their acute illness or injury has resolved. The statistics from the Journal of American Geriatric Society (2020) are staggering. After hospitalization, 21% of patients lose the ability to dress independently, 30% of patients lose the ability to take their meds alone, 31% can no longer bathe themselves, 38% can no longer lift 10 pounds, 42% can no longer do housework, 42% can no longer prep their meals.

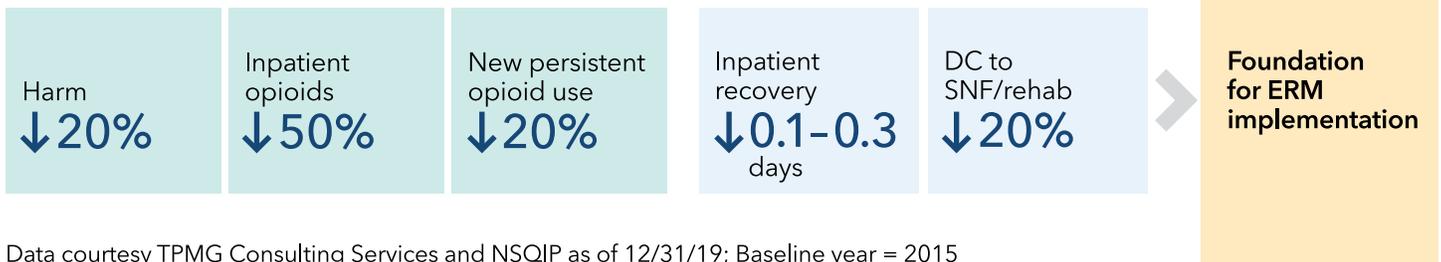
Kaiser Permanente Northern California took a proactive approach to address the risk of functional decline in our hospitalized patients by pioneering the Enhanced Recovery Medical (ERM) program. ERM is an evidence-based pathway to prevent hospital-acquired disability in adult medical patients admitted to the Medical Surgical and Medical Surgical/Telemetry units. Through ERM, the physiological stress of hospitalization can be reduced, the potential for recovery is maximized, and the patient care experience is enhanced.

ERM was engineered following Enhanced Recovery After Surgery (ERAS) concepts. The ERAS program, launched in 2014, uses a pathway designed to reduce surgical complications by implementing care standards for surgical patients that emphasize maximum nutritional health, early ambulation, and opioid reduction using multi-modal analgesia for postoperative pain. ERAS reduced harm by 20%, reduced the use of inpatient opioids by 50%, reduced new opioid use by 20%, reduced inpatient recovery days by 0.2 days, reduced discharges to skilled nursing facilities/rehab facilities by 20%, and sparked Kaiser Permanente Northern California's vision and journey towards Enhanced Recovery Hospitals (Figure 1).

ERAS



Reach **134,677**
patients/year (2019)



Data courtesy TPMG Consulting Services and NSQIP as of 12/31/19; Baseline year = 2015

Figure 1 Enhanced Recovery Journey

Kaiser Permanente Northern California is the first health system in the world to apply Enhanced Recovery principles to hospitalized medical patients. ERM is a restorative, healing, and patient-centered program like ERAS. It integrates the elements of progressive mobility, maximized nutrition, adequate sleep, tether management, pain control, delirium prevention, and patient education into a pathway (Figure 2). This groundbreaking care pathway was methodically developed by regional subject matter experts (SMEs) and successfully tested at the Sacramento and Modesto hospitals, with full engagement from key nursing and physician stakeholder groups. It was officially launched via a Regional Summit in March 2022 and went live in May 2022. The program’s overall objective of advancing and promoting healing hospitals to help get patients back to their lives is supported by strategies and tools to assist frontline staff in delivering a coordinated model of care. The combined ERM pathway elements are anticipated to optimize the fundamentals of health: sleep, mobility, nutrition, and meaningful relationships.

Since ERM went live, there has been a marked recognition of how the pathway elements are “game changers” in improving the quality and safety of acute patient management. A patient with effective acute pain control and lower opioid needs is better able to eat, move, sleep, and participate in their care more freely. Satisfactory sleep translates into reduced

delirium and improved mobility. Timely discontinuing unnecessary tethers further reduces the incidence of delirium and enhances mobility, contributing to reduced risks of pressure injuries and other sequelae of immobility. The connection between the mind and the body through the ERM pathway aligns with our ERM vision and supports nurses holistically caring for the whole patient versus task oriented.

In describing her experience with ERM, Dr. Michelle Wang, one of the first ERM Regional clinical physician leaders, shared this story on satisfactory sleep: Prior to the initiation of ERM, “I took care of a 45-year-old patient with cellulitis, complicated by bacteremia. She was unable to sleep at all the first night, and the next day she left against medical advice because of the insomnia. Sleep was a barrier to healing; the care team wanted to monitor the patient longer.”

In contrast, Robin Tamas, RN, a Kaiser Permanente Fremont educator, shared a recent post-ERM story about an 81-year-old female with a past medical history of hypertension, diabetes, AFib, chronic kidney disease and history of ICH who had presented with altered mental status and found to be in AFib RVR. She had just transferred from the ICU, and during rounds at the bedside, the patient was asked how well she had slept during the night. The patient commented, “I had a wonderful sleep last night. They gave me Tylenol for a headache last night, and that really helped.” The patient

NUTRITION

- Early DX and TX of malnutrition
- No unnecessary fasting prior to procedures

MOBILITY*

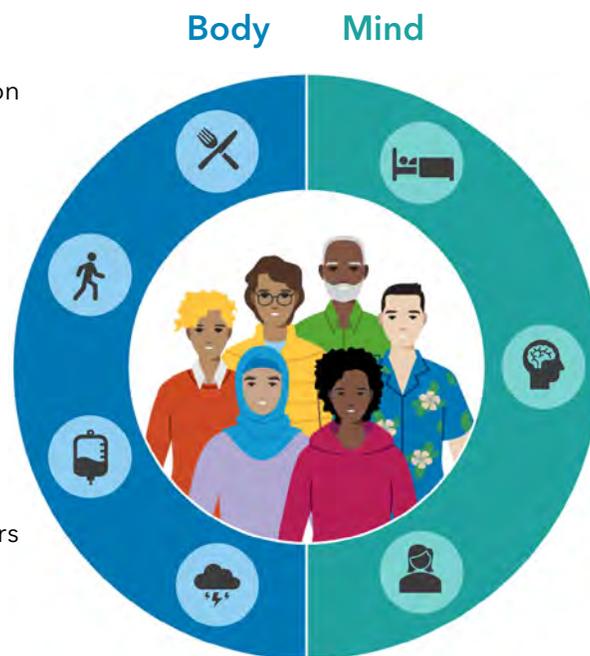
- Mobilization of patients to their max potential $\geq 2x/day$
- Physical function assessment using evidence-based PROMIS PF5 tool

TETHERS

- Daily assessment and removal of unnecessary tethers

PAIN MANAGEMENT

- Use of multimodal analgesia and fewer opioids



SLEEP

- Daily assessment and interventions to improve sleep quality
- Consolidation of care at night

DELIRIUM*

- Prevention, screening, and treatment of delirium

PATIENT EDUCATION

- Engage patients as active participants in their recovery

*Northern California Mobility and Delirium initiatives to be integrated with ERM

Figure 2 ERM Pathway Elements

and her daughter had remarked that the “patient had been in the hospital for the last three days and was not getting around as much.” They were so grateful to the Fremont staff for her care and that the “Tylenol that they gave more frequently” made the difference in her sleep and her ability to move more independently the next day.

Other staff and patient stories highlight the value of ERM and how the program is already starting to prove itself as an effective patient-centered pathway.

As several members of the ERM Regional team have reflected, “The ERM program touches aspects of care that are crucial to patients’ well-being and hospital experience. It does something no one else has done in a way that no one else can. ERM connects clinical evidence to an organizational culture that focuses on treating illness and healing the whole person – body and mind, promoting independence and supporting patients in returning to their best selves.”

Reference: Dharmarajan, K., Han, L., Gahbauer, E. A., Leo-Summers, L. S., & Gill, T. M. (2020). Disability and Recovery After Hospitalization for Medical Illness Among Community-Living Older Persons: A Prospective Cohort Study. *Journal of the American Geriatrics Society*, 68(3), 486–495. <https://doi.org/10.1111/jgs.16350>

Alive and Present

Here and Now

Existing to care, to provide, to improve, to thrive.

Gathering our people, our communities, our tribes.

Providing, high-quality, high-care, high-hopes, high dreams.

Improving the health of everyone who is seen.

*Trusted totality, complete, collaborative, creating, communities,
communities who hold our humanity, our lives, communities who stay
through low and high tides.*

*Innovation, without fear, bold and brazen, yet
cautious and sincere. We step out
to heal, to create, to care.*

*We step out because we believe the right to thrive is
the right of every human being to bear.*

by Tara Rynders



Message from Chief Nurse Executive Janet Jule, DNP RN, NEA-BC

Kaiser Permanente Antioch Medical Center recognizes our front-line staff's important role and contributions to the exceptional care that our patients and members receive.

Looking back on 2022, I reflect on the many successes and celebrations and the continuing opportunities we face. I want to acknowledge and say how grateful and proud I am to lead a team of resilient and talented nurses and nurse leaders who rise to the challenges we have experienced in the past year. The protracted COVID-19 pandemic, paired with the rise of RSV and flu cases, led to an increased volume of patients in the hospital that we have not seen before. This unique situation tested all of us, and we continue to respond by showing compassion to our patients and our commitment to quality care.

We sustained an A rating in our Leapfrog scores for both spring and fall, four new ICU nurses have completed the training program and have been

on-boarded, our nurses have precepted two cohorts of new RN residents, and our teams have developed workflows for our isolation patients. They have become nimble in the changing visitation restrictions and processes. Our perioperative department led the region in our same-day surgery discharges for total joints and has continued to grow our robotic program.

I am also proud to say that more nurses have gone back to school to advance their educational degrees, and several have obtained specialty certifications. Our shared governance councils have been growing and getting more robust this year and leading several initiatives in the medical center. To end the year on a good note, I am glad Antioch Medical Center has submitted our Magnet accreditation application. These are only a few successes showing our steadfast commitment to excellence. From the bottom of my heart, I express my gratitude and look forward to more exciting things in 2023.

Transformational Leadership

Community Health: Supporting Operation Access



Antioch Medical Center participated in two Operation Access events in 2022, providing donated specialty surgical care for underserved and uninsured patients.

In 2018, Kaiser Permanente Antioch was the venue for Operation Access's 20,000 patients in 25 years.

In 2019, Antioch Medical Center was awarded by Operation Access the "All Hands-On Deck" award for exemplary volunteer teamwork, a team always eager to help neighbors in need, and leadership who fully supports its volunteers.

Resuming operations in 2022 after a two-year pandemic hold, Antioch Medical Center provided community service by caring for 14 patients. There were 36 total volunteers during the May 14, 2022, session and 77 volunteers during the November 12, 2022, session.

Supporting Operation Access is very rewarding, where volunteers can share their time and expertise to help people without the same opportunities. Since 2018, the total number of Antioch Medical Center patients who have received surgical services through Operation Access is 592. The joy that volunteers receive from the gratitude and graciousness of patients is a true lesson in humility.

Antioch Medical Center continues to provide community service with outpatient surgical procedures improving people's health and quality of life.

NURSE DEVELOPMENT PROGRAMS

The Assistant Nurse Manager (ANM) onboarding and leadership development program that has been implemented utilizes the framework for leader competencies developed by the American Organization for Nurse Leaders and the American Association of Critical Nurses through their competency evaluation tool, the Nurse Manager Inventory Skills. Three new ANMs completed the program in 2022.

Mentorship program

Antioch Medical Center launched its mentorship program in 2022 by partnering with LifeMoxie. The voice of nursing work is absorbed within the Professional Development, Recognition and Retention Council and the Care Experience Council, which was used as a foundation for the recently completed Rooted in Strength trainings during the summer.



HOSPITAL ACCOLADES

- 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
- NICHE-designated hospital
- CALNOC recognized for the Prevention of Hospital Acquired Infection: MRSA

Structural Empowerment

Nurses as teachers – mini NRP

Nurses in the Neonatal Intensive Care Unit (NICU) who are trained as Neonatal Resuscitation Provider (NRP) instructors identified an opportunity for further education related to the skills required for neonatal resuscitation. They focused on an education plan to include a skills refresh in areas with MRSOPA, epinephrine preparation, PPV, CPAP, and code documentation accuracy.

Pre- and post-evaluations of NRP skills and nurse feedback were collected. Results showed that the mini NRP skills education strengthened their neonatal resuscitation provider skills. A roving cart with educational materials was identified as a best practice to enable NRP instructors to take the skill to the staff when they were available. The group presented a poster on the subject in June 2022 at the Association of Women's Health, Obstetric, and Neonatal Nurses (AWHONN) Conference.

Shared governance councils

Antioch Medical Center has four shared governance councils that report to the Coordinating Council. These governance councils are (1) Professional Development, Rewards, and Retention Core Council, (2) Research and Innovation Core Council, (3) Professional Practice, Education, and Informatics Core Council, and (4) Performance, Quality, and Care Experience Core Council. These councils provide the framework for promoting and strengthening the voice of nursing.

Structural Empowerment

DAISY Award recipients

Maroof Popal, RN, 2MT
Antoinette Williams, BSN, RN,
RNC-OB, L&D
Nancy Perry, BSN, RN, PACU
Carmen Williams, RN, MBU
Vilma Cordill, BSN, RN, PCCN,
2MT
Jeanette Moon, BSN, RN, NICU
Immacula Julius, MSN, RN,
PCCN, 4MT
Anya Gonzalez, MSN, RN, ICU
Juli Jose, RN, 3MS

Certification and degree recipients

Theresa Sheer MSN, RN,
Perinatal Nurse Manager
Paulette Crawford MSN, RN,
RNC-OB, Perinatal Educator
Delphine Joko MSN, RN, L&D
Staff Nurse
Jose J. Dy Bunpin III, PhD, RN,
MBA, NEA-BC, CCRN-K,
NOD/NPDD
Janelle Derit, RN, PCCN, Staff
Nurse
Virginia Domine, RN, PCCN,
Staff Nurse
Catherine Suarez, RN, PCCN,
Staff Nurse

Exemplary Professional Practice

Sepsis program launch

In July 2022, Antioch Medical Center became the pilot site for Kaiser Permanente Northern California for an inpatient sepsis project, a collaboration between nurses, providers, inpatient leaders, pharmacy, and the regional team. The team provided education regarding monitoring patients for early signs of sepsis and implementing established protocols once recognized. This project was led locally by Eric Morgenroth, BSN, RN, CEN, CFRN, PCCN, Clinical Educator, and Informatics. It was designed to support meaningful improvement in the sepsis care we provide to our patients. Our goals were: early identification, aggressive and systematic treatment, and improved patient outcomes.

Enhanced recovery medical

Enhanced Recovery Medical (ERM) went live at Antioch Hospital on May 1, 2022. The program aims to advance and promote healing hospitals to help our patients get back to their lives. The ERM pathway is to help our care teams and patients fulfill this vision. Quality Team A, the NICHE team, the Care Experience team, the education department, and physicians collaborated to educate and implement best practices from the ERM pathway to aid in the quest to improve patient health and achieve measurable outcomes.

Care experience

We met our 2022 Summary Star Performance goal of 3.1. Primary areas of focus were RN Communication (closed above target), Medication Communication (closed above target), and Discharge Information (closed below target).

A significant contributor to success was the launch of “Rooted in Strength,” a program the Adult Services Care Experience Committee created. Originally designed to be a roadshow of evidence-based practices, it was transformed into a 4-hour skills day training/lab. The content included Voice of Nursing facilitated by PCS directors and the CNE; RN Communication – tips for active listening and explaining things in a way patients can understand; Connection Bundle – Warm Welcomes & Discharge with a Wow; Medication Communication; Authentic Hourly Visitation; and Nurse Knowledge Exchange. At the beginning and the end of the training, we included HeartMath exercises.

Other activities included the creation of a Quiet at Night Sleep Menu, increasing the documentation of Nurse Leader Rounding issues and recognition. My Hospital Visit Folder process refinement, Connection Bundle audits, Cleanliness audits, and the Professional Development, Retention, and Recognition committee activities improve staff morale by increasing development opportunities, recognition, and creating a caring culture.

In 2023, we are creating Rooted in Strength 2.0 for Adult Services (including Coordination of Care and Respiratory Therapy) and department-specific content for Perioperative Services and Maternal Child Health.



PACU and healthy work environment

PACU improved staff perception and experience at work by adopting Healthy Workforce Initiative strategies and connecting them with Dr. Jean Watson's Theories of Human Caring. Improvement in the Health Workforce Survey results rose to a favorable baseline of 76%.

Sterile Processing Department

- Completion of the laser engraving of surgical instruments for Kaiser Foundation Hospitals and The Permanente Medical Group.
- Scanning of instrument trays to the washer decontaminator to improve tracking and cleanliness of instruments.
- Utilizing tray tags to support the ease of scanning trays to sterilization loads and sterile storage.
- Improve visibility of missing items by using "red tags" to identify trays missing instruments. It helps the OR by not picking those trays for surgery and helps SPD management prioritize instrument replacements.

Pre-Op and PACU

- Improved performance in maintaining normothermia for PACU patients to promote SSI prevention.
- Improved hand hygiene compliance across all disciplines.
- Improved armband scanning of medications and reduced Pyxis medication overrides.
- Enhanced recovery after surgery, early nutrition, and early mobilization of all patients in PACU. The Just Do It project reduced the number of missed opportunities for early ambulation and nutrition in the PACU for all patients.

New Knowledge, Innovation, and Improvements

Revising approach to abdominal surgical skin preparation: Antioch Medical Center-OR nursing initiative to improve surgical site infection (SSI)

The RN champions collaborated with their colleagues and a Becton-Dickenson (BD) company educator to look at opportunities to improve the technique used in abdominal skin preps. This initiative is in response to increasing SSI reduction with a specialty service.

Using Chlorhexidine (CHG) wands, the nursing team brainstormed and adopted a scrub practice different from the standard concept of “painting” (back and forth technique, clean to dirty approach). Using a basketweave technique (four quadrant approach), three nurses provided training and return demonstrations using a mannequin, ensuring that this standard work is sustained. As a result of the new workflow, only one RN is responsible for performing patient skin preparations. Now, all nurses will use a timer as another standard work item to ensure that three minutes of dry time is observed.

In addition to all efforts and measures, this process made a significant difference and a noticeable reduction in SSI.

The OR nurses who led this process improvement were Rowena Lucero, RN, Shiela Sulit, RN, and Sue Kruse-Higgins, RN.

AMC-OR SSI PREVENTION: CHANGE IN SCRUB PRACTICE FOR ABDOMINAL SURGERIES

Why?

- Standardization of process helps to decrease SSI risks.
- Timed scrub ensures a decrease in bacterial load and optimize efficacy.

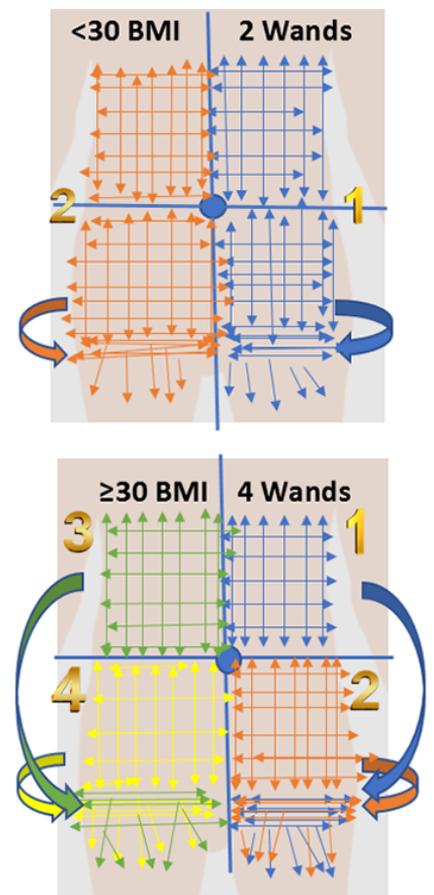
How

- Place chucks on both sides of the abdomen. Don on **clean gloves**.
- Break the CHG wand, open the packaging maintaining sterility.
- Inspect umbilicus **FIRST** and clean with alcohol using sponge, and forceps if needed removing debris.
- Don on **sterile gloves**.
- Use the Q-tips in the package to prep the umbilicus.
- Perform prep with back and forth scrubbing strokes using a **4-quadrant approach** and **basketweave technique** (short strokes prevents painting motion and basketweave ensures all areas are covered).
- Set timer for **3 minutes**.

If there's a pannus and when patient is in lithotomy position: Each wand will be used to prep the pannus, groin, and extending to upper/inner thigh prior to discarding.

What

- **2 CHG wands in all patients < 30 BMI**
- **4 CHG wands on all patients ≥ 30 BMI**



Fremont Medical Center



Message from Chief Nurse Executive and COO
Christopher Neilson, MHA, BSN, RN, NE-BC

The last three years of the pandemic have been traumatic and unprecedented, exposing who we are as a nation, community, individual, health care worker, and the health care system. Throughout this time, health care workers have shown again that we remain symbols of steady resilience, unfaltering (and lifesaving) caregiving backbones of communities, and everyday excellence. During unprecedented and challenging times, we learn who we are—and Fremont health care workers showed courage, resilience, and excellence. I am grateful to have joined this incredible team in 2022.

The last three years required us to meet the challenge of increased capacity pressures, heightened anxiety, increased demand for care, and increased need for agility while maintaining care excellence. Despite these challenges, Fremont

Medical Center maintained a Leapfrog A rating, making us one of the nation's safest hospitals. In 2023, as we move from the pandemic to the endemic phase, we will continue to build on the lessons of the last three years, continue our journey toward excellence, create stronger teams, and move closer to our Magnet designation.

The pages of this year's annual nursing report celebrate your achievements, adaptability to the changing health care landscape, and commitment to resiliency.

Thank you for your unwavering dedication, commitment to our patients, and advancing professional practice at Kaiser Permanente Fremont Medical Center. I am proud of all we have accomplished and look forward to what we will achieve in 2023 and beyond.

Transformational Leadership

Community health

VACCINATION EVENTS

The COVID-19 pandemic brought to light the multitude of health disparities within our society, including a profound fear resulting in vaccine hesitancy. The Greater Southern Alameda Area (GSAA) prioritized vaccination for all those in the community and stood up three mass vaccination sites. In addition to the mass vaccination sites, we partnered with city representatives from the local school districts, faith-based organizations, and law enforcement agencies to target vulnerable populations by offering COVID-19 vaccine pop-up vaccination events.

Our goals were to meet the community in their everyday environment, have physicians and nurses educate them on the importance of vaccination, and provide them with the vaccine. Our efforts were successful as we offered over 34 community events and targeted our elderly population and staff in over 20 residential care facilities. This work was possible due to the dedicated team of nurses, physicians, and support staff whose commitment allowed us to offer pop-up events seven days a week and outside regular operating hours. As a result, Fremont Medical Center, in collaboration with our sister facility at our San Leandro Medical Center, has administered over 566,000 COVID-19 vaccines.

Hospital accolades

- US News and World Report “Best Hospitals” three accolades: Heart Failure, Stroke, Pneumonia
- Gold Elite Plus Quality Achievement Award/Target Stroke Elite Plus Honor Roll



Structural Empowerment

Nurse Residency programs: Fremont Medical-Surgical/ Telemetry RN new graduate program

- The Fremont Medical-Surgical/Telemetry RN New Graduate Program launched on September 11, 2022. Since launching, 23 RNs have graduated from the program. A total of three cohorts and 23 Medical-Surgical/Telemetry RN new grads have participated in this program since the launch.
- We are excited to launch this training program in Medical-Surgical/ Telemetry. The training program provides an opportunity for new grad nurses to gain valuable nursing training and experience in Medical-Surgical/Telemetry and provide an essential pipeline to addressing the growing nursing shortage.
- The program was specifically designed to support the growth and development of newly-licensed registered nurses and their successful transition to become quality Medical-Surgical/Telemetry nurses. The program includes a combination of didactic courses specific to our Medical-Surgical/Telemetry and hands-on clinical training that focus on areas critical to new graduate success, including communication, safety, clinical decision-making, critical thinking, organizing and prioritizing, evidence-based practice, and delegating. In addition, the new grads also have meaningful interdisciplinary team observations and presentations that enhance their overall learning and confidence to provide the highest quality care to our members. Finally, new grads attend bi-monthly check-in meetings with the Clinical Educators to share experiences, discuss cases and receive feedback.

Structural Empowerment

DAISY Award recipients

Mursal Faiz Mohammad, BSN, RN

Certification and degree recipients

Salvador Patino Corriea, RN-BC
Megan Monroe, RN, CNOR
Kristy Balancio, RN, CNOR
Sienna Tango, RN, FNP-C
Benjamin Valle, RN, CNOR
Nina Yin, RN, CNOR
Chris Neilson, RN, NE-BC
Paul Dizon, RN-BC
Elsamma Babu, RN, CNL
Robin Tamas, RN, CCRN-E, PMC
Nursing Education
Nonso Onochie, MSN, RN
Kent Mayol, RN, CCRN



Fremont Medical-Surgical/Telemetry RN program graduates

Exemplary Professional Practice

Enhancing our culture of caring: a multi-course research project, in-person classroom learning program.

Enhancing Our Culture of Caring aimed to cover the theory and practices of caring science. The audience included: bedside nursing team members, patient care technicians, and respiratory technicians. Upon completing the modules, Linda Ackerman, Caring Science Director, interviewed team members and is awaiting the results.

Theory of Human Caring Science

KAISER PERMANENTE CARING ATTRIBUTES OF RESILIENCE TO STRESS (KP-CARES) QUALITATIVE STUDY

By Winchell Kuttner, DNP, MSN, RN, CPHQ and Shiny Thomas, RN

Introduction of the problem

The COVID-19 pandemic had a profound impact on our health care systems globally, including financial impact, lack of personal protective equipment, increased and prolonged working hours, increased risk of exposure to COVID-19, and significant ethical and emotionally challenging decision-making situations putting nurses at high risk for adverse psychological insults.

What is the lived experience of clinical nurses working in an organization that utilizes the Theory of Human Caring as the foundation for professional practice during the COVID-19 pandemic?

Desired outcome

Using the Watson Caring Science framework, caring behaviors and authentic practice equal improved patient outcomes and nurses' personal and work satisfaction.

Intervention: Semi-structured interview questions were posed to the participants

- What was the impact of the pandemic on you personally and professionally?
- How did your nursing practice change during the pandemic?
- How did the Theory of Human Caring/Caring Science impact you personally & professionally?
- Since you participated in the Enhancing Our Culture of Caring Program, how has your experience as a nurse changed?
- What self-care practices did you utilize to increase resilience during times of stress?

Outcome: themes and sub-themes

- Trust (Organization Leadership, Public Health Organization) Self-Care (Developed new practices)
- Teamwork (Being there for each other)
- Fear (Contracting COVID-19, exposing vulnerable family members, losing patients)
- Isolation (Self and patient)

Fresno Medical Center



Message from Chief Nurse Executive and COO Phyllis Stark, DNP, MSN, RN, CENP

As the new Chief Nurse Executive and Chief Operating Officer at Kaiser Permanente Fresno Medical Center, my heart is full of gratitude. I returned to my “home Kaiser Permanente service area” to a team who had weathered the most significant challenge to nursing practice our generation has ever known. Fresno’s exceptional team has proven to be resilient and grounded in the foundations of nursing practice. Our team has an overwhelming sense of commitment and resolve to give the best care every shift, every day, and a tremendous curiosity and passion for knowing more: more about how we improve, taking every opportunity to reflect on the patient experience so that we may always deliver on our promise to be the best place to give and receive care.

The professional practice of nursing is alive and well in Fresno, visible on the faces of our unit council teams as they work together to ensure quality and safety in clinical nursing practice. Evident in the tremendous innovation to improve the patient experience through actions big and small, including our connection community which uses its creative energy to celebrate holidays with our patients who find themselves away from family and friends.

2022 was a year that started with a continued high census and a surge that seemed never to diminish. We persevered and saw advancement in nursing practice. We celebrated alongside our teams as they worked to improve care delivery to the geriatric population, gaining national recognition as a leader in senior care delivery. We lauded our DAISY Award recipients as our best and brightest were recognized for their care and compassion. We welcomed students back after a long pandemic-induced absence. We saw professional development as we expanded our nurse residency program, growing the nurses of the future. We embarked on our first-ever nursing research study with energetic nurse investigators expanding nursing knowledge.

