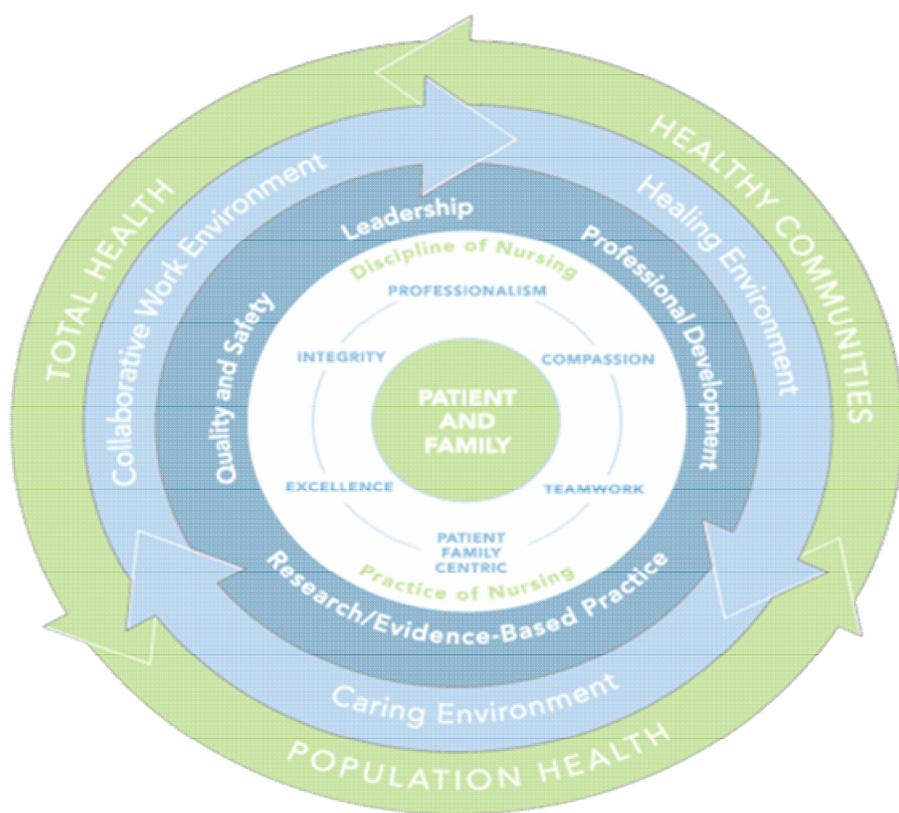


Kaiser Permanente Ontario Medical Center



Nursing Year in Review
2020

WELCOME TO

Kaiser Permanente Ontario Medical Center

I have had the privilege of being the Chief Nurse Executive for the Kaiser Permanente Ontario Medical Center since June 2019, working alongside the most extraordinary nursing team.

Typically, our Annual Report depicts the activities of our nurses over the last year. However, I feel that it is important to acknowledge that 2020 proved to be a year unlike any other. The COVID-19 pandemic has turned our world upside down and we continue to navigate this new environment.

The World Health Organization designated 2020 as the “Year of the Nurse.” Many were concerned that COVID-19 darkened the theme, but I feel it amplified what we know to be true of our nurses. The nurses at the Kaiser Permanente Ontario Medical Center have displayed resilience, integrity, and flexibility in the face of a global pandemic.

Our nurses proved to be dynamic leaders especially when presenting at national conferences, disseminating innovative practices to our nursing colleagues. Over the past year our team has met, and exceeded, national benchmarks on numerous quality outcomes and nurse sensitivity indicators. Many of our nurses have also been formally recognized by patients and families as Daisy Award recipients and through patient comments and surveys.

It is not just our clinical expertise that makes our medical center strong – it is also the compassionate care that is demonstrated every day. Our nurses have spearheaded important work. Work that ensures that the care we provide is empathetic, as well as culturally congruent.

When COVID-19 began impacting our daily lives, and eliminated hospital visitation, our nurses demonstrated the ultimate act of compassion by taking on the role of surrogate family members. Our nursing team provided care and comfort to our patients in their most vulnerable state, caring for them as they would care for their own family.

In August 2020, we submitted our application for Magnet Recognition, and I look forward to continuing this journey together.



