

2025 Nursing year in review

West Los Angeles Medical Center



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West Los Angeles Medical Center

Founded in 1974, Kaiser Permanente West Los Angeles Medical Center is a 265-bed hospital located in Los Angeles, California. It is recognized as a Level II hospital for emergency care and a Level III Neonatal Intensive Care Unit.

West Los Angeles Medical Center nurses provide safe, innovative, high-quality, and compassionate health care for Kaiser Permanente Southern California members as well as patients from the West Los Angeles Medical Center service area.

When you walk through the doors of the medical center, you'll find quality and specialization in many fields of medical care — including 10 designated Centers of Expertise, such as the Regional Craniofacial Program, the Sickle Cell Medical Care Program, and the Bariatric Surgery Program — and over 20 specialty care services, including gender-affirming surgery, addiction medicine, and obstetrics-gynecology.

Kaiser Permanente West Los Angeles Medical Center is more than a hospital; it is one of 6 longitudinal integrated clerkship sites for the Kaiser Permanente Bernard J. Tyson School of Medicine, where students are immersed in clinical experiences and learn to embrace Kaiser Permanente West Los Angeles Medical Center's tenets of excellence, inclusivity, and community.





Demographics

Total licensed beds: 265

Members in service area: 251,386

- Highest combined Medicare/MediCal Membership (33% of West Los Angeles Medical Center Membership)
- 3rd highest Medicare Membership (17% of West Los Angeles Medical Center Membership)
- 2nd highest Medicaid Membership (16% of West Los Angeles Medical Center Membership)

Credentialed and privileged physicians: 1015

ED visits: 93,948

Discharges: 17,138

Number of births: 1,777

Number of surgeries: 12,292

A message from the chief nurse executive

Nursing remains the foundation of exceptional health care, delivering compassionate, evidence-based, and high-quality care in an increasingly complex and rapidly changing environment. Over the next 3 years, we will focus on advancing workforce well-being, strengthening quality and safety, and driving affordability to support both our nursing teams and the diverse communities we serve.

As nurses, we stand at the forefront of care during life's most meaningful and vulnerable moments. We celebrate healing, support patients and families through grief and uncertainty, and rise to meet the growing complexity and demand of modern health care. These experiences continue to challenge us to evolve, innovate, and uphold the highest standards of clinical excellence and professional practice.

The strength of our nursing workforce lies in its resilience, compassion, and unwavering commitment to patients. As the health care landscape continues to transform, we remain dedicated to creating an environment where nurses feel supported, valued, and empowered to thrive personally and professionally.

Technology and innovation continue to reshape the delivery of care, enhancing efficiency, improving communication, and supporting better patient outcomes. As we embrace these advancements, we must remain grounded in what matters most—preserving meaningful human connection and ensuring that every patient remains at the center of our work.

Over the past year, we have strengthened our foundation through intentional change management, operational improvements, and a steadfast commitment to excellence. We have adapted to new challenges, refined our practices, and built greater resilience across our teams. With this strong foundation in place, we are prepared to accelerate progress, embrace innovation, and elevate nursing practice to new heights.

Together, we will shape the future of nursing by fostering a culture of collaboration, inclusion, accountability, and continuous improvement. Through bold leadership, innovation, and an unwavering commitment to safe, high-quality care, we will continue advancing outcomes for our patients, supporting the well-being of our workforce, and strengthening the communities we are privileged to serve.



Extraordinary Nursing Care.
Every Patient. Every Time.
Staci Harrison, DNP, RN
Chief Nurse Executive

Nursing Strategic priorities 2025-2028

1. Well-being: supporting our nurses

The well-being of our nurses is fundamental to sustaining a strong and resilient workforce. To address the challenges of burnout and emotional fatigue, we will:

- Implement a **Wellness Champion Program**, integrating mindfulness practices and peer support networks to promote mental and emotional health.
- Provide ongoing resources and training to help nurses manage stress, maintain work-life balance, and foster a culture of self-care.
- Enhance leadership support and engagement to ensure nurses feel valued, heard, and empowered in their roles.