As we enter 2023, the Kaiser Permanente Fresno nursing department is committed to nursing excellence with a focus on our patients, our teams, and our community, evidenced in our goal to submit our application for Magnet recognition this summer. The tremendous and foundational work in 2022 has created the springboard to success in 2023!

Transformational Leadership

Community Health: Nursing in the community

- Clovis Trail Festival – May 2022: Medical-Surgical/ Telemetry and Critical Care Nurses: Provided education on healthy lifestyles to reduce the risk of stroke.
- Heart and Stroke Walk – October 2022: Telemetry and Critical Care Nurses raised donations to support the American Heart Association while promoting healthy lifestyles that decrease the risk of coronary heart disease.
- Poverello House Turkey Drive-December 2022: Emergency Department staff delivered 73 turkeys to support annual Thanksgiving meals for an underserved population.

Hospital accolades

- American College of Surgeons Quality and Safety Conference: Fresno Nursing recognized for Assuring Optimal Discharge Instructions for Geriatrics Patients and Caregivers.
- Primary Stroke Center certification by the Joint Commission
- 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 achievement awards from the American Heart Association and American Stroke Association
- Commission on Cancer-accredited program
- The Joint Commission Gold Seal of Approval for hospital accreditation
- Kaiser Permanente recognized as a leader in LGBTQ+ health care equality by the Human Rights Campaign Foundation
- California Maternal Quality Care Collaborative: Proud recipient of the 2022 MDC Superstar award



Structural Empowerment

Professional development programs

In collaboration with NICHE, Kaiser Permanente Fresno developed 16 Geriatric Resource Nurses (GRNs). These nurses are bedside clinical experts. They serve as resources for their units, assist in geriatric rounding, and accomplish evidence-based practice to improve outcomes for our senior population.

Nurse residency programs

Kaiser Permanente Fresno has onboarded seven Registered Nurse (RN) residents. The new graduate RNs, oriented on telemetry, developed strong clinical and communication skills to integrate into permanent Kaiser Permanente bedside employees. Staff not only became confident bedside RNs but developed an evidenced-based project and continue to be engaged in that work.

Exemplary Professional Practice

Patients on the 2 West nursing unit expressed dissatisfaction with noise during the nighttime. The nursing unit council reviewed 2nd quarter patient satisfaction scores for Quiet at Night. They revealed a score lower than the expected target, a substantial decrease from the previous two quarters. In partnership with interdisciplinary leaders, the 2 West department nursing unit council developed a goal to increase patient satisfaction by providing a quiet environment at night. A plan was created and communicated to staff on the nursing unit. The unit council members educated peers during huddles to minimize noise during nurse knowledge exchange (NKE) and at the nurse's station; during NKE, staff are to enter the room for quality and safety checks, and if the patient is asleep, nurses are to exit the room and close the door when appropriate; care is to be consolidated at night; patients are to be offered ear plugs; and new signage was placed in the nursing area to remind staff of the quiet time. Post-intervention, the 2 West nursing unit achieved a month-over-month improvement in Quiet at Night scores by the end of November 2022.

Data utilized to identify and monitor Catheter-Associated Urinary Tract Infections (CAUTI) rates within Kaiser Permanente Fresno consisted of tracking infection rates determined through positive culture and sensitivity with patients with foley catheters in place. CAUTI rates increased in the Critical Care Unit (CCU) during the 1st quarter of 2022. In partnership with the nurse educator and critical care physician team, the CCU department unit council developed a goal during the second quarter to reduce CAUTI in the CCU by 50% by the end of the performance year 2022. The following interventions were implemented end of 2nd quarter: education occurred during huddles and daily rounds on the use of a clip to prevent dependent loops, foley catheter bags were emptied prior to transport; review of the daily necessity for early removal of foley catheters; removal of foleys prior to transfer out of CCU; inserting a new foley catheter after 30 days; meatal care every shift; patient admissions and transfers processes included catheter care; and

Structural Empowerment

DAISY Award recipients

Michael Tombaugh, RN, PICC
Marizol Jimenez, RN, Telemetry
Galina Petrinchko, RN, Medical-Surgical
Baldip Sandhu, BSN, RN, CCU
Giana Hernandez, BSN, RN-BC, Medical-Surgical
Kathy Marquez, MSN, RN, Telemetry
Elizabeth Hilario, BSN, RN, Telemetry
Paul Laygo, BSN, RN, CCRN, CCU

Certification and degree recipients

Rumel Rivera, BSN, RN, PCCN, Telemetry
Amarjit Kaur, RN, PCCN, Telemetry
Casey Debaets, BSN, RN, IBLCE, LDRP
Chai Her, RN, CCRN, PCCN, CCU
Daniel Topete, RN, CMSRB, Medical-Surgical
Denise Chapman, BSN, RN, Telemetry
Lawrence Enriquez, BSN, RN, Telemetry
Lizeth Jaurique, MSN, RN, CEN, Emergency Dpt.
Monica Beijens, BSN, RN, IBLCE, LDRP
Omolara Fahwenhini, BSN, RN, Telemetry
Richard Balakid, BSN, RN, PCCN, Telemetry
Vripal Brar, BSN, RN, PICC
Camille Joseph, MSN, RN, CMSRN/NE-BC, Telemetry

a handoff and audit tool for CAUTI prevention, and documentation was initiated. New hire education on CAUTI prevention and documentation was provided during Patient Care Services Orientation and validated during nursing unit orientation. Post-intervention, the CCU experienced a reduction in CAUTI infections. The CCU had no CAUTI infections throughout the 3rd and 4th quarters of 2022.

New Knowledge, Innovation, and Improvements

Fresno Medical Center completed the following nursing research studies:

- KP CARES Kaiser Permanente Caring Attributes of Resilience to Stress – A quantitative and qualitative study.
- KP PROSPER: Kaiser Permanente Peer Review Outcomes Supporting Professional Nursing Excellence and Readiness: A Multi-Site Study.





Manteca and Modesto Medical Centers and Stockton Ambulatory Surgical Unit (Central Valley)

Message from Chief Nurse Executive

Karen T. Descent, DNPc, MSN, RN, NE-BC, CEN

2022 was a remarkable year for nursing in the Central Valley Area. Whereas the peaks and valleys of COVID-19 largely defined the previous year, in 2022, the pandemic had waned enough to focus on new and exciting investments in the areas of Staff, Stuff, and Space:

Staff: Over 1,000 newly-hired and transferred nurses were welcomed to the Central Valley. In addition, Nurse Residency Cohorts 3 and 4 began their yearlong programs, as did the 9th and 10th cohorts of Nurse Fellows in the Perinatal Specialty Program. Further, 116 nursing students were placed throughout our departments, providing them with valuable exposure and training and strengthening our relationship with area nursing schools. These new teammates not only brought new energy and enthusiasm to our units but also helped to impact staffing and burnout positively.

In addition to welcoming these new nurses, exciting opportunities for development and advancement were provided to our current nurses, including in-depth training and team building for our Assistant Nurse Managers team and specialty training for RNs looking to move into different roles in Perioperative and Maternal Child Health.

Stuff: Several improvements in technology and equipment were implemented, including Vocera communication devices, and several upgraded pieces of equipment, each requiring in-depth training and orientation of our nurses to ensure safe and competent usage of this equipment. Implementing these new devices was seamless, with more than 90 percent of staff completing hands-on training before the devices' go-live dates.

Space: Kaiser Permanente in the Central Valley continues to invest in upgrading and expanding our physical space to provide even more ways to deliver excellent patient care. In 2022, these projects included: the start of construction on a new 24-bed 4-North Medical-Surgical/Telemetry unit; a new 6-bay Emergency Department expansion; redesigned Clinical Decision Area (CDA); and more.

Lastly, one of the biggest and most exciting things to come out of nursing in 2022 was our journey to Magnet designation. This multiyear initiative will enhance the professional practice of nursing through shared decision-making and evidence-based practices. Much of the preliminary work has begun, with more to follow over the next few years. This work will be challenging but rewarding – and our teams are 100 percent dedicated to this journey.

Transformational Leadership

Community health

We are proud of our nurses' commitment to the health of our communities and support many opportunities for volunteerism and in-kind support, including:

- Volunteering at agencies providing services to homeless individuals and families, those displaced by domestic violence, and food bank distribution events to families in need.
- Health education outreach at sponsored community events, such as the American Heart Association's Heart Walk, Walk to End Alzheimer's, Relay for Life, and the Healthy Aging and Fall Prevention Summit.
- Clinical demonstrations of simulation equipment to visiting student groups and organizations, including the San Joaquin Medical Society's Decision Medicine and the Stanislaus Medical Society's Destination Medicine, health care career programs for underrepresented and at-risk high school students.

Commitment to professional development

By Yasmeeen Ali, RN

INTRODUCTION OF PROBLEM

According to the Competency and Credentialing Institute (CCI), specialty nursing certification is the formal process to authenticate a nurse's specific knowledge and skill in a chosen clinical area of professional nursing practice. The ambulatory Surgery Unit (ASU) in Kaiser Permanente Stockton is an efficient and specialized area in CVA, and our leadership supports our commitment to certification and higher education.

DESIRED OUTCOME

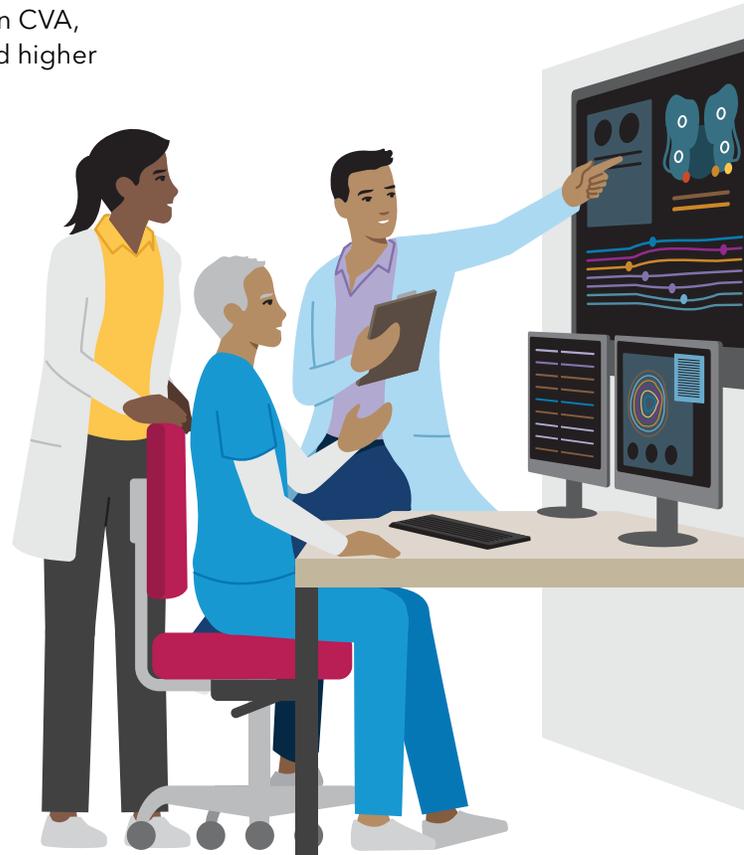
To achieve and maintain 80% RN staff certification in CVA.

DESCRIPTION OF INTERVENTION

Collaboration with ASU leadership to provide time for group study sessions after completion of workload, provide study materials, and assist with applications for tuition reimbursement through Human Resources (HR). Establish a staff support group for the certification of perioperative nurses (CNOR) review sessions and mentoring.

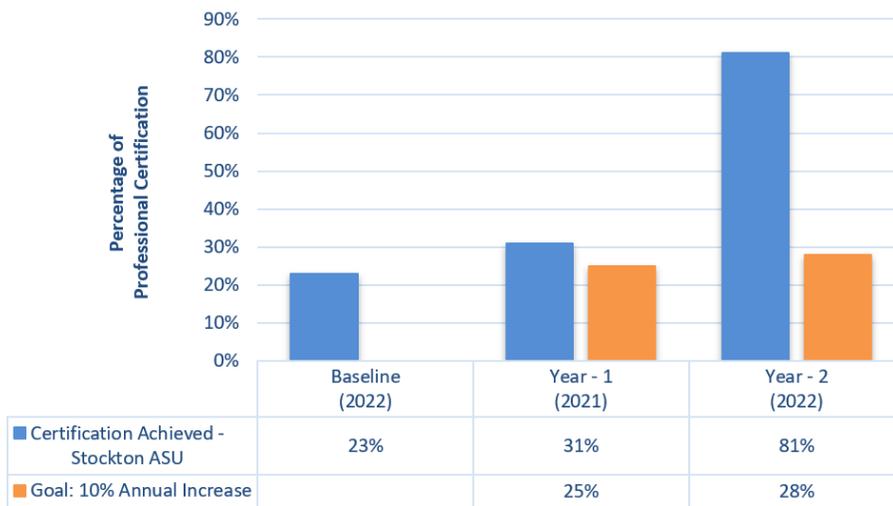
PARTICIPANTS

Yasmeeen Ali, RN, Staff Nurse IV, CNOR Team Leader; Perla Jaramillo, RN, CNOR Staff Nurse IV, Mentor; Stevey Sparrey, RN, CNOR Mentor; Regina Martini, RN, CNOR Manager ASU; Lucia Paniagua, RN, ANM ASU, OR; Illuminado Lime, RN, ANM ASU, Pre-Op/PACU.



ACTUAL OUTCOME

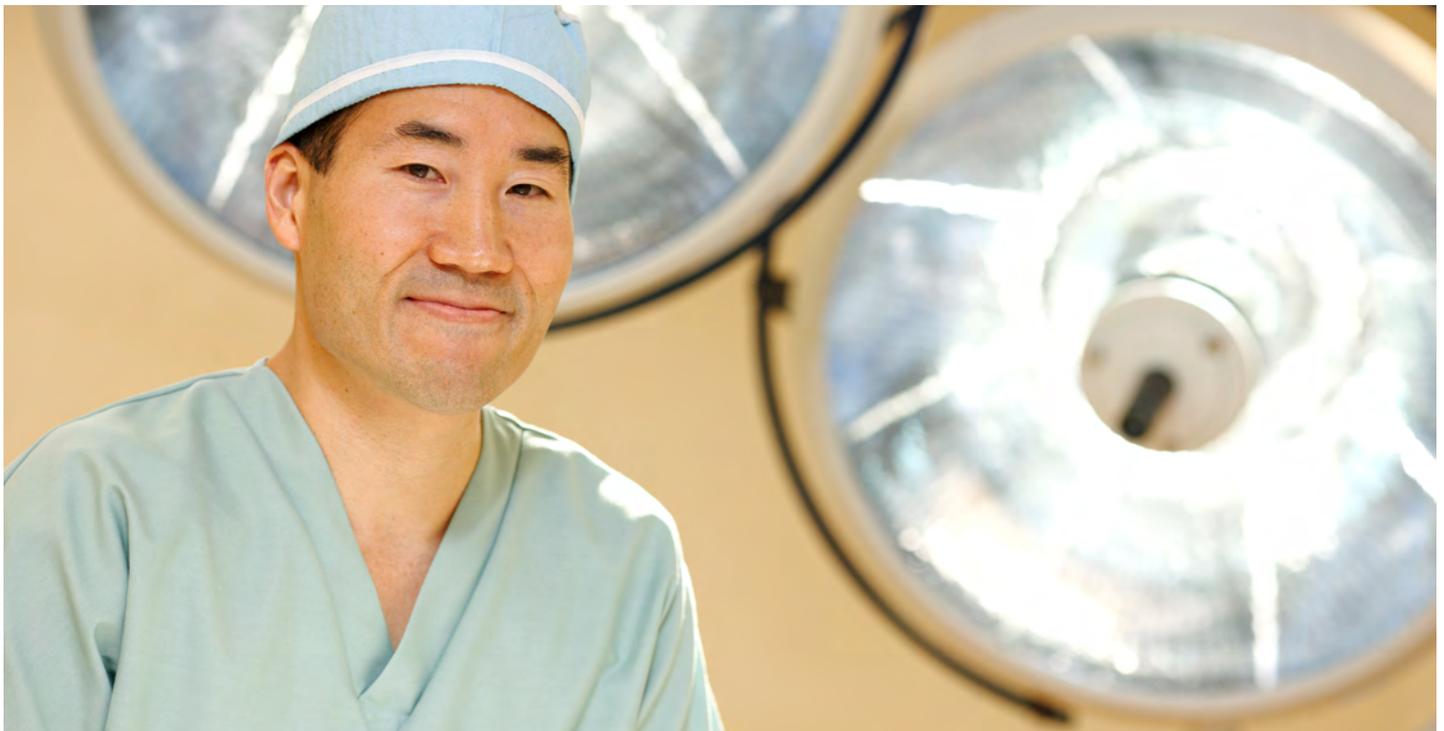
Nurses in the Stockton Operating Room have achieved 81% specialty certifications by 2021.



Professional certification goal of 10% increase annually, Stockton Ambulatory Surgery Unit

Hospital accolades

- Quality & Sustainability Award: Timely Treatment for Severe HTN Rate, California Maternity Quality Care Collaborative
- Community Neonatal Intensive Care Unit (NICU) Certification, California Children’s Services
- 3-year hospital reaccreditation, The Joint Commission
- Advanced Primary Stroke Center recertification, The Joint Commission



Structural Empowerment

Nurse development programs

Assistant Nurse Manager education and mentoring program focusing on self-identified gaps in knowledge. Sessions were offered bi-weekly for four months, and informal mentoring sessions with the CNE focused on Jean Watson's Theory of Human Caring as a foundational platform and Joy of Nursing engagement.

New Knowledge, Innovation, and Improvements/ Exemplary Professional Practice

Preventing rehospitalizations through improving transitions for patients discharging to skilled nursing facilities

By Lisa Moshiri, DNP, RN

INTRODUCTION OF PROBLEM

Gaps in coordination often occur when patients transition from the hospital to a skilled nursing facility (SNF) and SNF to home. These gaps can be dangerous for patients and result in readmission back to the hospital. This evidenced-based performance improvement project improved care coordination and prevented rehospitalizations through a systematic transition bundle.

DESIRED OUTCOME

The goal of this project was to reduce rehospitalizations, improve the quality of SNF transitions, increase safety, and improve outcomes. The PICOT question: Do patients discharged to a skilled nursing facility or those discharged from a skilled nursing facility who receive a systematic transitional care coordination bundle have fewer rehospitalizations over four months?

DESCRIPTION OF INTERVENTION

Based on the literature, the SNF Transition Bundle was created to improve quality, reduce readmissions, and cut expenditures. The first step in preventing SNF readmissions is to partner with high-performing SNFs and eliminate discharging members to low-performing SNFs. The subsequent interventions included completing medication reconciliation upon the hospital and SNF discharges, consistent hand-offs, physician orders for life-sustaining treatment (POLST), a post-SNF discharge call back within 24-48 hours, and a follow-up appointment or home health within 3-5 days of SNF discharge.

PARTICIPANTS

Lisa Moshiri, DNP, RN; Sharon Young, RN; Rashmir Sandhu, RN; Quyen Nguyen, RN; Ifeoma Nnaji, RN; Lezlee Cunningham, RN; Regena Streeter, MSW; Aileen Blas, RN; Phong Pham, RN; Manisha Gandhi, RN; Angeli Palmares, RN

Structural Empowerment

DAISY Award recipients

Kudzai Gwasira, RN, Medical-Surgical Unit 6
Jan Barrett, RN, Med/surg Float
Chelsymol George, BSN, RN, MST Unit 2
Jessica Vant Voort, RN, ICU Unit 1

Certification and degree recipients

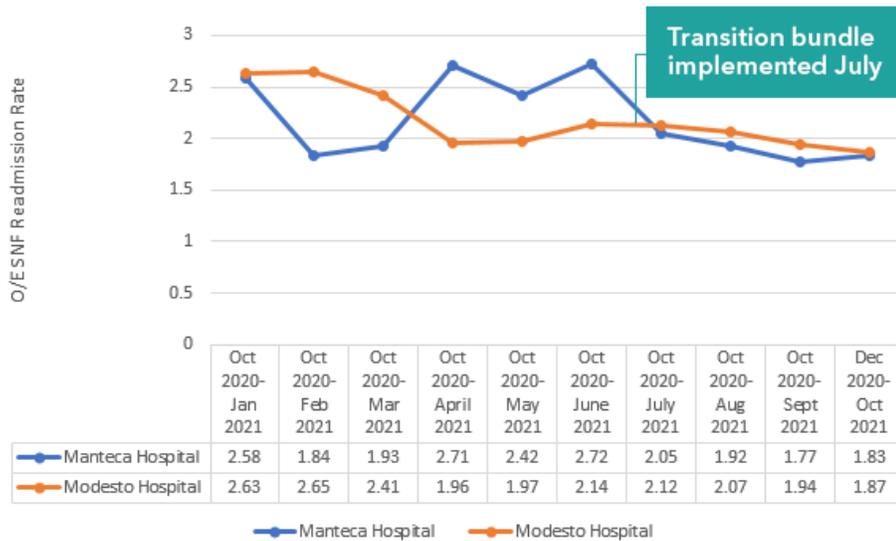
Ramona Andrius, BSN, BA, & RNC-OB
Matthew Trevena, BSN, RN, NPD-BC, RN-BC
Nancy Montes, RN, CCI – CNOR
Dewayne Jantz, RN, BCEN – CEN
Daniel Wentzell, RN, BCEN – CEN
Ashlee Albrecht, RN, BCEN – CPEN
Jenny Prouty, RN, BCEN – CEN

ACTUAL OUTCOME

After four months of implementing the SNF transition bundle from July 2021-October 2021:

Manteca Hospital: the pre-implementation average rolling 12-month observed vs. expected (O/E) SNF readmission rate was 2.36, and post-implementation, the rate decreased to 1.91, a 23.43% decrease.

Modesto Hospital: the post-implementation readmission rate decreased by more than 10%.



Observed versus expected readmission rates

Keep Walking – Mobility is Medicine

By Sameer Khullar, MSN, RN

INTRODUCTION OF PROBLEM

Nationally, one-third of hospitalized patients decline from their baseline functional status after hospitalization. Increased mobility helps with a faster recovery, decreased risk of pneumonia, and leads to earlier patient discharge.

DESIRED OUTCOME

Every patient receives an assessment for safe mobilization and a plan for maximum mobility daily.

Use of a standardized, evidence-based tool to assess the level of function upon admission, during the hospital stay, and prior to discharge to:

- Identify and prevent physiologic decline during the patient’s hospital stay
- Prevent complications from hospital-associated disabilities such as HAP
- Support a standardized system that aligns physical function assessments with regional mobility protocol

DESCRIPTION OF INTERVENTION

Mobilize patients to their maximum potential using the mobility protocol by:

- Use of Patient-Reported Outcomes Measurement Information System (PROMIS)
- PF5 tool to evaluate the patient's level of physical function
- During hospital stay: Administer Clinician assessed Level of Function (CLOF) assessment daily
- Pre-discharge Level of Function: Administer the CLOF tool using the Discharge Navigator on the day the patient is discharged

PARTICIPANTS

Sameer Khullar, RN; Kyle Nunes, RN; Andrea Pratt, RN; Lyndi Simmons, RN; Alicia Lelland (physical therapist); Lance Nelson, RN; David Palomino, RN; Jacqueline Jackson, PCT.

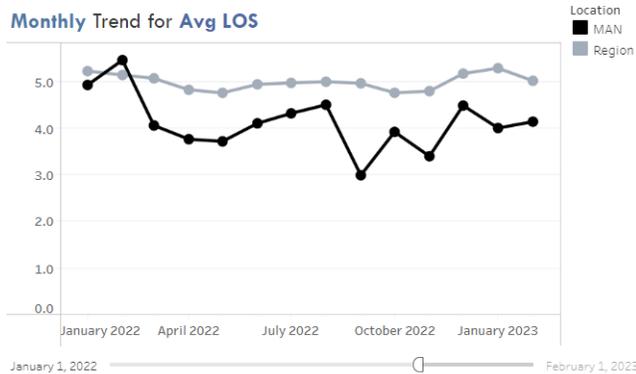
ACTUAL OUTCOME

With continued education and awareness brought to our staff, Kaiser Permanente Modesto and Manteca are now in the top five performing hospitals for improving our patient's functionality during their hospital stay.

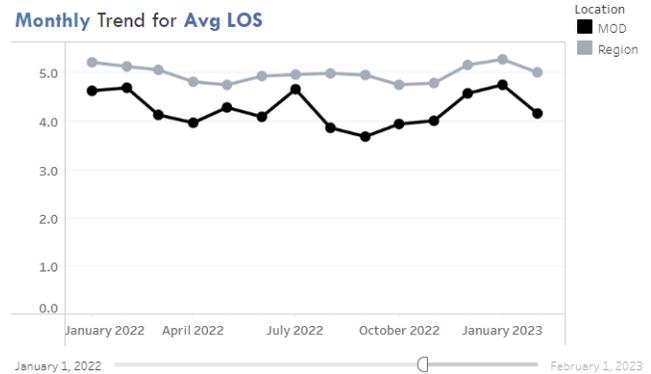
Modesto and Manteca also ended the 2022 Safety Priority Index (SPI) Year as the best-performing hospitals in the Kaiser Permanente Northern California region.

Manteca had the lowest number of Hospital Acquired Pneumonia (HAP) cases reported in the region for 2022, with only two cases. Together with Modesto, we were recognized in the top five best performers for preventing Hospital Acquired Pneumonia.

Modesto and Manteca outperformed the region with an Average Length of Stay (ALOS) of 4.2 days vs. Regional ALOS of 4.9 days in 2022.

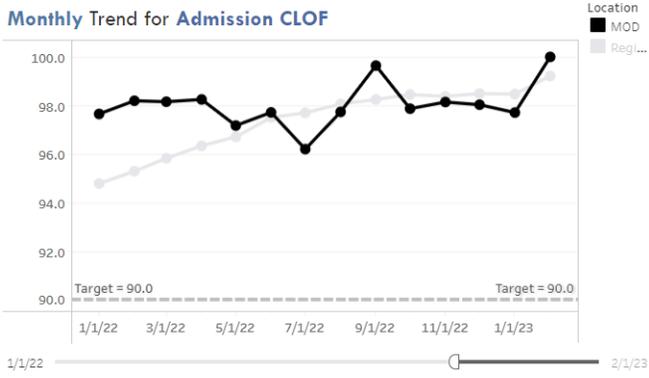


Monthly trend for average LOS, Manteca

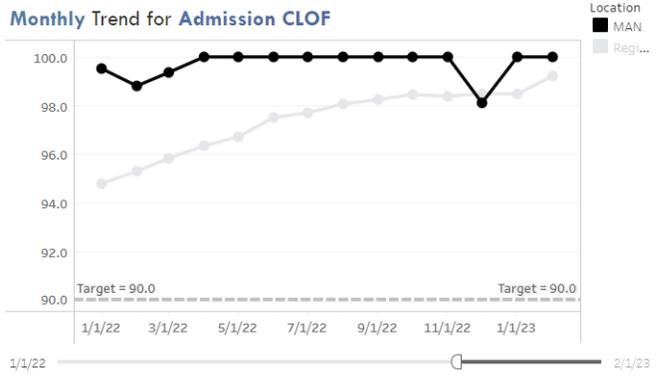


Monthly trend for average LOS, Modesto

The positive change in both graphs above depicts an improvement in patients' overall functionality through the difference in the level of function between hospital discharge and admission assessments. Since the launch of Enhanced Recovery Medical (ERM), Manteca has seen an average improvement of +4 points on patients' mobility level, and Modesto showcases an average +2.5-point improvement in patient functionality.



Monthly trend for Admission CLOF, Modesto



Monthly trend for Admission CLOF, Manteca

The graphs above depict a strong performance for the Kaiser Permanente Modesto Manteca frontline team in performing the Level of Function assessments.

Oakland and Richmond Medical Centers (East Bay)



Message from Chief Nurse Executive for East Bay
Pavna Sloan, DNP, RN, MSN, CNS, NEA-BC

At Kaiser Permanente in the East Bay, we are proud of all we have accomplished over the past few years. Every day I come to work inspired by the strength and commitment of our care teams. Together, we are focused on delivering exceptional care experiences—every moment of every day for every member.

“At the end of the day, people won’t remember what you said or did, they will remember how you made them feel.”

—Maya Angelou

As we evolve from pandemic to endemic, we are advancing a culture of health and elevating humanity in health care. We are committed to the professional development of our care teams to address the growing needs of the diverse communities we serve in the East Bay and cultivating an inclusive culture where everyone belongs.

The Annual Nursing Report offers a snapshot of achievements over the past year. We have so much to be proud of—most importantly, our devoted nursing professionals who continue to show up to provide compassionate care to our patients and support each other. I am encouraged by our care teams for consistently stepping up and coming together to bring our best to our patients, the community, and each other. I am proud of our progress and look forward to making more strides in 2023.