Barbara Murphy, MSN, RN, CNML
Chief Nurse Executive



Inside This Report:

1. The Story of Us
2. Foundation of Nursing Practice
3. Nursing Strategic Plan
4. Transformational Leadership
5. Structural Empowerment
6. Exemplary Professional Practice
7. New Knowledge & Innovations
8. Recognitions



THE STORY OF US

Kaiser Permanente's San Bernardino County Area serves the largest county in the United States with two hospitals, 15 medical office buildings and more than 10,000 physicians and staff.

- Kaiser Permanente Ontario Medical Center was opened in 2011
- 176 Hospital licensed beds increased to 225 beds for COVID-19 surge capacity.
- 37 licensed beds in the Emergency Department increased to 45 beds COVID-19 surge capacity.
- The Medical Center includes two three-story medical office buildings and the Ambulatory Surgery Center.
- Construction is ongoing to expand hospital operations on the 5th floor.
- Magnet Journey

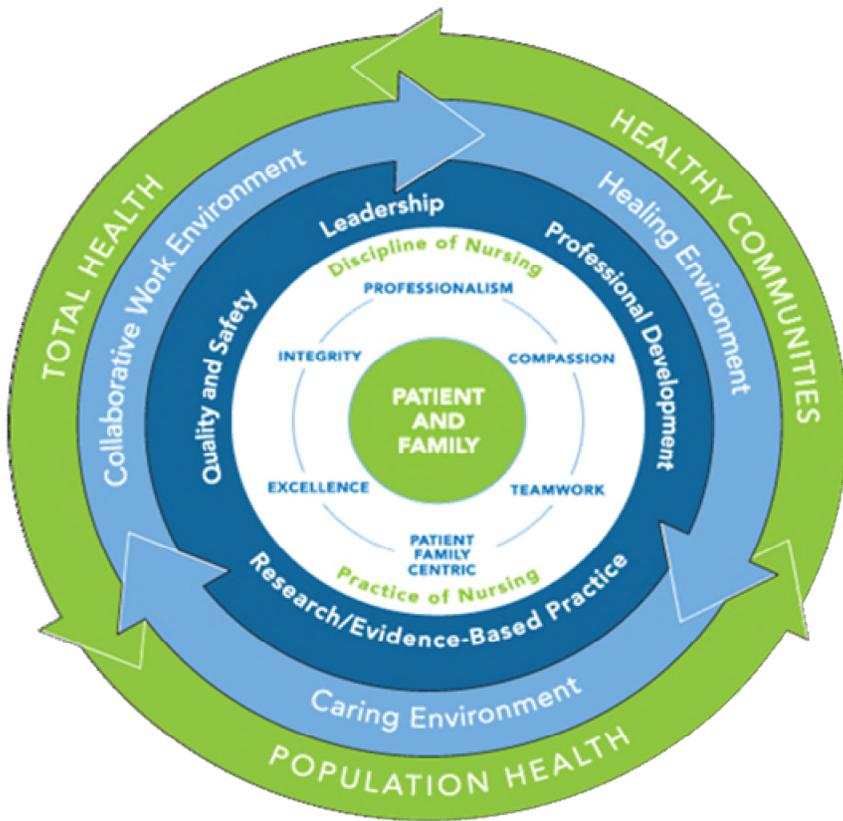
- Over 250,000 Kaiser Permanente Members
- Over 3,500 Staff Members
- Over 500 Registered Nurses
- More than 50% of Nursing team hold a BSN
- More than 1,000 Physicians in San Bernardino county area

Primary Care Services:

- Family Medicine
- Internal Medicine
- OB/GYN

Select Specialty Services:

- Bariatric Surgery
- Orthopedic
- Cardiology
- Diagnostic Imaging
- Endocrinology
- Nephrology
- Physical Medicine
- Plastic Surgery
- PD Dialysis



Nursing Professional Practice Model

Nursing *Values*

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

Kaiser Permanente's *Mission*

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

Nursing *Vision*

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

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

Kaiser Permanente Ontario Medical Center Statistics:



