



Nursing Year in Review

2021

Kaiser Permanente
Ontario Medical
Center



A Message from the Chief Nurse Executive

Barbara Murphy, MSN, BSN, RN, CNML
Chief Nurse Executive

It is an honor to share with you the 2021 Kaiser Permanente Ontario Medical Center (OMC) “Nursing Annual Year Report” This summary provides a snip picture of the extraordinary strength, resilience, flexibility, teamwork, innovation, and leadership of our people exemplifying the “Spirit of Ontario”. Despite the challenges of the past two years, our nurses and leaders were able to achieve so many milestones.

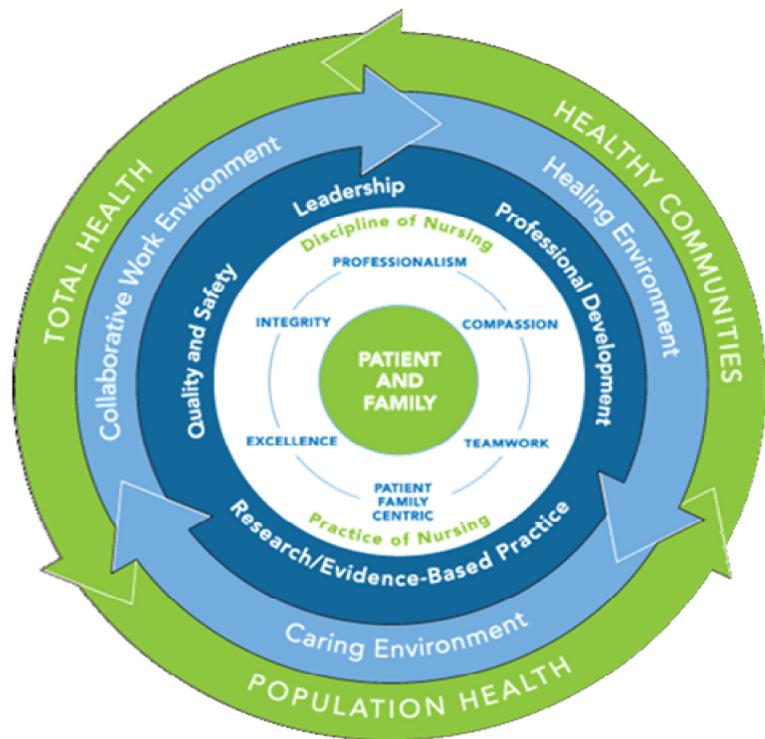
In January 2021, the world was still gripping with the 4th surge of the COVID-19 pandemic which was crippling the health care system. Kaiser Permanente Ontario Medical Center was not spared, by the end of 2020, we were at full capacity. OMC leadership team with our staff quickly converted ICU, SDU, and 3 East into double occupancy. I am grateful for all the teamwork from all sides that made this happen. We not only converted to double occupancy, but also converted to Team Nursing on some units. I want to appreciate all my awesome OMC leaders and staff for pulling together as a team to provide quality patient care to our members. In 2021, Adult Inpatient team successfully opened two new units (5 East and 5 West) and a dialysis unit. These units were successfully licensed in November 2021 and the units opened in December 2021. ICU implemented the Virtual Intensivist Program, Preoperative department under the leadership of Judith Mercado and was able to quickly open the operating room with additional rooms to tackle the backlog of cases that were canceled due to the pandemic. Maternal Child Health implemented Early Recovery After Surgery (ERAS) in L&D, sponsored clinical nurses that presented Bullying Study research findings at the Western Institute of Nursing (WIN)conference. We successfully submitted our Magnet Document on October 1, 2021. Nursing operation deployed Vocera, B-Braun, upgraded patient call light and classification system. 2021 was a busy year indeed.

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Foundation of Nursing Practice

Nursing Professional Practice Model



Kaiser Permanente's Mission

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

Nursing Vision

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

Nursing Values

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

Organizational

CMS 5 Star
rating



Specific Awards &
Accolades



- 1) Leapfrog "A" Grade
- 2) CMS 5 Star Rating
- 3) U.S. News & World Report "Best Hospitals" ranking 3rd in Inland Empire
- 4) Top 5% of California hospitals
- 5) California Patient Safety Honor Roll
- 6) Medicare and Medicaid Best Hospital to work for LGBTQ equality
- 7) Newsweek Magazine's "Best Maternity Care Hospital"



- ✓ >66% BSN
- ✓ >21.14% certified



- ✓ Serves population >864,432 in Ontario and the west end.
- ✓ >250,000 Kaiser Permanente members.
- ✓ Opened in November 2011
- ✓ Marked 10 years in November 2021
- ✓ 224 licensed beds

- ✓ > 861 Registered Nurses
- ✓ > 65% of RN with BSN
- ✓ >3,500 staff members
- ✓ >1000 physicians



Demographics



Kaiser Permanente’s San Bernardino County (SBC) Area serves the largest county in the United States with two hospitals (Fontana Medical Center and Ontario Medical Center), 15 medical office buildings and more than 10,000 physicians and staff.

