



PIH Health Whittier Hospital  
Nursing Annual Report  
FISCAL YEAR 2023  
*October 1, 2022 to September 30, 2023*

# Our Image, the Voice of the Frontline

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A few years ago, the Nursing Professional Practice Team worked with an illustrator, whose services were graciously donated by a community member, to design an image representing nursing at PIH Health Whittier Hospital. The mission was to capture characteristics that come to mind when thinking of a PIH Health nurse. In reflecting upon our nurses' behaviors that contribute to our culture and profession, the team selected eleven key elements to embed into this image. **We hope that every time PIH Health Whittier Hospital nurses see this image, they are reminded of the elements that bind us together and feel great pride in belonging to such an elite team.**

1. **NURSING LAMP:** The nursing lamp pays honor to the traditional values of nursing. While nursing practice has evolved, we must never forget the lessons and discoveries of those who came before us.
2. **CONNECTING HANDS:** These demonstrate the collective wisdom of the team that achieves optimal outcomes for the patient and family.
3. **STETHOSCOPE:** The stethoscope signifies the passionate pursuit of professional excellence through lifelong learning.
4. **MOUNTAIN:** The mountain represents courage and the caring, respect, and dignity demonstrated through courageous intentional actions.
5. **SUN:** The sun is the resiliency held by the nurses at PIH Health. The sun also represents the light and hope nurses impart to the patients they serve.
6. **DNA STRAND:** The DNA strand represents the art and science of nursing practice.
7. **HEART:** The heart represents the foundation of our caring nursing methodology and Relationship-Based Care work. Relationship-Based Care emphasizes the importance of our relationship with ourselves, our patients and families, and each other.
8. **NURSE SYMBOL:** The nurse symbol represents the power of professional autonomy and leadership of every nurse.
9. **SHIELD:** As nurses, we are guardians, protectors, and advocates for our patients and community.
10. **VINES:** The vines represent the growth of PIH Health. While the organization expands, the roots will be permanently embedded in our community.
11. **STARS:** The stars represent our relentless drive to achieve excellence in everything we do. Data will drive decision-making to exceed national benchmarks.



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# Message from the Chief Nursing Officer

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It is my privilege to present the 2023 PIH Health Whittier Hospital Nursing Annual Report, which highlights the extraordinary contributions and talents of our nursing professionals. This year's report displays the strategic development and countless accomplishments of our nursing teams as our department transitioned from a pandemic response to a more familiar focus on patient care with record volumes in many areas.

With our nursing workforce as an organizational priority, we have made strides in both retention and recruitment of nurses. We have adapted many of our practices based on feedback from our nurses and will continue to do so, including revisions to our Nurse Residency Program. The voice of nursing is heard through many avenues, including our unit-based Partnership Councils, Collaboration and Results Council, Nursing Professional Practice Council, and our Strategic Work teams based on the American Nurses Credentialing Center (ANCC) Magnet 5 Model Components: Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; New Knowledge, Innovation, and Improvements; and Empirical Quality Results.

As a PIH Health nurse, I'm proud of our department's continued commitment to evidence-based practice, collaborative approach to care, and strong dedication to our patients. This year, I got to experience our nursing team's outstanding care as a patient myself. It was a stunning experience to witness the level of professionalism, adherence to safety practices, and compassion of our nurses from a patient's perspective. Even with all my years as a nurse, there is something reaffirming and comforting about experiencing care from our PIH Health nurses. While the positive feedback from patients and their families regarding the impactful difference our nurses create is a regular occurrence, this commitment became even more evident to me during my own personal health journey.

Our nurses' unwavering commitment to uphold safety, quality, and excellence is evident in this report. As we begin a new year, we continue to elevate ourselves and each other through new knowledge, innovation, and exemplary professional practice, and remain committed to focusing on many of the same nursing-sensitive indicator opportunities identified in 2023, along with improvements in staff development, leadership development, nurse retention, and quality.

I offer a heartfelt thank you to my fellow PIH Health Whittier Hospital nurses in achieving this year's accomplishments and celebrate these exemplary, innovative, and compassionate professionals that I am proud to work alongside.

With respect and admiration,



Ramona Pratt MSN MSHCA RN  
Chief Nursing Officer, PIH Health Whittier Hospital





## OUR MISSION

Our mission is to make a positive impact in the lives of patients, families, and colleagues.

## OUR VISION

Patients First

## OUR PHILOSOPHY

We believe in:

- The art and science of nursing practice
- The power of professional autonomy and leadership of every nurse
- The dynamic pursuit of professional excellence through lifelong learning
- Caring, respect, and dignity demonstrated through courageous intentional actions
- The collective wisdom that will enable the team to achieve optimal outcomes for the patient and family
- Data-driven decisions to exceed national benchmarks

FISCAL YEAR 2023 NURSING STATS	
Beds	523
Clinical Nurses with National Certification	9%
Clinical Nurses with BSN/MSN/DNP/PhD	77%
Nurse Leaders* with BSN/MSN/DNP/PhD	92%
Surgeries Performed – Main Operating Room	8,557
Surgeries Performed – Same Day Surgery	5,132
GI Procedures Inpatient	2,651
GI Procedures Outpatient	9,919
Emergency Room Visits	82,515
Deliveries	2,098
Registered Nurses Hired	176
Licensed Vocational Nurses Hired	25
Certified Nurse Assistants Hired	68

\*(Nurse Leaders = Designated Charge RNs, House Supervisors, Clinical Managers, Clinical Directors, Senior Directors, Administrators/VPs and Chief Nursing Officer)



# Transformational Leadership

## PIH HEALTH WHITTIER HOSPITAL NURSE LEADERSHIP

### Connections and Conversations with the CNO

On a quarterly basis, Ramona Pratt MSN RN MSHCA, PIH Health Whittier Hospital chief nursing officer (CNO) held “Breakfast with the CNO” events to connect with new graduate registered nurses in their first year of nursing. Attendees had the opportunity to meet and discuss with their nursing leader the successes and challenges they have faced during their time at PIH Health. This setting allows new graduate nurses to share experiences during their transition to practice, as well as discuss ideas for improvements with the CNO. Topics discussed during these events included: the Nursing Strategic Plan, Relationship Based Care (RBC) Model, code of ethics, consumerism and transparency, importance of retention, the nursing organizational structure, career pathways, and awards and recognition.

### Quotes from New Graduates:

“It was great to actually meet Ramona and be able to speak with her. It was nice to hear what other new grads were going through during their first year.” – [Amaris Ixtupe RN, 4 Tower](#)

*"I thought it was a great opportunity to get to know Ramona a little more. She shared a lot of insight about PIH Health. I think having a meal together makes it a good setting to relax and be open with each other."* – **Monica Camacho RN, 4 Pavilion**

## MENTORING EVENT MAY 2023

The PIH Health Whittier Hospital Nursing Transformational Leadership Committee hosted their second interactive mentoring event on May 11, 2023, during Nurses Week. The event known as "A Journey to Success" invited executive leaders from the organization to answer questions from frontline nurses about their professional experiences and career paths in a small group setting.

Leaders participating in the event included PIH Health Whittier Hospital's CNO, Senior Director of Emergency and Critical Care Services, System Vice President of Enterprise Supply Chain, System Vice President of Regulatory Affairs, Senior Director of Medical-Surgical Services, Senior Director of Women and Children Services, and System Director of Clinical Education and Professional Development.

The overall goal of this event was to improve retention of nurses at PIH Health Whittier Hospital. It was also an opportunity for frontline nurses to develop long-term professional goals early in their careers. Leaders participating had diverse career paths within PIH Health which helped to illustrate the possibilities within the organization. Participants received a biography for each leader prior to the event to give them an understanding of their academic background and career path.



Veronica Apeldorn RN, Alejandro Amparan RN, Kimberly Gonzalez RN, and Chico Manning



Lydia Arroyo RN

Mentors and mentees had the following to share about their participation in the event:

*"I recently became a clinical manager and wanted to get a little bit of insight from other leaders and hear about their journeys. I appreciated the emphasis on work-life balance and prioritizing family."* – **Danielle Boswell RN, clinical manager, 4 Plaza General Medical-Surgical**

*"It is very inspirational for my career to know each and everyone's story of how they started to become a leader."* – **Stacy Lin RN, Breast Cancer nurse navigator**



*"I decided to participate in the event because I love connecting with our nursing staff. I feel deeply committed to creating an environment that staff enjoy working in. Making connections is a big part of creating joy in the workplace. I also feel as though my journey to leadership has been a bit unique. Having a degree as an advanced practice nurse, I thought I would always be on the frontline. My career has taken some unexpected turns, yet I have enjoyed every moment. I hope that my story can encourage other nurses to embrace the endless opportunities a career in nursing can provide."* – Sarah Merkle RN, senior director of Medical-Surgical Services

*"I was lucky enough to participate in the speed mentoring event this year. I enjoyed sharing my knowledge and experience while learning about the participants. The participants were all very engaged, asked great questions, and shared their career goals. As a mentor, I offered my support to help guide them and navigate through any challenges that they may face as they progress through their career. I truly believe that the event helps build meaningful relationships with the participants."* – Lydia Arroyo RN, senior director of Women and Children Services

## CHARGE NURSE COURSE 2023

### Continuously Developing Professional Nursing Practice

PIH Health Whittier Hospital's Professional Nursing Practice continues to be guided by the Relationship-Based Care (RBC) model, promoting ongoing competency assessment and development of nurses. In pursuit of lifelong learning, the PIH Health Whittier Hospital Transformational Nursing Leadership team facilitated a charge nurse class to enhance charge nurse staff skills and development. Registered nurses from PIH Health Whittier Hospital and PIH Health Downey Hospital participated in the class. The two-day course provided lectures and activities related to transformational leadership, RBC, professional practice, sustaining a culture of patient safety, legal aspects of documentation, the nursing code of ethics, practical components of effective communication, managing horizontal violence, assignment planning, staffing, managing with fiscal components, and crisis management. The course allowed nurses at different levels of development and expertise to acquire technical, interpersonal and leadership skills. The charge nurse course provided guidance and a framework to assist nurses in their professional development as they embrace the role of charge nurse. A pre- and post-class evaluation was conducted to measure the program's effectiveness.