2. Quality and safety: strengthening nurse-driven protocols

High-quality, safe patient care is the foundation of our nursing practice. To enhance quality and safety, we will:

- Expand and refine nurse-driven protocols that empower nurses to make critical decisions at the bedside, improving efficiency and patient outcomes.
- Strengthen interprofessional collaboration to ensure seamless coordination of care and adherence to best practices.
- Utilize data and evidence-based practice to continuously improve protocols, reduce variability in care, and enhance patient safety measures.

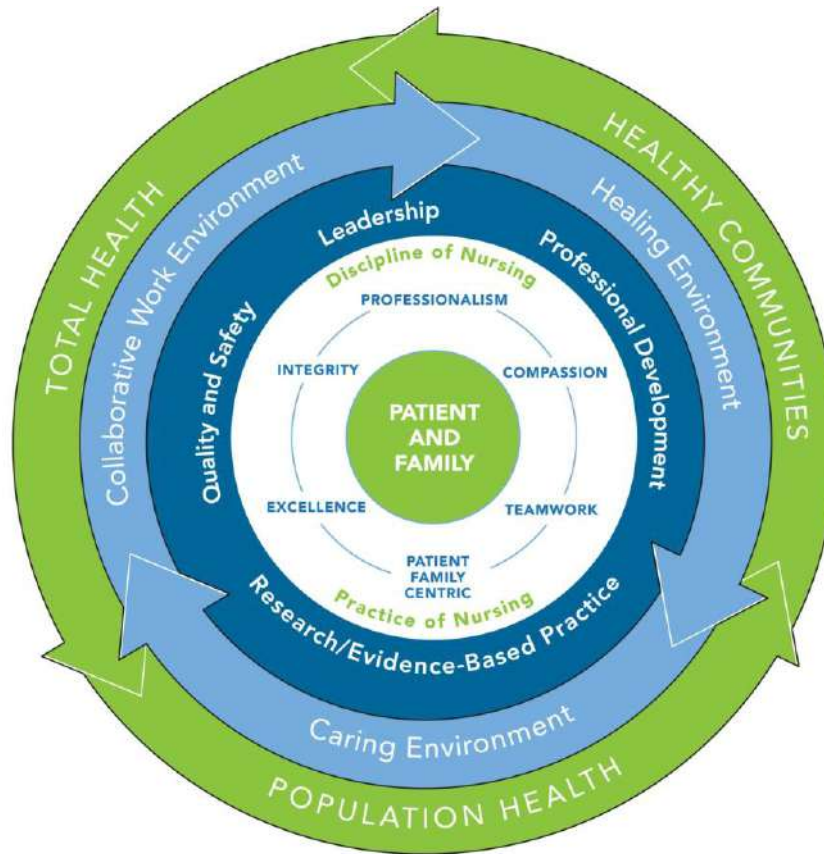
3. Affordability: building a culturally competent workforce

Health care should be accessible, equitable, and inclusive. To better serve our diverse patient population, we will:

- Invest in recruiting, training, and retaining qualified bilingual staff to improve communication and cultural competency in patient care.
- Enhance educational opportunities for nurses to develop language skills and cultural awareness, ensuring they can meet the needs of all patients.
- Strengthen community partnerships to support health equity initiatives and expand access to care for underserved populations.

With this strategic vision, we reaffirm our commitment to advancing nursing excellence while adapting to the evolving health care landscape. We are not only responding to change — we are leading it. By prioritizing **well-being, quality and safety, and affordability**, we will ensure that our nurses are supported, our patients receive the best possible care, and our communities thrive. The resilience, dedication, and professionalism of our nursing workforce will continue to drive us forward. Over the next 3 years, we will build on the progress we have made, embrace innovation, and set a new standard for excellence in nursing. Together, we are poised to reach new heights, making a lasting impact on the future of health care.

