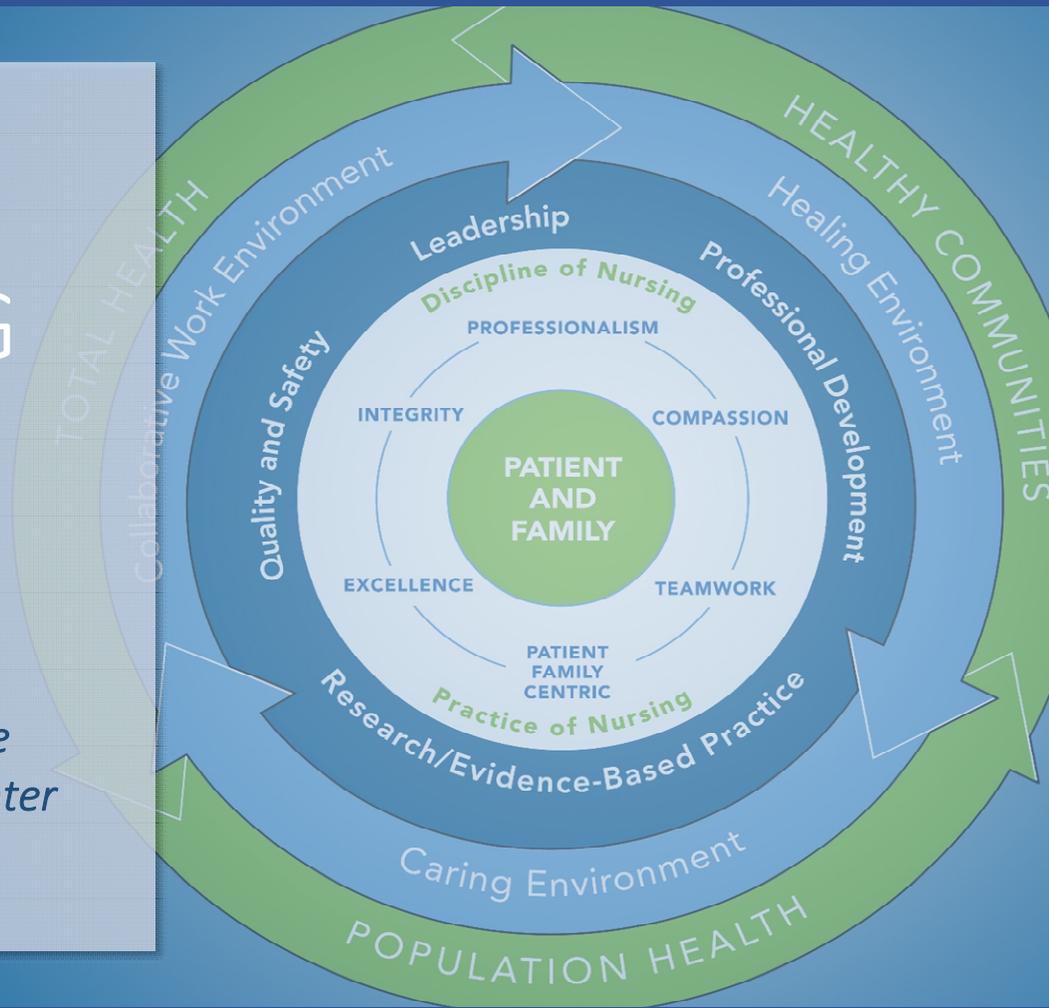


# 2019 NURSING YEAR IN REVIEW

*Kaiser Permanente  
Downey Medical Center*



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



**TABLE OF CONTENTS**

Welcome.....

Foundations of Kaiser Permanente Nursing Practice .....

Transformational Leadership .....

Structural Empowerment.....

Exemplary Professional Practice .....

New Knowledge, Innovation & Improvement .....

Nurse Recognitions.....

Empirical Outcomes.....

## Message from the Chief Nurse Executive

A look back of 2019 highlights many accomplishments that I am extremely proud of at Downey Medical Center. What started in 2017 as a forum that fosters professional practice quickly grew into a robust, interactive committee of nurses and managers with a voice in practice & leadership, known as Shared Governance. With over 100 nurses represented, the forum provides an opportunity for those who want to contribute their input in the shared decision making in nursing practice. Some of the contributions include improvements in quality nursing sensitive indicators, service, core measures, education, and the implementation of new technologies, as well as the reduction of overtime and workplace injuries. It took the time and dedication from a brilliant group of nurses, to gather their ideas and provided their contribution to the nursing practice.

The establishment of Shared Governance prepared us for the next step in our Magnet journey. In February of 2019, we greeted the Nursing Consultant Partners (NCP) in their visit to our medical center, to assess our readiness of a Magnet deserving status. Passing with flying colors, we were deemed indeed Magnet worthy. With their seal of approval, we launched our NDNQI nurse engagement survey and outperformed the 51 percent benchmark of the national average. The approval we received from NCP and the results we achieved for the engagement survey allowed us to move forward with our Magnet application, which was submitted in the third quarter of 2019.

As the excitement builds, we look forward to the next milestone of Magnetism. The nurses at Downey Medical Center venture on to continually improve the practice of nursing. Last year, Downey Medical Center was ranked grade A for the Leapfrog Hospital Award. In addition, we exemplified nursing excellence in children's health, and became a member of the Children's Hospital Association.