### Results

- Confidence in the ability to mentor and develop staff for professional development increased from 49% to 83%
- Confidence in the ability to identify and address issues that impact patient safety in a timely manner increased from 56% to 87%
- Confidence in the ability to reprioritize and reallocate resources in response to unexpected events increased from 23% to 76%
- Confidence in the ability to effectively manage resources to meet expected results with budget and quality standards (staffing, overtime utilization) increased from 18% to 76%
- Confidence in the ability to understand quality of care and performance improvement practices (data collection, evidenced-based practices) increased from 27% to 76%
- Confidence in the ability to role model the elements of RBC in the role of the charge nurse increased from 15% to 76%



## NURSING SCHOLARSHIP LUNCHEON

A fundraising luncheon for nursing scholarships was held in September 2023. The event, hosted by PIH Health Foundation and Annette and J. Richard Atwood, was a major success, raising over \$76,500 for scholarships for PIH Health nurses who are furthering their studies in the nursing field.

Attendees heard from PIH Health's Chief Nursing Officers: Ramona Pratt, PIH Health Whittier Hospital; Dianne Sauco, PIH Health Downey Hospital; and Irena Zuanic, PIH Health Good Samaritan Hospital, as well as two past scholarship recipients, Kimberly Gonzalez MSN RN and Anthony Dela Cruz BSN RN.



Anthony Dela Cruz BSN RN



Kimberly Gonzalez MSN RN

# New Knowledge and Innovation

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## BEHAVIORAL HEALTH TRAINING

By Karol Lama MSN ANP RN, Ivy C. Tuason PhD RN FNP-BC, Sarah Merkle MSN RN CNS-BC NE-BC, and Jeanette Abundis MSN RN CNS

PIH Health Whittier Hospital has been experiencing an increase in mental illness and substance use disorders in its patient population. In an effort to meet the educational needs of our nurses, a behavioral health class was held in lieu of the spring staff meetings. A total of 596 nurses attended. As a result of the education, an increase was identified in our nurses' perception of their ability to identify signs and symptoms of common psychiatric conditions, assess patients for risk of suicide, and identify behaviors that indicate a patient may have substance use disorders. After the course, 92% of the participants either agreed or strongly agreed that they feel confident in accessing additional resources when a patient's behavior is escalating. 87% either agreed or strongly agreed that they feel confident in their ability to assess patients for potential psychiatric problems.

## CODE BLUE SIMULATION

By Abigail Pangelinan DNP MSN Ed. RN, Karol Lama MSN ANP RN, and Ivy C. Tuason PhD RN FNP-BC

In October 2022, an education needs assessment survey was conducted for medical-surgical (MS) nurses. The highest reported learning needs from the assessment included code blue management, defibrillator technology, and simulation. Code blue simulation education was implemented, and pre- and post-simulation survey measuring confidence and resuscitation competencies were completed.

Registered nurses (RN) reported the need for code blue education. A performance checklist was developed by the Clinical Education and Simulation departments following the American Heart Association's (AHA) in-hospital evidenced-based care program, Get with the Guidelines - Resuscitation. Clinical educators, Health Simulation, and nurse leaders teamed up to implement code blue simulations in eight MS units. Simulations were conducted in vacant patient rooms on the nursing units. Nurses working on the day of simulations participated and underwent two simulations and debriefed immediately after.

Simulations were conducted from March to May 2023. There were a total of 324 participants in 72 simulation events. There was a 213% increase in confidence in executing the steps of the AHA guidelines post simulation. Recognition of cardiopulmonary arrest, code blue activation, compressions, breaths, defibrillator use, and team dynamics were measured. The participants demonstrated an increased overall positive performance of 56%. Overwhelming positive course evaluations from the participants were received. Over 95% reported that this has improved their knowledge, skills, and communication in code blue. This collaborative project has contributed to staff development, performance improvement, and education for the organization. Plans to conduct future similar education activities are currently underway.

## NICU BOOK WORM PROGRAM

By Kelly Boswell MSN RN

Infants admitted to the Neonatal Intensive Care Unit (NICU) are at an increased risk for neurodevelopmental deficits due to prematurity and/or illness. Additionally, admission to the NICU can impair parent-infant bonding and interaction.

Reading is one of the easiest ways for parents and caregivers to promote early language skills and help lay the groundwork for future learning. With the COVID-19 pandemic eliminating the NICU unit library due to concerns for infection, staff observed a sharp decline in parental reading at the bedside. The NICU Bookworms project was initiated to increase parental bedside reading. This initiative provides every family with education regarding the importance of reading, a tote bag to serve as their personal library, and a board book. Preliminary data showed that prior to this intervention, 26% of parents were reading at the bedside. Post implementation, 84% of parents reported reading to their infant at least one time during their NICU stay.



## STANDARDIZED HANDOFF FROM ANESTHESIA AND RN IN THE PACU

By Stephanie Figueras MSN RN ACCNS-AG

Communication failures between anesthesia providers and Post-Anesthesia Care Unit (PACU) nurses was a concern for the PACU team, particularly during the immediate transfer of a patient post-procedure or surgery. The PACU Partnership Council decided to address this issue head-on in 2023. The handoff from the anesthesiologist to the PACU nurse is often a verbal bedside report of pertinent information including the patient's medical history, intraoperative events, and postoperative plan. The verbal handoff is highly susceptible to information loss due to the nature of fast-paced PACU environments often filled with distractions, interruptions and multi-tasking which can easily divert the nurse's attention during transfer of care. Standardized handoffs are shown to improve the quality of communication and transfer of pertinent information. Additionally, initiating a brief pause before beginning the bedside report allows the PACU nurse time to set up the patient's monitoring devices and allows for improved nurse concentration and satisfaction. Combining the implementation of a brief pause with a standardized perioperative handoff for anesthesiologists has shown to improve the quality of communication and increase nurse satisfaction in PACU. Nurse satisfaction with the operating room (OR) to PACU handoff increased from 47% to 97%.

## PEG SECUREMENT: 3 PLAZA

By Neyda Anaya BSN RN, Katrina Rodriguez BSN RN, and Lisa Fredericks BSN RN

The 3 Plaza team identified an increase in patients who have had dislodged percutaneous endoscopy gastrostomy (PEG) tubes. Overall, PIH Health saw 33 PEG dislodgements in the prior year, six of which occurred at 3 Plaza. Factors that may contribute to PEG dislodgement include altered mentation and lack of securement.

The PEG Securement project was initiated to implement the use of a securement device to reduce PEG tube dislodgement. After investigating best practices, a securement device was selected. Since the implementation of the securement device, 3 Plaza has experienced zero PEG dislodgements. The plan is to implement this process house-wide.

## LABOR AND DELIVERY PATIENT SAFETY HUDDLES

By Cynthia Sawyer MSN CNS RNC-O

Labor and Delivery saw a steady and significant increase in patients with comorbidities and high patient acuities, such as severe hypertension, strokes, sepsis, hemorrhage, shoulder dystocia, fetal distress, and morbid obesity. Literature shows that communication failures among healthcare personnel could lead to medical errors and possible patient harm. Research has shown medical safety huddles engage physicians and staff in anticipating safety risks, improve teamwork and communication, as well as, promote a culture of safety.

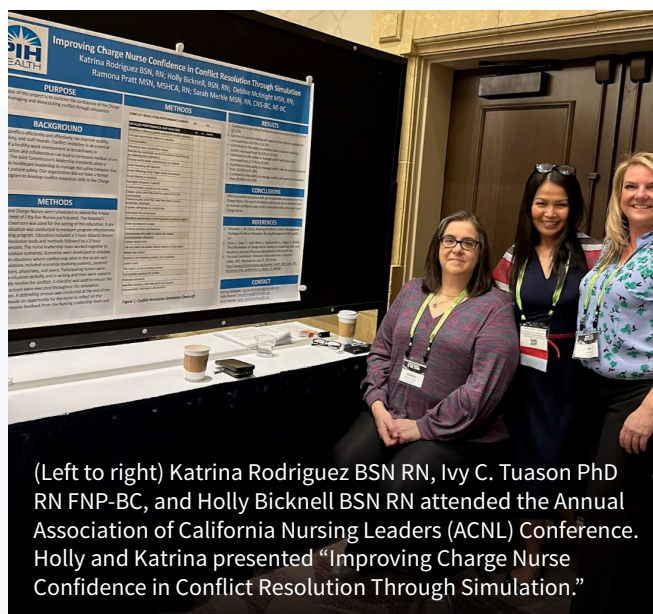
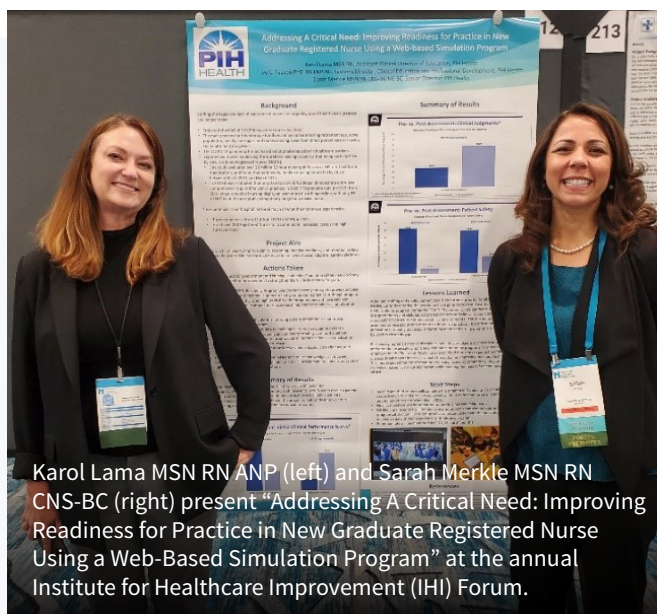
A plan was put in place to conduct a multidisciplinary patient safety huddle at every shift including obstetricians, anesthesiologist, residents, obstetrics techs, unit clerks, Labor and Delivery nursing staff, and charge nurses from Labor and Delivery, Maternal-Newborn, and the NICU. Each patient in labor and delivery was to be presented by the primary nurse, their plan of care was to be discussed and safety issues identified by the healthcare care team. Additional benefits of these huddles include catching missed information, opportunities for speaking up and teaching, hearing background information from the perinatologist and clinic, and anticipating patient safety issues and making the appropriate coordination and interventions.

