



A Message from the Chief Nurse Executive

Dear Nurses and Nursing Staff,

This annual report is dedicated to each and every one of our nurses for the extraordinary nursing care every patient every time that they do in the course of the regular day.

I applaud your tenacity and resilience in the face of an unprecedented global pandemic. You led through transformational leadership, leaned on one another to empower each other, demonstrated exemplary professional practice, and at the same time set out to create timely innovations to battle the never-ending challenges thrown your way.

2020 has been an extremely difficult year yet special. We passed the Nurse Satisfaction survey and applied to the coveted ANCC Magnet designation program. Our journey continues into 2021.

Liza F. Villanueva, RN, BSN, MPH, MBA Chief Nurse Executive

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Founded in 1974, Kaiser Permanente West Los Angeles Medical Center (KP WLA) is a 265-bed hospital located in Los Angeles, California. It is recognized as a Level 2 hospital for its emergency care and a Level 3 Neonatal Intensive Care Unit. WLA nurses provide quality, safe, innovative and compassionate health care for Kaiser Permanente Southern California members as well as patients from the WLA 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 transgender surgery, addiction medicine, and obstetrics-gynecology.

KP WLA is more than a hospital; it is one of six 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 KP WLA's tenets of excellence, diversity, and community.

Nursing Professional **Practice Model**

Nursing Values

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

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.



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.

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

Highlights & Demographics



241,202 Members in Service Area



14,438 Adult in patient discharges



ED Visits



213 NICU discharges



1,855 **Total Births**



Cesarean Section Cases



801 Registered Nurses Nursing staff



2626 inpatient & 6686 outpatient surgeries



665 Credentialed & Privileged **Physicians**

Organizational Accolades

















Nursing Division Strategy & Priorities

Caring Environme

PROFESSIONALISM

Quality & Patient Safety

Falls, Mobility, Hospital Acquired Infections Hospital Acquired Pressure Injuries, etc.

KPHC tools, attendance program

Spread of best practices

People & Systems

Workplace Safety – No Harm to employees

Culture of Nursing / Joy in work

Extraordinary Nurse Recognition

Service

Improve Care Experience

 Achieve 4-5 stars HCAPHS summary rating Advancing the Profession & Practice of Nursing

MAGNET designation by 2022

- •Shared Governance Councils
- •Increase BSN and Certification rates by 2%

Affordability

Staffing Management & Optimization

 Placing the right RN/staff at the right time and right place



Maria Masangkay, MSN, RN, CNML

DIRECTOR OF PROFESSIONAL DEVELOPMENT & EDUCATION

is a member of the Kaiser Southern California Regional Falls Committee, Co-lead of West Los Angeles Quality & Safety Improvement Committee, and an ad hoc member of the WLA Quality Oversight Committee.

Maria maintains the quality dashboard for inpatient units and tracks patient safety outcomes like falls, falls with injury and HAPIs. All committees meet monthly where Maria presents and reports WLA's falls data – medical center wide and unit specific.

It was identified that 2 South unit was having challenges in reducing the rate of falls. Maria organized a Performance Improvement team comprised of herself, 2 South unit clinical nurses, staff, and leadership along with Lisa Saldana, Lead Improvement Advisor.

In July 2020, the team analyzed patient safety data from June 2020 using UBT meetings in person and virtually via Zoom. Off- line meetings with the co-leads of the UBT co-leads Lutchie and Kristi were also conducted. Process maps and voice of customer were used to identify needed improvements. The team recommended 3 changes to be implemented in their unit: "No pass zone", Falls bundle kit, and an hourly Purposeful/Safety Rounding Checklist was created.

Purp	OS	ef	ul	Ro	u	nc	lin	g (Ch	ec	klis	st
Date:	7AM	8AM	9AM	10AM	11AM	12PM	1PM	2PM	3PM	4PM	SPM	6PM
Purposeful rounds completed by: (place initials in box indicating time of rounds, check all items below												
that apply for that time)							<u> </u>					
4 P's						T	T -			_		
Pain Assessment Potty - assist patient to toilet Positioning - turn to side q2hours												
Possessions - are within reach												
Enviromental Scan												
Fall risk Hazards: bed in low position, cords are secured, bed exit/chair alarm on Phone, water, tissue, urinal, bedside table and call light are within reach												
Temperature of room, blankets, pillows Signs: Fall, TADA, Green Blanket, Isolation Precaution Sign												
Prior to leaving room												
Ask" Is there anything else I can do for you? I have the time." Remind the patient that a staff member (let them know who) will be back at (a specific time) to round on them again												
Document the round on the patient's chart												
Patient Initials:					Y=Yes	N=No	NA=No	t Applic	able	R=Refu	sed	
Signature/Initials:								Signature	e/Initials:			
Signature/Initials:								Signature	allaiti ale			