2020 brings in excitement as we enter another decade of nursing excellence and achievements. I am honored to be a part of such a highly regarded health care system in quality, access, and service. As stated by Florence Nightingale in 1870, "It will take 150 years for the world to see the kind of nursing I envision." This year, as we celebrate the Year of the Nurse, it gives me great pride to be part of that vision.



**Nanette Vergara, MSN, RN,  
PHN, NE-BC  
Chief Nurse Executive**

## Kaiser Permanente's Mission

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

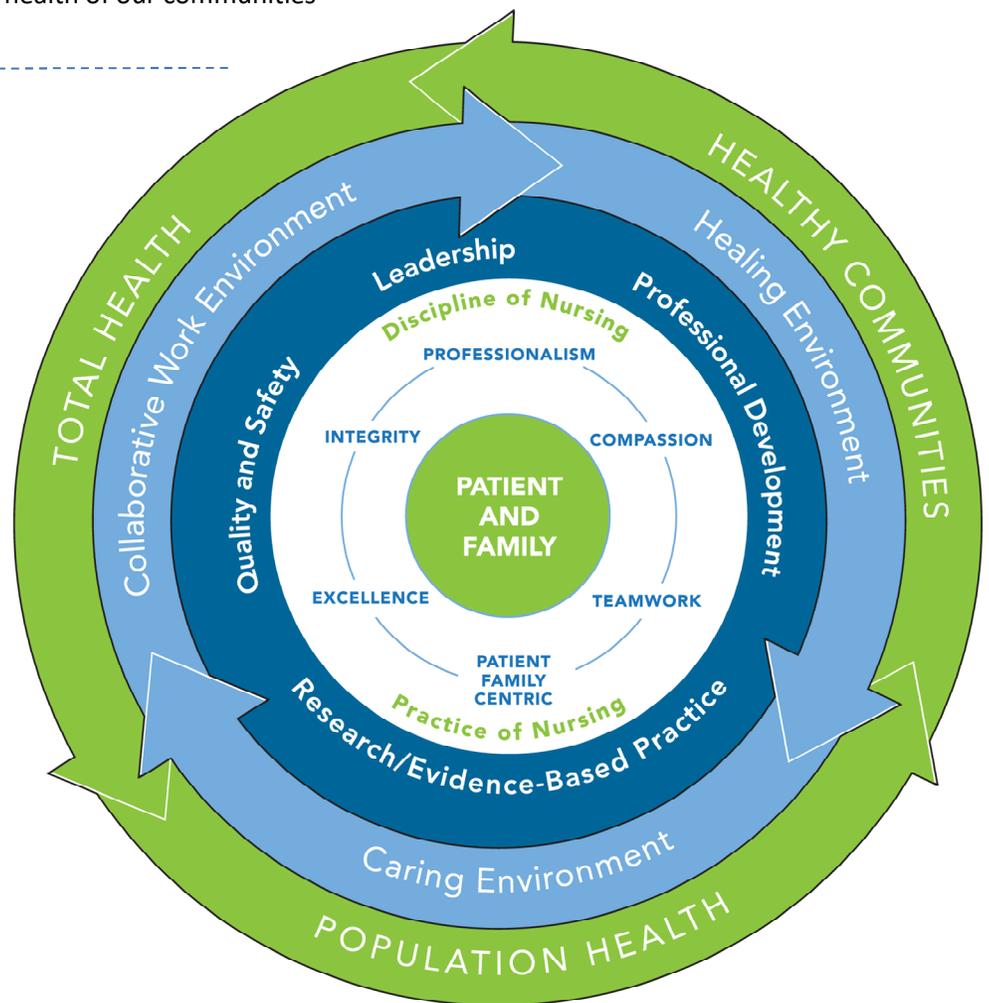
## Nursing Vision

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

