



# NURSING ANNUAL REPORT 2019

**CONNECTED BY  
EXCELLENCE**



LOMA LINDA UNIVERSITY  
HEALTH

Many Strengths.  
One Mission.

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# Message From the Chief Nursing Officer

When you become a nurse, you know that every day you will touch a life, or a life will touch yours, and that we become “Connected by Excellence”. I am blessed to work with extraordinarily talented nurses who provide the highest caliber of care here at Loma Linda University Health — nurses who display passion, perseverance and dedication to make a difference. Each of our nurses works hard not only to address our patients’ clinical needs, but also to demonstrate unremitting compassion and focus on excellence. Nurses’ actions and intentions inspire me every day and are core to how Loma Linda University Health lives its mission. Nurses walk into this hospital each day sacrificing much to provide the highest quality care in some of the most emotionally charged, high stress situations possible in healthcare.



We are a part of a family, “Connected by Excellence,” who are committed each day to our patients.



Looking to the Future, 2020 promises to be an exciting year for Nursing at Loma Linda University Health.

- We are well into our Vision 2020 building project with the new towers soaring.
- We have a number of our current registered nurses (RNs) actively participating in the RN-BS program set up with Loma Linda University School of Nursing and other programs, with additional RNs completing graduate work.
- Frontline staff is participating in decision-making to improve patient care.
- Loma Linda University Health nurses have again been selected to present at conferences at the national and international levels.

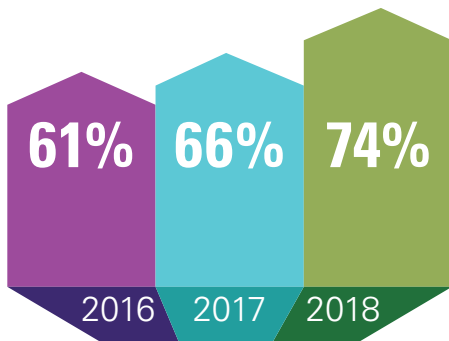
I am also proud of the strides we made in this past year in reducing CAUTI, CLABSI, C.diff and improving patient satisfaction. It is because we are “Connected by Excellence” that we have been able to provide the highest quality care.

Sincerely,

*Helen Staples-Evans*

Helen Staples-Evans  
Senior Vice President of  
Patient Care Services  
Chief Nursing Officer  
Loma Linda University Health

# 2019 Overview

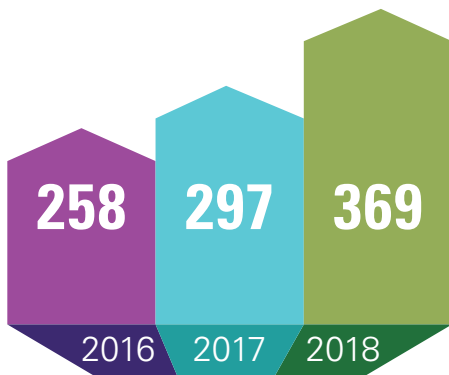


**Nursing Degrees**



Stroke patients seen this year

**Ischemic 491**  
**Hemorrhagic 161**



**National Certifications**

University Hospital had an average rate of

**97% occupancy**



**702.86 Days**

Average daily census

**10 Nurses**

Volunteered their expertise internationally



**516**  
Nurses Hired

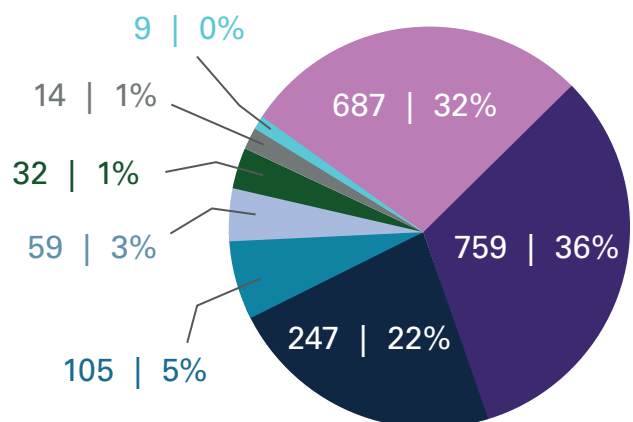


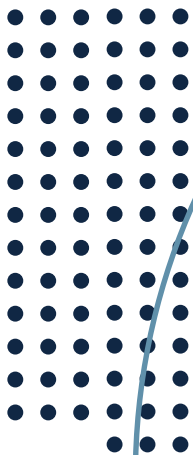
Loma Linda University Health nurses served at

**16 International Destinations**

## Nurse Diversity

- Asian
- Not Specified
- Black
- Pacific Islander
- Hispanic
- Two or More
- Native American
- White





# GLOBAL HEALTH AND COMMUNITY OUTREACH

# Journey to Nursing Excellence in China

## Sir Run Run Shaw Hospital Celebrates Two Major Milestones in 2019

For over 25 years, Sir Run Run Shaw Hospital (SRRSH) in China's Zhejiang province has collaborated with nurses from Loma Linda University Health to improve patient care and nurse management.

Loma Linda University Health first became involved with the development of SRRSH in the 1980s after philanthropist and businessman, Sir Run Run Shaw, asked the Seventh-day Adventist Church to partner with him to build and run a modern, western-influenced hospital. The hospital pioneered the "Shaw Hospital Model," a unique approach to healthcare that combines Chinese cultural influences with western healthcare management, education and training principles.

In 1994, G. Gordan Hadley, MD, former dean of the School of Medicine at

Loma Linda University, agreed to assume leadership and become SRRSH's partner chief executive officer — a position he held until 2001.

Under his leadership, Jan Zumwalt, RN, MS, MBA, then executive director of medical-surgical nursing at Loma Linda Medical Center, recruited nurses to serve long-term at SRRSH. She carried out "China Project" goals by spearheading nursing education, observational mentorship programs and orientation consultation in China.

"He believed that nurses had the power to change the culture of a hospital at all levels," Zumwalt said. "It was through his support and advocacy that nursing at SRRSH transformed, both in the quality of patient care, safety and staff satisfaction."

Zumwalt said in the early 1990s critical thinking was not part of formal nursing education programs in China — nurses employed a more technical

approach to patient care. They were trained to take vital signs, administer medications and perform procedures; however, they did not think about why or understand what symptoms they should be watching for. "After our nurses worked shoulder to shoulder with SRRSH nurses, the hospital adopted a whole-person care model, similar to that of LLU Medical Center," Zumwalt said.

Helen Staples-Evans, DNP, RN, NE-BC, senior vice president for patient care services/ chief nursing officer (CNO) at Loma Linda University Health hospitals said Zumwalt has the uncanny knack of viewing life as an opportunity to learn, grow and transform.

"Jan made a positive difference, improving patient care at home and abroad. The Nursing department at SRRSH is impressive, engaged, excited about what they do and are on the cutting edge," Staples-Evans said. "She played a huge part in creating this."

Zumwalt was a leader on the "China Project" until her retirement in 2019.

Today, the hospital serves approximately 2.6 million patients annually and has two campuses: Qingchun and Xiasha. The health system has a total of 2,500 patient beds, 32 clinical specialties, 77 nursing units and nine ancillary departments



— employing about 4,500 physicians and nurses.

Sir Run Run Shaw Hospital has achieved a number of firsts for Chinese healthcare.

In 2006, it was the first public hospital in China to be Joint Commission International (JCI) accredited and has been reaccredited three times since. JCI, the oldest and largest standard-setting and accrediting body in the United States and worldwide, is the recognized leader in international healthcare accreditation. It works with health organizations to achieve peak performance in patient care and provide institutions that receive their survey certification a global Seal of Approval.

In 2019, it was the first hospital in China and the only hospital in Asia to receive Magnet® designation. Awarded to hospitals that satisfy a set of criteria designed to measure the strength and quality of their nursing, the Magnet® program is characterized by five major components:

1. Transformational leadership
2. Structural empowerment
3. Exemplary professional practice
4. New knowledge, innovations and improvements
5. Empirical outcomes

Of the 507 Magnet® worldwide institutions, ten are located

in eight countries outside the United States, according to the American Nurses' Credentialing Center.