In mid-July 2020 all the above changes were communicated via the UBT communication tree. Co leads of the UBT performed random observations of how staff are doing with the new changes by rounding directly on the unit. Maria along with unit managers also performed direct rounding on staff to assess implementation of the project.

As a result of these efforts, the rate of falls in the 2 South unit reduced in the following months.

Sannie Lau, BSN, RN

CHARGE NURSE, LABOR & DELIVERY

is a charge Nurse in the Labor & Delivery unit. With over 15 years of experience at Kaiser WLA Sannie is a transformational leader that takes initiative to recognize & celebrate the nurses in the MCH department. Since 2018 Sannie Lau has run two initiatives, the birthday cart & the Star BUCK program.

Sannie, with the help of other charge RNs from the 3 units keeps track of all her colleagues' birthdays and ensure they are celebrated. All available staff on the floor come together to sing happy birthday and take fun photos. She decorates a mobile cart that is reimagined every year for this special event.







Why does Sannie go above and beyond? She believes that "work is like our second family" and celebrations increase the sense of belonging in the unit.

For the other 364 days in the year employees can earn Star BUCKS through the Star BUCKS program. The program empowers charge RNs to recognize exemplary employees on their units and serves as an on-the-spot recognition tool. The program strives to increase morale and express appreciation and gratitude to the hard-working staff. Sannie gives the charge RNs blank Star

BUCKs tickets they can utilize to recognize staff during their shifts. Staff are encouraged to accumulate these tickets to redeem for fun prizes like fuzzy pens and umbrellas. Sannie also updates gifts based on new products available at the brand store.

Nurses and staff have enjoyed these initiatives often expressing their gratitude to Sannie and the charge RNs for the birthday celebrations and Star BUCKS program.

Kaiser Permanente WLA Nursing Division kick started their new Shared Governance Committees at Baldwin Hills Conference Center on Feb 17th, 2020. The event was attended by 32 frontline clinical nurses and nursing leadership to support our journey to nursing excellence. Our nurses were excited to participate in the various activities and enthusiastically interacted with the different speakers including our CNE, Liza F. Villanueva and regional practice specialist Kristy Geloso.



- Quality Improvement and Safety Committee
- Nursing Professional and Practice Committee
- Magnet Steering Committee
- New Knowledge and Innovation Committee
- Night Shift Empowerment Council

These committees along with our UBTs form our Shared Governance Structure. Each committee has a clinical RN co/tri-leading with nurse managers.

Shared Governance

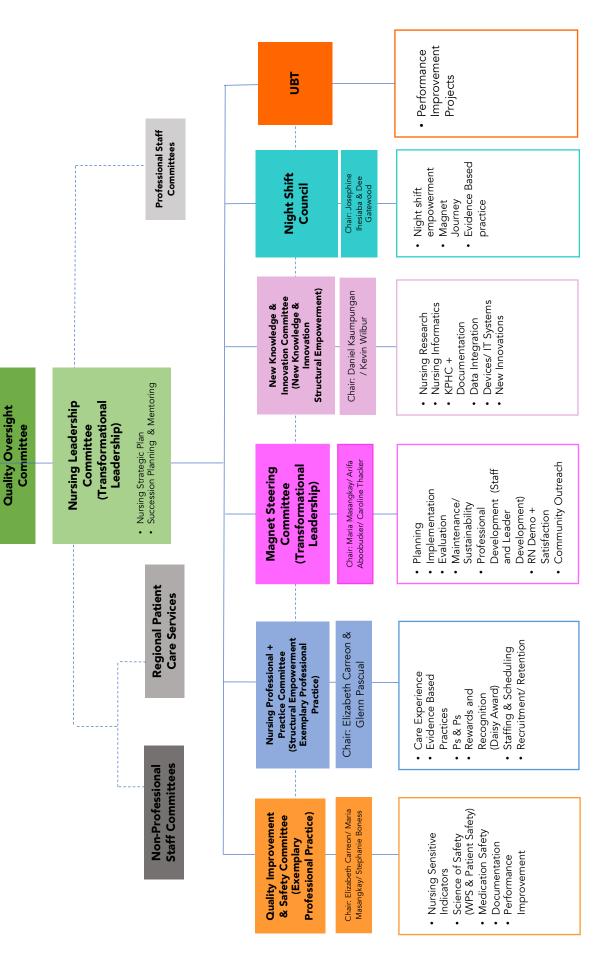
The committees meet exclusively every month from 7 am - 11 am. In addition, all committees meet together every third month for a collaborative meeting where each UBT and committee reports out on current and future projects/initiatives. The committee management leads also present an executive summary at the nursing leadership meeting monthly.