## Nursing Values

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

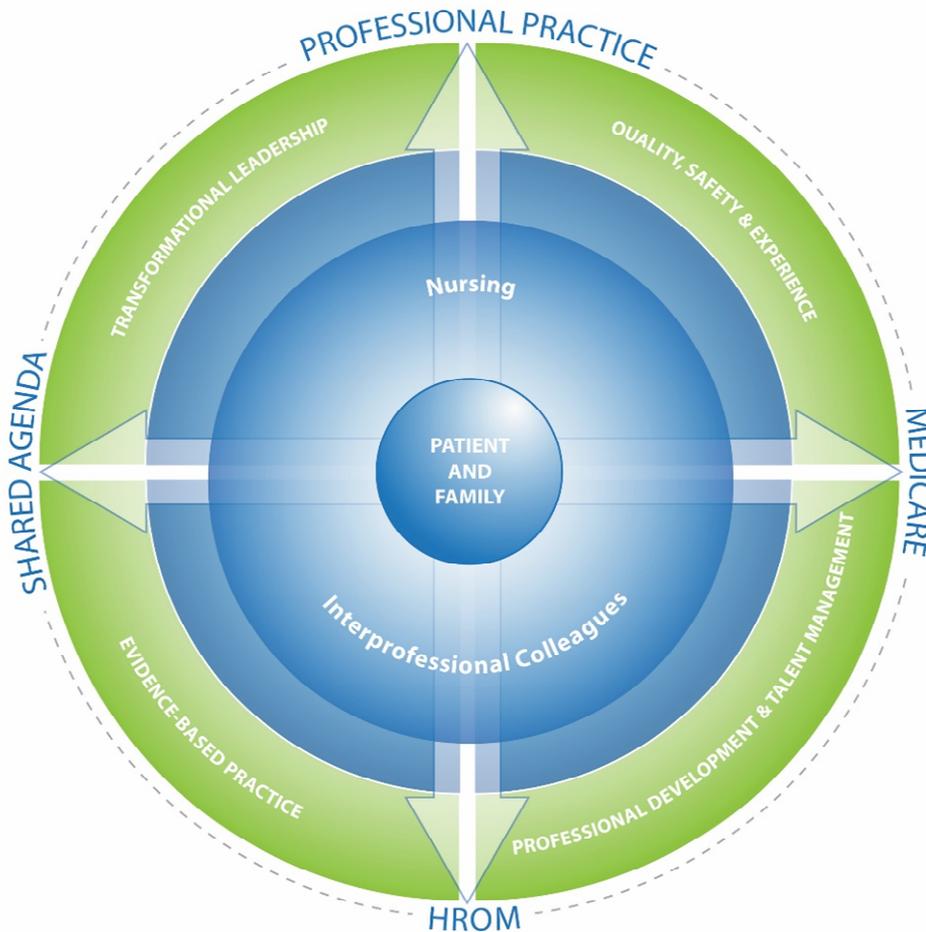
## Nursing Professional Practice Model



## FOUNDATIONS OF KAISER PERMANENTE NURSING PRACTICE

# Integration and Alignment at KP

June 2019 HR Profile Report



9  
Clinics

1130  
Registered  
Nurses

6.2%  
Average Nurse  
Turnover

## Alignment

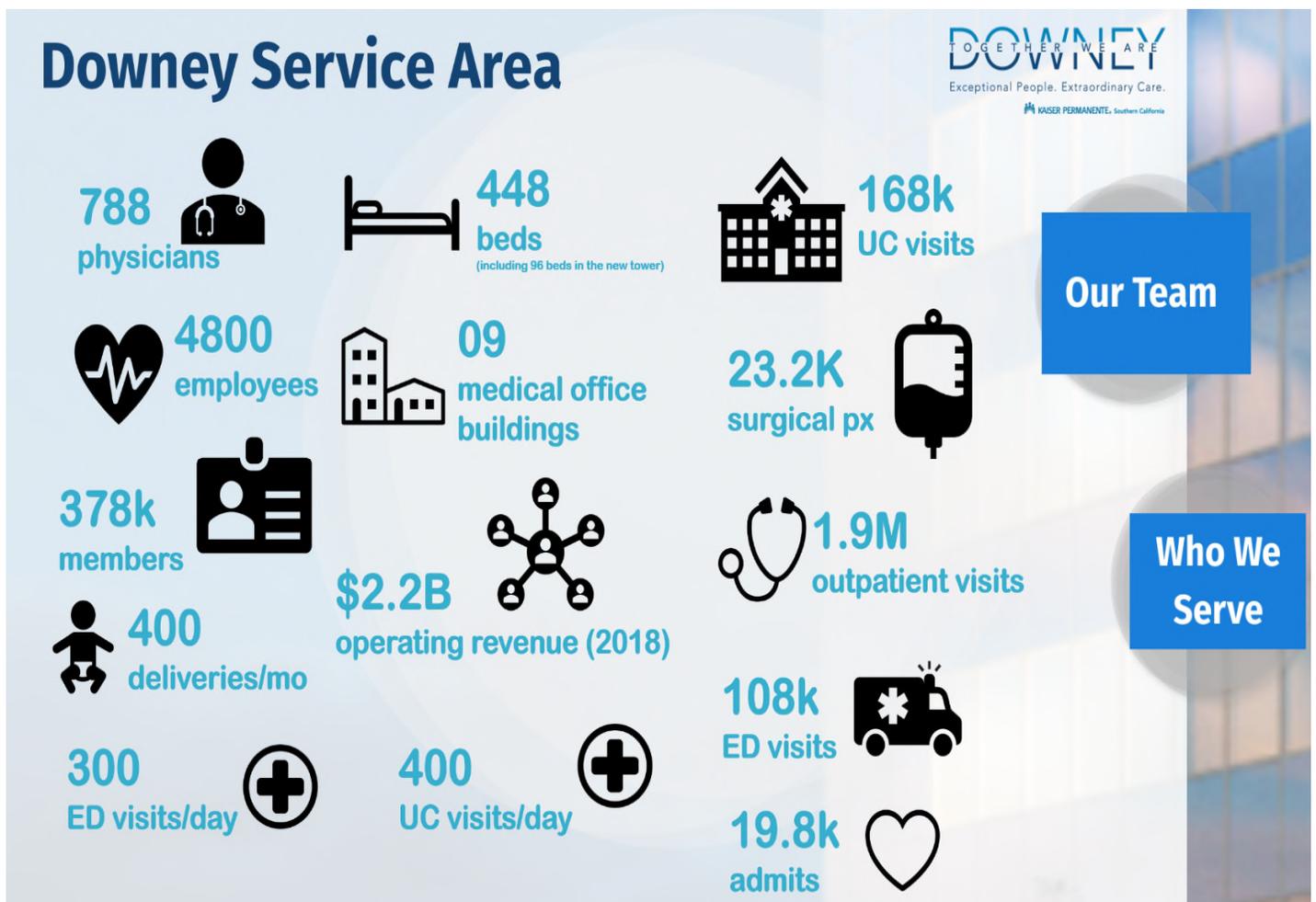
This report is published with great appreciation for our interprofessional colleagues, and our collective efforts toward achieving the mission of providing high-quality, affordable health care services and to improve the health of our members and the communities we serve. It is through this dedication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