Looking forward, SRRSH has plans to build an additional three hospitals in the Hangzhou region and will train a new group of nurses to duplicate the highly-successful, western-influenced "Shaw Hospital Model."

## 69 SRRSH nurses

have come to Loma Linda University Health for mentorship and training.



Nearly **30 Loma Linda University Health nurses** have served at SRRSH.

Average length of training in the U.S.

**8 weeks.**



Average length of service in China

**1 month to 5 years.**



**In 2008**, SRRSH started the BE FAST stroke program, adopted from Loma Linda University Health.



**Top leadership** at SRRSH are nurses.

For **15 Years** SRRSH has had a nursing residency program modeled after Loma Linda University.



## 5 MS and 1 PhD

Nurses working at SRRSH have received diplomas from Loma Linda University School of Nursing.

**SRRSH has been 1 of 2 hospitals who have received coaching and mentoring from GHI and nurses from Loma Linda University Health for their JCI certification.**

SRRSH nursing staff proudly wearing their first floral scrub-type uniforms gifted to them by Loma Linda University Medical Center on International Nurses Day in 1998. To this day the hospital's nurses wear floral-patterned uniforms. The floral design has become a powerful symbol for SRRSH hospital nurses; they have incorporated flowers in logos and other hospital nursing promotional materials.



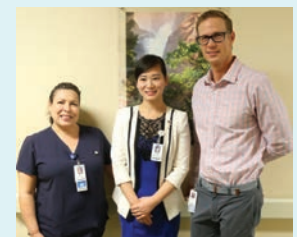
In 2005, Kerrie Kimbrow, RN, MS, DNP, and Ye Zhihong, DNP, partner CNOs, present at the American Association of Nurse Executives Conference in Phoenix, Arizona, featuring the long-term partnership between Loma Linda University Health and SRRSH.



Jan Zumwalt, RN, MS, MBA, receives the Distinguished Service Award in March of 2019 from SRRSH for her work in China, where she visited nearly 70 times over the past three decades.



Three 2018 DAISY Award recipients: Apple Xiaoping, RN, an international visiting nurse professional from SRRSH in China (center), between LLU Medical Center unit 4100 nurse Rocio Vargas (left), and Mikael Kirkham, RN, unit 6200 (right).



Helen Staples-Evans and Jan Zumwalt present a congratulatory banner from Loma Linda University Health to SRRSH nursing staff in honor of their Magnet® recognition.



Close to 70 SRRSH nurses have visited Loma Linda University Health for mentorship.

# Compassionate Service Outside of These Four Walls

Loma Linda University Medical Center's Emergency department (ED) provides warmth and comfort to our community through an annual blanket drive. This drive is a joint effort between ED and the Emergency Nurses Association (ENA). The support received by the health system has enabled the ED to do extraordinary things in the communities of the Inland Empire.

The idea for the annual blanket drive was born from nurses Megan Duke, RN, CNS, and Kenny Lard, RN, in the emergency department who saw all the waste from the

Emergency Medical Services blankets being thrown away and thought, "We could give these blankets back to the community."

The food was donated from the Inland Empire Chapter of the ENA. The socks, dog toys, dog food, dog treats, jackets, toothbrushes, hand sanitizer and many other needed goods were donated from ED staff and other local businesses.

The ED staff collect the grey blankets that come with patients when EMS drops them off, and as long as the blankets are fairly fresh and unsoiled, they store them along with the lightly used clothing they receive from the community for their "laundromat day."

On the day of the drive the volunteers start by laundering the donated items. They then move into assembling the care packs. Each care pack consists of a blanket, beanie, gloves, sweatshirt,

socks, personal hygiene items, sandwich, bag of chips, apple, water bottle, as well as an informational booklet made by ED nurses. This booklet is a guide to the homeless resources in San Bernardino and Riverside counties.

This year the group of volunteers made approximately 250 care packs. They split up into groups; some people went into Riverside County, some went out toward Ontario, others to Yucaipa, and others went into the heart of San Bernardino.

The volunteers go into the areas and give homeless individuals a care pack while they dialogue and build relationships. Many of the individuals share the locations of other homeless camps; the volunteer groups moved on to these recommended places until they ran out of care packs and supplies.

Nurses and techs from the ED bring their families, making the blanket drive a family event. This year the drive had about 35-45 volunteers.

The ED has been doing the blanket drive for four years and it continues to grow every year. This annual blanket drive is a powerful testimony of the compassionate care and sense of responsibility to the community our ED staff have.



# The Gift of Time: CPR Awareness Event Held to Help Save Lives

Loma Linda University Medical Center – Murrieta and Murrieta Fire and Rescue joined forces to host a CPR awareness event at the Murrieta Village Walk Certified Farmers’ Market on Sunday, April 14. The event included the presentation of the Life Saving Award to a local hero and CPR training for the community.

The Life Saving Award was presented to local hero, Caleb Barone, for administering CPR last year at a local smoothie business where customer Kevin Pete went into cardiac arrest.

Caleb was working alone when Pete came in to order a smoothie following his workout. Within a few minutes of ordering, Pete collapsed and wasn’t breathing. Barone quickly called 911 using his smartwatch and immediately followed with chest compressions.

“He wasn’t getting oxygen. I knew I had to start chest compressions in some way to help, so I kept a rhythm in my head and did sets of 10,” Barone said. “Every time I did a set, he would pull for air which seemed like it was working, although at the time I didn’t know if it was correct.”

Barone had no prior CPR training, his knowledge having come from watching movies and a few tips from a friend who was

an EMT, but Barone’s actions kept Pete’s brain oxygenated. When paramedics arrived, they were able to find a pulse and take Pete to Medical Center – Murrieta, where he would make a full recovery.

“I have gotten a second chance to appreciate life a little more,” Pete said. “I really appreciate that one life can touch another life. I think we can learn from that. You don’t have to be a health professional to save lives.”

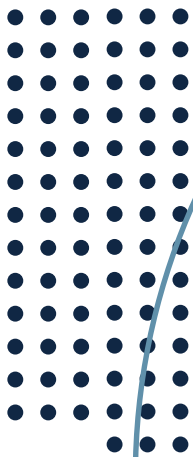
“I always had the mindset that I didn’t need to know CPR because nothing like that would ever happen or I wouldn’t use it,” Barone said. “After this, and realizing how quickly a situation can turn into the most unexpected scenario, I understand the importance of just regular everyday people knowing how to do these things.”

The American Heart Association notes individuals who do not receive bystander assistance only have a 10% chance of survival. The city of Murrieta reported 99 cardiac arrests last year.

“We can bring the chances of survival up, but it has to be a community effort,” said Jennifer Antonucci, emergency medical services coordinator, Murrieta Fire and Rescue.

To achieve this goal, part of the day’s festivities included hands-only CPR training for individuals of all ages and educational opportunities on early heart attack care from Loma Linda University Medical Center – Murrieta. Events such as these give our community members an opportunity to learn and the skill set to act.





# AWARDS AND RECOGNITION

# Honoring Excellence

## Innovating New Knowledge and Research

**Denise Petersen, DNP, FNP** - Denise is a role model for nursing research across the continuum of care within our hospitals and clinics. She has



participated in ensuring the care of patients with heart failure, both inpatient and in the ambulatory setting as based upon current evidence through her work with Loma Linda University Home Care and the Loma Linda University Medical Center Cardiology. In addition, she has contributed to the advancement of nursing research studies through her own research into 30-day readmission risk assessment in heart failure patients. She has also collaborated with LLU School of Nursing and international researchers from Korea for the assessment of the spiritual needs of patients and family caregivers living with heart failure.

Within the Heart Failure Clinic, as part of the cardiology team, she collaborates with her healthcare colleagues in a wide variety of intervention studies and also encourages graduate students and assists them in their research with this patient population.

## Nursing Quality Award

Quality is at the heart of healthcare. Effective leaders must embrace promoting quality care at the frontline. Ann Mijares lives quality and safety and her desire is to see that same passion in her peers. She is a leader who supports nursing 100%. She is a clinical nurse specialist who has her doctor of nursing practice, in addition to being a Certified



Professional in Health Care Quality (CPHQ). She also is a Critical Care Registered Nurse (SSRN) certified with the American Association of Critical Care Nurses.

She has a way of helping others feel confident in their work and will help them achieve a goal that they may not see themselves accomplishing.