826
Registered Nurses



1,171
Physicians



3,019
Babies delivered
annually



174
Licensed
Beds



14,450
Surgical Cases



6
New RN
Grads



4.1%
RN Turnover Rate

Organizational Accolades

- Highest Rating in the Health Care Quality Report Card by the California's Office of the Patient Advocate
- Medicare & Medicaid 5 Star Rating
- Leading Disability Employer
- Covered California 5 Star for Overall Quality of Care
- American Heart Association – Get with the Guidelines – Stroke GOLD PLUS with Honor Roll Elite and Type 2 Diabetes Honor Roll
- Practice Greenhealth Partner for Change Award
- Excellent Accreditation in NCQA National Report Card
- World's Most Ethical Companies by the Ethisphere Institute
- Ranked Number 20 on Fortune's 100 Best Workplaces for Diversity



Transformational Leadership

Transformational Leadership is exemplified at every level at the Kaiser Permanente Ontario Medical Center from our Senior Leadership, to the Chief Nurse Executive, to frontline staff. Nurses are empowered to speak up and bring forth ideas that can improve patient care and the work environment.

The Chief Nurse Executive is visible, supportive, transparent, and open to innovative ideas. She provides structures and processes for the Clinical RN to provide input and become involved in implementing evidenced-based practices. Nursing Leaders advocate for and provide support to Clinical RNs and patients.

A Transformational Leader has the true ability to lead others, even during challenging times. At the Ontario Medical Center, every registered nurse is a leader, has authority to make decisions regarding patient care, and is supported by leadership to do so.

TRANSFORMATIONAL LEADERSHIP



With the many challenges posed by COVID-19, responding to code blues presented another opportunity for our Nursing staff to exemplify Transformational Leadership.

Seeing an opportunity to improve the existing process, **Heather Tonello, RRL, Clinical RN**, reached out to J.O. Medina, Clinical Nurse Manager, Critical Care Unit. Heather recommended a Code Blue Box, that would be filled with the appropriate COVID-19 PPE, readily accessible to the code team to wear and deliver emergency care. J.O. Medina and Martha Lopez, Clinical Director, agreed that it was a great solution and wasted no time. They went to Home Depot to purchase the boxes to store the necessary PPE supplies. Within 24 hours, Heather's suggestion became a reality.



Kaiser Permanente Ontario Medical Center Nursing Strategic Plan

Our 2019-2021 Nursing Strategic Plan supports the Kaiser Permanente, San Bernardino County Service Area strategic initiatives for building a foundation of world class affordable health care and community service.

Quality & Safety

Continuously provide the safest, highest quality nursing care through our continuum of care.

Affordability

Manage our resources in a fiscally responsible manner to ensure that our members and our organization continue to thrive.

Service/Care Experience

Nurture and sustain individualized patient care in a relationship based, patient and family centric healing environment.

Professional Practice

Engage in activities that support and enhance the health and wellbeing of our community.

Community

Apply evidenced based, successful nursing practices.



Structural Empowerment

Structural Empowerment at the Kaiser Permanente Ontario Medical Center means that all registered nurses are involved in shared governance. All registered nurses have the opportunity to address improvements within departments and the hospital through the various committees.

Structural Empowerment is partnering with our community to improve community health of those we serve. Registered nurses are members of Unit Base Teams (UBTs) and are involved in UBT projects.

Structural Empowerment also means lifelong learning for our registered nurses. This promotes professional collaboration, role development, academic achievement, and career advancement.

Lifelong Learning

837

Number of
Registered Nurses

At Kaiser Permanente Ontario Medical Center each and every staff member is empowered, through various avenues, to grow professionally and incorporate work-life-balance into their personal lives.

4.1%

Annual Nurse
Turnover Rate

For the past 6 years, we have hosted multiple nursing schools at our annual Nurses Week events. This allows our registered nurses the opportunity to make connections and speak with nursing school leaders on ways to advance their education and explore nursing career opportunities. As a result, more than half of the registered nurses at the Ontario Medical Center have their bachelor's degree.

25%

Specialty Certified
Nurses

Kaiser Permanente also provides qualifying employees with various financial incentives, including opportunities through the Ben Hudnall Foundation Trust, for advancing their education.

62%

Nurses with bachelor's
degree or higher

Staff are also given the opportunity to attend conferences for professional development. Many of the nursing staff attended the virtual 2020 ANCC Magnet Conference, with the support of the nursing leadership team.

