

2024 NURSING ANNUAL REPORT

THE POWER OF COLLABORATION



LOMA LINDA UNIVERSITY
HEALTH

Many Strengths.
One Mission.

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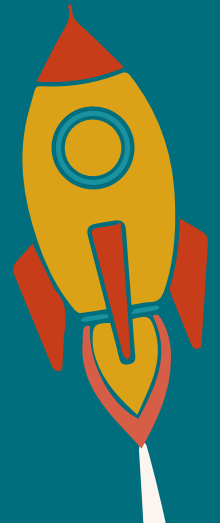
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A LETTER FROM HELEN STAPLES-EVANS

UNITED IN CARE: CELEBRATING THE POWER OF COLLABORATION

I am delighted to present this year's Nursing Annual Report, themed "The Power of Collaboration," which has been the cornerstone of our successes this past year. It starts with a clear vision and a common objective, and it flourishes when we utilize our collective resources to achieve that goal. When we work exceptionally well with others, we alter the climate and create radically better outcomes.

I have found myself resonating with the words of Winston Churchill who said, "We make a *living* by what we get, but we make a life by what we GIVE." Our staff make a life every day, with hands and touch that turn caring and compassion into collaborative action, innovation, comfort and healing.

Similarly, in our work, we have seen that when we bring together diverse perspectives, skills, and experiences, we can achieve radically better outcomes. From our nurse-led bowel regimen protocol for Intensive Care Unit patients to our ultraviolet light study, from our LLU Medical Center East Campus collaboration with medicine in Advanced Urgent Care



to our journey to Beacon Award excellence, collaboration has been the engine driving our progress. As Michael Schrage notes, when we truly collaborate, we create a “communal brain,” turning individual ideas into collective intelligence, where shared knowledge and creative problem-solving have led to innovative care approaches. And it has been evident in our everyday work, where collaboration has fostered a culture of learning, growth and mutual support.

But we know that collaboration is not without its challenges. In a world where people with opposing views must come together to achieve common goals, it requires effort, commitment, and a willingness to put the team above individual interests. It requires us to be open-minded, to listen actively, and to engage in constructive dialogue. Achieving this calls for us to embrace diversity and to value the unique contributions each of us can make.

As we move forward, let us embrace these challenges and let us continue to tap into the power of collaboration. We continue to strive to create an environment where everyone feels heard, valued, and empowered to contribute. I am so proud of each one of you and our teams, who tackle each challenge as an opportunity and never fail to make every effort to understand the perspective of others. Let us remember the words of Helen Keller, “Alone we can do so little; together we can do so much.” Together we can embody the spirit of teamwork and collective action that has always defined our profession at its best.

Thank you for your dedication and commitment to our mission. I look forward to seeing what we can achieve in the year ahead, through continuing to focus on the power of collaboration.

Helen Staples-Evans, DNP, RN, NE-BC

Senior Vice President of Patient Care Services
Chief Nursing Officer, Loma Linda University Health




A LETTER FROM SHERRY NOLFE

BUILDING A BRIGHTER FUTURE THROUGH TEAMWORK: A YEAR OF GROWTH AND INNOVATION

As we mark the passing of another year, I am grateful for the incredible feats we have accomplished. I have had the privilege of witnessing firsthand the transformative power of collaboration over the past year, both within Loma Linda University Children's Hospital and our community. As we navigate the ever-evolving landscape of healthcare, it has become increasingly clear that our ability to work together across disciplines, departments, and organizations is crucial to delivering high-quality patient care, which has undoubtedly been the driving force behind our success.

Over the past year, we have made remarkable progress in cultivating a culture of collaboration at all levels of our organization. From interprofessional teams to cross-functional committees, we have created valuable opportunities for our nurses and multidisciplinary teams to exchange knowledge, expertise and best practices. These efforts have resulted in improved patient outcomes, enhanced support for our staff, caregivers, and their families, and strengthened community connections.

One notable quality initiative in 2023 was the launch of the 1-2-3 Ultra Clean Program, designed to reduce mucosal barrier injuries (MBIs) in our pediatric hematology/oncology/transplant and cellular therapy population. This program, which required a multidisciplinary collaborative effort from medical providers, nurses, nursing support staff, child life specialists, and environmental services staff, has significantly reduced MBIs for this population since its implementation.



Additionally, in early 2023, our pediatric intensive care unit (PICU) introduced a remembrance ceremony, with incredible support from the Loma Linda University Health Spiritual Care Team and PICU physicians, to help staff cope with the grief of losing a patient. During this ceremony, names of deceased patients were read aloud by our PICU physicians, and staff placed ornaments bearing the names of the lost patients on a decorative tree.

On November 14, 2023, our Pediatric Diabetes Center held its first annual Technology Fair on World Diabetes Day. Organized by Nurse Clinician Lindsey Basbas, MS, BA, RN, this event allowed families to explore and learn more about diabetes technologies, including insulin pumps and glucose monitoring systems. Notably, the fair featured booths with high-protein, low-carb snacks, and treatment options for severe hypoglycemia.

Furthermore, the multidisciplinary team from Pediatric Diabetes Center hosted its second annual School Nurse Conference on Diabetes Management in Pediatrics, with 49 school nurses from Chino, Hesperia, Menifee, Palm Springs, Riverside, and San Bernardino School Districts in attendance.

Looking ahead, I am excited about the opportunities that await us. We will continue to prioritize collaboration as we embark on new initiatives aimed at improving patient satisfaction, enhancing the patient experience, and driving innovation in healthcare delivery.

I want to extend my deep heartfelt gratitude to every member of our incredible team at LLU Children's Hospital. Your tireless hard work, dedication, and commitment to excellence have made a tangible difference in the lives of our patients and their families.

It is because of your collective efforts that we earned our sixth Top Children's Hospital Leapfrog award on December 3, 2023. To me, this award symbolizes the remarkable teamwork, collaboration, and excellence that our nursing, physician, respiratory, and ancillary teams bring to patient care.

Please join me in celebrating the power of collaboration and the outstanding achievements of our hospital team. I am honored to be part of this remarkable organization and look forward to our continued work together towards a brighter future.

Sherry Nolle, DNP, RN

Chief Nursing Officer
Loma Linda University Children's Hospital




A LETTER FROM DENISE ROBINSON

COLLABORATING FOR EXCELLENCE: A YEAR OF RESILIENCE AND INNOVATION

As we reflect on the past year, I am filled with immense pride for the dedication, resilience, and collaborative spirit each of you has shown. Our theme this year, The Power of Collaboration, captures the heart of what we have accomplished together. Through innovative teamwork and an unwavering commitment to our patients and each other, we have overcome challenges, elevated the quality of care, and expanded the boundaries of what we can achieve as a team.

I am especially proud of how you have adapted and thrived in the face of adversity. During times of Emergency Department (ED) overflow, our nurses worked hand-in-hand with leadership from various departments, case management, the operating room (OR), intensive care units (ICU) and physician teams, showcasing the strength of interdisciplinary collaboration. These efforts ensured that even in the most challenging moments, our patients received timely, effective care, and our staff were supported every step of the way.

One highlight of our year was welcoming a nurse from China through our our International Professional Development Program (IPDP). Together, we provided her with a unique opportunity to witness the patient journey across multiple departments — from the ED to the OR, ICU, Recovery, and ultimately, to discharge. This experience not only broadened her perspective, but also strengthened our role as leaders in global healthcare collaboration.



Our team's commitment to evidence-based practice (EBP) was apparent through the work of our EBP fellow, who partnered with Patient Experience to enhance the care we provide and support both our staff and the broader community. Collaboration has also driven excellence in our ED and ST-elevation myocardial infarction (STEMI) teams, as we improved the electrocardiogram (EKG) and troponin time standards, directly impacting patient outcomes.

In the Neonatal Intensive Care Unit (NICU), through strong collaboration within our multidisciplinary team, we successfully reduced the need for readmissions, further demonstrating how teamwork leads to better, safer patient care.

This year, we reached a milestone by earning our first "A" safety rating from the Leapfrog Group, reflecting the power of collaboration. This achievement also highlights the exceptional work of our nurses, who have been at the forefront of this multiyear journey, ensuring that patient safety remains a top priority. Your perseverance, collaboration, and unwavering focus on excellence have made this possible.

Every achievement this year has been a testament to your commitment to collaboration, resilience and innovation. Together, we have set the bar high, and I am confident that as we continue to work together, we will push the limits of what is possible in patient care. As the Bible reminds us in Ecclesiastes 4:9, "Two are better than one, because they have a good reward for their labor." It is through our combined efforts that we continue to achieve extraordinary things.

I am so proud of each one of you for your ongoing commitment to nursing, leadership and excellence. You have advanced yourselves in certifications, progressed in your professional education, engaged in global outreach, and strengthened your teams — continuing to mark your place on the professional podium. When given a platform, you create trampolines to achieve such remarkable outcomes.

Thank you for your unwavering dedication to our patients, our hospital, and to one another.