Foundation of nursing practice



KAISER
PERMANENTE®

Mission

Our mission is to provide high-quality, affordable health care services and 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 quality and safety

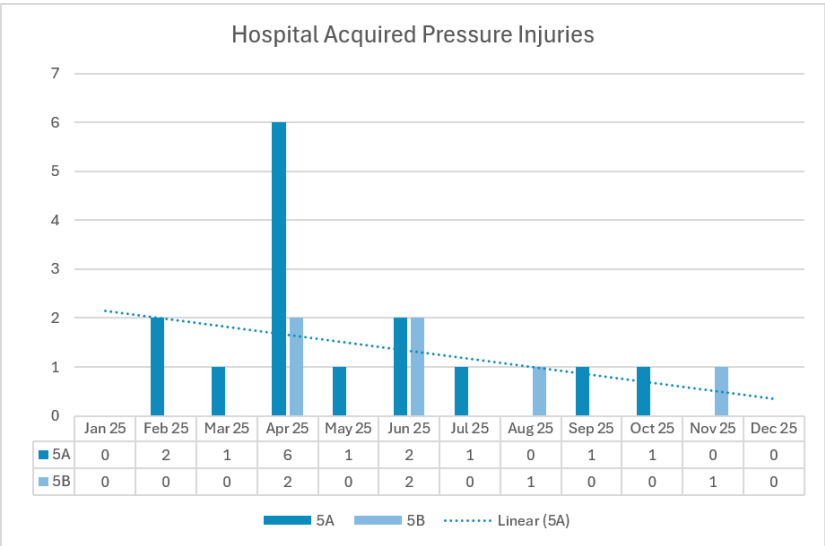


Clinical nurses lead new approaches to strengthen pressure injury prevention

Clinical nurses from the 5A Stepdown Unit and 5B Medical-Surgical Unit came together through their shared Unit-Based Team (UBT) to strengthen pressure injury prevention after identifying opportunities to improve skin integrity practices.

Following 2 hospital-acquired pressure injuries in February 2025, the team reviewed current practices and found opportunities to improve the consistency of skin assessments, documentation, and early intervention for patients at risk.

Led by UBT co-lead **Gianna Valenzuela, BSN, RN**, clinical nurses **Carmen Gayatin, BSN, RN**; **Saba Tesfaye, BSN, RN**; **Patty Pascual, MSN, NP, RN**; **Blessy Sony, BSN, RN**; **Lucy Adesina, BSN, RN**; **Arturo Lasquette, BSN, RN**; **Jenessa Cariaga, BSN, RN**; **Janine Eilye, BSN, RN**; and unit ward clerk **Milicia Barrett**, the team reviewed national best practices and designed new nurse-led processes to improve patient safety.



In March 2025, charge nurses introduced focused skin integrity rounds for patients at highest risk of developing pressure injuries. During these rounds, charge nurses performed bedside skin assessments, confirmed prevention measures such as repositioning and support surfaces were in place, and provided real-time peer coaching when opportunities for improvement were identified.

The following month, the team implemented a cross-shift photo review process to improve documentation accuracy. Charge nurses reviewed admission skin photographs completed by the opposite shift, ensuring wounds were correctly documented and staged while reinforcing timely interventions, including wound care consultations and pressure injury prevention measures when needed.

These nurse-led practice changes strengthened consistency across both units, improved accountability between shifts, enhanced early recognition of skin breakdown, and reinforced evidence-based pressure injury prevention practices. The initiative demonstrates how frontline nurses continue to identify opportunities for improvement and collaborate to advance patient safety through shared leadership and professional practice.

Clinical nurses streamline enhanced recovery after surgery (ERAS) documentation



Clinical nurses on the 2A Post-Surgical Unit collaborated to simplify documentation and improve consistency in caring for patients following surgery. Through their Unit-Based Team (UBT), nurses identified an opportunity to better support the Enhanced Recovery After Surgery (ERAS) protocol by creating a more efficient and standardized documentation process.