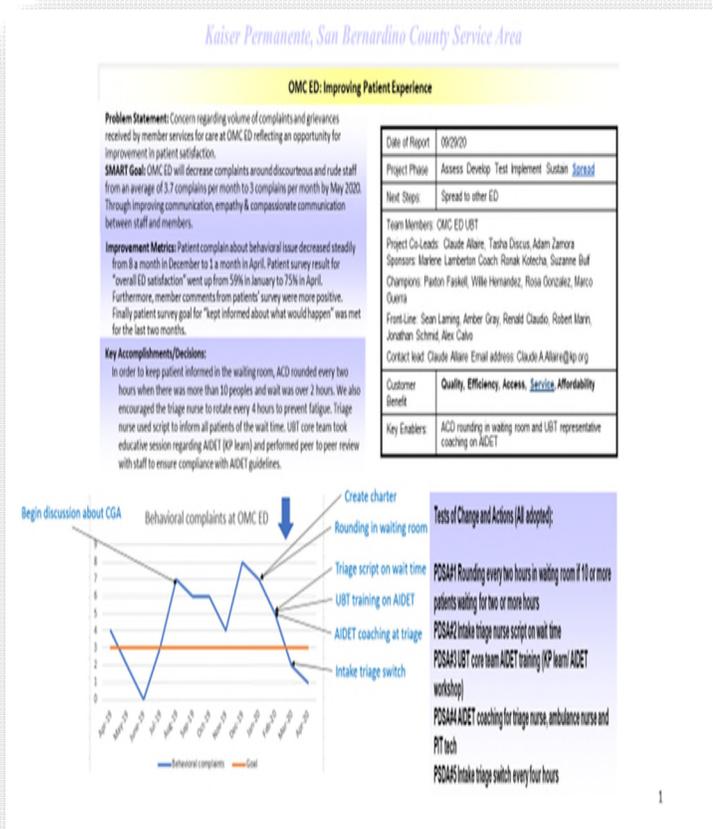
Registered nurses at the Kaiser Permanente Ontario Medical Center are encouraged to be involved in committees, holding positions as co-leads on many important councils, including multiple Magnet professional councils.

STRUCTURAL EMPOWERMENT

Ambulatory Services: Emergency Department

Kaiser Permanente Ontario Emergency Department had a high incidence of left without been seen and high number of complaints by members around discourteous and rude staff. The Unit

Based Team decided to track this issue and developed a plan to decrease the number of complaints by members. One of the Plan Do Study Act (PDSA) adopted involves managers and charge nurses rounding every 2 hours in the waiting room, and keeping the patients informed about the wait times. In addition, triage nurses rotated every four hours to decrease fatigue. The triage nurses use scripted messages to inform members/patients about the expectations during their Emergency Department visits, thereby delivering consistent messaging. The Unit Based Team member representatives took AIDET training and performed Peer to Peer with staff who were observed to be discourteous. The number of complaints decreased between December 2019 to May 2020. The Emergency Department Unit Based Team was recognized for this achievement.





Exemplary Professional Practice

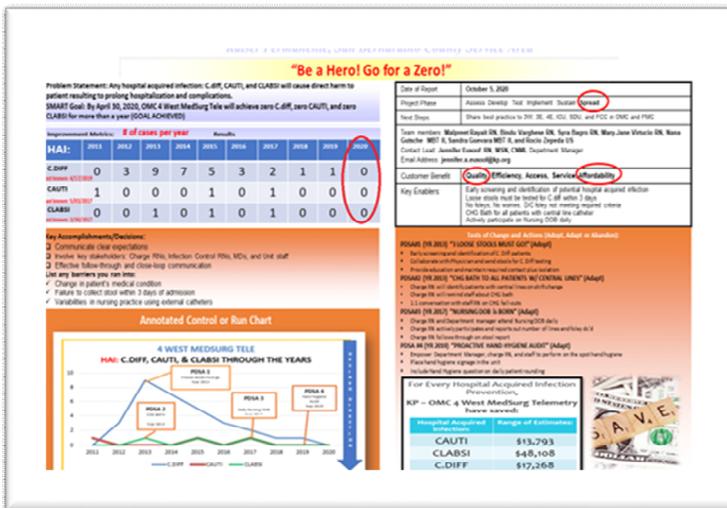
Clinical RNs at Ontario Medical Center provide exceptional, high quality care with a personal touch, guided by their Professional Practice Model. Patients and families are at the center of all decisions. Collaborating with all stakeholders, patient care and outcomes are positively impacted. Registered nurses analyze Nurse Sensitive Indicators Data to compare themselves against the national benchmark, to ensure they outperform the benchmark.