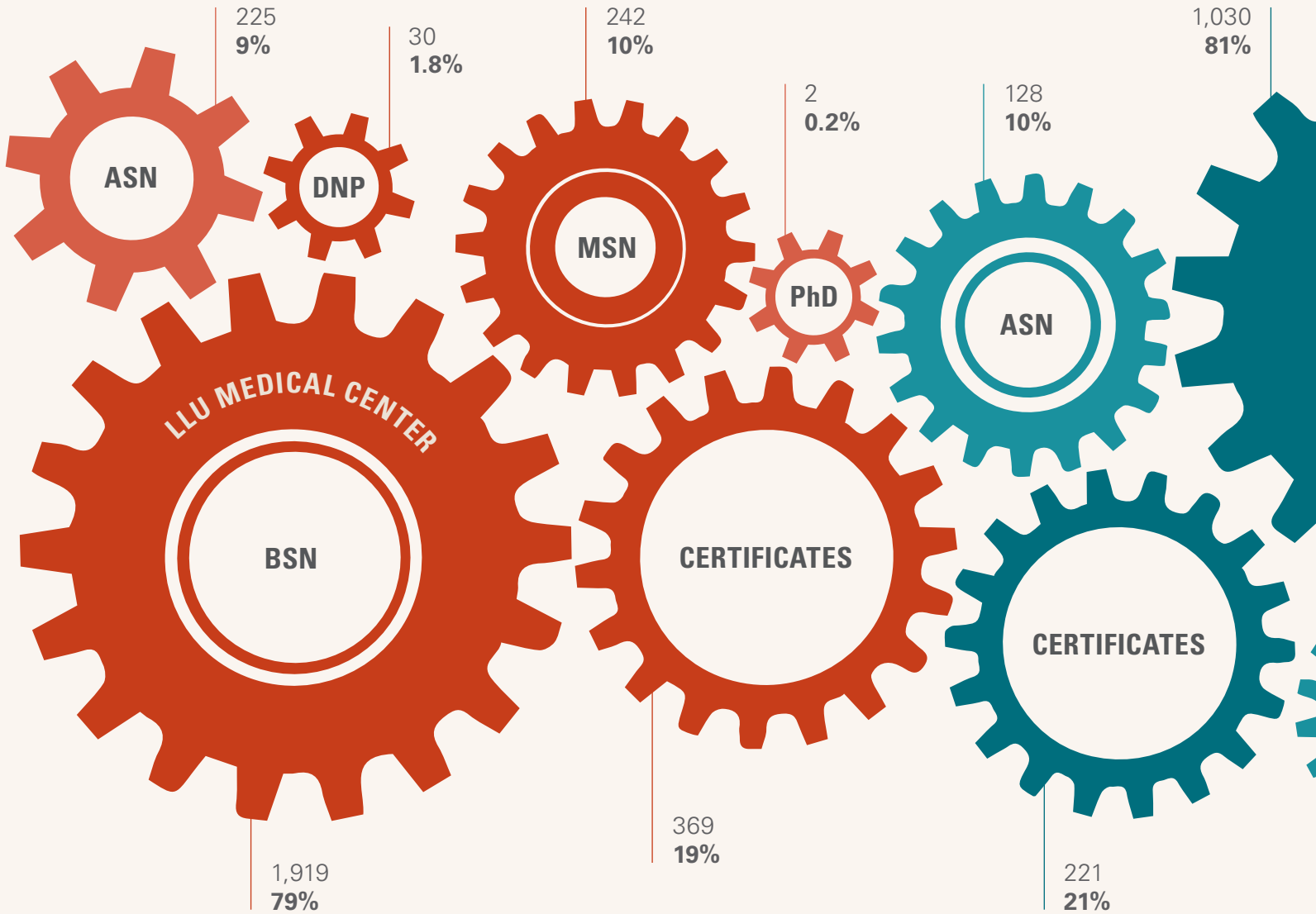
With deep gratitude,

Denise Robinson, DNP, MPH, WOCN, FCNLA

Chief Nursing Officer
Loma Linda University Medical Center – Murrieta

CELEBRATING AMAZING COLLABORATORS

LLUH NURSES BY DEGREES AND CERTIFICATES



PROFESSIONAL GOVERNANCE (PG) AND MAGNET

TOTAL NUMBER OF PG COUNCILS FOR EACH LICENSE

- Children’s Hospital: 11
- Medical Center: 22
- Medical Center – Murrieta: 8

AVERAGE NUMBER OF PG MEMBERS FOR EACH COUNCIL

- Children’s Hospital: 5
- Medical Center: 6
- Medical Center – Murrieta: 5

TOTAL NUMBER OF MAGNET CHAMPIONS FOR EACH HOSPITAL

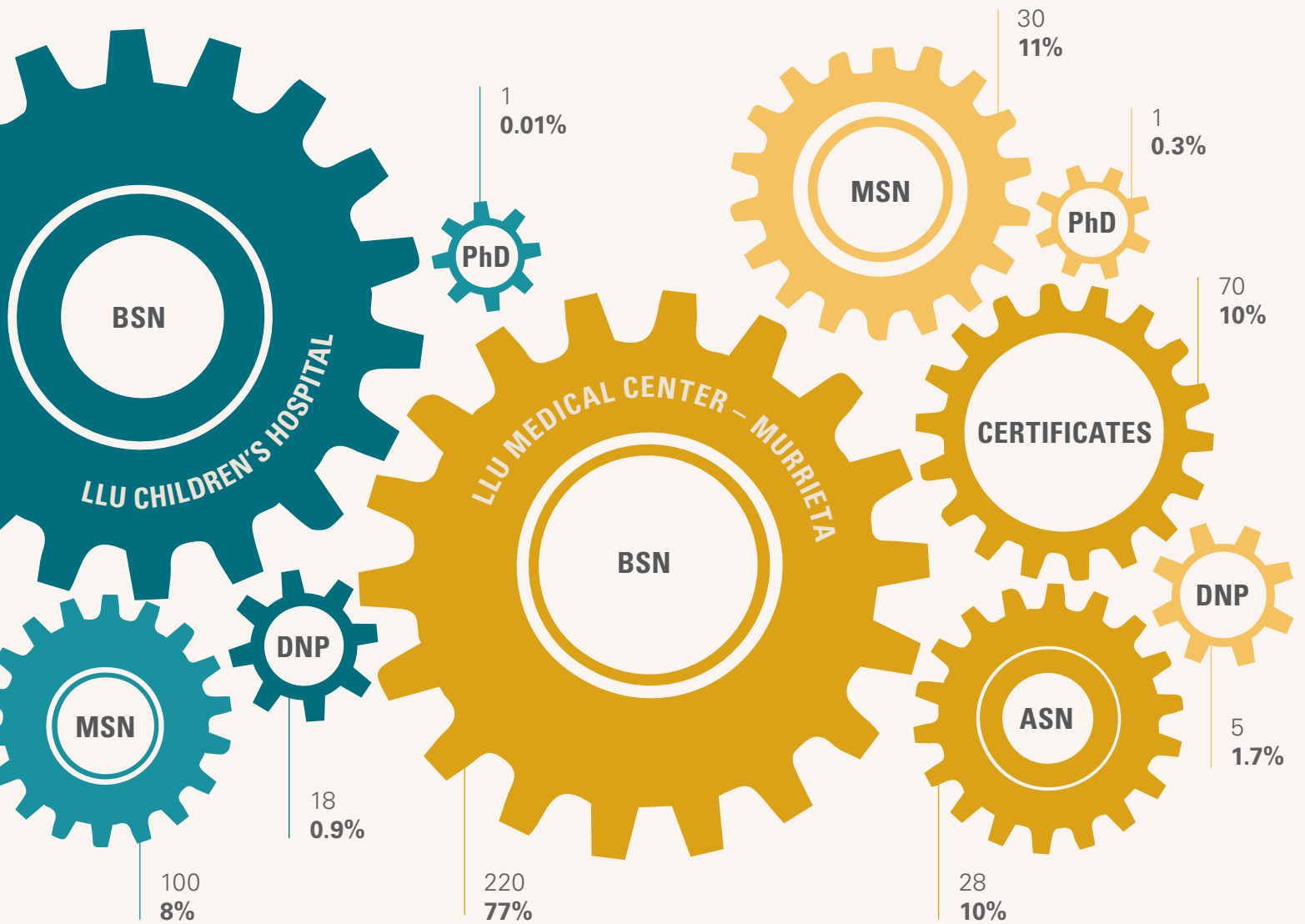
- Medical Center: 38
- Dennis and Carol Troesh Medical Campus: 25
 - East Campus: 5
 - Surgical Hospital: 5
 - Behavioral Medicine Center: 3
- Children’s Hospital: 15



Associate of Science in Nursing (ASN)
Bachelor of Science in Nursing (BSN)

Master of Science in Nursing (MSN)
Doctor of Nursing Practice (DNP)

Doctor of Philosophy (PhD)



"Being a Magnet Champion has been a career highlight, thanks to the friendships and experiences gained over the past four years. From navigating Magnet designation during COVID-19 to attending conferences, this role has greatly enhanced my professional growth. It has been fulfilling to creatively educate our staff and witness how supporting our nurses translates into excellent patient care."

-Tiffany Franklin, Pediatrics STC
Magnet Champion

"As a nurse, being a Magnet Champion is one of my greatest roles. Not only is it fun, but it allows me to be a leader, an educator, an event planner, a cheerleader and above all, a nurse who is supported to strive for exceptional patient care. In 2019, I attended the Magnet Conference which was the first real experience I had with just how exciting this role can be; the energy was electric! I was able to harness that excitement and bring it back with me as I engaged my peers and leadership in preparation for our first site visit. I am excited to be a part of this work with stellar critical care nurses who provide outstanding care while always going above and beyond for our patients and their families."

-Jennifer Brumett, Radiology
Procedural Care Unit

The Power of Collaboration





COLLABORATING AT THE BEDSIDE

LLU MEDICAL CENTER – MURRIETA NEONATAL INTENSIVE CARE UNIT: THE POWER OF COLLABORATION REDUCES READMISSIONS

In response to the 2022 update of the American Academy of Pediatrics (AAP) guidelines for managing neonatal hyperbilirubinemia, we have revised our clinical practices in the LLU Medical Center – Murrieta Neonatal Intensive Care Unit (NICU) and Postpartum Unit. These changes have allowed us to better align with the AAP's recommendations, resulting in a significant reduction in our readmission rate for hyperbilirubinemia from 32% in 2022, to 16% in 2023.

The updated AAP guidelines emphasize the use of standardized screening tools, such as Bilitool.org, and thorough risk factor screenings for infants in our postpartum unit. This approach has significantly decreased the need for NICU readmissions for treatments like phototherapy or IV fluids due to elevated bilirubin levels.

Additionally, our implementation of these guidelines has enhanced the consistency of education provided to our Perinatal Unit staff, Emergency Department providers and community practitioners. Through effective collaboration within our multidisciplinary team, we have reinforced the importance of diligent post-discharge follow-up care, which is crucial for preventing readmissions to the NICU.

Overall, our adoption of the updated guidelines, coupled with improved education for parents and staff, has positively reduced readmissions and enhanced patient care.



MY LEADERSHIP JOURNEY:

LARALYNN PANTAN

Joining the Nurse Leadership Residency Program has profoundly impacted my personal growth and professional development. The program has provided me with invaluable mentorship and diverse experiences across various departments that led to my current position and the opening of a much-needed patient care area.

From the start of my nurse leadership residency, I received guidance from Allison Ong, DNP, RN, NE-BC, CCRN-K, assistant vice president of Clinical Operations and Space Management, and Pricilla Santos, DNP, RN, nursing projects manager, both of whom are alumni of the program. Their support and insights have been crucial throughout my journey as I rotated with various leaders, learning their leadership styles and how they approached different issues to further support the units. In addition to rotating with various nursing leaders, I gained experience in several departments, including finance, human resources, medical staff and operational excellence. This exposure helped me understand the organization's inner workings and prepare for diverse challenges.

Two projects that have helped shape my personal leadership style were the Badge and Access Continuity Project and the Cancer Center Expansion. The Badge and Access project was a system-wide project which allowed me to learn about all hospital-based departments within Loma Linda University Children's Hospital and Loma Linda University Medical Center. I collaborated with department heads to create tailored schedules while working with the Door and Access team, led by Etienne Kirkpatrick, director of the department. Additionally, for the Cancer Center Expansion project, I was the nurse project manager coordinating with regulatory departments to ensure licensing was progressing as expected.

In fall 2023, I was tasked with leading the opening of Unit 8100 to meet increased winter demands. Under the coaching of Allison Ong, I collaborated with leadership from various departments including Facilities Management, Patient Placement, Environmental Services, Pharmacy, Door and Access, Physical Therapy/Occupational Therapy, Respiratory, Regulatory, Patient Safety and Reliability and Information Services, Clinical Lab, Central Service, Clinical Nutrition, Nutritional Services, Case Management, and Social Work, to open Unit 8100 as a functioning unit. Moreover, nursing departments such as the Emergency Department (ED), Acute Care Units, Supplemental Staffing Network (SSN), and Unit 8100 Observation ensured that the unit was well-staffed. The unit's successful launch was supported by contributions from the efforts of these teams. During the opening day, representatives from various departments showed support. Kathy McMillan, MA, BSN, director of Employee Spiritual Care, shared a devotional with staff and prayed over Unit 8100's first day of operation. Helen Staples Evans, DNP, RN, NE-BC, chief nursing officer (CNO), was present and made the welcome remarks. Lyndon Edwards, chief operating officer, showed support by being present and sharing closing remarks, and many more staff members and leaders from other units showed their support, highlighting the collaborative effort involved in this endeavor.

As interim manager of Unit 8100, I continued to receive mentorship from Carla Burgos, RN, BSN, Unit 8200 manager, who has been an exceptional guide. My role as manager was officially confirmed in the first quarter of 2024, and I embraced the opportunity to build my team and cultivate the unit's culture from the ground up. Charilyn Fox, MHA, BSN, RN, was appointed as the director, and Linda Stevanovich provided administrative support.

Since March 2024, over 40 new employees have joined Unit 8100, with my gratitude to the ongoing support from the human resources team led by Alejandra Haro. Moreover, since I was given this project, I had the full support of my CNO, who was also my point of contact and guided me through this project. The Emergency Department provided a charge nurse for each shift, SSN helped us with staffing the unit, and the acute care nursing units provided an internal nurse. Jet Role, DNP, RN, LHIT, director of SSN, constructed a rotation schedule for primary RNs from different acute care nursing units to float to 8100. During this time, Connie Cunningham, MSN, RN, assistant vice president of clinical operations, and Shannon Canright, MSN, RN, MICN, TCRN, director of the Emergency Department, have provided me with support. ED charge nurses and team leads work in Unit 8100 in a charge nurse capacity.

The Finance Department, under Aileen Marifosque's leadership, has been instrumental in guiding me in productivity and financial management. My Assistant Vice President, Norie Bencito Acaac, MSN, MBA, RN, CENP, has also provided continuous support and encouraged me to maintain a balance between work and personal well-being.

The opportunity to develop and lead in this role has been both challenging and rewarding. The collaborative environment at Loma Linda University Health (LLUH), where every department contributes to success, has been a key factor in my growth as a transformational leader. I am grateful for LLUH's investment in my development and am inspired to continue serving patients and employees with dedication and integrity.

OUR ONCOLOGY JOURNEY: RELAUNCHING SERVICES AT LOMA LINDA UNIVERSITY MEDICAL CENTER – MURRIETA

At Loma Linda University Medical Center – Murrieta, Oncology Services embody our unwavering passion for serving our community with unparalleled care, a dedication unmatched by any other facility in southwest Riverside County. Since 2011, our 111-bed hospital has offered oncology care on the fourth floor, in partnership with local oncology providers. We are proud to be designated as a Community Cancer Program by the American College of Surgeons Commission on Cancer, with reaccreditation achieved in September 2024.

In 2019, we temporarily halted our inpatient chemotherapy program due to necessary upgrades in pharmacy compounding that affected our ability to mix hazardous medications. As a result, patients needing inpatient chemotherapy, in collaboration with community providers, were redirected to Riverside University Health (RUH), Riverside Community Hospital (RCH), University of California San Diego (UCSD), and Loma Linda University Health. The COVID-19 pandemic further complicated matters, leading to a reallocation of hospital resources and the suspension of inpatient oncology services. Consequently, many patients sought treatment at other facilities.

Despite these challenges, our dedicated oncology team remained focused on relaunching our inpatient oncology services at LLU Medical Center – Murrieta. Our mission was to re-establish the Murrieta campus as the primary hub for oncology care in southwest Riverside County. We are committed to providing compassionate cancer care and are working diligently to support patients and their families throughout their oncology journey.

Central to our approach is the power of collaboration. Our multidisciplinary team — comprising of oncologists, nurses and support staff — works seamlessly together to ensure that each patient receives the comprehensive care they need. This collaborative spirit not only enhances patient outcomes, but also fosters a supportive and healing environment, aligning with our ethos of holistic care. As our infrastructure was completed, we initiated a soft launch on July 29, 2024, with our staff trained and ready to support this patient population.




TEAM COLLABORATION IMPACTS CARE DELIVERY IN ADVANCED URGENT CARE (AUC)

The Loma Linda University Medical Center East Campus Advanced Urgent Care (AUC) operates within a dynamic and constantly evolving environment. Frequently, the department contends with extended waiting periods due to a high influx of patients and limited treatment spaces. Consequently, individuals with minor medical needs endure lengthy waits for prompt evaluation and decision-making.

Recognizing the need for improvement, the nursing leadership team, comprising of Sherry Lee, MS, RN, and Karla Aryan, MA, RN, ONC, approved a quality improvement initiative spearheaded by Emma Salajeon, MSN, DNP, RN, the departmental manager, in collaboration with Dr. Kalam, the AUC medical director. Salajeon initiated discussions on adopting a provider-in-triage (PIT) model to address prolonged waiting times, which often led to patient dissatisfaction, overcrowding, and instances of patients leaving without receiving attention.

In pursuit of this goal, the AUC revamped its front-end processes and embraced a collaborative approach to triage by implementing the PIT model. Under this system, providers and triage personnel work in tandem to streamline the assessment and disposition of low-acuity cases. Advanced Practice Providers in Emergency Medicine have played a pivotal role in seamlessly integrating their evaluations into the triage workflow, even amidst the challenges posed by flu season.



The implementation of the PIT model has yielded tangible benefits, notably a significant 62.2-minute reduction in wait times and heightened efforts to expedite the discharge of patients who do not require further interventions. As patient volume continues to rise, the PIT model remains an integral component of the department's operational strategy.