Led by UBT co-lead **Suzi Kim, MSN, RN**, in partnership with Interim Nurse Manager **Nancy Vizcarra, BSN, RN**, frontline nurses designed a new electronic documentation tool within HealthConnect (Epic) to integrate ERAS best practices into everyday nursing workflow.

Implemented in July 2025, the new **.ERAS SmartPhrase** provides nurses with a simple 6-point checklist that prompts documentation of key components of postoperative care, including early ambulation, oral intake, completion of ERAS documentation, and communication during nurse-to-nurse handoff. Embedding these reminders directly into the electronic medical record helped standardize documentation, reinforce evidence-based care, and improve communication across shifts.

To support successful implementation, the UBT created educational resources, posted quick-reference guides on the unit communication board, and provided peer-to-peer coaching to help nurses incorporate the SmartPhrase into daily practice.

In September 2025, the team introduced an ERAS compliance tracking process that provided greater visibility into completion of key postoperative care elements and reinforced accountability across the care team.

This nurse-led initiative streamlined documentation, reduced reliance on memory-based processes, and strengthened consistency in delivering evidence-based postoperative care. By designing practical workflow improvements, frontline nurses demonstrated how innovation at the unit level can enhance communication, support clinical practice, and improve the care experience for surgical patients.

Professional development



Investing in professional growth

At Kaiser Permanente West Los Angeles, lifelong learning and professional development are essential to advancing nursing excellence. Throughout the year, nurses were encouraged to pursue higher education, specialty certification, and continued learning opportunities that strengthen clinical expertise and improve patient care.

Education fair inspires future learning

On May 9, 2025, West Los Angeles hosted its annual Education Fair, bringing together representatives from colleges and universities to connect nurses with educational opportunities and resources.

The event invited nurses to explore degree programs, academic partnerships, tuition assistance, and career advancement pathways, empowering them to take the next step in their professional journey. By providing direct access to educational institutions, the fair reinforced the organization's commitment to supporting lifelong learning and creating opportunities for career growth.

Supporting specialty certification

Specialty certification remains an important way for nurses to demonstrate advanced clinical knowledge and a commitment to excellence in patient care.

To support perioperative nurses pursuing certification, West Los Angeles hosted a **Certified Ambulatory Peri anesthesia Nurse (CAPA) and Certified Post Anesthesia Nurse (CPAN) Review Course** on **September 20 to 21, 2025**. The comprehensive review course provided participants with evidence-based content, expert instruction, and exam preparation resources to help them confidently pursue specialty certification.

Celebrating certified nurses

Professional achievement was celebrated during Certified Nurses Week in March 2025. Throughout the week, the Chief Nurse Executive Staci Harrison, DNP, RN, and nursing leaders visited clinical units to personally recognize certified nurses for their dedication to professional excellence.

Each certified nurse received a certificate of recognition and a small appreciation gift during leadership rounding, acknowledging the expertise, commitment, and lifelong learning that specialty certification represents. The celebration highlighted the valuable contributions certified nurses make every day and reinforced the organization's commitment to fostering a culture of professional growth and clinical excellence.

By investing in educational opportunities, certification preparation, and meaningful recognition, Kaiser Permanente West Los Angeles continues to cultivate a highly skilled nursing workforce dedicated to delivering exceptional care to the communities we serve.



Advocating beyond the bedside: Nursing voices shaping the future of maternal health

At Kaiser Permanente West Los Angeles, nurses extend their impact beyond direct patient care by contributing their expertise to conversations about health care quality, equity, and community well-being.

In 2025, Shelly Frisco, DNP, APRN, ACCNS-N, CCRN-N, C-ELBW, CLES, clinical nurse specialist, demonstrated this commitment through national professional advocacy focused on maternal and neonatal health.



Shelly volunteers for a nonprofit organization dedicated to supporting nurses who provide care to women, newborns, and families. Through education, research, and professional resources, the organization advances nursing practice and contributes to improved maternal and newborn health outcomes.

In April 2025, Shelly participated in the nonprofit organization's annual advocacy event, where nurses from across the country met with national leaders and their staff to raise awareness of challenges affecting maternal and neonatal health.