The goal was to conduct a patient safety huddle every shift with a compliance of greater than 80%. The first month after rolling out the initiative saw 58% compliance. Thereafter, every month has seen at least 80%, with recent months of 90-94% compliance. Measures implemented to continue sustainability included: literature review to support the project, revised staffing assignment sheet to help track compliance, completed staff and physician education, a wider range of time to complete safety huddle during shift due to fluctuations in procedures and physician availability, education for labor and delivery charge nurses to initiate huddle via Vocera broadcast, a structured huddle plan of care report sheet, and posting of unblinded monthly compliance data at the station. Return on investment of the approximately 20-minute huddle includes better patient outcomes, decreased length of stay, improved communication and teamwork, and a sustainable culture of safety.

## DISSEMINATING RESEARCH KNOWLEDGE: PUBLICATIONS

Savanna Gilson MSN RN CNS from 4 Tower Oncology contributed to two publications in FY 2023: “Mosby’s Oncology Nursing Advisor (3<sup>rd</sup> ed)” and “Core Curriculum for Oncology Nursing (7<sup>th</sup> ed).” As a contributing author to these two oncology nursing publications, Savannah reviewed recent literature and national guidelines for changes in knowledge and/or the nursing practice, and authored new sections of the chapters. In “Mosby’s Oncology Nursing Advisor (3<sup>rd</sup> ed),” she wrote content for the chapter on chemotherapy surrounding drug classes, mechanisms of action, nursing considerations and safe handling. For “Core Curriculum for Oncology Nursing (7<sup>th</sup> ed),” she partnered with an oncology pharmacist to co-author the chapter for pharmacologic interventions. Savannah shared, “I am proud to contribute to the body of knowledge of oncology nursing and ensure oncology nurses have access to the best evidence to support their practice.”

## DISSEMINATING RESEARCH KNOWLEDGE: PODIUM PRESENTATIONS





## 2022 PERFORMANCE IMPROVEMENT FAIR

On November 3, 2022, PIH Health Whittier Hospital held the 10<sup>th</sup> annual Performance Improvement (PI) Fair. Twenty-five nursing departments presented and shared their department specific PI projects for FY 2021. There was a total of 381 staff members who attended the PI fair to show their support. Two awards were given for Best SMART Goal and Best Application of Evidence-Based Practice.

- **Best SMART Goal Award:** Surgery, Same Day Surgery, and Labor and Delivery teams collaborated to achieve the Best SMART Goal award. Their initiative focused on reducing smoke emissions from cautery surgical devices, known to pose severe health risks to staff and physicians.
- **Best Application of Evidence-Based Practice Award:** NICU achieved the Best Use of Evidence-Based Practice award for their project centered on implementing Kangaroo care for patients under 32 weeks of gestational age.



Best SMART Goal: Surgery, Same Day Surgery, and Labor and Delivery, Cynthia Sawyer MSN CNS RNC-OB, Diem-Chi Phung BSN MBA RN, Lydia Arroyo MSN RN



Best Application of Evidence-Based Practice: NICU, Kelly Boswell MSN RN, Lydia Arroyo MSN RN, Judy Bremer MSN RN RNC-NIC

## COMMUNITY SUPPORT

Students from Laurel Elementary created letters and signs to show their appreciation and support for the nurses at PIH Health Whittier Hospital.



Nerissa San Diego, PTA Board Member; Nancy Ornelas RN; Sarah Merkle RN; Roxanne Rivas, Principal of Laurel Elementary; Amanda Morales RN; Laura Rosario RN; Megan Dompe, PTA Board Member

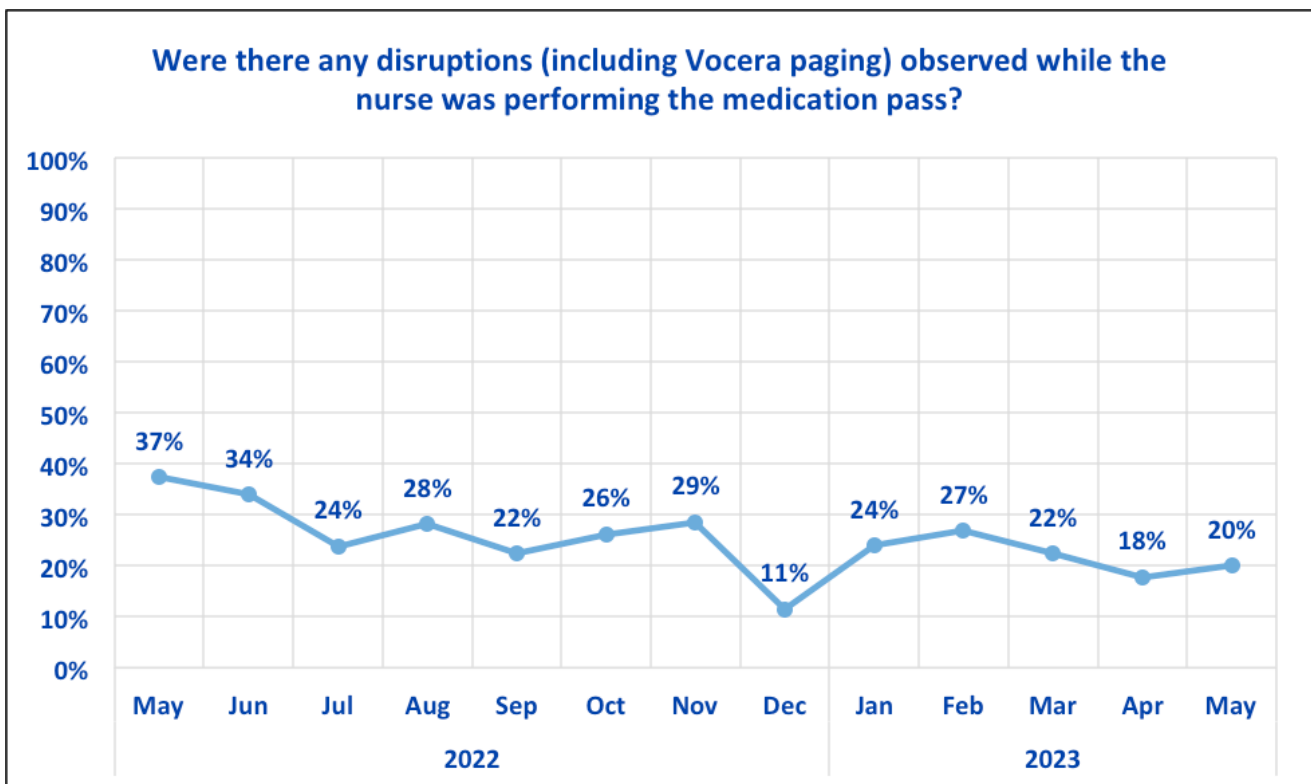
# Exemplary Professional Practice

## IMPROVING MEDICATION SAFETY AT THE UNIT LEVEL – YEAR 2

In 2022, the Exemplary Professional Practice (EPP) committee and the Quality Management department first partnered together to decrease medication errors caused by interruptions and distractions in the workplace. Their work continued into this fiscal year following the introduction of “Medication Safety Zone” signs in medication rooms during October 2022.

At January staff meetings, staff learned about using consistent scripting to help mitigate disruptions caused by visitor phone calls. These scripts empowered nursing units to limit distractions from 7 am to 10 pm. The scripts informed patients’ loved ones that calls would be returned after assessments and medication administration to ensure the safety of the patient. The scripts emphasize patient safety, helping to ensure the message is well-received. To assess the impact of interventions, nursing units continued their monthly audits.

The data from these ongoing nursing unit medication audits demonstrated a continued decline in disruptions during medication passes. As of May 2023, occurrence of interruptions and disruptions decreased to 20%. This was a decrease from 37% in May 2022 when this initiative period began. With this progress, monthly audits moved to a biannual schedule with the most recent audit conducted in October 2023. Further interventions will be implemented based on ongoing data and feedback.



\*Data from Medication Administration audits pertaining to interruptions and disruptions during medication passes.

## NAVIGATING THE LEGAL LANDSCAPE IN NURSING DOCUMENTATION

At the request of our PIH Health nursing staff, the Risk Management department worked with Nursing to help educate staff in navigating legal aspects of nursing documentation. In the demanding world of healthcare, nurses are not only entrusted with the well-being of their patients but also with a critical responsibility—accurate and comprehensive documentation. The meticulous recording of patient information is a professional duty and legal imperative with far-reaching consequences for both patients and nurses.