COLLABORATING TO ENHANCE WORKPLACE SAFETY

In late 2023, Loma Linda University Children's Hospital's Adolescent and Neurology Unit experienced a troubling rise in workplace violence incidents. The U.S. Bureau of Labor Statistics reports that healthcare and social service workers are five times more likely to suffer injuries from workplace violence. This was echoed by a 2019 American Nurses Association (ANA) survey revealing that one in four nurses had been physically assaulted. Given these statistics, it is likely that workplace violence is significantly underreported. By early January 2024, the situation had deteriorated further. A night shift nurse, feeling overwhelmed and unsupported, approached Unit Educator Cat Garza, BSN, RN, CPN, with concerns about the escalating violence. Garza promptly escalated these issues to Director Marlene Mejia, MSN, RN, CPN, who took immediate action.

A notable incident involved a bedside nurse who was injured by a patient with a known history of aggression, after responding to a call light. In response, Garza reviewed literature and discovered that Canadian health systems effectively used signage to identify patients with aggressive behaviors. This led to the implementation of similar signage in the unit on March 1, 2024.

To address the growing issue, unit leadership organized a debriefing forum with Spiritual Care, providing a safe space for staff to discuss their experiences and barriers. Concurrently, Unit Manager Mindy Olson, BSN, RN, CPN, and Invest Cocjin, DNP, RN, PHN, collaborated with Brietta Looney, MSW, LCSW, the workplace violence specialist from Risk Management, to analyze reporting discrepancies. This analysis led to the formation of a workgroup to enhance staff protection against aggressive patients and families.

The workgroup reviewed literature and identified protective measures such as spit guards and Kevlar sleeves. Spit guards were quickly added to the supply room and received positive feedback from staff. Kevlar sleeves, designed to protect against scratching and biting, are currently being procured. Additionally, the unit educator worked with practicum students from Loma Linda University School of Nursing to develop a survey assessing barriers to reporting workplace violence. The results revealed that staff were either not filling out Electronic Event Reporting (EERs) or were categorizing incidents incorrectly. A flyer summarizing the survey results and the importance of filing EERs was created by the students. The workgroup is also developing various projects to combat workplace violence, including an algorithm for managing aggressive patients, optimizing the Loma Linda Electronic Access Portal (LLEAP) order set, creating team huddles and re-educating staff.

In the adult Medical Intensive Care Unit (MICU), a similar crisis unfolded. Briana Carr, MEd, BA, BSN, RN, a pregnant MICU nurse, was attacked by a patient who had freed himself from restraints. With minor injuries, the assault left Carr deeply shaken. Determined to improve safety protocols, Carr, supported by Cricketara Ramos, BSN, CCRN, the Professional Governance chair, launched an evidence-based practice (EBP) initiative to address workplace violence. Ramos, having experienced a similar ordeal without reporting it, collaborated with the Nursing Research Department and used the Johns Hopkins EBP Model for their project. Their literature review revealed that workplace violence was a systemic issue affecting the entire unit.

Scott Walters, BSN, RN, CCRN, Jennifer Clark, BSN, RN, RCP, CCRN, and Zach Loya, BSN, RN, CCRN, joined the project, coordinating their schedules and tasks to enhance efficiency. They worked closely with Marga Kasim, DNP, RN, CNS, AGCNS-BC, CNML, EBP-C, from the Nursing Research Department. The team's dedication to improving workplace safety and nurse satisfaction was pivotal. They were invited to present their project to the Workplace Safety Committee, outlining the prevalence of workplace violence and the potential impact of their initiatives. The committee agreed to pilot their approach in the MICU, which includes an assessment tool and strategies for prevention, management and evaluation.

Both the Adolescent and Neurology Unit and the MICU faced significant challenges but made notable progress through teamwork and collaboration. These initiatives highlight the need for comprehensive strategies to address workplace violence and improve staff safety and support. The efforts in both units reflect a broader commitment across Loma Linda University Health to create a safer and more supportive environment for all staff.



LEADERS DIVING IN WITH STAFF

On January 9, 2024, Loma Linda University Medical Center – Murrieta hospital reached an all-time high of 79 inpatient holds in the Emergency Department (ED). This is an extreme census of holds considering the ED has 38 licensed beds. Our amazing ED Director, Chris Ward, BSN, RN, CPN, reached out via Teams to all of the nursing leaders with an urgent cry for help regarding concerns of nine of the holds in the waiting room of the ED that were needing care.

Every single nursing leader jumped in and started to formalize a strategic plan to safely off-load and move patients out of the ED. Before the 8:45 a.m. State of the Hospital call, all nursing leaders were working in unison with their teams and respective providers to help mitigate risk in the ED. Pam Glaspell, MSN, RN, MHA, assistant vice president, played an integral part with the case management team; as well as Denise Soresi, CPMSM, CPCS, with our providers urgently sending information out for early rounding and discharges. We implemented a command center and took roles to help move patients and provide extra support in the ED space. The Murrieta campus trialed a Hospitality Lounge in the lobby of the hospital run by Kristin Butler, MSN, RN, executive director of

Patient Care Services, and Nicole Martinez, LVN. Through this, we were able to off-load three patients while they awaited their rides home. The inpatient leaders actively engaged with their teams helping to discharge and admit patients in a timely manner to off-load the ED.

Our operating room and care teams quickly jumped into action to see what patients they could pull early for procedures or hold in their respective pre-op areas to help offload ED. It was magical work with all leaders involved, including our ancillary departments — each focusing on efficiencies within their respective areas to support the throughput on this high volume surge day. The work was so robust that by 3 p.m., the effort was evident as the hospital was down to less than 50 holds. The daily work at Medical Center – Murrieta is a work of art, but on this day in particular, it was a jazz concert and the leadership team led the choreography to ensure a beautiful outcome on the other side.

I am so proud to be a part of this leadership team.

IT WAS
MAGICAL
WORK WITH
ALL LEADERS
INVOLVED.


1-2-3 & ULTRA CLEAN PROGRAM

The 1-2-3 & Ultra Clean Program is a quality initiative designed to reduce mucosal barrier injuries (MBIs) in our pediatric hematology/oncology/transplant and cellular therapy population. While literature indicates that intervention bundles for central venous access device (CVAD) insertion and maintenance are effective in reducing central line-associated bloodstream infection (CLABSI) rates, they have not shown the same impact on MBIs. Thus, our program adopts a back-to-basics approach to activities of daily living (ADLs), focusing on fundamental hygiene practices such as daily bathing, patient mobility and oral care. It also emphasizes a streamlined process for de-cluttering and deep-cleaning patient rooms, which may be particularly beneficial for patients with high central line days, prolonged hospital stays and severe neutropenia.

Successful implementation of this initiative relies on a multidisciplinary team, including medical providers, nurses, nursing support staff, child life specialists and environmental service staff. Guidelines for patient eligibility were developed collaboratively with attending physicians and nurse practitioners from the Pediatric Hematology/Oncology/Transplant & Cellular Therapy (TCT) Team. Our patient educator ensures that all newly diagnosed patients are informed about the program to set clear expectations from the start of their treatment. Environmental Service (EVS) leadership and staff

are actively involved, providing regular feedback on the execution of Ultra Cleans in the unit. Child life specialists contribute by leading unit-wide Parade Walks to promote group activity among patients outside their rooms. Additionally, the 1-2-3 & Ultra Clean Program encourages bedside nursing staff and their colleagues to empower patients to be active in their own care, fostering good hygiene practices that extend beyond hospital discharge.

The program officially launched on September 4, 2023. Between January 1 and September 3, 2023, we recorded MBIs. By the end of 2023, the total number of MBIs increased to 12, with four of these occurring post-program implementation. In 2024, we have recorded a total of two MBIs.



SUCCESSFUL
IMPLEMENTATION
RELIES ON A
MULTIDISCIPLINARY
TEAM.

COLLABORATIVE RESEARCH STUDY ON ULTRAVIOLET LIGHT DISINFECTION

Hospital environmental cleaning and disinfection are essential for preventing the spread of multidrug-resistant organisms (MDROs) and mitigating the risk of healthcare associated infections (HAIs) within healthcare systems. Recent literature has indicated that environmental contamination of hospital high-touch surfaces (bedrails, remote controls, call lights, bedside tables, etc.) continues to occur, even with adherence to routine cleaning and disinfection practices by Environmental Services (EVS) and other staff.^{1,2} The use of ultraviolet (UV) light has been supported by the Centers for Disease Control (CDC) for air and water sanitation in hospital critical care areas like operating rooms and patient isolation rooms.³

This year, a research team that included staff, faculty and graduate students from the Loma Linda University Medical Center, Department of Clinical Epidemiology and Infection Prevention (CEIP), Nursing Research, and the LLU School of Public Health undertook an exploratory study to examine the use of UV light devices in the terminal cleaning of both isolation and non-isolation room high-touch points. The two high-touch points selected for sampling were the bilateral bed rails and a hand-held call light/television remote control. The goal of the study was to collect samples from 60 rooms split equally to include 30 isolation and 30 non-isolation rooms. The selection of isolation rooms was based on the desire to focus on the effect of UV light on emerging drug-resistant pathogens like Carbapenem-resistant *Acinetobacter baumannii* (CRAB), Carbapenem-resistant *Pseudomonas aeruginosa* (CRPA), Carbapenem-resistant *Enterobacteriales* (CRE), *Clostridioides difficile* (C. diff) and *Candida auris* (C. auris).

Manual cleaning and disinfection of environmental surfaces will always be a critical part of infection prevention in the hospital setting. It is important to continue efforts to supplement the level of cleaning and disinfection. Adjunct

technologies, like ultraviolet light, should continue to be reviewed and considered. As potential transmission of MDROs continues to occur in hospital settings, the use of supplemental technologies may be needed to optimize patient safety.

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LLU MEDICAL CENTER EAST CAMPUS SUSTAINS ZERO HOSPITAL ACQUIRED INFECTIONS

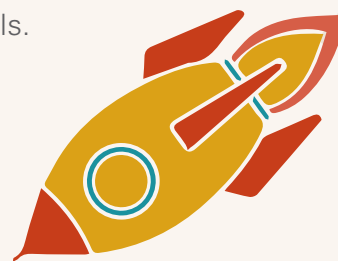
Patients in Intensive Care Units (ICUs) face heightened risks of healthcare-associated infections (HAIs) due to invasive procedures, indwelling devices, and underlying conditions that compromise immune function. These infections can lead to worsened patient outcomes, longer hospital stays, increased costs, and the emergence of drug-resistant organisms.

Amidst the COVID-19 pandemic, many ICUs experienced a significant uptick in central line-associated bloodstream infections (CLABSIs), with as much as a 65% increase. However, the eight-bed ICU at Loma Linda University Medical Center East Campus achieved a remarkable feat by preventing HAIs.

This success was attributed to seamless collaboration among physicians, nurse practitioners, nurse leaders, environmental services, and an infection preventionist (IP) from the Clinical Epidemiology and Infection Prevention (CEIP) department. Their concerted efforts involved timely device removal, continuous feedback on bundle compliance and vigilant monitoring.

The team implemented evidence-based prevention bundles for catheter-associated urinary tract infections (CAUTIs) and CLABSIs. Regular audits conducted by the IP ensured compliance, while sharing unit data kept the team informed and motivated. Additionally, strict adherence to hand hygiene protocols, and intensified cleaning routines in high-touch areas during each shift supplemented the daily environmental cleaning by the Environmental Services (EVS) department, and further fortified their defense against HAIs.

These comprehensive preventive measures bore fruit, resulting in an impressive streak of **zero CAUTIs for 2,590 days (over seven years) and zero CLABSIs for 2,826 days (nearly eight years).**





30 GIFT CARDS IN 30 DAYS

Every day, 47 children are diagnosed with cancer in the U.S. It is also estimated that sickle cell disease affects approximately 100,000 Americans. Every day that we choose to walk through the halls of Unit 4800, we commit to helping our warriors and their families fight against their conditions. With strength, determination, compassion and love, we commit to giving everything we have, to share with those who feel as if they have nothing left to give.

September is Childhood Cancer and Sickle Cell Awareness month, and we decided to do something special for our kids, their families and their caregivers. Our social worker, Julie Gonzalez, MSW, started a project that helped acknowledge and address some of the emotional and financial challenges our families faced during their stay on Unit 4800. To give an idea of the many situations we see, the average length of treatment for sickle cell disease can range from months to years or a lifetime - which can have a drastic impact on a family's financial security. In addition, the emotional toll can result in compassion fatigue and caregiver burnout, which can lead to debilitating health consequences as families stay for days, weeks, and even months at bedside, sometimes only leaving out of necessity.

Gonzalez began a project, inviting the Unit 4800 staff to help reach a goal of collecting 30 gift cards to be distributed during the 30 days of September to help minimize some of the stressors that our families experience during their stay. By donating \$10 gift cards from local restaurants, coffee shops, or stores, we wanted to help offset some of their expenses, while also giving them permission to step away.

The project was supported by unit leadership and quickly adopted by staff. Over 100 gift cards were collected! We are so proud and grateful for our teams and this collaboration to help patients in what may be considered an unconventional but very much appreciated way. This project remains ongoing outside of September to support the families on Unit 4800 facing challenging and chronic diagnoses. Together we can make an impact, and together we can help a family heal.



EVIDENCE-BASED PRACTICE FELLOWSHIP PROJECT: COMPASSIONATE COMMUNICATION

Josh Billings, MSN, RN, CNL, embarked on his Evidence-based Practice (EBP) Fellowship journey to enhance patient satisfaction by improving nurse-patient communication. Recognizing that communication breakdowns can cause frustration and unmet expectations, he focused on teaching active listening — a method where nurses listen, restate, and summarize patients' concerns to ensure clarity and understanding.

To support this initiative, Billings developed a Compassionate Communication workbook for nurses. It features tools like perception checking, guided solutions, and mirroring, along with practical scenarios for hands-on learning. He collaborated with Jennifer McDonald, executive director of Patient Experience, integrating Loma Linda University Health's CLEAR Whole Person Care CONNECT-GRETE model and We Care Rounds into the training. The project also discussed emotional intelligence (EI), helping nurses manage emotions for more effective patient interactions.