The KFH-Ontario Service area includes the west end of San Bernardino County and a section of Eastern Los Angeles County. The Service area includes the communities of Chino, Chino Hills, Claremont, Diamond Bar, La Verne, Mira Loma, Montclair, Mt. Baldy, Ontario, Pomona, Rancho Cucamonga, San Antonio Heights, and Upland.

Two of the communities (Montclair and Pomona) rank in the bottom 25 percent of all California communities as being majorly under-resourced. In aggregate, residents living in the Ontario service area are in the 48th percentile for health opportunity among all California residents with approximately 178,823 people living in severely under resourced census tracts. In effect, this means that over half of California residents have a greater opportunity to live a long healthy life than residents living in this service area.

The Kaiser Permanente Ontario Medical Center community (includes members and non-members living in the medical center service area with total population of 864,492.

Kaiser Permanente Ontario Medical Center was opened in 2011. It marked its 10th anniversary on November 11, 2021. In December 2021, OMC opened its 5th floor consisting of 2 medical surgical telemetry units and 6 bay dialysis units. This increases the inpatient unit bed capacity by 48 beds. It consists of primary services and different specialty services. It provides both ambulatory and inpatient services.

OMC leadership team includes San Bernadino County Service Area top of the line leadership team led by Georgina Garcia MS, RN, senior vice president and area manager, KFHP/H, Timothy Jenkins MD, FACP, CPPS area medical director & chief of staff, and Larry Oliver (retired December 2021), chief administrative officer SCPMG, Ahmad Mohammad, BSN, MBA, RN, CPHQ, chief operating officer, Barbara Murphy MSN, RN, CNML, chief nurse executive, and Xam Tometich, DNP, RN, chief nursing officer, SCPMG.

Barbary Murphy, MSN, RN, CNML is the chief nurse executive at Kaiser Permanente Ontario Medical Center. Her leadership team includes Martha Lopez MSN, RN, CNML, director of Adult Inpatient, Scholastica Ogomaka Ed.D, MSN, RN, CNML, director, Nursing Operations, Keya Stallings MSN, RN, director, Maternal Child Health, Judith Mercado, MBA, BNS, RN, CNOR, director, Surgical Services, Marlene Lamberton, MSN, RN, director, Emergency Department, Chontelle Lloyd, MBA, MHCM, RN, CNML, senior clinical practice consultant, Eziaku “Aku Chijioke, Magnet program leader and manager specialty services, Mary Catherine Wilks, care experience director, and Janet Gichau, DNP, MSHI, RN, BC-RN clinical informatics specialist II.

Demographics



Specialty Services:

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



Inpatient Units

- 2 East ICU (20 beds)
- 2 West SDU (24 beds)
- 3 West MST (24 beds)
- 3 East (under construction to transition to Mother Baby Unit)
- 4 East MST (24 beds)
- 4 West MST (24 beds)
- 5 East MST (24 beds)
- 5 West MST (24 beds)
- Dialysis Unit (6 bays)



Primary Care Services:

- Family Medicine
- Internal Medicine
- OB/GYN



Maternal Child Health

- Mother Baby (20 beds)
- Labor & Delivery
- NICU



Other Support Services

- Case Management
- Social Services
- Risk
- Quality
- Infection Control
- Patient Transportation
- Respiratory Therapy Department
- Physical Therapy Department
- Long Term Care
- Chaplin
- Licensing & Accreditation
- Workplace Safety
- Environmental Services
- Food and Nutrition



Surgical Services

- Main Hospital OR (8 surgical Suits)
- Main Hospital Pre/Post
- OVASC OR
- OVASC Pre/Post

Emergency Services

- Emergency Department
 - Pod A
 - Pod B
 - Pod C
 - Fast Track



Transformative Leaders

Kaiser Permanente Ontario Medical Center Leadership Team



Georgina Garcia, MS, RN
Senior Vice President,
Hospital/Health Plan, SBC



Timothy Jenkins, MD, FACP
Area Medical Director, SBC



Ahmad Mohammad, BSN,
MBA, RN, CPHQ
Chief Operating Officer, SBC



Barbara Murphy, MSN, RN,
CNML.
Chief Nurse Executive, OMC



Martha Lopez, MSN, RN,
CNML
Director
Adult Inpatient



Scholastica Ogomaka Ed.D,
MBA, MSN, RN, CNML
Director of Nursing Operations



Keya Stallings, MSN, RN
Director
Maternal Child Health



Marlene Lamberton, MSN,
RN
Director, Emergency
Department



Eziaku "Aku" Chijioke
MSN, MHA, RN, CNML
Magnet Program Director
Department Manager



Judith Mercado, MBA, BSN,
RN, CNOR
Director
Perioperative Services

Transformative Leaders

Celebrating Kaiser Permanente Ontario Medical Center's 10-year Anniversary

Kaiser Permanente Ontario Medical Center opened 10 years ago in November 2011. Georgina Garcia, SVP, SBC, Ahmad Mohamed, COO, SBC, Barbara Murphy, CNE, OMC, and other senior leaders celebrated this special occasion by recognizing and appreciating the contributions of staff to our organization. On November 30, 2021, OMC senior leadership team celebrated the 10-year anniversary by welcoming staff at the beginning of their shifts with a red carpet for both day and night shifts. They provided refreshments and goodies to staff. They rounded on the units appreciating the staff for their 10 years of service.