Risk Management and Nursing presented a comprehensive discussion about the legal implications of nursing documentation, which reached 735 staff members and covered essential aspects that every nurse should be well-versed in, including:

- **Leaving Against Medical Advice (AMA):** Exploration of the nuances of patients and their families choosing to leave against medical advice and the legal considerations nurses must bear in mind. Real-life case examples underscored the repercussions of inadequate documentation in AMA scenarios.
- **Capacity Decision Making:** The concept of patient capacity and its role in healthcare decision-making was explained, emphasizing the nurse's duty in assessing and documenting patient capacity. The legal aspects of such documentation was highlighted and a compelling case study were presented.
- **DOs and DON'Ts of Nursing Documentation:** Touched upon the critical role that accurate and thorough documentation plays in patient care and legal risk mitigation. Explored some vital "DOs and DON'T's" when it comes to charting to help nurses across various specialties excel in this essential aspect of their profession. By adhering to these guidelines, nurses can enhance the accuracy, reliability, and legal defensibility of patient records. Moreover, following these guidelines helps maintain the trust of patients and colleagues, ultimately contributing to better patient outcomes and safer healthcare practices.
- **Healthcare Power of Attorney (HCPA) and Advanced Directives:** The significance of HCPAs and advanced directives in honoring patient preferences was discussed. Emphasized the importance of documenting these preferences and the potential legal ramifications for non-compliance. A case study illuminated the relevance of these documents.
- **Sexual Abuse Allegations:** Addressed the sensitive issue of sexual abuse allegations in healthcare and explored the nurse's ethical and legal obligation in reporting and documenting such cases. The impact of accurate documentation in legal outcomes was underscored through a real-world example.
- **Submitting Event Reports in Hospitals:** In the realm of healthcare, the reporting of adverse events or incidents is a crucial aspect of quality improvement and patient safety. Nurses play a pivotal role in this process as they are often the first to identify and document such events. However, submitting event reports comes with its own set of considerations, both in terms of process and legal protection.
- **Lessons from Litigation Cases:** Offered valuable insights and best practices to help nurses navigate the complex legal terrain, drawing lessons from real life litigated medical practice cases involving nursing documentation. Emphasized that meticulous, clear and timely documentation can be a powerful shield against medical malpractice.

It is vital for nurses to recognize the intersection of nursing practice and legal implications. By staying informed and committed to impeccable documentation, nurses can ensure the best possible care for their patients and their own legal protection.

The road ahead may be challenging, but it is our collective commitment to ethical and legal nursing practices that ensures a safer and more secure healthcare environment for all.

## FLOAT INITIATIVE – YEAR 2

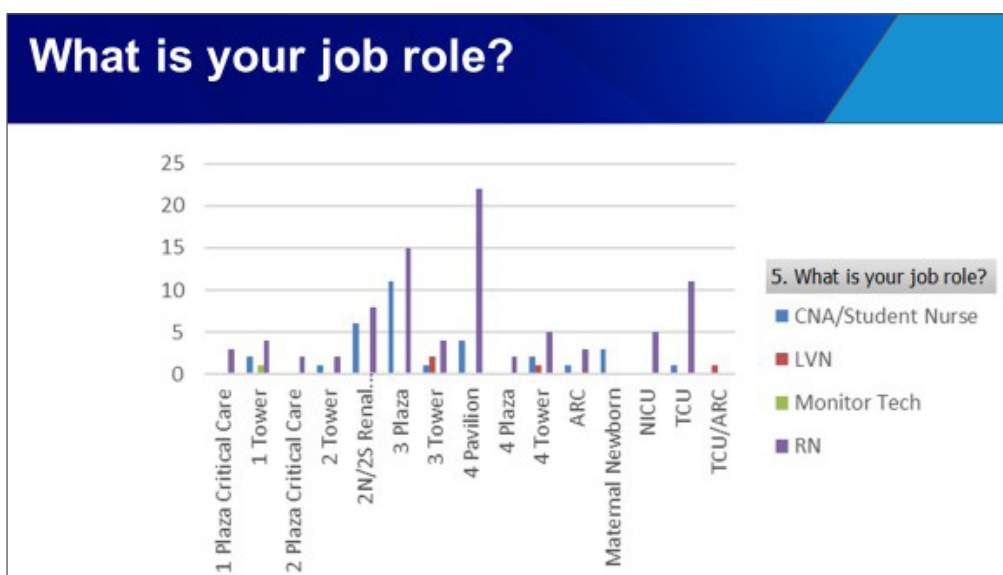
The Exemplary Professional Practice (EPP) committee launched a Float Experience Initiative in May 2022. Keeping RBC as the cornerstone, the goal of this multi-phase initiative was to focus on relationships between colleagues. The initiative works to provide support and identify areas for growth when developing the relationships of coworkers within home units and other units throughout the hospital.

Phase one of the project focused on standardizing float support documents which included the House-wide Department Specific Unit Orientation and the Charge RN/Buddy Check-In forms. These documents help guide the float units in providing key elements such as required safe workplace information, responsibilities, and a support framework for float staff members. Standardizing the Unit Orientation documents for float staff members across nursing at PIH Health Whittier Hospital has assisted in the transition from phase one to phase two.

Phase two of the Float Experience Initiative focuses on developing an all-inclusive survey detailing questions about the staff’s float experience. In May 2022, surveys were disseminated to all inpatient areas, Emergency Department, Labor and Delivery, Mother-Baby, NICU and the surgical areas. Some survey questions included: *Did you feel welcomed to the unit within the first hour of your shift? Did you receive a unit orientation? Did the charge RN or buddy check-in with you throughout your shift? Did you receive the assistance you needed? Did you feel supported by the unit staff?*

A total of 162 responses were received from May 2022 to August 2023, including responses from registered nurses, certified nurse assistants, student nurses, unit clerks, and monitor technicians. Float Experience Surveys are received and reviewed on a weekly basis. Surveys are distributed to the relevant team, enabling the resolution of any concerns, follow-up with specific team members, or acknowledgment of individuals recognized by their peers.

Based on survey feedback, each unit created a map with legends featuring key areas frequented or essential for staff. Utilizing further input, the EPP team will advance to phase three, analyzing data trends and implementing interventions to enhance the float experience continually.





## NICU CODE WHITE SIMULATIONS

Incidence of newborn infants born without adequate respiratory effort make up approximately 10% of births in the United States. The American Heart Association (AHA) and the American Academy of Pediatrics (AAP) recommend that educational programs develop strategies to ensure training is frequent enough to sustain knowledge and skills in neonatal resuscitation. NICU staff are required to maintain a Neonatal Resuscitation Provider (NRP) card every two years. During competency classes conducted in the NICU, it was observed that nurses were not retaining their NRP training skills. To maintain proficiency in NRP knowledge and skills, more frequent practice proved necessary.

Partnering with the Simulation Center, the NICU commenced quarterly Code White simulations in 2020, complete with a performance checklist. Initially, NICU RNs exhibited a 67% overall adherence to NRP procedures. Over time, their performance has surged to an impressive 90%. Within these simulations, team members seamlessly rotate through roles such as team lead, primary nurse, respiratory, recorder, and medication nurse.

Quarterly mock Code Whites have strengthened the skills and confidence of both the experienced RN and many new nurses to NICU.

## MATERNAL NEWBORN-DELAYED NEWBORN BATHING

Maternal Newborn continues to follow AAP recommendations in our practice. Current literature shows that delaying the newborn bath for a minimum of 24 hours is beneficial to the newborn's transition to extra-uterine life. Research has shown that delaying the bath helps encourage breastfeeding, stabilize the infant's blood sugar and temperature, protect the infant from bacterial infections by leaving Vernix on the infant's skin, and increase bonding with parents.

A plan was developed to implement this new process. An information sheet on the benefits of delayed bathing was posted in each room within the department. Staff were provided with a script on how to educate patients and their families and a workflow was developed for nursery nurses to accommodate bathing during traditional sleep hours.

The objective of this project was twofold: to enhance exclusive breastfeeding rates by postponing baths for newborns over 36 weeks' gestation for at least 24 hours and to reduce NICU admissions stemming from hypoglycemia. The project was initiated in July 2023 and is currently in the data collection phase.

## 2023 GI CONSENT VIDEO

Gastrointestinal (GI) Services staff at PIH Health Whittier Hospital initiated a targeted performance improvement project centered around consents. The problem they faced was a concerning 63% accuracy rate of consents arriving at the lab, posing a potential risk to patients. To tackle this challenge, the GI team implemented a strategic solution: they created a computer-based training video titled “2023 GI Consent Video” and assigned all RNs to watch the training video. The goal of this innovative approach aimed to standardize the consent process and enhance staff understanding. The outcome of this initiative was highly successful, resulting in a significant improvement to a 74% accuracy rate within the first month of educational video assignment. The GI team plans to continue to monitor the accuracy rate and work on ideas to improve it to the stretch goal of 100%. This accomplishment not only demonstrates the effectiveness of the training video but also highlights the GI Services’ dedication to ensuring accurate consents for every patient.



GI Team: Vikky Xiongtoyed RN and Charlene Antonucci RN

# Structural Empowerment

## DAISY AWARD

The DAISY Award is an international program that rewards and celebrates the extraordinary compassionate and skillful care provided by nurses every day. PIH Health Whittier Hospital is pleased to be a DAISY Award partner, recognizing our nurses with this special honor.

The DAISY Foundation was established in 1999 by the family of J. Patrick Barnes who died of complications of the autoimmune disease Idiopathic Thrombocytopenia Purpura (ITP) at the age of 33. DAISY is an acronym for Diseases Attacking the Immune System. During Pat's eight-week hospitalization, his family was awestruck by the care and compassion his nurses provided not only to Pat but also to everyone in his family. One of the goals they set in creating a Foundation in Pat's name was to recognize extraordinary nurses everywhere who make an enormous difference in the lives of so many people by the superhuman work they do every day. To find out more about the program, please visit [DAISYFoundation.org](https://www.daisyfoundation.org).