KFH- West Los Angeles Nursing Division Shared Governance Structure

Medical Executive

Committee





721 Registered Nurses 82%

BSN or higher

80 Certified Nursing Assistants

32 New Grad RNs

Rate

8.3%

Average Nurse Turnover

25%

NATIONALLY CERTIFIED

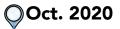
Jaya Kulangara **MSN** Rachel Ardoin **MSN** Teresa Lim Poy **MSN** Abby Kistler **MSN** Mireya Rocio **MSN** Esther Lee **MSN** Rebecca Tabares **MSN** Natalie Angulo NP Diana Menjivar NP-GNP Monique Hilt **FNP**

Graduated with a BSN

Brenda Esteban Laurie Jun Fan Monica M Gill Nikole Hugghis Ji Su Lee La'Quita Thompson Kevin Wilbur

KP WLA nurses are passionate about growing professionally and enhancing their careers, and they are supported through the array of professional development programs at KP WLA.

In 2020 WLA secured a contract with the University of Phoenix to start an RN to BSN cohort exclusively for our clinical nurses. Our first cohort started on Oct 2020 with 27 nurses. A second cohort began in Jan 2021 with 7 nurses.



1st Cohort | 27 nurses



2nd cohort | 7 nurses

Jan. 2021

In alignment with our strategic goal to promote lifelong learning and elevation of professional certification WLA hosted 3 certification review classes to help prepare our nurses to become specialty certified. The classes were funded by UNAC-JLM education funds.

Maternal Newborn

Aug 2020

19 WLA (106 SCAL)

CCRN/ **PCCN**

Oct 2020

16 WLA (140 SCAL)

NICU

Oct 2020

12 WI A (83 SCAL)



AMERICAN ASSOCIATION OCRITICAL-CARE



Magnet Education Fair

t in Cc

A Magnet Education Fair was hosted during the week of October 12th to encourage and support the WLA nursing staff's professional development journey. Magnet storyboards, showcasing the innovative achievements happening at our Medical Center were displayed. Wheel of Fun Facts allowed for discussion about our Magnet Journey. Snacks and raffle prizes were provided and disseminated by our Leaders. A separate room was available for the staff who wanted to complete the RN survey. The highlights included our guest speakers representing Ben Hudnall and various affiliated school programs. The representatives were virtually available for intermediate consultation and Q & A. A total of 101 staff attended. Staff feedback included gratitude, intent to further their professional development, and several committed to going back to school!











Virtual Education Representatives:

American Sentinel, Ben Hudnall, Chamberlain University, Charles Drew University, Colorado Tech University, California State University Fullerton, California State University Los Angeles, Grand Canyon University, Mount Saint Mary's University, University of Phoenix, West Coast University, Western University of Health Science





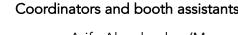




Promoting professional growth



Arifa Aboobucker (Magnet Coordinator), Jacqueline Smith (Staff Educator), Caroline Thacker (Staff RN/ Magnet Champion), Anna Tiomico (Staff Educator/ KFH Academic Liaison/ Magnet Champion), Gianna Valenzuela (Staff RN/ Magnet hampion), and Nursing Leadership.



2A Post Surgical Unit Comradeship

The Post Surgical Unit 2A is famous for its teamwork and camaraderie. The nurses and staff in the unit exhibit excellent collaboration and are often teased as the "most competitive" in the medical center. Highlighted below are quotes from their unit staff expressing their pride and joy from being a part of 2A.

what happens because I know support and help each other.