Dr. Pavna Sloan has her DNP from the University of San Francisco, where her work focused on Unit Practice Councils related to the Magnet Journey. Pavna improved nurse engagement through Unit Practice Councils in seven nursing units across two medical centers. Pavna supports nursing practice and empowers our nurses to practice at the highest level of their license. She is committed to inspiring youth to choose a career in health care.

Transformational Leadership

Hospital accolades

The East Bay has continued to go above and beyond to achieve several recognitions this past year, including:

- Get with the Guidelines-Stroke Plus with target
- Stroke Honor Role Elite Plus and Target
- Diabetes Honor Roll for Oakland and Richmond
- Diversity Inc. Top 50 Hall of Fame for the 5th year in a row. This distinction recognizes Kaiser Permanente's focus on diversity and inclusion in hiring, retaining, and promoting women, people of color, veterans, people with disabilities, and the LGBTQ+ community.
- Ethisphere® World's Most Ethical Companies by the Institute for the 4th year.
- Health Equality Index "Best Places to Work for LGBTQ+ Equality" for the 16th year.

Oakland nurse helps heal young hearts in Uganda



When Kayla Billington, RN, began volunteering in a pediatric hospital in Jinja, Uganda, at the age of 25, falling in love with a 2-year-old patient with a heart defect was not on her agenda when she arrived.

Three years later, after he died in her arms at the end of an exhausting, frustrating, and time-consuming journey to a hospital in Kentucky that had agreed to try and save him, she vowed to continue to help others

like him. Had his structural heart defect, called Tetralogy of Fallot, been discovered and treated earlier, it would have been relatively easy to correct.

"As Patrick was dying, I told him there would be some purpose from this," said Billington, now 32 and a Neonatal Intensive Care Unit nurse at the Kaiser Permanente Oakland Medical Center. "It was not for nothing."

TRANSFORMING GRIEF INTO A CAUSE FOR GOOD

In 2019, Billington founded a nonprofit called Paty's Project, named after the little boy she loved, which offers free heart surgeries to Ugandan children to correct potentially fatal defects. In Ugandan hospitals, where there might be 300 patients for each doctor, heart defect diagnoses are often overlooked due to a lack of equipment and expertise in local hospitals, explained Billington. Surgical treatment to correct them does not exist. The result is that many children with correctible defects die. Not only is health care lacking, but education is generally poor, with parents sometimes believing that a child with a heart defect must be the victim of witchcraft, Billington said.

After Patrick died, she learned his sister suffered from the same defect. Billington was able to get her to the same hospital in Kentucky for a free surgery that saved her life.



Welcoming Chief Nurse Executive and COO Dr. Nicole Barnett, DHSc, MBA, RN, CNL, NEA-BC, to the Richmond Medical Center

Dr. Nicole Barnett serves as Chief Nurse Executive and Chief Operating Officer of the Richmond Medical Center. Richmond holds the distinction of the legacy and history of Kaiser Permanente since its founding in the Richmond shipyards during World War II. Her 29-year career in nursing spans inpatient and outpatient settings, mental health, and community outreach to promote health equity. Dr. Barnett holds a Doctor of Health Sciences degree from Nova Southeastern University, a BSN and MBA from California State University, Dominguez Hills, and is a graduate of the Contra Costa College School of Nursing. She is a tireless proponent of nursing academic achievement and professional development both within the organization and as an adjunct professor of nursing and public health in the community.

“When I went back to Uganda after that, I met another little boy who had a heart defect,” said Billington. “That’s when it clicked for me that there is a need, and these kids could easily survive if they were born in another country, and that’s when I decided to start the nonprofit.”

HELPING MORE CHILDREN

Since starting Paty’s Project, Billington has arranged and raised funds to pay for life-saving heart defect surgeries for four children. The COVID-19 pandemic slowed her work, but it is now picking back up. She is currently working to help her next two patients.

“I have a doctor friend in the town of Jinja, Dr. Isabirye Henry, who connects me to all my patients. He does all the pre-operation paperwork, the airline tickets, the visas, and passports,” said Billington. “We take them to a hospital in Kochi, India, that does the surgeries at cost, which is between \$4,000 and \$10,000 each.”

Billington said her position at Kaiser Permanente allows her to take time off to help young heart patients. She flies from Uganda with the child and the mother or caregiver to India for the surgery. After they have recovered, she flies back to Uganda with them, then back to the United States.

“I just want to help as many kids as humanly possible because every kid we helped have surgery hasn’t been back in a hospital, and they are living full lives,” said Billington. “I just think every kid deserves that.”

Kaiser Permanente Oakland 7North “Caritas tea cart”

As the COVID-19 pandemic continued to surge in 2022, the Oakland 7North nurses gathered to provide tea, coffee, and healthy snacks to support our hardworking evening shift teams. No one at Kaiser Permanente Oakland ever turns these carts away!

Structural Empowerment

Courageous assistant nurse managers kick-off

On April 28, Kaiser Permanente Oakland kicked off the Courageous Assistant Nurse Manager (ANM) professional practice group to create a community of practice for our ANMs. The ANM role is sometimes viewed as one of the most challenging entry-level management roles in the medical center, with high turnover. Having the manager-led effort is one way the team is working to support our ANMs and improve their retention and engagement in Oakland and Richmond.

Structural Empowerment

DAISY Award recipients

Angela Brooks, RN, BSN, OCN,
Patient Care Services 10
South, Oakland Medical
Center

Helen Kim, BSN, RN, SNIV,
Neonatal Intensive Care Unit
(NICU), Oakland Medical
Center

Khoa Nguyen, BSN, RN,
Pediatrics, Oakland Medical
Center

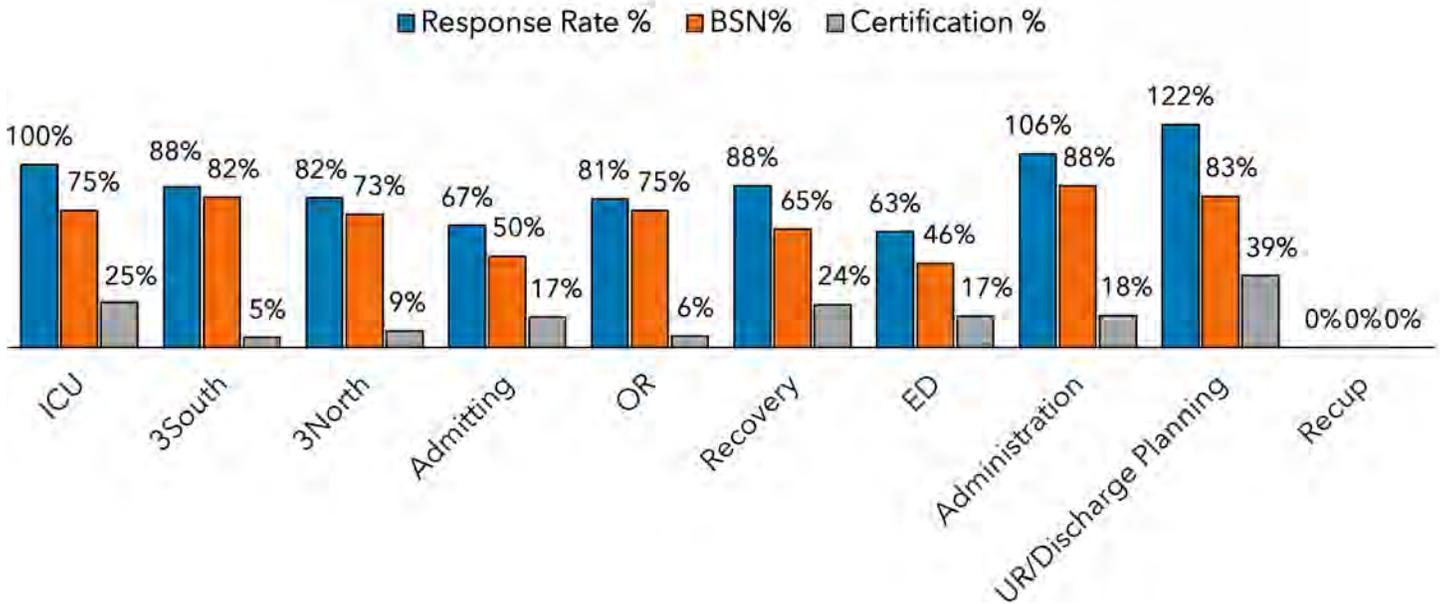
Michelle Thomas, BSN, RN, PHN,
CCRN-NICU, RNC-NIC, SN
IV, Neonatal Intensive Care
Unit (NICU), Oakland Medical
Center

Juanita A. Smith, MSN, RN,
MHA, Patient Care Services,
Richmond Medical Center

Keoni A. Gist, RN, Tele/3S,
Richmond Medical Center

Professional Development

KAISER PERMANENTE RICHMOND MEDICAL CENTER



RCH Certification/Degree Update (as of 01/23/23)

Welcome Cohort 3 to the Oakland Kaiser Permanente Nurse Residency Program

We kicked off Nurses Week by welcoming Cohort 3 of the Kaiser Permanente Nurse Residency Program to the Oakland Medical Center. These 14 nurses spent the next few weeks & months alongside our experienced Adult Medical-Surgical and Telemetry RNs and nurse leaders, honing their skills and professional practice. We are honored to welcome them at the start of their Kaiser Permanente careers!

Exemplary Professional Practice

Hospital-Acquired Pressure Injury (HAPI): In our ICU, we have implemented tests of change to ensure we are adhering to our skin bundle measures. We began with weekly rounds by our skin champions to identify areas of opportunity in meeting bundle elements. The information around bundle compliance was shared with the frontline team, and the skin champions identified potential interventions to ensure adherence to the bundle elements. Some examples were four eye skin checks on every patient every day, continued weekly skin rounds, and education to improve the identification of patients at the highest risk. This has led to a 50% year-over-year reduction in ICU HAPI. We are now spreading these best practices to other inpatient units.

Critical Care Nurse Certification (CCRN): Our unit-based council in ICU formed a study group to achieve national certification. Leveraging regional resources, the unit committee provided peer-to-peer support, guidance, and a study plan available for all ICU nurses. This led to a 20% increase in the number of nurses with national certification by the AACN.

New Knowledge, Innovation, and Improvements

Evidence-based practice (EBP) example of nurse research into clinical practice

NURSING RESEARCH COUNCIL

Falls: In 2022, we formed a multidisciplinary hospital Falls Committee with representation from each adult inpatient unit. Our frontline nurses researched peer-reviewed articles to identify best practices in reducing inpatient falls. After a failure mode analysis of our current workflows, we identified actionable areas of opportunity. We are implementing our first tests of change in 2023.

DELIRIUM PREVENTION AWARENESS EVENTS IN OAKLAND AND RICHMOND

On March 15, 2022, the East Bay Geriatric Committee hosted a Delirium Awareness Day event. Geriatric Nurses showcased standard processes, tools, and innovative engagement strategies, such as interactive games and skill-building exercises for early recognition of delirium and interventions to prevent delirium.

ONE TEAM

On Wednesday, September 7, 2022, there was a shooting and robbery of a GardaWorld armed guard/armored truck driver at the Kaiser Permanente San Leandro Medical Center. The San Leandro Emergency Room was busy, and the staff needed help with triage and patient care after the traumatic event. That's when Kaiser Permanente San Leandro's Deepak Devasthali, FACHE, contacted Donovan Taylor, Associate Medical Group Administrator (AMGA). Together they coordinated the East Bay ED response. Immediately, Amelia Roberts, Director of Emergency Department-Oakland, Adam Holder, Assistant Nurse Manager/Educator of Emergency Department-Oakland, and Jeff Woodbridge, ED Manager, headed to the Kaiser Permanente San Leandro Medical Center to provide relief. They stayed nearly four hours to keep the ED running. Richmond Nurse Manager Anna Taylor, RN, CEN, CCRN, also responded to the call of duty.

The staff in San Leandro were very grateful for the relief the East Bay Emergency Management team provided. This gave them time to decompress and have an Employee Assistance Program (EAP) meeting. They were able to get much-needed emotional support before going home.

Amelia Roberts said, "We provided patient care in San Leandro for hours knowing the East Bay Emergency Team was in good hands." "It has been difficult over the past few years. Our team mentality helps us save lives and support each other," said Paul-Andre Abboud, MD, Chief of Emergency Services, East Bay. "My primary contribution is to support the team – they are the heart and soul of the East Bay Emergency Department. We're very confident in our ability as a team, which is why we could leave to help another Medical Center. #OneTeam!"

Redwood City Medical Center



Message from Chief Nurse Executive

Josephine Jorge-Reyes, PhD(c), MSN, RN, NEA-BC, NPD-BC

Many aspects of nursing today require servant leadership and the ability of nursing leaders to be passionate about developing emerging leaders. As Gandhi stated, "A sign of a good leader is not how many followers you have, but how many leaders you create." Leading in today's nursing environment is hard when teams are tired and hopeless. Therefore, it is vital in my role to allow frontline nursing teams, nursing leaders included, to feel "heard and empowered" to share their concerns and new ideas for change. Creating an environment that demonstrates psychological safety is a priority; of course, having fun is always good. Redwood City

Medical Center stayed the course as a top performer in quality and care experience in 2022, and our teams are very proud of all this collaborative work.

The following pages will showcase how our nursing teams and nurse leaders at Kaiser Permanente Redwood City remain committed to excellence in nursing care and practice, how we are encouraging and celebrating professional development events, continuing with our Magnet journey, and rebuilding our PCS teams day-by-day with the gratitude, patience, and forgiveness that is needed during these challenging times.

Transformational Leadership

Community health

Although the COVID-19 pandemic limited the number of community events that typically occur throughout the year, Kaiser Permanente Redwood City was there to participate!

- MLK Day of Service – Project in a Box
Wellness journals were made for LifeMoves' unhoused residents
- Self Help for the Elderly Autumn Moon Festival
Assisted with the set-up and breakdown of the event and helped direct walkers along the walking path during the Generation Walk
- City of Redwood City's Pride and Beautification Committee Annual Fall Cleanup
Volunteers picked up trash around the community
- Pacifica Coast Fog Fest Parade in Pacifica
We served as the Grand Marshall
- Hometown Holidays Parade
We participated in the parade
- Stroke Awareness
Volunteers handed out flyers about stroke awareness at the Pistahan Festival and the Caltrain Station
- Pacific Stroke Association Annual Conference
Kathryn Snow, RN, CNS, and Dr. Vivek Rao were guest speakers

Professional development programs

Our nurse leaders seized the opportunity to develop their practice by participating in the University of California, San Francisco (UCSF) program offered through the Scholars Academy.

- Shale Shivangili, RN, Medical Surgical and Telemetry Nurse Manager, completed the Foundations for Excellence in Healthcare Leadership Program.
- Kari Dahl and J'marc Javelosa, Nursing Professional Development Specialists, completed the Excellence in Nursing Education Certificate curriculum.
- Lynn Utech, RN, completed her Master's of Nursing at the University of San Francisco (USF).

Hospital accolades

- 2022 Soteria Award Winner Redwood City – Best 2022 Performer for Patient Safety and Most Improved for Workplace Safety
- 2022 California Maternal Quality Care Collaborative (CMQCC) Quality Engagement Award, Redwood City – Quality and Sustainability Award for NTSV Cesarean Birth Rate and MDC Superstar Award for Medium-Sized Birth Volume Hospitals
- 2022 Care Experience Top Performer Award





2022 Care Experience Top Performer Award

Nurse development programs

PATIENT CARE SERVICES (PCS) LEADERSHIP WORKSHOPS 2022

These workshops were designed to introduce the role and operational oversight of new PCS nurse leaders.

PCS NURSING LEADERSHIP STRATEGY WORKSHOP – MARCH 2022

This session included a CNE 5-year strategy overview, sharing feedback for PCS leadership from a qualitative survey.

NURSING DIRECTOR AND CNE TEAMBUILDING OFFSITES

Offsites were conducted in March and July of 2022. These sessions included agenda topics related to self-awareness and team/individual reflections as a nurse leader and what you envision for the future of nursing.

Structural Empowerment

Nurse residency programs

NEW RESIDENCY PROGRAM

We hosted two cohorts of shining new RN residents last year. Cohort 3 started in the spring of 2022 with four residents on the telemetry unit and four on the neuroscience unit. Of the eight residents, seven are still with us and working! Cohort 4 started in the fall of 2022 with three residents on the telemetry unit, one on the medical-surgical unit, and four on the neuroscience unit. Three residents have obtained clinical RN II positions in the telemetry unit.

ICU SPECIALTY PROGRAM

The program is a 14-week didactic and clinical precepting experience that allows experienced clinical RN II-IV to accept a training position as an ICU Nurse Fellow. Through live classroom education, simulation, and Essentials of Critical Care Orientation (ECCO) modules, RN Fellows apply didactic content to clinical precepting in a full-time orientation position. Last year, we hosted two cohorts. Four fellows participated in the fall cohort, and three continue to work in ICU. Five fellows participated in the spring cohort, and four continue to work in ICU today.

MCH SPECIALTY PROGRAM

The MCH Specialty training program is an 18-week program designed to train nurses in Labor & Delivery and Postpartum specialties. (There is a separate Neonatal Intensive Care Unit (NICU) training program). The program utilizes the Perinatal Orientation and Education Program (POEP) content from the Association of Women's Health, Obstetric, and Neonatal Nurses (AWHONN) and didactic sessions, skills days, simulation, and clinical experience on the floor with trained preceptors. Last year, we had three fellow RNs who successfully completed the program and remained working in the Postpartum unit.

PERIOPERATIVE SPECIALTY PROGRAM

The Perioperative 101 Program is a six-month program that combines a 23-module curriculum designed by the Association of Perioperative Registered Nurses (AORN) with simulation labs and clinical preceptorship. Last year, we had two RN fellows participate in the program. One RN continues to work in Perioperative.

Structural Empowerment

DAISY Award recipients

Yinghua Zhou, MSN, RN –
Nurse Leader Award
Jacqueline Narkizian, MSN, RN –
Nurse Leader Award
Christa Perryman, MS, RN,
AGCNS-BC – Nurse Leader
Award
Daryl Rassie Aglubat, BSN,
RN – Nurse Leader Award
Maria Victoria Aguilar-Noriega,
BSN, RN – Extraordinary
Nurse Award
Belinda DeVera, BSN, RN, RN-BC
(Med Surg) – Extraordinary
Nurse Award
Donna Blevins, RN –
Extraordinary Nurse Award
Ophelia Fazackerley, RN –
Extraordinary Nurse Award
Michelle Flores, BSN, RN,
LRNC-OB – Extraordinary
Nurse Award
John Cancio, BSN, RN –
Extraordinary Nurse Award

continued

Exemplary Professional Practice

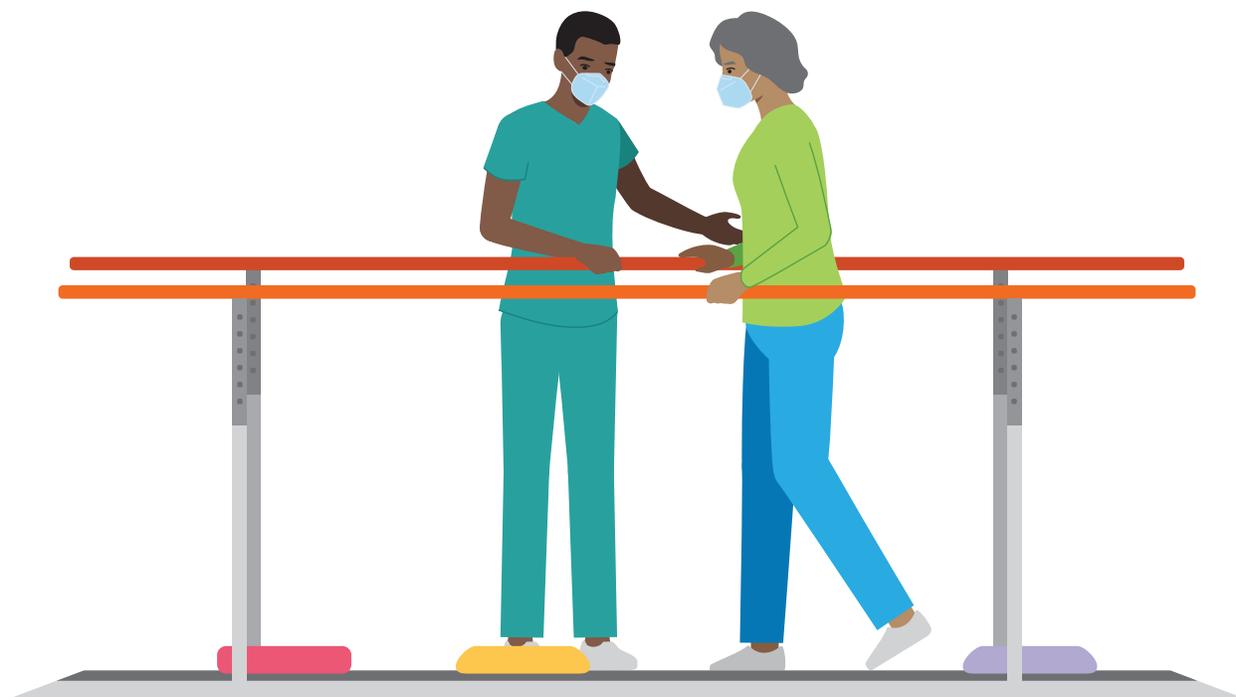
Redwood City's progressive mobility protocol strives to mobilize all eligible patients to their maximum capacity twice per shift. Nursing collaborated with the Physical Therapy department to safely transfer even our unique population of patients with neurological deficits to a chair by utilizing safe patient-handling equipment. After analyzing the data, our frontline champions developed a "Mobility is Medicine" roving education project, including peer-to-peer education, an informative poster board, and gamification.

Kaiser Permanente Redwood City closed 2022 with over 863 days without a central line-associated bloodstream infection (CLABSI). The CLABSI prevention bundle includes daily multidisciplinary assessment of line necessity, ensuring all lines are patent by flushing all idle lumens with 10 ml NS, covering idle ports with curo caps, and daily Chlorhexidine (CHG) baths. Test of change includes changing curo supply to strips that can be easily hung on the IV pole, the introduction of the Zebra label printer and barcodes that could be scanned to accurately label the lines with date and timeline needs to be discarded, and custom central line dressing change kits to minimize the need for additional supplies needed and risk of contamination during sterile dressing change procedure.

continued

Certification and degree recipients

Jessica Marie Wideman, BSN, RN
Qui Vo, BSN, RN
Lisa Marie Allen, BSN, RN
Tracey Huynh, BSN, RN
Sarah Barty, BSN, RN
Wilugkana Utakrit, BSN, RN
Elvie Lawad, BSN, RN
Rebecca Sabatini, MSN, RN
Joseph Rule, BSN, RN, PCCN, CMSRN
Xiaochen Hu, RN, CMSRN
Hazel Levita, BSN, RN, PCCN
Raiza Jovy Liaa O. Milano, BSN, RN, CNOR
Lynn Utecht, MSN, RN, CNL
Caroline McCall, BSN, RN, NP-BC
Philip Christian Ladeza, BSN, RN, SCRN



Roseville Medical Center



Message from Chief Nurse Executive

Debbie Reitter, DNP, RN, MSN, CNS, NEA-BC

Hello fellow nurses and colleagues,

Our work is so incredibly important. As I reflect on 2022, I am proud of all we accomplished. Together, we rebuilt our Voice of Nursing structure to create a solid foundation to transform our professional practice at Roseville. We have improved nursing practice by implementing evidence-based practices and have seen a significant increase in our nurse-driven projects. Despite the challenges of the COVID-19 pandemic, topped with the recent tridemic, the Kaiser Permanente Roseville team

embraced innovation and new knowledge as they worked to improve patient safety and the patient experience. Kaiser Permanente Roseville nurses were involved in community activities supporting Alzheimer's, stroke, and heart disease prevention.

We are an amazing team, and I am grateful to be a part of this journey with each of you. I am thankful for your caring, courage, and continued dedication to our patients and community. Your strength and resilience inspire me daily.

Transformational Leadership

Community health: nurses giving back



Kaiser Permanente Roseville nurses (L to R): Marife Capada, RN, Melany Macalintal, RN, and Angelina Rimando, RN, help weigh produce for the Placer Food Bank.

Throughout 2022, our Roseville nurses stepped up to help improve our communities. Nurses signed up to lend their time and expertise at many events throughout the year.

Nurses checked event attendees' blood pressure and body mass index at the Kaiser Permanente Women's Fitness Festival. They shared information about disease prevention and tips for a healthier lifestyle in our Kaiser Permanente Thrive Pavilion. This unique women-only event includes 5K and 10K run/walks and a post-race festival celebrating women's health and wellness.

Nurses were critical medical team members at the IRONMAN California event in Sacramento in October 2022, helping exhausted, dehydrated, and injured athletes recover and get the care they needed after finishing the grueling race.

During our annual MLK Day of Service events, nurses sorted food, prepared meals, cleaned bedrooms, organized a warehouse, and spruced up an elementary school for those in need.

Sierra College food insecurity grant

Kaiser Permanente recently granted \$25,000 to the Sierra College Foundation's food insecurity program, which distributes healthy food to underserved students and provides CalFresh information and enrollment assistance.

A March 2019 study by Hope Center shows that food, housing, and living costs present extreme challenges for California's community college students, and more than 50% experience food insecurity. Kaiser Permanente grant funds are being used to increase weekly access to healthy food for high-need Sierra College students through meal vouchers, consistent inventory for the campus food pantry, and increased CalFresh enrollment.

Sierra College is a public community college near our Roseville Medical Center and an essential part of our nursing workforce pipeline. Sierra College has extensive health care degrees and certificates, including an associate degree in Registered Nursing, an LVN to RN Upward Mobility Program, and various allied health pathways.

Kaiser Permanente also provided funding for a Sierra College endowment which grants scholarships to low-income, first-generation college students enrolled in an intensive 3-year program to earn their BSN. Students receiving these scholarships find it difficult to work while earning their degree due to the demands of the schedule. The extra funding helps keep them on track in their nursing studies.

COVID-19 vaccinations for underserved communities

Following the widespread availability of COVID-19 vaccinations in 2021, Kaiser Permanente Roseville worked with community and government organizations to increase access to COVID-19 vaccines for underserved populations. Hispanic community members reported more barriers to getting vaccinated, including fears about missing work and lack of transportation to vaccination sites.

Considering this, Kaiser Permanente Roseville worked to get our nurses out into these communities to meet people where they were to administer the vaccine. In one example, Kaiser Permanente Roseville partnered with the Latino Leadership Council (LLC) of Placer County to hold a vaccination clinic for the local Spanish-speaking community. The LLC team recommended a Sunday clinic because many clients work six days weekly, and Sunday is their only day off. Kaiser Permanente nurses signed up to staff the Sunday clinic, making it possible to bring the vaccine to those who might not otherwise have access.



Nurse development programs

- Mentoring in the Intensive Care Unit (ICU) for new staff nurses – two cohorts in 2022. Formal relationship using the LifeMoxie platform and resources.
- 32 Nurses trained as preceptors to continue supporting specialty training programs and Resident programs.
- Nursing Grand Rounds are offered monthly with our Shared Governance Core Councils.

Hospital accolades

Our Roseville team has earned many tremendous third-party accolades over the years, and we are appreciative and proud of all of them.

- Maternity Care Honor Roll 2022
- US News & World Report Best Hospital 2022-23
- Joint Commission National Quality Approval
- American Heart Association Get with the Guidelines Gold Plus: Heart Failure and Stroke
- Commission on Cancer accredited program

Structural Empowerment

Professional development programs

Roseville provided specialty cross-training opportunities in the Neonatal Intensive Care Unit (NICU), Labor and Delivery (L&D), and ICU in 2022. Local Nursing Professional Development Specialists and Clinical Nurse Specialists led all programs. The program goals included the development of current employees interested in moving to specialty areas. The 12-16 weeks program included didactic and hands-on/simulation training. Providing current staff with these opportunities increases staff satisfaction and reduces turnover rates. We trained seven new nurses for ICU, four for NICU, and seven for L&D.

Nurse residency programs

Kaiser Permanente Roseville welcomed 12 New Graduate Residents in 2022. The Nursing Professional Development Department hosted an 8-hour hands-on skills training session with wound care nurses, peripherally inserted central catheter (PICC) nurses, and respiratory therapists to support their transition from the classroom to the bedside. The training was designed to support the new graduates entering the workforce. During the pandemic, inpatient experiences were limited. New graduates have had less opportunity to experience hands-on clinical experiences. The Roseville team created an opportunity to increase the skill and confidence of these new professionals.