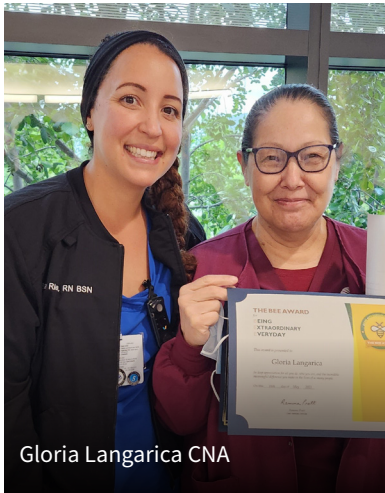


Andrew Natividad RN



Mary Dominica Castro RN

FISCAL YEAR 2022-2023 DAISY AWARD WINNERS	
Honoree	Month of Recognition
Jessica Cervantes RN – 4 Plaza	October 2022
Beatrice Holmes RN – ED	November 2022
Holly Cuccia RN – Hospice	January 2023
Danny Sau RN – 4 Plaza	January 2023
Linda Manning RN – SAU	May 2023
Hans Linnemann RN – ED	June 2023
Andrew Natividad RN – ED	June 2023
Allison Negrete RN – 2 Tower	July 2023
Mary Dominica Castro RN – Labor and Delivery	August 2023
Julia Lyons RN – SDS	September 2023
Rebecca Berman RN – 4 Tower	September 2023



Gloria Langarica CNA

## BEE AWARD

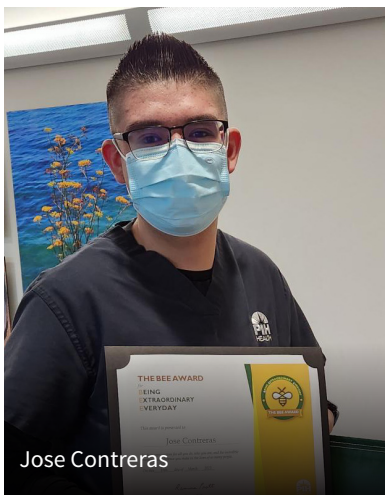
BEE stands for Being Extraordinary Everyday. The award celebrates and honors the exceptional skills and daily compassion given by our non-nursing staff. Acknowledging the strength behind teamwork, the BEE Award was conceived alongside the current DAISY Foundation that we have in place—because a DAISY can not survive without a BEE and a BEE can not survive without a DAISY.



Aurora Martinez RCP

### FISCAL YEAR 2022-2023 BEE AWARD WINNERS

Honoree	Month of Recognition
Elizabeth Sosa RCP – Respiratory	November 2022
Aurora Martinez RCP – NICU	January 2023
Clinton Dato – Security	February 2023
Jose Contreras – Radiology	March 2023
Angela Newsome – Nursing Administration	April 2023
Gloria Langarica – 4 Pavilion	May 2023
Alberto Espinoza – 3 Tower	September 2023
Regina Reyes – 3 Tower	September 2023



Jose Contreras



## PROFESSIONAL ENRICHMENT PROGRAM FY 2022-2023

We want our RNs to know that we appreciate all they do to make our hospital exceptional. The RN Professional Enrichment Program (PEP) was designed to promote staff empowerment and autonomy in order to enhance professional growth and development, reward achievement and hard work, contribute to the recruitment and retention of qualified staff, and align with nursing strategic plan initiatives. Projected benefits include the enhancement of patient care, improvement of nursing professional identity, motivation for individual growth and achievement, increased job satisfaction, and recognition of clinical expertise.

2022-2023 PROFESSIONAL ENRICHMENT PROGRAM PARTICIPANTS			
RN Name	Department	RN Name	Department
Rosalia Arellano RN	1 Tower	Savannah Carlson RN	4 Tower
Anna Catello RN	1 Tower	Savanna Gilson RN	4 Tower
Ciara Hutchins RN	1 Tower	Danielle Guardian RN	4 Tower
April Marquez RN	1 Tower	Leslee Hampton RN	4 Tower
Savannah Sickler RN	1 Tower	Terry Nguyen RN	4 Tower
Rotem Berry RN	2 Tower	Brooke Nyberg RN	4 Tower
Joanna Berumen RN	2 Tower	Cynthia Soto RN	4 Tower
Melissa Cariato RN	2 Tower	Michelle Eunice Venegas RN	4 Tower
Justin Castro RN	2 Tower	Alexa Fishman RN	2 South
Jennifer Dedrick RN	2 Tower	Neyda Amaya RN	3 Plaza
Yow-Mei Angela Ho RN	2 Tower	Emily Chen RN	3 Plaza
Monique Dovalina Mendoza RN	2 Tower	Jillian Gaddison RN	3 Plaza
Andrew Mercado RN	2 Tower	Nicole Morton RN	3 Plaza
Luis Renteria RN	2 Tower	Joshua Sanchez RN	3 Plaza
Mollida Sears RN	2 Tower	Alejandro Amparan RN	4 Plaza
Rebecca Alexander RN	3 Tower	Janelle Vidal Bogdanovic RN	4 Plaza
Sean Chong RN	3 Tower	Jessica Colindres RN	4 Plaza
Hannah Garcia RN	3 Tower	Edwin Flores RN	4 Plaza
Natalia Lemus RN	3 Tower	Simon Ginez RN	4 Plaza
Nicole Paulson RN	3 Tower	Alyssa Little RN	4 Plaza
Jacqueline Potter RN	3 Tower	Samantha Martin RN	4 Plaza
Jacqueline Ontiveros RN	3 Tower	Nancy Ramirez RN	4 Plaza
Christopher Santos RN	3 Tower	Danny Sau RN	4 Plaza
Jennifer Slusser RN	3 Tower	Britney Fruitis Valdovinos RN	4 Plaza
Elizabeth Aragon RN	4 Tower	Denise Arellano RN	4 Pavilion
Rebecca Berman RN	4 Tower	Stephanie Chung RN	4 Pavilion

**2022-2023 PROFESSIONAL ENRICHMENT PROGRAM PARTICIPANTS, CONTINUED**

<b>RN Name</b>	<b>Department</b>	<b>RN Name</b>	<b>Department</b>
Christabelle Deang RN	4 Pavilion	Annie Bolander RN	Emergency
Natalie Fuentes RN	4 Pavilion	Tiffany Brooks RN	Emergency
Katie Heard RN	4 Pavilion	Matthew Camacho RN	Emergency
Grant Magallanez RN	4 Pavilion	Angel Cerna RN	Emergency
Katelyn Stark RN	4 Pavilion	Connie Chu RN	Emergency
Leah Aldrete RN	CCC	Melanie Coppola RN	Emergency
Jessica Amaya RN	CCC	Jennifer Cruz RN	Emergency
Maria Amaya RN	CCC	Kang Dai RN	Emergency
Camille Berberabe RN	CCC	Leslie Delgado RN	Emergency
Gina Boughan RN	CCC	Alejandro Garcia RN	Emergency
Odette Cerda RN	CCC	Tammy Gonzalez RN	Emergency
Brianna Cotroneo RN	CCC	Sondra Harris RN	Emergency
Cheri Cubero RN	CCC	Candace Higgs RN	Emergency
Jenna Fratarcangelo RN	CCC	Emma Hurtado RN	Emergency
May Gonzalez RN	CCC	Jen Lao RN	Emergency
Ansley Henderson RN	CCC	Michelle Lapid RN	Emergency
Alexis Kim RN	CCC	Judy Lara RN	Emergency
Elissa Koh RN	CCC	Hans Linnemann RN	Emergency
Eun Jae Kwun RN	CCC	Rebecca Keeton RN	Emergency
Julie Menrad RN	CCC	Evette Magana RN	Emergency
Lindsay Miller RN	CCC	Rominica Marcilla RN	Emergency
Laura C. Miramontes RN	CCC	Julie Martinez RN	Emergency
Christina Navarro RN	CCC	Carrie Mason RN	Emergency
Darlene Ommen RN	CCC	Maria McConnell RN	Emergency
Kimberly Ramirez RN	CCC	Valerie Meza RN	Emergency
Jeanne Reinis RN	CCC	Jeremy Anne Navarro RN	Emergency
Marcia Rocha RN	CCC	Maritza Peralta RN	Emergency
Cesar Rosas RN	CCC	Ray Perez RN	Emergency
Graciela Sano RN	CCC	Yahaira Reyes RN	Emergency
Luis Soto RN	CCC	Katelyn Roberts RN	Emergency
Ruth Tan RN	CCC	Carla Russell RN	Emergency
Sabrina Vasquez RN	CCC	Kyle Shon RN	Emergency
Hannah Wathen RN	CCC	Alma Erica Smith RN	Emergency
Catherine Young RN	CCC	Nathan Soberano RN	Emergency
Jowell Alvin Aguilera RN	Emergency	Jojo Sun RN	Emergency
Gracie Arriaga RN	Emergency	Lauren Tenorio RN	Emergency

## 2022-2023 PROFESSIONAL ENRICHMENT PROGRAM PARTICIPANTS, CONTINUED

RN Name	Department	RN Name	Department
Claudia Torres RN	Emergency	Laura Alatorre RN	NICU
Elizabeth Weimer RN	Emergency	Shannon Angulo RN	NICU
Allison Wren RN	Emergency	Kelly Boswell RN	NICU
Nicolette Ybarra RN	Emergency	Maureen Campbell RN	NICU
Priscilla Barrera RN	Infusion Center	Shannon Cessa RN	NICU
Tiffany Besch RN	Infusion Center	Carolina DeGuzman RN	NICU
Aida Cabrera RN	Infusion Center	Christina Dickes RN	NICU
Melissa Duldulao RN	Infusion Center	Lori Ann Estrada RN	NICU
Trista Liu RN	Infusion Center	Lucy Herrera RN	NICU
Jasmin Martin RN	Infusion Center	Nicole Ortiz RN	NICU
Colin Mitchell RN	Infusion Center	Michelle Kim Khanh Phan RN	NICU
Jessica Moody RN	Infusion Center	Nancy Tju RN	NICU
Lauren Morrill RN	Infusion Center	Colleen Sanchez RN	PACU
Kelsey Peters RN	Infusion Center	Linda Lincoln RN	ARC
Jenae Rivera RN	Infusion Center	Tracy Krause RN	SAU
Christopher Zych RN	Infusion Center	Dina Lolli-Abitria RN	SAU
Nicole Bausley RN	LDRP	Morgan McBrayer RN	Vascular
Karen Fish RN	LDRP	Haley Davis RN	Vascular
Lisa Gonzalez RN	LDRP	Alex Kang RN	Vascular
Susana Jimenez RN	LDRP	Kristin Meraz RN	Vascular

## CERTIFICATIONS

Certifications validate that nurses have the skills needed to succeed in this ever-changing profession. Certification makes a difference to patients who value knowledgeable nurses, to employers who want qualified and experienced staff, and to individual nurses who want to demonstrate their knowledge and dedication to their field.