## DEMOGRAPHICS

Situated in the former Boeing site, Kaiser Permanente Downey Medical Center made its debut in September of 2009. An iconic Southern California suburb, the City of Downey is known for its rich aerospace history and is considered the birthplace of the Apollo Space Program.

With a 700,000-square-foot state of the art facility, Downey Medical Center consists of a six-story building housing 352 beds draped in an array of light browns and dark blues making it a serene, healing environment for their patients. It comprises of 14 operating rooms and a high tech emergency department that serves the Southeast Los Angeles County community. We service over 378,000 members, approximately 300 ED visits per day and over 400 deliveries per month.

We are the Center for Excellence in spine, pelvic acetabular, facial feminization, and plastic surgeries, as well as the gastro-EUS/advanced endoscopy and endobronchial ultrasound. We also specialize in the pulmonary/thoracic and the Da Vinci robotic-assisted surgeries. As a NICU Level 3B facility, Downey Medical center is also recognized as one of the few cooling centers providing care for those with neonatal therapeutic hypothermia.





# Transformational Leadership

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

## Interdependent Collaboration in Promoting Rest and Healing

The promotion of rest is important to the healing process for patients admitted to the hospital. Providing a quiet environment in which patients are not interrupted during their sleep was a challenge for Downey Medical Center. Despite the efforts put forth in creating a quiet environment at night, the nurses on the medical/surgical and telemetry units were not meeting their HCAHPS goals. To improve their performance, the clinical nurses took a proactive approach in partnering with EVS, security, lab and facilities in their multidisciplinary care experience committee to identify areas of opportunities and explore solutions to improving their quiet-at-night (QAN) HCAHPS scores.

In May 2019, the Care Experience Leaders helped revamped the multi-disciplinary care experience committee to include frontline staff and OneKP Support, in order to improve the QAN scores. Driven by the nurses on med/surg, tele and postpartum units, the team met monthly to discuss areas of improvement via unit assessment of opportunities. They identified barriers, reviewed patient comments, and monitored the unit performance. They also created small tests of change that empowered the front line staff to take ownership in improving noise levels at night. Through small tests of change, the clinical nurses, with the collaboration of OneKP Support, were able to restructure their workflow from decreasing noise levels, dimming of the lights, clustering care, and providing bedside rounding for final tuck-ins. Through these changes, nurses were able to achieve their goals.

The QAN HCAHPS scores for Downey Medical Center (DMC) were stagnant in the low 80% linear mean in 2018. After the clinical nurses participated in the multi-disciplinary care experience committee with OneKP, the overall facility scores for QAN improved from 80.8 to 82.7. Prior to the execution of the multi-disciplinary meeting, the staff at DMC was struggling to keep their scores consistent. It took input and leadership of frontline nurses to achieve what they have been striving for. To keep the momentum going, the clinical nurses continue to actively promote and recruit members to be the champions of the QAN initiative.

The effects of unwanted noise during sleep hours not only affect patients physically, but also psychologically. As patient advocates, the clinical nurses understood the importance of rest, so they took a stand to be champions of QAN initiatives. They used their leadership skills to empower their colleagues and members of their teams to be mindful of the quiet hours and the need for rest promotion. It is their passion that continues to drive improvement in their QAN HCAHPS scores.



***Members of the OneKP Support team play an instrumental role in many care experience initiatives. It is through their collaboration with nursing that ensures priorities are aligned with the organization's strategic goal of providing excellent service.***

The engagement of multiple stakeholders ensures the success of an organizational goal of providing excellent service. At Downey Medical Center, the multidisciplinary Care Experience Committee focus on communication, room cleanliness, quiet-at-night through an interdependent, collaborative approach. The disciplines represented include: Nursing, Security, Environmental Service, Communication, Facility, Laboratory, Food and Nutrition, and Patient Transportation. It also engages ongoing collaboration with Case Management, Admitting, and Volunteer Services ad hoc.



**Part of the Mentorship Program, Jennifer Van, BSN, RN and Gina Bulthuis, ED ACD, presented at the Nursing Magnet Forum in November 2019.**

Change in culture requires leadership that is transformational. With change, there is a need for adaptability and a flexible leadership team, which exemplifies the transformational style. (Doody, O. et al., 2013). The ED management recreated a team that values and embraces mentorship for professional growth and development. The drive to continuously improve practice through leadership and support not only increases productivity, but also allows nurses to be empowered to make a difference in their profession.

The mentorship program in the ED has inspired clinical nurses to look beyond the bedside for opportunities to grow their careers. Many have ventured off to various leadership roles in management, education, administration, etc. Leading through transformational care is what makes Downey Medical Center Emergency Department unique and inviting to nurses who aspire to advance in their profession of nursing.