Structural Empowerment

DAISY Award recipients

Craig McMorris, BSN, RN,
1st Floor
Jen Shiflett, BSN, RN, L&D
Rod Martin, BSN, RN, PCCN,
Float Dept
Elaine Velasco Paquete, BSN, RN,
L&D
Robyn Eggar, RN, 1st Floor
Tena Getahun, MSN, RN, IBCLC,
Mom/Baby
Victoria Sagan, BSN, RN, NICU
Rupal Shah, RN, Float Dept
Rebecca Kinman, RN, L&D
Linda McKesson, MSN, RNC-OB,
C-EFM, L&D
Danielle Burrows, BSN, RN,
1st Floor
Jessica Van Leuven – DAISY
Leader Award, MSN, RN,
NE-BC, 1st Floor
Analiza Caridad, BSN, RN,
Mom/Baby
Harpreet Dokal, BSN, RN,
1st Floor
Brandee Sanders, RN, SSO
Lacey Bales, BSN, RN, L&D
Baljinder Nikki Pannu, BSN, RN,
Pediatrics
Viktoria Yurchuk, BSN, RN,
3rd Floor
Suzanne Sannebeck, BSN, RN,
OCN, 1st Floor
Courtney Buchanan, RN,
Mom/Baby
3 South Medical/Surgical
Team – 1st ever Kaiser
Permanente Roseville “Team
DAISY” Award, 3rd Floor

continued

Exemplary Professional Practice

The Voice of Nursing: creating a successful infrastructure

Kaiser Permanente Roseville launched our Voice of Nursing (VON) journey in March 2018. The Voice of Nursing structure supports a framework where clinical nurses and nurse leaders establish practices, processes, and systems in alignment with our Kaiser Permanente Professional Practice Model. The Voice of Nursing infrastructure was the first step in creating a shared, professional governance model supporting the journey to Magnet designation.

In 2022, after 2.5 years of a global pandemic, the VON Governance Council, under the leadership of VON Co-Chairs Allisun Vela, PACU BSN, RN and Crystal Sanchez, ICU BSN, RN, and Chief Nurse Executive Debbie Reitter, DNP, RN, CNS, NEA-BC identified that VON was losing members, momentum, and productivity. The pandemic required all meetings to move to the virtual environment, creating a barrier to moving projects forward. VON meetings were frequently canceled as clinical staff and leaders were needed on the units to care for patients during multiple surges.

In February 2022, Allisun, Crystal, and Debbie held an all-day VON workshop conducting a value stream analysis, examining obstacles, and developing the first of many PDSA (Plan-Do-Study-Act) cycles to reformat and retool the VON infrastructure. Key aspects of the first PDSA were creating an 8-hour VON day with work time built in for each council, creating a shared meeting time for all councils, and improving the system to provide cover shifts for nurses to attend the VON day. These small tests of change were designed to address the challenges nurses expressed as contributing factors to decreased interest in the VON model.

The first PDSA cycle ran for three months, May 2022 – July 2022, with pre- and post-surveys of the VON council members conducted. Survey results demonstrated increased VON member satisfaction with the overall VON structure, the effectiveness of the VON structure, Core Councils, and department NUCs.

At the close of 2022, our Kaiser Permanente Roseville Voice of Nursing Council Day had an average attendance of 72 registered nurses. The Governance Council will continue to survey the VON Day attendees to look for areas of continuous improvement and engagement.

Reducing hospital-acquired pneumonia

Kaiser Permanente Roseville experienced a rise in Hospital Acquired Pneumonia (HAP) during the pandemic, with a rate of 1.38 versus the expected 1.26 in our adult population. At the end of 2021, a multidisciplinary HAP reduction team convened and determined a goal to reduce HAP rolling 12-month outcome-to-expected (O/E) to less than or equal to 1.26 by the end of the performance year 2022. The scope would include all medical-surgical units, adult ICUs, and overflow units.

The HAP team recognized that staff adherence to previously implemented process measures, such as head of bed 30 degrees; out of

continued

Certification and degree recipients

Sukhdev Bilg, BSN, RN, PCCN
Angelina Rodriguez, BSN, RN,
Gero-BC, PCCN
Hana Kim, BSN, RN, Gero-BC
Dajanae Gresham-Ryder, MSN,
RN, CMSRN
Amber Beland, BSN, RN, CEN
Brandi White, BSN, RN, CCRN
Amanda Fairman, BSN, RN,
CCRN
Vivian Harris, RN, CCRN
Hunter Fournier, BSN, RN, CCRN
Sharon De Leon, MSN, RN, CCRN
Reina Angela Bustos, BSN, RN,
CCRN
Nataliya Kravtsova, BSN, RN,
CCRN
Jennifer James, BSN, RN, CPAN
Alicia Valerio, MSN, RN, CCRN-
Ped, ACNP
Brooke Wade, BSN, RN, C-EFM
Brenda Muey Saepanh, BSN,
RN, RNC-OB
Helen Santos, BSN, RNC-OB
Cassandra Mitchell, BSN, RNC-
OB,
Mabel Cadatal, BSN, RNC-OB,
RNC MNN
Honganh Hoang Lundgren, BSN,
RNC-MNN, IBCLC

bed for meals; patient verbalized use of IOS; and teeth brushing, were the most significant obstacles contributing to the current performance. Lack of adherence became the driver for the first PDSA cycle. HAP visual aides were implemented, highlighting the process measures; educational posters were created for each unit focusing on explicit fallouts in unit-specific process measure compliance. ANM workflows for process observations were developed, and a structure was designed to ensure an increased focus on bundle compliance for patients with delirium and dementia diagnoses.

The team experienced success within a few months of their PDSA cycles and achieved their 1.26 goal in Q1 2022, ending the year with a remarkable reduction in HAP to 0.79.

The insights shared were:

1. Oversight and feedback have a direct correlation to improved performance.
2. Instability in leadership expectations/staffing can profoundly affect performance.
3. Most prominent risk factor for our patient population was GI procedures/intubations.



Sacramento Medical Center



Message from Chief Nurse Executive and COO
Linzy Davenport, BSN, RN, MSHCM

“There is no joy without gratitude.”

– Brené Brown

The last three years have been an incredible time for nursing – and it is safe to say we all need a little joy in our lives. An excellent way to reconnect with joy is to show gratitude to our colleagues and peers. I am in awe of the strength, dedication to nursing excellence, kindness, and compassion you consistently demonstrate to each other, our patients, their families, and the communities we serve. While we yearn for normalcy and well-being, we continue to move forward united to provide exceptional, high-quality care to our patients and members.

Reflecting on 2022, I can confidently say that we were committed to our organizational vision to lead total health by making lives better. We provided “sunshine” to patients impacted by the COVID-19 pandemic. We received the highest accolades from the American Heart Association for our elite Comprehensive Stroke Program. We demonstrated our commitment to the professional practice of nursing by increasing our rates of specialty certification, advancing education, and mentoring 32 new graduate nurses through their residency programs. As you read our annual nursing report, I hope you are filled with joy and gratitude for all you accomplished in 2022. Hold tight to that joy and use it to propel yourself into the new year as you envision our continued journey to excellence.

Transformational Leadership

Hospital accolades

- Stroke Accreditation American Heart Association Gold Plus with Honor Roll Elite Plus, Advanced Therapy and Target: Type 2 Diabetes Honor Roll Achievement Award Hospital, April 2022
- Get with the Guidelines – Heart Failure GOLD PLUS Achievement Award Hospital

Community health

NURSES GIVING BACK

Throughout 2022, our Sacramento nurses stepped up to help improve the health of our communities. Nurses signed up to lend their time and expertise at many events throughout the year.

WOMEN'S FITNESS FESTIVAL

This unique women-only event includes 5K and 10K run/walks and a post-race festival celebrating women's health and wellness. Nurses checked event attendees' blood pressure and body mass index at the festival. They shared information about disease prevention and tips for a healthier lifestyle in our Kaiser Permanente Thrive Pavilion.

IRONMAN CALIFORNIA

Nurses were critical medical team members at the IRONMAN California event in Sacramento in October 2022, helping exhausted, dehydrated, and injured athletes recover and get the care they needed after finishing the grueling race.

MLK DAY OF SERVICE

During our annual MLK Day of Service events, nurses sorted food, prepared meals, cleaned bedrooms, organized a warehouse, and spruced up an elementary school for those in need.

HEART WALK

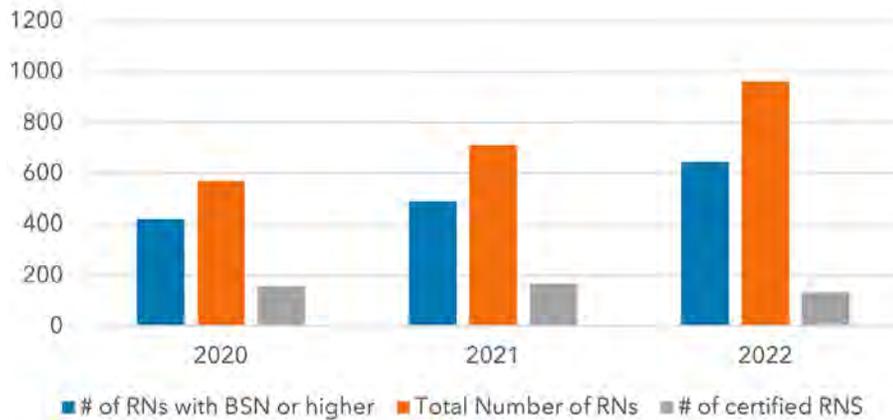
For the past seven years, nurses dedicated to saving lives with outstanding stroke and heart care at our Sacramento Medical Center have volunteered for a fund-raising walk during their day off with the American Heart Association/American Stroke Association.

The Comprehensive Stroke Center nurses from our Emergency Department, Intensive Care Unit (ICU), Neuro Interventional Radiology, 4th Floor Stroke Unit, Continuing Care, Professional Development, and Quality Departments have raised thousands of dollars to fight these diseases. The Stroke Synergy team has included more than 40 walkers each year, with nurses enlisting their coworkers, friends, and family members to walk with them.

Our Sacramento Medical Center is one of only 211 hospitals in the United States designated as a Comprehensive Stroke Center by The Joint Commission. This elite designation is the highest stroke certification level for hospitals with specialized capabilities to receive and treat the most complex stroke cases and recognizes the significant resources and specially trained staff that these centers must have.

Structural Empowerment

Certification and degree information



Sacramento Nurses – Degrees & Certifications

Professional development programs

- Bi-monthly annual Patient Care Services Orientations (PCSO) conducted: 424 staff nurses attended PCSO
- Annual RN Nursing Professional Day Skills day: Annual offering for ICU, medical-surgical, and telemetry units that offers educational and skills training. This is a joint program by the nurses and the Nursing Professional Development (NPD) department. Three hundred seventy-eight nurses and 68 patient care technicians (PCT) attended skills days.
- Basic Preceptor Workshop: This is a class for preceptors hosted regionally and locally for our new and current preceptors in the unit.
- Advanced Preceptor Program: This hub program is hosted by Sacramento, South Sacramento, and Roseville. This is a professional development opportunity for RNs to advance their skills as a preceptor. This class provides advanced concepts for registered nurses with experience working with preceptees.
- Critical Care RN (CCRN) Certification review program, offered by Kaiser Permanente Northern California. We are proud that three ICU nurses completed and passed the CCRN certification: Laura Aiello, Hunter Fornier, and Mary Ann Pagaduan.
- 68 practice alerts/huddle messages sent

Nurse residency programs

The Kaiser Permanente Northern California Nurse Residency Program supports newly licensed registered nurses (RNs) as they transition to practice at one of our 21 Northern California medical centers, including Sacramento Medical Center. The program comprises a comprehensive, evidence-based clinical orientation and a 12-month transition to practice supported by Vizient’s nationally recognized curriculum. Collaboration between the regional staff, local facility, leaders, preceptors, and new graduate nurses is integral to the program’s success. Thirty-two new graduate nurses from Sacramento went through the program.

Structural Empowerment

DAISY Award recipients

- Amneet Singh, RN, Stroke
Certified/EMU certified/
Neuro Step Down Certified
- Gabe Lara, RN
- Ayeida Bibb, RN, BSN
- Carrie Benkowski, RN, Stroke
Certified/EMU certified/
Neuro Step Down Certified
- Nanette Sigua/Nurse Leader
DAISY Award, MSN, RN
- Paz Punsalan, BSN, RN

Exemplary Professional Practice

Sunshine Hour enhances healing environment for COVID-19 Patients on 1 West

On a not-too-distant summer morning, the gathering of patients, family members, physicians, and staff on the 1 West patio appeared normal. But to the patients – all hospitalized with COVID-19 – it represented a milestone in their recovery.

The “Sunshine Hour” is when patients who are well enough are escorted out of the medical-surgical unit at our Sacramento Medical Center to enjoy the fresh air and safely interact with other patients and visitors. It is a ritual that began in the early days of the pandemic, after the no-visitor policy was put in place, to improve the healing environment.

The caregivers of 1 West have taken out as many as 12 patients at a time and sometimes make it a festive occasion with cookies, lemonade, and a nice tablecloth. They have seen first-hand the positive impact for patients who spend part of their day getting a healthy dose of fresh air and a chance to socialize.

Dr. Alan Michel is widely credited with the idea of enhancing the healing environment, but he modestly demurs, “This was not my original idea, and I cannot take credit for it. We have a legacy in medicine that has focused on non-pharmaceutical therapies for millennia that we have largely ignored. Medicine can and should be so much more than physical health; it should also seek to bring healing to mind and soul,” he said, “I am indebted to 1 West nurses and the unit leadership for taking up this challenge and extra work and realizing its potential.”

Fall Prevention

BACKGROUND

An increase in patient incidents of falls in the medical-surgical telemetry unit resulted in adverse patient outcomes such as minor or major injuries. This increased the length of stay, impacting the staff and the patient’s quality of life.

PURPOSE

The performance improvement initiative, Fall Free Sacramento, improves the fall prevention practices specific to the patient’s identified risk factor.

PROPOSED CHANGE

Improve patient and family engagement in preventing falls in the hospital.

Improve the hand-off communication between caregivers in ensuring the fall interventions are implemented consistently through different shifts. Focus on the three vital behaviors in preventing patient injury from a fall.

IMPLEMENTATION

A multidisciplinary team, including staff nurses, clinical educators, and nursing leadership, created a checklist to identify individualized interventions to prevent patients from falling. The staff nurses partnered with Clinical Educators, Quality and Risk nurses for education and training. To ensure sustainability, the staff and nursing leadership team validate the process.

OUTCOME

Patient falls decreased significantly from November 2021 to October 2022.

INSIGHT/RESULTS

Staff engagement and peer-to-peer validation are key to the success of implementation and sustainability.

New Knowledge, Innovation, and Improvements

Nursing research

- Disparities in stroke care. A retrospective study evaluating treatment equity for acute stroke in 21 Northern California Hospitals.
Role: Lead author for peer reviewed paper
- Kaiser Permanente Peer Review Outcomes Supporting Professional Nursing Excellence and Readiness (KP-PROSPER): A multi-site study. A survey to discover the extent and quality of professional peer-to-peer feedback as perceived by RNs among 10 Kaiser Permanente hospitals in Northern California.
Role: Regional co-investigator/site Principal Investigator (PI), Kaiser Permanente; Sacramento, CA.
- Kaiser Foundation Hospital, Sacramento. A pilot study to evaluate the use of noninvasive cardiac output monitoring (NICOM) to manage fluid balance in patients with septic shock in the ICU improve patient outcomes compared to non-adjunctive care.
Role: Principal Investigator, Kaiser Permanente; Sacramento, CA.
- Anticoagulation in Intracranial Hemorrhage Survivors for Stroke Prevention and Recovery (ASPIRE) (NIH/NINDS Stroke Net), Yale University. A randomized, double-blinded, phase 3 clinical trial designed to test the efficacy and safety of apixaban, compared with aspirin, in patients with a recent intracerebral hemorrhage and high-risk non-valvular atrial fibrillation (AF). NCT03907046
Role: Study coordinator, Kaiser Permanente; Sacramento, CA.
- Zero Degree Head Positioning in Hyperacute Large Artery Ischemic Stroke (ZODIAC). (NINR) The goal of this efficacy study is to determine if 0o-HOB positioning in hyperacute ischemic stroke prevents neurological symptom worsening in large artery occlusion patients. ClinicalTrials.gov Identifier: NCT03728738
Status: In Kaiser Permanente Clinical Trials Portal/Role TBD

Innovations/Technology

- Adult Services Domain is to evaluate the impact of Kaiser Permanente Health Connect (KPHC) workflows on the quality of care, patient safety, patient satisfaction, and staff satisfaction in these clinical areas. The Committee will analyze suggestions and recommend developing and implementing strategies to promote best practices using KPHC. The committee meets monthly and comprises frontline staff, educators, and leaders.
- The launch of Tele Critical Care in Sacramento ICU in December 2022. It provides immediate critical care expertise for our ICU patients by delivering rapid and early treatment in collaboration with local caregivers. Our local ICU team/champions led a kickoff that included our frontline staff.
- The new Sepsis Best Practice Alerts (BPA) launch in KPHC. Locally, a collaboration between the frontline staff, leaders, and providers to educate staff regarding the new BPA alert in KPHC. The champions provided education, kick-off, and learning opportunities through huddles and one-on-ones regarding the latest alerts.



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.

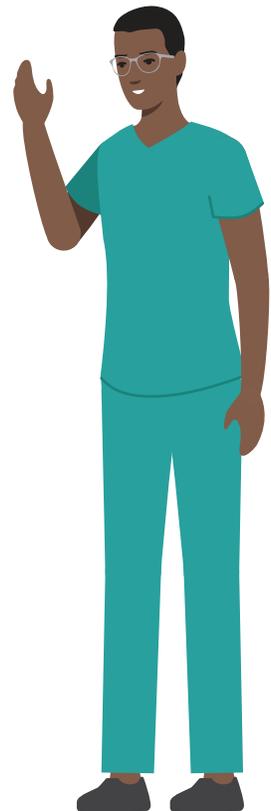
As a 2022 sponsor of the Pistahan Parade & Festival, a celebration of Filipino culture, Kaiser Permanente provided health education resources related to heart health, stroke prevention, and diabetes prevention.

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.

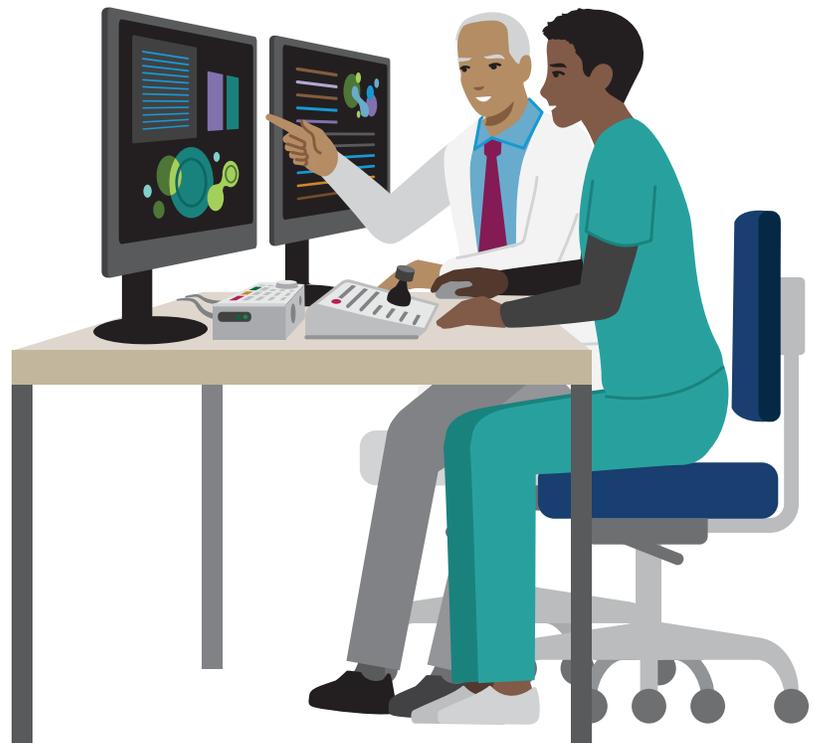
2022 CLINICAL LADDER AWARD RECIPIENTS:

- 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

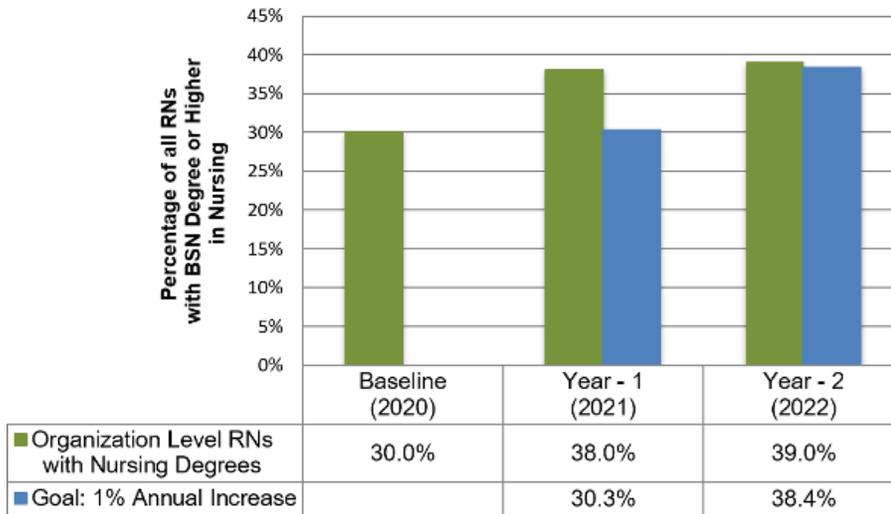
Structural Empowerment

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

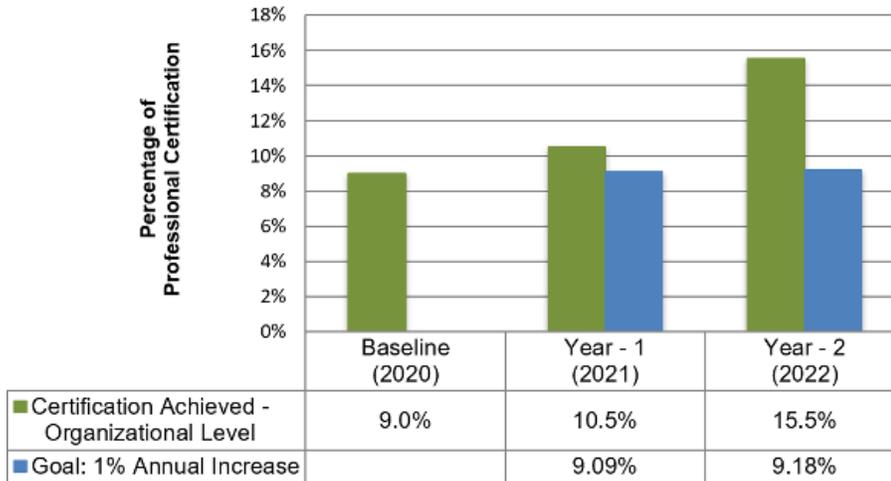


Nursing degree information



Kaiser Permanente San Francisco Medical Center

Nursing certification information



Kaiser Permanente San Francisco Medical Center

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.

San Jose Medical Center



Message from Chief Nurse Executive
Elaine Ware, DNP, RN CENP, CPHQ

I am honored to serve as the Chief Nurse Executive at Kaiser Permanente San Jose since June 2021. This past year we focused on hiring exceptional nurses and nurse leaders to support our mission to provide our members with the best possible nursing care. Rebuilding our teams from pandemic burnout has also been a priority. We have worked to help our nurses boost their resilience and reimagine what the future looks like at the San Jose Medical Center.

This year's Annual Nursing Report celebrates the achievements of the San Jose nurses. Nurses and nurse leaders have achieved professional

certifications and advanced degrees, furthering their professional development. Nurses have been recognized for compassion and clinical expertise as DAISY Nurse Award recipients. The maternal child health shared leadership model utilizing evidence-based practices has improved the cesarean section infection rates, keeping our new families safe.

I am inspired by the innovation and perseverance of the Kaiser Permanente San Jose nursing team and look forward to the next step on our journey of excellence.

Integration and alignment at Kaiser Permanente San Jose

This report is published with great appreciation for our interprofessional colleagues and our collective efforts toward achieving the mission of providing high-quality, affordable health care services and improving the health of our members and the communities we serve. Our diversity, innovative spirit, and ambition to revolutionize health care are vital pillars of our success. Through this dedication and commitment, we can achieve exemplary workplace and quality outcomes.

Transformational Leadership

Community health engagement

- The 3rd Annual Drive for Socks was led by our respiratory therapy team and embraced by the nurses. One thousand four hundred forty socks were donated for the members of our community experiencing homelessness.
- “Our New Place” at St. Joseph Family Center supports families of domestic violence. The emergency department (ED) sponsored three “Our New Place” families providing gifts during the holidays.
- Stroke Fair educates our Kaiser Permanente members and staff on stroke symptom recognition, BeFAST reactions, and good nutrition to prevent strokes.
- ED staff donated 170 turkeys to St. Joseph’s Family Center, led by the staff nurses.
- The ED American Heart Association (AHA) Heart Walk and inpatient teams raised donations to save lives from heart disease and stroke.
- The Toys for Tots campaign is an entirely nurse-led program.

Shared Leadership

MAGNET STEERING COMMITTEE (MSC)

The MSC provides leadership and directions to the Voice of Nursing Council. The committee ensures that the hospital’s professional governance structure is effective, achieving exceptional clinical excellence evidenced by empirical outcomes. In addition, the MSC is responsible for developing strategies that support the ongoing progression of the MAGNET journey.

VOICE OF NURSING

The Voice of Nursing council provides leadership and guidance to the unit-based Nursing Practice Councils, as well as the Coordinating Practice Councils: Professional Practice Council (PPC), Leadership Council (LC), Nursing Recognition Council (NRC), Research and Innovation Council (RIC), Quality & Patient Safety Council (QSC), and Professional Development Council (PDC). The Collaborative Practice Council oversees and standardizes the development, implementation, and evaluation of nursing practices based on evidence, regulatory standards, and professional organization standards across the macrosystem.



DEPARTMENT NURSING PRACTICE COUNCILS

The Department Nursing Practice (DNP) Council oversees the microsystem's development, implementation, and evaluation of nursing practices based on evidence, regulatory standards, and professional organization standards. This council ensures intra- and interprofessional collaboration related to the clinical practice decision-making tree that influences patient care experiences, staff satisfaction, and the environment of care at the unit level. The DNP Council should not adopt initiatives that may impact other microsystems; instead, such initiatives should be presented at the DNP Council to seek practice consensus for developing strategies and processes that enhance patient & staff safety and satisfaction across the continuum of care.

UNIVERSITY OF SAN FRANCISCO CAPSTONE PROJECT

This quality improvement (QI) project advocates for the facility campus support nurses (CSNs) to voluntarily obtain the Advanced Cardiovascular Life Support (ACLS) certifications to become an extra layer of clinical aid to the facility's telemetry units. The ACLS certification enhances the skills and versatility of the CSN. Upon receiving the certification, CSNs can provide staffing support for adult patients' care needs, assist with bedside procedures, lead resuscitation events, and assist patients with higher acuity needs. The QI project was successful: one out of four CSNs renewed the ACLS certification. Additionally, two of the four existing CSNs successfully enrolled and completed the ACLS certification course. This initiative raised awareness and increased support among leaders and staff regarding the value of ACLS certification for the role of the CSNs.



Structural Empowerment

Nurse residency programs

NEW GRADUATE REGISTERED NURSE RESIDENCY PROGRAM

Kaiser Permanente San Jose proudly participates in the New Graduate Registered Nurse Residency Program. The program is designed to build a workforce of highly qualified professional nurses, improve retention, and support the clinical competencies of recently graduated nurses. The program focuses on building critical thinking and decision-making skills, developing clinical leadership, and incorporating research into practice.

Kaiser Permanente San Jose is honored to have sponsored 21 nurse residents; ten have selected positions at our facility.

ED RN SPECIALTY TRAINING PROGRAM

Kaiser Permanente San Jose Emergency Department developed a 13-week specialty nurse training program. The program is designed to take RNs with at least six months of acute care experience and put them through a 13-week training program to learn how to be successful and safe emergency department nurses. This program was designed to tap into another workforce pipeline that allows us to bring in RNs interested in learning to work in the emergency department, improve RN retention, and support the clinical competencies of nurses.

The program focuses on developing nurses into clinically competent ED RNs who can think critically in high-stress situations and deliver high-quality, safe patient care.

Kaiser Permanente San Jose has completed four specialty training cohorts, which resulted in 12 new ED RNs joining the team.