CCRN® (Adult) is a specialty certification for nurses who provide direct care to acutely/critically ill adult patients regardless of their physical location. Nurses interested in this certification may work in areas such as intensive care units, cardiac care units, combined ICU/CCUs, medical/surgical ICUs, trauma units, or critical care transport/flight. A CCRN review course was offered in November 2022 and April 2023, after which nine nurses obtained certification.



Nicole Fuentes RN and Alyssa Little RN

Oncology nursing certification validates a nurse holds specialized knowledge and experience in cancer care. Oncology certification review was hosted August 23-24, 2023. Ten nurses attended the class and four nurses obtained the Oncology certification.

The ANCC Medical-Surgical Nursing board certification examination is a competency-based examination that provides a valid and reliable assessment of the entry-level clinical knowledge and skills of registered nurses in the medical-surgical specialty after initial RN licensure. In 2023, two nurses passed the certification exam.

The Success Pays program is a program through the ANCC that helps nurses achieve certification by reducing test-taking anxiety and eliminating financial barriers. PIH Health provided applicable nurses with a code to register for the exam for free. Nurses who do not pass can re-take the exam free of charge. PIH Health pays ANCC directly when a nurse passes the exam. The Success Pays program does require the organization to determine their minimum order/certification goal for the year (agreement period). Eligible nurses can choose from 17 active ANCC certifications. 30 Nurses participated in the ANCC The Success Pays program in FY 2023.



## 2022-2023 CERTIFICATIONS – NEW AND RECERTIFYING

Name	New Certification or Re-Certification	Department
Alyssa Little RN	CMSRN (new)	4 Plaza
Nicole Fuentes RN	CMSRN (new)	4 Pavilion
Kendra Perez RN	OCN (new)	4 Tower
Maria Mansker RN	OCN (new)	4 Tower
Allison Bruton RN	OCN (new)	4 Tower
Danielle Gurdian RN	OCN (new)	4 Tower
Ansley Henderson RN	CCRN (new)	CCC
Hahn Nguyen RN	CCRN (new)	CCC
Kim Ramirez RN	CCRN (new)	CCC
Jowell Aguilera RN	MICN (new)	Emergency Department
Tiffany Brooks RN	CEN (new)	Emergency Department
Jennifer Cruz RN	CEN (renew)	Emergency Department
Sondra Harris RN	MICN (new)	Emergency Department
Candace Higgs RN	MICN (renew)	Emergency Department
Michelle Lapid RN	MICN and CEN (renew)	Emergency Department
Jeremy Anne Navarro RN	MICN (new)	Emergency Department
Kyle Shon RN	MICN (new)	Emergency Department
Kayla Park RN	CND (renew)	Hemodialysis
Sylvia Hernandez RN	CCRN (renew)	Hemodialysis
Aida Cabrera RN	OCN (new)	Infusion Center
Melissa Duldulao RN	OCN (new)	Infusion Center
Jessica Moody RN	OCN (new)	Infusion Center
Sarah Merkle RN	AOCNS (renew)	Nursing Administration
Pauline Lamanski RN	CNOR (renew)	SAU

## FORMAL EDUCATION CONGRATULATIONS

Research has shown that a highly educated nursing workforce is better equipped to provide high-quality and safe care. One of the key recommendations identified in the Institute of Medicine’s 2010 report, “The Future of Nursing: Leading Change, Advancing Health,” included having at least 80% of nurses in the United States with a Bachelor’s degree or greater by 2020. The report noted that following these recommendations leads to better outcomes for patients, lower costs and improved interprofessional collaborations.



PIH Health has consistently supported lifelong learning and advanced education as evident by the numerous PIH Health Foundation scholarships awarded over past years and the continued funding of tuition reimbursement. This year we are proud to congratulate our many nurses on their educational accomplishments.

2022-2023 FORMAL EDUCATION CONGRATULATIONS	
Name	Department
<b>Master of Science in Nursing</b>	
Vivian Lai RN	3 Tower
Janelle Vida Bogdanovic RN	4 Plaza
Kimberly Arreguin RN	4 Pavilion
Savanna Gilson RN	4 Tower
Alexis Kim RN	CCC
Rebecca Rogers RN	Renal Telemetry
Faviola Reynaga RN	SAU / PACU / Pre-Admissions
Linda Lincoln RN	Acute Rehabilitation Center (ARC)
<b>Bachelor of Science in Nursing</b>	
Vy Le RN	1 Tower
Melody Llamas RN	1 Tower
Bianca Porter RN	1 Tower
Triduc Kevin That Ton RN	1 Tower
Patricio Rodriguez RN	3 Plaza
Willis Trinh RN	3 Plaza
Emma Balayan RN	3 Tower
Adrienne Verzo RN	3 Tower
Monica Camacho RN	4 Pavilion
Georgie Camposano RN	4 Pavilion
Mayumi Lometillo RN	4 Pavilion
Guillermina Pedroza RN	4 Pavilion
Elizabeth Ramirez RN	4 Pavilion
Rosa Ramirez RN	4 Pavilion
Brianna Alvarez RN	4 Plaza
Alejandro Amparan RN	4 Plaza

## 2022-2023 FORMAL EDUCATION CONGRATULATIONS, CONTINUED

Name	Department
<b>Bachelor of Science in Nursing</b>	
Kimberly Conant-Adame RN	4 Plaza
Jasmine Faamafoe RN	4 Plaza
Audrey Maldonado RN	4 Plaza
Andy Phung RN	4 Plaza
Taylor Rysdon RN	4 Plaza
Ruby Vargas RN	4 Plaza
Yohan Caballero RN	4 Tower
Ana Escutia RN	4 Tower
Mitsy Valdez RN	Acute Rehabilitation Center (ARC)
Weatherford Bran RN	CCC
Jessica Flores RN	CCC
Rachel Sweezy RN	CCC
Janet Sung RN	Labor and Delivery
Jacqueline Salas RN	Maternal Newborn
Veronica Apeldoorn RN	NICU
Darsy Espinoza RN	Renal Telemetry
Joseph Joo RN	Renal Telemetry
Linda Lai RN	Renal Telemetry
Lauren McMinn RN	Renal Telemetry
Jennifer Montesinos RN	Renal Telemetry
Ryan Padilla RN	Renal Telemetry
William Cabacungan RN	Same Day Surgery
Hanna Nowak Brannon RN	Transitional Care Unit (TCU)
Alice Woo RN	Transitional Care Unit (TCU)
<b>Associate Degree in Nursing</b>	
Yesenia Amaya RN	1 Tower
Chiayosakorn Samatmanakit RN	3 Tower
Czarina Rodriguez RN	4 Pavilion
Brittany Mora RN	4 Plaza
Alexandra Garcia RN	4 Tower
Lindsay Cairo-Oster RN	4 Tower
Abigail Benitez RN	4 Tower
Nicholas Dodson RN	Emergency Department
Samantha Solis RN	Emergency Department
Carlos Javier Velasquez RN	Emergency Department

## 2022-2023 FORMAL EDUCATION CONGRATULATIONS, CONTINUED

Name	Department
<b>Licensed Vocational Nurse</b>	
Ruby Catani LVN	Acute Rehabilitation Center (ARC)
Ashley Arellano LVN	Nursing Administration
Alexis Ayala LVN	Nursing Administration
Teshionnae Cope LVN	Nursing Administration
Berenice Galicia-Aquino LVN	Nursing Administration
Kasey Johnson LVN	Nursing Administration
Anthony Alvarez Rubio LVN	Nursing Administration

PIH Health Whittier Hospital's New Graduate Nurse Residency Program continues to bridge the New Graduate Registered Nurse (NGRN) from academia into the Acute Care setting.

Orientation and residency programs in nursing plays a crucial role in patient safety especially among NGRNs. In 2022, PIH Health Whittier Hospital enhanced the New Graduate Nurse Residency program. This comprehensive initiative aims to equip NGRNs with the skills and knowledge essential for delivering safe and high-quality patient care. The program incorporates didactic, skills practice, in-person simulations, and the utilization of NovEx.

NovEx is a web-based adaptive learning platform utilizing patient simulation scenarios with real patient data to challenge learners to recognize the patient's condition and enhance clinical reasoning and judgment. Pre- and post-evaluation tools were used to determine the incidences of medication error, sentinel events and failure-to-rescue. The content in each module is based on the latest evidence-based, cost-effective and clinically-relevant practices.

The program incorporates task mastery days within the clinical experience to aid NGRNs in skill acquisition and mitigate anxiety as they transition into clinical preceptorship. These dedicated days aim to provide NGRNs with opportunities for repetitive practice of crucial tasks in various scenarios, all under the guidance and supervision of a clinical educator, trained preceptor and leaders. Regular check-ins are incorporated throughout the orientation to evaluate progress and readiness of the NGRN. The New Graduate Nurse Residency program includes a professional development series during the sixth, ninth, and twelfth month of hire. Topics in the series include physician communication, delegation and resiliency, time management, and review of high risk, low volume procedures.

Since the transformation of the New Graduate Nurse Residency program in May 2022, there has been a total of five cohorts and 176 NGRNs who completed the program. An additional two cohorts with 85 NGRNs are currently in the program.

Pre- and post-evaluation assessments were conducted to determine the effectiveness of the program. The evaluation tools measured virtual clinical performance and clinical judgment. Results indicate that there was an average increase of improvement in overall clinical performance and clinical judgment as shown by an average reduction in 65.4% of medication errors (Fig. 1), 89.8% of sentinel events (Fig 2), and 71% of failure to rescue (Fig 3).