Survey questions were developed using the GRETE tool, active listening techniques, and the Wong and Law Emotional Intelligence (WLEI) survey, assessing nurses' EI across four dimensions: Self-Emotion Appraisal, Others' Emotion Appraisal, Use of Emotion and Regulation of Emotion. Pre- and post-surveys evaluated nurses' communication skills before and after targeted education provided through staff meetings, one-on-one sessions, and a communication skills booklet.

Twenty-two nurses completed the pre-survey, rating their communication techniques on a 5-point Likert scale from "never" to "always." After the education, responses of "often" increased from 27% to 48% for sitting at eye level with patients, and from 23% to 32% for paraphrasing or repeating patients' needs during conversations.

Patient satisfaction was measured using two Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) dimensions: Communication with Nurses and Respect for Patient Preferences. Six weeks after implementing communication training, scores increased by 27% and 5%, respectively. The WLEI survey also showed up to a 6% improvement in all areas, except for the Regulation of Emotion category, which remained unchanged.



These results suggest that educating nurses on communication techniques enhances both patient interactions and emotional awareness. A practical workbook with evidence-based tools can support this learning, improving nurse-patient relationships and overall patient experiences across healthcare settings.

INSPIRATION FOR EVERY STEP

BY JESSICA BURNS, MSN, RN,
CHARGE NURSE – 14A WEST SURGICAL CARE

The hospital is a stressful environment for patients, families and staff alike; we all need a little motivation sometimes. Our surgical patients are often faced with many hurdles that limit their ability and desire to be out of bed and ambulate, let alone go out of their rooms. Our surgeons and nurses emphasize the importance of early and frequent ambulation to improve surgical recovery and prevent postoperative complications. However, it is often easier said than done.

I frequently thought ... how can we inspire our patients to ambulate and persevere during their journeys in our hospital?

One day, I recalled walking in my neighborhood and seeing uplifting messages chalked on the sidewalks. These messages not only motivated me to keep walking but also brightened my day. That's when the idea struck — to bring this positivity to our patients. Collaborating with my colleague and friend, Marvelous Yandoc, BSN, RN, we brought this idea to life!

With help from our leadership, we placed a total of six different quotes through the unit, each set 25 feet apart with the distance marked parallel on the wall. This both reinforces what they have accomplished and encourages them to keep moving forward.

Since implementing this initiative, many patients have commented on the encouragement they have had when ambulating and how these messages have helped them set goals to reach during their hospital stay. For instance, when ambulating with a post-operative patient today, we spent some time reflecting on the quote she was at; it read, "You never fail until you stop trying." When she couldn't make it to see the next marker, I offered to read it to her. To my surprise, she said she did not want to know what it said yet because she was determined to make it there on her next walk.

Remember, words are powerful and every step counts.

You never fail
until you stop
trying

I CAN & I WILL

Never Give up.

Success
is a journey, not a destination



PEDIATRIC DIABETES AND ENDOCRINE CENTER

November 1, 2023, marked a monumental day, one that would initiate the merging of Loma Linda University Health Care and Loma Linda University Children's Hospital pediatric care within our organization. This was the day when LLU Health Care Pediatric Endocrinology Clinic merged with the LLU Children's Hospital Pediatric Diabetes Clinic to form the LLU Children's Hospital Pediatric Diabetes and Endocrine Center.

Nurse Managers Hilda Barajas, MSNc, RN, CPN, Jennifer Ryan, BSN, RN, and Dennis Delote, MBA, BSN, RN, alongside Clinic Manager Yesenia Martinez, CMA, dedicated countless efforts for the success of the merge. Together, they facilitated the integration process, addressing various central aspects such as role delineation, staffing, communication, additional responsibilities and new workflows. Their collaboration with the process improvement team resulted in detailed analyses presented to LLU Children's Hospital Finance, covering topics like patient volume, staffing adequacy and role delineation.

Under the leadership of the nurse managers, the merger led to the establishment of the LLU Children's Hospital Pediatric Diabetes and Endocrine Center, aimed at streamlining operations and enhancing patient care. Leadership responsibilities extended to organizing staff meet-and-greets, managing scheduling, arranging staffing, coordinating staff seating in the back office, overseeing staff education, implementing established and new policies and procedures, ensuring efficient clinic flow, and communicating changes to patients and families.

The collaborative effort involved various participants, including the Department of Pediatrics, physicians, medical directors, administrative teams, change integration analysts, financial services, access centers, billing offices, marketing departments, process improvement teams, rapid cycle improvement project teams, IT departments, Human Resources, regulatory teams, quality teams, epidemiologists, Property Management, Environmental Health and safety, Facilities Management and the hospital board. Each played a crucial role in ensuring a smooth transition and ongoing success of the merged clinics.

JOINING FORCES TO IMPROVE ELECTROCARDIOGRAM AND TROPONIN TIMES

In preparation for the ST-segment elevation myocardial infarction (STEMI) accreditation, we reviewed opportunities for improvement with Joanne Carchi, BSN, RN, Quality Assurance, STEMI program coordinator. We identified an area where we could improve our efforts in meeting the electrocardiogram (EKG) and troponin time standards required for STEMI accreditation. Previously, patients received an initial EKG upon arrival in the lobby area. Any subsequent EKGs were the responsibility of the nurse attending to the patient, but due to space constraints, patients were often not assigned a specific bed and were instead treated in the Rapid Treatment Disposition (RTD) and lobby areas. Consequently, troponin tests were performed inconsistently once the patient reached a nurse.

ACUTE CORONARY SYNDROME (ACS) ROOM ENHANCEMENTS

In collaboration with ED Surge, we decided to convert rooms 5, 6, 7, and 8, which are located together in the bay, into 12 centrally-monitored chairs. While this adjustment reduced the number of inpatient hold beds in the ED, it provided several key benefits: a dedicated nurse for the ACS room and centralized monitoring for our most critically ill patients. We also assigned a technician to the ACS room to ensure timely completion of the second EKG, helping us meet accreditation times. Also, the nurse covering this area obtained both the initial and subsequent troponin blood draws.

We worked with the ED provider group to facilitate a smooth transition and address any concerns, and we rolled out staff education across all impacted departments. To further enhance teamwork and support within the department, we implemented a staffing model where the ambulance nurse, when not engaged in patient care, would serve as a backup nurse for the ACS room.

RESULTS

Anecdotally, staff feedback has been very positive, with a consensus that the new process has significantly improved patient outcomes and safety due to centralized monitoring. While formal data is not yet available, the improvements are promising and suggest a more efficient and safer approach to STEMI care.



COLLABORATIVE NURSE-LED BOWEL REGIMEN PROTOCOL FOR INTENSIVE CARE UNIT (ICU) PATIENTS

The Medical Intensive Care Unit (MICU) Bowel Regimen Evidence-Based Practice (EBP) project began after an anonymous suggestion was placed in the Professional Governance (PG) suggestion box in 2019. The MICU PG formed an EBP team, including Briana Carr, MEd, BSN, RN, BA (team leader), Lilly Padilla, RN (recorder), Janina Nosworthy, BSN, RN, CCRN, Kara Morgan, BSN, RN, CCRN, and Amy Schaffner, BSN, RN, CCRN. Additionally, the team partnered with Dr. Cho, PharmD, and Dr. Jeganathan, MD, MS, FCCP, ATSF, to engage in EBP that promoted interdisciplinary collaboration. The team met with Dr. Kasim from the Nursing Research Department monthly to learn how to conduct an EBP project using the Johns Hopkins EBP Model, how to invest stakeholders and garnish support from the MICU leadership team and physicians, and how to implement the bowel regimen algorithm.

When the EBP team began to evaluate literature about adopting a standardized bowel regimen in the MICU, there was limited literature available, and it was unknown if a nurse-driven protocol had ever been initiated in an ICU. With the help of Dr. Cho and Dr. Jeganathan, the EBP team established an algorithm for nurses to pend orders for physicians based on the patient's last bowel movement. The EBP team provided education to nurses and physicians and the bowel regimen algorithm went live in LLEAP. The team conducted chart

audits and surveyed nurses via a QR code for questions, comments, and concerns about the project. One struggle experienced by the team was that nurses and physicians alike did not want to leave pending orders to be approved by the physicians; the unit wanted nurses to have more autonomy in ordering bowel regimen medications independently.

After completing six weeks of chart auditing of all MICU patients admitted during the audit, the EBP team consulted with Dr. Kasim to pursue establishing a standing order for the bowel regimen that was completely nurse-driven. After several months of presenting the request at committee meetings, updating the bowel regimen protocol, and gaining final approval, the MICU bowel regimen was adopted as Gen-12 in Policy Tech and was immediately available for use by the MICU nurses. The staff was re-educated about how to assess patients using the bowel regimen algorithm and how to place the standing order. The EBP team performed another six-week chart audit to determine the efficacy of the protocol.

At the completion of the final six-week chart audit of the bowel regimen as a standing order, the results of the data demonstrate that constipation in MICU patients decreased by 15% after the implementation of the nurse-driven bowel regimen as a standing order, in comparison to pre-intervention data. The bowel regimen EBP team presented these findings at the 25th Annual EBP and Nursing Research Conference and is working with the Research Department to begin trialing the bowel regimen in other ICUs. The five-year journey was long and difficult at times, but the EBP team is proud to have finished and more importantly, to have positively impacted patient care.





EMPOWERING OUR COMMUNITIES THROUGH COLLABORATION

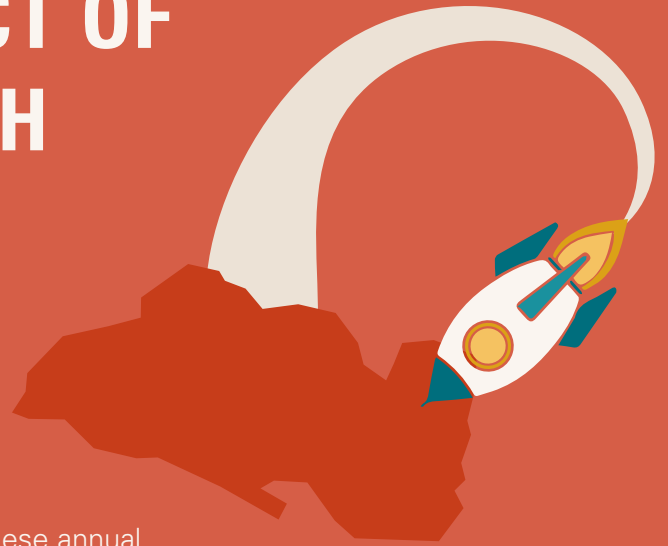
THE LASTING IMPACT OF SURGICAL OUTREACH AND SERVICE

BY ALICIA DELLEN, MSc, CRNA

In these last few years, I have been tremendously blessed to participate in mission opportunities in Honduras, El Salvador, Mexico, and my home state of Indiana (go Hoosiers!). Each trip has had a profound influence upon my life and offers a glimpse of opportunities to serve others.

A surgical mission trip last year provided ear, nose and throat (ENT) procedures to the local community in Honduras. The team included surgeons, students, nurses, anesthesia providers, technicians and translators. Each member provided a crucial step in the provision of individualized care for each patient, and by the end of the mission trip, the team had performed eighty-five surgeries. Education was a key component, with U.S. surgeons and physicians sharing lasting knowledge and skills with local physicians, medical students, and student nurse anesthetists.

These annual trips to Honduras provide an array of surgical treatments, educational experiences, and friendships that will last a lifetime. While some have questioned the value of short-term mission trips such as this and ask, "Will this make a lasting difference?" I have no doubts about the answer. The joy of witnessing a child hear for the first time, seeing the intricate details of an ear reconstruction, and realizing that a child will be able to breathe more easily, provides the answer. These experiences have taught me the truth of Acts 20:35, "It is more blessed to give than to receive." Through God's infinite wisdom, we can witness the beauty of service. No matter how small we perceive our abilities, they can be used and grown in the service of others. Matthew 25:35-40 highlights the profound impact of simply considering others. For anyone interested in hearing these stories, please feel free to find me behind the curtain during surgeries or contact me directly.



INTERNATIONAL COLLABORATION AND FRIENDSHIP



At Loma Linda University Health, we treasure the opportunity to mentor and help others grow in their professional and personal journeys. Between March and June of 2024, we were able to host several international nurses, exposing them to our culture and processes to help them meet professional development goals when returning to their home institutions. The seven nurses we hosted were from Hangzhou, China. They represented Zhejiang University Affiliated Fourth Hospital, Zhejiang University Affiliated Children’s Hospital, and the Zhejiang University Affiliated Sir Run Run Shaw Hospital – the last two of which are sites of our Loma Linda University Health Global Campus-China. They spent time in the Loma Linda University Health areas of Staff Development, Hemodialysis, Pediatric Neurology, Pediatric Gastroenterology Surgical Oncology, Trauma Services, Nursing Research and the Pediatric IV team. This year was also the first year we mentored an international nurse at our Loma Linda University Medical Center – Murrieta campus.

Two nurses from Zhejiang University Fourth Affiliated Hospital, Wang Jinyun, a nurse manager of staff development with 20 years of nursing experience, and Zhang Liyan, an emergency intensive care manager with 14 years of nursing experience, discussed their Loma Linda University Health experience.

Wang shared that she had entered the program to come to Loma Linda to learn more leadership tools to strengthen her team. Her mentor was Gwen Wysocki, DNP, RN, director of Staff Development, and she reflected that Wysocki introduced her as a fellow leader and teacher, which made her feel respected, and also enrolled her in different courses so that she could glean additional knowledge from the leadership courses we give our leaders. Regarding culture, Wang shared how during staff meetings, she observed that time was put aside to focus on gratitude for the contribution of members in the group. She remarked how uplifted the team was after these sessions, which was an encouragement for her to adopt this as part of her practice as a leader to enhance the spirit of collaboration in her team.