COVID-19 Home Monitoring Program

COVID-19 and subsequent surges overwhelmed our hospitals and health care providers. More importantly it impacted capacity at the hospitals. The illness severity and progression of this disease varies, making it a challenge to determine who can be safely discharged. Patients who are diagnosed with COVID-19, in a health care setting, are normally very sick, especially if they have other co-morbidities. Patients often seek treatment the hospital, emergency room, clinic setting, or skilled nursing facilities.

Medical center leaders and physicians came together to form a strategy to care for patients who were discharged. Since COVID-19 symptoms can escalate at home, the team adopted the COVID-19 Remote Monitoring (CRM) Program initiative, set in place by Kaiser Permanente Southern California. CRM, under the Extended Care Services Department, has become the largest in KP Southern California Region. This program transitions COVID-19+ patients home safely, so they can be remotely monitored via telephone, alleviating hospital bed capacity.

Registered nurses call patients at home to monitor their pulse ox, titrate O2, monitor medications, and walk patients through interventions to improve their outcomes. The COVID-19 Remote Monitoring Program allowed us to discharge patients to their home safely to be well cared for by family members.

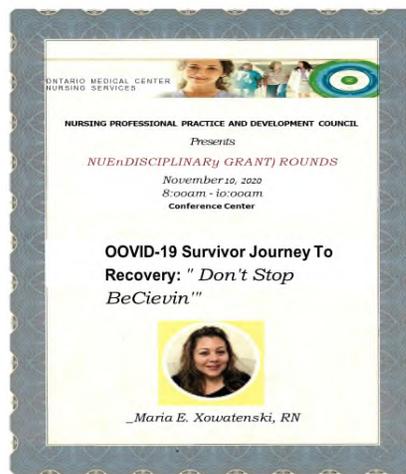


4 West Affordability Reduction in Hospital Acquired Infection

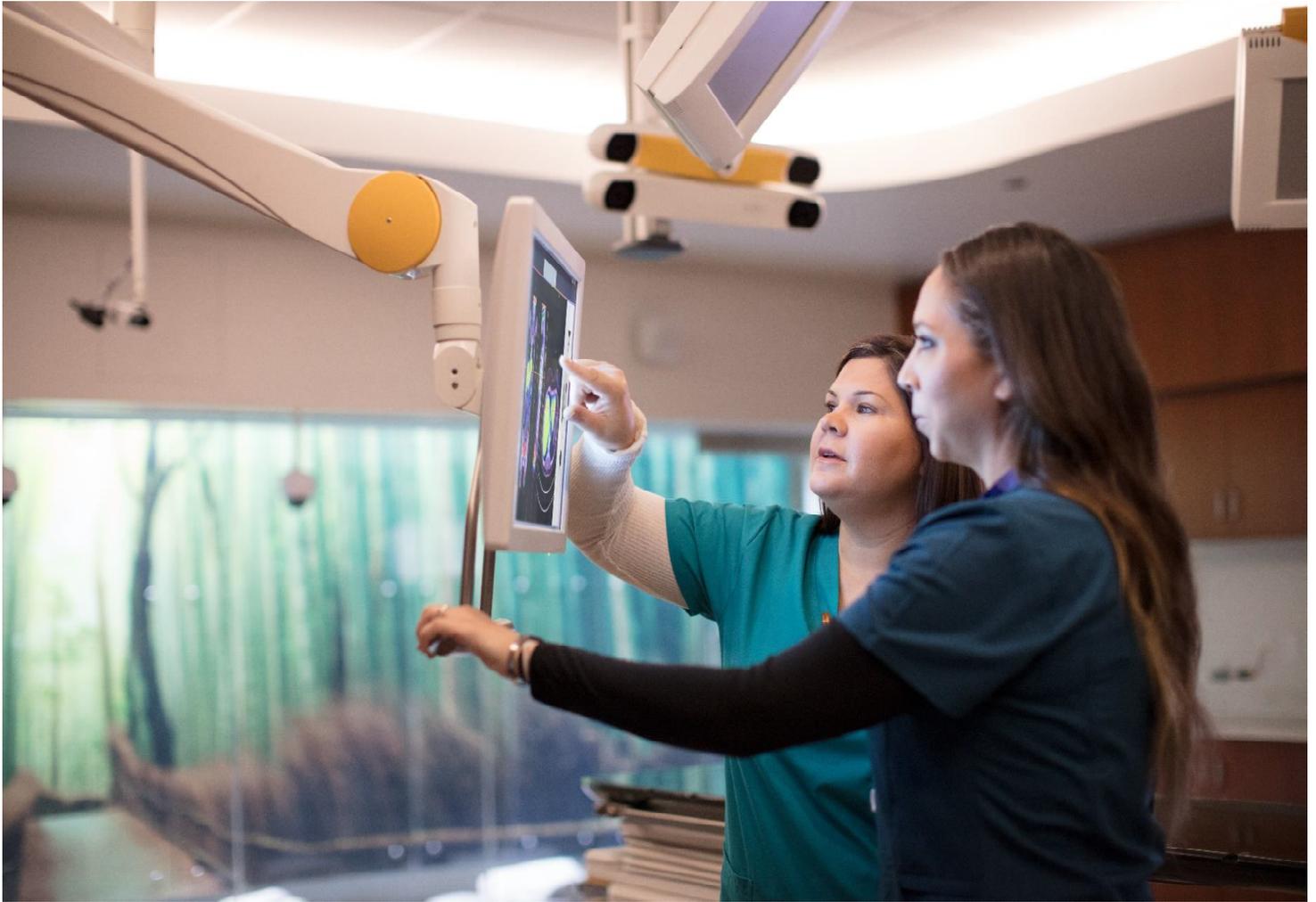
Through the work of the UBT, 4 West achieved the impressive achievement of zero C-Diff, CLABSI and CAUTI in 2020. With the slogan of "be a hero, go to zero" the team was able to go more than one year without a hospital acquired infection.

