

2022-2023 Nursing Year in Review

Los Angeles Medical Center



What's Inside

Introduction	3
Demographics	4
Leadership Message	5
Strategic Priorities 2024	6
Foundations of Nursing	7
Quality and Safety	8
Professional Development	15
Research/Evidence-Based Practice	20
Collaborative Work Environment	23
Reward and Recognition	26
Healthy Communities	30

Introduction

About Los Angeles Medical Center

LAMC (Los Angeles Medical Center) is the largest Kaiser Permanente facility in Southern California and is a regional hub for advanced care, innovation, and education. As the region's tertiary referral hospital, LAMC delivers highly specialized services and supports patients with complex needs.

When you walk through the doors of LAMC, you enter a facility distinguished by both depth and breadth of expertise. Our hospital is proud to offer:

- 40 designated Centers of Excellence across a wide range of specialties
- 23 tertiary care programs, including advanced cardiac, neurovascular, and oncologic care
- Comprehensive stroke interventions, including thrombectomy and post-stroke care
- A Level III NICU (neonatal intensive care unit) caring newborns who need intensive support

LAMC delivers advanced, coordinated care for complex patient needs across the continuum.

A Destination for Learning and Leadership

We proudly house a robust GME (Graduate Medical Education) Program, featuring:

- 20 residency and fellowship programs
- Clinical rotations for medical students from institutions such as USC and UCLA

Elevating Nursing Practice at LAMC

LAMC invests deeply in nursing practice, growth, and leadership through specialized development programs such as:

- New Graduate RN Residency Program
- Specialty Training Programs in:
 - Main Operating Room
 - Post Anesthesia Care
 - Labor & Delivery
 - Adult Critical Care
 - Neonatal Intensive Care Unit
 - Pediatrics

“

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

”

These programs help our nurses build skills, confidence, and support to deliver high-quality care while advancing their professional goals.



Demographics

LAMC continues to see year-over-year growth across patient volume and clinical staffing, underscoring our role as a regional referral center.

		2022	2023
Physician residents and fellows		114	112
RNs and nursing staff		1,727	2,095
New graduate RNs		33	39
Licensed beds		560	560
Physicians		927	1,036
Child deliveries		2,610	2,357
Inpatient admissions		169,020	382,775
Outpatient visits		82,319	85,463
Average daily census		422	432
Surgical cases		24,324	24,881
Emergency Department visits		68,417	69,197

A Message from the Chief Nurse Executive

In this moment, I am filled with an immense amount of gratitude, profound respect, and appreciation when I think of the remarkable individuals who make up our nursing team here at Kaiser Permanente Los Angeles Medical Center.

As we venture into another year, filled with new challenges and opportunities, I am grateful for the privilege of leading such an extraordinary group of individuals. Together, we will continue to break barriers, redefine health care excellence, and lift each other up. Our nursing team is a symphony of diverse talents, each note harmonizing with the next to create a melody of exceptional care. Whether it's interdisciplinary teamwork or supporting one another through personal challenges, your unity is our greatest strength.



A handwritten signature in black ink, reading "Joyce Leido".

Joyce Leido, MSN, RN, NEA-BC, CPHIMS

Chief Nurse Executive,
Kaiser Permanente, Los Angeles Medical Center

Before we dive into the pages of this year's Nursing Annual Report, let's take a moment to honor the extraordinary journey we've embarked upon together. This report isn't just a collection of facts and figures; it's a testament to your dedication, compassion, and resilience, which define nursing at Kaiser Permanente Los Angeles Medical Center. Behind every statistic, there is a story of kindness; behind every achievement, there is a nurse who went above and beyond. Your empathy, clinical expertise, and ability to connect with patients on a profound level has set our nursing team apart. Each chart, graph, and narrative within these pages is a chapter in the story of our nursing team—a story of resilience, hope, and unwavering commitment to the well-being of others that is in alignment with our Nursing Code of Ethics as well as the Nursing Scope and Standards of Practice.

This Nursing Annual Report is a celebration of your achievements. It showcases the countless lives you've touched, the innovations you've embraced, and the transformative impact you've had on our healthcare community. It highlights your commitment to lifelong learning, with numerous certifications, advanced degrees, and groundbreaking research endeavors pursued by our nursing family. It is a tribute to you—to your steadfast dedication, your boundless compassion, and your relentless pursuit of the exceptional. It stands as a testament to the impact you've had on the lives of our patients, their families, and our community. I invite you to delve into the nursing annual report with pride and a profound sense of accomplishment, for it reflects our remarkable journey. Let it inspire you to keep striving for excellence, embracing change, and making a positive impact on the lives entrusted to our care.

Strategic Priorities 2024

- We strive to let everyone know how We ALL Care at LAMC.
- We commit to deliver exceptional quality care.
- Our values reflect a commitment to caring for our members, our people, and our community.
- Our culture promotes empathy, equitable care, wellness, affordability, and innovation.
- Our systems make it easy to do the right thing.
- Kaiser Permanente exists to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

People

1. **People and Culture**
Promote culture and tools to Be Well
2. **Exceptional Experience**
Provide trusted care that ensures our patients feel heard, valued and satisfied
3. **Growth & Retention**
Implement strategies for growth and retention

Systems

1. **Throughput**
Promote culture and tools to Be Well
2. **Access**
Provide trusted care that ensures our patients feel heard, valued & satisfied.
3. **Optimizing Value**
Implement strategies for growth and retention.



Foundations of Nursing Practice

At the heart of the Kaiser Permanente Nursing Professional Practice Model (PPM) is the patient and family. The nurse-patient/family relationship is the cornerstone of nursing practice and leverages the powerful role human relationships play in creating caring and healing environments. "It honors the- and is the lens through which Kaiser Permanente nurses look to ensure that they meet the needs of patients and families.

Six nursing values are embedded in our nursing discipline/practice and help to demonstrate what it means to be a Kaiser Permanente nurse.

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. Care for members and patients is focused on their total health and guided by their interdisciplinary team of caregivers. Our expert teams are supported by industry-leading technology advancements and tools for health promotion, disease prevention, care delivery, and chronic disease management.

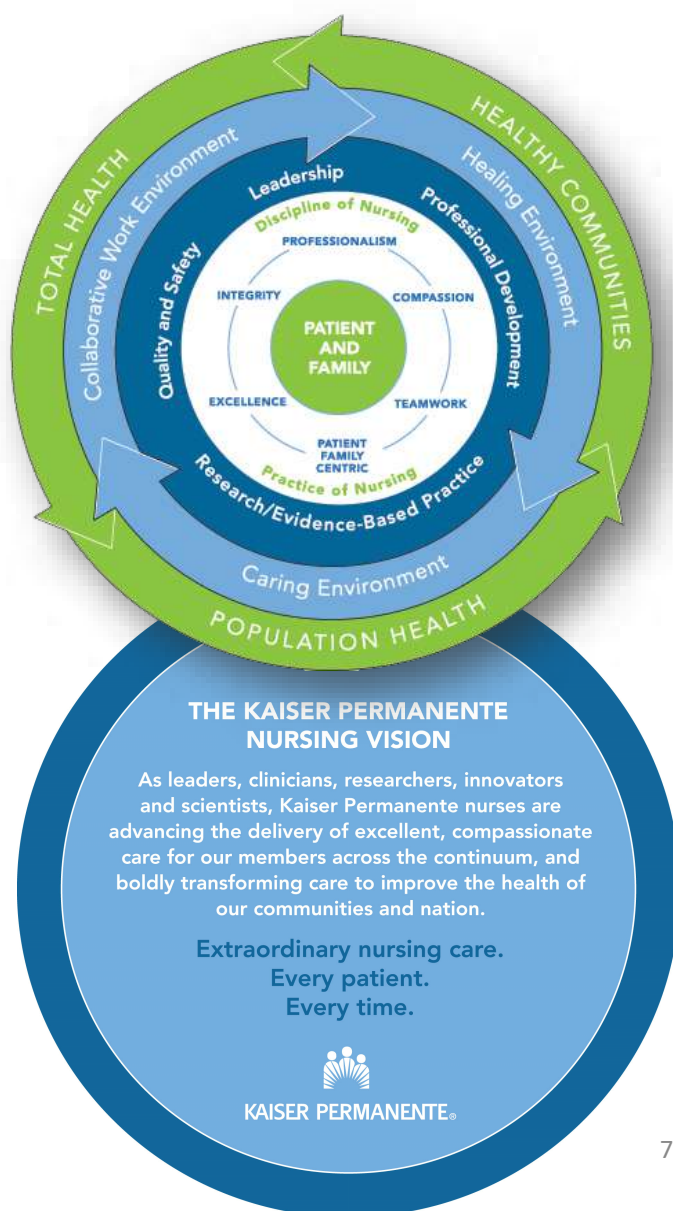
Nursing Vision

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 advancing care to improve the health of our communities.

Nursing Values

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

Professional Practice Model



Nursing Quality and Safety



Clinical Nurses Lead Pressure Injury Prevention in Critical Care

Rebecca Genis, RN, Wound Treatment Associate (WTA), Jesse Gonzalez, BSN, RN, Kaiser Permanente Los Angeles Medical Center, Intensive Care Unit

BACKGROUND

Kaiser Permanente Los Angeles Medical Center includes 3 specialized critical care units: medical-surgical/neuro, cardiac, and cardiac surgical. HAIs (hospital-acquired pressure injuries) remain a painful and costly complication for patients with limited mobility, particularly those with a Braden subscore of 1. Critical care patients are about four times more likely to develop severe HAIs, and inconsistent knowledge and practice often result in interventions driven by intuition rather than evidence. Root cause analyses and skin rounds have revealed significant variation in PIP (pressure injury prevention), including inconsistent documentation. HAI incidents have steadily increased, with 25 cases in 2021, 34 in 2022, and 11 reported between January and April of 2023.

GOAL STATEMENT

By the fourth quarter of 2023, the ICU aimed to reduce HAI incidence by 30% compared to the previous year. This would be accomplished through the standardization of PIP practices and comprehensive department-wide reeducation. The initiative focused on moisture management, interventions for patients with low Braden scores, validation of appropriate product use, improved documentation during skin rounds, and stronger peer-to-peer feedback.

METHOD(S)

Using the PDSA (Plan-Do-Study-Act) model, a multidisciplinary team led by PIPC (Pressure Injury Prevention Committee) Co-Lead Rebecca Genis developed and implemented a HAI prevention strategy. The team included skin champions, nurse leaders, educators, and a wound care nurse. Reeducation was delivered through the annual PPU (Professional Practice Update), reaching 96 ICU nurses across 12 sessions. Skin champions conducted daily follow-ups on patients with skin concerns and weekly surveillance on high-risk patients to reinforce practices in real time. Root cause analyses identified opportunities for improvement, prompting an increase in targeted skin rounds. The team promoted proactive rounding focused on timely intervention for low Braden scores, confirmation of proper bed surface use, and staging accuracy. Communication and engagement were enhanced through use of the Slack app, monthly celebrations of success such as zero-HAI months, and education efforts that involved both patients and families.