Zhang Liyan, shadowed Denise Robinson, DNP MPH, WOCN, FCNLA, chief nursing officer of Loma Linda University Medical Center – Murrieta. Zhang’s goal was to observe our trauma services to see how to enhance the services at her facility, including the building of a trauma center. Trauma in China is treated differently with critical care and emergency services treated in the same department, whereas in the United States we separate services by the delivery of care type. For example, Zhang was shown the path of travel of a typical trauma patient,

from Emergency Department (ED) to Operating Room, to the Intensive Care Unit. She was able to observe the role of social workers and case managers in preparing patients for discharge. Zhang spoke highly of our services and the leadership styles, spending time with a variety of healthcare leaders including the assistant vice president of Patient Care, nursing directors and managers. One item that caught her eye was the trauma carts in the ED and how the inclusion of these carts increased staff efficiency and patient outcomes. She voiced how excited she was to begin using trauma carts at her facility. Zhang shared that not only had Robinson helped her meet her professional goals, but she also showered her with kindness, taking time to show her the garden and the significance of greeting everyone with a smile.

Two of the mentors, Charilyn Fox, MS, RN, director of Inpatient DART, Adult/Pediatric Hemodialysis, and Sarah Capalla, MS, RN, director of Critical Care Specialty Team serving both adult and pediatric patients, shared their experiences. Fox shared how her mentee, Wu Chunyan, director of Nephrology at Zhejiang University Affiliated Sir Run Run Shaw Hospital, had wanted to learn about team engagement and our processes for treating nephrology patients. To meet these goals, Fox introduced her to our regulatory processes, our focus on infection control, and the types of supplies we use for specific procedures. She also shared team development methods, such as iAppU and iCareCards, to demonstrate how simple things can help with team engagement. Fox also shared the use of Gallup scoring for staff satisfaction and CliftonStrengths for team building. Fox smiled as she shared how her team demonstrated their welcoming nature and engagement by hosting a goodbye party for Wu Chunyan before she left.

Capalla had the opportunity to mentor Huang Zhenzhen, a pediatric vascular access nurse from Zhejiang University Affiliated Children's Hospital, who decided to go by the western name "Jessica" during her stay. Capalla shared how Jessica wanted to see the vascular access team conduct their processes and learn how to lead a team. It was great for her to see all the areas they covered and many processes and procedures. Regarding employee satisfaction, Jessica was introduced to our Care for the Caregiver stations, where we have foot massage machines for staff, and saw how Capalla's team enjoys sharing their healthy cooking with each other — which encourages camaraderie.

Without a doubt, mentorship programs are important, as we all look for how to be a blessing to our communities and deliver the best care we can. Wang and Zhang provided these final thoughts that would encourage us to continue our programs and encourage others to join: "We are very thankful for this opportunity; and it has been unforgettable, worthwhile, and helpful for our work and our life."





LOMA LINDA UNIVERSITY HEALTH NURSING IN THE GLOBAL HEALTHCARE LEADERSHIP ACADEMY

**BY TRU OTIANGA, DNP, RN, FAB, AVP OF CLINICAL OPERATIONS AND PROGRAM DIRECTOR
OF LOMA LINDA UNIVERSITY CHILDREN'S HOSPITAL (LLUCH) RN RESIDENCY PROGRAM**

The Global Healthcare Leadership Academy (GHLA) Conference 2024 took place in Malawi and was attended by approximately 50 nurses. We had initially anticipated that there would be 40 nurses in attendance, but there were several hospitals that opted to add attendees, bringing the final attendance to 50 nurses.

Because the breakout sessions had several institutions and leadership roles represented, we wanted to make sure that we included something meaningful for everyone. There were nurse executives, managers, directors, educators, graduate nursing students, and charge nurses in attendance. Anne Berit Petersen, PhD, MPH,

RN, CNS, associate professor and director, LLU School of Nursing Office of Global Nursing, and I included a wide range of topics and presentations from different institutions and countries. Presentation topics included:

- Education
 - A Journey in the Adventist Nursing Education in Malawi
 - New Graduate RN Competency – Coordinating Clinical Orientation and Sharing Best Practices
 - Intensive Care Unit Service Scope



- Simulation Education and Nurse Competency Development (which included sub-topics such as one institution's journey towards AHA Accreditation and Unleashing Learning Potential through Simulation Education)
- Resilience in Leadership
 - Healing for Healers: A Faith and Trauma-Informed Leadership Approach to Workplace Wellness
- Faith-Based Leadership
 - Mission and Values of Adventist Nursing
- Leadership Development
 - Leadership and Quality Management Best Practices
 - Supervisory Skills
- Clinical Nursing
 - Lifestyle Nursing Care
 - Diabetic Foot Care Management

The inaugural nursing breakout sessions were met with overwhelming enthusiasm and appreciation. Many attendees from previous years expressed their gratitude at the opportunity to connect with and learn from fellow nurses and nurse leaders. The two four-and-a-half-hour sessions were thoughtfully organized and well-received, though feedback indicated a strong desire for even more time dedicated to these topics. Attendees expressed that while the sessions were highly informative and engaging, there simply needed to be more time given to cover all the valuable content more in depth.

Overall, the sessions proved to be enlightening for leaders and educators alike. The presentations were praised for their relevance and thorough planning, emphasizing key areas such as compassion, connection and contribution. The focus on the Adventist model of nursing was particularly meaningful and would inspire change, particularly among nurse leaders in Malawi. Attendees noted that the timely and pertinent content would greatly benefit their work, enhancing their ability to care for, connect with, and empower students and patients.

With an interdisciplinary approach, the first day incorporated an engaging and empowering presentation in resilience by Karima Curry, LCSW, a distinguished leadership educator at Loma

Linda University Health. Karima's expertise as a social worker was paired with a dedication ceremony led by Carl Ricketts and Thewodros Asfaw, from the Loma Linda University Medical Center Chaplain Services team. Our physician partner, Denny Hong, MD, MPH, the chief medical officer at Kendu Adventist Hospital and active member of the American College of Physicians and the American College of Lifestyle Medicine, led the presentation and discussions on Kendu Adventist Hospital's journey towards AHA accreditation.

I am grateful for the opportunity to have partnered with Dr. Peterson from LLU School of Nursing in coordinating the 2024 GHLA Nursing Breakout sessions. Participating in this conference was an honor and an eye-opening experience for me. It is always an honor and privilege to share the amazing things we do at LLU Children's Hospital with other nurse leaders. This opportunity to present on our LLU Children's Hospital RN Residency program and give others insight on how they can start their journey towards building residency programs of their own was invaluable. Most of all, I appreciated the opportunity to network with nurse leaders from other countries, reflect on our shared experiences such as the global challenges with nurse staffing, and share best practices on leadership development. I got a glimpse into the footprint that Loma Linda University Health has made globally which in many ways was also life-changing for me.





MALAWI MISSION TRIP

BY LUC NEWLIN, BSN, RN, CCRN



My name is Luc, and I am a pediatric intensive care unit (ICU) nurse. I recently had the opportunity to go to Malawi, a country in southern Africa, to teach. Our group consisted of three pediatric ICU attending physicians, a program coordinator and me. We taught Malawian healthcare providers basic life support, pediatric advanced life support and pediatric fundamental critical care support (PFCCS). These three classes spanned over four days and increased in difficulty and depth.

I took the PFCCS course six years ago and it vastly helped my understanding and ability to take care of children in the ICU. I showed interest in the group's recent trip to the French Guiana, and they asked me if I wanted to come to Africa. I was honored, I love to teach, and I have a good understanding of concepts; but teaching pediatricians, surgeons, and anesthesiologists was a bit daunting. With a bit of preparation, I got on the plane.

We landed in Blantyre after 38 hours of travel. I have some international travel experience, but the two-hour ride to Malamulo Adventist Hospital in a 1990s Landcruiser converted into an ambulance was mesmerizing. Lush but deforested; colorful clothes, street signs and litter; paved roads not wide enough for the cars, pedestrians, bikes, and wagons full of sugar cane. The rolling hills of tea

leaves and unending smiles and waves from the locals will be engrained in my mind forever.

We taught the providers during the day and hosted Vacation Bible School for the children in the afternoon. Every day we would receive the same appreciation, smiles, and warmth from both the children and the adults. There were no IV infusion pumps at Malamulo, so I had to re-learn drip rate calculations for ICU medications and teach those concepts to the class. Despite being the least versed in pediatric ICU concepts, I shared the practical application and overall skills that a nurse brings to the healthcare equation. This experience helped me grow as a person and is one that I will cherish forever.





PEDIATRIC DIABETES TECHNOLOGY FAIR

BY JACKI BLAKE, MSN, RN, CPON

DIRECTOR, LOMA LINDA UNIVERSITY
CHILDREN'S HOSPITAL SPECIALTY TEAM
CENTERS AND PEDIATRIC DIABETES AND
ENDOCRINE CENTER

The Pediatric Diabetes Center held its inaugural Technology Fair for patients and families in the community. The technology fair was held on World Diabetes Day, November 14, 2023. This event was organized by Lindsey Basbas, BA, MS, nurse clinician, and she chose World Diabetes Day so that staff could have more opportunity to bring awareness of equitable access to care.

The technology fair allowed patients, families, and caregivers to learn more about diabetes technology, including insulin pumps and continuous glucose monitoring (CGM) systems. We had a booth where patients could try an assortment of healthy, low carb, high protein snacks with the dietitian on site. Another booth demonstrated how to use a specialized pen injection as an option for treating severe hypoglycemia.

The technology fair was a success, and we look forward to continuing to host events like these and promote collaboration between nutrition, dietitian and nursing teams.

INCREDIBLE COLLABORATIONS OFFER RARE TREATMENTS TO THE INLAND EMPIRE

BY BEVERLY LOVEJOY, MSN, RN, BMTCN, TRANSPLANT & CELLULAR THERAPY PROGRAM AND QUALITY MANAGER AND CHARILYN FOX, MHA, BSN, RN, MEDSURG-BC, DIRECTOR, DIALYSIS APHERESIS RESOURCE TEAM

We are very blessed to offer a cutting-edge service that provides hope to adults and children with blood cancer. Our Transplant and Cellular Therapy (TCT) program is accredited by the Foundation for the Accreditation of Cellular Therapy (FACT) and is a designated Center of Excellence by California Department of Health Care Services (DHCS) for apheresis and administration of cellular therapies (allogeneic, autologous, immune effector cell) for both adult and pediatric patients. Loma Linda University Health is the first and only organization in the Inland Empire and Desert region to offer these therapies to those in need, and it requires much collaboration.

Loma Linda University Health's apheresis program is an integral part of the process to collect cells from the patient or the donor to use them for cellular therapy. Loma Linda University Health performed the first CAR T-cell therapy ever in the Inland Empire and Desert Region in March of 2024. The first patient received this life-saving revolutionary treatment for blood cancer at the Children's Hospital. The second patient received the same treatment the next day at the adult hospital by the same team.

There are many treatment elements under the TCT umbrella, including the infusion of healthy cells in an autologous or allogeneic stem cell transplant patient, chimeric antigen receptor T-cell therapy (CAR T) and gene therapy. CAR T is the

newest treatment to our program in which the patient's immune cells are aided in better recognizing and combating cancer cells in the body while sparing other cells. This treatment has been used for blood cancers such as leukemia, lymphoma, and myeloma with much success. It was recently FDA approved for the treatment of certain types of solid tumors. It is also being explored for its effectiveness with several other types of cancer. Gene therapy is a genetic modification that corrects or compensates for the genetic mutation that causes a disease. It is currently utilized for the treatment of patients with diseases such as beta thalassemia or sickle cell disease.

Each therapy requires a significant amount of planning and support from multiple entities within the organization and a multidisciplinary team approach.

- The process begins with a consult with the TCT physicians, coordinators and social worker, followed by collaboration with a multidisciplinary team consisting of the pharmacist, nurse practitioners, research coordinators, financial coordinators and nursing leaders.
- For allogeneic transplant, both the potential donor and recipient undergo significant testing requiring support from the clinical lab, Histocompatibility (HLA) lab, blood bank, radiology, nuclear medicine and dentistry.

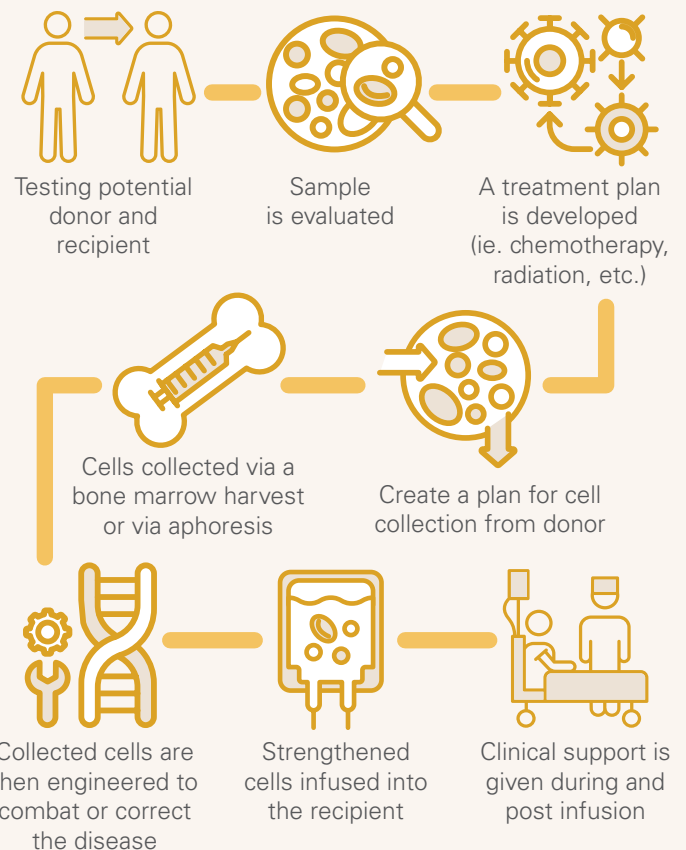


TCT PERSONNEL BY DEPARTMENT OR PROFESSION

Administration and Nursing
 Blood Bank
 Cancer Center
 Clinical Lab
 Coordinator Team
 Data
 Dialysis Apheresis Resource Team
 Dispatch
 Financial Coordinator
 Histocompatibility Lab
 Operating Room Staff
 Pharmacist
 Physicians
 Pediatric Hematology/Oncology/TCT Clinic
 and Infusion Center (PONC)
 Radiation Medicine
 Research
 Pediatric Hematology Oncology Unit 4800
 Oncology Transplant Unit 6A

- Once the evaluation is complete, a treatment plan is developed utilizing chemotherapy, and occasionally, radiation.
- Following this, a plan for cell collection from the donor (or patient in case of autologous transplant or CAR T therapy) is initiated. Cells may be collected via a bone marrow harvest in the operating room, or via apheresis, the peripheral blood collection of cells supported by the Dialysis Apheresis and Resource Team (DART).
- If CAR T or gene therapy is planned, collected cells are then engineered to combat or correct the disease and infused into the patient.
- The blood bank staff, TCT coordinators and bedside nurses support the safe infusion of these therapies to the recipient.