Transformative Leaders



Maternal Child Health (MCH) Welcomes first baby born on anniversary:
The Mother & Baby unit under the leadership of Keya Stallings, MSN, RN, welcomed baby girl Elliana Enciso Almeda, born on November 1, 2021 at 5:50 a.m. making her the first baby born on OMC's 10-year anniversary. MCH celebrated this special occasion with gift basket to the proud parents. They also celebrated the first baby boy, born on the same day, Esteban Cueva.



Transformative Leaders

Celebrating Kaiser Permanente Ontario Medical Center health care heroes:



**MARTHA LOPEZ, MSN,
RN, CNML, DIRECTOR
ADULT INPATIENT**

In 2020, COVID-19 undermined our nation’s health and severely tested our hospitals and health systems. A series of spikes/surges in COVID-19 cases and hospitalizations put intense pressure on hospital staff and resources, leading to a steep decline in non-COVID-19 patient volume. An [AHA report](#) from last summer estimated total losses for the nation’s hospitals and health systems to be at least \$323.1 billion through 2020. In addition, at least four dozen hospitals entered bankruptcy or closed in 2020, according to data compiled by Bloomberg. *AHA January 2022*. Nurses were finally recognized as “Everyday Heroes”. The delivery of healthcare was irrevocably changed by COVID-19. Its impact was felt across the healthcare continuum. For nurses, it heightened to the public the essential role nurses play in health care. The marks left on their faces from face mask symbolizes the personal and professional toll on nurses and other healthcare providers. Many health care workers lost their lives or family members to the virus.

OMC was not spared by the global impact of COVID-19. OMC lost its first nurses early in 2020 and almost lost another who was hospitalized for a long period of time. Many were hospitalized, others lost loved ones and yet they kept coming to work and putting on a united front providing extraordinary care. Martha Lopez MSN, RN, CNML, director, Adult Inpatient Services - an extraordinary transformational leader, and her team organized a special event in March 2021 to honor and thank all the front-line staff, especially nurses, for their dedication and the care they provided to our members. This event was well attended by leadership, staff, members, and their families.



Transformative Leaders

Honoring our heroes, March 2021

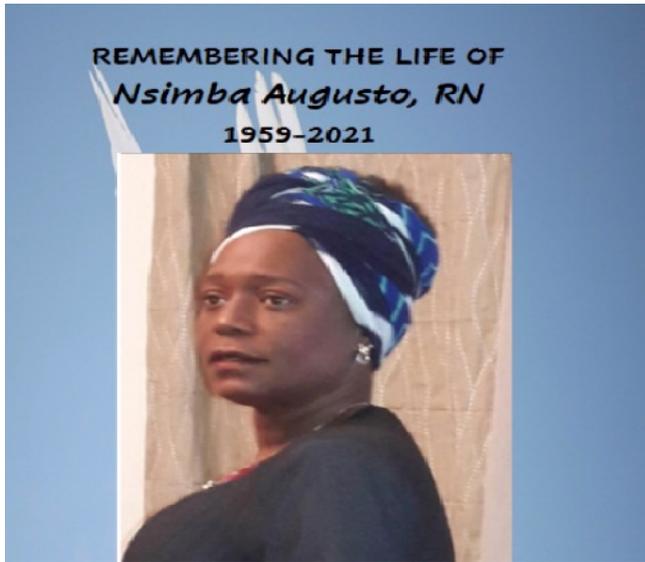


Transformative Leaders

Remembering Departed Heroes

OMC celebrates and honors the heroes we lost in 2021. KP's nursing leadership team memorized departed team members in the healing garden where a section of the healing garden is dedicated as memorial for staff members who lost their lives to COVID-19. An angelic stone blessed by the Chaplain is placed on this section of the healing garden in memory of the departed. In 2021, OMC lost two great nurses.

- **Michelle Lee**, dialysis department who we lost in February 2021, fondly remembered for her love for nursing and bringing food and feeding everyone on her team.
- **Nsimba Augusto**, Emergency department, member of Shared Governance council, Nursing Performance Improvement Council, and UBT whom we lost in December 2021. Remembered by her peers for her love for nursing and passion for feeding everyone on her team.
- **Patricia Hart**, NICU department manager, passed away in February 2021. She loved music and traveling.