COVID-19 Survival Journey to Recovery

After losing a colleague to COVID-19, ICU staff were very relieved when one patient, who was an ICU nurse at another hospital, woke up after over 2 months in a coma. There was a sense of relief. It was like seeing a family member recover from COVID-19. After her recovery, Nursing Professional Practice invited the patient and her family for a town hall to share their experience. It was an emotional day for the staff and family.



NEW KNOWLEDGE, INNOVATIONS & IMPROVEMENTS



New Knowledge, Innovations & Improvements

New Knowledge, Innovations and Improvements has allowed Ontario Medical Center new ways of achieving high-quality, effective, and efficient care. Registered nurses at Ontario Medical Center are advancing their knowledge of research and evidence-based practice.

Maternal Child Health (MCH) clinical nurses attended a conference and shared what they learned on reducing infant falls. This new practice was implemented, with the support of leadership, and the team has not had an infant fall since the new practice was implemented.

MCH Adoption of Boppy Pillows to Reduce Infant Falls



All infant falls at Ontario Medical Center resulted from baby drop with parents falling asleep while holding or feeding the baby. In June 2019, three Maternal Child Health Clinical RN's attended the Association of Women's Health Obstetric and Neonatal Nurses (AWHONN) Conference. The nurses who attended were Graciela Metzo, BSN, RN, Labor & Delivery day shift, Maritess Batac, BSN, RN, Post-Partum night shift and Renee McReynolds, RN, BSN, L&D Day shift.

After attending the conference, the Clinical RN's shared their learnings regarding the use of Boppy Pillow to reduce infant drop, with Nursing Leadership and approved purchasing Boppy Pillows. The three Clinical RN's were involved with developing the education and workflow roll- out to the Maternal Child Health staff. Kaiser Permanente Ontario Medical Center Maternal Child Health unit had great success with this new program and can report zero infant drops since program implementation.

Kaiser Permanente, San Bernardino County Service Area

Quiet at Night - 3 East

Problem Statement: OMC 3 East is working to improve Quiet at Night HCAHPS scores. Creating a Quiet at Night experience for patients could improve patient outcome rates.
SMART Goal: OMC 3 East will improve the HCAHPS Quiet at Night score from baseline of 79.7 % to 82% by June 2019 to June 2020.