Of her many roles, Clinical Nurse Specialist (CNS) fits her perfectly. Ann's positive attitude, smile and laugh create an atmosphere of decreased anxiety, effective collaboration and a sense of support. She is a leader who can take an event review with an interdisciplinary team, and effectively engage a team to come up with ideas of how they can improve the care that is being provided. The team suddenly owns the process. Ann's quality rounds are truly appreciated by front line staff. They view the incident discussions as a learning opportunity and not punitive. She is a true nurse who is always striving to make things better for nurses and patients at Loma Linda University Health.



## Evidence-based Practice Team Award

### Sixth Floor Evidence-based Practice Team

The sixth floor evidence-based practice (EBP) team includes registered nurses and a patient care assistant. The team was selected for this award because of its dedication to improving nursing practice and the care of the acute care medicine patients. This team was formed as members of the first sixth floor EBP team completed their initial project and recruited new members as some of the previous members rotated off to pursue new paths. This team has focused upon the administration of subcutaneous insulin to patients at the start of the day. The team identified that there appeared to be wide variations in the nursing practice of administering subcutaneous insulin and the patient's eating of their first meal of the day. Upon review of literature, the team identified best practice as the administration of insulin within 30 minutes of

the patient eating. As part of this project, the team completed observations of nursing practice and timing of insulin administration, met with nutritional services to discuss tray delivery times, provided education and restructured nursing processes to ensure timely administration of insulin. After implementing this project they evaluated the changed processes, examined the impact upon nursing overtime and supported sustained change through the identification of patients on insulin and follow-up observations. The team's first project was written up and they submitted their EBP change project for publication in the *American Journal of Nursing*. The manuscript has been accepted with a request for changes. The current project has been completed and the team has submitted and presented a poster on this project



entitled "Connecting Insulin and Patient Meal Times: an EBP Approach" at the 20th Annual EBP and Nursing Research Conference in 2019. The team is preparing to develop the manuscript of this project for submission to a nursing journal for further dissemination. At the same time they are beginning to think about their next project.

# Hospital Awards in 2019

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## A Best Regional Hospital 2019-2020

The annual U.S. News & World Report best hospitals study ranks nearly 5,000 medical centers in the nation. Loma Linda University Medical Center ranked among the best hospitals in the metro area for 2019-2020.

### U.S. News & World Report High Performing Services 2019-2020:

Specialties of the Loma Linda University Medical Center were recognized as high performing in seven areas:

- Gastroenterology and gastrointestinal surgery
- Colon cancer surgery
- Cardiology for heart failure, aortic valve surgery and heart bypass surgery
- Pulmonary care for chronic obstructive pulmonary disease (COPD)
- Orthopedics for knee replacement

### U.S. News & World Report High Performing Service 2018-2019:

Four specialties of the Loma Linda University Medical Center were recognized as high performing:

- Gastroenterology and gastrointestinal surgery
- Neurology and neurosurgery
- Orthopedics
- Urology



## Nationally Ranked for Gynecology

Loma Linda University Medical Center was ranked among the best hospitals for gynecology in the nation for 2019-2020.



## Top Teaching Hospital 2018

With rigorous standards and high competition, Leapfrog Top Hospital Awards are some of the greatest honors a hospital can receive. The Loma Linda University Medical Center East Campus was named a Leapfrog Top Teaching Hospital for 2018.



## American Heart Association Get With The Guidelines

Loma Linda University Medical Center earned the 2019 Get With The Guidelines® - Resuscitation Gold Plus Quality Achievement Award for the Adult Population. This award recognizes Loma Linda University Medical Center's commitment and success in implementing a high standard of resuscitation care by ensuring that their resuscitation patients receive treatment that meets nationally accepted, evidence-based standards and recommendations.

## American College of Cardiology Heart Attack Treatment Recognition

Loma Linda University Medical Center is recognized as well-equipped to quickly evaluate, diagnose and treat chest pain.

## Comprehensive Stroke Center Certification

Loma Linda University Medical Center became the first hospital in the region to earn its Comprehensive Stroke Center Certification. This is the highest level of certification, given only to hospitals that meet the highest standards of complex stroke care.

## Patient Safety and Satisfaction Awards

### Hospital Safety Grade “A” Fall 2018 and Spring 2019 – Leapfrog

Showcasing their nationally recognized achievements in patient safety and quality, Loma Linda University Medical Center and East Campus hospitals were awarded an ‘A’ by The Leapfrog Group, an independent watchdog organization. The Leapfrog Group’s spring 2019 Leapfrog Hospital Safety Grade designations are widely considered as one of the most competitive honors American hospitals can receive.



### Top 100 in Consumer Loyalty 2017-2018 - NRC Health

Loma Linda University Medical Center was ranked 33 in the Top 100 for consumer loyalty nationwide and Number 1 in the Inland Empire by National Research Corporation (NRC) Health, recognizing the hospital’s ability to serve and earn the longstanding trust of its patients.

## Top Workplace Awards

### 2019 150 Top Places to Work in Healthcare - Becker’s Hospital Review

Loma Linda University Health was named to Becker’s Hospital Review as one of the “150 Top Places to Work in Healthcare 2019.” The announcement included the organization as one of the top hospitals, health systems and healthcare companies that promote diversity within the workforce, employee engagement and professional growth. Becker’s recognized Loma Linda University Health for the organization’s employee benefit plans and community outreach. Becker’s also noted Loma Linda University Health’s unique wellness and spiritual programs that support employees’ efforts to lead a healthy lifestyle.





**FOR EXTRAORDINARY NURSES**  
IN MEMORY OF J. PATRICK BARNES

# Daisy Award Recipients

**Regis Scoubart, RN**

*Surgical Hospital | OR*

**Kevin Karyono, LVN**

*Home Care | Home Health*

**Daniel Genstler, RN**

*Medical Center | Unit 8100*

**Shane Roberts, RN**

*Children's Hospital | Unit 4200*

**Grace Fermina de Lara, RN**

*Behavioral Medicine Center | Unit 100*

**Kristina Spielman, RN**

*Medical Center – Murrieta | ICU*

**Atsuko Miyajima, RN**

*East Campus | Unit 1400*

**Steven Watson, RN**

*Medical Center | Unit 7100*

**Rey Iglesia, RN**

*Loma Linda University Health | Unit 6100*

**Joey Meyer, RN**

*Medical Center – Murrieta | ED*

**Sharon Rees, RN**

*Medical Center – Murrieta | Oncology*

**Neil Calaguian, RN**

*East Campus | Unit 1300*

**Terresa Durbin, RN**

*Home Health | Home Care*

**Kathleen Nunes, RN**

*Behavioral Medicine Center | Unit 300*

During the 20th Annual Evidence-based Practice and Nursing Research Conference, awards were presented for first, second and third place posters in both Nursing Research and Evidence-based Practice categories.

## The Nursing Research Awards were presented to:

### FIRST PLACE

**Mai Yaseen and Ellen D'Errico**

Nurse-Patient Empowerment:  
Magnet Versus Non-Magnet Hospitals.

### SECOND PLACE

**Fayette Truax**

Addressing Latent Tuberculosis Infection Testing And Treatment In Orange County, California: Baseline Assessment At A Local Health Center.

### THIRD PLACE

**Julian Perdue**

Innovative Prelicensure Curriculum Using Animal-Assisted Interventions.

## The Evidence-based Practice Awards were presented to:

### FIRST PLACE

**Karin Ulltjaern**

The Effects Of An ECG Protocol For Psychotropic Medications In Psychiatry.

### SECOND PLACE

**Brandie Richards**

Antibiotic Stewardship: Decreasing Antibiotic Overuse In The Treatment Of Pharyngitis.

### THIRD PLACE

**Lydia Larsen**

The Use Of Text Messaging As A Communication Tool Among The Pediatric Population.