Transformative Leaders

Kaiser Permanente Ontario Medical Center 2nd Annual Ground Rounds

Nursing Professional Practice Council led by Co-lead, Juanito Medina, MSN, NP, RN and Rebecca Schmidt MSN, RN, WOCN, organized and hosted the 2nd Ground Round in August 2021. This Ground Rounds is used to solicit feedback for care provided at the most difficult time from patients and their families. COVID 19 brought about many challenges one of which involved multiple families and multiple disciplines. It was a very challenging situation. The family members expressed their appreciation for the care and support they received. They brought the family and health care staff that cared for them from Mother & Baby, L&D, ICU, respiratory, doctors, midwives, bio ethics, social services, case management, and others to reflect on the experience. The families were very appreciative of the care the patient received, and opportunity for them to share their experiences.



Transformative Leaders



The Covid-19 pandemic rocked and disrupted the nursing world for over two years and is still causing a tremendous amount of damage in the country. It highlighted the resourcefulness and resilience of the nursing practitioners. Covid-19 also tested the capabilities of leadership. Leadership is not always visible, it is not always collaborative, but result oriented. Generally, transformational leaders motivate their team by appealing to their higher ideals and moral values. Our nursing leaders at Kaiser Permanente Ontario Medical Center have had to draw on their inner strength to appeal to the higher ideals and moral values of our team members to keep them motivated, showing up every day, and providing extraordinary nursing care to our patients and families irrespective of many challenges they may be facing in their personal lives. As an organization, we not only have to take care of our patients, but we have also had to introduced new system and technologies during this period to aid in patient care.

Scholastica Ogomaka, Ed.D, MBA, MSN, RN, CNML, is one of those leaders that drew on her inner strength to ensure we had the resources needed to provide safe patient care. She worked behind the scenes with senior and executive leadership to secure resources, travelling agencies for travel nurses, Region for implementation of new technologies such as B-Braun infusion pump, Vocera smartphone, upgrade to a new nurse call-light system, update to the patient classification system and the implementation of team nursing. At the peak of the Covid-19 surge, Schola, with the support of Chief Nurse Executive, Barbara Murphy, MSN, RN, CNMI, Chief Operating Officer, Ahmad Mohammad, MBA/HA, BSN, RN, CPHQ, and Arthereane McLaughlin, UNAC staff representative, introduced the concept of Team Nursing. The RN committee developed the criteria for Team Nursing. This concept was a fall back to support staffing in the first quarter of 2021 when the medical center was faced with increased patient census and crippled with staffing shortages. This was not an easy decision to make, however our nurses, in partnership with labor leaders provided the support needed to continue with providing high quality patient care to our members and their families.

In 2021, under the leadership of Scholastica Ogomaka, the medical center deployed and updated our patient classification system.

Nurse Empowerment



Kaiser Permanente Ontario Medical Center Nursing Performance Improvement Council led by Jennifer Eusooif MSN, RN, CNML, department manager, 4 West and Yvonne Gillum BSN, RN, clinical nurse, SDU, organized their first visit to Reche Canyon Regional Rehab Center. Reche Canyon is one of the skilled nursing facilities contracted with Kaiser Permanente San Bernardino service area to provide short-term rehab for our members discharged from an acute care hospital. They conducted activities, sang Christmas carols, and distributed hygiene products.



Nurse Empowerment



Some of those nurses on the frontline of COVID-19 are our two incredible Wound Ostomy Care nurses (WOCN) Rebecca Schmidt BSN, RN, WOCN, and Edith Ramirez, BSN, RN, WOCN. They were honored by the Southern California WOCN peer group with the “**TEAM Excellence**” award for work they have done in reducing Hospital Acquired Pressure Injuries (HAPI) in the hospital. These two leaders are very proactive in HAPI prevention. They partnered closely with the nurses and skin champions as well as educators in reducing HAPI. They are both active in nursing professional organizations and committees. Rebecca Schmidt is the co-lead for the Nursing Professional Practice Council and a member of the Shared Governance Council. Edith is a member of the Nursing Performance Improvement Council as well as Safe Patient Handling.



Vascular access/PICC nurses

Specialty nursing was not spared by the impact of COVID-19, if anything, they had to do more with less.

Faced with increasing patient load with limited resources or avenue to procure additional staffing, PICC nurses Dominic Garcia BSN, RN VAC and Fe Corine BSN, RN, researched and created a program to train a medical surgical clinical nurse on PICC. They successfully created a prototype for future training of PICC nurses and successfully trained Ryan Bertka who completed his training in December 2021.



Nursing bullying research study presentation

OMC participated in a research study on “Bullying among Nurses” Bullying is a globally common intentional or unintentional problem that has physical, psychological, emotional, and financial consequences and is prevalent in nursing up to 6 times more compared to other professions. It can affect patient safety, decrease productivity, and increase nurse turnover. Data collected during COVID-19 indicated positive findings of no bullying (64.4%) with low intent to leave. However, there is some bullying occurring to address. Allison Marie Wade MSN, RN, L&D, clinical nurses and Lima Najb PhD, RN, CNS, presented the findings of this study at the 2021 WIN conference. They also presented the findings to both nursing leadership and to the Nursing Research and Innovation Council.