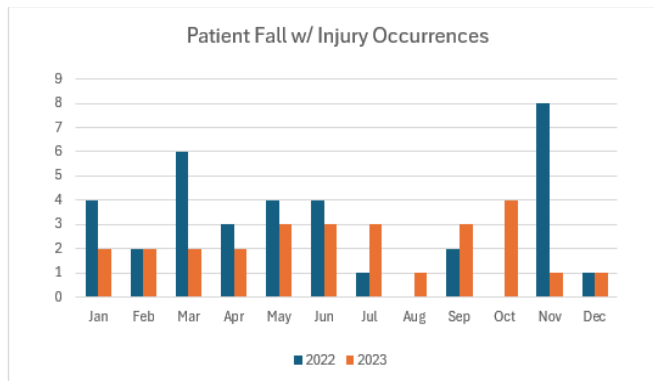
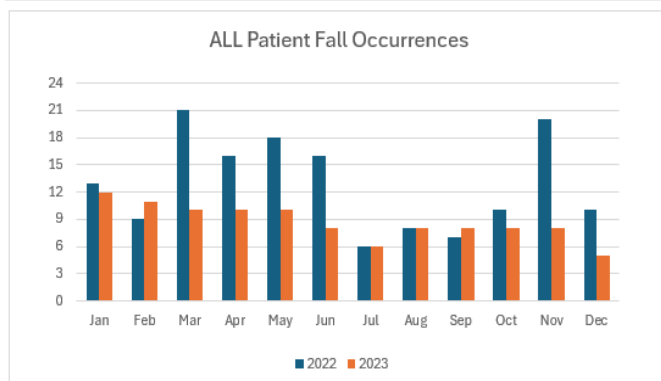
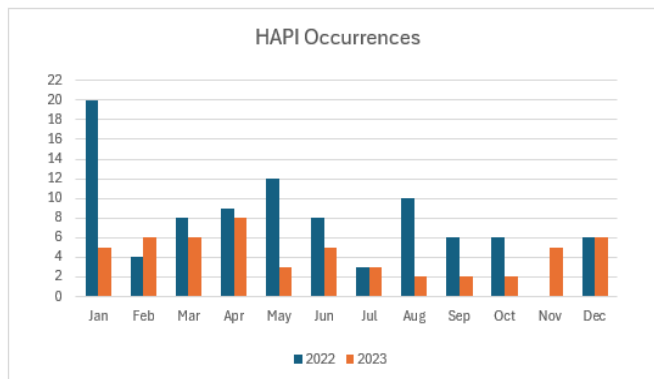
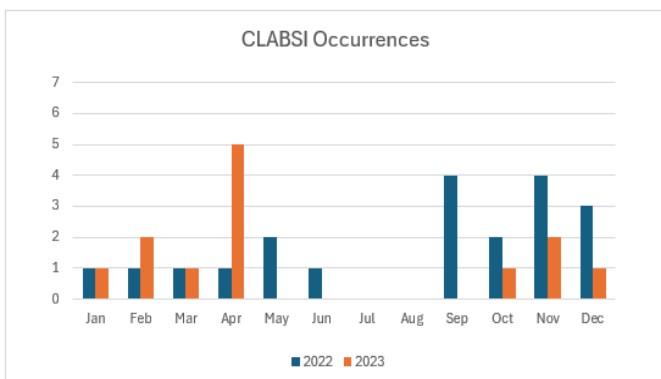
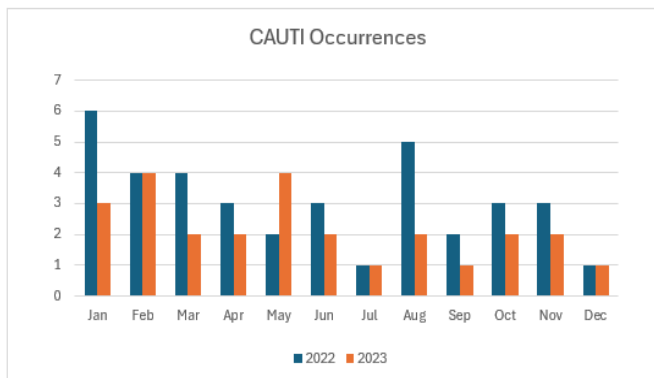
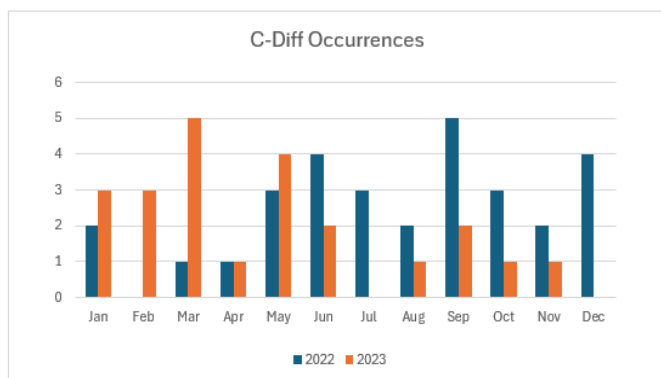
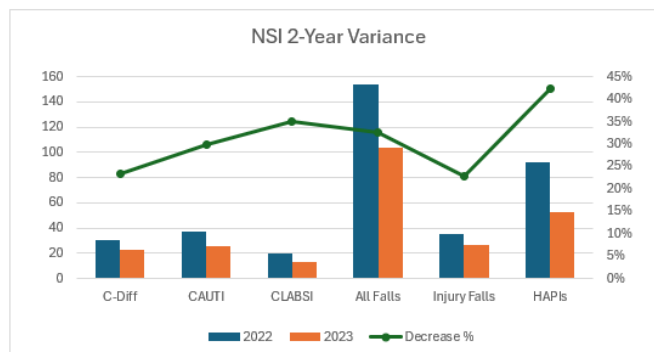
RESULTS

The PPU led to a significant reduction in HAI incidents in the ICU. During the four-month post-intervention period, there was only one HAI reported, with a monthly average ICU patient census of 719. Additionally, the ICU department achieved a historic 112-day streak without any HAIs.

	Phase	Time Period	Data
Define Measure Analyze	Pre-Intervention	January - April 2023	10 HAIs
	Intervention Start	May 2023	-
Improve	Intervention End	June 2023	-
	Post-Intervention 1	July 2023	1 HAIs
Control	Post-Intervention 2	August 2023	0 HAIs
	Post-Intervention 3	September 2023	0 HAIs
	Post-Intervention 4	October 2023	0 HAIs

Quality Nursing Care: Improvements on Nurse-Sensitive Indicators

At KP LAMC, we are committed to exceptional patient care grounded in safety and quality. Our team works to reduce nurse-sensitive indicators, such as Clostridium difficile (CDIFF), Catheter-Associated Urinary Tract Infection (CAUTI), CLABSI (Central Line-Associated Bloodstream Infection), HAPI (Hospital-acquired pressure injuries), and falls, through evidence-based practices, education, and a strong culture of accountability. These efforts help improve outcomes and a safer, healing environment for every patient we serve.



Infection Prevention: CLABSI Inspection

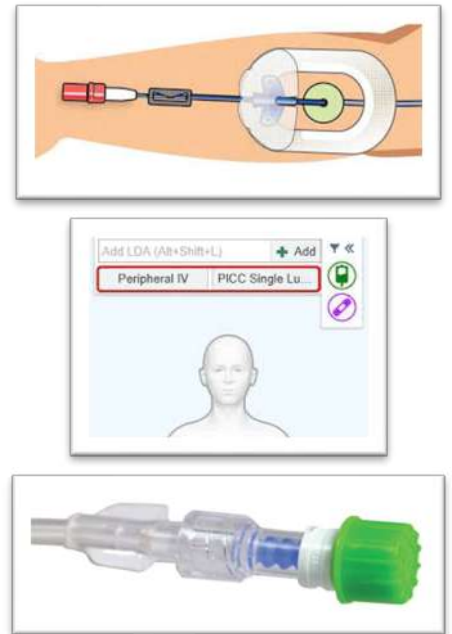
Veronica Kazaryan MSN, RN; Heather Picart BSN, RN; Marlene Pulido BSN, RN, Kaiser Permanente Los Angeles Medical Center, 4 North Oncology/Transplant/Telemetry

BACKGROUND

CLABSI (Central Line-Associated Bloodstream Infection) is a primary laboratory-confirmed infection that occurs in patients with central lines, including tunneled central venous catheters, peripherally inserted central catheters, and subcutaneous ports. Symptoms can include fever, chills, altered mental status, hypotension, fatigue, and pain at the insertion site. Although there was a 46% reduction in CLABSI rates in U.S. hospitals from 2008 to 2013, approximately 30,100 CLABSI infections continue to occur annually in U.S. acute care facilities. Preventing this costly, serious, and potentially fatal condition remains a critical priority.

GOAL STATEMENT

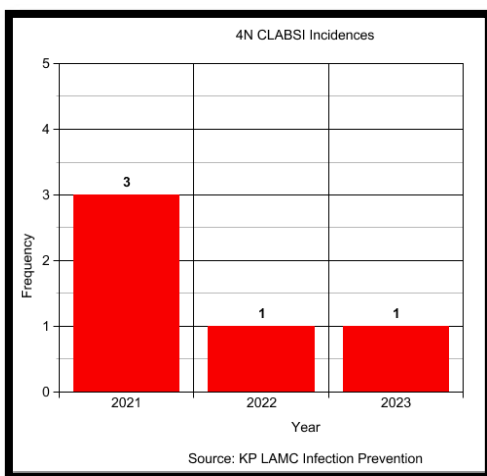
To reduce patient harm, a quality prevention campaign focused on eliminating CLABSI incidence to zero over a continuous period of 600 days. This initiative emphasizes the implementation of best practices, stringent infection control protocols, and continuous staff education to ensure optimal patient safety.



METHODS

The 4North UBC (Unit-Based Council) chose to address CLABSIs due to the prevalent use of central lines in oncology. The current CLABSI Prevention Bundle at KP LAMC includes proper hand hygiene, scrub protocols, daily CHG (chlorhexidine gluconate) baths, weekly dressing changes, shift assessments, and IV tubing changes. However, some nurses were not consistently adhering to all components of the bundle.

To streamline workflow, the responsibility for dressing changes was assigned to night shift nurses, who were required to hand off tasks to day shift nurses. Correct documentation of line dressings and changes was monitored, with signs posted on patients' doors and beds to reinforce compliance. Additionally, chart audits were performed by DA/ADA (Department Administrator/Assistant Department Administrator) and Infection Control; and outdated or incorrect line dressing records were removed from HealthConnect flowsheets.



