

Welcome from Cheryl Reinking, CNO

Hello — I am Cheryl Reinking, the Chief Nursing Officer at El Camino Health.

Welcome to this year’s Nursing Annual Report highlighting the accomplishments of El Camino Health Nurses in 2019. This year, our theme is “Rising High 4 Magnet”. We are demonstrating our outcomes with a goal of becoming a four-time designated ANCC Magnet Hospital. I would like to share with you four of our outstanding accomplishments for 2019.

First, nurses from across both hospitals focused on initiatives to increase the number of patients discharged by noon, decrease emergency room length of stay for admitted patients, and decrease inpatient length of stay. Through interdisciplinary collaboration, focused discharge rounds were created in the medical/surgical units, which helped increase patients discharged by noon by 18%. Developing new admission criteria for underutilized telemetry-capable beds helped decrease emergency room length of stay for telemetry patients by 16%. The teams continue to focus on new initiatives that are bringing even greater improvements.

Second, our Neonatal Intensive Care Unit or NICU team focused on increasing the amount of time neonates admitted to the NICU spent in skin to skin care. Skin to skin contact provides the infant with stability of body temperature, cardio-respiratory rhythms, and oxygen saturation. Our team developed a program called

“Out of The Box”, referring to infants spending time out of the incubator, in skin to skin contact with a parent. Through their initiatives, skin to skin time increased from an average of 35 minutes to 78 minutes per day. NICU length of stay decreased by 44% during that time.

A third focus of 2019 was to decrease workplace violence toward nurses. Our interdisciplinary Workplace Violence Committee developed a number of initiatives to decrease the incidence of violence toward nurses, including giving a different color blanket to patients in the emergency room who exhibit aggressive or combative behaviors and adding a care plan to the electronic health record system that creates flags on the patient list to notify others about aggressive or combative behaviors. The committee’s intense focus on implementing initiatives decreased incidents of workplace violence toward nurses by 64% in four months.

A fourth area of focus was to decrease the time to treatment for patients in the Cancer Center. In early 2019, patients were experiencing significant delays in receiving their chemotherapy infusions. Nurses in the department partnered with pharmacy to redesign medication workflow, which decreased the time patients waited to receive their infusions. The average time from patient arrival to medication administration decreased by 68%.

The American Nurses’ Association has named 2020 the Year of the Nurse and Midwife.

I look forward to seeing what El Camino Health nurses will accomplish, and to this being the year we rise to our highest goals. I hope you enjoy the Nursing Annual Report.



Magnet Committee Message

Letter from the Magnet Committee

The Magnet Recognition Program has been managed by the American Nurses Credentialing Center (ANCC) throughout the United States and the world. El Camino Hospital has a long history of Magnet Recognition, dating back to 1991, as one of the original 41 Magnet Hospitals, designated after a nationwide study.

We renewed our commitment to again become an ANCC Magnet designated hospital in the early 2000s, and in 2005 became the first Magnet Hospital in the Bay Area. We received our second designation in 2010 and our third designation in 2015. As we aim to achieve our fourth designation, we would like to take a moment and express gratitude. Without the dedication, innovation, care and compassion of our nurses, we would not have the outcomes to showcase and demonstrate that we are an ANCC Magnet organization.

The Magnet Model consists of Five Model Elements which provide a framework for practice. Within this report, you will find nursing highlights for each model element:

- Transformational Leadership
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge, Innovation & Improvements
- Empirical Outcomes

The Magnet Committee is proud to honor our nurses and the excellence they have achieved. This is reflected in our 2020 Nursing Annual Report. Please enjoy exploring this site and join us in celebrating nursing at El Camino Health's hospitals!

– *Magnet Committee*

Magnet Committee Members

Jody Charles, RN

Athena Lendvay, RN

Vivian Low, RN

Jennifer Meaney, RN

Cheryl Reinking, RN

Mary vonDohlen, RN

Melinda Porter, RN



Research



Mobilizing to Recovery: A Nurse-Driven Ambulation Project — *Wilhelmina Aricete, RN*



Achieving Pain Management with Fewer Opioids — (left) *Debbie Smyth, BSN, RN, RN-ONC* and (right) *Judy Chan-Huang, RN*



Mortality Review: A Nurse-Driven Performance Improvement Project — *Bonnie Gebhart, BSN, MBA, RN, RN-BC*



Family Centered Care Program in a Community Level 3 NICU: From Womb to NICU and Beyond — *Arlene Fleming, RN, RNC-NIC* and *Jody Charles, RN, RNC-NIC*