The accomplishments made at the Downey Medical Center ED in the past two years sparked interest from other units on how they achieved so much in such a short time frame. From vast improvements in patient access to staff and patient satisfaction, clinical nurses from different areas expressed their interest in making an impact on the facility's strategic goals/performance. Multiple clinical nurses approached the ED Leadership team for guidance and mentorship. With so much interest sparked on leadership, the ED management quickly embraced the frontline nurses into their mentorship program.

The ED Mentorship Program was started in 2018 to help develop clinical nurses with leadership skills with a five-year plan in mind. Every Friday, the ED DA and ADA make themselves available to provide guidance and support to clinical nurses who wish to pursue a career in management. The program comprises of a self-assessment of strengths and weaknesses, followed by 1:1 coaching and mentorship. With recommendations from interview skills to data collection, each mentee is expected to pick a project, utilize the information gathered from their mentors, and present a process improvement project. The curriculum ends with a final evaluation from the leader.

The clinical nurses from this program have been able to apply their learnings in a matter of 6 months, achieving a leadership role at the end of the curriculum. Since its inception in 2018, seven clinical nurses were able to advance from frontline staff to a leadership position (charge nurse, assistant clinical director). In addition, the employee satisfaction survey shows the increase in professional/growth & development went from 85% to 91%.



**The first Annual Magnet Forum was held in November 2019 in which medical centers from Southern California came together to showcase their exemplary work via poster board presentations, Ted Talks, or podium presentations. The event provided representatives from different medical centers to share their best practices in the areas of quality, service, and innovations. Downey Medical Center had the privilege of presenting two Ted Talks and a poster board presentation.**



# Structural Empowerment

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

# Recognizing our Everyday Heroes....



On November 19, 2019, a group of nurses from Downey Medical Center were recognized by the Regional Senior Leadership Team for their outstanding clinical skills in detecting an unforeseen medical emergency. Trained in a highly specialized neonatal service, the NICU nurses were experts in caring for the fragile critically ill neonates. However, when Norma Ramirez, RN, Jessy Varghese, RN, Isabel Torres, RN, Lori Cruz, RN, Julie Jacobson, RN, Jhosseline Anleu, RN and Lacle Turnly noticed a turn of events in which one of the parents in the NICU started displaying signs of an acute stroke, they sprang into action and immediately activated a Code Stroke. Within minutes, the parent was transferred to ICU and the stroke prevention protocol was put into parent's clinical presentation. This prompted the medical emergency team to act swiftly and mitigated the irreversible effects of a thrombolytic stroke. Not only did their quick actions save the NICU parent's life, she was able to make a full recovery from ICU. Dr. Afshan Abbasi, NICU Neonatologist, was so impressed with their quick intervention that she nominated the group for the Everyday Heroes award. She stated, "I cannot praise our NICU team enough. It's very rare for them to see an adult in crisis, but they handled everything perfectly and saved the new mom's life."

## GIVING BACK TO THE COMMUNITY



After completing her night shift, Carla O'Boyle and her daughters took the time to volunteer their time repacking food for those with food insecurity in the Los Angeles area.

The MLK Day of Service supports Kaiser Permanente's mission and the belief that health extends beyond the doctor's office and the hospital and starts in our own communities. On January 18, 2020, staff from Downey and South Bay Medical Center, rolled up their sleeves to give back to the community by volunteering their time at the Foodbank of Southern California in Long Beach. An organization that provides food to the impoverished children, families and seniors residing in the Los Angeles County, Foodbank of Southern California helps sort and repackage food to ensure people in the community have an adequate food supply.

Kaiser Permanente volunteers from Downey and South Bay Medical Centers gathered to honor the legacy of Dr. Martin Luther King Jr Day of Service. Employees, families, and close friends assembled and repackaged pallets of food donated by the local supermarkets. Hundreds of canned goods were inspected, cleaned and repackaged into boxes, ready for shipment to all the local foodbanks in the Los Angeles County. "As nurses, we should extend our services beyond the walls of the medical center. The people in our community need food, clothes and shelter and we, as healthcare providers, should give back to the people we take care of in the hospital," stated Carla O'Boyle, RN.

Food insecurity is one of the social determinants of health that is addressed across the United States. As a healthcare organization, Kaiser Permanente not only partners with the community in volunteerism, but supports organization such as the Downtown Women's Center (DWC) by selling candles, made by women transitioning out of homelessness, in the hospital gift shop.





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

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

## 2019 Recipients

January	Haydie Villamil, BSN, RN	ICU
February	Alicia Padilla , BSN, RN	ICU
March	Jessica Gallardo, BSN, RN	6 West
April	Heather Jones, RN	5 West
May	Lovella Dubongco, BSN, RN, CCRN	ICU
June	ICU team	ICU
July	Vivian Bautista, BSN, RN	5 West
August	Bima Shrestha, BSN, RN	5 West
September	Faith Park, BSN, RN	5 East
October	Debbie Hill, BSN, RN	Pediatric Hematology/Oncology
November	Sharon Murufas, BSN, RN	Labor & Delivery
December	Betty Hernandez, LVN	Obstetrics & Gynecology



# Exemplary Professional Practice

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

# Downey Medical Center Accomplishments



## KP Recognized for Top Quality & Safety

Congrats to all KPDMC physicians and staff for great work in 2018! Because of your dedication to leading the way, improving total health, and building healthy communities, Downey recently received the following awards:



### Leapfrog Hospital Safety Grade

Downey Medical Center received top letter grade A from Leapfrog. The Leapfrog Hospital Safety Grade is program that assigns letter grades to more than 2,600 U.S. hospitals bi-annually and is the standard measure of patient safety in the US.