RESULTS

Effective CLABSI prevention relies on interdisciplinary assessments, daily risk evaluations, and collaboration with Environmental Services for cleaning. Best practices include Prevanix wipes, green Curore caps, and CHG-impregnated discs, reinforced through ongoing education, demonstrations, daily CHG baths, visual checks, and team huddles. Staff recognition, annual professional updates, and a supportive environment for questions help sustain high standards.

Navigating Patient Discharge

Javier Exebio, BSN, RN, PHN, PCCN, MBA; Kasey Rodriguez, MSN, RN; Malathy Kulasingam, MSN, RN, Kaiser Permanente Los Angeles Medical Center, 7 East Medical Surgical Unit

BACKGROUND

Following the 2023 AONL (American Organization for Nursing Leadership) Conference, 7 East (a medical services unit characterized by high RN turnover) recognized the need for a discharge lounge. This need was inspired by a presentation from Rush University Medical Center, which highlighted the benefits of such a facility in managing patient flow and improving discharge processes.

PROBLEM

The medical center currently lacks a designated discharge lounge, which impedes the efficiency of patient discharge processes and affects overall patient flow. Without a dedicated space for patients awaiting discharge, the medical center faces challenges in managing patient transitions smoothly and effectively, potentially impacting both patient satisfaction and operational efficiency.

GOAL STATEMENT

Reduce discharge process time in MedSurg/Tele units to under 3 hours by establishing a discharge lounge, thereby increasing bed capacity within a 6-month period.

PRE-INTERVENTION(S)

Discipline groups were trained in the use of the discharge lounge, which streamlined the discharge process for patients and families. Positive feedback from patient satisfaction surveys indicated the effectiveness of this approach.

INTERVENTION(S)

The team deliberated on the implementation of an Agile methodology, including the lounge's location, criteria requirements, adjustments for RNs, workflow modifications, and staff communication. The discharge lounge went live on May 17, 2023, followed by a week dedicated to resolving initial issues. A survey was subsequently created to collect patient feedback.

RESULTS

The discharge process has improved with the introduction of the discharge lounge, leading to increased hospital bed availability and reduced discharge time. However, barriers to home discharge persist, including inadequate communication, delayed acknowledgment, patient wait times, and unprepared medications. The lounge serves approximately 140 patients per month, and an interdepartmental competition has been introduced to encourage efficient discharge practices among RNs.

	Phase	Time Period	Data
Define Measure Analyze	Pre-Intervention	March 2023	DPT average: 4.63 hr
	Pre-Intervention	April 2023	DPT average: 4.29 hr
Improve	Intervention Start	May 2023	-
	Intervention End	June 2023	-
Control	Post-Intervention 1	July 2023	DPT average: 2.59 hr
	Post-Intervention 2	August 2023	DPT average: 3.00 hr
	Post-Intervention 3	September 2023	DPT average: 2.55 hr

Give Me Some Space: Transportation Hospital Throughput Initiative

Wai Man Jenny Cheung MSN, RN, PHN, ACM, IQCI; Christina Forouzan, BS, RN; Tracey Vien, MSN, APRN, AGNP, PHN, ACM-RN, IQCI, Kaiser Permanente Los Angeles Medical Center, Utilization Management Department

BACKGROUND

The growing demand for hospital services has put pressure on capacity, making physical expansion a lengthy process. Improving hospital throughput can be achieved by optimizing patient movement between services. Inefficiencies in DPT (discharge processing time) adversely impact hospital throughput. Implementing a structured, multimodal transportation service program for medically stable patients could reduce DPT and enhance overall hospital efficiency.

PROBLEM

Inefficiencies in the DPT have been identified as a major barrier to achieving optimal throughput. At the beginning of Q1 2023, the time from discharge order to actual discharge (DC order to DC) for non-SNF (skilled nursing facility) and Hospice patients was averaging 337 minutes, far exceeding the regional target of 120 minutes.

GOAL STATEMENT

By October 31, 2023, reduce the time from discharge order to discharge for non-SNF and hospice patients by 15% through the implementation of Butterfli Transportation Services for patients being discharged home when families are unable to provide timely pick-up.

PRE-INTERVENTION(S)

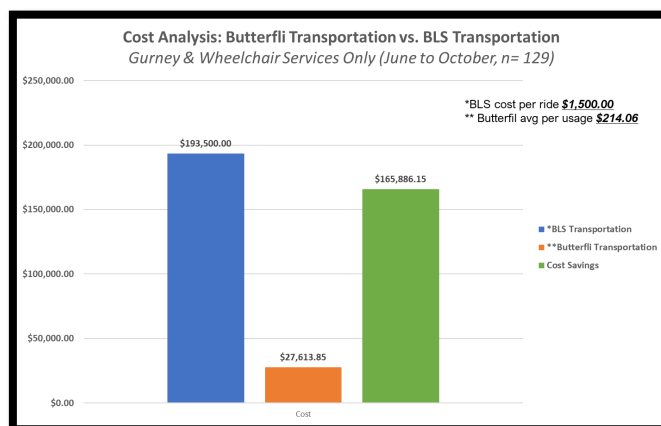
From May 18 to October 31, 2023, the department engaged with Butterfli to establish on-demand services, formed a Discharge Admission Performance Workgroup, and developed a project charter. Collaboration with physician champions was undertaken, and the project was presented to the Leadership Team. The legal team subsequently followed up on the contract between Butterfli and Kaiser Permanente.

INTERVENTION(S)

A transportation company was identified as a bottleneck for medically stable patients awaiting discharge. The company provides multiple transportation modalities and functions as a central hub. A team comprising 11 discharge planners, 6 LPNs (licensed practical nurses), and 40 case managers was trained to utilize the online portal, initially piloted in a single medical/surgical area and subsequently implemented across all hospital areas.

RESULTS

Hospital throughput has significantly improved since the implementation of transportation services, consistently meeting the target for four consecutive months. From June to October, KP LAMC utilized Butterfli's gurney and wheelchair services 129 times, achieving a total cost savings of \$165,886.15.



Application of Technology for Screening Support Surface Selection: A Quality Endeavor to Reduce Pressure Injuries in the Acute Care Setting

Maricar Gail Jones, DNP, RN-BC, CPHIMS, PHN₁; Kellie Abruzzo, BSN, RN₂; Edward Gonzales, BSN, RN₂; Jefferson Barrinuevo, BSN, RN, CCRN, CNML₂; Jonathan Verham, MBA, MS₁, Kaiser Permanente Los Angeles Medical Center | Southern California Region | Department of Nursing Administration₁; Department of Patient Outcomes₂

BACKGROUND

HAPIs (hospital-acquired pressure injuries) are an area ripe for improvement, leading to high morbidity, mortality, and costs. Effective prevention and treatment in acute care settings hinge on selecting appropriate support surfaces, yet inconsistent practices arise from limited guidance. To address this, clinical practice guidelines advocate for individualized surface selection based on standardized factors, ensuring evidence-based care. Leveraging technology proved to enhance care quality, optimize patient outcomes, and improve clinical practices in a cost-effective manner.

PURPOSE

To implement an application for screening and identifying suitable support surfaces tailored to individual patient needs. The objective was to achieve at least a 10% reduction in costs associated with inappropriate use of specialty beds, while ensuring no increase in HAPIs during a three-month pilot period.

METHODS

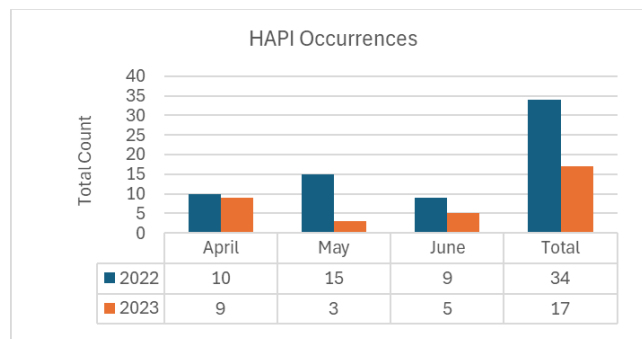
A Microsoft Power App was developed using a support surface algorithm from a regional workgroup within a 16 hospital healthcare system in Southern California.

Accessible on organization-approved iPhones and iPads, the app allowed inpatient nursing unit leaders to input patient information when skin risk criteria were met. It analyzed the data to recommend appropriate support surfaces, which were then reviewed by the Patient Outcomes Department for final approval. The pilot study was conducted over three months (April to June 2023) in the inpatient units of the organization's Los Angeles hospital.

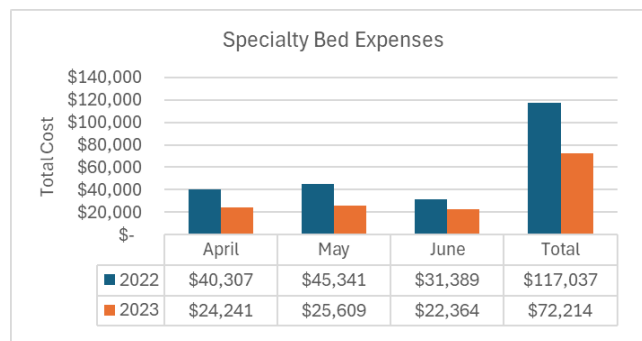
DATA COLLECTION

Pre and post-intervention data included the total number of HAPIs, and the costs associated with specialty bed rentals for pressure injury prevention. The app was utilized to track the total number of requests entered and the number of ineligible requests for specialty beds during the pilot period.

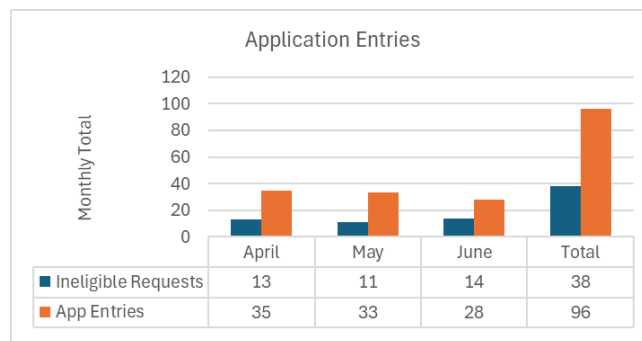
RESULTS



PI occurrence data indicated a 50% reduction in HAPIs, decreasing from 34 pre-intervention to 17 post-intervention.



Specialty bed rental costs decreased by 38%, from \$117,037 before the intervention to \$72,214 afterward.



The app recorded a total of 96 entries, with 38 requests deemed ineligible for specialty bed rental, leading to significant cost savings.

CONCLUSION

The use of technology, coupled with clinical expert review, to screen and select appropriate support surfaces resulted in a significant reduction in healthcare costs, with no adverse effect on the incidence of HAPIs.