"I love working on 2A because we always help each other, and all of the Charge Nurses pitch in willingly, whether it's for a nurse or patient." Françoise Burnett

I'm proud to be a part of the La staff. I can always count on them. Great teamwork. I've heard patients say, "You are all awesome. Everyone is so nice." Brenda Esteban

"2A is my other family. From the days of being a student nurse, to nursing ambassador I knew I always wanted to work on QA. I was so excited to be accepted into the new grad program here. The chemistry we all have with each other is underiable. It's truly a blessing to be able to come to work and know that no matter what could happen, my QA family will have my back." Caroline Thacker

" QA is a group of staff that support each other especially with our fast lurn arounds post op after post op, discharge after discharge. It takes special patience and awareness for our specialty surgical patients. I have seen emergencies that occur on 2A and the team has always been there to help each other. I am proud to be a member of 2A" Suzi Kim

My 2A fam has



Journey Home Board | Improvement In Nurse / Patient Communication

MCH UBT Project

In July 2020, the UBT noted a decline in Care Experience scores. They discussed this with the clinical nurses who expressed concern with the communication challenges between the patients and the staff. The nurses wanted to create a tool that could help with communication and improve education in the care transition period.

UBT members suggested creating a customized "Journey Home Board" that will be designed specific to FCC patients and personalized to each patient. It would be displayed in the patient's room. Sujane Pak, RNC, MSN, CNM, Director of MCH, then approved the idea and the resources. She asked them to start creating a vision for what the board should look like. The UBT members brainstormed what should be on the board, drafted a design for approval, and made changes suggested by other clinical nurses until the final board design was confirmed.



The board displayed information about the care team, pain management, safety tips, personalization guides, and discharge information. This improved communication between patient and the nurses. The boards helped standardize nurse hand-off. Patients understood their plan of care, what each medication was for, and tasks that needed to be completed before discharge.

The HAPI Peach Project

5W Stepdown UBT Project

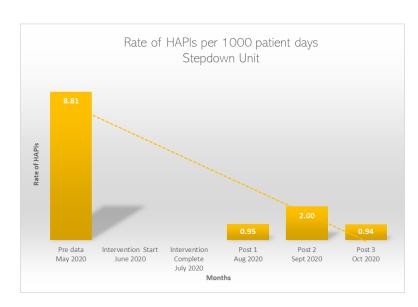
The nurses on Step down 5 west noted a patient safety concern. The rate of HAPIs on their unit was higher than the national benchmark. A UBT team came together in June 2020 to problem solve this patient safety issue. Their goal was to reduce the rate of HAPIs from the 8.81 per 1000 patient days reported in May of 2020.

To enhance awareness of the patient's Braden score and personalize the care to each patient as identified in the Kaiser nursing PPM, five strategies were developed and implemented during the June and July 2020 by the clinical team:

Peach ID: Pt's with Braden scale equal or greater than 14 were identified with a picture of a peach outside their room. This increased team awareness for patients at risk for skin break down when they entered the room for turning or position adjustments and served as a reminder to activate preventive measures.

Huddle communication: High-risk patients with Braden score less than or equal to 14 will be announced during huddle to ensure all members of the team assist with pressure ulcer prevention. Staff members are aware of high-risk patients from the beginning of the shift. This allows for appropriate planning of preventive measures

Ward Clerk Rounds: Charge nurse and ward clerk made rounds to ensure patient is on the right surface and if not, the surface was ordered and changed.



In addition, the charge nurses also made rounds to give feedback to staff about following RIGHT/LEFT turning schedule for high-risk patients. Workflow changes were adjusted to patients needs with each shift and with adjustment to patient discharges.

All interventions were shared with all staff and implemented by the clinical team in the Stepdown unit during June and July 2020.



Safe Discharge Of **Cognitively Impaired Patients**

Case Example

In March 2020, a 65-year-old patient with dementia was discharged from the ER without a warm handoff to family. This occurred during the COVID -19 pandemic when family members were not permitted to be with patients. The patient's niece was not notified by the KP WLA ER prior to patient's discharge. However, the patient was nowhere to be found. The Los Angeles Police Department was notified and assisted in locating patient. The patient was found at Kaiser Permanente Los Angeles Medical Center. When she was interviewed after being recovered, it became apparent that the patient had significant short-term memory issues. The patient could not recall taking the MTA or walking the approximately eight miles from KP WLA to Kaiser Permanente Los Angeles Medical Center (LAMC).