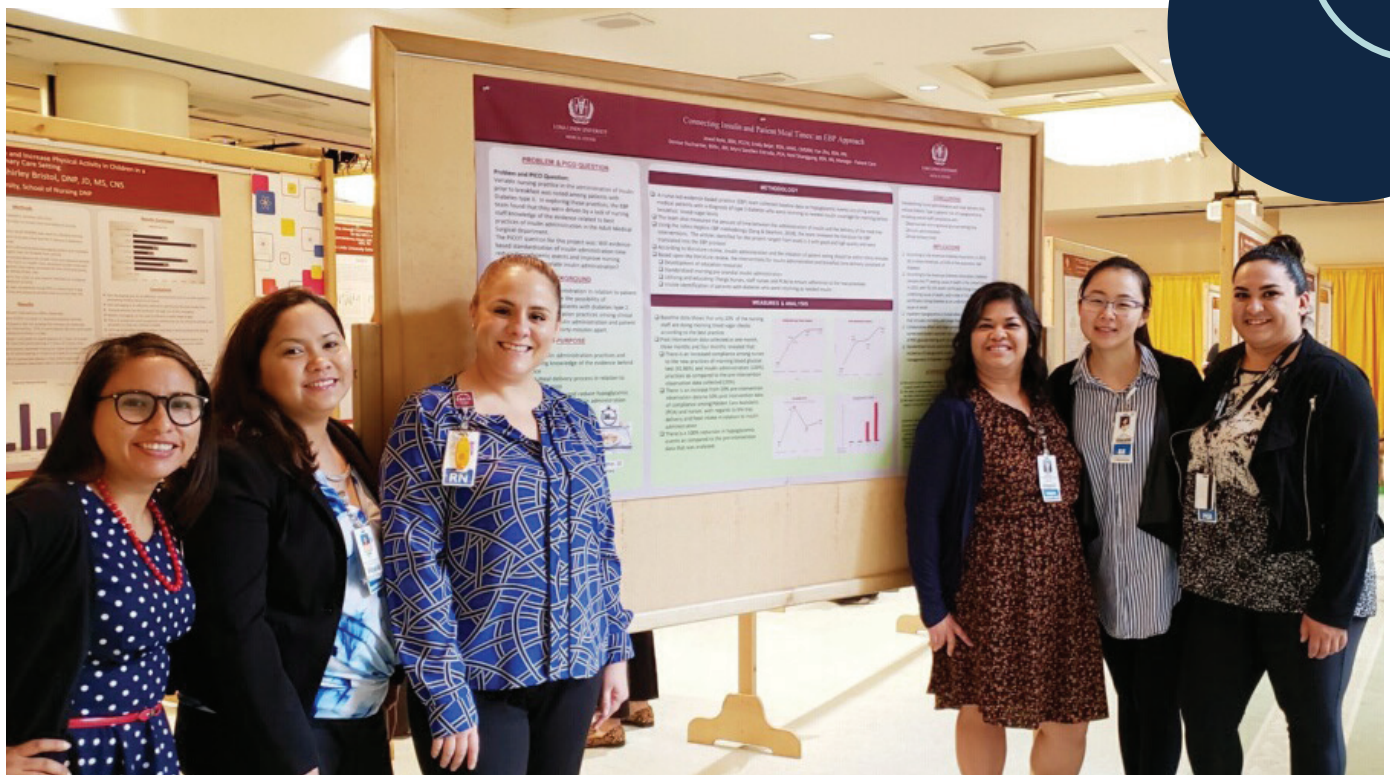
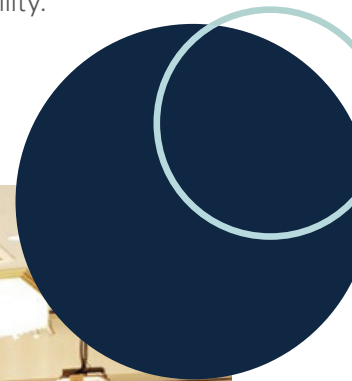
# 20th Annual Evidence-based Conference

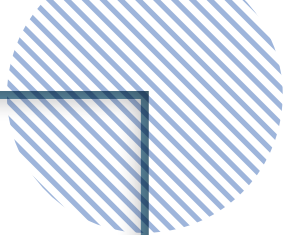
On May 9, 2019, the 20th Annual Evidence-based Practice and Nursing Research Conference was held in the Wong Kerlee Conference Pavilion. The audience of 179 clinical nurses, leaders, faculty and students heard from the morning's keynote speaker, Judy Davidson, PhD, FCCM, FAAN, University of California, San Diego Health, who presented her current research focused on workplace wellness and nurse suicide. The afternoon keynote speaker was Kim Richards, RN, NC-BC, President of Self-Care Academy, who discussed Self Care: The Foundation for Creating the Optimal Healing Environment.

In addition to the keynote presentations, six clinical staff and students from Loma Linda University Health presented their evidence-based research projects. The conference also provided the opportunity for 42 poster presentations on a variety of clinical topics.

In addition to the poster awards, two other awards were announced. The first was for the second Evidence-based Practice Fellowship, which went to Cara Gonzalez, BSN, MS, RN. Over the next year Cara will be working on a research study exploring the use of weighted blankets and sedation

in pediatric critically ill patients. The second award was the first annual Small Research Grant for \$5,000, which was awarded to Silvinia Cuizon, MSN, RN. Silvi is a manager for nursing projects at Loma Linda University Health System Nursing Administration. She is also a PhD nursing student at the University of San Diego. The grant was awarded for her research entitled, "A Qualitative Exploration of the Patient Care Experience as Perceived by Hispanic Patients Receiving Care at a Safety-Net Facility."





# Celebrating Nurses: Loma Linda University Awards the Providers' Outstanding Impact on Students

Nurses on Unit 4700 were awarded the Loma Linda University School of Nursing 2019 Student Nurses Choice Award for best student experience, an annual recognition that honors the best of the nursing profession and the work they do.

The award was presented during Nurses Week as a special thank you to the nurses who provide hands-on experience and memorable experiences for students who rotate through the unit at Loma Linda University Medical Center.

Nurses Week provided students the opportunity to say thank you for the mentorship provided by the nursing staff in the unit – the Medical Intensive Care Unit. Their constant caring and frontline service has been invaluable in teaching the students, said Andreia Lofthouse,

executive director of student and alumni relations at the school.

"I am extremely proud of the nurses on Unit 4700 for winning this award for the second year in a row. They uphold the values of compassionate care to our patients while being positive role models and mentors for the nursing students," said Desara Shipley, RN, director of patient care for the unit.

In addition to the best clinical rotation unit, students also celebrated the nurses who were voted preceptor of the year for undergraduate and graduate education.

The award for Undergraduate Preceptor of the Year was given to Brittany Jordan, who has served as an operating room nurse at Surgical Hospital since 2017. "Although she was often extremely busy with cases, she still made the time to teach me each aspect of being a

nurse," said Megan Palmer, a nursing student.

Rami Haddad, DO, who serves as a Family Medicine physician at Loma Linda University Health, was also honored as the Graduate Preceptor of the Year. "Dr. Haddad always makes sure the students are given opportunities to learn and is flexible with us when we faced challenges," said Michelle Brothers, a doctor of nursing practice student.

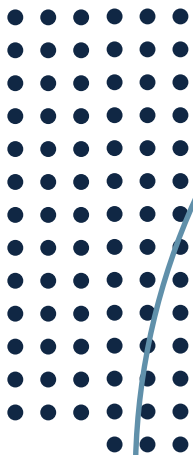
"Each of the nominees for both the top unit and top preceptor represent the organization's values, which include compassion, integrity, excellence, teamwork and wholeness," said Elizabeth Bossert, PhD, RN, dean of the School of Nursing.

"We are proud to see nursing staff's commitment to provide quality education to the next generation of nurses," she said.





# STRUCTURAL EMPOWERMENT



# Loma Linda University Health Continues to Grow and Expand Professional Governance Groups

As we began our Magnet journey we had developed a shared governance structure to increase the involvement of clinical bedside staff in the units and departments. This was done through the use of protected time developed for staff members to meet and share their opinions and feedback on how to make positive unit/department changes.

Although some units/departments provided this opportunity, not all staff were aware of the purpose of shared governance, their roles and responsibilities, and that unit/department goals and projects need to be in alignment with the Nursing Strategic Plan.