Professional Development



Nursing Professional Development: Advanced Nursing Degrees

KP LAMC proudly celebrates the nurses who advanced their education in 2022-2023 by earning higher nursing degrees. Their dedication to lifelong learning strengthens patient care and reflects a deep commitment to nursing excellence. Thank you for making a lasting impact on our medical center and community.

BSN+ Rate at YE 2022: **84%**

BSN+ Rate at YE 2023: **85%**

2022-23 Graduates

BSN	Aguilar Alvarado, Alexandra	Alcaraz, Daniell F	Alvarez, Dalia A	Amador, Paola	Amameda, Eriza
	Aminzadeh, Rod	Andon, Carolina	Andrews, Peter	A-nuphan, Napaphorn	Avila, Cindy
	Balbalosa, Chester H	Bautista, Terence Louis	Bejarano-Talento, Aimee	Benipayo, Michael	Blanco, Felipe
	Boghzian, Anaeis	Brar, Amarjit	Cannon, Morgan	Casilan, Jarell	Castillo, Alyssa G
	Castillo, Guadalupe	Chan, Emily	Chiaramonte, Maria G	Chic, Germane	Chung, William M
	Cortes Martinez, Angel	Cortez, Freddy	Daffern, Audrey S	Dan, Tali	De Guzman, Anthony
	Del Fierro, Jason D	Derayunan, Ronald	Dishyan, Simon A	Dumalag, Kiara Nicole I	Enriquez, Cynthia
	Etheridge, Melanie	Felicilda, Krisha	Fetahi, Samir N	Garcia, Angelica M	Garcia, Cindy P.
	Garcia, Isaac	Garcia, Patricia	Gartrell, Tracy	Gladney, Sarita	Gonzales, Archibald
	Gonzalez, Edwar	Gonzalez, Jorge	Hamud, Nadia	Han, Daun C	Haque, Mahadi
	Huang, Patrick	Huidor, Aurora	Jackson, Miles	Jahnke, Jamie C	Johnson, Erica Dawn
	Jones, Deondria M	Juarez, Mariana	Karapetyan, Elizabeth	Kim, Ari	Kim, Gianna
	Kim, Loren	Kim, Yoon Jin	Koffski, Alexandra	Kouakou, Mehdy Y	Ladores, Sabrina T
	Lam, Keiso	Le, Linh	Leaw, Monica	Logvinchuk, Larisa	Lucas-Palma, Geovani
	Manimtim, Merle Joy	Martin, Alexandra	Mendoza, Tamara Marie	Menendez, Joshua	Miller, Gary
	Miranda, Jeffrey R	Moo, Carolina N	Mosqueda, Irma	Murphy, Colin T	Nguyen, Khoa Dang
	Nguyen, Linh P	Nuyens, Brandon	Odurukwe, Freeman	Okpale, Lynda Adiya	Ongjoco, Ana Beatrice
	Oseghale, Evelyn O	Padua, Janice R	Pagtakhan, Marjorie	Parker, Michelle C	Pascual, Moriah Y
	Perez, Esther Cho	Perez, Juliette	Phan, Nicole H	Picart, Heather Mae	Pina, Hugo
	Pineda, Maritess	Quijano, Lorraine M	Ramirez, Gabriela	Ramirez, Yenny	Rances, Chloe
	Ream, Samuel	Renderos, Leslie S	Roa, Megan E	Robles, Tonaxy C	Roh, Frank
	Ruffalo, Edward Andrew	Ruiz, Shisdey	Saachi, Hilly Rachel	Sanchez, Mariner	Sandoval, Angelique
	Schaefer, Holly	Schor, Jay David	Shon, Stella J	Stumpf, Kristine	Sun, June H
	Uribe, Jessica	Valencia, Stephanie	Valladores, Jemimah	Velazquez, Carolina	Viaira, Kia
	Villeda, Seth Aaron	Vyas, Abhishek	Wu, Allison	Yadao, Nicole C	Yi, Jinyoung
	Yu, Sun	Zobian, Alicia	Zuluaga, Daranee		
MSN	Brady, Melanie	Carlson, Jacqueline	Chai, Cindy	Chavez, Claudia	Christy, Michelle
	Christmas, Shawishi	Clark, Josefina	Coutts, Natalie L	Deogratias, L'Aurelle	Derks, Erika M
	Endriga, Rosanne	Estella, Marlon Carlo	Fortunato, Maria D	Garcia, Tanya	Ghermezian, Bianca
	Gloria, Maria	Hussain, Mohammad	Ihekire, Ernestine	Kuselaraghavan, Sivakumaran	Lee, Paul
	Longsworth, Eduardo	Martinez, Cindy	Mejia, Crystal	Mendez, Maria L	Micu, Kenneth
	Moran, Christopher	Mostashari, Renee L	Nwankwo, Chinedu E	Okonko, Amaechi	Palapar, Heddy Estrell
	Pardo, Yvette A	Peredo, April Jane	Pina, Brianna	Strait, Yvette	Vasquez, Claudia J
	Vien, Tracey				
DNP	Brantley, Ashley N	Jones, Maricar G	Jun, Jana	Svetlov, Olena	16

Nursing Professional Development: Professional Certifications

KP LAMC proudly recognizes the RNs who earned specialty certifications from 2022 to 2023. Their advanced expertise strengthens patient care, supports better outcomes, and reflects a strong commitment to professional excellence. Many hold multiple certifications—an inspiring testament to their dedication!

Professional/Specialty Certification Rate at YE 2023:  17%

2022-23 New/Renewed Certified RNs

Abaekobe, Callistus, CCRN	Aguirre, Sergio, CCRN	Akarim, Kaseam, SCRNP	Alcantara, Maria Margarita Nimfa, CCRN	Allison, Kimberly S, RNC-OB
Alona, Luzviminda, CCRN	Alvarez, Sonia, FNP-BC	Andrews, Peter, CCRN	Ang, Katrina Joyce, CCRN	Aquino, Kimberly, CCRN
Arriaga, Angela S, CCRN	Avazpour Tiquiran, Michael, CCRN	Ayala-Carrillo, Jose, FNP-BC	Barrinuevo, Jefferson, CCRN	Betancourt, Lisa, RNC-NIC
Blancia, Maria Cecelia, PCCN	Brillantes, Brian Arnaldo, CNML	Brual, Maylien A, CWON	Buquis, Stephanie J, RNC-MNN	Burdick, Sharon, CCRN
Byun, Christy, CPAN	Byun, Sarah, CCRN	Calistro, Alyssa, CCRN	Calloway, Helena, CCRN	Carrillo, Luis R, CEN
Carroll, Kari, CCRN	Castanon, Marilen, CCRN	Catain, Keane T, CCRN	Cho, Eunhee, AGPCNP-BC	Chong, Maya Fergie, CCRN
Chu, Grace H, CCRN	Chuatuán, John Lendl, CCRN	Chung, Rose Mae Pavino, PMH-BC	Creencia, Kevin, CCRN	Cruz, Leniza, RNC-MNN
Cunada, Gene, CCRN	Dacio, Sokha, PCCN	Davis, Ronginae, CCRN	De Leon, Joel, CSC	Dela Cruz, Raezel Gail, CCRN
Deza, Christopher, CCRN	Dickinson, Nathan Christopher, CMC	Dimain, Diana L., CPAN	Diolosa, Camille, CSC	Dowling, Renee, SCRNP
Duenas, Carolyn, RNC-OB	Eom, Miwha, PCCN	Fabellar-Sia, Sharon Sweet Resos, CENP	Fandino, Jason, CNML	Felipe, Rachel Joyce D, CMC
Feniquito, Emerzon, CCRN	Fernandez, Catherine, VA-BC	Flynn-Zamora, Melinda Mae, COCN	Foronda, Romar, CSC	Fortunato, Maria Delia Dejarne, PMHNP-BC
Gatdula, Maria Roselle, CCRN	Gloria, Maria, CNML	Go, Mary Ann, CCRN	Guillinta, Cesar, CCRN	Guinto, Joy Ann, CCRN
Hackworth, Joshua, CCRN	Holmes, Danielle K, CCRN	Hossepián, Katherine, SCRNP	Hussain, Mohammad, PMHNP-BC	Hwu, Judy, RNC-NIC
Imedashvili, Irma, CCRN	Ismoilova, Aziza, CCRN	Jacinto, Zeamari, CCRN-K	Jackson, Lakeishanal, CCRN	Jeet, Davinder, FNP
Jones, Chelsea L, RNC-NIC	Jones, Maricar G, NI-BC	Juarez, Mariana, VA-BC	Keating, Mariella, CCRN	Kim, Becky, VA-BC
Kim, Ja Young, PCCN	Kim, Soo Yeon, CCRN	Kim, Youjin, CCRN	Kurian, Sindhu M, CCRN	Ladmirault, Ari D, CEN
Lahti, Misty Dawn, CCRN	Le, Nga T, CNML	Leach, Rebecca, CCRN	Lee, Audrey N, CCRN	Lee, Jessie, CCRN
Lee, Paul, FNP-C	Leung, Millie, RNC-OB	Leyva, Gabriel, CEN	Li, Justin, CCRN	Lim, Hwee-Myint, RNC-NIC
Liu, Min Yue Anna, CMC	Liu, Rock, CSC	Longworth, Eduardo, PMHNP-BC	Lopez, Kevin, CCRN	Lourenso-Goddard, Daniella, CCRN
Malit, Eric, CNML	Manalastas, Melissa, RNC-MNN	Manalo, Chriselda, CCRN	Marbella, Joy Soria, RNC-NIC	Marin, Jessica, CPN
Marzan, Arnel, CCRN	McDonald, Jessica, CCRN	McNamara, Corinna, CCRN	Medina, Maria, RNC-NIC	Mendez, Maria Lourdes, RNC-NIC
Miles, Charrievi B, CNOR	Mills, Danika N, CCRN	Moras, Juliana, CCRN	Morton, Heather Rene, PMHNP-BC	Murillo, Juan R, CCRN
Mushegian, Helen, SCRNP	Nakatani, Kiana, CCRN	Narag, Fe Sibal, CCRN	Nathan, Ukachi, PCCN	Nestell, Satanantana Buahombura, CCRN
Ng, Nicky, CCRN	Nguy, Paul, RNC-NIC	Nguyen, Truc-Mai N (Jeannie), CCRN	Njoku, Victor, CCRN	Nkiese, Mary, CCRN
Nold, Sonya, RNC-OB	Oyster, Alexandra, IBCLC	Panoy, Ivy, WHNP-BC	Parnell, Daniel, CCRN	Peig, Nestor-Neil, CCRN
Pell, Beth (Ramona), CNML	Perez, Peter, ENPC	Pesognelli, Gianna, MEDSURG-BC	Pham, Lenh, RNC-MNN	Pichardo, Teresa, CPAN
Po-Maniti, Jennivie, OCN	Quintanilla, Katherine, CSC	Rai, Manpreet (Meena), CCRN	Ringpis, Marylou B, VA-BC	Rivera, Reuben, SCRNP
Rosa, Lily Anna, CNOR	Roxas, Arturo, CCRN	Rubenyan, Hovhannes, PCCN	Ruiz Lopez, Melina, RNC-OB	Rumiác, Laurence, PCCN
Saavedra, Lauren, CCRN	Sabas, Jacqueline Denise, CCRN	Sai, Elaine, CCRN	Salinas, Joanely, RNC-NIC	Salvador, Anthony, CMC
Sanchez, Joanne, CNOR	Sanrow, Mercy, IBCLC	Santillan, Maria Concepcion, PCCN	Santos, Alyssa Cruz, PHM-BC	Santos, Maricel Lim, PMHNP-BC
Sastrillas, Judy, CCRN	Sebastian, Marcos, CCRN	Sensalo, Josephine christine, CNM	Serafico, Kyle, CCRN	Shepherd, Jelisa, CCRN
Shimanuki, Shane, CNOR	Shirvanyan, Liana, RNC-MNN	Sibayan, Dionisio, CCRN	Smith, Stacey, RNC-MNN	So, Maria Cristina, CNOR
Soria, Brian Phillip, CMSRN	Soriano, Dennis Ferrer, VA-BC	Sullivan, Douglas G, CCM	Svetlov, Olena, CCRN	Tahir, Sophia Gashaw, CCRN
Talukder, Afhara, ONC(C)	Taparan, Maria, CCRN	Tibangin, Velainor Reyes, CCRN	Tolentino, Mark Louie, NEA-BC	Tseng, Wan-Ting, CCRN
Varrati, Nicholas, CCRN	Vien, Tracey, AGPCNP-BC	Villacorta, Israel, CWOCN	Villamil, Josephine, PCCN	Voytko, Willow, IBCLC
Waddell, Lindsay, PCCN	Walker, Rachel, RN-BC	Walz, Rita Mary, PMHN-BC	Xu, Fu Xiao, RNC-MNN	Zapata, Annamarie, FNP-C