Nurse Empowerment

Emergency Department Community Pajama and Toy Drive

One of Kaiser Permanente's mission is to "improve the health of the members and the community we serve" Kaiser Permanente Ontario Medical Center Ambulatory Practice Council, lead by Karyl Sherman and Willie Hernandez, decided to perform a community outreach service. The team took community service up a notch in December 2021 when they organized a pajama and toy drive. The team gathered pajamas and toys from staff and even the community, and the response was overwhelming. They adopted 7 families from the Chino area. They collected and put together 25 Christmas eve bags" for 25 children representing 7 local families. They collaborated with "Little Elves for Little Angels" in Chino, California to deliver these goodies to the families. Items donated included new pajamas, toys, family games, children's books, mugs, hot cocoa, snacks, hats, chapsticks, and other items. Barbara Murphy, CNE, made time to visit with the team and thanked them for their community service.



New Knowledge

Introduction of VOCERA In surgical departments:

Both main OR and OVASC OR were experiencing high incidence of violence from patients waking up from anesthesia. This was affecting the workplace injury rate as well as the issue of safety. Often when this happens, the nurse is alone in the OR or PACU recovering the patient with limited help. The OR team had heard about Vocera but wondered why it was not issued to OR and PACU team. They requested to try it out. Judith Mercado, director, Surgery department, sought and obtained approval from Barbara Murphy, CNE. OMC informatic leader, Janet Gichau, coordinated with the OR team to roll out Vocera in the surgical department in June 2021.

MCH adoption of ERAS

Early Recovery After Surgery (ERAS) for Total Joint Replacement and Recovery playbook was collaboratively developed by OMC, and two other medical centers. This playbook was adopted by Kaiser Permanente Ontario Medical Center's L&D department because of the positive result in promoting early recovery in the surgical population. The ALOS for c-section was reduced as well as a reduction in Opioid usage. In addition, they developed a "nutrition cart" tailored for the new moms. This helped to increase compliance with early feeding.

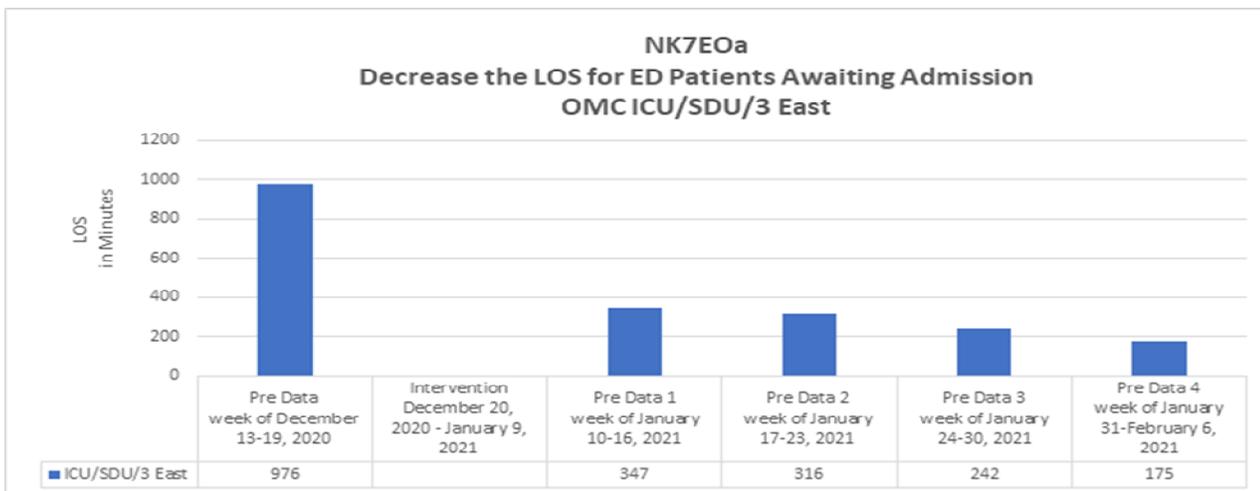
Use of foley bulb (cervical ripening) to reduce failed induction rate

OMC leadership started addressing the increase in failed induction rate in 2020. They explored possible reasons and opportunities to bring the rate down. The OMC Perinatal Collaborative lead by Keya Stallings MSN, RN, director, Maternal Child Services, and Christine Kennedy MSN, RN, brought frontline team to address the findings. The team conducted literature review and discovered evidence-based practice (EBP) that validated a standard of practice indicating the placement of the foley bulb in women with an unfavorable cervix would shorten the induction to delivery time thus improving our induction rate and reducing our NTSV rate (Nu et al, 2015). The team fully implemented this process in the first quarter of 2021.