Staff and leadership have expressed the need for standardization and discussed the gaps within the current structure. Staff have identified the need for more education and resources to support the growing needs of their unit/departments. The current structures were a great way to start the foundation of Professional Governance (PG), but the two key factors to elevating PG to the next level was to tie unit/department projects to an outcome that related to the Nursing Strategic Plan, and to have a formalized council where education and unit/department

projects were openly shared and evaluated. This change led to the development of the official Professional Governance Coordinating Council (PGCC). The Professional Governance Coordinating Council (PGCC), is a forum where all PG unit/department chairs come together on a quarterly basis to share their unit/department projects and feedback. This coordinating council serves the voice of bedside nursing and is a platform to share information among colleagues across different campuses.

This change started by presenting the PGCC at the Nursing Oversight Committee (NOC), where nursing leaders from multiple campuses and departments were in attendance. After sharing the information at NOC, the Magnet team reached out to the PG chairs to create awareness and ensure that staff understood the purpose of the PGCC.

As we continue to strengthen professional governance and engage staff to share their voice and take a front seat to nurse practice changes the number of PG groups continues to grow at LLU Medical Center and LLU Children's Hospital.

36

**Councils in Loma Linda  
University Health.**

27

**Councils in Loma Linda  
University Children's Hospital.**

9

**Councils in Loma Linda  
University Medical Center.**

We are looking forward to the variety of outcomes and projects that come from the PG groups and the empowerment of clinical bedside staff especially when looking at the quality outcomes and patient satisfaction that arise from unit projects. As the organization continues to support staff, enabling them to have protected time to meet in groups to share their knowledge and expertise, the outcome will be greater staff satisfaction.

# Changing the Way We Look at Acuity



Patient classification and reliability testing is a California Title 22 requirement for hospitals. Nursing leadership was evaluating the prior process for accessing acuity and found throughout the entities there were varied practices. The prior process required manual entries and centered around information that was gathered on the unit level from the charge nurses working on the particular day. The issue with that process was the subjective way of evaluating acuity. Since charge nurses all had a different approach to looking at their staff and productivity, along with the varied acuities of their patients, it led to having different variables. This led to a desire to find a way to extrapolate the acuity data in a more objective fashion, with the use of innovative technology at hand.

Anette Nunn, director of patient care for Loma Linda University Surgical Hospital and Ken Wenzell, director of clinical informatics, began by pulling together leadership to get feedback about current

processes to determine where the discrepancies and variances were. They then polled the clinical staff to determine their understanding of the process. A taskforce reviewed the technology components that Loma Linda University Health had in-house to see what already existed. They were able to determine that some components existed in the current system but that a few others would need to be built into EPIC. The collaborative approach of the nursing department and the EPIC implementation system allowed for the development of an acuity tool that was objective and easy to use and teach to. The acuity system in EPIC

was tested in both acute care areas and intensive care areas. While navigating change can be difficult, the major success of this implementation was the clinical staff and nursing leadership's ability to give feedback that was heard and recognized, which made them change agents for this new workflow. Automating the acuity tool in the system and having reports that are requested by simply pushing a button have demonstrated to be beneficial, have streamlined the education and understanding, and demonstrated that having the same process for all entities was much needed.



# One Person Making a Tremendous Difference

Rudy is a patient care assistant who has worked at Surgical Hospital for 10 years. He is mostly known for his can-do attitude and helpful spirit. He takes great pride in providing excellent care and for going above and beyond to help out his team. When asked if he can help with something, his immediate answer is always "Yes, of course!"

As part of Rudy's duties, he walks many of the patients who have foley catheters, in place. When the education came out for CAUTI prevention, Rudy noticed that when walking his patients, staff and patients alike would place the foley bag on top of the IV pole, or inside a bucket that was placed on top of the IV pole wheels. This was causing the foley tubing to drag on the floor, impacting the distance and comfort in which the patients ambulated. Rudy went to his charge nurse and other nursing

staff with an idea and the support was overwhelming. Rudy saw an opportunity and invented a way to make patient mobility safer and more convenient after surgeries requiring catheters.

Rudy noticed that the foley bag had hooks, usually used to hang the bag from the bed. He then realized that those same hooks could be used on an IV pole if he could develop a way for the foley bag to hang from the IV pole. Rudy was able to invent a contraption on the IV poles that could hold the weight of the foley bag,

keep the foley back in an upright position at the proper level, and allow for no tubing to drag when patients are ambulating. This has resulted in increased patient and staff satisfaction and a safer and effective way to ambulate patients. Rudy says of the results of his invention: "Before, the patients and nurses would have to carry the bag to the bathroom or when walking, but now they simply hook it onto the pole."

Rudy is a shining example of how we all play a role in making a difference with our patients.



# LLU Behavioral Medicine Center: Geriatric Program

Mental illness is increasing in the geriatric population. In the Inland Empire, Loma Linda University Behavioral Medicine Center is one of the few hospitals able to serve the needs of the rapidly growing number of seniors ages 55 and older. The Center provides treatments that, incorporated with the ministry of Jesus Christ, help make man whole in a therapeutic setting. The interdisciplinary team of professionals integrate the physical, social, emotional and spiritual needs of the elderly patient population into treatments. The Center provides individual and group therapy, as

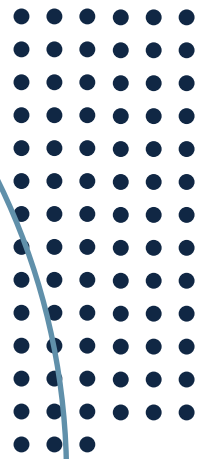
well as a structured therapeutic environment with minimal stimuli to help manage problem symptoms and treat each patient's need for independence. One breakthrough therapy that Loma Linda University Behavioral Medicine Center is providing seniors with is aromatherapy. Through the use of aromatherapy the center has found enhanced fall prevention and a decrease in the need of PRN (as needed) medications by creating a relaxing and calm environment that enables seniors to cope with depression and anxiety. When medication and therapy is not effective for our senior

population, electroconvulsive therapy is provided to help treat mental illness. These patients can be provided with this service either as an inpatient or as an outpatient. With the Loma Linda University Behavioral Medicine Center interprofessional expert team specializing in the care of the geriatric population, working together to help treat these patients and their families, we are making a change in creating a healthy community, increasing patient satisfaction and addressing the need for independence.





# EXEMPLARY PRACTICE



# Professional Governance Improving Patient Armband Practice

Loma Linda University Medical Center East Campus is a 134-bed hospital known for its orthopedic, neurosurgery and inpatient rehabilitation specialties. The professional governance groups at East Campus are constantly looking for ways to improve the quality and safety of the care they provide to their patients. The Unit 1300 (an acute care unit) professional governance group was evaluating the compliance, safety and comfort of alert bands. Alert bands were utilized on patients' arms to alert hospital staff to important conditions such as allergies, limb alert and fall risk. This in turn required the patient to wear multiple bands. They discovered that the bands were not being appropriately utilized as intended. When the team did further assessment they found several causes for noncompliance: patients not wanting to wear the bands because they did not like the feeling of multiple bands on their arms, patients not liking the way the bands would stick to their skin and the tightness of the band whenever it would move up

their arms. Additionally, the team found that the use of multiple bands was putting many of the patients with fragile skin at risk for skin tears, due to the rough edges of the band and/or band putting increased pressure to the skin. With patient comfort in mind, in addition to compliance of the alerts, the professional governance team sought out an alternative to the alert bands and discovered that ID band clips were an available option.

The ID band clips turned out to be a huge success on the unit. Nurses and patients are excited about the use of one band that accommodates all the alert clips. Not only has East Campus seen an improvement in compliance with utilizing the clips on the ID band, but patient satisfaction has improved immensely, as the comfort of only one

band proves to be ideal. Patients are now at a decreased risk for injury to skin and safety alerts are now in compliance, thus increasing safety awareness for fall risk, allergies and limb alerts. Recognizing that our main goal as nurses is to provide our patients with exceptional care, the professional governance team of Unit 1300 has been able to positively impact patient comfort and safety with the use of the ID band clips throughout the whole health system.



# Murrieta Connects With Excellence With Zero CAUTIs and CLABSIs for One Year

Hospital-acquired infections (HAIs), are infections that patients get while receiving treatment for medical or surgical conditions. Some patients are at greater risk than others – young children, the elderly and persons with compromised immune systems are more likely to get an infection. Other risk factors are long hospital stays, the use of indwelling catheters, failure of healthcare workers to wash their hands and overuse of antibiotics.