Leadership Development:

The ADA Leadership Development Series 2022

It is essential to prepare the nurse leaders for their roles at Kaiser Permanente Los Angeles Medical Center KP LAMC. Our Chief Nurse Executive, Joyce Leido, MSN, RN, NEA-BC, CPHIMS held monthly NLT (Nursing Leadership Team) sessions as well as brought in two external resources to help the team improve on communication and leadership skills.

Addressing Fundamental Needs for Leadership

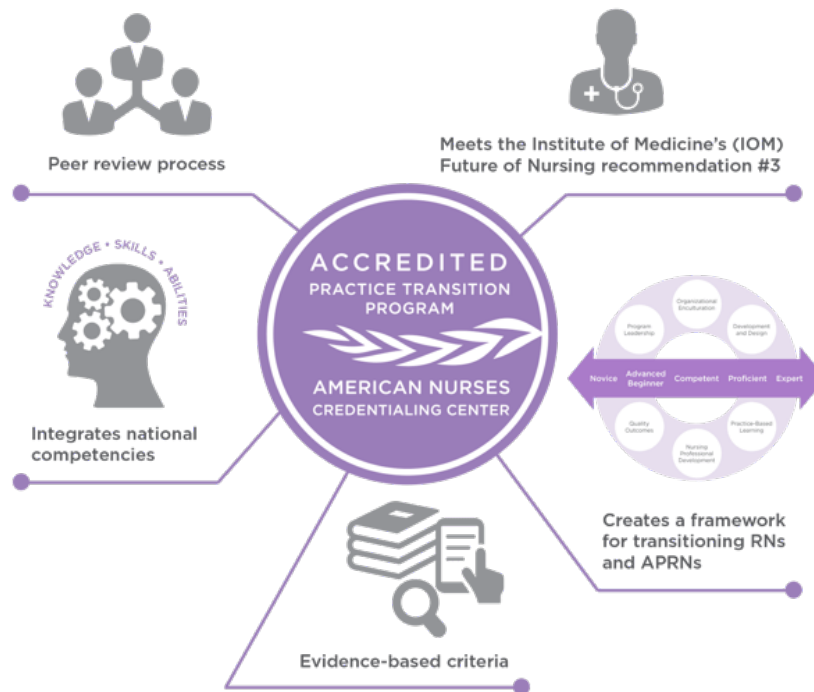


Aside from the general session attended by most nurse leaders, there were 3 special sessions with Jonathan Sprinkles on communication. Jonathan Sprinkles is the author of 13 books (including two international bestsellers), a TV personality, celebrity business coach, and award-winning keynote speaker. He is the founder of The Connection Lab, an award-winning company that is on a mission to help people live bigger and lead better through the power of human connection. Jonathan knows the difference between what looks good on paper and what really works in the real world. He brings best practices from his career as a tech salesperson and his 20 years of leadership experience as an entrepreneur. Jonathan has a gift for connecting with any audience, relating to them on a personal level, and inspiring them to bring out the best in themselves and the people around them.

Interim Director, Diana Brovold, created a structure to address the fundamental needs for the development and support of our assistant managers. Similar to Maslow's hierarchy of needs, Diana designed an evidence-based leadership development program that inspires and improves leadership retention and satisfaction among entry level nurse leaders. The class sessions also included Financial and Human Resource Management, Personal & Professional Accountability, Leadership, Performance Improvement, Evidence-Based Practice, Quality, Personal Journey, Productivity and Throughput, Information Technology Infrastructure, and Root-Cause Analysis.

Teaching and Role Development:

American Nurses Credentialing Center award for PTAP (Practice Transition Accreditation Program)



At Kaiser Permanente, health care is more than a career choice, it is a way of looking at the world and wondering what more you can do to make a difference in people's lives. We encourage you to become the employee you have always dreamed of being and to put into practice what you believe.

The Specialty training program is intended to provide LAMC staff nurses with a pathway to expand their practice into a new specialty. Training positions will be posted and staff nurses who are awarded a position will leave their current position to enter the training program.

Critical Care Training Program	Labor and Delivery Training Program
Course Requirements: - Current CA RN license and BLS required 1 year recent (within the last 3 years) full-time equivalent experience in Acute Care or 15 months after completion of a formal course of clinical training - including a New Grad training program. - ACLS certification within 60 days of starting the program	Course Requirements: - Current CA RN license and BLS required 1 year recent (within the last 3 years) full-time equivalent experience in Acute Care or 15 months after completion of a formal course of clinical training - including a New Grad training program. - ACLS, NRP, & Basic Fetal Monitoring certifications within 60 days of starting the program
Opening date: July 18, 2022; closing date: July 24, 2022	
Notes: Training is full time/part time 8 hour and 12 hour shifts to include nights and weekends for approximately 10 to 12 weeks. At the end of the training, staff will be working a full or part time day or night shift position.	Notes: Training is full time/part time 8 hour and 12 hour shifts to include nights and weekends for approximately 10 to 12 weeks. At the end of the training, staff will be working a full or part time day or night shift position.

Nursing Research and Evidence-Based Practice



Evaluating Neonatal SRAMT for Reliability and Feasibility in KPSC NICUs: Insights from a Multi-Site Study

Ja-Yee Ann Chu, DNP, CNS; Anais Montero, BSN, RN; Sharien Welsh, BSN, RN; June L. Rondinelli, PhD, CNS; Heaven Holdbrooks, MSN, PNP, CNS; Regina M. Valdez, MA; Quincyann Tsai, MSN, RN, Kaiser Permanente Los Angeles Medical Center / Southern California and Hawaii Regional Nursing Research

What is SRAMT? The SRAMT (Skin Risk Assessment and Management Tool) for neonates is designed to predict skin injury risk through 8 categories: gestational age, sensory perception, blood collection, moisture, activity/mobility, respiratory support, visual examination, and nutrition. Each sub-scale is scored from 1 to 4, yielding a total score ranging from 8 to 32. Higher scores indicate a greater risk of skin injury.

BACKGROUND

NICUs (Neonatal infants in intensive care units) are particularly vulnerable to skin breakdown due to a combination of intrinsic and extrinsic factors. These include their delicate skin, the frequent use of medical devices, and prolonged exposure to moisture and pressure. Despite this high risk, there is no universally accepted "gold standard" tool or scale for systematically assessing skin injury risk in this population. Consequently, healthcare providers lack a standardized method for identifying and mitigating the risk of skin breakdown in neonates, highlighting the need for a reliable and validated assessment tool.

PURPOSE

The Level III-c NICU undertook a multi-site study to evaluate the feasibility and predictive accuracy of the neonatal SRAMT. This study aimed to determine how effectively the tool could identify skin injury risk factors and assist in managing skin integrity in neonates across various clinical settings.

GOAL STATEMENT

Implement the Neonatal SRAMT within the EMR as a clinical support resource to assist nursing assessment and documentation, without replacing professional nursing judgment or established standards of practice.

METHODS

- Action research using a cooperative inquiry design.
- Educated 90 clinical nurses through PowerPoint presentations, discussions, printed materials, and scenario scoring.
- Nurses trialed the neonatal SRAMT tool.
- Collected both retrospective and prospective data on NICU infants, including demographics, skin injury types, and discharge dates.
- Obtained SRAMT scale scores via timed observations of enrolled infants.
- Utilized descriptive analytics to assess demographic characteristics and types of skin injuries.

RESULTS

The study revealed that neonates with skin injuries exhibited higher scores on the SRAMT, particularly during the first 24 to 48 hours. These higher scores were significant and correlated with increased discharge scores, indicating that the SRAMT effectively identifies neonates at higher risk for skin injuries early in their NICU stay.