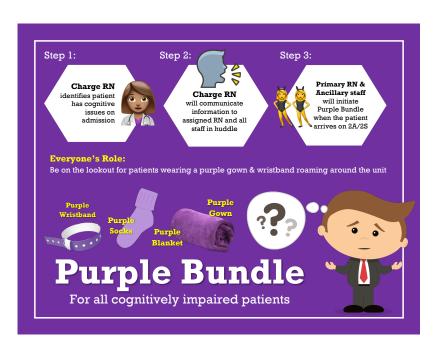
Investigating the Security Issue

ED nurses involved in the care of the patient had not detected any signs of dementia in the patient and were unaware that that the patient had dementia. The nurse discharging the patient reported that the patient stated that her family was waiting for her outside to be discharged.

To follow up further, ED clinical nurse Kevin Wilbur met with Cheryl Surma ADA to discuss ideas for an ER departmental improvement project and agreed that finding a way to prevent similar security breaches in the future would be a valuable initiative. Kevin conducted a search of the literature to find best practices for safer discharge of ED patients with dementia, Alzheimer's disease or altered mental status.

Purple Bundle Initiative

The team decided to create a new workflow to safely discharge all patients with a history of dementia or Alzheimer's disease. Any patient with these diagnoses listed on the problem list or who were displaying signs and symptoms of confusion would no longer be discharged to the waiting area. The new process was that these patients would remain in the care area until a family member or caregiver arrived to pick the patient up and the nurse to give a direct discharge handoff to the patient's significant other.



Since implementation of this innovative Purple Bundle and new workflow, the ED has not had any further occurrences of unsafe discharge of this vulnerable population.



At the start of the pandemic in March 2020, WLA experienced unprecedented staffing challenges in ICU and Stepdown units as they were the designated COVID units. The number of COVID patients were too high for our already short-staffed and burnt-out ICU and SDU nursing units. Since our OR is closed due to the pandemic, the PACU staff agreed to help the ICU. Jully Vera Cruz, MSN, RN, the ADA Educator for the Critical Care Services during that time put together a fast-track training and presented the team nursing model to the PACU manager and nursing staff. They attended the Fast-Track Critical Care Training Course and did their clinical orientation in the ICU. They were immediately assigned to take care of the ICU patients, relieving our ICU nurses who had worked nonstop in the COVID unit. Many of the PACU nurses have previously worked in the ICU and it was really paying homage to the unit which trained them with critical care nursing.

The PACU nurses answered and responded to the ramping up of the OR cases when WLA OR opened. They also seamlessly adjusted to the physical redesign of the East Tower Preop and PACU. They are a highly engaged group of nurses who speak up about the challenges and issues that are posing as safety concerns for the patients and staff due to the redesign. The team escalated their observations and proposed some suggestions and solutions to our executive leaders like Georgina Garcia (SVP) and Jerry Yu (COO) especially when they were rounding in these areas.



The PACU team while adjusting to these changes had to deal with backlog cases – around 3000+ cases that were pending due to the OR closures. From the time OR slowly reopened in May, to the ramp up, about 1600 backlog cases were completed. Our PACU nurses even voluntered to work on Saturdays starting in August which helped provide timely care for our patients and reduced the number of pending cases.

Our nurses have been exemplary and were the number 1 in Region for finishing backlogs in the entire region. PACU also hosted the 1st 2020 Virtual Regional PACU Symposium where they showcased WLA's talents and proficiencies through our resource speakers, some of which are WLA's very own PACU Staff. Sukarti Hill, Glenda Ponce, Claire Urbano, and Greg Zweigle shared their expertise in Peri-Anesthesia Nursing Concepts and Care. They discussed how we care for our same day Bariatrics, Same Day Ortho, and Transgender patients.

Innovation within the organization involving Nursing



Diana Escolero, RN, BSN, RNC-OB, a clinical nurse from the Labor & Delivery unit, started sewing masks at home for her colleagues in the beginning of April. While researching for sustainable options she came across a blog that discussed the durability of the material used to wrap surgical instruments. This material can be autoclaved, is water repellant and anti-bacterial. She thought, "that would work great for reusable masks." The material is usually thrown away once it is unwrapped, therefore, she requested the scrub techs to save them for her.