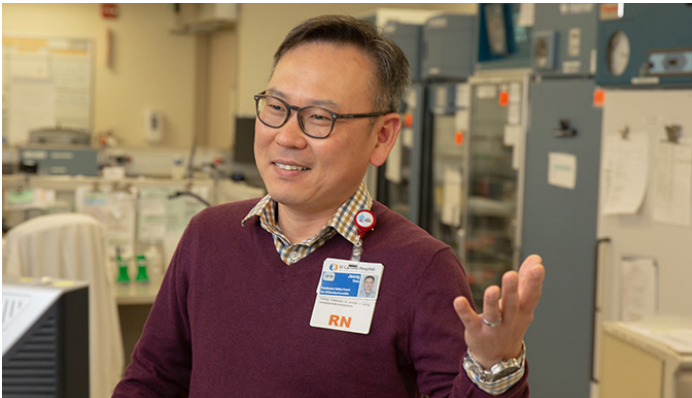
Research



Are You Out of Breath? Best Practice Dyspnea Assessment — (left) Karen Roman, BSN, MA, RN, RN-BC and (center) Missy Von Luerte, BSN, RN, AARC/AACVPR



Nursing Care for Moms with Perinatal Mental Health Disorders — (left) Antonette Lesaca, MSN, RN, CNL and (right) Patricia DeMellopine, MSN, RN, RN-BC, CNS



Multidisciplinary Patient Blood Management Program — Jeong Chae, MSN, RN

Organizational Overview

About El Camino Health

El Camino Health provides a personalized healthcare experience at two nonprofit acute care hospitals in Los Gatos and Mountain View and at primary care, multi-specialty care, and urgent care locations across Santa Clara County. For nearly sixty years, the organization has grown to meet the needs of individuals and communities it serves. Bringing together the best in new technology and advanced medicine, the network of nationally recognized physicians and care teams deliver high-quality, compassionate care. Key medical specialties include heart and vascular, cancer and lifestyle medicine. The hospitals have earned numerous awards for clinical excellence and nursing care, including three consecutive American Nurses Credentialing Center Magnet Recognitions for Nursing Care.



Mountain View Hospital



Los Gatos Hospital

Transformational Leadership

Mentoring for Clinical Nurses



Dan Garza, RN, in the Infusion Suite at the Cancer Center

In January 2019, El Camino Health's hospitals began the process of building an electronic mentoring platform for use by clinical nurses. The site launched on March 1, 2019, and nurses were invited to register on the site as either a mentor or mentee.

The online platform matches mentors and mentees based on interests, purpose for participating, and goal alignment. Seventeen mentor/mentee matches were made from the first group of registered participants.

Dan Garza and Mae Dizon began their mentoring partnership in April 2019, and like the other mentor/mentee partners, continue to meet regularly to discuss the goals and opportunities for growth and development.

Transformational Leadership

Decreasing Length of Stay in the Los Gatos Emergency Department (ED)

As part of the enterprise-wide effort to improve patient throughput in 2019, Pam Fiehmman led an interdisciplinary initiative to reduce the “head to bed” time in the Los Gatos Emergency Department.

Lean processes were used to identify issues and develop action plans, and a number of activities were undertaken to address the various factors contributing to the ED length of stay. Nurse leaders, physicians, and nurse educators worked together to improve the admission process through the use of bridging orders and worked with staff daily to address gaps and issues. Enhancements in the lab improved turnaround time for results, and ED nurses helped implement a new robot for specimen transport.

In 2019 the average ED length of stay at Los Gatos improved from 279 minutes in Q1 to 231 minutes in Q4.



Pamela Fiehmman, RN, Clinical Manager of the Los Gatos Emergency Department and ICU

Transformational Leadership

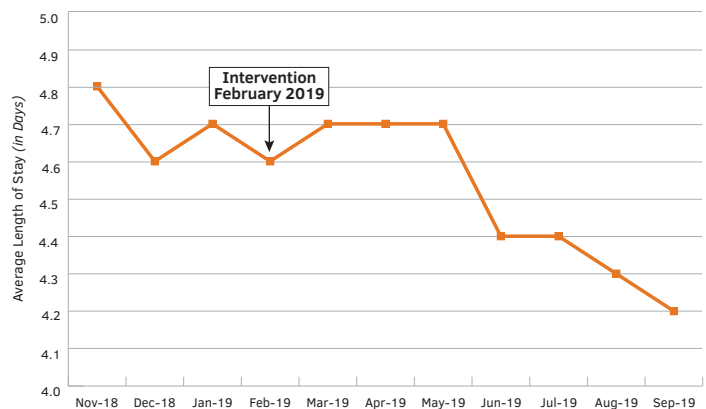
Patient Flow and Discharge by Noon



Medical Unit Care Coordination team (from left): Donnalyn Basuel, RN; Molly Thomas; Millie Fisher, RN and Christine Lui, RN

In February 2019, Jennifer Meaney, 2C manager, and the Discharge by Noon Committee developed initiatives such as multidisciplinary rounds and an earlier focus on preparing patients for discharge to increase the number of patients discharged by noon.