Exemplary Professional Practice

Patient Safety Rounds a collaborative approach

Patient Safety Rounds were created to perform observational audits to evaluate the quality of care delivered in our medical center. This team functions as an organizational and unit leadership team to meet quality metrics by identifying potential quality of care issues early. This process uses an interdisciplinary approach to capitalize on the expertise of different roles in nursing that assess one problem from different perspectives.

The Patient Safety Rounds team comprises a triad of nursing professionals: the quality consultant nurse, nursing director/CNE, and staff nurse. This team rounds on inpatient units using specific audit tools that evaluate nursing practices according to existing protocols, policies, procedures, and regulatory processes. Furthermore, this expert team assesses opportunities to elevate nursing practice using evidence-based knowledge.

Structural Empowerment

DAISY Award recipients

Antativos Green, MSN, RN
Matthew Demarest, MSN, RN,
CCRN
Luz Felix, RN

Certification and degree recipients

Ozgun Acar, RN, CCRN
Raquel McVeigh, RN, CCRN
Midori Refuerzo, RN, CCRN
Myra Cabcabin, RN, CCRN
Adeire Williams, RN, TNCC
Marissa Ojeda, RN, CEN
Christina Sabankaya, RN,
Integrated Nurse Coach
Certification
Sonia Moran, RN, COCN
Jenny Robledo, RN, CEN
Chi Mai, RN, CML
Bernice Yale, BSN, RN
Sofia Melendez, RN, CML

PROJECT PROCESS

- The Patient Safety Rounds happen Monday through Friday, unannounced to the staff and led by the unit manager.
- The manager is responsible for setting the dates and times for rounding in coordination with the Patient Safety Rounds team.
- Teams will use specific audit tools during rounding to facilitate data aggregation.
- The quality nurse informs the nurse manager of the underperforming quality indicators on which the team will focus their rounds.
- Once rounds are concluded, the team will reconvene for 15 minutes to summarize the findings, establish trends as applicable and formulate action plans that include just-in-time education led by the nursing professional development specialist, interdisciplinary workgroups, pilot projects, and other initiatives relevant to the problem at hand.
- The manager will present pertinent data to the HEROES and Quality Committee monthly.

ASU, get well soon

The Ambulatory Surgery Unit (ASU) nursing teams are passionate about their patients' care experience during their short stay in the unit. Recognizing that during most of the stay, the patients are recovering from anesthesia, the nursing team developed a "Get Well" card for the patient and family. The card provided the names of the care team and a link to an online recognition survey to acknowledge the nurses. Additionally, the ASU team prioritizes discharge phone calls to reinforce patient education.

New Knowledge, Innovation, and Improvements

Wambi is a technology-based method to share gratitude for people making a difference. Wambi provides a novel way of sharing gratitude with others making them feel valued and appreciated. The web-based application tracks recognitions using a shared feed open to patients and staff.

San Leandro Medical Center



Message from Chief Nurse Executive
Sharon Hampton, PhD, MSN, RN

The profound historical challenges of the pandemic and social justice movements have forced us to self-reflect, discover new ways of being, and commit to teamwork and team building. Through these challenges, we at Kaiser Permanente San Leandro have emerged stronger, more resilient, and more capable as individuals and as a team. Despite these challenges, we have provided exceptional care to our members, teams, and community.

We know that nursing has the power to rewrite the health care narrative; at Kaiser Permanente San Leandro, we stand at the ready! We have an unwavering commitment to making Kaiser Permanente San Leandro a more inclusive and

transformational organization by fostering a sense of belonging. We will use our nurse theorist, Jean Watson's, model to focus on empathy, subjective experience, a belonging atmosphere, and profound involvement in decision-making to "deepen a creative use of self and a sense of belonging" within our teams to help build our teams' clinical resilience and well-being.

Thank you to a team that has stayed the course and has kept our patients at the center of our care delivery. I feel a palpable sense of teamwork and comradery as we ease into 2023, and I am excited to see what the year has in store for us.

Transformational Leadership

Community health

VACCINATION SITES

The COVID-19 pandemic brought to light the multitude of health disparities within our society, including a profound fear resulting in vaccine hesitancy. The Greater Southern Alameda Area (GSAA) prioritized vaccination for all those in the community and stood up three mass vaccination sites. In addition to the mass vaccination sites, we partnered with city representatives from the local school districts, faith-based organizations, and law enforcement agencies to target vulnerable populations by offering COVID-19 vaccination pop-up events.

Our goals were to meet the community in their everyday environment, have physicians and nurses educate them on the importance of vaccination, and provide them with the vaccine. Our efforts yielded high success as we were able to offer over 34 community pop-up events as well as target our elderly population and staff in over 20 residential care facilities. This work was possible due to the dedicated team of nurses, physicians, and support staff whose commitment allowed us to offer pop-up events 7-days a week and outside normal operating hours. As a result, the San Leandro Medical Center, in collaboration with our sister facility Fremont Medical Center, has administered over 566,000 COVID-19 vaccines.

HOSPITAL ACCOLADES

- Get with the Guidelines Stroke GOLD PLUS with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll
- American Heart Association's Get Quality Achievement Award: ensuring stroke patients' most appropriate treatment
- Superior Rating (89%): Cal Hospital Compare for Sepsis Management
- Level 3 Geriatric Emergency Department Accreditation (GEDA)



Structural Empowerment

Nurse Residency programs: San Leandro ED RN new graduate program

RESULTS

The San Leandro Emergency Department (ED) RN New Graduate Program launched on September 11, 2022. Since launching, 29 ED nurses have graduated from the program. A total of three cohorts and 29 ED RN new grads have participated in this program since the launch.

TRAINING PROGRAM OVERVIEW

We are excited to launch this new grad program in the San Leandro ED. The program allows new grad nurses to gain valuable nursing experience in the emergency department and provides an essential pipeline to address the growing nationwide RN shortage.

TRAINING PROGRAM DESCRIPTION

The program was specifically designed to support the growth and development of newly licensed registered nurses. The program is 16 weeks and includes a combination of didactic courses specific to our ED and hands-on clinical training that focuses on areas critical to new graduate success, including communication, safety, clinical decision-making, critical thinking, organizing and prioritizing, evidence-based practice, and delegating. In addition, the new grads also have meaningful interdisciplinary team observations and presentations that enhance their overall learning and confidence to provide the highest quality care to our members. Finally, new grads attend bi-monthly check-in meetings with the clinical educators to share experiences, discuss cases and receive feedback.



San Leandro ED RN Training Graduates

Structural Empowerment

DAISY Award recipients

Tuyet Ngan Huynh, RN, Medical-Surgical
Christine Gregorio, RN, Mom Baby
Shellie Nelson, RN, Manager, Labor and Delivery
Berlinia Leonor, RN, Manager Medical-Telemetry
Cindy Blenis, RN, Educator, Labor and Delivery

Exemplary Professional Practice

Evidence-based practice

Enhancing Our Culture of Caring: a multi-course research project, in-person classroom learning program

Enhancing Our Culture of Caring aimed to cover the theory and practices of caring science. The audience included: bedside nursing team members, patient care technicians, and respiratory technicians. Upon completing the modules, Linda Ackerman, Caring Science Director, interviewed team members and is awaiting the results.

TWO RN CO-LED PROJECTS IN THE NEONATAL INTENSIVE CARE UNIT (NICU) QUALITY IMPROVEMENT TO REDUCE RETINOPATHY OF PREMATURITY

The following two projects were undertaken to address the overall need for quality improvement regarding the rate of Retinopathy of Prematurity (ROP) regionally but also specifically at Kaiser Permanente San Leandro. In February 2020, it was identified that Kaiser Permanente San Leandro had climbing ROP rates. The following two projects are now part of a regional initiative that seeks to implement interventions directly impacting the ROP rate. Kaiser Permanente San Leandro currently leads in implementing these interventions and collects data on compliance that leads to feedback to staff for accountability and reinforcement. The projects' implementation at Kaiser Permanente San Leandro, led by Dr. Katrina Jhun, were born out of the Professional Practice Council, where a multi-disciplinary ROP/Histogram workgroup was created to tackle the nuances of staff education, the roll-out of interventions, auditing of compliance data, and feedback to the staff. Our results are also reported at the regional level by Dr. Jhun.

I. OWL (Oxygen with Love) cards project: March 2020–Current

A. Purpose of this project: This started with staff education regarding ROP and potential causes, including hyperoxygenation. The ROP data was presented in the Professional Practice Council format. The council created the OWL cards project to address the negative impacts of hyperoxygenation. This project rolled out a standardized card at the bedside of each infant on respiratory support that recorded the patient's ordered oxygen saturation parameters and allowed for easy double-checking of sat parameter alarms. The ROP data and OWL cards project were then circulated to all staff through a virtual meeting, reinforced via subsequent staff meetings, and further reinforced as bedside education during audits or informal interactions between workgroup members and staff. An audit assessed whether an OWL card was at each bedside with the appropriately ordered parameters on the card and the monitor. This audit data was compiled, analyzed, and reported to staff for accountability and reinforcement. ROP rates were assessed intermittently and showed improvement over time with opportunities for further improvement. This intervention has now become a standardized practice with continued audits completed by staff and electronically complied with and analyzed regionally.

B. RN co-led contributions to OWL project:

1. Increased ROP rate presented to Professional Practice Council (PPC)
 - a. Worked in collaboration with NICU medical director to educate staff on the problem and facilitate discussion with the council to create the intervention of the OWL card.
 - b. PPC worked with department management and nursing administration to create and order stickers that would comply with infection control standards so they could be placed on bedside monitors.
 - c. PPC chair assisted Medical Director in planning and socializing the virtual education time on ROP and training staff regarding the importance of compliance with O2 sat parameters and their potential for improving long-term outcomes in our patients.
 - d. The PPC created an ROP information sheet that included ROP and OWL card use education.
 - e. PPC chair assisted in disseminating this information via emails and during staff huddles.
 - f. PPC collaborated in creating the OWL audit form and was responsible for the collection, data entry, and data analysis of the OWL audits from implementation until it was transitioned into an electronic format at the beginning of 2022.
 - g. PPC chair compiled, analyzed, and then reported the audit information via the PPC meetings, staff meetings, emails, and during shift huddles.
 - h. Ex-PPC chair continues to act as a resource on the unit for OWL cards and sat parameter monitoring.

II. Histogram analysis and implementation project: March 2022 launch

A. Purpose of this project: Through a continued review of research related to ROP, it was identified that additional interventions could further improve our rates. Due to the more labor-intensive nature of the next phase of ROP quality improvement projects, it was determined that a histogram workgroup would be needed.

This multi-disciplinary group met to review the current research of the suggested intervention and plan for implementation, including workflow changes and staff education. The intervention included using the histogram function of the bedside monitors to assess the percentage of time a patient spent inside and outside the ordered oxygen saturation parameters. This information was then used as a part of the patient assessment when addressing the patient's status with the care team. Based on that discussion and the algorithm in the bedside histogram binders, interventions could be implemented to bring the patient into the saturation range for a greater percentage of the time, with the anticipated effect being a more stable clinical state. A histogram log form was created and placed in the bedside histogram binder to improve compliance with histogram analysis and provide for clinical review and use of the data. To define compliance, the workgroup decided on the parameter of one log entry per 8-hour shift, and the log audit was started after implementation. Any team member (RN, RT, MD) can complete the log for multi-disciplinary collaboration. All are

encouraged to review it on team rounds to assess patient status and plan patient care.

B. RN co-led contributions to the Histogram project:

1. Separate multidisciplinary work group started for histogram implementation: RN, RT, medical director, and NICU management.
2. Nursing assisted management in creating the flex schedules needed to schedule meetings keeping unit staffing needs and fiscal responsibility in mind.
3. Nursing collaborated with the medical director to create PowerPoint presentations and meeting agenda items.
4. Nursing created meeting minutes and emailed them out to the workgroup.
5. The multidisciplinary workgroup was actively involved in the histogram meetings with discussions on research
6. In collaboration, the group created workflows that allowed for histogram analysis at the bedside while considering current workflows for the MD, RN, and RT teams.
7. Nursing created the reference poster and bedside reference sheets for accessing the histograms via the Phillips monitors and made the education video demonstrating how to access and assess the histograms.
8. In collaboration, the workgroup members created the bedside histogram binders, including reference information and the histogram logs.
9. Nursing conducted RN education sessions during the RN professional development skills day in 2022 that rolled out the use of the histogram as a bedside assessment tool
10. Nursing currently compiles and analyzes bedside histogram logs for compliance and reports that data to the workgroup.
11. Nursing and management disseminate data as needed in staff meetings and huddles.

In summary, the San Leandro NICU continues this quality improvement journey of reducing ROP rates which the California Perinatal Quality Care Collaborative (CPQCC) tracks. Below are the reported ROP rates for San Leandro.

PRE-PROJECT LAUNCH DATA

- 2019 Kaiser Permanente San Leandro NICU ROP rate is 19.9% compared to the CPQCC network of 6.2%.
- 2020 ROP rates decreased to 14.4% compared to the CPQCC Network of 5.9%.
- 2021 ROP rate increased to 21.9% compared to the CPQCC Network of 5.6%.

POST-PROJECT LAUNCH DATA (FEB. 2022)

The preliminary 2022 ROP rate is 11.8% in comparison to the CPQCC Network rate of 5.3%

San Rafael Medical Center



Message from Chief Nurse Executive and COO
Kimberly Colonnelli, DNP, BSN, RN, MA, NE-BC

As we enter a new year, we reflect on the successes and opportunities of 2022. The registered professional nurses at San Rafael Medical Center were caring for COVID-19 patients at the start of the pandemic when we received a high-profile patient from a cruise ship. The San Rafael nursing team has continued to provide care to this patient population with compassion, dignity, and excellence.

The team has faced turnover and vacancies, making recruitment a priority. However, despite these challenges, we began our Magnet journey and formed unit councils for the 5th floor, 4th floor, 3W, ICU, Interventional Radiology/Cardiac Cath Lab, and the Emergency Department.

We were able to send a staff nurse, an assistant nurse manager, and our Magnet coordinator to the annual Magnet Conference in the fall of 2022, and they shared their learnings with their colleagues.

We look forward to continuing our journey of excellence at Kaiser Permanente San Rafael!

Transformational Leadership

Kaiser Permanente San Rafael response to COVID-19

COMMUNITY HEALTH

San Rafael stepped up at the beginning of the pandemic to offer vaccines to the community. San Rafael Medical Center nurses supported the vaccine clinics initially held at Terra Linda High School in 2020; since 2021, the vaccine clinic has been onsite in the Medical Office Building II. Kaiser Permanente San Rafael nurses also established a best practice working with community Skilled Nursing Facilities to ensure residents were vaccinated and that the staff had instructions on personal protective equipment and preventing admissions to the emergency department (ED) and/or the hospital.

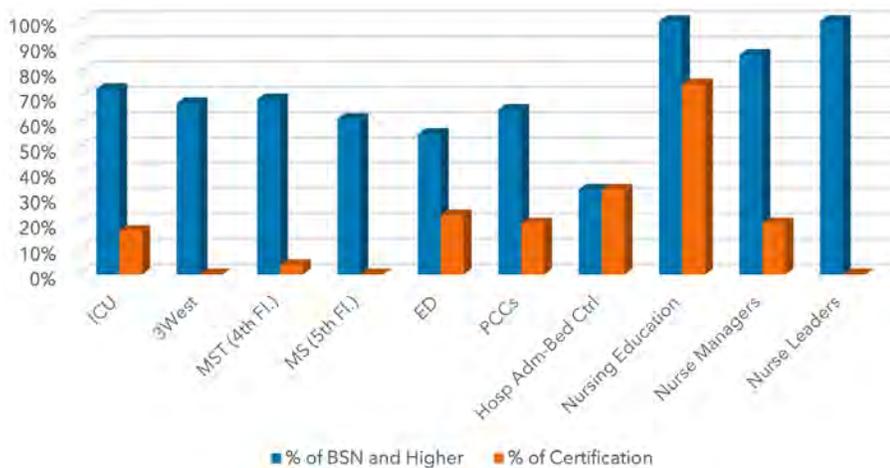
HOSPITAL ACCOLADES

- The Joint Commission Gold Seal of Approval® for Hospital Accreditation
- Accredited Comprehensive Community Cancer Program, Commission on Cancer®
- Earned the American Heart Association/American Stroke Association's Get with the Guidelines® Stroke Gold Plus Achievement Award with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll status
- Kaiser Permanente San Rafael Medical Center has been recognized as a High Performing Hospital by U.S. News & World Report for heart failure and pneumonia.



Structural Empowerment

Certification and degree information



Percentage of RNs with BSN+ and professional certifications by unit (2022)

Nurse residency programs

San Rafael participates in the Kaiser Permanente Nurse Residency Program. At San Rafael Medical Center, the new residents are provided with hands-on training skills and participate in a HUB model of sharing education days with other Kaiser Permanente facilities. In 2022, San Rafael hosted four new grad nurses in the fall and two new grad nurses in the spring; all were placed in the Medical-Surgical and Telemetry units. The program consisted of a comprehensive, evidence-based clinical orientation and a 12-month transition to practice supported by Vizient's nationally recognized curriculum. At the end of the program, these nurses were eligible to be hired by the facility where they completed their residency. Kaiser Permanente San Rafael has hired all nurses from the fall cohort, with the spring cohort soon eligible for hire.

San Rafael recently supported the transition of two telemetry RNs, Filip John and Brandy Adams, into ICU positions. Critical Care Clinical Nurse Specialist (CNS) Gopika Ganesh facilitated the education of these nurses in collaboration with Kaiser Permanente San Francisco and Northern California Kaiser Permanente. The San Rafael Medical Center also participated in an ICU specialty fellowship program guided by the Nurse Scholars Academy.

Nursing staff can become preceptors by attending the Residency and Specialty Training Programs and completing the American Association of Critical Care Nurses (AACN) Preceptor Challenge education module on HealthStream. They also attend a virtual live or in-person 4-hour class. The expected preceptors would perform role-playing and simulation activities in these sessions with minimal lecture time. This two-step process prepares nursing staff for their new roles as preceptors.

In 2023, additional preceptor training classes for the nursing staff will be provided to increase the number of available preceptors. Furthermore, there are plans to include refresher days for all preceptors, which will occur throughout the year.

Structural Empowerment

DAISY Award recipients

Ashley Marsh, ASN, CLE, IBCLC, RN, Petaluma Pediatrics
Tiffany Donahue, BSN, RN, 5 Medical-Surgical
Silvia Theiner, RN, OCN, Oncology
Donna Shultz, RN, ICU

The San Rafael Medical Center will continue participating in the nurse residency program with spring and fall cohorts. Locally, more education will be conducted for the residents, with staff nurses also participating in education and skills days for the new graduate residents. ICU Specialty training will also occur with two nurses in spring 2023 and additional nurses in fall 2023.

Exemplary Professional Practice

Interdisciplinary Code Blue committee

The interdisciplinary Code Blue committee (two ICU nurses and rotating Post Anesthesia Care Unit (PACU)/radiology/clinic nurses) meets monthly to review cases and promote high-quality resuscitation care. In 2022, the focus was on staff development and code preparation. Mock Code Blues and trainings across various clinical environments were held at San Rafael. One bedside nurse, Guy Vigier, RN, went from assisting with the training to becoming a lead facilitator. Staff collaborated in “First 5 Minutes” and room readiness training for code preparation. The First 5 Minutes is a session geared toward preparing nurses to prepare the patient and the room before the Code Blue team arrives. The focus in 2023 will be on expanding the First 5 Minutes training and continuing to provide Mock Code Blues.

Sepsis committee

In 2022, the sepsis committee supported the work of the new sepsis bundle rollout, which sought to improve the inpatient’s sepsis bundle compliance and patient outcomes. Nursing Professional Development Specialist Marissa Clark and Sepsis Coordinator Allison Uppendahl collaborated on the new sepsis workflow rollout and launched Sepsis Week in November. 97% of staff were educated on the sepsis rollout over three weeks.

While rounding on the units with a roaming education cart, the team explained sepsis and the new workflow in a manner that was easy to understand. The education rounding aimed for nurses to apply what they have learned and to educate patients easily.

Furthermore, the team trained 19 frontline RNs to become sepsis champions who would serve as unit resources.

Front End/Flow committee: Emergency Department

The Front End/Flow Committee is dedicated to creating workflows to move patients efficiently and safely through the emergency department. This includes developing workflows for the frontend process and main ED patients, including workflows for when the ED has reached capacity. All these efforts will utilize the principles of PCIS and focus on the quality, safety, and care experience of ED staff and members.

The decreased length of stay (LOS) for the Emergency Severity Index (ESI) ESI 4/5 project began in October 2022. Since its implementation, Kaiser Permanente San Rafael has moved from 17th to 3rd in the region.

STANDARD WORK

The focus for 2022 was around culture and core evidence-based practices such as Nurse Knowledge Exchange, Nurse Leader Rounding, and Hourly Rounding. Communicating the importance and the expectation proved to be a necessary step but a difficult one due to competing priorities with frontline staff and managers and lack of engagement.

Refresher training on LACE index 1 was held in May 2022, and LACE 2 in October. This included coaching for excellence, observation coaching, and investment coaching.

In October 2022, the Hourly Rounding was rolled out and implemented during the PCT Skills Day, held in the first two weeks of November, and in ANM meetings. The focus was on the 5Ps (protection, personal needs, pain, personal devices, and position).

Senior leader rounding was instrumental in transforming the culture and motivating the frontline staff. The Senior leader rounding aims to engage the frontline staff to understand why certain practices are performed in a particular manner and what leadership can do to improve their experience. Senior leaders were asked to participate in either Frontline Friday, which occurs every 1st and 3rd Friday, or the monthly Joy Rounds. Each monthly Joy Rounds consists of a theme focusing on the hospital's service values and key messaging, which touches on any targets, wins, or opportunities.

At the start of September 2022, core evidence-based practices were revamped and re-launched with the support of new managers, ANMs, and frontline teams. This re-launch included renaming Nurse Knowledge Exchange (NKE) to Safe Bedside Hand-Off. The leading indicators for "likely to recommend" are RN Communication, particularly around nurses listening carefully, help to go to the bathroom, and courtesy/respect. This aligns with survey questions the patient receives after discharge.

Interdisciplinary teams driving change that improves patient care

C. DIFFICILE WORKGROUP

The Clostridium Difficile (C. diff) workgroup includes frontline nurses from all departments, hospital-based service (HBS) and infectious disease physicians, clinical laboratory scientists, pharmacy, quality nurses, infection preventionists, and environmental services representatives working to reduce the facility-wide C. diff infection rates. The teams conduct root cause analysis on all C. diff infections to refine the standard workaround for C. diff isolation and prevention of cross-transmission. In 2023, the team is targeting a 25% reduction in C. diff infections as we continue our journey toward zero hospital-acquired infections at San Rafael Medical Center.

ED TO BED WORKGROUP

Emergency department (ED) and patient care services (PCS) nurses formed a team to streamline the ED-to-Bed admission process with robust frontline representation. The team used a process improvement approach to brainstorm and map the bottlenecks and opportunity items to prioritize. The SMART goal for this project is to improve by 25% current ED-to-Bed admission times by getting patients to their inpatient bed in 60-mins following a physician writing the order for admission. This project will smooth out the ED-to-inpatient transition for the patients being admitted and improve the efficiency of the experience for the nursing teams involved.

Santa Clara Medical Center



Message from Chief Nurse Executive

Megan Gillespie, DNP, MBA, RN, NEA-BC, FACHE

Welcome. The past two years have been unprecedented and trying times. Yet “the decade ahead will test the nation’s nearly 4 million nurses in new and complex ways. Nurses live and work at the intersection of health, education, and communities.” (Future of Nursing Report 2020–2030).

As we evolve from pandemic to endemic, nursing must advance a culture of health and elevate the humanity in health care. We will maintain our commitment to resiliency and inclusivity while celebrating achievements and daily contributions to the communities we serve to improve health. Essential priorities for focus will include investing in professional development to meet the needs of the complex and dynamic health care arena.

The pages of this year’s Annual Nursing Report celebrate your achievements, adaptability to the changing landscape of health care, and commitment to resiliency.

Thank you for your unwavering dedication, commitment to our patients, and advancing professional practice at Kaiser Permanente Santa Clara Medical Center. I am proud of all we have accomplished in the past year and all we will achieve together.

Transformational Leadership

Outreach during the pandemic

*By Christine Moya, RN; Staff Nurse III,
Voice of Nursing Communication Council Lead
Santa Clara Medical Center, Department 435*



During the height of the pandemic, we were forced to stay home and be confined to the four walls of our homes. The feeling of freedom contrasted by loneliness overwhelmed me. My new normal was just to drive from home to work and vice versa. The freeway that I take to work was so empty. I felt liberated yet sad because, suddenly, the world came to a pause. The many months apart have taught us not to take all we are blessed with for granted. We also have learned that we must be intentional about caring for ourselves and those around us. Having been blessed with the comforts of a home, I can't help but think about those who have none. I felt a strong call to serve others, and an opportunity opened.

I encountered a group called Silicon Valley's Hope for the Unhoused Outreach Team. I was given a chance to help sort and pack donated food, water, hygiene, toiletry and care kits, and basic items that are then distributed to unhoused communities in Milpitas and San Jose. The free hot meals are from Loaves and Fishes, a non-profit organization that feeds the hungry all over Santa Clara County. Donated items bring hope, alleviate hunger, and help improve the health and well-being of our underprivileged neighbors. I am certain that a small effort, when combined with others, can create a ripple effect. We can be a community of men and women for and with others in our own little way.

HOSPITAL ACCOLADES

- Diversity Inc. Top 50 Hall of Fame for the 5th year in a row. This distinction recognizes Kaiser Permanente's focus on diversity and inclusion in hiring, retaining, and promoting women, people of color, veterans, people with disabilities, and people in the LGBTQ community.

- Human Rights Campaign Foundation’s 2022 Corporate Equality Index with the highest possible score for the 16th year.
- World’s most ethical companies by the Ethisphere Institute for the 4th year.
- Pharmacy Quality Alliance’s Laura Cranston Excellence in Quality Award for high achievement in medication safety and appropriate use for the 12th year in a row
- The U.S. News & World Report “Best Hospital” for the 4th consecutive year
- Best Maternity Hospitals 2022 designation for meeting the rigorous standards of maternity care, including low C-section rates, early elective deliveries, and for following important protocols to protect new moms and their babies safely.
- Eight straight As for the Leapfrog Safety Grade Score, and we have maintained our Medicare 5-star rating.
- Ventricular Assist Device (VAD) Certification
- Maternity Honor Roll for Nulliparous, Term, Singleton, Vertex (NTSV) Cesarean Birth measures that met or surpassed statewide targets
- Get with the Guidelines Stroke Achievement Award

Structural Empowerment

Level Up: climb up the clinical ladder

*By Stephanie Iseri, BSN, RN, CMSRN; Staff Nurse III
Santa Clara Medical Center Department 435-B Leukemia & Lymphoma
Center for Excellence*

I started at Kaiser Permanente Santa Clara in January 2017 after 23 years at a nearby teaching hospital. The first few years were spent learning the Kaiser Permanente system and getting to know all the units as a float nurse. When I felt comfortable, I joined a committee and became chair of our unit’s Voice of Nursing (VON) Committee. As unit 330’s VON chairperson, our group worked on staff morale and retention. Last year, we began to work on professional development – encouraging staff to become certified in our specialty (OCN or CMSRN) and advancing up the hospital’s clinical ladder to a staff nurse III or IV.

All our VON committee members advanced to staff nurse III, and a few of us have OCN or CMSRN certifications. We wanted to lead by example and once achieved, act as mentors to help our peers succeed. Though the process may seem daunting at first, go through it step by step, and you will meet your goal. Remember that old saying, “How do you eat an elephant? One bite at a time.”

Before applying for staff nurse III, get involved in the unit. Join a committee and be an active participant. In addition to unit-based committees such as VON or the Chemo Committee, there are hospital-wide committees that require representatives from each unit (i.e., Fall Committee, Hospital Acquired Pneumonia (HAP), Central Line Bloodstream Infection (CLABSI), Catheter-Associated Urinary Tract Infections (CAUTI), Clostridium Difficile (C.diff), Pharmacy, Policy, and Procedures, etc.). Attending those committee meetings, bringing the information back, and disseminating it to the rest of the staff are crucial

Structural Empowerment

DAISY Award recipients

Angira Gautam, RN, Med Surg
Dept 430
Mike Bacon, RN, Pediatrics
Department
Jennifer Rom, RN, Labor &
Delivery
Johnny Zapanta, RN, CVICU 232
Melanie Asuncion, RN, Dept 235
Janets Chan, RN, Neonatal
Intensive Care Unit (NICU)
Victoria Vera, RN, Labor &
Delivery
Crystal Le, RN, Pediatrics
Kristine Lim, RN, Cardiac
Telemetry – Dept 220
Reyzell Mendoza, RN, Cardiac
Telemetry – Dept 220
Tristan Santos, RN, Cardiac
Telemetry – Dept 220

to patient safety. In addition to committee membership, "Professional Participation" can be demonstrated by health-related community work or precepting newly-hired nurses.