Shelly contributed a frontline nursing perspective to discussions focused on improving health outcomes, addressing disparities, strengthening support for mothers and families, and advancing high-quality care. Her participation highlighted the important role nurses can play in informing broader conversations about health care priorities and the needs of the communities they serve.

Shelly's efforts reflect Kaiser Permanente West Los Angeles's commitment to health equity, maternal and neonatal well-being, and professional nursing leadership. Her work demonstrates how nurses can extend their influence beyond the bedside through education, collaboration, professional engagement, and advocacy.

Nursing research/evidence-based practice



From conference to bedside: bringing evidence-based practice to life

Professional conferences provide nurses with opportunities to discover new evidence, learn from peers, and bring innovative ideas back to their patients.

After attending the **2024 ANCC Magnet & Pathway Conference**, **Aaron Burleson, MSN, RN**, clinical nurse and Unit-Based Team (UBT) co-lead on the 2 South Unit, introduced an evidence-based approach to enhance patient comfort using aromatherapy.

Inspired by conference presentations, research posters, and discussions with health care vendors, Aaron explored the evidence supporting aromatherapy as a complementary intervention for discomfort, anxiety, and nausea. He collaborated with nursing leadership to obtain organizational approval, coordinated staff education, and partnered with the vendor to provide hands-on training before integrating aromatherapy tabs into routine nursing care.

By June 2025, aromatherapy had become part of everyday practice on the 2 South Unit, providing nurses with an additional non-pharmacologic option to support patient comfort. The initiative also contributed to improvements in patients' perception of comfort, with the unit's **"staff eased my discomfort"** score increasing from **62.9%** in February 2025 following implementation.

This project highlights the value of professional conference attendance and demonstrates how frontline nurses translate evidence into innovative practices that enhance the patient experience and advance nursing excellence.



Manuscript publication

Nurses' Perception of Professional Peer-to-Peer Feedback: Relationship to Nurse Quality of Care, Autonomy, and Patient Safety

Nursing Administration Quality

Kevin Scott Wilbur, BSN, RN

Clinical Nurse, ED

Ongoing study: Enhanced recovery after surgery, nursing, and interdisciplinary team research

Co-Principal Investigator

Beena Malayil BSN, RN

Clinical RN, PACU

Podium/Poster presentations

Second research and evidence-based practice symposium | Eisenhower Tower

Demystifying the ANCC Magnet Designation Journey: Data in Black and White, and Stories in Color, Kaiser Permanente Southern California/Hawai'i Region

Michelle Schonbrunn, BSN, RN, Lina Kawar, PhD, RNRM, RN, CNS, Arifa Aboobucker, MD, MHA

Podium presentation:

Resilience among nurses in times of health care crisis

15th Annual Memorial Care Nursing Research Conference | Saddleback Memorial Center

Michelle Schonbrunn, BSN, RN, Lina Kawar, PhD, RNRM, RN, CNS, Arifa Aboobucker, MD, MHA

Poster presentation:

Resilience and Burnout in Hospital Nurses Working Through COVID-19

Collaborative work environment



Labor management partnership fair showcases the power of collaboration

At Kaiser Permanente West Los Angeles, collaboration is more than a value — it is how innovation happens. In August 2025, the medical center hosted its annual Labor Management Partnership (LMP) Fair, providing Unit-Based Teams (UBTs) from across the organization with an opportunity to showcase improvement projects, share best practices, and celebrate the impact of frontline staff working together to advance patient care and the work environment.

Designed to encourage broad participation, the fair welcomed more than 300 employees and leaders who explored exhibits representing clinical and non-clinical departments, including inpatient nursing units, ambulatory care, pharmacy, environmental services, patient transport, finance, and education. Each display highlighted how frontline teams partnered with leaders and interdisciplinary colleagues to identify opportunities, implement evidence-informed solutions, and improve quality, service, affordability, and workplace culture.