New Knowledge

Double occupancy in adult inpatient units

COVID-19 brought many challenges to the health care system, including how to increase capacity in the hospital. During the last two weeks of December 2020, KP OMC was at capacity and leadership needed to explore options of increasing capacity. One of the many options was to house patients in tents in the parking lots. The CNE, Barbara Murphy, MSN, RN, CNML, put a multidisciplinary team together to explore options for increasing capacity to accommodate patients in the ED. Martha Lopez, MSN, RN, CNML, director for adult inpatient, and her team of managers and nurses came up with the idea of converting the single occupancy units into double occupancy. This was first tried in ICU, SDU and 3 East. The clinical nurses, Eden Bhutia, Shiji John, Adriana Lozano, Kavita Jash, and Troy Vangelderren, who are charge nurses in the various units, participated in the redesign and worked on the double occupancy initiative. They coordinated with the engineering department in the design setup of room for accommodating the additional beds as well as the placement of needed equipment. These was implemented in January 2021.



Tytocare IN Emergency Department

The percentage of ED patients who left without being seen (LWBS) was increasing at OMC due to the outbreak of COVID-19. As part of regional strategy to combat LWBS and reduce exposure of staff to COVID-19, OMC jumped at the opportunity to become part of this new technology. The new technology uses a virtual visit system called “Tytocare”. This technology will reduce the chance of transmitting infection to staff and other patients. OMC ED staff quickly asked to be part of the study roll out. They adapted this technology and created workflows, trained staff and provider on the use of this technology.

Innovation in Action

The COVID-19 pandemic turned the health care industry upside down, but the challenges presented opportunities for innovation. The health care industry had to develop new ways of providing care. At Kaiser Permanente Ontario Medical Center, we had to generate innovative ways to continue to provide care. From new ways to keep patients and family connected via iPad, Virtual Intensivist in ICU, Tytocare in ED, Total Shoulder at home recovery in OR, and so many others. Below are some of the many innovations at Kaiser Permanente Ontario Medical Center in 2021.

Virtual Intensivist ICU On-Call Program

In response to the increasing COVID-19 surge cases, the Virtual Intensivist program was made available by KP Southern California to support OMC ICU care team's non-urgent/emergent patient-related clinical needs during the hours of 10 p.m. to 2 a.m., weekends, and holidays. This video consult with a remote physician via an iPad is initiated by an ICU clinical nurse using the virtual inpatient care connect (VICC) PowerApps. The video consult can add a family member into the planning of care for the patient. This innovative partnership was supported by KP Hawaii, Colorado, and Washington medical staff.

Kaiser Permanente Ontario Medical Center's ICU team under the leadership of the manager, Juanito Medina DNP, RN and Martha Lopez, MSN, RN, CNML, director, Adult Inpatient units, quickly adopted this program and created the workflow with ICU clinical nurses. The team was able to achieve the following:

- Integrated RN and RT in the virtual rounding.
- Partnered with RN and MD team to establish rounding schedule three times per day.
- MOD successfully engaged virtual intensivist as needed.
- Successfully improved blood gas workflow.
- Virtual intensivist proactively reviewed patient medication list and orders to ensure patient receive appropriate care.
- 175 calls made to the virtual physicians.
- Over 250 patients managed by the virtual physician.
- Zero negative patient outcomes identified.

Innovation in Action



Even during the pandemic and multiple surges, OMC's surgical team implemented innovative changes to continue to provide care to our members. Under the leadership of Judith Mercado MBA, BSN, RN, CNOR, director, Preoperative Services, the surgical team implemented Anterior Hip Arthroplasty, Total Shoulder Home Recovery, Kidney Biopsy Home Recovery, Facial Feminization, and other innovative procedures.

Implementation anterior total hip arthroplasty at OMC

Kaiser Permanente Ontario Medical Center performed its first Anterior Total Hip Arthroplasty on November 24, 2021. Surgical Leadership hired a new Total Joint surgeon that specialized in Anterior Hip Total joint Arthroplasty's. This is a new procedure for OMC and would require new instrumentation, equipment and education for staff. Judith Mercado and her leadership team obtained approval to purchase new Instrumentation and equipment needed for the procedure. They, and their champions including Martin Distor, BSN, RN, Charge Nurses/Total joint liaisons, and Periop team developed workflows, solicited support from Kaiser Permanente Panorama City Medical Center and did a site visit on September 9, where they learned how to do the procedure and became trainees. These champions embraced their roles and trained other staff and the very first case performed without a hitch on November 24, 2021.

Implementation of total shoulder home recovery

Following the winter COVID-19 surge, and the increase strain on inpatient resources, Periop needed to look at new ways of managing surgical patients. To reduce the strain on hospital staffing, elective inpatient surgeries were not being scheduled. This in turn created a large backlog of surgical cases. Periop services needed to develop new workflow to discharge total shoulder replacements home post surgery verse admit to inpatient. This new workflow would require partnership between Periop Services and the Orthopedic surgeons. Judith Mercado, with her lead Martin Distor, BSN, RN, Charge Nurses/Total joint liaisons helped developed workflow and coordinate meetings with the Orthopedic surgeons and Orthopedic leadership. They developed new "Discharge Home" criteria for total shoulder. This multidisciplinary team developed an education plan for all staff involved. The first total shoulder same day discharge went home in March 2021. For the entire year of 2021, OMC Periop services has discharged 82% of our total shoulder replacements. Prior to COVID-19, this patient's population were admitted to inpatient.