### OPA

Kaiser Permanente Northern and Southern California health plans are the only plans in the state to receive 5 stars—the highest possible rating—for overall quality of medical care in the annual Healthcare Quality Report Card from California's Office of the Patient Advocate.



### NCQA Health Insurance Plan Ratings

Kaiser Permanente's Medicare health plan in Southern California received the highest rating—5 out of 5—from the National Committee for Quality Assurance (NCQA). KP's commercial health plans in Northern and Southern California received a 4.5 rating (no commercial plan in California rated higher than KP).



### American Heart Association and the American Stroke Association

Kaiser Permanente Downey earned the 2018 Get With The Guidelines®—Stroke Gold Plus Quality Achievement Award and also qualified for recognition on the Target: Stroke Elite Plus Honor Roll from the American Heart Association and the American Stroke Association. This award recognizes our commitment and success in implementing a high standard of stroke care by ensuring that stroke patients receive treatment that meets nationally accepted, evidence-based standards and recommendations.



### Women's Choice

Downey Medical Center received the 2018 Women's Choice Award® "America's Best Hospital" for Obstetrics and Stroke Care. The Region also received the Women's Choice Award® "California's Most Recommended Health Insurance Plan."



## ROUNDING FOR SERVICE

Personal connection is an important aspect in providing patient/family centered care. Patient connection, such as a warm welcome during the initial admission process, is a special gesture that conveys caring as well as adding a personal touch to welcome the patient into the unit. At the beginning of the performance year, DOU was struggling with their nurse communication scores. Patient perception and comments addressed the need for the nursing staff to take the time to show courtesy/respect and connect with them as individuals. The voices of their patients and family members quickly escalated the DOU team to develop a method of making them feel welcomed and at ease upon admission.

Adopting the strategies from the Connection Bundle, clinical nurses took a look at the swarming method of welcoming patients. They decided to incorporate their Vocera phones as a modality of communicating in the unit for a new admission. Upon announcement of a new patient by the monitor tech, the nursing staff all agreed to provide a warm welcome by swarming into the room with a 2-3 team members. The intent of this process is to allow patients & family members to feel welcomed by a team of caregivers, and to ease their anxieties by knowing what to expect during their hospital stay. During the swarm process, nurses have defined roles to start the admission, set patients on telemetry monitoring, and update the care board with a Getting to Know You flyer. Understanding what is important to the patient during the admission process allows patient/family members and staff to be aligned with expectations and wishes.

As a result of the swarming process and warm welcome, the nurse communication scores from DOU improved dramatically after its implementation, from 85.2 (1-star) to 92.6 (4-star). Not only was the change a positive effect on service, it also improved the staff's perception of teamwork & collaboration. A quick survey of staff satisfaction on the new process unanimously resulted in an "extremely satisfied" answer to the change process. What they thought was a strategy for improving the patient care experience turned out to be a recipe for improving staff morale and fostering a culture of engagement.

Understanding patient & family perception on service helped elevate the urgency for change in how the nursing staff communicates and shows courtesy/respect in the DOU. What was thought as an easy test of change made a powerful impact on how patients perceive their care. Due to the pace and acuity of patients in a step-down unit, DOU nurses did not make the time to connect with them. Once they understood the importance of personal connections, nurses quickly adjusted their workflow to incorporate what they considered an easy fix to care experience.



## *An Interprofessional Approach to Bedside Rounding in ICU*

Providing patient/family centered care is at the core of the nursing professional practice model for nurses at Downey Medical Center Intensive Care Unit (ICU). In March of 2019, ICU nurses and physicians began their multiple disciplinary rounds with patient & family participation. The intent of the improvement process was to enhance communication skills among the care team, patient, and family members. It not only gave patients and families an opportunity to participate in the treatment, but also allowed them to express their needs timely, allowing the caregivers to demonstrate careful listening, explain things understandably, and show courtesy and respect. Since the implementation of family rounding, it has made vast improvements in the nurse and doctor communication scores.

Historically, patient/family's perception of nurse and doctor communication in ICU rated below the regional average in the 3-star category. The need to improve the HCAHPS scores for nurse/doctor communication became a priority for the ICU team. Tried as a pilot in March of 2019, the nurses and doctors began team collaboration rounding at bedside, addressing patient/family's needs timely and efficiently. The RN-MD team collaboration was so well received that they expanded the team members to include a pharmacist, dietician, and a respiratory therapist. In a matter of six months, the responses to the multi-disciplinary rounding dramatically improved, as evidenced by the improvement of the HCAHPS nurse and doctor communication scores.

Prior to the multi-disciplinary rounding in ICU, the nurse and doctor communication scores were below the 4-star rating. After its implementation in March of 2019, the responses have been consistently rated as 5-stars in both nurse and doctor communication. As a result, the nurse and doctor communication scores improved from 88.9 (2-star) and 92.4 (3-star) to 93.1 (4-star) and 94.8 (5-star), respectively for the 2019 performance year. The RN-MD rounding clearly demonstrates the value in communication in which patient/family's needs are addressed timely and effectively through patient-centered care, as evidenced in the improvement made in the HCHAPS communication scores.