Average Length of Stay for Med/Surg Units



Through these initiatives, patients discharged by noon increased by 18%, and inpatient length of stay in medical/surgical units decreased.

Structural Empowerment

Nursing Recognition

Implementing the DAISY Award

In December 2019, Megan Carrigan, a nurse in the Mountain View Emergency Department, became El Camino Health's first DAISY Award recipient.

The DAISY Award for Extraordinary Nurses was created by Mark and Bonnie Barnes in memory of their late son Patrick. Patrick died at the age of 33 of complications of Idiopathic Thrombocytopenic Purpura. The Barnes family was so profoundly touched by the nursing care their son received during his illness they decided to create a way to thank nurses for the care they provide. They developed the DAISY Foundation in 1999 with one hospital, and there are now more than 4,000 hospitals participating in the program.

This is a monthly award, and nurses are nominated by patients and/or families for providing extraordinary care.



Megan Carrigan, RN, at her DAISY Award celebration

Structural Empowerment

Addressing Alarm Fatigue in the Critical Care Unit (CCU)



Kayline Martinez, RN, in the monitor room at El Camino Health's Mountain View Hospital

Research indicates that 72% to 99% of alarms in critical care units are false alarms, which can create a situation in which alarms are ignored. Alarm fatigue is defined as a sensory overload that occurs when clinicians are exposed to an excessive number of alarms, which can result in desensitization to alarm sounds and increased numbers of missed alarms. There were more than 600 alarm related patient deaths between 2005 and 2012 in the U.S.

CCU nurse Kayline Martinez began work to address alarm fatigue in May 2019 by making recommendations for default alarm settings, based on evidence and industry best practices. In June 2019, Kayline began teaching the nurses about alarm fatigue concepts and the new recommended default alarm settings.

The new settings were implemented in August 2019. The average number of alarms in the CCU decreased from pre-implementation average of 20,000 per day to 3,500. Additionally, HCAHPS scores for "Quiet At Night" in the CCU increased from a pre-implementation mean score of 50 to a mean score of 80.2 post-implementation.

Structural Empowerment

Neonatal Intensive Care Unit (NICU) “Out of The Box”



Jill Byrne, RN, assisting with skin to skin care in the Mountain View Hospital NICU

Skin to skin contact is a cornerstone of developmental and family-oriented care for very low birthweight and other infants separated from their parents and admitted to the NICU. Skin to skin contact provides the infant with stability of body temperature, cardio-respiratory rhythms, and oxygen saturation.

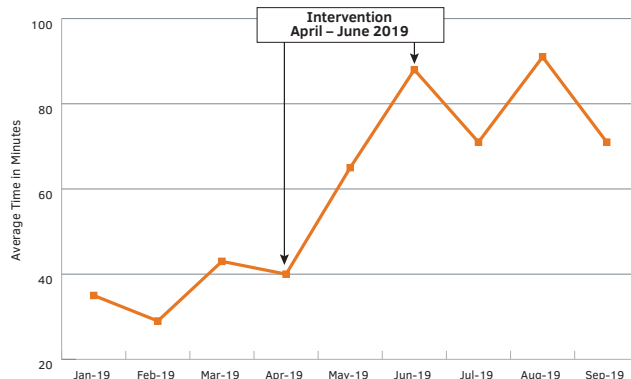
In early 2019, Arlene Fleming, a nurse in the Mountain View NICU, brought best practice recommendations for skin to skin contact she learned at a conference to the NICU. In April 2019, the NICU’s Family Centered Care Committee created a sub-committee for environmental

developmental care to develop this initiative, and named it “Out of The Box”, referring to neonates spending time out of the incubator, in skin to skin contact with a parent.

The sub-committee created a process and education for parents. Nurses were educated on the process measures and goals that infants would be held by their parents within 48 hours of life, and that total Out of The Box time goal is 60 minutes per day.

Out of The Box was implemented in late June 2019. By November, total Out of the Box time increased from 35 minutes pre-implementation to an average of 78 minutes, and the length of stay in the NICU decreased 44%.