Score	All (n=30)	No Skin Injury (n=12)	Skin Injury (n=18)	Difference
First 24-48-hour SRAMT score	17.96 (SD 5.69)	16.08 (SD 4.44)	19.22 (SD 6.19)	$t(28) = 1.511$, $p = .142$
Highest SRAMT score	19.80 (SD 5.81)	17.33 (SD 5.94)	21.44 (SD 5.94)	$t(28) = 1.994$, $p = .056$
Discharge SRAMT score	12.86 (SD 4.47)	11.83 (SD 4.08)	13.55 (SD 4.70)	$t(28) = 1.033$, $p = .310$

REFERENCES

SRAMT Education
Video



SRAMT Article
References



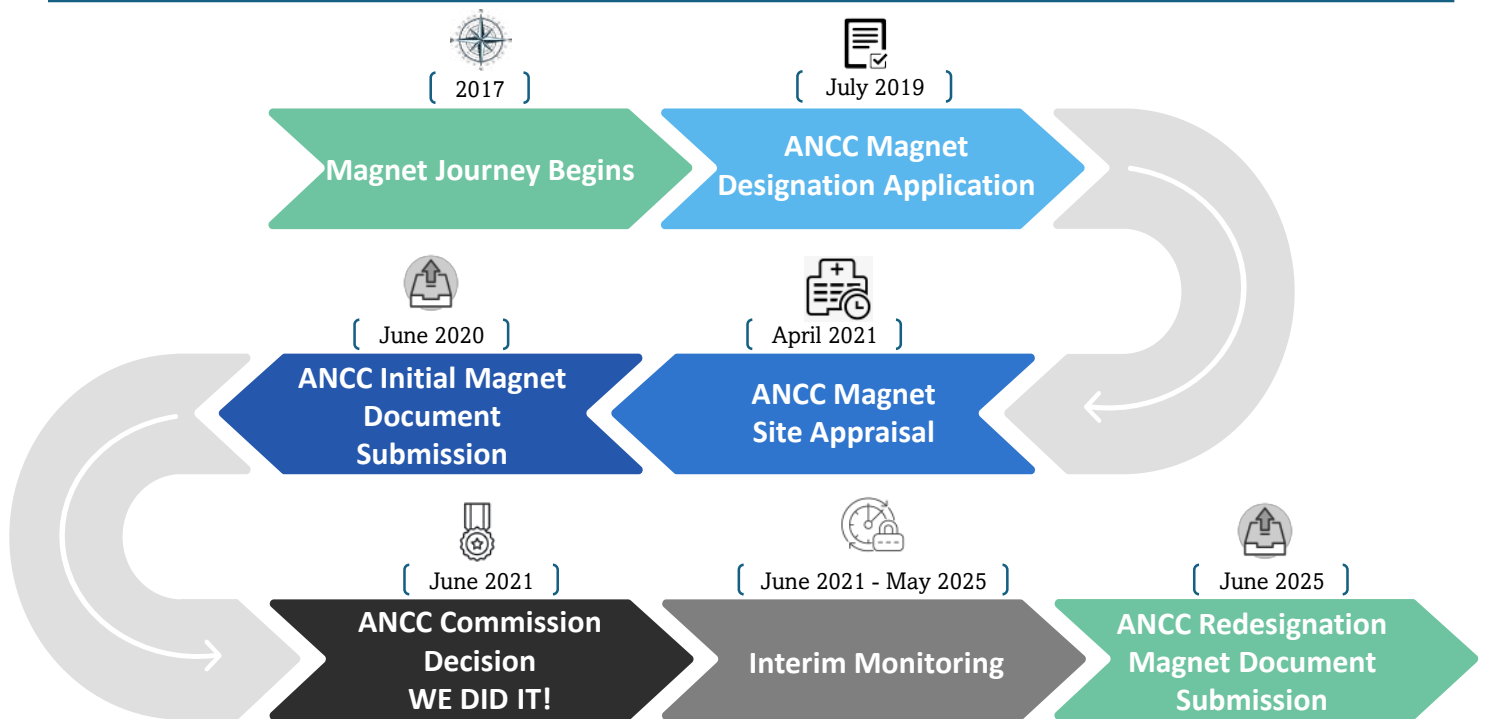
Nursing Poster/Podium Presentations and Publications

- Carmen Urbayan, DNP, RN, CNS, CPN, PCNS-BC; Aaron Akamine, BSN, RN, CCRN-K; Paul Han, MD; Keith Lewis, MD; Camelia Mahmoudian, MD; Valerie Bugnon, BSN, RN; Natalia Briano, BSN, RN; Sandra Hanke, ADN, RN; Lorina Punsalang, MSN, APRN, AGCNS-BC, SCR, RN-BC, PHN; Howard Rho, BS, BSN, RN, SCR; Navdeep Sangha, MD. Development of an interprofessional pediatric stroke program across a fourteen-hospital healthcare system in southern California. American Stroke Association 2022 International Stroke Conference. New Orleans, LA. External. 02/2022.
- Jasper Sanchez, MSN, RN, CNS, CCRN, CNRN, SCR. Teach-back Method and Hospital Readmission. American Stroke Association 2022 International Stroke Conference. New Orleans, LA. External. 02/2022.
- Tawnea Thorsen, RN. ED Pause: A Nursing Driven Approach to Improving Thrombectomy Times. American Stroke Association (ASA) 2022 International Stroke Conference. New Orleans, LA. External. 02/2022.
- Tawnea Thorsen, RN. Dizziness in Stroke: Triage Nurses Identify Posterior Circulation Strokes in a Comprehensive Stroke Center Emergency Department Using Three Simple Questions. ASA 2022 International Stroke Conference. New Orleans, LA. External. 02/2022.
- Maricar Gail Jones, DNP, RN-BC, PHN; Janice Lopez, MSN, RN, PCCN, PHN. "Survey Results from Over 1,525 Nurses". EPIC XGM Conference 2022. Verona, WI. 05/05/2022. Podium.
- Maria Bernie Kuran, BSN, BA, RN. "Case Series - Total Joint Home Recovery-Post Anesthesia Care Unit". GME LAMC Research Day 2022. Los Angeles, CA. 5/27/2022.
- Maricar Gail Jones, DNP, RN-BC, PHN; Nestor Neil A. Peig, MSN, RN, CNS, CCRN, PCCN, AGCNS-BC; Jonathan Verham, MS, MBA; Mika Lagman, BSN, RN, CCRN, SCR; Rhea Trinidad, BSN, RN; Jasper Sanchez, MSN, RN, CNS, CCRN-K, CNRN, SCR. Clinical Alarm Parameter Pilot: A Quality Initiative to Reduce Alarm Fatigue and Improve Patient Safety. Kaiser Permanente National Nursing Conference. Virtual. Internal. 09/2022.
- Sharmila Panirselvam, MSN, RN, CCRN, CNE; Arturo Roxas, BSN, RN, CCRN; Vicky Banqued, MSN, RN; Nestor Neil A. Peig, MSN, RN, CNS, CCRN, PCCN, AGCNS-BC. Implementing an Early Ambulation Protocol for Patients with Pulmonary Artery Catheters. Kaiser Permanente National Nursing Conference. Virtual. Internal. 09/2022.
- Maria Samaco, BSN, RN; Tet Quirino, BSN, RN; Nestor Neil A. Peig, MSN, RN, CNS, CCRN, PCCN, AGCNS-BC; Vicky Banqued, MSN, RN; Shirley Shinohara, RCP, RRT, BSHM; Yvonne Lodevico, RRT; Melinda Flynn Zamora, RN, BSN, CWON; Maylien Brual, RN, BSN, CWON. Preventing Endotracheal Tube Related Pressure Injury: An Interprofessional Approach. Kaiser Permanente National Nursing Conference. Virtual. Internal. 09/2022.
- Amy Babakhanian, BSN, RN, PCCN; Nestor Neil A. Peig, MSN, RN, CNS, CCRN, PCCN, AGCNS-BC. Leveraging the Magnet Culture to Address Learning Needs. ANCC National Magnet Conference. Philadelphia, PA. External. 10/2022.
- Charles Garfield, RN; Nestor Neil A. Peig, MSN, RN, CNS, CCRN, PCCN, AGCNS-BC. Simulation-Based Approach to External Pacemaker Education. ANCC National Magnet Conference. Philadelphia, PA. External. 10/2022.
- Carmen Urbayan, DNP, RN, CNS, CPN, PCNS-BC; Aaron Akamine, BSN, RN, CCRN-K; Paul Han, MD; Keith Lewis, MD; Camelia Mahmoudian, MD; Valerie Bugnon, BSN, RN; Natalia Briano, BSN, RN; Sandra Hanke, ADN, RN; Lorina Punsalang, MSN, APRN, AGCNS-BC, SCR, RN-BC, PHN; Howard Rho, BS, BSN, RN, SCR; Navdeep Sangha, MD; Denise Gaffney, MSN, RN, CPHQ, SCR (Stroke Department). "Development of a Pediatric Stroke Dashboard to Assess Pediatric Stroke Metrics Across a Fourteen Hospital Healthcare System in Southern California"; International Stroke Conference in Dallas, TX on February 8-10, 2023.
- Katherine Hossepian, BSN, RN, SCR (ICU); Lorina Punsalang, MSN, APRN, AGNS-BC, SCR, RN-B. "Utilization of a Post-Neuro Interventional Radiology Procedure Handoff Smart-Phrase Leads to Improved Completion of Mandatory Nursing Assessment and Documentation"; International Stroke Conference in Dallas, TX on February 8-10, 2023.
- Alvina Mkrtumyan, MSN, RN, SCR (Nursing Administration) et al: "Depression vs Psychiatry Appointments Post Stroke Discharge Phone Call"; International Stroke Conference in Dallas, TX on February 8-10, 2023.
- Ja-Yee Ann Chu, DNP, APRN, CNS, CCRN, C-NNIC, NE-BC (NICU): "Normothermia Improved with Delivery Room and Admission Practices"; Spring National Advanced Practice Neonatal Nurses Conference, Academy of Neonatal Nursing in Honolulu, HI on April 26-29, 2023.
- Nestor Neil A. Peig, MSN, APRN, CNS, CCRN, PCCN, AGCNS-BC (Nursing Administration - ICSU); Jeannie (Truc-Mai) Nguyen, MSN, RN, CCRN (Nursing Administration- ICSU): "Creating a Healthy Work Environment to Foster Excellence and Quality"; AONL Conference 2023 in Anaheim, CA on May 1-4, 2023.
- Ja-Yee Ann Chu, DNP, APRN, CNS, CCRN, C-NNIC, NE-BC (NICU); June L. Rondinelli, PhD, CNS; Heaven Holdbrooks, MSN, PNP, CNS; Regina M. Valdez, MA; Quincyann Tsai, MSN, RN: "Examining the Neonatal Skin Risk Assessment and Management Tool (SRAMT) for Interrater Reliability, Predictability, and Implementation Feasibility within KPSC Neonatal Intensive Care Units - A Single-Site Perspective from a Multi-Site Study"; Kaiser Permanente Southern California 16th Annual Joint Service/Academia Virtual Conference on August 1, 2023.
- Olena Svetlov, DNP, RN, AGNP, CNS, ATCN, CCRN, PHN, NE (Cardiac Critical Care); T. Leaders; A. Mascetta; A. Leaders; R. DeSilva; M. Meadows; K. Gray: "We Get by with a Little Help from Our Fellow Educators. How We Survived a Supply Shortage and Two Rollouts"; Journal of PeriAnesthesia Nursing, Volume 38, Issue 4, Page e17.
- Dr. Ashley Brantley, DNP, NPH, CNS, RNC-NIC (Nursing Administration): "ICU Baby: Virtual Visitation from Parents and Nurses' Perspective in the NICU"; National Neonatal Conference in Las Vegas, NV on September 9, 2023.
- Carmen N. Urbayan, DNP, RN, CNS, CPN, PCNS-BC (Peds and PICU); Franklin Banzali, MD; Jennifer Weiss, MD; Tanisha Dickens, DNP; Lina Kavar, PhD, RN, CNS; Lisa Beltran, PhD, CCL; Kerri Covert, MSN; Elizabeth Diep, MSN, RN; Yazmin Gaxiola-Nuno, MSN, CNS; Sandee Hernandez, MA, CCLS; Eric Hwu, MHA; Wanda Jacob, BSN; Dimple Khona, MD; Amber Misra, DNP, CNS; Kathy Nakaki, PharmD; Katelynn Natale, MS, CCLS; Cindy Parise, MBA, RN; Melanie Pitts, MPH; Lori Putt; Sharemae Salvador-Lloyd, MSN, CNS; Danielle Schneider, MD; Valerie Slone, MSN, CNS; Katie Tower, MBA, MPH; Hugh Tsai, MD: "Development of the Pediatric Enhanced Recovery Program Across a Fifteen Medical Center Healthcare System in California"; 2023 Annual Congress of Enhanced Recovery and Perioperative Medicine Conference in Nashville, TN on September 11-13, 2023.
- Maricar Gail Jones, DNP, RN-BC, CPHIMS, PHN; Kellie Abruzzo, BSN, RN; Edward Gonzales, BSN, RN; Jefferson Barrinuevo, BSN, RN, CCRN, CNML (Nursing Administration); Jonathan Verham, MBA, MS: "Application of Technology for Screening Support Surface Selection: A Quality Endeavor to Reduce Pressure Injuries in the Acute Care Setting"; KP National VIRTUAL Nursing Conference on September 21 & 22, 2023.
- Perla Peña Ybarra MSN, APRN, CNS, RN, AGCNS-BC; Mirna Diaz MSN, RN; Marilen Castañon, BSN, RN, CCRN (Nursing Administration): "Enhanced Recovery After Surgery (ERAS): A multidisciplinary approach towards achieving early ambulation and feeding for patients receiving elective surgery"; KP National VIRTUAL Nursing Conference on September 21 & 22, 2023.
- Elaine Cheung MSN, RN; Jaicom Luese Mojica, MSN, RN, NE-BC, PCCN, SCR; Ronel Ambrosio, BSN, RN (Nursing Administration): "2N Journey to KP-LAMC ERAS Designation"; Academy of Medical Surgical Nurses (ASMN) Annual Convention in Las Vegas, NV on September 21-24, 2023.
- Ja-Yee Ann Chu, DNP, APRN, CNS, CCRN, C-NNIC, NE-BC; Anais Montero, BSN, RN; Sharien Welsh, BSN, RN (NICU); June L. Rondinelli, PhD, CNS; Heaven Holdbrooks, MSN, PNP, CNS; Regina M. Valdez, MA; Quincyann Tsai, MSN, RN: "Examining the Neonatal Skin Risk Assessment and Management Tool (SRAMT) for Interrater Reliability, Predictability, and Implementation Feasibility within KPSC Neonatal Intensive Care Units - A Single-Site Perspective from a Multi-Site Study"; Kaiser Permanente National Virtual Nursing Conference on September 21 & 22, 2023.
- Ja-Yee Ann Chu, DNP, APRN, CNS, CCRN, C-NNIC, NE-BC (NICU): "Normothermia Improved with Delivery Room and Admission Practices"; 2023 NANN Annual Conference in Anaheim, CA on September 26-28, 2023.
- Olena Svetlov, DNP, RN, AGNP, CNS, ATCN, CCRN, PHN, NE (Cardiac Critical Care): "Delirium in the ICU"; Virtual Telehealth, TexLa TRC Project ECHO Series on October 25, 2023.