Fig. 1: Pre- and post- assessment for medication errors

### PRE VS. POST ASSESSMENT: MEDICATION ERRORS

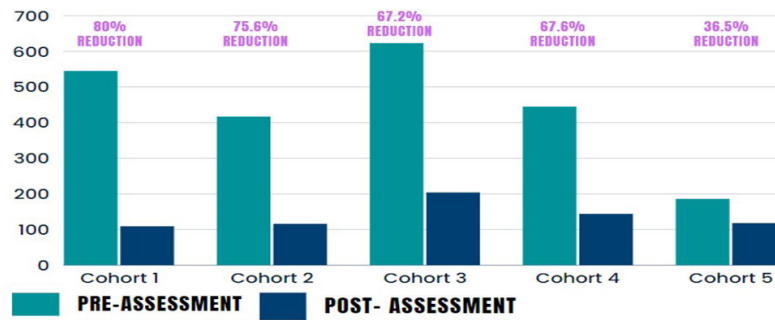


Fig. 2: Pre- and post- assessment for sentinel events

### PRE VS. POST ASSESSMENT: SENTINEL EVENTS

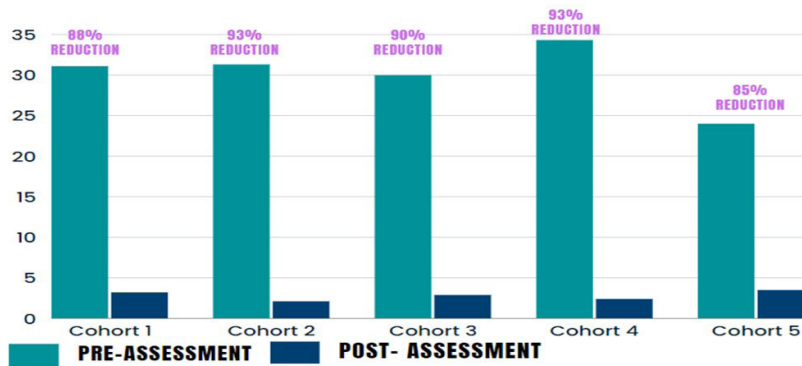
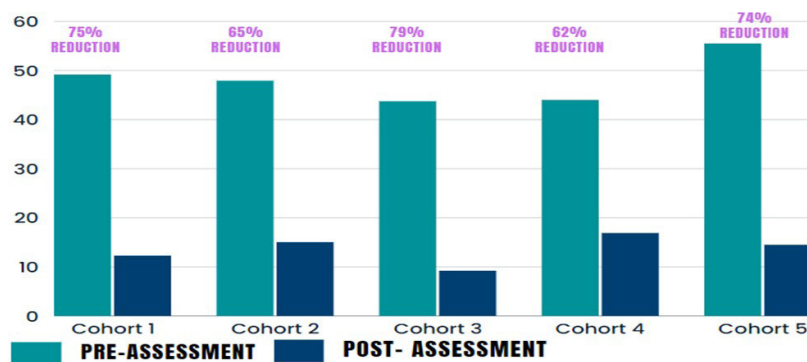


Fig. 3: Pre- and post- assessment for failure to rescue

### PRE VS. POST ASSESSMENT: FAILURE TO RESCUE



# NURSES WEEK

## 2023 Nurse Scholarship Luncheon

The Nursing Scholarship Luncheon was held on Friday, May 12, 2023. The beautiful beach themed event was hosted by the nursing team at PIH Health Whittier Hospital and provided future nurses and registered nurses financial scholarships to pursue higher levels of education. There was a total of 12 scholarships presented, including six scholarships from the PIH Health Foundation, five Patricia Scheifly scholarships, and one Jean Beck scholarship. All recipients were very honored to receive these generous gifts and shared their professional nursing goals with all in attendance. It was an delightful event that brought joy to both the donors and recipients, reminding all that nursing is at the heart of patient care and without continued support from our donors many nurses would not be able to further their educations.

2023 PIH HEALTH FOUNDATION SCHOLARSHIP RECIPIENTS		2023 SCHEIFLY SCHOLARSHIP RECIPIENTS		2023 JEAN BECK NURSING SCHOLARSHIP RECIPIENT	
Name	Department	Name	Department	Name	Department
Emma Hurtado RN	Emergency Department	Melissa Alvarez	CCC	Sanya Prasad	Volunteers
Linda (Lopez Ramirez) Lincoln RN	Acute Rehabilitation	Janet Franco	4 Pavilion		
Luis Medina RN	Education	Mellisa Hilliard	Pharmacy		
Angelica Meza RN	2 South	Jose Orticio Jr	Emergency Department		
Jessica Moody RN	Infusion Center	Zachary Zavala-Solis	2 Tower		
Rebekah Turnbough RN	Maternal Newborn				

## FLO SCOTT LUNCHEON

Each year during Nurses Week, the Flo Scott Luncheon is held to honor nurse leaders throughout the organization who demonstrate excellent leadership and profound care for patients’ families, colleagues and the community. Over the years, this ceremony has expanded to honor nurse leaders who serve the organization in different capacities. PIH Health nurses can be nominated to receive any one of the following awards which all honor nurse leaders who exemplify the following:

- Demonstrates excellence in clinical practice
- Exhibits a creative and non-compromising approach to nursing leadership that contributes to quality patient care
- Inspires other nurses as a mentor and role model
- Enhances the image of nursing
- Demonstrates intellectual curiosity and perseverance

These awards continue to inspire and set the expectations of healthcare delivery and excellence for PIH Health nursing and beyond.

## Bill and Darlene Tubbs Sentry Hospice Award for Nursing

### Sneha Wontakal RN

The family of Bill and Darlene Tubbs proudly honor their parents' lives by celebrating a loving nurse that demonstrates the core values of Hospice. The Sentry Hospice award is presented to one nurse at PIH Health Whittier Hospital who best demonstrates the elements and the characteristics as follows:

- Strong clinical knowledge of end-of-life care and excellent composure with the ability to work in any environment.
- Good communication and willingness to impart knowledge and travel with the family through the journey of the patient's ever-changing needs.
- Empathetic to individual circumstances and ability to tailor the care plan to serve each patient's unique needs.
- Uplifting presence and ability to live in the moment with their patient, follow their lead, and help navigate the end-of-life journey through holistic care.
- Compassionate spirit, courage and comfortable with uncertainty.
- Resilient in serving each patient and family until the end.

Bill and Darlene Tubbs Sentry Hospice Award for Nursing was present to Sneha Wontakal RN. Sneha is the epitome of a Hospice nurse. She exudes and expresses her gratitude for the privilege to serve and care for our patients during the most sacred time of their lives. Sneha has a humble strength as she provides comfort and support to her patients navigating a difficult time at the end of their lives.

End-of-life looks different for every person and so the best Hospice nurses must be compassionate, courageous, and comfortable with uncertainty. Sneha embodies all of these qualities. Her excellent assessment skills, critical thinking, creative problem-solving, and self-motivation empower and guide patients to achieve their end-of-life healthcare goals. Sneha often speaks out in praise of her fellow colleagues and recognizes that Hospice is a team effort. She is an amazing team member, always looking out for and seeking guidance from her teammates so that she may be the best nurse she can be for her patients. She has excellent communication skills and is continually seeking out ways to be an effective communicator with her team. Sneha has a caring and sincere heart that warms everyone she comes in contact with. Sneha's nursing excellence is greatly appreciated by PIH Health Hospice.



## Nursing Excellence Award – Licensed Vocational Nurse

### Julia Robles LVN, Nursing Administration

The Nursing Excellence Award for a Licensed Vocational Nurse was presented to Julia Robles LVN. Julia possesses clinical judgment and critical thinking skills beyond her years. Julia has previously been awarded two Good Catch Awards. She advocates for her patients even when the situation is an uncomfortable one. Julia exemplifies unwavering dedication and commitment to the safety and well-being of her patients. Her peers often hear patients complimenting Julia for her kindness and caring nature. She is a passionate learner and always volunteers to help with procedures when she is available to expand her nursing knowledge.

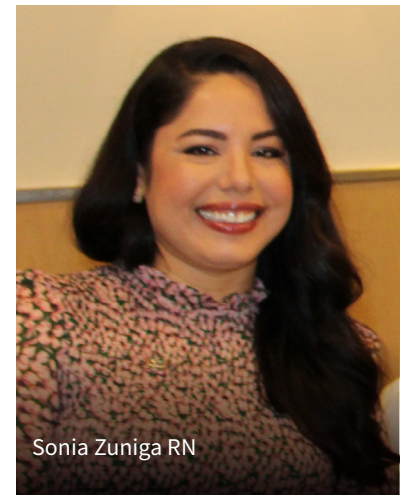


Alicia McCarty RN  
and Julia Robles LVN

## Nursing Excellence Award – Registered Nurse

### Sonia Zuniga RN, 1 Tower

The Nursing Excellence Award for a Registered Nurse was presented to Sonia Zuniga RN. Sonia always puts Patients First whether they are under her care or not. She goes above and beyond to ensure patients are comfortable, always presentable, and receiving the best care. Sonia dedicates 100% effort in every shift, advocating for all patients with equality. Even during challenging moments, she effortlessly brings smiles to patients, their families, and fellow peers. As adept at sharing a light-hearted moment to uplift spirits, Sonia also imparts knowledge and comfort to grieving families facing difficult decisions. Sonia is an excellent preceptor to new nurses and is often requested because she is so thorough in her process and maintains a calm demeanor even in stressful situations. She is always the first to encourage growth in new nurses, often asking them to join her to learn skills and gain hands on experience. She has an excellent rapport with physicians who respect her assessments and recommendations. Even with all her knowledge and experience, Sonia is never too prideful to ask for help or brainstorm with peers.