To date, the TCT program has completed 50 bone marrow harvests, 230 apheresis collections and 450 infusions. As we have grown, it is incredible to see a program of this caliber work across the organization as a whole – adults and pediatrics, inpatient, outpatient and ambulatory facilities. The growth of this program has built so many bridges and strengthened many relationships within our organization. Our success is credited to all those involved and their grit in working for our patients. For many, the cure is here.





SCHOOL NURSE EDUCATION

The Loma Linda University Children's Hospital Pediatric Diabetes Center nurses, dietitians, social workers, and physicians hosted the second Annual School Nurse Conference: Diabetes Management in Pediatrics. Ana Mendez, BSN, RN, CPN, nurse clinician at the Pediatric Diabetes Center oversaw the conference, arranged for the location and parking, sent invitations, worked with staff development for continuing education units, booked, and obtained speaker disclosure forms and speakers' curricula vitae. Ana worked closely with the Pediatric Diabetes Center Medical Director, Dr. Orsdemir, and nurses, social workers, and registered dietitians, regarding lecture topics and presentations. This included the involvement of one certified pediatric nurse and four certified diabetes care and education specialists (CDCES).

Topics covered included a refresher on the pathophysiology of the disease process, defining diabetes and the differences between Type 1 and Type 2 diabetes. Attendees were then given presentations on the disease management basics such as mealtime insulin dosing (carb counting, rounding, half unit, etc.), nutrition in school settings, management of hypo- and

hyper-glycemia in school settings, and exercise guidelines. To end the conference, a mini session was devoted to technology to highlight different continuous glucose monitoring (CGM) and pump tools, and time to expand on the role of the social worker in a school setting. A Q&A session was made available to attendees afterwards to provide support.

A total of 49 school nurses attended the conference from Riverside and San Bernardino counties, to include Palm Springs, Menifee, Hesperia and Chino school districts. Feedback from school nurses included:

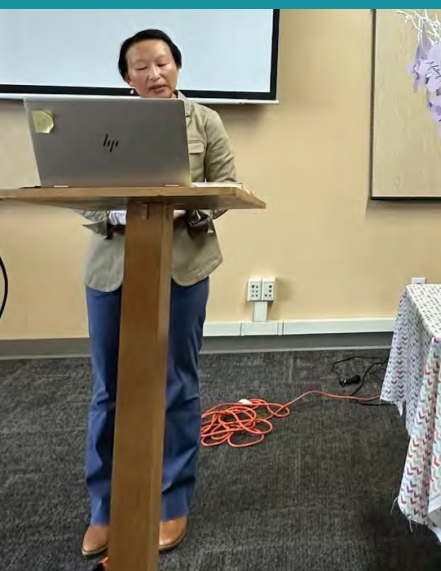
- "Great review of diabetes management in school setting."
- "Informative presentation."
- "Phenomenal class, great review of material I should already know, but also filled in significant gaps in information to help make it more rounded."
- "Very important, great examples and case studies."

REMEMBRANCE CEREMONY

Working in the Pediatric Intensive Care Unit (PICU) can be both rewarding and emotionally taxing, especially when dealing with the deaths of pediatric patients. These deaths have a profound emotional impact on the staff, which may lead to compassion fatigue and, in some cases, retention challenges. It is crucial for staff to grieve, as it is an essential part of the healing process.

To support this process, an annual remembrance ceremony is held to honor patients who have passed away in the previous year. In February 2024, the Loma Linda University Health Spiritual Care team and PICU physician team played a crucial role in providing support during the ceremony. During the event, our PICU physicians read the names of the patients, and staff members place ornaments with the names of those who passed on a decorative tree. The Spiritual Care team provides additional support by checking in on staff, sharing a devotional, and offering words of encouragement. Staff members also receive a bag containing an inspirational quote, tea, and chocolate to offer some comfort.

The PICU team has expressed that they appreciate the collaborative support they received during the annual remembrance ceremony and feel that it significantly assists in their healing process.





WALK A MILE

BY MARK
ZIRKELBACH,
MS, CIO



I am the chief informatics officer for Loma Linda University Health, where we focus on information services providing value to the organization through automation investments with the alignment of people and process. I was introduced to the Walk a Mile program by Chief Executive Officer Trevor Wright as a way to meaningfully engage with caregivers; literally walking a mile in their shoes to get a better understanding of opportunities to assist. I've been involved in each Walk a Mile opportunity, and we have always found ways to address a need to make it easier for the caregivers. I always look forward to what I will learn during these activities.

During one Walk A Mile session, I was able to meet with leadership on Unit 11A, including Unit Managers Novi Sitanggang, BSN, RN, and Andrea Whitchurch, BSN, RN, PCCN, CMSRN, and Unit Director Jordan Montgomery, MSN, RN, PCCN, CNML, to gain a better understanding of their patient care operations and access to certain biomedical equipment.

Although not surprising, I was impressed by their intense focus on ensuring caregivers have timely access to all necessary resources for high-quality patient care. I was pleasantly surprised by the cross-unit collaboration to share equipment in response to immediate patient care needs. What touched me was their willingness to collaborate and try different approaches to meet patient care needs in the best way possible.

While we have not addressed all the items yet, we are on our way to improved processes and services that will support our most important pursuit, ensuring caregivers can support the needs of their patients.

It is my privilege to work with and support these nursing leaders. Being able to participate in the Walk a Mile program has helped make this possible. I am looking forward to the next visit with our nursing team to better understand their challenges and identify opportunities where we can collaborate to continue to improve.



CHILDREN'S DAY

Children's Day is an annual health fair for young children, recommended for children ages 3-8. Children's Day gives children an opportunity to experience hands-on learning about health topics. This event also provides a non-threatening exposure to a variety of medical setting procedures.

Children's Day began in 1985 and has continued as a favorite local fieldtrip each year. Some of the favorite booth activities include the Teddy Bear Clinic, Finger Casting, The Stitch Station, Doc for a Day, Fire Safety and Dr. Hayes' Venomous Animals. This event is sponsored by Farmer Boys and coordinated by the Child Life Department at Loma Linda University Children's Hospital.

This year, we held our 39th Annual Children's Day event in a large, white tent in the middle of the Loma Linda University Health Campus. Events like these require much collaboration, and we want to highlight the teams who have been involved and continue to help us host incredible events like these:

- LLU School of Dentistry
- Loma Linda University Health Fire and Safety
- Wishers and Dreamers
- Farmer Boys
- LLU Children's Hospital Emergency Department
- Safe Kids – Inland Empire Coalition
- Pets Aiding Wellness (PAWS) Therapy Dogs
- Loma Linda University Health SAC Health
- Healthy Humor – Red Nose
- LLU Children's Hospital Social Work
- LLU Children's Hospital Radiology
- Doc for a Day – LLU School of Medicine Pediatric Residents
- LLU School of Allied Health Professions Nutrition and Dietetics
- Loma Linda University Health PossAbilities
- LLU Children's Hospital Operating Room
- LLU Children's Hospital Physical Therapy
- LLU Children's Hospital Occupational Therapy
- Dr. Hayes' Venomous Animals
- LLU Children's Hospital Speech Therapy
- LLU Church – Children's Ministry
- LLU Children's Hospital Child Life Department





IN CELEBRATION OF **COLLABORATIVE ACHIEVEMENTS**

DAISY HONOREES – SPRING 2024



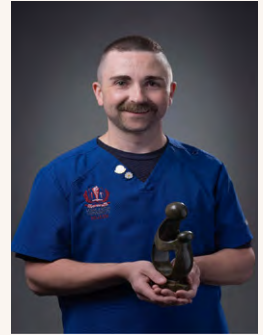
Stephen Alcoran, RN
2100 Surgical Acute
LLU Surgical Hospital



Mary Ann Arnobit, RN
8A Medical ICU
LLU Medical Center
Dennis and Carol Troesh
Medical Campus



Joshua Babalola, RN
IP Psych Adolescent and Child
LLU Behavioral Medicine Center



Kyle Ferrao, RN
Adult Emergency Department
LLU Medical Center
Dennis and Carol Troesh
Medical Center



Jaime Hasler, RN
1300 Medical Acute
LLU Medical Center
East Campus



PK Kittipha, APRN
Advanced Practice
Services – Adults
LLUH Advanced Practice
and Specialty Nurse



Rosemary Maingi, RN
General Surgery
LLU Medical Center – Murrieta



Mel Quinte, APRN
Advanced Practice
Services – Pediatrics
LLUH Advanced Practice
and Specialty Nurse



Lora Singuillo, RN
Ambulatory Infusion Center
LLU Surgical Hospital



Jennifer Tedeschi, RN
3700 Neonatal ICU
LLU Children's Hospital



David Vogel, RN
4800 Peds Hematology/Oncology
LLU Children's Hospital



Taylor Yee, RN
TMC Operating Room
LLU Medical Center
Dennis and Carol Troesh
Medical Campus



DAISY BREAKFAST

This year, we were very excited to host Loma Linda University Health's first DAISY Breakfast. As part of our 2024 Nurses Week celebrations, DAISY honorees across our hospitals and from the Loma Linda University School of Nursing were invited to attend this special event. We featured the excellent and compassionate care that our DAISY nurses provide to our patients every day. Each honoree shared inspiring stories and the impact each one made on their patients and fellow nurses. The DAISY breakfast is a way for us to continue recognizing this life-long designation and we plan to continue this tradition every Nurses Week.



LEAPFROG: A JOURNEY

Loma Linda University Medical Center – Murrieta achieved Leapfrog Grade A status for the first time since opening its doors to serve the community on April 15, 2011. This significant achievement was due to several key factors:

- **Aligned Leadership:** Strong leadership was crucial in setting clear goals and fostering a culture of excellence. The leadership team at Loma Linda University Medical Center – Murrieta worked closely together to prioritize patient safety and quality care. Great strides were made in caring for patients within our community because of our focus on being one team.

- **Focus on Healthcare Quality:** The hospital maintained an unwavering focus on providing high-quality healthcare. This included implementing best practices, staying current with the latest medical standards and continuously improving clinical processes. Leaders engaged their teams with performance improvement activities to decrease health acquired infections.



- **Commitment to Patient Experience:** Loma Linda University Medical Center – Murrieta placed a strong emphasis on patient experience. Staff worked diligently to ensure that every patient received compassionate and personalized care, leading to high patient satisfaction scores. Our leaders focused on leadership rounding, competitive activities such as patient care board competitions, and sharing compliments from the patients on a regular basis.
- **Community-Centric Care:** The hospital remained dedicated to serving its community and aimed to provide the best possible care to its local population no matter the circumstance or barriers that may have existed. This commitment to community health was a driving force behind its efforts to achieve the Leapfrog Grade A. The resilience of the team to always put the patients first was unwavering.

These efforts collectively contributed to our recognition by the Leapfrog Group, recognizing hospitals for their ability to keep patients safe and improve the quality of care.



25TH ANNUAL EVIDENCE-BASED PRACTICE AND RESEARCH CONFERENCE

On May 9, 2024, during Nurses Week, Loma Linda University Health Nursing celebrated the 25th Annual Evidence-based Practice and Nursing Research Conference with the theme: *The Trails We Are a Blazing*. The conference was a hybrid with a total attendance of 283 participants. The audience included 190 guests present in person in the Wong Kerlee Conference Center with 93 participants online.

The first keynote speaker this year was David Mulkey, DNP, RN, CPHQ, CCRN, CHSE, a Quality Research nurse at Denver Health and Hospital Authority, and Assistant Professor at University of Colorado, College of Nursing. Mulkey's presentation was entitled, *"Turning Daily Work into Scholarly Activities."* The second keynote speaker was Ruth Lebet, PhD, RN, PCNS-BC, from Children's Hospital of Philadelphia, whose presentation was entitled, *"Getting From There to Here: Nursing Research is a Journey - NOT a Destination!"*

Podium poster presentations included Jeffrey Gage, PhD, MPH, RN, on *"Faith Integration and Spiritual Care in Nursing: A Pragmatic Utility Analysis;"* Zipporah Cartwright, BSN, RN, on *"Reducing Anxiety with Yoga on an Inpatient Psychiatric Unit: An Evidence Based Project;"* and Briana Carr, MEd, BA, BSN, RN, presenting the *"Online Survey of Nurse Spirituality during the COVID Pandemic: A 1-Year Follow-up Study."*

This year we had a record 48 posters presented from a diverse group that included Loma Linda University Health nurses, Loma Linda University School of Nursing students and faculty, California

Baptist University faculty, California State University San Bernardino students and Western University students.