During the prolonged COVID-19 pandemic, face shields and N95 masks were given to each nurse to label as their own for the extended limited use. Along with the PPE, a brown paper bag was provided to store the PPE in-between uses for each unit. A few nurses in the Labor & Delivery unit were concerned about this practice's sustainability since the bags were only used once which contributed to waste. Stephanie Diehl (L&D nurse), Diana Escolero, and other coworkers came together to discuss a solution for PPE storage and transportation.

Diana presented the instrument wrap material and its characteristics as an innovative solution for maintaining the N95 for extended use for nurses throughout the organization. The creative idea of using the wrapping material to make a cinch bag was born.





Diana implemented the innovation in her own home by researching different bag and sewing techniques to create a prototype. experimented with contrasting cords and settled on parachute cords that she purchased from a craft store. The prototype she created was cinched with shoelaces; however, the parachute cords were a more viable option. Her entire family helped her make these cinch bags. Her husband burned the edges while her kids strung the bags. She made more than 100 bags and gave all her coworkers a bag to carry their PPE. The bags were distributed to MCH and few adult inpatient units.

This product was not only a timely innovation – it was a way to recycle resources and reduce wastefulness. Diana showed initiative at a time when morale was low. Diana's innovation inspired her team and brought pride and joy to her department. The innovative Cinch bag brought Diana and her unit recognition for her contributions to the medical center. Diana was also awarded the "Innovation award" during the KP WLA 2020 Professional Practice Awards.

Nurse Poster/Podium 000 **Presentations**



Lina Kawar, RN, PhD, CNS, and Quincyann Tsai, MSN, RN

2020 Western Institute of Nursing (WIN) Conference Virtual Program April 2020 Poster Presentation: Spirit of Compassion at the Bedside

Lina Kawar, RN, PhD, CNS, and Quincyann Tsai, MSN, RN

International Journal for Human Caring July 2020

Manuscript Accepted: The Power of Mentoring Clinical Nurses: A strategy to Advance Nursing Research

Lina Kawar, RN, PhD, CNS, Kevin Wilbur, BSN, RN and Quincyann Tsai, MSN, RN Azusa Pacific University School of Nursing 16th Annual Research Symposium, April 21st, 2021

Poster Presentation: Assessment of bullying among a group of southern California clinical nurses

Lina Kawar, RN, PhD, CNS, Kevin Wilbur, BSN, RN and Quincyann Tsai, MSN, RN Internal Dissemination at KP WLA shared governance collaborative April 21st, 2021 Podium Presentation: Assessment of bullying among a group of southern California clinical nurses



There were 5 specialty awards:

DAISY NURSE LEADER (Charge RN)

 7 nominees and Sheryl Isoda from ICU won the award

DAISY NURSE LEADER (Nurse Manager)

 5 nominees and Elizabeth Carreon won the award

TEAM DAISY

4 teams were nominated and COVID ICU team won the award

EXEMPLARY TEAM award

- 6 teams were nominated, and 2 teams won the award
- Medication Safety Committee and PACU Collaboration during COVID

INNOVATION AWARD

 Diana Escolero was given the innovation award for her creative contribution to PPE storage during the COVID 19 pandemic.

> *Ceremony planned for December however due to COVID 19 pandemic it was postponed to a safer time



2019 and 2020 BSN, MSN and NP graduates were recognized with flowers, gifts and certificates.







EXEMPLARY TEAM AWARD

Medication Safety Committee Received by Mei Wong



EXEMPLARY TEAM AWARD

PACU Collaboration During COVID Received by PACU nurses and managers





INNOVATION AWARD

Diana Escolero, RN L&D Received by L&D Managers and Diana (virtually)



At KP West LA, 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.



One of the ways we recognize them is by participating in the Daisy Award Recognition Program for extraordinary nurses. Our PERC (Patient Experience and Right Committee) Committee showcases and recognizes our Nurses of extraordinary flair through The Daisy Award. Nurse nominations are submitted by patients, peers, and managers. Here are the 9 nurses that received the Daisy Award in 2019.



A KAISER PERMANENTE.



Extraordinary nursing care. Every patient. Every time.