Collaborative Work Environment



ANCC Magnet Designation



Our dedication and resilience at KP LAMC throughout the COVID-19 pandemic have been exemplary. Achieving Magnet designation in June 2021 stands as a testament to our unwavering commitment to nursing excellence and high-quality health care delivery.

It is evident that sustaining the Magnet designation relies on the collective responsibility of every individual within our organization. By linking each role to its impact on patient care quality and satisfaction scores, we highlight a comprehensive approach to healthcare delivery, where every interaction contributes to the overall success of the organization.

Our emphasis on empirical outcomes, such as patient satisfaction scores, reflects our commitment to exceptional care delivery and ongoing improvement. The integration of our mission, vision, values, and data as key competencies and decision-making drivers represents a strategic approach, ensuring that our core principles guide both daily operations and future initiatives.

As we look toward Magnet redesignation in 2025 and beyond, maintaining this focus on patient outcomes, staff engagement, and strategic vision will undoubtedly support the continued success of KP LAMC. We remain committed to providing outstanding healthcare to our community and celebrating ongoing success in this endeavor.



We do not do things to 'become' Magnet... we "ARE" Magnet because of the things we do!

- Erin Jilk,
MSN, RN, NEA-BC



It's a Culture: AACN Beacon Designations

The AACN (American Association of Critical Care) Beacon Award for Excellence® is a prestigious national recognition that highlights outstanding patient care, positive outcomes, effective teamwork, supportive work environments. Research indicates that nurses working in Magnet® hospitals and Beacon® units experience improved work conditions and higher job satisfaction. These positive work environments contribute to better nurse outcomes and enhanced patient survival rates.

In 2020, the ICSU (Intermediate Cardiac Surgical Unit) at Kaiser Permanente Los Angeles Medical Center achieved a significant milestone by becoming the first and only Kaiser Permanente hospital unit in California to receive the Beacon Award® with gold-level accreditation. This accomplishment underscores the unit's commitment to excellence in patient care and its exceptional work culture.



The AACN Beacon Award for Excellence® requires units to meet specific criteria outlined in a comprehensive 50-page document. The criteria are categorized as follows:

- Leadership Structures and Systems
- Staff Engagement and Staffing
- Learning Development, Knowledge Management, and Effective Communication
- Evidence-Based Practice and Processes
- Outcome Measurement

Our commitment to patient care is a hallmark of our practice. This dedication is also exemplified by the Cardiac Surgical Unit, which earned its own Beacon Award® with gold-level accreditation in 2022.

In April 2023, ICSU Beacon Team successfully completed the Beacon documentation within a three-month period, resulting in the redesignation of the Gold Level AACN Beacon Award for Excellence®. This achievement reaffirms our ongoing commitment to excellence in patient care and organizational effectiveness.

Recognizing Nursing Excellence



Accolades

KP LAMC nurses, physicians, and employees have truly excelled in their commitment to excellence and professionalism, leading to remarkable outcomes for our patients and families. This dedication is reflected in the numerous awards received by the medical center from 2022 to 2023, showcasing our team's exceptional quality of care and innovation.

Key accomplishments during this period include:

Best Regional Hospitals U.S. News & World Report	#43 in California #22 in Los Angeles
High Performing Hospitals U.S. News & World Report	Heart Attack - High Performing
	Aortic Valve Surgery - High Performing
	Heart Bypass Surgery - High Performing
	Heart Failure - High Performing
	Heart Attack - High Performing
	Diabetes - High Performing
	Stroke - High Performing
	Maternity Care (uncomplicated pregnancy) - High Performing
	Pneumonia - High Performing
	Pulmonology & Lung Surgery - High Performing
Best U.S. News & World Report	Neurology & Neurosurgery - High Performing
ERAS Society	ERAS Society Qualified Center, Liver protocols, Dec 2022
	ERAS Society Qualified Center, Pancreatic protocols, Dec 2022

These achievements underscore the collaborative efforts of our dedicated staff and the positive impact they have on the lives of our patients. We extend thanks to everyone for their hard work and unwavering commitment to excellence!

Honoring Excellence: Nurse of the Year Celebration

KP LAMC proudly honors our healthcare team through the annual Nurse of the Year celebration, organized by the Magnet Designation Program. Nurses are nominated by colleagues, showcasing exceptional practice. Awards are based on 6 KP nursing values, with 14 given each year—two for each value—and one overall award recognizing a nurse who exemplifies all 6, in both ambulatory and inpatient setting. This event promotes appreciation and collaboration in our healthcare community. Thank you for your commitment to exceptional care.

PROFESSIONALISM | PATIENT & FAMILY-CENTERED CARE | COMPASSION | TEAMWORK | EXCELLENCE | INTEGRITY

NOY Recipients 2022-2023			
2022	Clinical NOY	Henry Sacre, RN	7 East
		Agop Nalbandian, RN	Internal Medicine
2023		Meg Garcia, RN	Intensive Care Unit
		Nicole Do, RN	Pediatrics/Rheumatology
2022	Professionalism	Haiyi Guo, RN	7 West
		Anna Florez, RN	Pasadena Family Medicine
2023		Florevic Cunada, RN	Cardiac Surgery Unit
		Sarinah Nazari, RN	Glendale MOB
2022	Patient & Family Centered Care	Madreli Huliganga, RN	5 West / NSU
		Ana Mainit, RN	East LA Family Medicine
2023		Elizabeth Furse, RN	Neonatal Intensive Care Unit
		Erica Mong, RN	Pasadena Urgent Care
2022	Compassion	Geraldina Chiaramonte, RN	Coronary Care Unit
		Marilyn Lansangan, RN	4950 Internal Medicine
2023		Noreen Afalla, RN	Intensive Care Unit
		Krystelle Lumantas, RN	Pediatrics - Regular Clinic
2022	Teamwork	Silvia Mangual, RN	Cardiac Surgery Unit
		Jennifer Flor Cuevo, RN	Pasadena Urgent Care
2023		John Chavez, RN	7 East
		Fina B. Reyes, RN	NeuroSurgery / Spine
2022	Excellence	Katherine Hossepian, RN	5 West / NSU
		Nachao Moua, RN	Pasadena Family Medicine
2023		Maylien A. Brual, RN	Patient Outcomes/WOCN
		Sunday Pasion, RN	Nephrology
2022	Integrity	Aliyah Hughes, RN	5 West / NSU
		Cang Nguyen, RN	Nephrology
2023		Lidia Estonilo, RN	5 West / NeuroSurgical Unit
		Kathryn Martinez, RN	Pasadena Family Medicine

The **DAISY** Award: Extraordinary Nurses

The DAISY Award is a meaningful way to honor and recognize the exceptional contributions of caregivers at Los Angeles Medical Center. Since its inception in 2012, the award has celebrated the professionalism, clinical expertise, and heartfelt compassion these individuals bring to their work each day. By highlighting their dedication to meeting the unique needs of patients and their families, the program not only acknowledges individual excellence but also serves as an inspiration to the entire healthcare community.