When you are ready to sit down and tackle the application process, you begin by putting together your binder. Many nurses find that writing the exemplars is the hardest step in the process and writing about a time when your care made a difference might not come naturally.

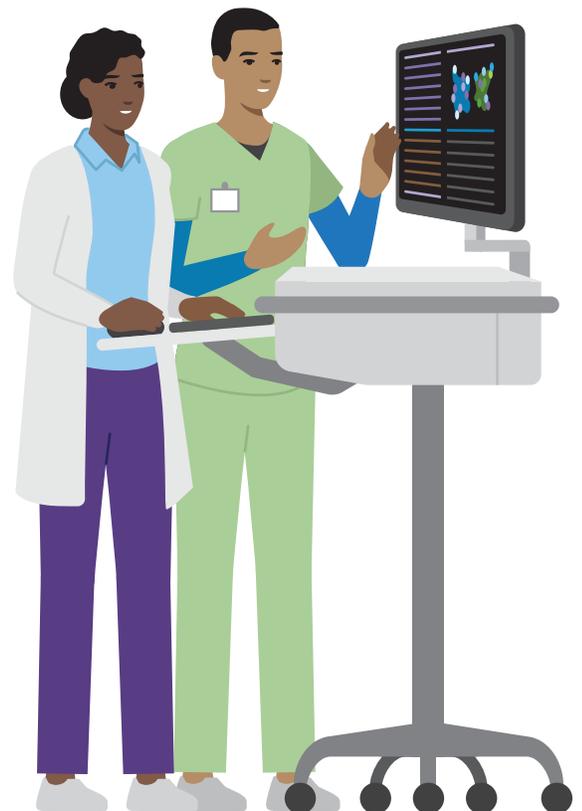
When choosing exemplars, focus on when you cared for a patient and how you handled the situation that made a difference for that patient. What interventions did you take to make the patient's hospital stay easier and provide a better outcome for the patient? How did you respond to a situation differently from how a less experienced nurse would have handled the situation?

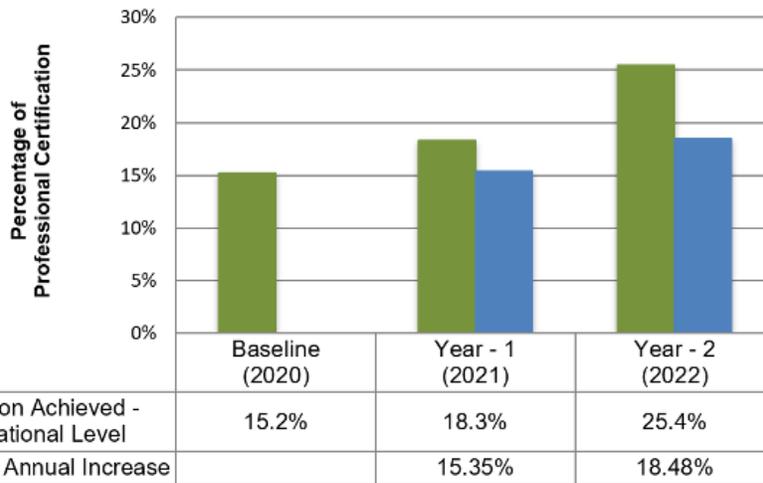
As you are working your shifts, week by week, on any given day, there might be a time when a patient or family member thanks you and says they appreciate your care. Think about what you did for them that garnered that appreciation. Was it the way that you explained their treatment regimen to them? Took the extra time to let them express their fears? Advocated for them with the physician? Kept them safe? Though you might take for granted that you perform these skills because you "do it for all my patients," for this patient, they are acknowledging their appreciation for your care. Take a few minutes to jot down a few lines about the situation and what happened. Then, when it is time to prepare your binder, look back on those experiences to help you find a few exemplars.

Once you have written your exemplars and created the rest of your binder, find a mentor who can review your binder. The mentor will explain the panel's expectations and put you at ease with the interview process. Having a good mentor who takes the time to pick apart your binder and give you areas to improve on will make the interview panel portion a breeze.

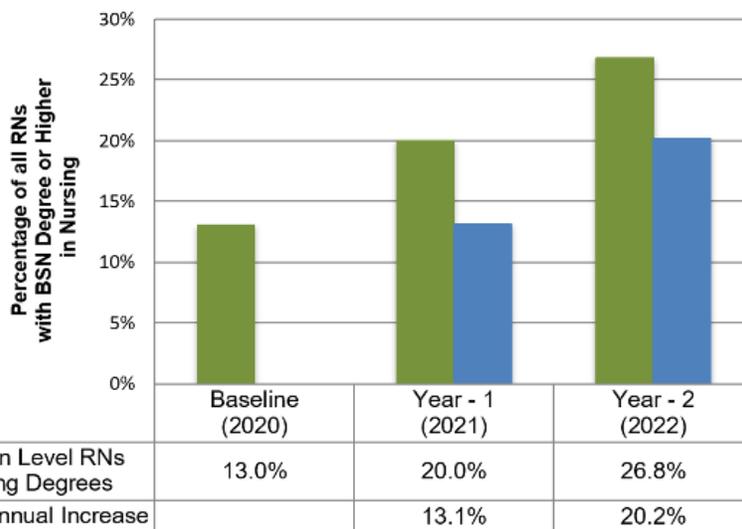
Congratulations! You did it! You have been promoted to staff nurse III or IV. Now that you have reached your goal, lend a hand in bringing your peers up. Act as a mentor and cheerleader to your fellow staff. "If I can do it, so can you." Share your binder with them. Be transparent about the process. Be available for questions and support.

In addition to participating in and advancing up the clinical ladder, please consider obtaining your specialty certification. Becoming certified in your specialty demonstrates a commitment to your profession, advances nursing practice, and promotes patient safety and satisfaction. Earning your specialty certification validates your knowledge, expertise, and commitment to that area of nursing. Maintaining certification requires more hours of continuing education specific to your specialty, and you are exposed to more evidence-based practice and advancements.





Kaiser Permanente Santa Clara Medical Center



Kaiser Permanente Santa Clara Medical Center

ICU Team Wellness: Initiatives to address emotional fatigue and burnout in the critical care setting

By Quynh Tran, MSN RN CCRN PCCN; ICU Nurse Manager
 Leslie Bigler, MSN RN CNL CCRN ICU; Assistant Nurse Manager
 Mary Helen Diego, MSN RN CCRN; ICU VON Chair

We depend on our critical care team to provide daily lifesaving care, shouldering heavy responsibility in a fast-paced unit, which significantly affects mental and physical health. According to the National Institutes of Health (NIH), burnout among health care professionals has become an epidemic.

CAREGIVER FATIGUE

The Intensive Care Unit (ICU) is where nurses see patients and families at their most vulnerable. The critical care staff work to provide the highest level of care possible. The inherent stress of working with critically ill patients and adjusting to the new normal with the ongoing pandemic has highlighted the urgent need to focus on combating caregiver fatigue and emotional distress.

The challenges of a healthy, effective microsystem include quality, safety, coordination, and collaboration within the health care team. Not only does the inherent stress of the working environment lead to moral distress and empathy fatigue, but according to the Cleveland Clinic, health care providers constantly on high alert to slow the spread of COVID-19 are facing a new obstacle: caution fatigue.

Individual and team wellness, cooperation, and collaboration are crucial in delivering high-quality care to increasingly complex patients. The potential for moral distress is high.

When our patients do well, we rejoice with them. When they decline, we, too, feel sorrow. Providers must set aside their feelings to care for others with limited time to recognize and address them. With this understanding, the team supports one another, providing an extra set of hands or shoulders to lean on.



From left to right: Corey Lily (ICU PEC lead), Mary Helen Diego (ICU VON chairperson), Gloria Diaz (ICU PEC member), Lilian McKenna (ICU VON co-chair), and Nory Gonzales (ICU LWBW lead)

Our staff works dynamically toward a common goal using the three “C’s” of effective teamwork: cooperation, coordination, and communication. The 3C Culture of Caring is the recognition that each team member is a unique and valuable member of the collective, and each individual is recognized and appreciated for their contributions to the growth and success of the unit. Collaboration trumps hierarchy, and achievements are recognized and applauded. Expanding the dimensions of critical care through the Voice of Nursing (VON) and unit councils such as the Nursing Practice Council and Nursing Research and Innovation Council is the foundation of our collaborative and forward-thinking model of care.

A NEW MINDSET

Engaging in a collaborative approach, the ICU team has brainstormed activities to promote wellness for our caregivers. In partnership with Kaiser Permanente Santa Clara’s Live Well Be Well (LWBW) team, the ICU was assigned a garden box where team members designed a layout, selected colorful plants and flowers, devised a watering schedule, and added fun decorative components. The Green Team takes immense pride in this beautiful project.

The ICU Professional Engagement Committee (PEC) celebrated Certified Nurses Day and Nurses Week 2022 with unit-specific activities and tokens of appreciation, such as succulents – to keep growing as we grow ourselves – along with individually wrapped treats. Decorations filled the conference room, many pictures were taken, and an overall sense of pride and camaraderie abounded. The staff of ICU 126/128 are truly shining stars!

THE BEST IS YET TO COME

While it would be easy to craft an uplifting paragraph to describe the success of our staff wellness initiatives, it is better to let it speak for itself through the words of our team...

"We care about our unit, and when something is suggested to support the unity...we all try our best to be part of the team." – Kathy Zhou, RN III

"Our team has been getting close, especially after the pandemic. We take the time to celebrate each other whether it's a birthday or getting together for dinner or breakfast... we try to make our mental health a priority." – Fern Villarosa, RN IV

"The garden is a stress reliever for us, and it showed the teamwork of everyone coming together to plant, and it was exciting to see that!" – Jaswinder Kaur, RN IV

"We care about each other, and we all strive to improve our mental health and emotional health by supporting each other and relying on each other." – Gene Deruntz, PCT

Nursing education 2022 review

The Nursing Professional Development covers mandatory education skill days as well as providing educational opportunities for nurses, nursing aids, and managers. In 2022, over 275 inpatient nursing staff were educated on topics from the needs assessment survey given to all units. Many frontline staff have been trained as super-users/champions for new initiatives and equipment such as sepsis, HealthConnect/Epic updates, Enhanced Recovery Medical Implementation, and Delirium Prevention. In 2023, a significant focus will include supporting and educating frontline staff in all stages of planning and teaching skill days. Lastly, super users/champions will be incorporated into supporting all educational activities.



Santa Rosa Medical Center

Message from Chief Nurse Executive and COO
Vicky Locey, DNP, MBA, RN, NEA-BC

Looking back at 2022, I feel an incredible sense of pride and gratitude to collaborate with the amazing team of nurses at Kaiser Permanente Santa Rosa. You continue to provide exceptional care no matter the challenges you may face, from the COVID-19 response to the latest triplendemic on top of the inherent challenges in health care.

This year's report is evidence of nurses' impact on our overall outcomes. Nursing's contributions to patient safety and quality of life are well noted. As such, I remain fully committed to continuing recruitment efforts to ensure the viability of our nursing team. Despite challenging markets, we hired 184 nurses (KFH) and twenty-one new graduates in 2022 and committed to continuing our hiring efforts in 2023.

At Kaiser Permanente Santa Rosa, our nursing leadership team strives to create an ideal environment for nurses to provide excellent care. This means providing opportunities for professional growth, ensuring team safety (physical and psychological), and recognizing the talents and impact of nurses at all levels. We continue to see an increase in nurses utilizing the available funding from the Nurse Scholars Academy and tuition reimbursement to obtain advanced degrees and certifications or to attend professional conferences. In 2022, our DAISY recognition program remained stronger than ever, with heart-warming stories of nurses making a difference in the lives of those they care for. Our Excellence Enculturation Committee sponsored a spa day, Kaiser Permanente brand store gift certificates and yummy treats from Amy's Wicked Slush during Nurses Week. From a workplace safety lens, we saw a 31% decrease in patient handling injuries across our medical center thanks to ongoing education efforts, our "speak up" culture, and the

purchase of specialized equipment to mitigate patient handling risks.

My personal highlight was our Nurse Camp program, which had been on hold during the first two years of the pandemic. In October, we brought twenty-four students from Piner High to participate in learning simulations with our direct care nurses. The experience is memorable for students and nurses and grows local interest in nursing. Some students commented, "Thank you for your hard work and time. You are all greatly appreciated;" "I enjoyed learning about pediatrics and how to perform CPR on a child," and "Everyone here was very nice and friendly." Thanks to all those involved in making this day happen.

We look forward to including Windsor High and Casa Grande students in 2023.

Finally, because of our combined efforts, we are making excellent progress on our journey to Magnet. Our organization embodies the Magnet model's five core elements: Structural Empowerment, Transformational Leadership, Exemplary Professional Practice, New Knowledge, Innovations & Improvements, and Empirical Outcomes. Our effort to be recognized as a Magnet-designated facility is not separate from the work we continuously do! Kaiser Permanente Santa Rosa nurses have achieved nursing excellence, as demonstrated by our quality outcomes and ongoing performance improvement initiatives. Our goal is to tell our story using the Magnet framework as a testament to our culture of caring, professionalism, and skill.

Thank you for bringing your talent and passion to providing exceptional care to our patients and community daily and for recognizing our sacred work. I am honored and privileged to be a part of this incredible team.

Transformational Leadership

Kaiser Permanente Santa Rosa nursing embodies transformational leadership at all levels of the organization to co-create and execute the future vision. In 2022, nurses across the medical center led effectively through adversity to achieve positive patient outcomes. For example, the Adult Services teams realized a 62% reduction in patient falls with injury through the consistent application of evidence-based standards and a focus on mobility. The Maternal Child teams led a regional pilot program to test an innovative blood quantification technology to enhance postpartum hemorrhage detection and early treatment, thus becoming one of the region's top performers in quantifying blood loss post-delivery. Our patients and external communities also recognize the overall nursing excellence at Kaiser Permanente Santa Rosa. Consider this extensive list of nurse-driven accolades received this year:

- High Performing Hospital: Stroke Care, Heart Failure, Chronic Obstructive Pulmonary Disease (COPD), Pneumonia, Hip Fracture, U.S. News & World Report
- Best Stroke Care, Best Obstetrics, Best Cancer Care: Women's Choice Award
- Get with the Guidelines Heart Failure Gold Plus/Stroke Honor Roll Elite/Diabetes Honor Roll Elite: American Heart Association
- Best Hospital Sonoma County, Press Democrat
- Best Local Hospital, North Bay Bohemian
- Best Health Care, North Bay Biz Readers Poll

Professional development

Supporting nursing's mission, vision, and values is a top priority for the organization and requires investment in nurse development programs to build the skills necessary to achieve and sustain excellence. In 2022, 17 new nurses participated in the Nurse Residency program in Medical-Surgical/Telemetry, while seven experienced nurses participated in the Maternal Child Health training program. Twenty-two nurses were mentored by peers and supported by their nurse leaders to achieve staff nurse III designation, and 14 advanced to staff nurse IV. Several nurse leaders attended professional leadership development programs, such as Kaiser Permanente Activate, Kaiser Permanente Accelerate, and the University of California San Francisco (UCSF) Academy for Healthcare Leadership.

Stewards of community health

Kaiser Permanente Santa Rosa continues to partner with and support local initiatives to prevent illness and disease, promote well-being, and ensure healthy environments. Nurses are front and center in local volunteer efforts through participating in events such as the Walk to End Alzheimer's, the Santa Rosa Pride Parade, the North Bay Children's Center seed bag campaign, and the monkeypox vaccination clinic in West Sonoma County, to name a few. The North Bay Business Journal awarded Kaiser Permanente Santa Rosa the Healthiest Companies Gives Award in recognition of its philanthropic endeavors, which includes funding for access to care, housing and homelessness, educational

attainment, mental health and wellness, and environmental stewardship. From our Santa Rosa Kaiser Permanente campus, one needs to look just to the north to see the impact of our commitment to our community, as Kaiser Permanente contributed \$1.6 million to assist in the rebuilding of the former Journey's End mobile home park (destroyed in the 2017 Tubb's Fire) to include much-needed affordable senior housing.



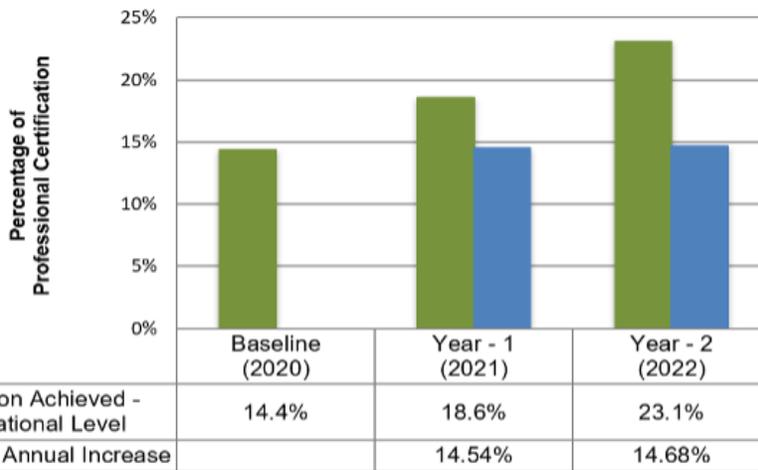
Creating a future pipeline for nursing and health care personnel is vital to the overall health of our community. In 2022, Kaiser Permanente Santa Rosa's Excellence Enculturation Committee launched the Nurse Camp program. The curriculum also included stroke recognition and choking response to improve community response to these life-threatening emergencies. The day concluded with an ambulance tour from American Medical Response (AMR) and the students receiving completion certificates. Participation from our knowledgeable, professional nursing staff members, educators, and department leaders, coupled with the students' interest and curiosity, created the perfect environment to support future health care workers in making informed decisions about their education and career path. The positive feedback from the students and their teachers was genuinely inspiring.

In 2023, we look forward to partnering with Casa Grande and Windsor High Schools.

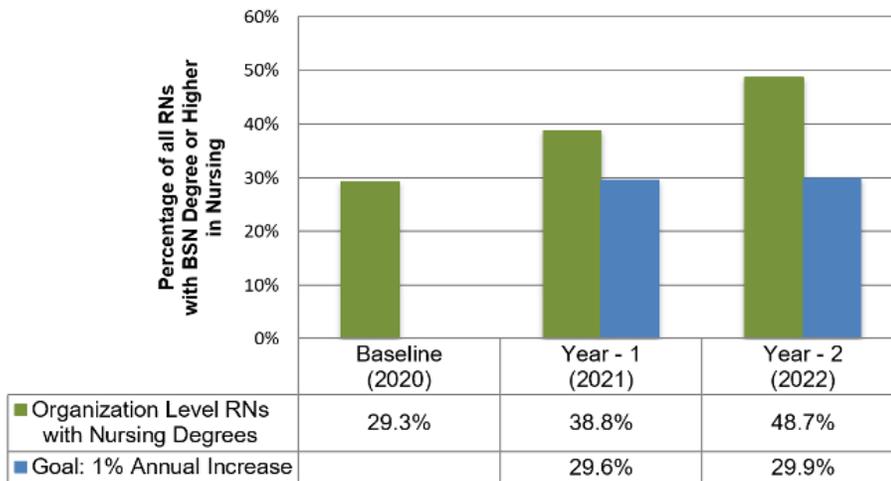
Structural Empowerment

The DAISY Award recognizes nurses whose clinical skill and compassionate care make a difference in the lives of our patients, care team, and community.

We are so proud of our nurses who have taken the opportunity to validate their specialized knowledge, skill mastery, and leadership in their field by becoming certified in their specialty. Certification benefits patients, families, nurses, and the profession. The costs associated with certification preparation and testing can be waived or reimbursed through the Kaiser Permanente Scholars Program and National Tuition Reimbursement. This year the Excellence Enculturation Committee designed and awarded all certified nurses with a commemorative Kaiser Permanente soft shell jacket. We hope to offer this opportunity again in 2023!



Kaiser Permanente Santa Rosa Medical Center



Santa Rosa Registered Nurses with BSN or Higher Degrees

Structural Empowerment

DAISY Award recipients

- Jennifer Heinly-Uricoechea, BSN, RN, Postpartum
- Lacy Burnett, RN, Perioperative Services
- Veronica Leddy, RN, Emergency Department
- Marcy Schluter, RN, Perioperative Services
- Meredith Bertalon, RN, Interventional Radiology
- Michelle Desire, LVN, Adult Family Medicine
- Alice Teeter, RN, Home Health
- Tamara Wollitz, RN, Pulmonology
- Karlene Bialoblocki, RN & Karen Olson, RN, Outpatient Pediatrics
- Maddy Fritz, RN, Medical-Surgical/Telemetry, 2-West
- Meredith Travis, RN, Labor & Delivery
- Trisha Harris, RN, Labor & Delivery

Exemplary Professional Practice

Falls

Fall reduction is one of the key nursing-sensitive quality indicators. In 2022, our local HEROES Committee, which oversees our fall reduction program and evaluates performance, supported the evidence-based guidelines to improve our outcomes. Through collective interdisciplinary efforts and nursing assessment, care planning, and implementation of evidence-based fall reduction techniques, Kaiser Permanente Santa Rosa noted a 62% decrease in falls with injury in 2022. This is a remarkable improvement, which equates to lives saved or improved.

C-section infections

Kaiser Permanente Santa Rosa has continued to shine bright in our Cesarean-section (C-section) surgical site infection rates. In fact, through the collective efforts of all Maternal Child Health (MCH) departments and teams, Santa Rosa has not had a single infection in over 14 months, making our rate 0. Diligent efforts by the team to enhance sterility and patient prep practices, patient teaching, and appropriate diagnostic criteria helped to bring our rate to the best in the region. This means our new mothers and families can spend time bonding, breastfeeding, and adjusting to life with a newborn without the unnecessary burden of a wound infection.

Ultrasound IV insertion

For patients with difficult intravenous access, ultrasound-guided IV insertions have been shown to improve successful access with less pain and trauma than traditional landmark insertion techniques. This skill cannot only enhance the patient experience and save nursing time but also prevent the need for central line placement and the risks of a more invasive procedure, such as central line bloodstream infections (CLABSI). Rene Maslow, DNP, RN, HEC-C, VA-BC, PICC/procedure nurse, has long provided staff education in vascular access care and ultrasound IV insertions. Rene partnered with Damian Gulbransen, RN, Nurse Director, and Patrick McAlpin, RN, Staff Nurse IV, Charge Nurse, to provide education and skill proctoring in ultrasound IV insertions. As part of her DNP project, Rene measured pre- and post-intervention rates of ultrasound IV insertion in the ED and noted a 45% increase in ultrasound insertions following the education. Congratulations to Rene on successfully completing her project and to the emergency department team for increasing their skill set in this impactful manner!

Professional Governance

As part of our vision for nursing excellence, Kaiser Permanente Santa Rosa supports structures and programs to promote professional development and engagement in professional governance to enhance nursing practice and resolve issues. We also seek to honor and celebrate nursing's unique contributions to high-quality care and interdisciplinary collaboration.



Despite the many pandemic-related challenges, our nursing professional governance councils met routinely, planned and evaluated projects, and measurably improved care. Our professional governance structure, represented by redwood tree branches, supports this work:

The table below demonstrates the outstanding work in which our committees have actively engaged.

Professional Governance Councils	2022 Accomplishments
ICU CUSP Committee	<ul style="list-style-type: none"> • ICU Liberation Bundle • HAMP Medication Error Reduction • Safe Patient Handling: Prevalon Chair Positioning • Trial of Male Purewick catheter • SED Line and Cerebell Education • Green Team Waste Reduction
Medical-Surgical CUSP Committee	<ul style="list-style-type: none"> • Workplace Safety: Prevalon Pumps and IV Pole Power Strips • Lactated Ringer Compatibility • Peripheral IV Insertion Survey/Education • Patient-centered Room Signage
Perioperative CUSP Committees	<ul style="list-style-type: none"> • Room & Equipment organization/standardization • Workplace safety projects: X-ray shields, Hovermatt • Efficiency Workflows • IV Fluid warming cabinet project • Education and smart phrase development for breastfeeding after anesthesia • Coordination of biannual education days • Fentanyl education in-service
Postpartum Unit Practice Council	<ul style="list-style-type: none"> • Addition of PCTs to Unit Staffing Model • Newborn Screening Accuracy • Medical-Surgical Overflow Patient Selection and Placement
IMN Unit Practice Council	<ul style="list-style-type: none"> • Donor Breastmilk • IMN Alert Notification • Blood Glucose Monitoring Protocols • IMN Cross Training Program
Pediatrics Unit Practice Council	<ul style="list-style-type: none"> • Eating Disorder Care Plan Revision
Evidence-Based Practice & Research Committee	<ul style="list-style-type: none"> • KP-PROSPER & KP-CARES studies • KP-NOURISH study
Excellence Enculturation Committee	<ul style="list-style-type: none"> • Intranet Site Development • Nurses Week Activities: Virtual Forum, Gifts/Treat Delivery, Certification Jackets • Nurse Camp Revision and Relaunch • Magnet Program Education and Oversight

New Knowledge, Innovation, and Improvements

2022 was an exciting year for research and innovation at Kaiser Permanente Santa Rosa. Nursing science calls for nurses to contribute to new knowledge and adopt practices based on research and evidence. Completing two nurse-led research studies and several innovation projects in multiple departments demonstrate our firm commitment to discovery and innovation in service to our patients.

The KP-CARES Study: Gudrun Reiter-Hiltebrand, MSN, RN, CNL, RNC-NICU, C-ELBW, C-ONQS (Kaiser Permanente Santa Rosa NICU Staff Nurse II), and Kelli Cox, MSN, RN (Kaiser Permanente Santa Rosa Emergency Department Staff Nurse III) served as Principal Co-Investigators to evaluate the effectiveness of the learning module series “Enhancing Our Culture of Caring” related to the caring culture and compassion fatigue. Denise Laws, DNP, RN (Kaiser Permanente Santa Rosa Continuum Administrator), was the nursing leader and co-principal investigator. The study also explored the lived experiences of clinical nursing staff working during the COVID-19 pandemic. Data analysis showed an increase in several Watson Caritas rating scores after completing the experiential learning modules. Several themes emerged relating to caring during the pandemic, including self-care, role/professional experience, trust, fear, and loss. Gudrun and Kelli plan to present their findings at the International Association for Human Caring Conference in 2023.

The KP-PROSPER study

Itamar Ribeiro, BSNc, RN (Medical-Surgical Staff Nurse IV) served as the Santa Rosa Principal Investigator to explore how RNs perceive peer-to-peer feedback and examine their reported comfort in participating in peer feedback, autonomous practice, and perceptions of quality care and patient safety. Rebecca Taylor-Ford, DNP, RN (Kaiser Permanente Santa Rosa MCH Director), was the study nurse leader and Co-Principal Investigator. Through Itamar’s efforts, 201 Santa Rosa nurses participated! Santa Rosa was one of the only sites in the region to meet the required sample size, which lends credibility to the results. Analysis of the Peer Review Survey results demonstrated that most nurses felt comfortable giving peer feedback and reported the experience as positive. Most nurses also felt comfortable reporting errors without retribution and felt this allowed an opportunity to learn from the mistake. An opportunity to enhance autonomous practice exists. The study revealed favorable results and areas for opportunity to improve peer-to-peer feedback. The results will be used by the professional governance councils and leadership teams to support ongoing patient safety efforts and nurse empowerment so that nurses can make practice changes that benefit patients, the care team, and the community. Itamar has been selected to present the study findings during a podium presentation at the International Sigma Theta Tau Nursing Honor Society conference in November 2023 in San Antonio, TX.



Using technology to reduce severe maternal morbidity



Kayla Maomanivong, RN, BSN, PPSP Committee Member demonstrating use of the Triton QBL system in a Labor & Delivery room

Through the coordination of the Perinatal Patient Safety Committee, the Kaiser Permanente Santa Rosa labor & delivery and postpartum team piloted an innovative technology to enhance blood loss measurement (Quantitative Blood Loss or QBL) in postpartum patients. With postpartum hemorrhage accounting for a large percentage of life-threatening maternal morbidity, adequate and timely QBL is an essential nursing function that saves lives.