In American hospitals alone, the Centers for Disease

Control (CDC) estimates that HAIs account for an estimated 1.7 million infections and 99,000 associated deaths each year. Of these infections:

- 32% of all healthcare acquired infections are urinary tract infections
- 14% are bloodstream infections

Over the past year, LLUMC-Murrieta nursing and quality have collaborated and rolled out some important changes in practice to improve our infection rates. We had two CAUTIs and two CLABSIs in Q2 2018. We implemented The Joint Commission (TJC) hand hygiene initiative, an assessment tool for urinary catheter use (HOUDINI), reduced variation by implementing a

central line dressing change team, increased awareness for line days, changed some products and re-educated documentation practices. These changes in practice helped us achieve our goal of zero CAUTIs and CLABSIs for over one year!

To honor the hard work and dedication by our team, our first celebration took place in the hospital lobby on April 19th, as all staff were invited to join the fun festivity by partaking in a variety of Krispy Kreme donuts. This activity highlighted zero CAUTIs for 12 months straight. Our next event took place on June 13 as staff participated in another celebration focused on the achievement of zero CAUTIs for an entire year! The Murrieta team enjoyed visiting with one another in the decorated lobby while eating “Lifesaver” candies, which was a fun way to emphasize the importance of decreasing infection rates for our patients.



# Faces of Our Certified Nurses

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## **Paulette Bentsen, Certified Case Manager (CCM)**

*Becoming a CCM increased my knowledge base and has helped me as a case manager because I better understand the options available to my patients. I also can help them navigate the healthcare system and educate them on what to expect along the way.*



## **Laura Herman Brauer, Certified Post Anesthesia Nurse (CPAN)**

*As a new clinical educator, I wanted to demonstrate my passion and commitment to the unique specialty of perianesthesia nursing. I also wanted to lead by example and instill confidence in my team that I had the knowledge to not only provide the best care for my patients, but to also be able to guide my team to be able to do the same.*



## **Jennifer Brumett, Advanced Trauma Care Nurse (ATCN), Emergency Nurse Pediatric Certification (ENPC), Moderate Sedation Nurse (MSN)**

*I truly enjoy pediatrics and wanted to be as prepared and knowledgeable as possible. The information and education you receive through certification can be overwhelming but really does expand the critical skills we use on a daily basis. Knowing how to prioritize, the assessments and always remembering that kids are not just small adults.*



## **Trevor Cavender, Progressive Care Certified Nurse (PCCN)**

*Certification has provided a deeper knowledge and appreciation for the intricacies of modern medicine and disease processes. This greater understanding has led to immediate benefits in my experiences providing patient care for patients of all beliefs and backgrounds.*



## **Carrie Cobos, Certified Stroke RN (SCRN) and Certified Emergency Department RN (CEN)**

*I can honestly say being certified in various specialties has allowed me to gain knowledge of what is most current and relevant to my patients to assure safe and competent care. Our patients are complex and sicker today than ever. Having the knowledge acquired through initial certification and ongoing re-certification not only validates my skills and knowledge, but provides me the confidence to advocate for my patient.*



## **Adela Diaz, Oncology Certified Nurse (OCN)**

*Healthcare is constantly evolving and the registered nurse needs to be prepared to care for the patient and their family. It also provides personal growth. It has provided me confidence in caring for our oncology patients and in leadership among our recent new hires.*





**Alane Ferriera, Critical Care Registered Nurse (CCRN)**

*I think it is important that as an ICU nurse in a Level I trauma center that I be equipped with a strong and relevant knowledge base. Having my CCRN has improved my practice by challenging me to continue to grow professionally so that I am able to provide care that meets high standards for excellence and is most beneficial to my patients and their families.*



**LaLaine Galapate, Certified Rehabilitation Registered Nurse**

*I decided to acquire certification to validate my knowledge and skills on acute rehab and of course, increase my confidence at work. I also wanted to experience the benefits of being certified not only for a short period of time but also throughout my entire practice as a rehab nurse.*



**Wilmarie Gil, Psychiatric-mental Health Nursing Certification (RN-BC)**

*Since nursing school I've had a passion for psychiatric-mental health nursing. A personal goal early in my career was to be certified and demonstrate my knowledge in the specialty. Since being certified I feel more confident in my practice and my certification has encouraged me to pursue my MSN.*



**Cindy Hoops, Certification in Conscious Sedation**

*This certification enables me to deliver safe and effective sedation to meet the needs for type and length of procedure.*



**Andrea Mason, Advanced Practice board certification for Clinical Nurse Specialists caring for adult-gerontology patients (ACCNS-AG)**

*Certification has been both a personal and professional goal for me. National certification is currently not required for a CNS upon graduation, however I felt becoming nationally certified was essential to my professional development. Certification provides an opportunity for conversation with my colleagues about the importance of becoming certified and how certification can benefit nursing practice.*



**Mary Payabyab, Certified Gastroenterology Registered Nurse (CGRN)**

*As a CGRN, I feel more confident in my practice with what I have learned in studying for the certification and I also feel I am able to serve my patients better through teaching and advocating for them in the gastrointestinal (GI) setting.*



**Jennifer Pixley, Critical Care Registered Nurse (CCRN) Stroke Registered Certified Nurse (SCRN)**

*Most things are only scary because they are unfamiliar to us. After working with our neurology patients and their families for two years, I really came to love the role of a stroke nurse. With LLU Medical Center being a comprehensive stroke center it seemed like getting my SCRN was something I could do to contribute back to the institution that has done so much for me and the unit that has given me room to grow as a person and as a nurse.*

**Rocio Vargas Sanchez, Certified Clinical Transplant Nurse (CCTN)**

*When I became a nurse I knew that the nursing profession was one that would require lifelong learning. I do not take that lightly and have always strived to advance academically in order to provide the best and safest care possible for all my patients. Being certified reinforces that commitment by demonstrating knowledge, skills and attitude in providing excellent care.*



**Julie Souza, Certified Diabetes Educator (CDE)**

*By studying for this certification, I have evolved as an adult diabetes educator. I have learned more about medications and low-cost treatment options, diabetes management in pediatrics, gestational diabetes and the psychosocial aspects of diabetes.*



**Judith Thomas, Public Health Nursing (PHN) and Certified Clinical Transplant Coordinator (CCTC)**

*I was strongly influenced by the standards of practice demonstrated by my mother, who also was a PHN in the Caribbean (on the tiny island of Montserrat), and later was recognized by the Queen of England for the outstanding results in preventative medicine. This belief has been woven into my practice with rewarding results, as improvement in the quality of life for those waiting on the transplant list brings sheer joy and a positive outcome.*



**Antonia Tocco, Vascular Access Board Certification (VA-BC)**

*Staying up-to-date has allowed me to advocate for my patients in an educated way. I always want to make sure I am following best practice and national standards to provide excellent patient care. Certified nurses are constantly educating themselves and looking for new ways to provide even better support, and I am proud to be a part of a community that strives for greatest possible outcomes.*



**Philip White, Certified Professional in Healthcare Quality (CPHQ), Certified Professional in Healthcare Information and Management Systems (CPHIMS), Project Management Professional (PMP), ASQ: Certified Six Sigma Black Belt (CSSBB), Certified Quality Auditor (CQA), Certified Manager of Quality and Organizational Excellence (CMQ-OE), Certified Quality Engineer (CQE)**

*I believe there is much healthcare can learn and apply from other professions and fields of study to improve our quality and safety, so I have sought to supplement and validate my knowledge and skills from fields such as information management, project management, Six Sigma Black Belt, auditing, quality management and quality engineering.*



**Zelne Zamora, Certified Medical-Surgical Registered Nurse (CMSRN)**

*I've taught medical-surgical for over 30 years now and I think that taking the test just reinforced that I do keep current in practice and that I am teaching new nurses valid information for them to take into practice.*



# Minimizing Empty Bed Time for Improved Patient Throughput



Patient throughput is a critical element of the operations in a hospital. It ensures that patients have access to care, receive the treatment they need and are given education so that they are able to continue their healing process at home. Patient throughput is a team sport. One role that Patient Placement Services plays within patient throughput is to have a comprehensive, house-wide perspective on the supply of beds and nurses, in an effort to best match the demand of patients coming from all portals of entry such as the Emergency Department, Perioperative Services, direct admissions and transfers. It's sort of like being an air-traffic controller.