We are proud to introduce our most recent DAISY Award honorees, a true garden of DAISIES, each one representing the beauty, strength, and care that flourish throughout our organization. Their stories remind us of the profound impact that committed and compassionate professionals have in the lives of those they serve.



Ting Chen
Clinical RN
Pre/Post/PACU
2022 Recipient



Raquel Inocencio
Clinical RN
3 North / ICSU
2022 Recipient



Neil Peig
Clinical RN Specialist
Prof. Dev. & Edu.
2022 Recipient



Page Starvish
Clinical RN
PostPartum
2023 Recipient



Elton Lavin
Clinical RN
Pediatrics
2023 Recipient



Kevin Hsiao
Clinical RN
ICU/Neuro ICU
2023 Recipient



Bernardo R. Horne
Clinical RN
Cardiac Surgery Unit
2023 Recipient



Madreli A. Huliganga
Clinical RN
5 West/ NeuroSurgery Unit
2023 Recipient



Daniel D. Parnell
Clinical RN
ICU/Neuro ICU
2023 Recipient

Healthy Communities



Quality Improvement on Exclusive Breast Milk Feeding (PC-05)

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BACKGROUND

Human milk is recognized as a superior source of nutrition that supports the health of both mother and infant. It contributes significantly to immune regulation, cognitive development, and optimal nutrient absorption. According to the World Health Organization and the American Academy of Pediatrics, exclusive breastfeeding is recommended for the first 6 months of an infant's life. Thereafter, breastfeeding should continue alongside the introduction of complementary solid foods up to 2 years of age.

PROBLEM

The rate of exclusive breastfeeding has not achieved the benchmark goal of 70% or higher, as established by the Joint Commission and Kaiser Permanente Southern California Region.

GOAL STATEMENT

To increase exclusive breastfeeding rates for newborn infants until their discharge from the Postpartum unit.

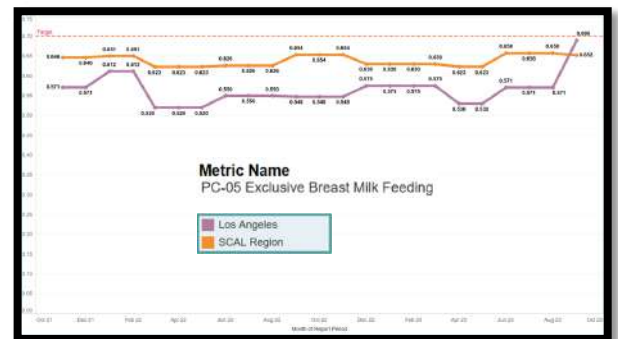
PRE-INTERVENTION(S)

From April to June 2023, the Postpartum unit observed a notable decrease in PC-05 scores. In response, the Postpartum UBC (Unit-Based Council) prioritized efforts to achieve and sustain a breastfeeding rate of 70% or higher. Enhancements in proper positioning have been implemented to improve latch effectiveness and reduce nipple pain. Additionally, audits have identified issues with staff supplementation volumes.

INTERVENTION(S)

Infant formulas were stored in the Postpartum medication room cabinet, and a formula log was established. Nurses underwent mandatory refresher training, and 25% of the staff retained their Lactation Educator Counselor certification. Breastfeeding education was provided to patients from admission through discharge. Audits were increased from monthly to weekly, staff coaching sessions were implemented, and monthly meetings were revised. Inclusive language supporting chest-feeding was displayed on the PC-05 board.

POST INTERVENTION(S)



From October 2021 to September 2023, the PC-05 score reached a high of 69%, coming close to the 70% target. Team feedback and diverse improvement strategies contributed to enhancing breastfeeding rates.

CONCLUSION

UBC-driven interventions significantly improved the PC-05 Exclusive Breast Milk Feeding rate from April 2023 to September 2023. These efforts emphasized affordability, the promotion of healthy members, and the provision of high-quality infant nutrition. By encouraging parents to provide human milk, the initiatives aligned with The Joint Commission's quality measures, aiming to achieve the 70% target by 2024.



ERAS Center of Excellence: A KP-LAMC Journey Led by 2 North

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BACKGROUND

Studies indicate that approximately 25% of surgical patients experience complications. ERAS (Enhanced Recovery After Surgery) is a comprehensive, evidence-based, multidisciplinary approach focused on optimizing surgical patient care. The ERAS Society designates hospitals as ERAS Qualified Centers upon successful completion of the ERAS Implementation Program and, if applicable, as Centers of Excellence. The benefits of ERAS include reduced postoperative complications, shorter hospital stays, and decreased costs. Key elements of the ERAS protocol include adherence to liquid guidelines, early ambulation, early feeding, and multimodal analgesia.

GOAL STATEMENT

By the end of 2022, implement a standardized, patient-centered ERAS protocol in the 2North surgical unit to optimize recovery for patients undergoing liver, pancreas, and urology surgeries. Achieve ERAS Society certification for the first piloted patient populations at Kaiser Permanente LAMC by this deadline.

PROJECT DESIGN

In December 2021, an initial meeting with stakeholders including physician champions, nursing executives, and 2North nursing leaders was held to discuss the ERAS program. Staff education on the ERAS Program and its impact on patient outcomes was provided. The ERAS protocol was implemented according to ERAS Society recommendations for liver, pancreas, and urology surgeries as the first piloted patient populations.

During this implementation, gaps were identified including:

- Non-standardized physician orders that did not cover all ERAS guidelines.
- Unclear goals regarding oral nutritional supplements, mobilization, pain control, nausea and vomiting control, and glycemic control.
- A need to better understand the patient journey within the healthcare continuum and how to bridge departments to effectively initiate and sustain ERAS protocols.
- A lack of standardized patient education materials for ERAS.

Addressing these issues is crucial for improving adherence to ERAS guidelines and enhancing patient outcomes.

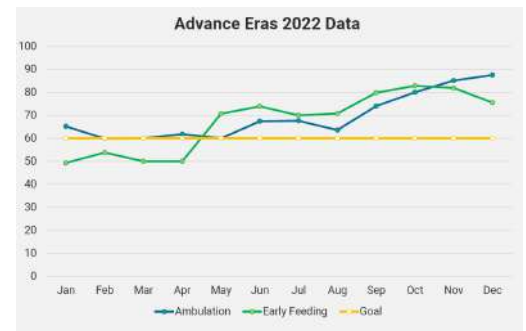
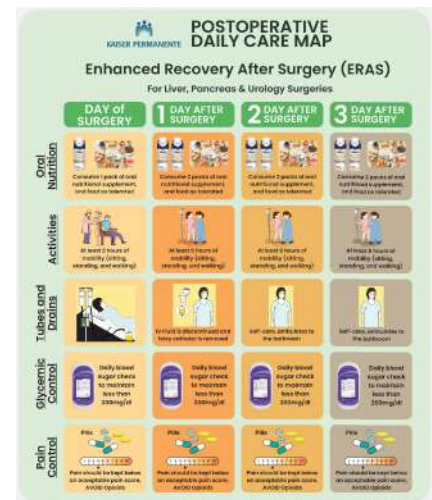
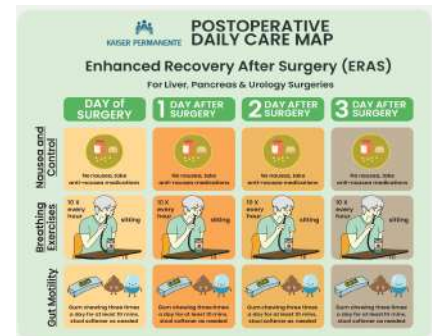
RESULTS

Project implementation was led by 2North Nursing Leadership with support from Clinical Nurse Specialists. On February 1, 2022, the ERAS protocol was introduced for liver, pancreas, and urology surgeries. To ensure standardization and adherence, order sets were developed for these surgeries.

A process map was created to define the roles of the Physician, PACU RN, and Inpatient RN. Additionally, a nursing pathway was established, detailing best practices and goals for fluid balance, gut motility, glycemic control, mobilization, pain control, and nausea and vomiting control. A smart phrase was developed for use from post-op day 0 to post-op day 3, and patient education materials were created in print to support the ERAS protocol.

CONCLUSION

ERAS protocol was successfully implemented in 2N, and as of February 2023 LAMC was designated as an ERAS Qualified Center for Liver and Pancreas surgeries. The next steps include pursuing ERAS designation for Urology surgeries and beginning implementation of the ERAS protocol for Colorectal and Thoracic surgeries.



KP LAMC Magnet Team Reflections

Congratulations to KP LAMC on celebrating 2 years of Magnet Designation by the ANCC (American Nurses Credentialing Center). As the third hospital within KP to achieve this esteemed recognition, this milestone underscores the exceptional dedication and excellence of our nursing team.

The Magnet Designation, the highest accolade for professional nursing practice, is a testament to KP LAMC's unwavering commitment to patient-centered care. This honor reflects our remarkable patient outcomes and the effective collaboration among our healthcare teams. It highlights our adherence to evidence-based practices, ongoing research, and active involvement in organizational committees. Furthermore, our focus on advancing nursing knowledge through increased BSN education and specialty certifications underscores our commitment to professional development and enhancing care standards.

Additionally, receiving two Gold Beacon Awards for the CSU (Cardiac Surgical Unit) and ICSU (Intermediate Cardiac Surgical Unit) from the AACN is a remarkable achievement. These awards celebrate the dedication and hard work of our nursing staff and affirm the exceptional quality of care provided in these critical areas.

"Excellence can be attained if you care more than others think is wise, risk more than others think is safe, dream more than others think is practical, and expect more than others think is possible," - Vince Lombardi

This quote perfectly captures the spirit of excellence and determination that defines our team. The acknowledgment of our nurses' compassion, commitment, and dedication is truly well-deserved. Every member of our team plays a crucial role in surpassing expectations and achieving excellence.

As we prepare for the Magnet re-designation in 2025, may our journey continue to be marked by success, growth, and an unwavering commitment to outstanding patient care. Best wishes to KP LAMC and our exceptional nursing team!



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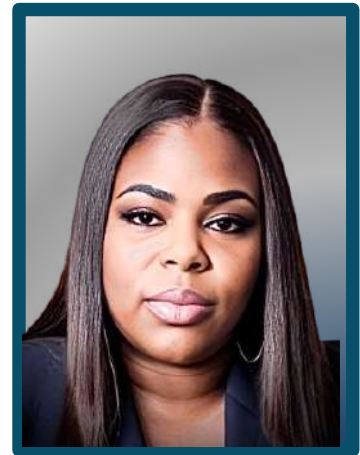


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The background of the entire image features a stylized graphic of human figures in various shades of blue. The figures are composed of circular heads and lower bodies, with some bodies having radiating lines extending downwards, creating a sense of movement or a sunburst effect. The overall composition is centered and symmetrical.

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