Team members Kayla Maomanivong, BSN, RN, SN IV; Lynette Garza, RN-C, staff nurse II; Julie Michelena, RN, SN IV; Heidi Paz, OB tech; Jordin Cirner, RN, staff nurse III; Jeannine Harm, RN, staff nurse III; Lisa Winkler, RN, staff nurse IV; Sarah Villarreal, MSN, RN, MCH educator; Ann Meroney, BSN, RN, SN IV; Kristen Longoria, MSN, RN, MCH manager; Meghan Walton, BSN, RN, staff nurse II, and Geri Warner, BSN, RN, staff nurse IV along with the physician and midwife colleagues implemented the Triton system, which utilizes facial recognition technology to recognize hemoglobin molecules on dry goods, thereby providing a timely quantification of blood loss.

The Perinatal Patient Safety Project (PPSP) Committee worked diligently with the Triton vendor team and Regional Leads to design and test workflow for vaginal and operative deliveries using the device. The use of the technology, combined with other evidence-based methods, led to a notable increase in QBL measurement for all delivery types, bringing Kaiser Permanente Santa Rosa to the list of top performers in the Northern California region.

South Sacramento Medical Center



Message from Chief Nurse Executive
Rachel Wyatt, DNP, MHA, RN, NEA-BC

The third year of the pandemic started like 2021 ended, with another surge of COVID-19 patients. South Sacramento partnered with the State of California to open 54 additional surge beds in response. The staff again rose to the challenge of providing exemplary care to all members and patients who came to our doors. The nursing staff developed support groups, helped to lead Wellness Fairs, created badge buddies listing 24/7 resources to support staff's mental well-being, and established a wellness calendar of events for all to participate in. The first Caring Science Academy was kicked off, where our nurses learned to apply Jean Watson's Caring Science Theory for their self-care and nursing practice. This year proved to be one of our most demanding, yet the nurses of South Sacramento persevered through dark days and have come out as the shining lights that they all are.

Self-care was a strong focus for 2022, and we saw some of our best patient outcomes ever. For the third year in a row, we saw a reduction in patient harm, our Care Experience began to rebound, and our first-ever Nurse Excellence Survey resulted in a score of 55%, 5% over the national benchmark.

I am constantly amazed at our nurses' grit and compassion to care for our community through any obstacle. Through our Shared Governance, our nurses have become more empowered to elevate our nursing practice further.

As we embark on 2023 and cross that finish line where we will achieve our initial Magnet designation, I feel invigorated by our nurses and am full of pride. I have witnessed a transformation among our nurses, leading to an environment where patients, staff, and visitors will all thrive.

Transformational Leadership

Hospital accolades

- Early Detection & Nursing Intervention in the Care of Patients with Delirium, DAISY Foundation Grant Awardee, Shavinderpal Sanga
- Maternal Child Health was recognized by the California Maternal Quality Care Collaborative (CMQCC) for maintaining low rates of Cesarean Sections for three years in a row.
- 4 South Telemetry received the Quality and Safety Council Award for a 67% reduction in patient harm events.

Community health

NURSES SHARE CLINICAL EXPERTISE AND COMPASSION AT COMMUNITY EVENTS

Throughout 2022, our South Sacramento nurses stepped up to help improve our community's health.

For example, nurses from our Trauma Team shared their clinical expertise by providing free Stop the Bleed training and resources at several community events in 2022, including the Elk Grove Regional Safety Day and a Back-to-School event at South Sacramento Christian Center. Other nurses encouraged healthy eating habits to the Kaiser Permanente pavilion visitors at the Kaiser Permanente-sponsored 2022 Farm-to-Fork Festival in Sacramento.

Nurses were also critical members of our medical teams at the Kaiser Permanente Running of the Elk 5K & 10K running event in Elk Grove and at the IRONMAN California event in Sacramento in October 2022, helping exhausted, dehydrated, and injured athletes recover and get the care they needed after finishing the grueling race.

Nursing leaders and frontline nurses also coordinated teams for the 2022 American Heart Walk in Sacramento, helping to raise thousands of dollars for research. A team of 10 South Sacramento nurses from the Nursing Practice Council volunteered at Elk Grove Food Bank. Many others contributed to South Sacramento's successful backpack and school supplies drive and a holiday giving campaign that collected hundreds of new toys and pajamas.

During our 2022 MLK Day of Service, nurses joined fellow physicians and employees in volunteering to write letters and decorate posters for City Year Sacramento AmeriCorps members, thanking them for their work helping students succeed in local underserved schools. Others helped assemble care packages with stuffed animals for Asian Resources' clients seeking youth and family services.

NURSES RESPOND TO COMMUNITY SURGE

In January 2022, Kaiser Permanente South Sacramento Medical Center partnered with the Sacramento County Emergency Medical Services Agency and the California Department of Public Health to rapidly open additional surge beds to help alleviate hospital capacity issues across the Greater Sacramento area at the time. Nursing staff were among those who worked to open 52 acute care beds – within one week! – inside the Ambulatory Surgery Center and the Dan. B. Moore Building. Their dedication and hard work paid off significantly, with nurses providing care to more than 275 patients in the temporary surge units.



CLINICAL NURSE SPECIALISTS VOLUNTEER TO TEACH MEMBERS OF THE COMMUNITY FALL PREVENTION STRATEGIES

Matter of Balance is a nationally recognized, evidence-based fall prevention initiative to address and enhance late-life functioning. The program uses a multifaceted educational approach that targets older adults' fear of falling by emphasizing that (1) falls are something one has control over and (2) increased activity improves strength and balance. South Sacramento's Clinical Nurse Specialists Barb Duffy and Shavi Sanga volunteer to teach Matter of Balance classes in the community. Barb and Shavi have offered multiple sessions over the past few years and plan to continue.

NURSE EDUCATOR ADVOCATES TO END HUMAN TRAFFICKING THROUGH EDS AND ORS

In October 2022, South Sacramento's Perioperative Nursing Professional Development Specialist Trang Pham served as a panelist at San Francisco's Collective Against Human Trafficking (SFCAHT) annual conference advocating to end human trafficking by bringing awareness to trafficking survivors presenting to health care facilities for surgical interventions or emergent care. As a panelist, she educated attendees on suspicious injuries that present to the emergency department (ED), surgeries trafficking survivors may receive, health care entities vulnerable to exploitation, and tactics used by traffickers to conceal survivors' identities.

Structural Empowerment

ED clinical nurses providing socially sensitive care for patients suffering from substance use disorder

Established in January 2022, the Substance Abuse Navigator (SUN) Program allows ED clinical nurses to provide socially sensitive care to patients with substance abuse disorders through early recognition and timely referral to an in-house SUN. Upon receiving the referral, the SUN will assess the patient's willingness and desire for treatment and assist in connecting them with community resources and enrollment in substance abuse disorder programs.

Structural Empowerment

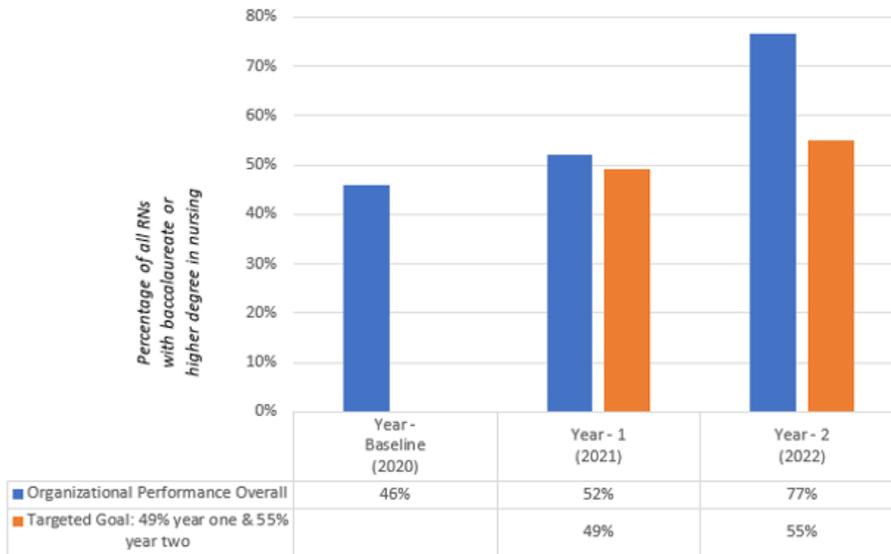
DAISY Award recipients

South Sacramento nurses were honored by patients, families, peers, and leaders for providing exceptional care and compassion in 2022, including through DAISY Awards presented throughout the year.

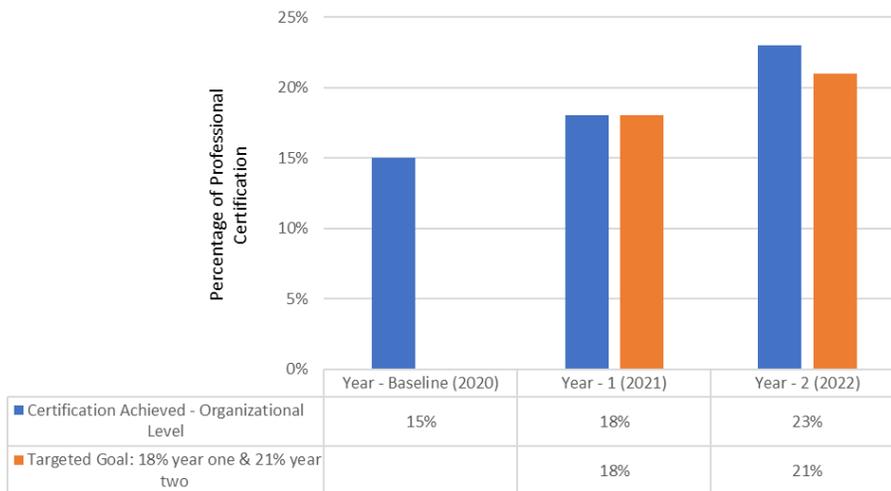
Cecilia Bernadas, RN Mom Baby
Cirby Chitty, RN, ED
Niki Denton, RN, 3WEST
Heather Rome, RN, ED
Cathreen Naidu, RN, ED
Nancy Meck, RN, Home Health
Marissa Denstedt, RN, Labor & Delivery
Katie Hoganson, RN, Nurse Leader Award CASD
Palliative Care Team, Team Award Palliative Care
Patricia Rodriguez RN, Lifetime Achievement Area Manager & VP
Melanie Tuana, RN, Post Anesthesia Care Unit
Leighann Elzig, RN, ED
Bethany Gauthler, RN, 2 South
Sushma Pokle, RN, Mom Baby
Tyron Tiu, RN, ED
Melissa Oyr, RN, Post Anesthesia Care Unit
Alan Amurao, RN, Post Anesthesia Care Unit
Outpatient Surgery
Ndoumbe "Ama" Sallah, RN, 4 West

Certification and degree recipients

To honor our nurses who have achieved certification in a specialty area of practice, South Sacramento holds an annual celebration during National Nurses Certification Week, providing them with a token of appreciation and unit recognition. A subcommittee within the Nursing Professional Development Council was developed to focus on increasing nursing certification through communicating Kaiser Permanente resources, evaluating unit-level recognition processes, and developing cohort certification study groups.



Kaiser Permanente South Sacramento Medical Center



Kaiser Permanente South Sacramento Medical Center

Nurse development programs

Transition to Practice (T2P) – South Sacramento kicked off its first Transition to Practice Cohort in the fall with six excited nurses who earned roles in the Labor and Delivery and Intensive Care Units. The T2P program allows Kaiser Permanente nurses to build upon their current skills and enter a specialty practice.

South Sacramento Clinical Nurse Specialists (CNS) helped to develop an onboarding program for new-to-practice and experienced CNSs starting at Kaiser Permanente. The workgroup consisted of eight CNSs from across the Northern California region. The bundle, available via Microsoft Teams, includes a welcome letter, links to the CNS Community of Practice, CNS competency, reference sheets for Advanced Practice Nurses to access data, participate in regulatory surveys, obtain specialty certification, and more.

The first cohort for assistant nurse managers' leadership development was kicked off in collaboration with organizational development. The program delivered the groundwork necessary for new Assistant Nurse Managers to learn and grow in a supportive team, enhancing their leadership skillsets.

Professional development programs

Focus within the Professional Development Council includes increasing simulation training, aligning the structure for new employee orientation, including patient care services orientation/annual competencies, and our EBP workgroup that critically appraises literature and supports unit-level quality initiatives.

Nurse residency programs

South Sacramento has supported four new graduate residency cohorts. These training programs have consisted of locally-led skills training and simulation. New graduate residents will complete a simulation in micro-aggressions and managing behaviors on the unit. New graduates have participated in locally-led classes, including wound care, advanced cardiac, advanced respiratory, and ePCI. New graduates have also been given precepted float opportunities to increase skill attainment proficiency. South Sacramento also has a new grad resident presence on the facility and unit-level unit practice councils.



Exemplary Professional Practice

MCH department “Knocks it out of the park” implementing evidence-based NKE

In July 2022, Nurses from maternal child health departments, in partnership with our care experience, aimed to improve patients’ perception of nursing communication, courtesy, and respect. Using their Professional Practice Model (PPM) as a guide, they launched the evidence-based practice initiative “Nurse Knowledge Exchange (NKE),” which provides the opportunity for shift change collaboration between the oncoming and off-going nurse and the patient and their family. They used a baseball theme to generate excitement for the NKE kickoff and encouraged each nurse to “knock NKE out of the ballpark” and be “All-Stars” in their NKE game. MCH teammates attended a Sacramento Rivercats game to celebrate the successful evidence-based practice change. By December 2022, MCH nurses significantly improved two care experience nurse communication categories measured by the National Research Corporation (NRC) Realtime Top Box scores.

Nurses focus on teamwork to improve patient & family-centered care in the main OR

In July 2019, turnover times in the Operating Room (OR) reached 40.6 minutes. Prolonged turnover times can lead to delayed or canceled surgical procedures, significantly impacting patient care experience. To address the issue, a workgroup comprised of clinical nurses, assistant nurse managers, and the nurse manager reviewed evidence-based practices designed to improve turnover times and enhance the patient’s care experience with care coordination. In alignment with South Sacramento’s Professional Practice Model, the group implemented evidence-based changes to room turnover workflows. This change included enhanced communication and organization in ensuring resources were preemptively allocated for room turnover duties following a procedure and empowered charge nurse ownership for redirection/facilitation of additional resources to ensure teamwork and efficiency. By October 2022, the evidence-based changes implemented by the main OR team led to decreased turnover times (34.7 minutes!) and significantly improved care experience scores related to care coordination.

Critical care clinical nurse specialist partners with an interprofessional team to reduce the average length of stay in the ICU

As a nursing expert in critical care, Clinical Nurse Specialist Jennie Matays recommended nursing practice changes related to timing, implementation, and coordination of paired spontaneous awakening trials (SAT) and spontaneous breathing trial (SBT) for patients on a mechanical ventilator. This evidence-based practice change required interprofessional collaboration between clinical nurses, respiratory therapists, and physicians. Jennie’s practice change recommendations required interprofessional collaboration to shift the timing of SATs and SBTs to align with multidisciplinary rounds and regular sleep-wake cycles. Reduced SAT and SBT exclusion criteria to increase patient eligibility and improved objectivity in SAT and SAT SBT failure criteria. After nursing education was completed, the practice was implemented in Q2 2021. In Q1 2021, the average length of stay (ALOS) for ICU patients was 5.93 days. By Q1 2022, ICU ALOS for mechanically vented patients had decreased by 1.73 days to an ALOS of 4.2 days.

New Knowledge, Innovation, and Improvements

Research studies at South Sacramento

USABILITY PILOT STUDY OF IMMERSIVE VIRTUAL REALITY PLATFORM AS AN EDUCATIONAL ADJUNCT FOR REGISTERED NURSES AT KAISER PERMANENTE SOUTH SACRAMENTO

The purpose of South Sacramento's clinical nurse-led and co-led research study, "Usability Pilot Study of Immersive Virtual Reality Platform as an Educational Adjunct," was to explore nurses' acceptance and use of virtual reality (VR) technologies in health care education. The usability pilot began in December 2022 and included a quantitative questionnaire from a cohort of Kaiser Permanente South Sacramento nurse participants who voluntarily observed an immersive virtual reality simulation. Twenty-eight clinical nurses participated in the study. At the end of the observed simulated experience and debriefed discussion, nurse participants completed a questionnaire to determine their acceptance and use of VR technologies in health care education. The study results confirmed nurses' acceptance of virtual reality simulation in health care education. Participants expressed that they found virtual reality as an educational adjunct effective and helpful to their nursing practice.

THE VIRTUAL MINDFULNESS MEDITATION RESEARCH STUDY

The Virtual Mindfulness Meditation Research Study leveraged a virtual platform to deliver 12 live mindfulness meditation sessions that taught RN attendees techniques to reduce stress and anxiety, calm an overactive mind, and become aware of and reduce compassion fatigue. Participants also were provided access to an audio archive of recorded sessions. Data was collected to determine if the program reduced burnout. Initial findings indicate that nurses found virtual mindfulness meditation helpful in reducing feelings of burnout.

Nursing Professional Development Council developed an EBP & Research subgroup. Created a forum to brainstorm ideas and present completed EBP or research projects. Publicized an EBP mini-immersion series and monthly research office hours.

INNOVATION

WORKFLOW CHANGES IN THE MAIN PACU REDUCE THE AVERAGE LENGTH OF STAY (ALOS) FOR BARIATRIC SURGERY POPULATION

Lori Knutsen, a clinical nurse from the main PACU, partnered with her nursing leadership team in workflow redesign in implementing Early Recovery After Surgery (ERAS) protocols for bariatric surgery patients. Lori identified workflow opportunities for the successful implementation of ERAS. She worked with the interprofessional team and physicians to update the electronic medical record (EMR) order sets to reflect updated discharge criteria for bariatric surgery patients. The workflow changes resulted in the main PACU ALOS for bariatric surgery patients decreasing from 23.79 to 9.7 hours.

South San Francisco Medical Center



Message from Chief Nurse Executive and COO
Tina M. Bray, DNP, MSN, RN, MBA

This 2022 Nursing Annual Report highlights many of our nursing teams' outstanding accomplishments together.

This report reflects the five pillars of the Magnet model: Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovation and Improvements, and Empirical Outcomes.

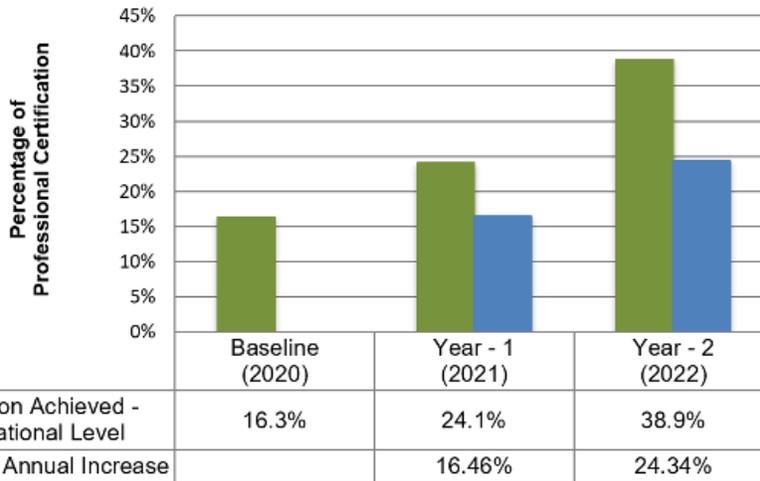
In 2022, our nursing teams:

- Decreased surgical site infections (SSI) by improving practice on surgical hand scrubs in an interdisciplinary team practice.
- Dramatically improved patient outcomes by preventing patient falls in the Emergency Department.
- Elevated clinical practice and professionalism by increasing the number of certified nurses.
- Reinvigorated the DAISY Awards to celebrate our nurses who provided above-and-beyond care for our patients.

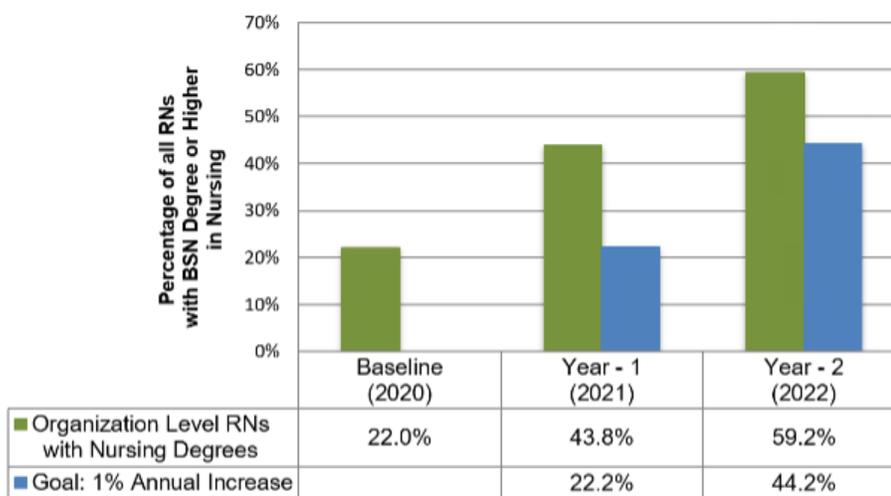
- Strengthen the partnership between leaders and frontline staff in collaborating with a common goal to reduce and prevent Hospital Acquired Pressure Injuries (HAPI).
- Successfully implemented an evidence-based practice using aromatherapy for pain management for post-surgical patients.

I want to thank our nursing teams for their continued passion, dedication, and perseverance in excellence and exemplary professional practice. My vision for Kaiser Permanente South San Francisco nurses is to strengthen further our efforts to create a cultural and organizational support network where multidisciplinary teamwork flourishes. We will continue to focus on what matters to each patient and their family. Together, we will make decisions that place the patient in the center to ensure our patients receive safe, high-quality care at the right place and time.

Structural Empowerment



Kaiser Permanente South San Francisco Medical Center



Kaiser Permanente South San Francisco Registered Nurses with BSN or Higher Degrees

Structural Empowerment

DAISY Award recipients

Aiko Garcia, BSN, RN-Northwest Unit

Logan Tate, BSN, RN, CCRN-ICU

Joy Valerio, BSN, RN, Patient Care Coordinator

Edward Mensah, RN, Patient Care Coordinator

Leo Eusebio, MSN, RN, CEN, Assistant Nurse Manager, DAISY Nurse Leader Award

Teresa Casing, BSN, RN, Assistant Nurse Manager, DAISY Nurse Leader Award

Exemplary Professional Practice

OR hand scrub vs. hand rub

According to data from the Agency for Healthcare Research and Quality (AHRQ), more than 10 million patients undergo surgical procedures as inpatients yearly, accounting for over one-fourth of all hospital stays. The most common types of inpatient surgical procedures include cesarean section, orthopedic procedures (hip and knee replacement, hip fracture repair), neurosurgical procedures (spinal fusion and laminectomy), and intra-abdominal procedures (cholecystectomy and colorectal resections). Increasing numbers of patients also undergo surgery at ambulatory surgery centers.

Surgical site infection (SSI)—defined by the Centers for Disease Control and Prevention (CDC) as infections related to an operative procedure that occurs at or near the surgical incision within 30 days of the procedure or 90 days if prosthetic material is implanted at surgery—is among the most common preventable complication after surgery. SSIs occur in 2% to 4% of all patients undergoing inpatient surgical procedures. Although most infections are treatable with antibiotics, SSIs remain a significant cause of morbidity and mortality after surgery. They are the leading cause of readmission to the hospital following surgery. Although SSIs are less common following ambulatory surgery than after inpatient procedures, they are also a frequent source of morbidity in these patients.

Risk factors for SSI include patient factors (such as age, tobacco use, diabetes, and malnutrition) and procedure-specific risk factors (including emergency surgery and the degree of bacterial contamination of the surgical wound at the time of the procedure). While many risk factors are not modifiable, most SSIs are preventable.

The comprehensive unit-based safety program (CUSP) has been demonstrated to be an instrumental approach to driving reductions in SSI. CUSP emphasizes improving safety culture by continuously identifying and learning from errors, improving teamwork, and engaging staff at all levels in safety efforts. The Kaiser Permanente South San Francisco Perioperative Services Nursing Unit Council (NUC) was started in early 2021 and had OR team members involved in identifying issues and strategies for improvement in the OR setting.

In early 2021, the Perioperative NUC noted an increase in our SSI rates prompting the OR nurses to examine their practices.

We reviewed the AORN 2022 practice guidelines “Guideline for Hand Hygiene” and instructions for use (IFUs) for each of the products in use for the operating room (OR). Audits were completed in March 2022, and opportunities for improvement were shared with the OR staff and surgeons. One of the practices identified for improvement by the OR nurses was surgical hand rubs. A gap in following the IIFU was identified when using the surgical rub. There was also interest in using the surgical hand scrubs, so education for hand rubs and hand scrubs was provided to all OR staff who perform surgical hand rubs/scrubs in the OR. In addition, the IFUs were placed next to the scrub sinks for ease of access during use.

The team continues to identify opportunities for improving SSI rates.

Hospital-Acquired Pressure Injury (HAPI) prevention

To reduce HAPI incidences at Kaiser Permanente South San Francisco, the nursing unit council members assessed their current nursing practices in collaboration with the nurse quality liaison and nurse educator. Kaiser Permanente South San Francisco's Nurse Educator, Ronelle Rubio, co-lead this project. To ensure practice standardization, all frontline RNs attended a "back to basics" class taught by the WOCN. The class focused on performing a risk assessment using the Braden scale and developing an individualized care plan based on patients' risk factors. The class also introduced prevention measures such as silicone foam dressings and waffle cushions. Variability in how the nurses identified at-risk patients was noted.

Furthermore, the nurses had hands-on practice utilizing the low-air loss mattress/bed and Safe Patient Handling (SPH) equipment. Peer-to-peer observations were conducted during direct patient care to help nurses succeed with the new protocols. To maintain staff engagement and awareness of HAPI prevention, a roving cart was developed by the NQL and staff nurse III RNs, which provided nurses with just-in-time education.

While implementing the new practice, a significant barrier was discovered, which involved the accessibility and availability of essential supplies and equipment. With this discovery, the nurses decided to do a hospital-wide assessment to determine if each unit was undergoing the same issue. As a result of this assessment, the necessary par levels were adjusted, ensuring that nurses would have what they needed to care for this population.

Ultimately, the new standardized nursing practice and removal of operational barriers reduced HAPIs in South San Francisco.

The sustainability plan is to review HAPI incidences and par levels. Staff are empowered to bring any issues or barriers requiring additional focus to the Nursing Unit Council's monthly meetings.



Door-to-EKG in our Emergency Department

According to the American Heart Association, the national standard for any patient 30 years and older who presents with complaints of chest pain/discomfort should receive an electrocardiogram (EKG) within 10 minutes of arrival. This ensures rapid identification of acute MI and transfers to a cardiac catheterization lab, thus decreasing door-to-balloon times. Further research showed that the door-to-EKG time was the most critical delay interval at 20.8%.

In January 2022, the Emergency Department Nursing Unit Council decided to focus on door-to-EKG times at Kaiser Permanente South San Francisco. The group looked at the department's physical layout and current workflow. The group identified a high average daily census and limited physical space as the main challenges in meeting the door-to-EKG goal. This revealed that Kaiser Permanente South San Francisco 2022 door-to-EKG time had declined from our 2021 annual average of 54%.

A test of change was developed, which involved engaging the ED techs. First, the ED techs mapped out the physical space to streamline the process, including measuring the distance between the ESI/Triage area and where the EKGs were being done. With the approval of the physician group, the EKG techs could identify a new space closer to ESI/triage that would be dedicated solely to obtaining EKGs. This meant the bed was kept available and reserved for EKG use.

Once an EKG was obtained, the patient would either be placed in the main ED or, if the EKG was normal, sent back to the waiting room for an available bed.

The second action was to propose, at the Unit Based Teams (UBT) meeting, the idea of identifying an ED EKG Tech every shift. This provided accountability and gave one person ownership, further streamlining the workflow. When looking at delays in the process, the group found that nobody was assigned the specific assignment of obtaining EKGs. Instead, the task was given to whoever responded to an overhead page requesting an "EKG in bed x."

The test of change showed an immediate improvement in SSF's door to EKG time. As a result, at the end of 2022, the SSF door-to-EKG within 10 minutes of arrival improved to 76%, with an average door-to-EKG time of 5.7 minutes.

To sustain this best practice, the NUC members review monthly data and break it down by shift. The team also addresses issues and resolves them. It has become a friendly competition to see who can improve the most or have the best door-to-EKG times overall.

Fall prevention in ED

Falls prevention became a big focus for us in the ED in 2018. Since 2021, Ayra Dee, SNIV and Nursing Unit Council member, has worked diligently on this initiative and has had great success. She brought the challenges with this project to our council, and together they devised some innovative ideas.