Average Skin to Skin Time for NICU Patients <35 Weeks



Exemplary Professional Practice

Increasing Hydration in Acute Rehabilitation Center

Bridget Samano, RN, led an initiative to increase oral fluid intake in the Acute Rehabilitation Center in Los Gatos.

Nurses on the unit discussed increasing fluid intake among their patients in an effort to decrease urinary tract infections (UTI) and reduce orthostatic hypotension and the risk of falls. After a review of recent literature, Bridget worked with the Unit Partnership Council to implement a “Mocktail Hour” each evening, serving infused water to the patients. Post-intervention data was reviewed in March 2019 and indicated a 10% increase in fluid intake among patients.

The unit will continue working on ways to increase fluid intake even more in the future.



Los Gatos Acute Rehabilitation staff preparing mocktails. Pictured from left: Kevin Chuang, RN; Joanne Landicho, RN; Lele Zhang, RN; Sandra Riise, RN; Juli Yamanski, RN and Alex Tungol, RN

Exemplary Professional Practice

Championing Early Hand Expression of Colostrum for Neonates

Evidence demonstrates that hand expression of colostrum in the first hours after birth can increase breast milk production. Labor & Delivery and Neonatal Intensive Care Unit (NICU) nurses partnered in an interdisciplinary initiative to introduce early hand expression of colostrum for mothers of infants admitted to NICU.

A number of nurses became champions for the initiative and helped teach concepts and techniques to their colleagues, and develop education for mothers.

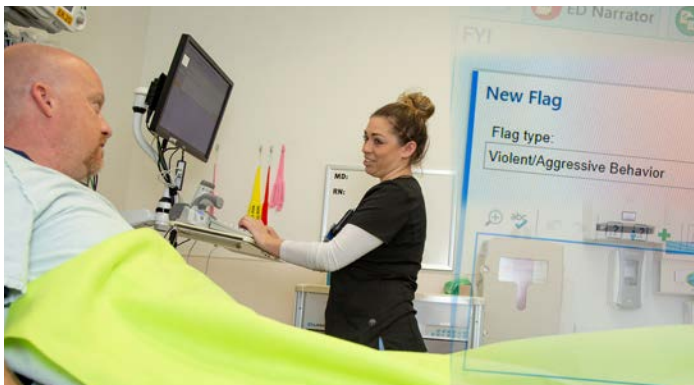
The team began measuring improvements in the percentage of mothers hand expressing colostrum, the time interval of hand expression after birth, and the delivery of the colostrum to NICU so it could be given to the infant. In the first six months of practice, there was a 68% increase in the number of mothers hand expressing colostrum in the first hour post-delivery.



Mountain View NICU early hand expression nurse champions (from left): Jennifer Ereno, RN; Laurie Stricklin, RN; Laura Haseldon, RN; Ellen Keohane, RN, and Suzanne DeSandre, RN

Exemplary Professional Practice

Decreased Workplace Violence Against Nurses



Alysse Zrebski, RN, utilizing new tools for violent/aggressive patients in the Emergency Department

According to the Occupational Safety and Health Administration (OSHA), approximately 75% of nearly 25,000 workplace assaults reported annually occurred in healthcare and social service settings, and workers in healthcare settings are four times more likely to be victimized than workers in private industry.

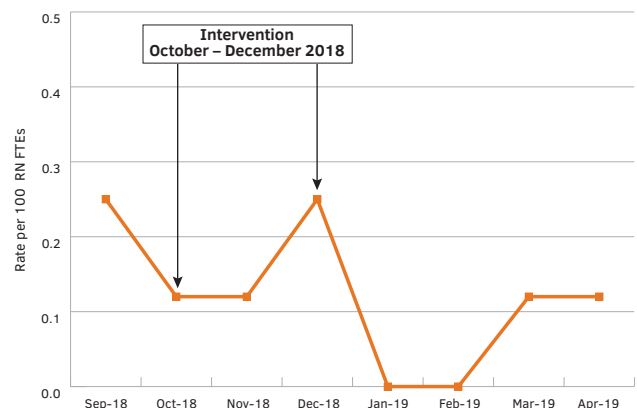
In the 4th quarter of 2018, the Workplace Violence Committee developed initiatives to decrease the incidence of violence against nurses:

- Made changes to the electronic health record — adding a specific plan of care for patients who exhibit aggressive/combative behaviors, and a flag that appears on the patient list to notify staff of these patients.