After the poster presentations and lunch, Jan Nick, PhD, RNC-OB, CNE, ANEF, FAAN, provided a presentation on the Joanna Briggs Institute and systematic reviews. This was followed by a panel of researchers from across campus who discussed how they developed their research careers, barriers they encountered and collaborations they valued. The panel consisted of moderator Patti Radovich, PhD, CNS, FCCM, and panelists:

- Jennifer Newcombe, DNP, MSN, CNS, CPNP-PC/AC
- Sarah Capalla, MSN, RN, CCRN-K, CNRN, VA-BC
- Ellen D'Errico, PhD, RN, NEA-BC
- Denise Petersen, DNP, FNP
- Nancy Brashear, PhD, RN, PHN, CCRN

The conference rounded out the presentations with an evidence-based practice (EBP) presentation by MICU EBP Team: Briana Carr, MEd, BSN, RN, BA, and Lilly Padilla, RN, presenting on their *"Nurse-Driven Bowel Regimen in the MICU: An EBP Project."* This was followed by Lisa Macias, DNP-c, RN, BSN, on *"Improving Confidence and Competency Among RN Preceptors Through Education;"* and lastly Emma Salajejan, MSN, RN, on *"Using a Provider in Triage to Impact Emergency Department Length of Stay."*

The conference ended with the presentation of the poster awards, EBP Grant Awardees, and the 2024 EBP Fellow Alycia Morrie, RN, BSN, CAPA, from the Loma Linda University Outpatient Surgery Center.



UNIT 7A'S JOURNEY TO BEACON EXCELLENCE



Unit 7A is Loma Linda University Medical Center's Surgical Trauma, Transplant, and Neuroscience Intensive Care Unit. The nurses on Unit 7A feel a deep and passionate loyalty to the unit, their colleagues, and the patients they serve. They are a team of devoted and extremely hard-working nurses. After three years of COVID-19 and numerous challenges within our unit, we felt it was time to be recognized for the level of nursing we deliver every day. Eleanor Roosevelt once said, "The future belongs to those who believe in the beauty of their dreams." Unit 7A believed in the dream of becoming Loma Linda University Medical Center's first-ever Beacon Award-winning unit. So, in July 2022, our Professional Governance Council began the laborious journey to obtaining the American Association of Critical Care Nurses (AACN) Beacon for Excellence Award.

In 2003, the Beacon Award for Excellence was established by the AACN, the largest specialty nursing organization in the world. This award symbolizes excellence in critical care nursing. Units that receive this distinguished award meet criteria in six categories: leadership structures and systems; appropriate staffing and staff engagement; effective communication; knowledge management and learning development; evidence-based practice and processes; and outcome measurement.

In addition to these metrics, the unit must align with other national awards, including the ANCC Magnet Recognition Program, the Malcolm Baldrige National Quality Award, the National Quality Forum's Eisenberg Patient Safety and Quality Awards, and the AACN's Healthy Work Environment standards.

Unit 7A's decision to move forward was not taken lightly. With the approval of our council and the support of leadership, a group of eight nurses divided up the application and began our journey. William Blake said, "Great things are done when men and mountains meet." So, we decided to tackle our mountain one section at a time. Many long months of writing, editing, coffee and treats ensued. We submitted our rough draft to Roslyn Phan, DNP, MBA, RN, PHN, NEA-BC, in July 2023. Finally, on August 15, 2023, after hours of fine-tuning and much editing, she submitted our application to the AACN.

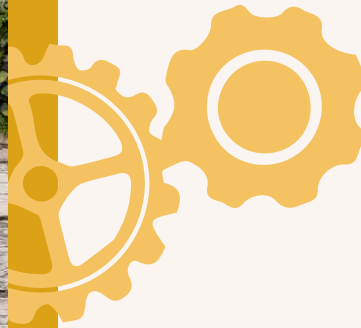
We waited seven very long and agonizing months for peer review evaluation from the AACN. Finally, on March 13, 2024, we received the glorious news: Unit 7A had achieved the very first Silver Beacon for Excellence Award for Loma Linda University Medical Center, Silver recipients, demonstrating continual learning and effective systems to achieve optimal patient care. This Beacon Award not only celebrates achievement but also inspires nurses and healthcare teams to strive for excellence in every aspect of their work. By promoting a culture of excellence, the Beacon Award drives positive outcomes for patients, families, and healthcare providers alike. For nursing, it affirms the critical role nurses play in patient care and recognizes their dedication to continuous learning and improvement. For the nurses on Unit 7A, it validated what we already knew and felt in our hearts about the patients and families we serve, the healthcare team we work with, and the medical center we are employed by: We are delivering the highest standards of quality care. We are extremely proud of Unit 7A, but it is my sincere wish that this story will be a beacon for others and that someday all our units will be a Beacon for Excellence.



CLINICAL NURSE-D CELEBRATION AND THE CLINICAL ADVANCEMENT PROGRAM

During the May 2024 Annual Nurses Week Celebration, Loma Linda University Health celebrated the newly inducted Clinical Nurse Ds who have exemplified nursing excellence through quality patient care, professional growth, and development in their field of expertise. Clinical Nurse Ds were celebrated with a professional plaque and jacket to honor their hard work and efforts in addition to a professional photo as part of their ongoing professional portfolio.





LOMA LINDA UNIVERSITY MEDICAL CENTER:

Yuri Oda – East Campus Unit 1400 Intensive Care Unit

D'Ann Park – Dennis and Carol Troesh Medical Campus Unit 7A Intensive Care Unit

LOMA LINDA UNIVERSITY CHILDREN'S HOSPITAL:

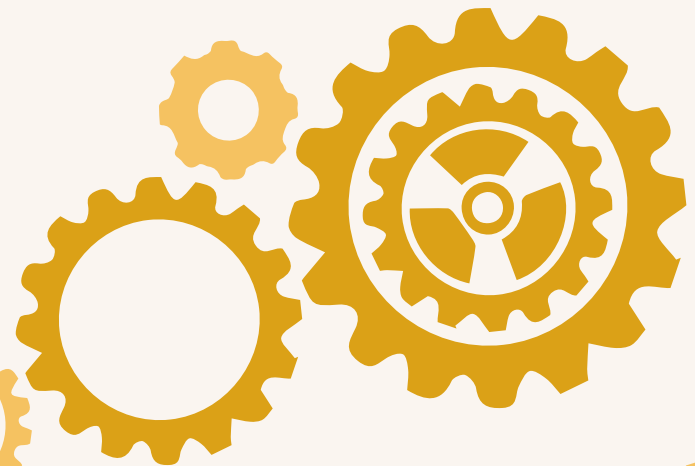
Jenna Chavez – Acute Care Pediatric Unit

Kayla Vickers – Pediatric Intensive Care Unit 5700

Christina Knutson – Pediatric Intensive Care Unit 5700

Shaleena Bonjour – Pediatric Emergency Department

Micah Austin – Pediatric Emergency Department

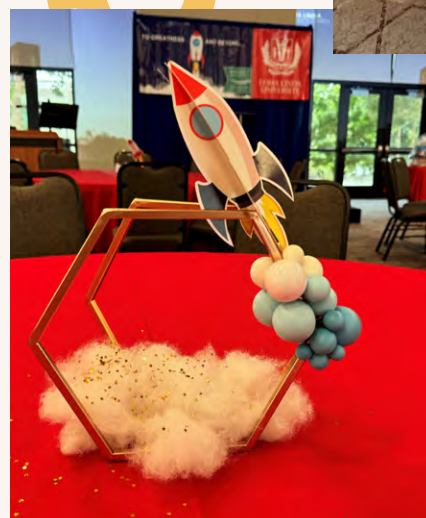




PROFESSIONAL GOVERNANCE RETREAT

Each year, the Magnet Department holds a professional governance council retreat as an ongoing part of the professional growth and development of all nurses at Loma Linda University Health. This year's was particularly significant, expanding to include nurse managers, nurse educators and clinical nurse specialists. The theme "To Greatness and Beyond," aligns with the theme for our Magnet redesignation. The event kicked off with an inspiring keynote message from Helen Staples-Evans, DNP, RN, NE-BC, senior vice president and chief nursing officer of Loma Linda University Health.

With over 115 attendees, the retreat was an energizing opportunity for participants to learn, collaborate, and plan for the new upcoming professional governance term. This year's interactive retreat focused on strengthening each team member's role and responsibilities within the professional governance council. This fun-filled professional development event provided an opportunity to build team morale and engagement among the new incoming officers.



PROFESSIONAL GOVERNANCE AWARDS

During the May 2024 Nurses Week Award celebrations, Loma Linda University Health recognized the incredible efforts and dedication of clinical nurses serving as leaders for their units' Professional Governance (PG) council. PG is fundamental to our voice as nurses, as it is a platform that provides clinical nurses with an opportunity to partner with unit leaders and interprofessional colleagues to impact change. Through this shared decision-making structure, nursing practice is reviewed and revised to improve patient safety, satisfaction and overall quality of care. Additionally, PG councils set unit goals in alignment with the nursing strategic plan to drive quality outcomes.

All award categories have gone through a rubric scoring process based on the American Nurses Credentialing Center Magnet Components of Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, and New Knowledge Innovations and Improvements, in addition to our PG bylaws. We will continue this annual recognition every year and would like to thank all PG council members for their active participation and engagement.



PG CHAIR OF THE YEAR:

LLU Children's Hospital: Joie Harvey
(Maternity Services)

LLU Medical Center: Dani Welzig
(7A Surgical Trauma Neurological/Transplant ICU)

LLU Medical Center – Murrieta: Pam Corrington
(Fourth Floor Medical Telemetry)

PG CO-CHAIR OF THE YEAR:

LLU Children's Hospital: Chynna Porrata
(Acute Care Pediatrics)

LLU Medical Center: Kamile Samson
(Surgical Hospital OR)

LLU Medical Center – Murrieta: Maria (Yanett) Ross
(Intensive Care Unit)

PG RECORDER OF THE YEAR:

LLU Children's Hospital: Kaylee Anderson
(5800 Cardiothoracic Intensive Care Unit)

LLU Medical Center: Jonathan Duerksen
(6A Oncology/Transplant)

LLU Medical Center – Murrieta: Emily Baden
(Perinatal Services)

PG COUNCIL OF THE YEAR:

LLU Children's Hospital: Acute Care Pediatrics
PG Council

LLU Medical Center: 8A Medical Intensive Care
Unit PG Council

LLU Medical Center – Murrieta: Progressive
Care Unit PG Council

2024 NURSING LEADERSHIP AWARDS

TRANSFORMATIONAL LEADERSHIP: CARLA BURGOS, BSN, RN

Carla is a transformational leader who inspires and motivates her team to achieve extraordinary outcomes. She fosters a supportive environment where individuals can grow and develop. Recently, three of her staff were hired as full-time charge nurses for a new unit. When asked about their journey, one said, “The motivation to enroll in the introductory leadership course primarily came from our manager. She played a pivotal role in informing us about the opportunity and encouraged us to explore avenues for leadership growth.”

When given the chance to move to the new Dennis and Carol Troesh Medical Campus building, all her charge nurses and more than half of her staff chose to stay with her in the Vintage Tower. This loyalty speaks to the strong bond Carla fosters through her authenticity and empathy. Carla’s impact extends beyond her own team. As we opened Unit 8100, Carla continued to support Laralynn Pantan, the incoming manager of the unit, providing coaching and mentorship. Her grace, kindness, and compassion are evident not only in her support for Laralynn but also in her commitment to the entire 8100 team, demonstrating her dedication to excellence and collaboration.

EXEMPLARY PROFESSIONAL PRACTICE: KEN WENZELL, BSN, RN

Ken Wenzell started his career at Loma Linda University Health as a nurse on Unit 8100, the Surgical Trauma ICU. I worked with him for many years on that floor. Ken has increased his scope since then. Not only is he a very qualified frontline RN, but an RN with expertise in clinical informatics. He is the one we run to so that we can revise documentation that will be more helpful to our nurses. Ken works tirelessly as the director of Informatics, his current title. Ken takes time to round with our nurses on the floor. They may be slow to conversate, but he can engage them, get their input and provide examples of how to save time, like documenting to exception.

There have been many significant changes that Ken has been able to bring about saving much time for nurses and one of those is in decreasing cancelation of BPAs (pop-up alarms) as there were numerous amounts enough to make nurses pause for many minutes at a time. It is such a pleasure to have Ken as part of the leadership team, engaging staff, bringing new ideas and seeking to improve our compliance and quality that ultimately improves the patient care that our nurses provide.

EVIDENCE-BASED PRACTICE: OUT THE DOOR DINOSAUR: ASSESSING HEALTH LITERACY TO IMPROVE DISCHARGE EDUCATION: JOANNE RAMIREZ, ADN, RN, JENNIFER NEWCOMBE, DNP, MSN, CNS-BC, CPNP-PC/AC



Pediatrics cardiothoracic ICU nurses, Joanne Ramirez and Jennifer Newcombe, have been longstanding champions and advocates for professional development and evidence-based practice at LLU Children’s Hospital. Most recently, this team participated in the AACN Clinical Science Investigator (CSI) Academy where they were inspired to take a deeper look at the challenges posed by unaddressed health literacy and the resulting impact on patient safety. Together, they created a literacy screening tool to address health literacy as the Newest Vital Sign. The team developed a literacy tool kit with education materials designed for low literacy, which was used to educate caregivers in five areas:

medication administration, wound care, cardiopulmonary resuscitation, nutrition, and when to seek additional medical care. In 2023, 95% of caregivers were screened and had the appropriate education given to them based on their literacy score. The team reviewed department patient satisfaction scores as a measure of success. Department scores on the National Research Center (NRC) question, *“During this hospital stay, how often did your child’s nurses explain things to you in a way that was easy to understand?”* increased from 80% in quarter 1 of 2023 to 100% in quarter 4 of 2023. One hundred percent of caregivers surveyed after discharge also reported that they felt confident in performing medical tasks on which they were educated during admission.