Improvement Metrics:
 Daily Charge RN rounding
 ✓ Quiet at Night Signage
 ✓ HCAHPS Scores

Key Accomplishments/Decisions:
 Quiet at Score acknowledge to staff
 Nurses and staff check employee lounge boards for scores and up to date improvements

List any Barriers you ran in to:
 Orientation of Travel and Float Staff
 COVID Work-flows

Annotated Control or Run Chart

Date	Score (%)
2019 RP	79.7
19-Aug	80.0
19-Sep	80.5
19-Oct	81.0
19-Nov	81.5
19-Dec	81.8
20-Jan	82.0
20-Feb	82.1
20-Mar	82.1
20-Apr	82.1
20-May	82.1
20-Jun	82.1
2000 RP	82.1

Date of Report	10/09/2020
Project Phase	Assess Develop Test Implement <u>Sustain</u> Spread
Next Steps	Sustain outcomes
Team Members	Patrick Payabyab, Kavita Jesh, Myra Dela Pena, Maribel Pessina, Melissa Castro
Key Enablers	Staff engagement and commitment.
Contact lead	Diana Colon
Email address	Diana.M.Colon@kp.org
Customer Benefit	Quality, Efficiency, Service, Patient Centered
Key Enablers	Charge RN, Primary RN, and Unit staff roles and responsibility

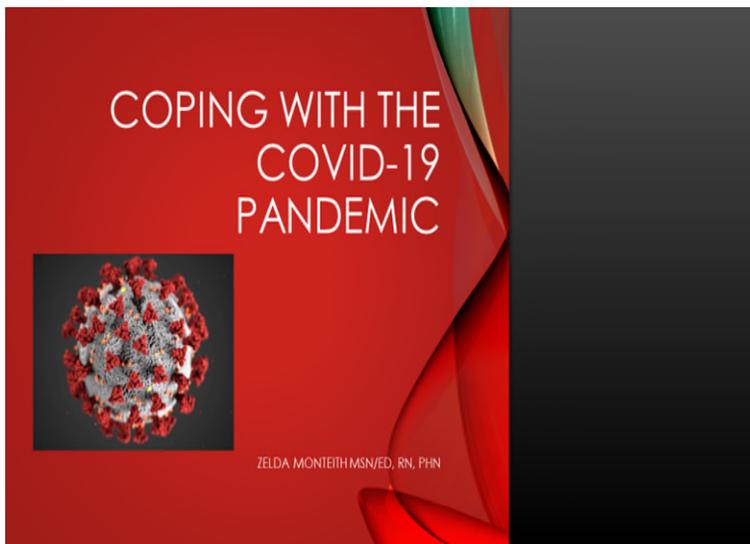
Tests of Change and Actions (Adopt, Adapt or Abandon):

PDSA#1 Purposeful hourly rounding
 PDSA#2 Signage to promote Quiet at Night initiatives
 PDSA#3 Utilization of noise reducing plugs
 PDSA#4 Charge RN daily rounding inquires specifically about "Quiet at Night" experiences of patient to learn of achievements and/or opportunities. Escalation of achievements and opportunities

*List any additional tools or information you feel might be helpful for a team to adopt your project.

3 West Nursing Excellence Award

3 West improved their "Quiet at Night" score by making impactful changes. The team posted signage to promote the "Quiet at Night" initiatives, provided patients with earplugs, and implemented purposeful, hourly rounding by charge nurses and managers to survey patients about noise volumes at night.



Zelda Monteith MSN, RN, Charge Nurse 4 East, presented at International Pentecostal City Mission's Annual Convention, via Zoom, to educate the underserved community on how to cope during the COVID-19 pandemic and proper precautions they need to take to avoid COVID-19.



Elizabeth Stempinski, RN, PACU charge nurse:

LIGA International Flying Doctors of Mercy is a philanthropic volunteer organization that provides medical, dental, and vision care to impoverished people in rural Mexico (LIGA International, 2020). The organization consists of a team of nurses and physicians from across the United States. This team generally flies to Sinaloa, Mexico for four days per month October through May. Elizabeth Stempinski,

RN, PACU charge nurse has participated in 13 missions since she joined LIGA in 2013. She has been able to use her influence to encourage Kaiser Permanente team members including, nurses, physicians, and surgical techs, to volunteer their time and resources to these missions. Additionally, Elizabeth is the Preop/PACU coordinator for a project constructing a new state-of-the-art surgical clinic in Sinaloa. In addition to recruiting staff to go on the missions, Elizabeth also works with Kaiser Permanente Ontario Medical Center for donated supplies to bring to Mexico. Supplies include IV catheters, sterile gloves, sutures, syringes, IV tubing, surgical dressing materials, urinary catheters, and needles. Ontario Medical Center has offered, through KP Learn, Rosetta Stone for healthcare professionals in order to improve communication with the people served in Sinaloa.