Implementation of kidney biopsy home recovery

Post 3rd COVID-19 surge, Kaiser Permanente Ontario Medical center reopened surgical suits that were closed due to COVID. The increase in COVID cases had put a strain on inpatient resources. Interventional Radiology was having challenges scheduling kidney biopsy procedures. Periop services and Interventional Radiology needed to develop a new workflow to discharge kidney biopsy surgeries home on the same day. This new workflow would require partnership between Periop services and Interventional Radiology. Judith Mercado, with her team, including charge nurses Evelyn Marshall MSN-Ed, RN, CPAN, met with Interventional Radiologist, Radiology leadership and Periop leadership to develop new discharge home criteria. Education materials and workflow were developed. All staff were educated on this new workflow. The first kidney biopsy same day discharge was in July 2021.

Innovation in Action

Implementation of bariatric sleeve home recovery

During the 2021 COVID surge, many surgical cases were canceled. The increase in COVID-19 cases put a strain on inpatient resources. Even if the OR was to remain open to surgery, there were no inpatient beds available.

To reduce the strain on hospital resources, elective inpatient surgeries were cancelled. Due to large backlog of surgical cases, Periop services needed to develop new workflow to discharge bariatric gastric sleeve surgeries home same day. Judith Mercado, coordinated multiple meetings with the bariatric surgeons and Periop leadership to develop new discharge Home criteria. She, along with with Evelyn Marshall MSN-Ed, RN, CPAN charge nurse, ensured education was provided to all Pre/PACU staffing. During initial implementation in August 2021, 30% of patients went home POD 0. We had a little drift in workflow in September 2021, (20% of patient went home POD 0) this required re-education. Once re-education was completed, the number of patients discharged home on POD 0. increased. By December 2021, 69% of patients were discharged on POD 0.

Month	% of patients discharged POD 0
August 2021	30%
September 2021	20%
October 2021	40%
November 2021	60%
December 2021	69%

Implementation facial feminization at OMC

With a growing need to expand transgender care in the Inland Empire, leadership brought in a new plastic surgeon that specializes in facial feminization surgeries. This is a new procedure for OMC and would require new instrumentation, equipment, and education for staff. This started in 2020, but due to the COVID surges was pushed back until 2021.

Judith Mercado, director, Periop services, advocated for resources and obtained approval to purchase new instrumentation and equipment needed for the procedure. Judith and her team arranged for a site visit to LAMC for the perioperative champions. They also ensured all perioperative staff undergo required transgender sensitivity education training . They learned how to provide care to this patient population. These champions lead by Angie Martinez, RN, CNOR, charge nurse, Plastic Surgery, trained other team members. The first case was successfully performed without a hitch on June 8, 2021.

Honoring Excellence

2021 Recognition of Excellency: The Nursing Professional Relation Council recognized and honored some staff and units for providing extraordinary patient care. They awarded 2021 Team Excellency Award 4 West

Excerpt from patient family member. “I wanted to add my two cents as not only a family member of a member, also a member and employee. The care she received during her stay and following is the reason I am proud to work for Kaiser Permanente. It is the reason I am a member and the reason I want not only my family to be member, I want everyone to be a member. Honestly this experience was above and beyond. My parents have been married almost 50 years and this was the longest they have ever been apart.... Bottom line is her care was beyond amazing. Everyone single person she came in contact with including all her care providers, EVS staff, dietary, the employees that took her for procedures and brought her back to her case worker and discharge planner. The listened to her, they got to know her and they respected her. Every time I was there, and they would come in the room they would tell me how special she was and how lucky I was to have her as my Mom. They shared stories of their lives with her and asked about her life and her family. Her cardiologist called her to see how she was, her gastroenterologist came right away to see her. Nurses popped in during their shift to see her even if they were not the ones caring for her that day to see how she was doing.... After she got home, she got a thank you note from Four West. She called me right away and said can you believe they sent me a thank you note. So, this is what makes me proud to work for Kaiser Permanente, to be a member to be a family member of a member. Four West at Ontario Medical Center and everyone involved in her care and stay there should be commended for the excellence in care they provided. They are truly amazing. I thank all of them for taking care of one of the most important people in my life and my best friend, my Mom”.



Honoring Excellence

2021 Recognition of Excellency: 2021 DAISY Award honorees



Valentina Zamora, RN, charge nurse, 4 West: Listening and Empathy

“I recently graduated from RN School and appreciated her willingness to share her nursing journey with me. Her knowledge of nursing and her can-do attitude really impressed me as I saw her manage the 4 West unit. She seemed to really know what was happening with every patient and I saw her really step into support her nurses every time they seemed overburdened or super busy. Night shift is not easy, and I was amazed at her stamina and bright and happy attitude even in this time of Covid-19. I was terrified to have come into the hospital now and she really eased my fears and explained how Kaiser Ontario was doing the patient testing and segregating the patient populations. I felt much less afraid after she took the time to listen to my concerns and fears. I guess you could say she has a great “Listening Ear.” She was a real role model for me as a New Graduate RN who must take my NCLEX which got deferred due to my Mom’s unexpected death here at Kaiser Ontario back in November 2019 on this floor. I was really struggling as both of my parents died in the last two years and my mom died on this floor. I also DNR’d my father in the conference room adjacent to my room #407. Ms. Zamora listened to my pain and provided empathy to let me express my grief as it is so soon to lose both parents and within the Kaiser system”.