Initially, it required many staff hours. There was nurse education for the Schmid Fall Risk Assessment, documenting if the patient was a fall risk, then documenting the interventions, and many chart audits. A big hurdle was getting staff used to identifying who was a fall risk. It's not only the elderly but also those intoxicated or otherwise impaired. One favorite from skills day was "Fall Feud" ...because if you've got to learn, you might as well make it fun!

Once staff had the awareness, the project took off! They tried different things, and if it didn't work out or wasn't well received, they tried something different. Ultimately, we landed on our current process.

All staff are empowered to identify a fall risk. So, if a patient presents to registration and uses an assistive device, the clerk will place a yellow wristband. Since any patient not wearing shoes needs non-skid socks, they thought, why not make those yellow? The socks worked for a while, but feedback suggested that most patients are in bed and under a sheet or blanket, so it wasn't readily seen if the patient was a fall risk. The goal was to ensure that any caregiver entering to assist would know that the patient needed extra help. Enter the yellow gown. The council had asked other facilities, including outside Kaiser Permanente and Magnet hospitals, to learn about their fall prevention. Based on this feedback, we worked with material management to acquire bright yellow gowns. This eye-catching item is a strong visual cue to everyone with patient contact that they are a fall risk.

How do we keep all this together? Our group purchased reusable plastic envelopes and created a fall risk kit. Inside is a fall risk band, yellow socks, a fall risk sign for the doorway, and information for the patient (call before you fall) and family. Because we use Hovermatts in the ED., we put the yellow gowns with these mats as an easy reminder that if your patient needs a mat, they probably need a yellow gown also. In the unfortunate event of a patient fall, we conduct a post-fall huddle led by the charge nurse to identify gaps or barriers to facilitate learning and teamwork. We seek to learn something from every fall.

For 2022, we remained well below the regional target of 0.45 falls per 1,000 ED encounters. Given our challenges with space, volume, and increased numbers of isolated patients (a challenge in itself), this project has improved patient outcomes dramatically due to nurses taking ownership and driving for safety and success.



New Knowledge, Innovation, and Improvements

Pain management with aromatherapy

By Maureen Crehan, RN; Patricia Poggio, BSN, RN; Rowena Guarino, BSN, RN; Anne Burnett, MN, RN, CNOR

Acute anxiety is a frequent symptom experienced by patients in almost all health care settings and is associated with numerous poor health outcomes.

Although there are many classifications of anxiety, acute situational anxiety is a subjective feeling of an unpleasant, fearful emotion or uneasiness influenced by an immediate situation such as surgery. The intensity and duration of acute situational anxiety can vary among patients, especially those awaiting surgery in the preoperative period. Previous studies estimate that the incidence of preoperative anxiety ranges from 11% to 80% in adult patients.

Although anxiety is common in the surgical setting, unassessed, untreated, or undertreated preoperative anxiety can lead to numerous deleterious consequences. Tachycardia, arrhythmias, hypertension, increased pain levels, difficulty with pain management, increased anesthetic requirements, higher incidence of postoperative nausea and vomiting, and more extended hospitalization have all been associated with poorly managed anxiety in the preoperative period.

Essential goals of patient-centered, preoperative care are assessing negative biobehavioral changes associated with anxiety and implementing strategies to alleviate those changes. Traditional preoperative anxiety treatment includes medications that may produce adverse physiological effects such as delayed awakening, nausea, and vomiting. Non-pharmacologic interventions such as music, acupuncture, relaxation techniques, and aromatherapy offer a holistic, patient-centered approach and have been shown to reduce and alleviate anxiety without adverse effects.

Aromatherapy is gaining popularity as a complementary therapy to manage anxiety. Aromatherapy is a low-risk complementary therapy that uses natural plant essences (i.e., lavender, spearmint, peppermint, or citrus) for therapeutic purposes. Essential oils may provide a calming treatment option with significant psychological and physiological benefits without artificially created anxiolytic chemicals used in medications. Over the past decade, a body of evidence has emerged suggesting that aromatherapy positively affects patients in the preoperative setting.

This study aimed to evaluate using a lavender aromatherapy skin patch on anxiety and heart rate variability during the preoperative period in patients scheduled for bariatric surgery.

Participants have received an aromatherapy patch in addition to standard preoperative care. Anxiety levels are assessed with a 10-cm visual analog scale at baseline and every 15 minutes after patch placement. Heart rate measurements are recorded at the same interval. The data collection is in progress.



Message from Chief Nurse Executive Cherie Stagg, DNP, RN, NEA-BC

It has been my honor to serve as Chief Nurse Executive at Kaiser Permanente Vacaville Medical Center during one of history's most challenging and unprecedented periods.

When the COVID-19 pandemic began in early 2020, Vacaville Medical Center was one of the first hospitals to care for patients arriving from overseas and soon from our local communities.

Our nursing staff was at the frontlines of the pandemic, and I could not be prouder of how they have cared for our patients, each other, and the community over the past few years.

During the protracted COVID-19 pandemic, our nursing team continued to provide high-quality care. They also continued their education, received additional clinical certifications, and dedicated themselves to the practice of nursing.

I am pleased to share many of their significant accomplishments from the past year with you:

- 17 nurses have received their MSN or DNP degree.
- 15 Nurses have received advanced certification training.
- We recognized 11 nurses with DAISY Awards for going above and beyond.

- Increased our RN Communication scores to 91.2 – the highest in Northern California.
- Maintained our Summary Star rating of 3.2-3.3 throughout the pandemic.
- Sent a team of our Unit Practice Council RNs to the National Magnet Conference in Philadelphia.
- Reduced our RN vacancy rate to below 6%.
- Welcomed ten new graduates, new RNs, and RN leaders to our Kaiser Permanente Vacaville Medical Center family.
- Continued to grow our Professional Nursing Excellence Council, led by frontline RN and Assistant Nurse Managers.
- Celebrated and inspired our staff through a frontline RN-led, grassroots staff recognition program.

Our nursing teams have weathered significant fluctuations in census as flu and RSV, in addition to COVID-19, spiked at the end of the year, all while improving our RN communication scores and continuing to work cohesively and collaboratively as a team.

As we embark on a new year, I look forward to taking our journey to excellence with our nursing team to achieve the well-deserved Magnet designation.

Transformational Leadership

Reduction of clinical nurse burnout by promoting self-care

By Joycelyn McDonald, Ed.D, MSN



During the pandemic, many clinical nurses were experiencing significant burnout. During the pandemic, observed and reported, clinical nurses were not taking care of themselves. There was a need to help clinical nurses reduce burnout. The Caring Council, developed in 2012, was reinvigorated by a team of clinical nurses who used this opportunity to support other nurses by offering different things each month to help them get their minds off the daily day-to-day.

Strategies to help clinical nurses with self-care include offering tea, positive messages, and quiet time while someone covers for them. The Care Council was created by two nurse executives, Michelle Bushong and Elizabeth Bigby, who completed the Caritas Coach Education program. During their journey through the program, they developed the Caring Council. This council is nurse-led and meets monthly to discuss how they will offer self-care to the clinical nurses for the following month.

Hospital accolades

- Earned The Joint Commission Gold Seal of Approval® for hospital accreditation
- Primary Stroke Center certified by The Joint Commission
- Commission on Cancer – Accredited Community Cancer Program
- National Cancer Institute Community Oncology Research Program, a program of the National Institutes of Health

Exemplary Professional Practice

Clinical nurse peer education in the Intensive Care Unit

By Amy Engrahm, BSN, RN, and Victoria Grant, MSN, RN, CNS

The Clinical Nurse Specialist's (CNS) core competencies include facilitating career opportunities for clinical nurses to acquire new skills that foster professional development. The intensive care unit-based council nurses identified a strategy to enable clinical nurses to maintain their staff nurse III and IV status using a peer-to-peer model. This would offer peer-to-peer mentorship, just-in-time quality training, and annual skills updates to the clinical nursing staff.

Clinical nurse III- and IV-level nurses assessed skills, reviewed policies, and determined which skills would benefit from refreshment. The CNS then created a sign-up sheet for these staff nurses to volunteer to create an education plan and present a skills update.

This was an opportunity for the advanced clinical staff nurse to engage in reflective practice activities promoting self-awareness, mentoring clinical nurses to analyze policy & procedure and impact patient outcomes.

Enhancing the care experience

IMPROVED PATIENT CARE EXPERIENCE THROUGH A NURSING FOCUS ON QUALITY, PATIENT EDUCATION, AND PATIENT SATISFACTION

By Melodie Martin, MSN, RN, and Alison Landis, MSN, RN



Improved Patient Care Experience through Nursing Focus is on the Kaiser Permanente Vacaville Strategic Plan. The plan identifies the goal of Quality and Patient Education. It reinforces our commitment to aid in nurses' ability to speak to performance and current strategies to improve their units and patients' outcomes.

The Circuit initiative took place in the family birth and newborn center when an opportunity was identified to

assist patients out of bed during labor to reduce the number of cesarian section deliveries.

The test of change during early labor involved sitting on the comfortable upright birth (CUB) support or birthing ball, alternating forward lunges with a stepping stool, dancing with a partner, and/or resting in a bed or chair. The test of change for active labor was to continue the circuit and to change positions in bed.

Structural Empowerment

DAISY Award recipients

Linda Reardon, BSN, RN
Rekha Jones, BSN, RN
Susan Block, RN
Lisa Ramirez RN
Janelle Grindle BSN, RNC-OB
Ana Morger BSN, RN
Jocelyn Decker, RN
Stephanie Nikas, BSN, RN
Irma Garcia, BSN, RN

Certification and degree recipients

Leslie Anderson, MSN, RN, CEN
Amanda Saint-Louis, BSN, RN, CCRN
Francis King, BSN, RN, AACN
Arlene Santos, BSN, RN, CCRN
Rosanna Suen, RN, CCRN
Jennifer Seifert, MSN, RN, CNL
Melissa Gay, BSN, RN, AACN -BC
Raquel, Aguirre, MSN, MBA, RN, CCRN
Theresa Uzodinma, BSN, RN, CCRN
Leigha Banderas, BSN, CCRN
Richard Miralles, MSN, RN, CNOR
Amanda Swetland, MSN, RN, CEN
Grace Hardy, BSN, RN, GERO-BC
Jason Hebert, MSN, RN, FNP-BC



Message from Chief Nurse Executive

Juanita A. Jularbal-Walton, DNP, MBA, RN, NEA-BC

It has been my honor to serve as the Chief Nurse Executive at Kaiser Permanente Vallejo Medical Center since March 2019. Over this past year, nearly 40 Vallejo nursing leaders were inspired to pursue a BSN, MSN, or DNP. Kaiser Permanente Nurse Scholars education cohorts encouraged the journey of these nursing leaders toward academic excellence. Degree program-related projects have been established and support various initiatives to achieve excellence in nursing.

Strong facility performance in quality, safety, and care experience demonstrates that academic excellence drives outcomes. Examples of these outcomes include:

- Remarkable reductions in hospital-acquired infections such as catheter-acquired urinary tract infections (CAUTI), pneumonia (HAP), Clostridium difficile (C. diff), and surgical site infections (SSI).
- Patient flow initiatives supporting the right care in the right place at the right time include ED to bed within 60 minutes of an order to admit.
- With solid collaboration across multiple teams, Vallejo withstood the COVID-19 pandemic with minimal staff exposure.
- In addition, Vallejo's patient care experience scores have continued to rise. Summary Star performance has improved from 2.8 in 2018 to 3.3 year over year for 2019, 2020, and 2021.

We continue to improve care for our diverse population by encouraging professional nurse certification and nursing degree advancement. An example of certification includes our NICHE designation. Nurses have demonstrated their

professional growth by joining multi-disciplinary workgroups to improve quality, care experience, efficiency, and stewardship. Through a multidisciplinary implementation team, including frontline nurses, patient care technicians, and physicians led by a Geriatric Clinical Nurse Specialist (CNS), the team helped reduce restraint utilization and collaborated with the hospital's Senior Surgical Care Program.

Despite the challenges presented by the COVID-19 pandemic, leading this outstanding nursing team at Vallejo has made for an amazing year. It is exciting to have established the Shared Professional Governance with the Voice of Nursing committee, which will lead us through the Vallejo Magnet journey. This committee now consists of over 50 nurses, with one Unit Council Leader per department as part of the Leadership Council and made up of primarily frontline nurses. In 2021, the team reinvigorated the peer feedback and professional self-assessment process. This committee leads projects and shares decision-making to ensure exceptional performance in Nurse-Sensitive Indicators.

I am also proud of Kaiser Permanente's commitment to vaccinating the community in partnership with the Solano County Public Health Department, other local health care providers, and educational institutions like Touro University. We worked tirelessly to provide nearly one million doses of the COVID-19 vaccine.

Serving as the CNE for Kaiser Permanente Vallejo Medical is an honor. I look forward to our journey to excellence and the nurses receiving the well-deserved Magnet designation.

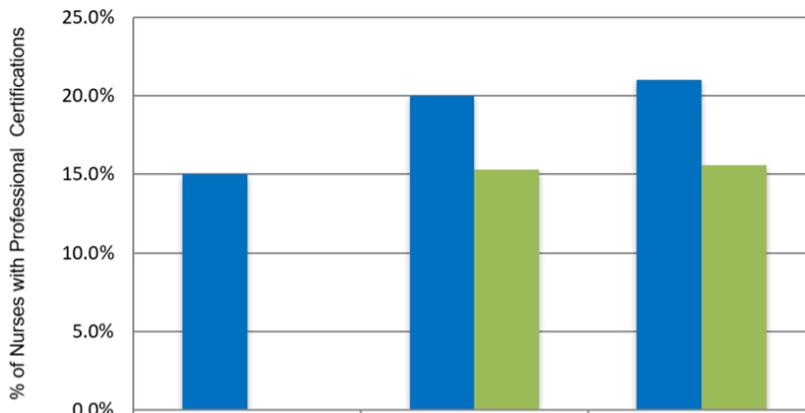
Transformational Leadership

Hospital accolades

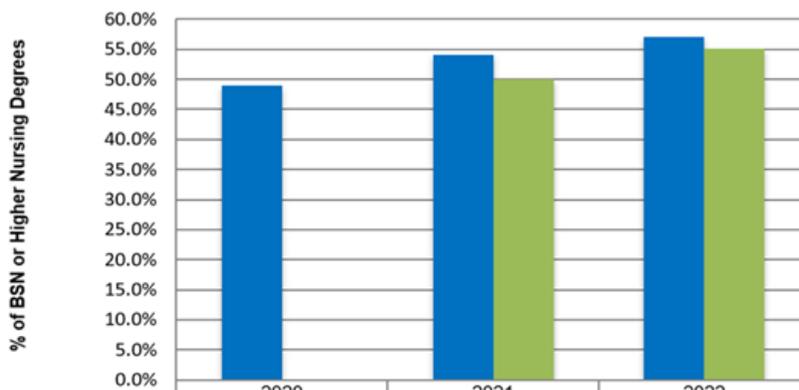
- Earned The Joint Commission Gold Seal of Approval® for hospital accreditation
- Primary Stroke Center certified by The Joint Commission
- Commission on Cancer – Accredited Community Cancer Program
- National Cancer Institute Community Oncology Research Program, a program of the National Institutes of Health
- National Accreditation Program for Breast Centers (NAPBC)

Structural Empowerment

Certification and degree information



SE4EOa Increase the percent of certified nurses by 2% annually, Kaiser Permanente Vallejo Medical Center



SE6EOa Increase the number of BSN or higher nursing degrees, Kaiser Permanente Vallejo Medical Center

Structural Empowerment

DAISY Award recipients

- Kaitlyn Pfeiffer, RN, Labor & Delivery
- Peggy Shen, RN, Post Anesthesia Care Unit
- Janette Ybanez, RN, Kaiser Foundation Rehabilitation Center
- Mariflor Caliboso (4East, Med/Tele)

Exemplary Professional Practice

Nurse participation in interprofessional practice to ensure coordination of care across the health care services

Code blue simulations with an interprofessional team

By Marie Martin, BSN, RN; and Gail Sims, DNP, RN, CRRN, FARN

Simulations are excellent tools for hands-on training in a safe environment to provide learning opportunities and practice/reinforce basic resuscitation skills to improve patient outcomes. Implementing code blue drills is an example of nurses participating in the inter-professional coordination of care across the spectrum of health care services. Actual code blue events can be stressful and anxiety-laden, and nurses have reported feelings of lack of confidence with resuscitation skills during these low-volume cardiac arrest situations.

Code blue simulations increase nurses' confidence and competence in responding to actual code blue situations and can be lifesaving. Kaiser Permanente Vallejo's 5 East Adult Medical-Surgical nurses conduct code blue simulations in collaboration with inter-professional team members (nurses, patient care technicians, physicians, respiratory therapists, and pharmacists) to gain greater confidence and competence during code blue events.

Furthermore, this promotes teamwork by giving the team members a better understanding of the roles of each team member and the positive impact of cohesiveness on patient outcomes. These drills allow team members to coordinate across the continuum of care, i.e., a medical-surgical patient is moved to intensive care, who may then be discharged or transitioned to palliative care. All parties involved in a rescue attempt will see the cooperation of stakeholders to ensure the best care for the patient. The coordination of care nurses will be involved in the patient transfer to a skilled nursing home or home with home health. If the code is a cardiac event, cardiac rehabilitation nurses will continue the care. In the code debriefing, nurses at Kaiser Permanente Vallejo participating in code blue drills discuss disposition, transfers, and family-centered care.

Code blue is defined as "any patient with an unexpected cardiac or respiratory arrest requiring resuscitation and activation of a hospital alert." This means that the patient's heart or lungs stop working suddenly, requiring the hospital medical staff to act within minutes to bring them back to life.

Cardiopulmonary arrests in hospitals are associated with a high mortality rate. A patient's chance of survival after resuscitation is dependent on the competency of the code blue team. Kaiser Permanente Vallejo's 5 East Adult Medical-Surgical nurses see few cardiopulmonary arrest or code blue events; therefore, their confidence and comfort are limited. Due to the limited exposure, the nurses on this unit needed to develop and maintain their skills by participating in intermittent code blue drills. The skills and training required to perform lifesaving procedures such as Cardiopulmonary Resuscitation (CPR) and external defibrillation are taught based on the American Heart Association's guidelines for Basic Life support (BLS).

This project aimed to increase self-reported clinical staff readiness, comfort, and competence in code blue situations by enhancing the response to cardiopulmonary arrest and timely initiation of interventions. This initiative bridged the practice and knowledge gap through periodic mock code in situ and allowed participants to demonstrate clinical competency during code blue scenarios. The simulated code blue provided participants with hands-on experience and improved clinical aptitude and competency in response to an actual code blue for improved patient outcomes. After each simulation session, the project included a debrief where barriers and improvement opportunities were discussed. The project is ongoing for another six months to ensure success, as demonstrated by the participants' increased confidence in initiating code blue and achieving better patient outcomes, evidenced by the decreased mortality rate.

New Knowledge, Innovation, and Improvements

Improved nursing practices: aromatherapy in Pre-Op

By Adriana Torres, MSN, RN, CCRN-K, CNL; Raquel Amposta, RN; Marichu Soncuya, RN, BSN, CCRN; and Angelica Rincon, MSN, RN, CNOR

Perioperative nurses at Kaiser Permanente Vallejo have improved patient care by providing evidence-based practice to revise an existing practice within the organization.

Previously, there was no standardized format for comforting patients before and after surgery. Nurses used anti-anxiety drugs or post-op pain medication. By assessing the evidence on non-pharmacological anxiety and pain relievers, these perioperative clinical nurses were able to create a broad range of services that could be provided.

Kaiser Permanente Vallejo Post Anesthesia Care Unit (PACU) oversees the preparation of diversified, multigenerational patients for their surgical procedures, approximately 25-30 a day. Patients are of different ages and ethnicities, many of whom are anxious about scheduled surgeries. In October 2018, PACU nurses were informed that the Outpatient and Ambulatory Surgery Care Experience at Kaiser Permanente Vallejo scored below average within Kaiser Permanente facilities.

Perioperative nurses Marichu Soncuya, and Raquel Amposta, met with their manager, Keith Wilson, MSN, RN, to develop measures to improve the patient care experience. They evaluated various evidence and decided to learn to incorporate more non-pharmacologic measures. They started small and offered aromatherapy in the preoperative area to adults to relieve anxiety in December 2018. The aromatherapy was a big success, with positive feedback from

patients and surgeons. In January 2019, they expanded aromatherapy to relieve post-operative nausea, which was well received. In June 2019, the entire comfort menu was rolled out, which is multi-generational offerings of coloring books, stuffed animals, and puzzles to children and adults preoperatively. Earplugs and eye shields were made available.

The perioperative services nurses document the comfort aid provided in the Perioperative Handoff Tool. They also developed the Comfort Aid Audit form. The Voice of Nursing recognized this project as Most Patient-Centered in August 2019.

In December 2018, the satisfaction scores in the ASU were 74.6% at the start of the initiative. After a month of implementation, satisfaction scores rose to 81.7% with aromatherapy alone. A dip in scores in May 2019 led to the rolling out of the multi-generational comfort menu and immediately improved our scores.

Despite the pandemic, the perioperative unit satisfaction score for 2021 performance is 92.1%.

Perioperative clinical nurses have improved patient care by providing new evidence-based practice within the organization.

Previously, there was no standardized protocol for comforting patients before and after surgery. The existing practice consisted of nurses utilizing physician-ordered anti-anxiety drugs or post-op pain medication to aid in the comfort of patients before and after surgery. By assessing the evidence on non-pharmacological anxiety and pain relievers, these perioperative clinical nurses were able to substantiate their recommendations for revising their current patient comfort measures and creating a broad range of evidence-based services that nurses could provide.

Walnut Creek Medical Center



Message from Chief Nurse Executive
Reshea Holman, MSN, RN

At Kaiser Permanente Walnut Creek Medical Center, nurses practice in an environment that embraces a psychology of excellence. In my short tenure, I have been profoundly impressed by the dedication and commitment of our nurses to Kaiser Permanente's mission of providing high-quality health care and improving the overall health of our members and the communities we serve. Our nurses' remarkable dedication and commitment will drive our intended success as we embark upon the exciting journey to Magnet designation over the next year.

I sincerely believe that, at some level, every nurse is a leader and makes a difference in the lives of our members, their families, and colleagues. Kaiser Permanente has a strong history of investing in the professional development of nurses through a mature and well-developed professional

advancement model. My vision for nursing at the Walnut Creek Medical Center is to leverage and build upon this history of nurse investment by creating a more robust professional practice environment of scientific discovery, innovation, evidence-based practice, interprofessional collaboration, shared governance, professional development, clinical quality improvement, and patient safety initiatives.

As a highly visible leader in our local, state, and national professional nursing communities, our commitment to diversity, equity, and inclusion is evident in our workforce and member population. This, along with our relentless pursuit of excellence in clinical care, safety, patient experience, and employee experience, creates an environment that allows professional nurses to live well and thrive.

Transformational Leadership

Community health

Habitat for Humanity: Over 50 Walnut Creek physicians, nurses, and staff participated in two Build Days in partnership with Habitat for Humanity's Esperanza Place project, the future home of 42 low-income Bay Area families.

Hospital accolades

- Named in U.S. News & World Report's 2022-23 Best Hospitals rankings.
- Awarded a Certificate of Distinction for its Primary Stroke Center.
- Walnut Creek Medical Center awarded by Practice Greenhealth Environmental Excellence.

Shared leadership

PROFESSIONAL GOVERNANCE AREAS OF FOCUS TO SUPPORT NURSING EXCELLENCE

Professional excellence

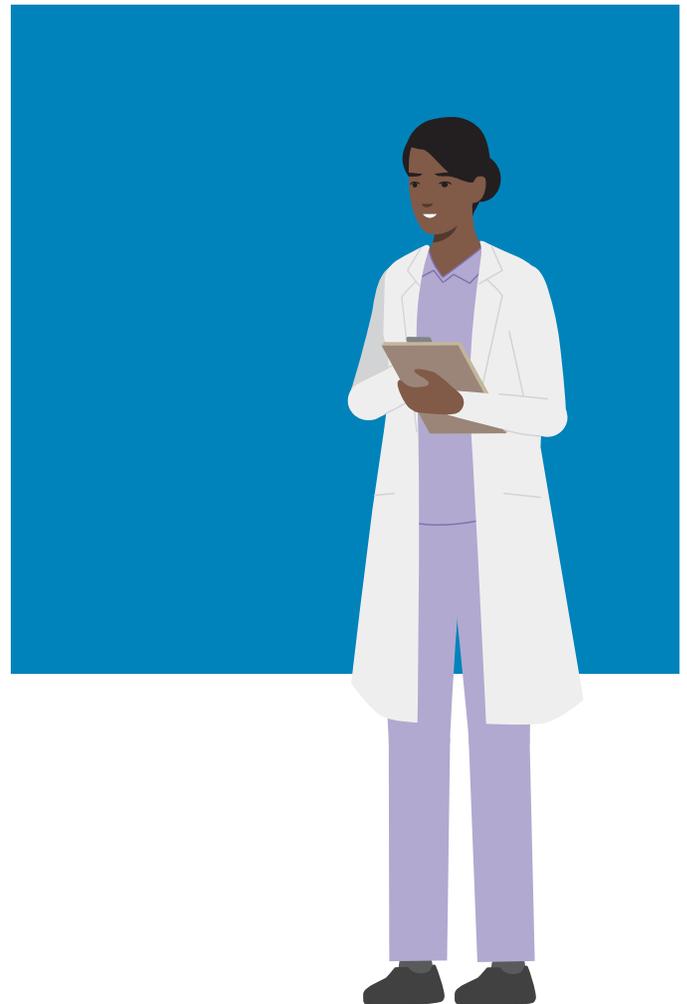
- Orientation & transitions to practice
- Continuing education
- Staff development, growth, leadership and retention
- Competencies
- National certification
- Advanced degrees
- Research/ESP & innovation

Quality & safety

- Monitor outcomes and metrics
- Patient safety
- Risk assessments
- Care Experience
- Community health & outreach
- Peer feedback
- Research advancement
- Quality improvement EBP dissemination
- Technology & innovation
- Research/ESP & innovation

Nursing practice

- Standards of Practice
- Caring Science
- Professional Practice Model
- Nursing Process
- Policy & Procedure Development & Review
- Patient education
- Patient-Centered care
- Interprofessional relationships
- Research/EBP & innovation



Structural Empowerment

Professional development programs

- Ten RNs in the Intensive Care Unit (ICU) participated in a program to study for and sit for the Critical Care Nursing (CCRN) Certification exam. Three RNs successfully completed and passed the CCRN exam in 2022.
- Walnut Creek held two Preceptor Development programs in 2022 that prepared 33 staff RNs to precept and support the New Grad/Resident and Specialty training programs. Becoming preceptors also prepares them to provide support and mentorship to their peers as well as new staff on their units

Nurse residency programs

- Walnut Creek hosted two Cohorts of New Grad/Residents in 2022 for a total of 24 new Medical-Surgical/Telemetry RNs being transitioned into professional nursing practice. The recent graduates developed clinical and communication skills to become permanent Kaiser Permanente bedside nurses. Staff not only became confident bedside RNs but worked on an evidenced-based project and continue to be engaged in that work.
- Walnut Creek also hosted one ICU Specialty Training program in 2022, which helped four of our Medical-Surgical/Telemetry RNs transition to the ICU and realize their professional goal of practicing in the ICU.

Exemplary Professional Practice

In February 2022, Medical-Surgical/Telemetry departments noted that their communication about medication real-time patient satisfaction scores were trending down from the national average. The Care Experience Practice Council undertook a gap analysis. It determined that their peers were not routinely speaking to patients about potential side effects, and there wasn't a standard process/cadence for validating patient knowledge. Committee members created and conducted peer education, validated their peers' understanding and performance during medication communication activities, and completed just-in-time reinforcements as needed. They collaborated with unit leaders to ensure the continuation of medication validation activities and inclusion as a priority question during nurse leader rounding. By April 2022, Medical-Surgical/Telemetry units outperformed the national average and remained above the national average for the remainder of the performance year.

Structural Empowerment

Certification and degree recipients

Rinzel Argulles, RN, CCRN
Margaret Blackford, MSN, RN
Michael Dela Rima, BSN, RN
Nicole Garcia, RN-BC
Sadia Imran, MSN, RN
Lisa Lagunera, MSN, RN
Maria Madriz, RN, CNOR
Lauren Neilson, BSN, RN
Mary Ouk, RN, CCRN
Cheri Riskin, BSN, RN
Chita Romana, RN, CCRN
Urya Wahaj, RN-BC
Kathleen Zimmerman, RN, CCM