Given the abundance of patients that seek care at Loma Linda University Health, it is imperative that Patient Placement Services is continuously striving to improve processes. Previous

initiatives had been implemented in the department to help improve throughput but they were vague and didn't provide clear data as to where the challenges or barriers were.

We assessed the process, gathered and interpreted data, and identified an area for improvement. During the assessment of processes within the department, it was identified that the existing workflow did not encourage "pre-assigning" patients to beds. At the peak, it took over 90 minutes to assign a patient to a bed that was already clean, staffed and ready to receive a patient. This meant that a patient was anxiously waiting to arrive in their bed for far too long.

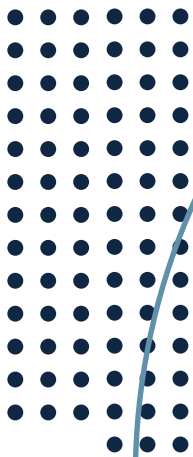
Patient satisfaction and quality of care was a primary driver in looking for a solution to discover

why it was taking so long to admit patients. We started working collaboratively with an interdisciplinary team that included nurses, physicians, environmental services, leaders and our performance improvement team. We discovered potential changes to the workflow that could help inch us closer to our goals.

The first thing we had to agree upon was a common goal: having minimal empty bed time.

This meant that as soon as a bed was unoccupied and clean, a new patient would be assigned in less than 20 minutes. The ultimate impact to the patient is that they would be able to go to the appropriate unit and receive care from specialized nurses as soon as possible. This change required a team approach from nurses, charge nurses, managers and various leaders.

Our baseline data was over 90 minutes of empty bed time. Since we implemented our process, we have been able to sustain our goal of having minimal empty bed time. Although nurses within Patient Placement Services don't have the privilege of directly interacting with patients, placing patients to the appropriate bed and nurse is how we advocate for patients throughout the system.



# TRANSFORMATIONAL LEADERSHIP

# A Career Path in Nursing Can Lead One in Various Directions – Allison Ong

Nursing leadership comes in various forms and oversees a wide array of departments that many don't seem to think of. Allison Ong's unique story is one that piques the curiosity of many and proves that when it comes to a career in nursing the sky is the limit. Throughout her years here at Loma Linda University Health, Allison has demonstrated a strong bedside ethic and passion to do what is best for the patient, which led her to a curiosity of how hospitals worked. Early in her career on the Medical Intensive Care Unit, performance improvement was vital. Allison stated: "Within nursing we are the experts to understand how a patient experiences care," she saw the interworking of the hospital as a puzzle and the better she could understand the pieces of the puzzle, the more effective she could be at improving performance.

She went on to be a part of the first nursing leadership residency cohort at Loma Linda University Health, where she attributes her big picture thinking. "It gave me a holistic view of the health system and put me in direct exposure with various leadership styles, communication

methodologies and in a position to better understand the challenges and barriers the different units faced." She was able to graduate from the two-year nursing leadership residency with her own leadership style, a better understanding of the puzzle pieces and a belief that people want the best for their patients.

After the residency Allison became the project manager under the CNO. In this role she learned how to influence change through evidence. The most valuable part of

this role was being able to work on projects that spanned the system, allowing her to understand perspectives from various nursing areas and build relationships with their staff and leaders. It was a unique experience to have to work toward an end goal while also managing the concerns of various nursing areas.

Allison went on to become the director of the Patient Placement Transfer Center. This role





further developed her big picture thinking and helped her establish relationships with people. It taught her how important it is to circle back with people, to give people a clear understanding of the background and situation. If she had one major piece of advice to give a nurse seeking to grow in their leadership abilities, it would be:

“Creating and maintaining relationships with people is really important, as well as trying to always lead with empathy and understanding for where other people may be coming from.”

Being responsible for the flow of a hospital helped her begin to assemble the puzzle pieces and allow for her to create that holistic entity-wide view that developed her skills for long-term planning and understanding how certain decisions would impact the hospital as a whole.

Now Allison is the executive director of Campus Transformation Project Transition Planning and Patient Placement Services. In addition to her existing responsibilities over patient placement and transfer center, her primary responsibility in her new role is to work alongside the construction team to ensure that we move to the new hospital safely and that the transition is as smooth as possible. The combination of her experience in the nursing leadership residency, as a project manager and director of patient flow, has led her to find her own technique for being able to take on a project of such magnitude. Allison candidly shared her

pleasant surprise of how helpful the nursing process has been to her career trajectory. Its valuable lessons of first assess, then plan, implement the intervention and then evaluate, has been a critical process not just for her time at the bedside but throughout all of her leadership roles.

Allison’s success is primarily attributed to her following her calling and doing her best. When asked what advice she would give nurses who want to grow, she states: “Regardless of what role you are in and what task you are given, always do your best. We all have God-given talents and when we do our best with what God has given us, this allows for Him to use us in the fashion intended for the plans and purposes He has for us.” Allison’s remarkable trajectory is powerful evidence to the value nurses bring to all arenas in healthcare and she’s only just begun!

# Transforming Clinical Excellence – Carrisa Cianci

Carissa Cianci started her nursing career working as a Student Nurse Assistive Personnel-Patient Care Assistant (SNAP-PCA) while attending nursing school at Loma Linda University. Her clinical experience began on Unit 8200 (neurosurgical/trauma intermediate care), where she worked for a couple of years before moving to Unit 8100 (neurosurgical/trauma ICU). "I appreciated the detail of the ICU." This attention to detail would serve her in the next phase of her career. After working on Unit 8100 for a couple of years, she was selected by her leadership team to review ICU quality metrics (ventilator bundle, central line bundle, etc.), which transitioned into a full-time role in Patient Safety and Reliability (PSR). She then transitioned into her current role as a quality and patient safety specialist and clinical ethicist. In this role she works closely with Dr. James Pappas to create and implement Shared Baseline Pathways. "Carissa has been an amazing asset to clinical pathway development. She has a unique set of skills – clinical and information systems

– which when combined with some of her traits, including attention to detail, an analytical mind and an unwillingness to settle for the easy answer, make her a perfect fit for pathway development," states Dr. Pappas.

In this role the team identifies an area of opportunity in any aspect of clinical care where they are not meeting the benchmark. One of the major goals of the team is to reduce variability in the care that is provided, specifically reducing unwarranted variation in the care. Carissa and the team work together with multidisciplinary teams to identify best practices for a specific patient population or disease process. They find ways to provide clinicians at the bedside with the decision support they need so that clinicians and

providers can focus on what makes the patient different from the rest and the unique attributes the patient brings to the case. Providers and clinicians can also go to the team and address areas of concern.

Carissa not only is leading by paving the way for amazing technology to redefine the way person centric care is delivered, but she is the first nurse and first non-physician to be a part of the Clinical Ethics team doing ethics consultations. Carissa completed a master's degree in bioethics from Loma Linda University. She finds that her master's in bioethics has complimented what she does in quality very well.

"My current role with Shared Baseline Pathways actually



mirrors the reason I pursued ethics, which was the desire to find a common standard for medical decision-making that wasn't dependent on, or unduly influenced by, the personal preferences or convictions of the provider."

Since her position in 8100, every position she's held thereafter were roles that did not exist previously, contributing to her transformative nursing practice and exemplary peer leadership.

When asked why this line of work, Carissa stated: "I love the opportunity to help improve the quality of care we provide to every patient that comes through our facility, as well as provide our clinicians with the tools and support they need to provide our patients with excellent care. The goal in all of our projects is to reduce unwarranted variation in patient care and create a reliable

system wherein like patients receive like care."

When Carissa started nursing, she had no idea there were so many different ways for nurses to be involved in shaping healthcare. She states, "I really love my job and I am extremely grateful to the individuals who have helped guide my career path." Her advice to someone considering this career pathway is "If you are interested in it, do it! Pursue what most interests you, and there will be an area in nursing where you can do just that."