**STRUCTURAL EMPOWERMENT:
PENNY AMORNVUT, MSN, RN, CCRN-K**

Penny Amornvut has dedicated her career to Loma Linda University Health, starting as an educator and helping to advance her team of nurses so that they would excel in providing excellent care to cardiac patients. As she advanced her career through director, and currently the executive director of Cardiac Services, her scope is huge, but she maintains a calmness about her, and she builds her teams. She knows her employees personally, encouraging her team to continue with their education and strive for individual certifications that provide growth.



Anyone can attest that Penny is known for saying, *“It can be done, and you [or we] will achieve it.”* Whether it be for the frontline RN or the service line itself, Penny will support and grow both. She understands and believes that with a team that is confident in their skills and leadership, the impossible can be done.

NEW KNOWLEDGE: PATTI RADOVICH, PHD, RN, CNS, FCCM

As the pioneer of the Nursing Research department, Dr. Patti Radovich is the epitome of nursing research, evidence-based practice, and innovation for nursing at Loma Linda University Health. Having served the organization for more than 45 years in various roles from clinical nurse to the current Director of Nursing Research, Dr. Radovich is well-known throughout the organization. She is an advocate for both patients and nurses, a mentor to many, always pursuing the expansion of nursing research through her progressive research studies, but above all, a valuable colleague to all of us.

She has an impressively elevated nursing position when she became the vice chair of the organization’s Institutional Review Board. Her support to the currently developed innovation lab and nurses-led innovation has brought forward a collaboration between the University and Hospital. Furthermore, she has also maintained a close partnership with the School of Nursing, mentoring and guiding graduate students in developing their DNP project and pursuing dissemination.

She is currently involved in various collaborative research studies and has had poster presentations on the hospital move and virtual nursing studies. Always an educator at heart, Dr. Radovich strongly believes in the pursuit and sharing of knowledge. Her wealth of knowledge is a treasure to our organization and nursing practice.



2024 EVIDENCE-BASED PRACTICE FELLOW: ALYCIA MORRIE, BSN, RN, CAPA

Our 2024 Evidence-Based Practice Fellow is Alycia Morrie, BSN, RN, CAPA, from the Outpatient Surgery Center Perianesthesia Department at Loma Linda University Medical Center. Alycia is interested in developing her evidence-based practice project on post-operative nausea and vomiting. She is interested in the use of aromatherapy as a nursing intervention in the post-anesthesia care unit (PACU) to reduce symptoms and improve patient experiences.



SMALL GRANTS AWARDS

EVIDENCE-BASED PRACTICE GRANT AWARDEES



CRICKETARA RAMOS, BSN, RN
SCOTT WALTERS, BSN, RN
JENNIFER CLARK, BSN, RN

Workplace Safety in the MICU
\$750 awarded in February 2024



JOSH BILLINGS, BSN, RN –
2023 EBP FELLOW

Compassionate Communication Booklet
\$500 awarded in February 2024



TANJIA CHRISTENSEN, BSN, RN – PROJECT LEADER
JAMES THOMPSON, BSN, MSN, RN –
CO-PROJECT LEADER
CARMELA HONGTHONG, MA ED, MSN, RN
CHRISTINA GUZMAN, BSN, MBA, RN
KOLINI MANU, BSN, RN
MEGANN SYNNOTT, BSN, RN

Strategic Improvement in Employee Engagement
with a Float Pool Team
\$750 awarded in May 2024



POSTER AWARDS

At this year's 25th Annual Evidence-Based Practice and Nursing Research Conference, the following posters were awarded prizes in the categories of Integrated Inquiry, Evidence-Based Practice and Research.

INTEGRATED INQUIRY

First Place

Kaitlyn Parrish; Kim Tran (Western University BSN students)

Influenza Avengers: Assemble for Vaccination

Second Place

Olivia Nguyen, Jenny Chea, Christina Sparks, Andrea Villegas, Kasity Williams (CSUSB BSN Students)

Bystander Knowledge and Confidence in AED Usage for Shockable OHCAs

Third Place

Ashley Kim, DNP-C, BSN, RN

Improving Postpartum Patient Education & Clinic Visits: A Quality Improvement

EBP AWARDS

First Place

Eliza Kym G. Liwanag, BSN, RN

Let's Start at The Very Beginning: ABC's (Awareness of Breast Cancer)

Second Place

Marielle Ngo, DNP-c; Wenxin (Helena) Niu DNP-c; and Renee Perez, DNP-c

Enhancing Cultural Competency in a Nurse Anesthesia Curriculum

Third Place

Michelle Schwab, MSN, RN, CNS, AGCNG-BC, TCRN; Yujin Kim, BSN, RN, CCTN; Angel Olarte, BSN, RN; Andrew Magallanes, BSN, RN; Kerry Burns, BSN, RN, CCTN

Reducing Falls in Transplant Patients – Leveraging PI & EBP for Success

RESEARCH

First Place

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Tying Technology As A Predictor to NCLEX Success

Second Place

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Creating A Healthy Work Environment for APRNs

Third Place

Rachelle Chanmany Pastor, PhD-c, MSN, RN-BC, PHN; Fayette Nguyen Truax; PhD, RN, CPNP-PC

Digital Media Use in Families with School-Aged Children



PUBLICATIONS AND PRESENTATIONS

PUBLICATIONS

- Phan, Rosalyn, Karla Juhas, Patti Radovich, Krysten DeShields, Bethany McClure, Ashley Wiese, Nicole Rosenbaum, and Margaretha Kasim. 2024. "Improving Ethnic and Textured Hair Care in the Hospital Setting: A Continuous Quality Improvement Project." *MEDSURG Nursing* 33 (4): 189–96. doi:10.62116/MSJ.2024.33.4.189.
- Lopez, Merrick, Michele Wilson, et al. "Decreasing ICU and Hospital Length of Stay through a Standardized Respiratory Therapist-driven Electronic Clinical Care Pathway for Status Asthmaticus." *Pediatric Quality & Safety* vol. 8,6 e697. 5 Dec. 2023, doi:10.1097/pq9.0000000000000697
- Tan, Laren D, Anthony A Hilliard, Ricardo L Peverini, Robert D Martin, Tamara L Thomas, Trevor G Wright, Lyndon C Edwards, et al. 2024. "Navigating the Healthcare Conundrum: Leadership Perspective from a Premier Healthcare Organization in Loma Linda's Blue Zone." *Journal of Healthcare Leadership* 16 (February): 83–91. doi:10.2147/JHL.S452188.
- Robinson, Denise M. 2023. "Enhancing Nurse Leadership Through a Cohort-Based Model." *Nurse Leader* 21 (1): 75–79. doi:10.1016/j.mnl.2022.11.001.
- Mousa, Dania, Itani DNP, FNP-C, Phan, Rosalyn, et al. The Community Resiliency Model to enhance resilience among newly graduated nurses. *Nurse Manager*. 2024;55(7):42-48. doi:10.1097/nmg.0000000000000145.

PRESENTATIONS

- Apostol, Michelle, DNP, CNS, ACCNS-P, CPHON, "Implementation of an Activities of Daily Living Program to Reduce Mucosal Barrier Injuries (MBIs) in Pediatric Hematology/Oncology & Cellular Therapy (TCT) Patients." Poster, 2024 Association of Pediatric Hematology/Oncology Nurses Annual Conference, Salt Lake City, Utah, September 11-13, 2024.
- Atienza, Sharon, BSN, Akinci, Ayse Cil, BSN, Savci, Cemile, BSN, Dehom, Salem, PhD, Roberts, Lisa, PhD, "Grip Strength among Turkish Nursing Students and Staff." Poster, 2024 Western Institute of Nursing Conference, Salt Lake City, Utah, April 19, 2024.
- Carr, Briana M., MEd, BA, BSN, RN, and Taylor, Elizabeth Johnston, PhD, "Nurse Spiritual Responses to Covid-19 Caring: A 1-Year Follow-Up Study." Poster, 2024 Western Institute of Nursing Conference, Salt Lake City, Utah, April 19, 2024; and the 25th Annual EBP & Nursing Research Conference, Loma Linda, CA, May 9, 2024.
- Cole, Linda, DNP, APRN, CCNS, CNE, FCNS, Rosier, Pat, MS, RN, ACNS-BC, PMGT-BC, and Radovich, Patti, PhD, CNS, FCCM, "Engaging CNS Authors through a Publication Mentorship Program." Podium presentation, 2024 Annual NACNS Conference, New Orleans, LA, March 10-13, 2024.
- Davis, Kelly, MSN, RN, Lee, Margaret Matye, MSN, RN, Henkes, Tonya, BSN, RN, Bosman, Jessica, BSN, RN, Frantz, Nick, EMT, Mukherjee, Kaushik, MD, MSCI, "Automated EPIC Smart Text for Real Time PI Data Tracking." Poster, 2024 American College of Surgeons Quality and Safety Conference, Denver, Colorado, July 18-21, 2024.

PRESENTATIONS (CONTINUED)

- Davis, Kelly, MSN, RN, “Rapid Administration of massive Blood Type O (RAMBO) Does time to first blood differ in cardiac arrest?” Podium presentation, Pacific Coast Surgical Association 2024 Annual Meeting, Rancho Mirage, CA, February 12, 2024.
- Davis, Kelly, MSN, RN, Lee, Margaret Matye, MSN, RN, Henkes, Tonya, BSN, RN, Bosman, Jessica, BSN, RN, Frantz, Nick, EMT, Mukherjee, Kaushik, MD, MSCI Trauma Services Team, “Smart Phrase Precision through IT advancement for Improvement in Trauma Process Improvement.” Poster, Trauma Center Association of America Conference, Nashville, TN, April 28-May 3, 2024.
- Kasim, Margaretha, DNP, RN, AGCNS-BC, CNML, and Radovich, Patti, PhD, RN, APRN-CNS, FCCM, “Elevating EBP to Cultivate a Culture of Excellence.” Podium presentation, 2024 Annual NACNS Conference, New Orleans, LA, March 10-13, 2024.
- Kasim, Margaretha, DNP, RN, AGCNS-BC, CNML, “Pictorial Medication Management Tool for Geriatric Patient.” Podium presentation, 2024 Annual NACNS Conference, New Orleans, LA, March 10-13, 2024.
- Macias, Lisa Soul, DNP, RN, Yang, Joanna, DNP, RN, and Dehom, Salem, PhD, “Improving Confidence and Competency among RN Preceptors Through Education.” Poster, 2024 Western Institute of Nursing Conference, Salt Lake City, Utah, April 19, 2024; and 25th Annual EBP & Nursing Research Conference, Loma Linda, CA, May 9, 2024.
- Newcombe, Jennifer, DNP, MSN, CNS, CPNP-PC/AC, Hokam, Maureen, BSN, RN, and Garcia De La Vega, Emily, BSN, RN, “Out the Door Dinosaur: Assessing Health Literacy to Improve Discharge Education.” Podium presentation, AACN Expo Education, Denver, CO, May 21, 2024.
- Nkumba, Debbie, DNP, RN, CNS, Pueschel, Robin, DNP, APRN, AGACNP-BC, RNFA, and Dehom, Salem, PhD, “The Impact of Education to Improve Transgender Care.” Poster, Loma Linda University Health Diversity and Health Equity Conference 2024, Loma Linda, CA, February 21, 2024; and 2024 Western Institute of Nursing Conference, Salt Lake City, Utah, April 19, 2024.
- Robinson, Denise, DNP, MPH, WOCN, FCNLA, “Enhancing Nurse Leadership Through a Cohort-Based Model.” Podium presentation, 2023 Health Policy Conference, October 5, 2023.
- Robles, Melanio Dylan, DNP, RN, Pueschel, Robin, DNP, APRN, AGACNP-BC, RNFA and Dehom, Salem, PhD, “Use of The Switch Tool for Better Patient Handoff in the Perioperative Department.” Poster, 2024 Western Institute of Nursing Conference, Salt Lake City, Utah, April 19, 2024.
- Role, Jet, DNP, RN, LHIT, “Significance of Automation in Nursing Workflows.” Podium presentation, Artificial Intelligence in Nursing Conference, Salt Lake City, Utah, July 11, 2024.
- Uppal, Avneesh, BSN, RN, SCRNP, Navarro, Michelle, BSN, RN, Mijares, Ann, RN, DNP, CNS, CPHQ, LSSBB, “Reducing Patient Falls on a Neuroscience Progressive Care Unit.” Poster, Association of California Nurse Leaders Annual Program, Monterey, CA, February 3-7, 2024.
- Wood, Suzanne, BSN, RN, PHN, CCRN, CN-D, “Innovative Solutions for Transport Safety.” Podium presentation, 28th Annual Sigma SoCal Odyssey Consortium, San Diego, CA, October 3-4, 2024.

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GASTROENTEROLOGY & GI SURGERY



GYNECOLOGICAL CANCER SURGERY



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HEART FAILURE



HIP FRACTURE



KIDNEY FAILURE



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STROKE



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MISSION, VISION AND VALUES

OUR MISSION

The mission of Loma Linda University Health is “To continue the teaching and healing ministry of Jesus Christ,” our motto “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.

OUR VALUES

Compassion

Reflects the love of God with respect, mercy and empathy.

Excellence

Exceeds expectations with effectiveness, reliability and efficiency.

Humility

Puts self-importance aside for the greater good of others.

Integrity

Carries out actions with honesty and trustworthiness.

Justice

Commits to diversity, equity and inclusion.

Teamwork

Collaborates to achieve a shared purpose.

Wholeness

Actively living the Physical, Relational, Intellectual, Spiritual and Mental (PRISM) principles within a loving relationship with God and shown through service to others.





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