National LEAD Award

**Jennifer Eusoof, MSN, RN,
CNML,
Department Manager,
Medical Surgical 4 West
Ontario Medical Center**



Behind every high-performing department, you will find a high-performing leader. On Med/Surg 4 West at the Ontario Medical Center, that leader is Jennifer Eusoof, MSN, RN, CNML.

Every patient on 4 West benefits from Jennifer's leadership skills. She leads her staff to outstanding performance, especially in the total joint and bariatric surgery programs. She makes her team feel appreciated and a valued partner in the patient's care experience.

The numbers highlight her success. One hundred percent of her staff completed the 2018 People Pulse Survey within the survey's first seven days. Her leadership in workplace safety resulted in 500+ days without a workplace injury.

Her department's Unit Based Team achieved the highest score on a 2019 H-CAHPS patient satisfaction survey for Nurse Communication: "Explaining Things Understandably." She led her department to a 5-star award for excellence in communicating the medication bundle protocol. Her team was recognized for preventing Hospital Acquired Pressure Injuries with not a single incident in over a year.

Jennifer's can-do attitude, passion for perfection, and engaging personality are the hallmarks of a strong, transformational nursing leader.



Good Catch Award Flora Danica Kelly, Clinical RN Main Operating Room Ontario Medical Center

A patient was undergoing a ureteroscopy and lithotripsy with ureteral stent placement. The circulating nurse noted an expired guidewire package and the item was on the surgical field. She immediately notified the team and the item was removed prior to use on the patient. Due to Flora Danica Kelly's, RN, "Good Catch," an expired item was caught prior to use on a patient, avoiding potential harm.

Ontario "Good Catch" Award: ICU



A nurse in the ICU was preparing to administer PPN (Peripheral Parenteral Nutrition) to a patient with (among many other comorbidities) GI bleeding. The RN inspected the ingredients and additives to the PPN and noticed that it contained a small amount of Heparin (as is standard with the stocked formulation in order to keep the vein open/KVO). The physician and pharmacy were notified, and the infusion was not given. In addition, Pharmacy is taking steps with the PPN vendor to remove Heparin from our standard formulation of PPN.

Because of Josephray Forster, RN's "Good Catch," this patient did not receive an anticoagulant which could have worsened her condition. The system was also improved for the safety of future similar patients.

RECOGNITIONS

To recognize the hard work of our nurses and staff, during the pandemic, the Nursing Professional Relation Council organized a staff appreciation event. They visited all departments, during each shift, with Nursing Leadership. Staff was very appreciative of this recognition.



RN Appreciation Day – September 9, 2020



DAISY TEAM AWARD



Kaiser Permanente Ontario Medical Center awarded its first DAISY Team award to the **3 East Medical-Surgical Telemetry Team**. 3 East was the first COVID-19 department and provided extraordinary care to COVID-19 patients. The following is a story, told by one of our patients:

“I came in scared, delirious, and not being able to breathe properly. The first nurse that attended to me worked quickly, and skillfully to give me oxygen, and make me comfortable. She came into my room several times to check on my vitals. She also reassured me that I was going to be ok. She would be the first of many nurses that would FIGHT this virus with me. I can't really say how I got [COVID-19] as I have been social distancing since January 2020, only stepping out for

necessities. I figured better me to get infected than my elderly parents. Still, it was a very horrible experience. It was God, medicine, and my nurses working hard that healed me. I am very grateful for my nurses. I could have not survived without them. I know they were scared to go inside a room with COVID-19, but they never showed it to me. Instead they were strong, brave, and fearless. I really appreciate them so much for saving my life. Each nurse that came in made me feel like I was going to beat this virus. Their strength, skill, and kindness only made me stronger mentally, and physically. They truly are amazing human beings”.



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