**Michele Lacson, RN, L&D
Compassionate and Caring**

“This nurse’s clinical skills and especially her compassionate care deserves recognition for her outstanding role. Michele made a very special connection with my family. She went above and beyond while caring for me during my delivery. She did an excellent job educating my husband and I, on what to expect as first-time parents, and guiding us through the delivery. She worked well with her team. Being a first-time mom and having severe anxiety, Michele made my entire experience comfortable and extraordinary. She deserves recognition for being compassionate and passionate human being, as well for her knowledge in supporting parent-infant relationships. She effectively demonstrates the true meaning patient/family/partner advocate. It was an honor and privilege to have had such a wonderful person, like Nurse Michele by my side during delivery”.

Honoring Excellence



**Oscar Fernandez, RN, ICU
Compassionate and Caring**

“I would like to start by thanking Oscar for providing the best skillful and compassionate care since I have been admitted to this hospital. What some people have forgotten with CCOVID-19, is that am unable to have visitors in the hospital at this time, but Oscar has made me feel safe and comfortable by letting his true love for nursing and patients shine through. It has been the simple things such as making sure I stick to my fluid restriction, As simple as it sounds, he went out of his way to get bottled water so I can see my intake. Not one of nurses have taken the time to do this simple act. He rounded on me every hour , actually took my orthostatic vital sign and just took the time to let me know what the plans are for my care. Oscar took time to ask how sad and scared I am since at times my family cannot see me”.



**Laurie Hornung, RN, Mother &
Baby: Compassionate and Caring**

“Laurie was an angel for me and my family at the time we needed her the most. Both me and my fiancée were at a breaking point figuring out all the knows and not to’s about being new parents and Laurie came and saved us from our troubles. She went over and beyond for our new Baby and showed her love and care as if she was one of her own and we are both very thankful and lucky to have Laurie there for us when she was. At times when nothing in the internet or any google search could help us, Laurie was knocking at our door before we even called, offering and giving us the help, she recognized we needed. We are both (me and Fiancée) confident in saying our baby Carmen loved Laurie's swaddle and gentle so much that she was officially her best friend during our stay, and we are truly blessed to be at have her take care of us that night”.

Honoring Excellence

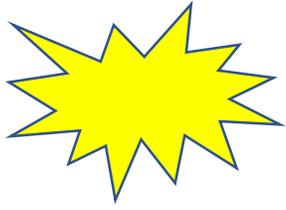


**Kristine Pulkinen, RN Mother & Baby
Compassionate and Caring**

“Kristi was the last nurse that took care of me and my fiancé during our 60 hours we spent at Kaiser during the birth of our first child. We were both exhausted and mentally drained from being new parents to functioning off little to no sleep or just recovering mentally, and physically from what we had gone through, and Kristi rose beyond the occasion taking care of us with everything we needed, wanted and what we didn’t know.

Kristi went above and beyond any expectation we had before coming and surpassed any that arose while we were staying at the facility. She was very smart, informative, punctual and most of all, very caring for not only myself, but my baby as well. Both me and my fiancé hope that she knows just how much we appreciate everything, she has done and taught us”.

A Vision for Tomorrow



2022-2024 nursing strategic priorities

High engagement culture

- Obtain Magnet Designation
- Increase BSN rate by 0.5% yearly
- Increase certification rate by 0.5% yearly
- Encourage culture of health (mental, emotional, and physical)
- Encourage culture of diversity, equity, and inclusion

Quality

- Decrease HAI
- Decrease HAPI
- Reduce falls with injuries
- Decrease medication errors

Service

- Improve care experience
- Hardwire connection bundle
- Improve nurse leaders rounding

RN retention

- Improve staff engagement.
- Improve people pulse survey
- Improve RN satisfaction survey

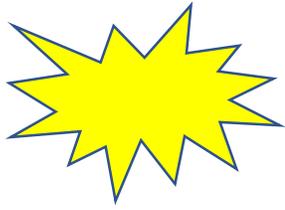
Affordability

- Reduce cost
- Reduce LOS
- Reduce workplace injuries

Community engagement

- Invest in community health
- Support and encourage staff involvement in community work.

A Vision for Tomorrow



2022-2024 nursing strategic priorities

- Looking forward to the progress we are going to make in the coming years.
- Decline in number of COVID cases.
- Magnet site visit.
- Magnet designation.
- Increase in RN with BSN and higher degrees.
- Increase in RN with certification in their area of specialty.
- Nurses presenting projects at conferences.
- Decreasing HAI across the board.
- More collaboration among the different teams and department.
- Improvement in patient care experiences.
- More innovations.

2021

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