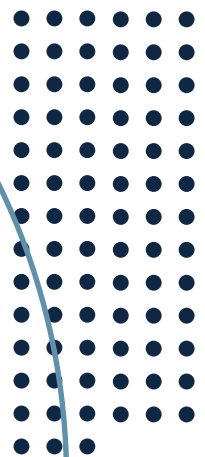


### Pathways Carissa and the team developed:

- Working with cardiologists and a team of nurses, the baseline pathway team was able to create a care path and heart failure order sets specifically tailored to the unique needs found in the patient's chart.
- Working with surgical oncology and the perioperative team, including CRNAs (Certified Registered Nurse Anesthetists), they worked to develop an ERAS (Enhanced Recovery After Surgery) pathway for elective colorectal surgeries. This pathway follows the patient through their entire perioperative journey, from the time they present in clinic and a case request is put in, to the PACE (Pre-Anesthesia Consult and Education) appointment, to pre-op, intra-op, all the way through post-op to ensure certain goals and outcomes are met.
- The team worked with Loma Linda University Children's Hospital's obstetrics (OB) clinical nurse specialist Kimberly Johns and OB physician Courtney Martin to develop a protocol for preeclampsia based on the American College of Obstetricians and Gynecologists (ACOG) guidelines, to ensure preeclampsia was easier to identify, increasing providers' ability to treat it promptly.
- One of the more elaborate projects the team worked on was a weaning protocol pediatric asthma, which allows respiratory care practitioners (RCP) to follow standardized process in weaning patients off of continuous and intermittent albuterol. Through this project the team was able to lower the length of stay for this patient population from 33% above the benchmark, to having met the benchmark on average over the past 11 months.



# RESEARCH AND INNOVATION



# Cross-cultural Research

## Exploring the Spiritual Needs of Patients and Family Caregivers

### Background and Significance

In 2003, Elizabeth Johnston Taylor, PhD, RN, FAAN, and Iris Mamier, PhD, RN (Loma Linda University School of Nursing), explored cancer patients' and family caregivers' spiritual needs at LLU Medical Center. In this context, Dr. Taylor had developed and published several research tools which attracted the attention of Kyung Ah Kang, PhD, RN, professor of nursing at Sahmyook University.

In fall 2017, Dr. Kang contacted the School of Nursing suggesting a joint cross-cultural study between the two faith-based universities for which she had funding by the National Research Foundation of Korea. A research team was formed with Dr. Kang as principal investigator (PI) her team from Sahmyook University, Dr. Iris Mamier, PI for the LLU site, Dr. Elizabeth Johnston Taylor, and Jasmine Saunders, MPH, (all LLU School of Nursing), and Denise Petersen, DNP, RN

(LLU Medical Center IHI, Chronic Heart Failure clinic), and Sun-Min Kim, DNP, RN, from the Heart Failure clinic of the Loma Linda VA Healthcare Medical Center (PI for the VA site).

### Methodology

This multi-site, survey design study followed a quantitative, descriptive, cross-sectional, correlational design drawing on a total sample of 202 subjects (50% patients and 50% family caregivers). The U.S. sample (50% of the total sample) represented advanced heart failure patients New York Heart Association (NYHA stage III and IV) and their family caregivers who were recruited during heart failure clinic appointments at LLU Medical Center and Jerry L. Pettis Memorial Veterans Hospital. The Korean sample represented patients and their families living with advanced non-cancer disease (PLANCD) at a palliative care facility.

### Broad overview of the results

The study described general characteristics of U.S. and South Korean subsamples in terms of sociodemographic and disease-related characteristics. In a first step, researchers compared the U.S. and Korean patients' spiritual needs and perspectives about

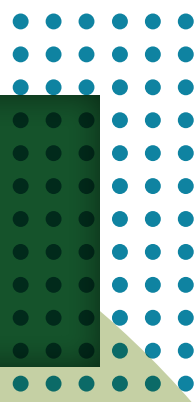
nurses addressing these needs with spiritual care. Lastly, they identified factors that are related to higher spiritual need scores.

U.S. and Korean patients also agreed that the single most important prerequisite for nurse spiritual care is to first show them genuine kindness and respect.

### Nursing Patient Impact

In the past, most studies have been single-site studies describing the spiritual needs of cancer patients; some studies have included family caregivers' perspectives. Researchers using different tools have, however, made it difficult to compare across cultures. This study breaks ground by providing three validated research tools, the SpIRIT, NSTS and NRS, documenting the spiritual needs of patients and family caregivers living with advanced non-cancer disease, cross-culturally and across health systems. The study sets the stage for future intervention studies in this population.

# Grip Research Study



Connecting and collaboration are key today to the success of research and innovation. One example of collaboration in 2019 is the Grip Strength research study. Dr. Lisa Roberts, director of research at LLU School Nursing and principle investigator for the study, is conducting a research study examining the grip strength in nurses. Grip strength is an indicator of overall muscle strength and grip strength in nurses is important in their day-to-day activities and the prevention of workplace injuries. This research study is examining the grip strength among nursing students and nursing staff. The study will include LLU School of Nursing students and students from schools of nursing in Mexico, Brazil, India and Argentina.

Dr. Roberts approached Dr. Patti Radovich, director of Nursing Research for Loma Linda University Health hospitals, to see if the Loma Linda University Health hospitals would be interested

in participating in this exciting research study. Dr. Radovich believes that this is a great opportunity to obtain more knowledge on one of the factors influencing the nursing work environment. The possibility that this factor may play a part in the loss of student nurses due to musculoskeletal injuries is significant today as we are facing reduced numbers of nurses in the future. There is a great need to increase our awareness of factors that can result in potential injuries for current nursing staff that result in on the job injuries and the loss of nurses from

the workforce. It is hoped that this knowledge may provide an opportunity to highlight ways to protect nurses and increase their ability to remain in the workforce.

This study presents an opportunity to bridge academic and clinical nursing, engaging both students and clinical bedside staff in research. We will also be able to highlight the participation in this research study as part of our ongoing efforts to engage and increase nursing research among clinical nurses.



# Evidence Dissemination



## Manuscripts

### Accepted

James Etteldorf's article "Implementing smoking cessation interventions in a preoperative clinic" has been accepted in the American Association of Nurse Anesthetists Journal. This was his DNP project.

April C. Perez, Carol Neilson, Rocio Vargas Sanchez's article "Reducing clostridium difficile infections using five high by five O'clock" has been accepted pending revisions in the Clinical Journal of Oncology.

Lina N. Kawar, Patricia Radovich, Regina M. Valdez, Stephan Zuniga, June Rondinelli. Compassion fatigue and compassion satisfaction among multisite multisystem nurses. Nurse Adm Q. 2019. Oct/Dec 43(4) 358-369.

### Submitted and Under Review

Ann Mijares. "Structured mentorship and the nursing clinical ladder" submitted to Journal of Clinical Nurse Specialists.

Andrea Mason, RN, MSN, CNS, Trisha Arellano, RN, BSN, Danya Egger, RN, BSN, CAPA, Michelle Giralao, RN, BSN, Stephanie Keeth, RN, MSN, ACNP-BC, CNS, Maureen Macatula, RN, BSN, Amelia Tiefenthaler, RN, BS, Patti Radovich, RN, PhD, CNS, FCCM. "A multidisciplinary evidence-based practice protocol to reduce post-operative nausea in the bariatric surgery patient" submitted to the Journal of Perianesthesia Nursing.

Jorge Mesa, Amalyn Mejia, Gareth Tiu's article "Use of an evidence-based protocol for repositioning PICC in children and adults" has been submitted to the Journal of the Association for Vascular Access.

### Poster Presentations

Sarae Pries, Leslie Duke, Donna Kotlar, Desara Shipley and Cleidi DeSouza. "We have your back (pack)! Nurse driven innovation for expedited stroke care." Emergency Nursing Association in September 29-October 2, 2019, in Austin, TX.

April C Perez, Carol Neilson, Rocio Vargas Sanchez. Reducing Clostridium difficile Infections Using Five High by Five O'clock. Oncology Nursing Society (ONS) 44th Annual Congress on April 11-14, 2019, in Anaheim, CA.

Yvette Dial, An EBP Approach to Improving Workplace Civility in the Operating Room. AORN on April 9, 2019, in Nashville, TN.

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## OUR MISSION

The mission of Loma Linda University Health is to continue the teaching and healing ministry of Jesus Christ, "To make man whole," in a setting of advancing medical science and to provide a stimulating clinical and research environment for the education of physicians, nurses and other health professionals.

## OUR VISION

Innovating excellence in Christ-centered healthcare.