- Patients in the emergency room who exhibit aggressive/combative behaviors are given a different color blanket as a subtle but quick way to alert all staff to use caution when interacting with the patient.
- Security developed a more formalized way of rounding in departments.
- Signs are placed outside the door of patients who exhibit aggressive and/or combative behaviors.

These initiatives were implemented beginning in January 2019, and by April 2019 the rate of incidents of violence toward nurses across the enterprise decreased by 64%.

Workplace Violence Incident Rate for Nurses



New Knowledge, Innovation & Improvements

A New Robot for Los Gatos

The Los Gatos Emergency Department (ED) focused on overall length of stay and worked on a number of initiatives to decrease time to admission and discharge from the ED. In March 2019, recognizing that patient diagnoses, treatment and disposition were often delayed while awaiting lab results, Pamela Fiehm, manager of the ED, formed a team of clinical nurses to help solve the issue of lab turnaround time in the ED, related to delays in specimen transport.

The team explored several options, such as adding FTEs and installing a tube system, however, these options were not feasible.

Meriam Signo, director of Nursing Services Los Gatos, suggested a Relay® robot, which was purchased and implemented in March 2019 to transport specimens from ED to lab.

A naming contest was held, and the new robot's name is Wall E. Nurse champions helped teach staff how to use the robot, which has helped decrease the ED length of stay by 15%.



Los Gatos Emergency Department nurses with Wall E: (back row, from left) Jonathan Ruth, RN; Mark Garvey, RN; Jeremy Bruce, RN; (front row, from left) Lilian Wu, RN and Meriam Signo, RN

New Knowledge, Innovation & Improvements

Food as Medicine in the Cardiac & Pulmonary Wellness Center (CPWC)



CPWC Food as Medicine team: (from left) Craig Clemens, MA, RCEP, CSCS, CPT; Sheri Berger, RDN; Nanette Malgesini, RN and Julee Arbuckle, BSN, RN, CCRP

In 2018, Julee Arbuckle, manager of the CPWC, led a multidisciplinary task force that worked on developing a new curriculum for cardiac patients which focused on the importance of food as it relates to heart disease, emphasizing plant-based nutrition. A full time registered dietitian was hired, and she meets with patients to provide assessments, a nutrition plan, advice and even recipes.

The clinical nurses helped develop a new workflow that included nutrition education provided by a CPWC clinical nurse during their intake assessment with the patients. In addition, CPWC nurse Karen Roman began teaching a new course called Stress Matters.

Food as Medicine was implemented in the second quarter of 2018. Outcomes were measured in July 2019, and the average patient weight loss increased by 124%. Scores on the quality of life survey taken by patients increased by 525% in the emotional wellness domain, and by 155% in the general health domain.

New Knowledge, Innovation & Improvements

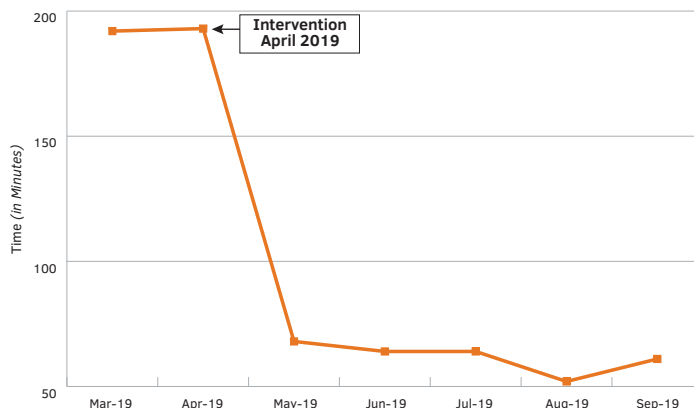
Decreasing Late Medications in the Cancer Center



El Camino Health Cancer Center nurses (from left): Diego Rodriguez, RN; Nancy Vick, RN; Theresa Shen, RN and Dan Garza, RN

In early 2019, Cancer Center patients experienced significant delays in medication administration. Delays were so significant that some patients required second doses of their pre-medication because the effects had worn off before they received chemotherapy. Some patients could not receive their medications in the clinic because of the delays, and were admitted to Short Stay for their infusions. Diego Rodriguez, manager of the Cancer Center, and Theresa Shea, nursing unit coordinator, reviewed the issue and determined that workflow between Cancer Center and Pharmacy created the issues, and created an improvement plan.

Cancer Center Patient Arrival to Medication



By changing the process of sending the full list of patients and ordered medications for the day to Pharmacy all at once, to sending the orders just prior to each patient's arrival, the average time from patient arrival to time of medication administration decreased 68%.

This improvement led to increased patient satisfaction and improved morale among the nurses.