The event also fostered connections beyond the medical center through participation from academic partners, including Chamberlain University, California State University Fullerton, Charles R. Drew University, and others, reinforcing Kaiser Permanente West Los Angeles's commitment to professional development and community partnership.

The fair concluded with recognition of exemplary Unit-Based Team projects, honoring innovations in service, quality, affordability, workplace culture, and creative collaboration. More importantly, the event reinforced a culture where employees are empowered to share ideas, learn from one another, and celebrate collective success.

By providing a forum for interdisciplinary collaboration and shared learning, the Labor Management Partnership Fair exemplifies Kaiser Permanente West Los Angeles' commitment to shared governance, employee engagement, and continuous improvement. The annual event continues to strengthen relationships across departments while fostering an environment where every team member has a voice in improving care for patients, members, and one another.



Recognizing nursing excellence





Reward and recognition

At Kaiser Permanente West Los Angeles Medical Center, we are fortunate to have a talented and dedicated group of super nurses who frequently go above and beyond to provide world-class service to our members.

Our employees are regularly recognized by their managers, colleagues, and members for their compassion and excellence through several awards. We are proud to recognize their wonderful work.

DAISY Award Winners

Jasper Anggo, RN
Clinical RN, 5B

Charito Ferrer, BSN, RN
Clinical RN, Labor & Delivery

Lucrecia Bojorquez, BSN, RNC- MNN
Clinical Nurse, FCC

2025 Professional Practice Awards



Daisy Nurse Leader Award

Tierra Norman, BSN,RN
Nurse Manager, ICU, RRT, HD

Exemplary Team Award

NICU Reunion Committee

Outstanding mentor Award

Michelle Curtis-Ussery, DNP, RN
Staff Educator



Healthy communities



Bringing stroke awareness to the community

In 2025, nurses at Kaiser Permanente West Los Angeles continued their commitment to improving community health through a stroke education initiative led by Stroke Coordinator Whitney Masee, DNP, RN, CEN, PCCN, SCRNP. Stroke remains a leading cause of death and long-term disability in the United States, and early recognition is critical to improving outcomes. Recognizing the need for accessible education, Whitney organized and led the annual stroke awareness event, bringing vital information directly to the community. On May 29, 2025, a stroke awareness booth was set up in a high-traffic courtyard at the medical center, welcoming both members and local residents. Over the course of the morning, approximately 40 individuals received one-on-one education. Whitney engaged participants in conversations about stroke risk factors, prevention strategies, and the importance of acting quickly when symptoms arise. Educational materials were provided in both English and Spanish to ensure accessibility.

A key focus of the outreach was teaching the BEFAST acronym, a simple tool to help individuals recognize stroke symptoms and seek emergency care. In addition to distributing flyers, Whitney answered questions, reinforced healthy lifestyle choices, and connected participants to appropriate follow-up care and resources. The event was supported by members of the Stroke Committee, including physicians and nursing leaders, highlighting strong interdisciplinary collaboration. Their presence reinforced the visibility of the stroke program and the role of nurses in leading preventive health efforts.



This annual outreach continues to connect nurses with the community beyond the hospital setting. By providing clear, practical education, the initiative empowers individuals to recognize stroke symptoms early, seek timely care, and reduce their risk — contributing to improved community health outcomes.



Supporting healthier beginnings: Kaiser Permanente West Los Angeles nurses participate in March for Babies 2025

On June 8, 2025, 18 nurses and leaders from the Maternal Child Health (MCH) team at Kaiser Permanente West Los Angeles participated in the March of Dimes March for Babies walk in Los Angeles, joining community members across the region to support maternal and infant health.

Together, the Kaiser Permanente West Los Angeles team raised over \$2,000 to support March of Dimes programs that advance maternal and infant health through research, education, advocacy, and family support services. Participants proudly represented Kaiser Permanente West Los Angeles in coordinated event T-shirts and walked alongside families, community partners, and health care professionals, united around a shared commitment to improving outcomes for mothers and newborns.