The value of bedside rounding not only fosters patient/family engagement, it also provides the nurses and doctors an opportunity to really demonstrate their ability to honor and respect the patient/family wishes, as well as allowing them to listen carefully and explain things understandably. Driven for excellence, the ICU nurses and doctors knew they needed to change their practice to include patient/family participation. The change in practice not only improved the care experience, but that it was also effective in the continuity of care and patient outcomes.



Nursing practice oversight is under the purview of the Shared Governance Committee. Every month, clinical nurses and nursing managers sit at the table to discuss the scope of practice, identify areas of opportunities, and share best practices among the different units in the hospital. In this picture, members of the Education and Informatics Council reviewed the nursing strategic goals for 2019.

Nursing specialty certification is a component of Kaiser Permanente's journey toward excellence standards.

This parallels with improving workforce productivity and clinical outcomes, increasing patient and staff satisfaction. It creates an environment of professionalism and excellence, showing nurses' commitment to lifelong learning and professional growth.

The clinical nurses in KP-DMC 6East wanted to initiate movements encouraging them to continually pursue and acquire certification, guiding them in application process, reviewing, and helping overcome challenges with exam passing. Thus, the frontline-nurse-formed-and-driven Assembly of Study Peers in Informative Review and Education (A.S.P.I.R.E.) initiative was launched in the unit, a program providing a structured means of disseminating information about certification, application and



# A.S.P.I.R.E

## Assembly of Study Peers in Informative Review and Education

To pique interest, posters and a teaser video was shown for introduction. Program details and purpose were communicated later. 2-hour monthly sessions were conducted. Sessions included system-review PPT presentations, sharing of concerns emphasizing peer-support, motivation, team competitions, written tests, answers and rational discussion, next session planning, and evaluations. Subsequently, a process map from planning meetings to the evaluation of sessions were created to identify barriers. From these, PDSAs were formulated to attain an Outcome Measure of increasing the percentage of ASPIRE members from 0% to 50%, garnering post-session test scores of 68% and above.

For Outcome Measure, there were 7 data points/sessions out of 12, with goal attainment of minimum 50% staff garnering passing scores of at least 68%. For Process Measure, from the lowest of 28% staff, this increased to 6 data points/sessions when at least 80% actively participated in discussions, with the last 3 sessions having 100%. Following program completion, a total of 4 newly-PCCN certified nurses in 6East added to existing certifications in the unit.

Promotion of nursing certification works toward attainment of excellence standards for Kaiser Permanente. Certification validates clinical knowledge, skills and abilities, and upholds self-improvement commitment and patient care dedication. Structured peer-support study groups, like A.S.P.I.R.E., help to instill the value of specialty certification and nursing practice elevation. It was key in increasing the number of certifications through education, support, guidance, and motivation.



Every quarter, members of the Magnet & Professional Growth Council facilitates an hour long info session on the benefits of the Ben Hudnall Memorial Trust (BHMT). Utilizing the funds help nurses achieve their goals of pursuing higher degrees and/or certifications.



# New Knowledge and Innovations

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

# Improving Care One Baby *at a Time*

Bronchiolitis is one of the most common causes of lower respiratory tract infection in children. In 2018, approximately 30 pediatric patients were admitted to the DMC PICU for invasive respiratory support. Through a literature review, the nurses, physicians and respiratory therapists in pediatrics explored the option of heated humidified high flow nasal cannula (HHFNC) therapy as a safe mode of respiratory support, in lieu of early initiation of noninvasive ventilation. Confident of HHFNC therapy as a method of choice for efficiency of ventilation in children, the PICU team adopted its standards in their policy.

The nurses, respiratory therapists and physicians from DMC Pediatrics/PICU Department recognizes the importance in the delivery of a less invasive respiratory support for patients in the pediatric ward. They quickly advocated for their patients on the use of HHFNC. Interdependently, they worked on a clinical pathway and presented to the Critical Care and Infection Control Committee, in which they received approval to incorporate in their department policy & standards. Once approved, the team reconvened to draft a policy & procedure on the implementation of the clinical pathway. The idea was implemented on February 2019 with a tremendous decrease in the number of PICU admissions from use of the HHFNC.

Pre-intervention data: HHNC average LOS = 2.94 (2018) vs. post-intervention data: 2.59 day (2019). This decreased in the number of PICU admissions, shorter LOS due to less respiratory complications, and soft dollar-cost savings.

The application of the newest technology and evidence-based practices (EBP) is one of the top priorities when providing care in the Peds/PICU department. As nurses caring for little patients, they have an obligation to be their biggest advocates in providing patient/family centered care. As lifelong learners, they leveraged on research and literature to provide the most current information so that the best care possible is given to their patients.



Kaiser Permanente Pediatric Center (KPPC) serves as a tertiary center for hospitalized children to access a specialized procedures and treatments that are provided by a group of highly trained providers. Pictured here is the KPPC Transport Team.



# Innovations & Research

Innovation is an important aspect of healthcare. Downey Medical Center uses the Evidence-Based Practice (EBP) Committee to review new ideas and innovations in improving care at bedside. In 2017, the Emergency Department presented the idea of incorporating a blood collection device to reduce the cross contamination rate.