This event reflects the ongoing dedication of Kaiser Permanente West Los Angeles nurses to supporting families not only at the bedside, but throughout the broader community.

Honoring resilience: Neonatal Intensive Care Unit (NICU) graduate reunion brings families together



On November 15, 2025, 141 guests attended the inaugural NICU Graduate Reunion, a special event celebrating former NICU patients and their families. The circus-themed gathering featured a variety of family-friendly activities, including face painting, a bounce house, balloon artists, live performers, and costume participation.

“The NICU is a very important place in the hospital,” said Stephanie Dekom, MD, chief of service, Department of Neonatology. “We take care of the smallest and most fragile patients.”

Held in recognition of National Prematurity Awareness Month and World Prematurity Day, the event highlighted the journey of premature infants and their families while raising awareness of the nearly 400,000 babies born preterm each year in the United States. The reunion provided an opportunity for families to reconnect with the care team and celebrate the resilience, growth, and achievements of NICU graduates. The success of this inaugural event reflects the dedication of our neonatal care team and the strong partnerships built with patients and families beyond their hospital stay.

Global surgical outreach mission to Kenya

In October 2025, Operating Room Clinical Nurse Ian Otinga, BSN, RN, RN-BC, completed his second humanitarian surgical outreach mission to Kenya, continuing his commitment to improving access to health care in underserved communities. As the founder of Team LA, a Los Angeles-based humanitarian surgical outreach team established under Operation International, Ian brought together a multidisciplinary volunteer team that included physicians, nurses, surgical technologists, and anesthesia professionals from Kaiser Permanente West Los Angeles and other Kaiser Permanente facilities.

OR Clinical RNs: Stacey Coronel, BSN, RN, CNOR & Ian Otinga, BSN, RN, RN-BC
MDs: Dr. Ann Viosky, Dr. Julie Ames
CST: Natalie Robinson, Tameka Reed
CRNA: Justin Ellison , Kern Hwang



During the mission, the team partnered with local health care providers in Kakamega, Kenya, to deliver free surgical services and perioperative care to patients with limited access to specialty health care. In addition to providing direct patient care, the team collaborated with local clinicians to support knowledge sharing and strengthen health care capacity within the community. Ian's leadership in founding Team LA and his ongoing dedication to global service reflect Kaiser Permanente's commitment to advancing health equity, supporting community outreach, and empowering nurses to make a meaningful impact beyond the walls of the hospital.

Wellness campaign:

Self-care apps for your everyday life



Calm

The number one app for sleep and meditation — designed to help lower stress, anxiety, and more.

- More than 100 guided meditations
- Sleep Stories for deeper, more restful sleep
- Exclusive music tracks for focus, relaxation, and sleep



Headspace Care (formerly called Ginger)

Text 1-on-1 with an emotional support coach anytime, anywhere.

- 24/7 text-based emotional support coaching
- Discuss goals, share challenges, and create an action plan with a coach
- Self-care resources recommended for identified needs

Everyone needs support for total health — mind, body, and spirit. These wellness apps can help navigate life's challenges, and make small changes to improve sleep, mood, relationships, and more. Its self-care made easy, designed to help each nurse live well and thrive.

At Kaiser Permanente, we believe in equity and inclusion for all.

Equity principle

Equity is the ideal of fairness and justice. These principles guide our practices and behaviors, reflecting our mission and vision.



Inclusion

I foster inclusive environments where everyone feels safe sharing ideas, concerns, and aspects of their identity without fear.



Accountability

I am accountable for my individual action or inaction that leads to others being harmed.



Advocacy

I advocate for equity and inclusion for all people and amplify the voices of the most impacted and unheard.

The background of the entire image features a stylized graphic of human figures in various shades of blue. The figures are composed of circles for heads and larger, rounded shapes for bodies. The central figure is the largest and has a sunburst-like pattern of rays emanating from its base. Other figures are positioned around it, some smaller and some partially obscured, creating a sense of a group or community.

Extraordinary nursing care,
every patient,
every time



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