Steri-path is a diversion device in which the initial 1.5 – 2.0 ml of blood is withdrawn and discarded in a different system, separated from the blood collected for the blood cultures. The initial blood withdrawn is the volume of highly contaminated bacteria residing on the skin. While the use of the Steri-path was proven effective, it cost the medical center \$20 per device.

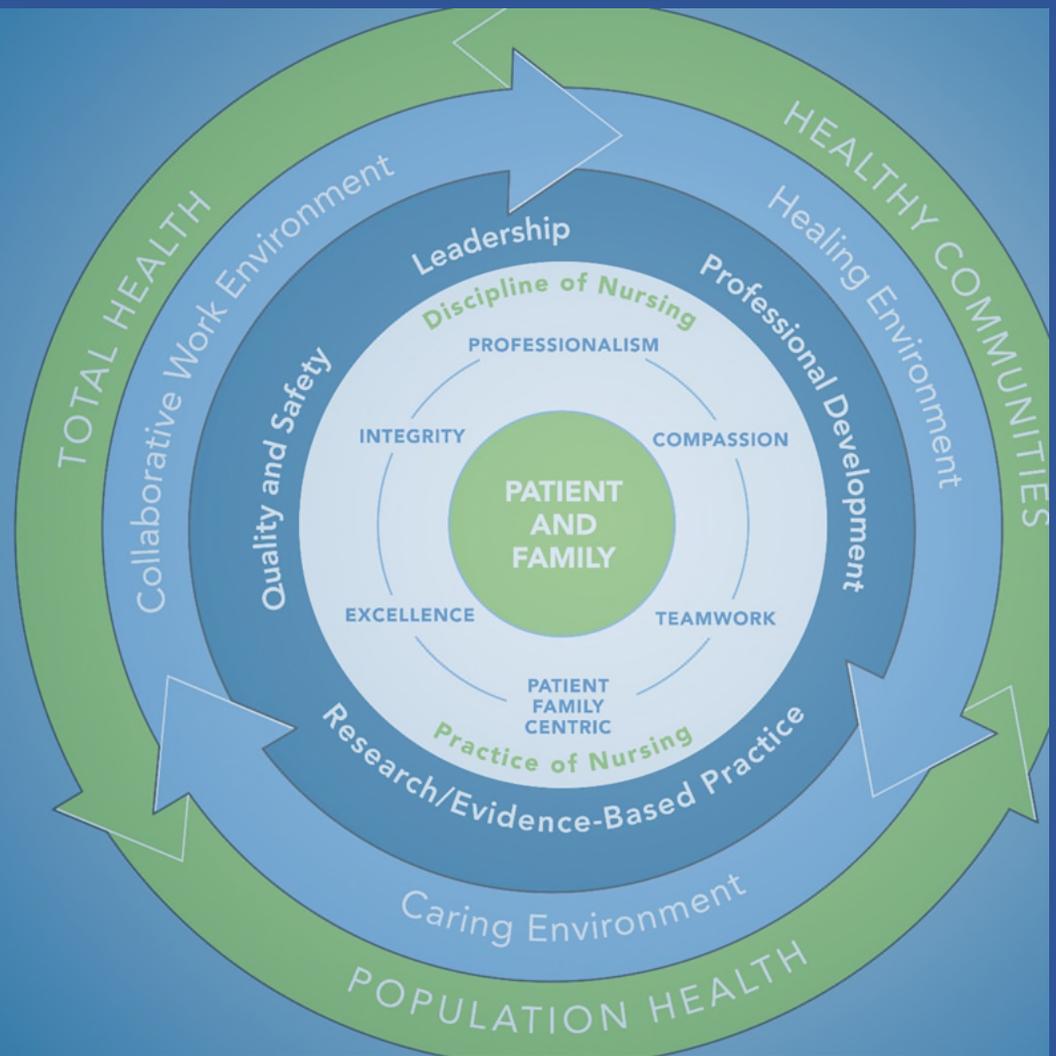
During a staff huddle, it was under the advisement of a couple of ED nurses who suggested applying the concept of wasting the first initial 2.0 ml of blood through another unit that is not too costly, such as a red top vial. It was this idea that sparked the manager's interest and nurses were given the autonomy to change the practice. In 2018, the implementation of the red top was used as a diversion alternative to the Steri-path device.

The use of the red top vials helped change the practice of how blood cultures are collected in the ED, as well as the inpatient units throughout the hospital. When the initial literature search on cross contamination of using a red top vial as a diversion device was made with no findings, frontline nurses were staggered that such a simple concept has proven to be an innovative design of quality, safety, and cost effectiveness. Downey Medical Center went from one of the top 3 facilities with the highest contamination rate of greater than 3% to 0.6% YTD. At \$0.04/vial, the cost savings was \$250,000 annually since the implementation of the red top vials.

Aligned with our organization's mission of providing high quality, affordable healthcare, Kaiser Permanente Downey Medical Center strives to always leverage on staff's knowledge, engagement, and autonomy to drive excellence. The implementation of a simple concept of a diversion device clearly adheres to the innovative standards as outlined in the Magnet manual.



*Downey Medical Center ED Team consists of physicians, nurses, ER assistants, ward clerks, and managers. They see roughly 200-300 visits per day, providing high-quality care to the members and the communities they serve.*



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