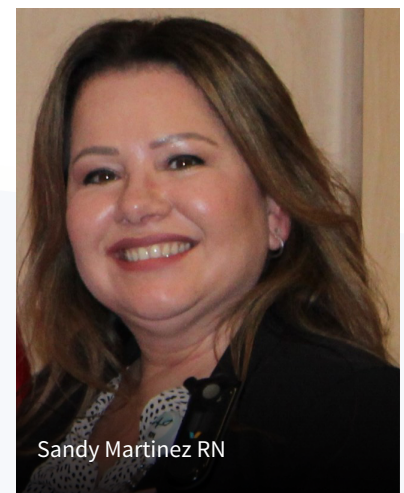


Sonia Zuniga RN

## Frank and Flow Scott Nursing Leadership Award

### Sandy Martinez RN, Emergency Department

The Frank and Flow Scott Nursing Leadership Award was presented to Sandy Martinez RN. Sandy commenced her career at PIH Health Whittier Hospital in the midst of the COVID-19 pandemic in September 2020. She stepped into her role as Clinical Director of the Emergency Department (ED) at a very challenging time in healthcare where she exhibited professionalism, grace, care, and empathy for patients, visitors, and staff members. She leads by being a visible example to the ED team. She is often found jumping in and assisting wherever needed to facilitate flow, address patient concerns, and assist with break relief. She works closely with her team, physicians, and other departments to create new patient treatment areas as volumes fluctuate. She engages her staff and created a monthly newsletter highlighting successes with departmental projects and recognizing both the personal and professional achievements of staff. Sandy is an integral colleague, leader, and mentor at PIH Health Whittier Hospital. Beyond her role within PIH Health, Sandy serves as the Secretary for the Greater Los Angeles Emergency Nurses Association. She actively encourages staff members to engage in advocating for the Emergency Nursing profession and supporting endeavors related to education, certification, and legislation.



Sandy Martinez RN



## 2023 DAISY Lifetime Achievement Award

### Ramona Pratt MSN MSHCA RN

The DAISY Lifetime Achievement Award was created to recognize nurses who have devoted their life's work to the compassionate care of others. Recipients of this award are nominated for their dedication to nursing through active mentoring, role modeling, advocating for patients and promoting the positive image of nursing. They serve as a beacon of inspiration to those at all stages of their career and in the various and important roles of nursing.

The DAISY Lifetime Achievement Award was presented to Ramona Pratt, PIH Health Whittier Hospital chief nursing officer. Ramona personifies the core values underlying this accolade through her remarkable career spanning over four decades within PIH Health during which she progressed from a certified nurse assistant to a nurse executive. Throughout her tenure, Ramona's nursing practice and leadership roles stand as testament to her unwavering dedication, both to the nursing profession and, more significantly, to the patients entrusted to our care.

Ramona has made a significant contribution to the field of nursing as it relates to clinical practice, patient safety, nursing research and nursing leadership. Her resilience and expertise were particularly evident during the COVID-19 pandemic as she provided steadfast leadership, expert guidance, and unwavering support to frontline staff and nursing leaders. "We knew we had a captain at the helm who was not going to allow us to go under. Courage reigned in all of us because of her exceptional leadership through very difficult times," shared the Nurse Executive team.



## PHYSICIAN SPONSORED BREAKFAST

Thank you to our PIH Health Whittier Hospital Medical Staff for sponsoring such an amazing event for our nurses. Over 400 nurses come together to celebrate.



## COFFEE AND COOKIE CELEBRATION

Cookies, coffee, and hot chocolate were served to all staff by our amazing leadership team.



Alina Duarte RN, Holly Bicknell RN, Jazymn Cano-Casa RN, Krystal Martinez and Lien Nguyen RN. Second Row: Michelle Latourelle RN, Irene Estrada, and Shannon Marques RN



Pippin Ashton RN, Sarah Merkle RN, Amy Fitzgerald, Peggy Chulack, Shannon Marques RN, and Holly Bicknell RN



## PIH HEALTH NURSING CAREER DAY

Nursing Career Day provides nurses an opportunity to explore various nursing roles in PIH Health specialty clinical departments, leadership, and education. Representatives from the various areas were available to provide guidance and steps on being the best-qualified applicants.



Vanessa Altig RN and Maria Alcazar RN



Jasmin Martin RN and Palmira Macedo Pizano RN



## WALK IN A NURSE'S SHOES

The Walk in a Nurse's Shoes program has become a historical event held during Nurses Week since the 1980's and it was reintroduced at PIH Health Whittier Hospital in 2022. During Nurses Week, this program allowed hospital leaders and board members the opportunity to shadow a nurse to get a glimpse of how nurses collaborate with patients to address immediate acute healthcare needs. This year, a total of 23 PIH Health leaders participated in this opportunity to observe how nurses from different specialties and units at PIH Health implement our mission, Patients First vision, and nursing philosophy of Relationship-Based Care (RBC). Leaders shared their observations with their peers, staff and patients, acknowledging the breadth of skills that nurses bring to PIH Health.

Chico Manning, system vice president of Enterprise Supply Chain stated, "The Walk in a Nurse's Shoes experience was amazing! Spending time with the frontline clinical caregivers afforded me a real-time view of the high-quality care that our Emergency Department nurses provide daily. The patients received empathetic and professional care throughout their care journey."

Fatir Khan MBA MSN RN, Risk Management administrator, commented "Participating in the Walk in a Nurse's Shoes program was an eye-opening experience. As I put on the scrubs and stepped into the bustling hospital ED, I immediately felt the gravity of the responsibilities that nurses shoulder every day, from administering medications with precision to offering comfort to anxious patients. I realized that their job goes beyond just medical tasks—it is about compassion and empathy. The relentless pace and tireless dedication of our nurses left a profound impression on me, emphasizing the vital role they play in healthcare. This experience deepened my respect for nurses and ignited a newfound appreciation of their dedication and resilience."



Chico Manning and Yahaira Reyes RN



# Empirical Outcomes

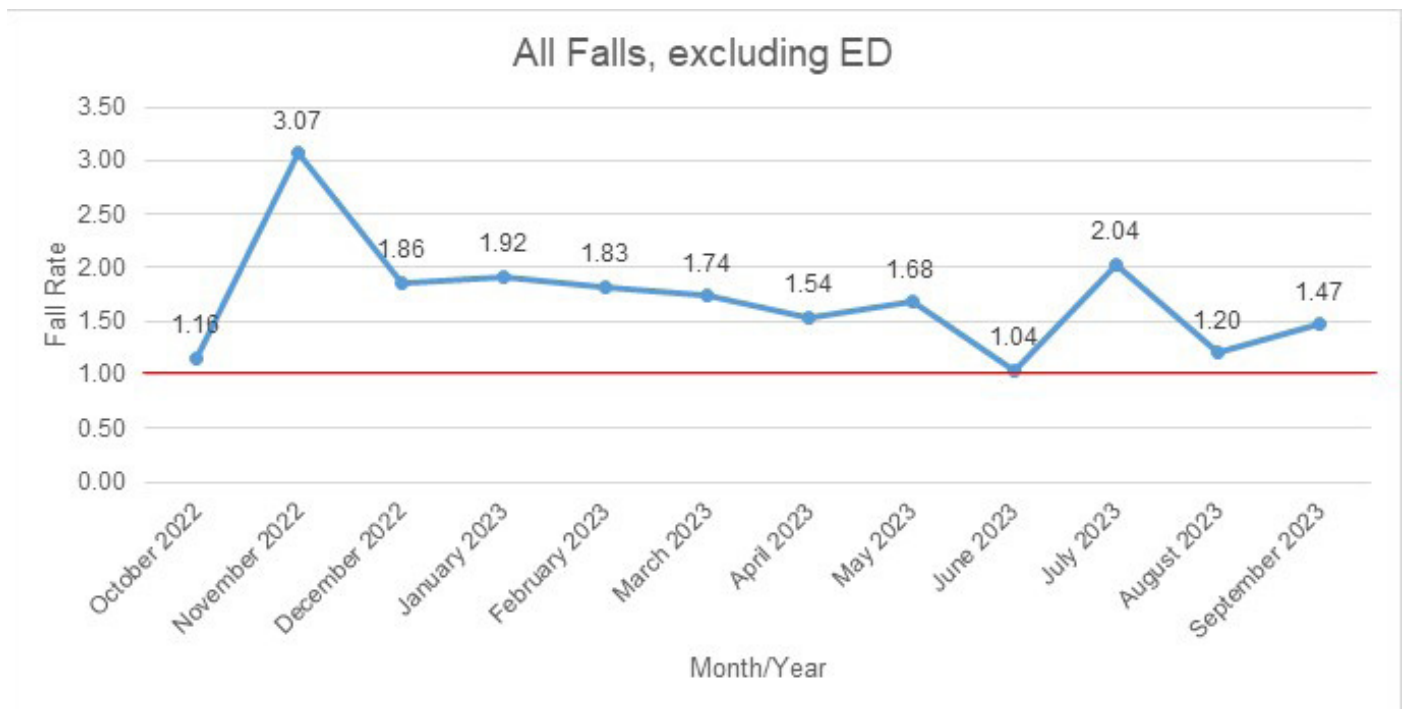
## PATIENT FALLS

Hospital patient falls are a significant concern in healthcare settings due to the potential for injuries and complications. Falls can result in injuries such as bruises, lacerations, fractures, and head injuries, which can lead to extended hospital stays and increased healthcare costs. PIH Health Whittier Hospital has implemented a fall prevention program to identify fall risk patients and strategies to minimize fall risk. Fall prevention interventions include bed alarms, non-slip socks or footwear, gait belts, and the CareView video monitoring system. Most importantly, the program emphasizes that fall prevention strategies should be individualized to each patient's needs and plan of care developed to provide the best patient outcomes with zero harm. PIH Health Whittier Hospital continues to have patient falls and falls with injury above the national nursing benchmark.

## OCTOBER 2022 – SEPTEMBER 2023

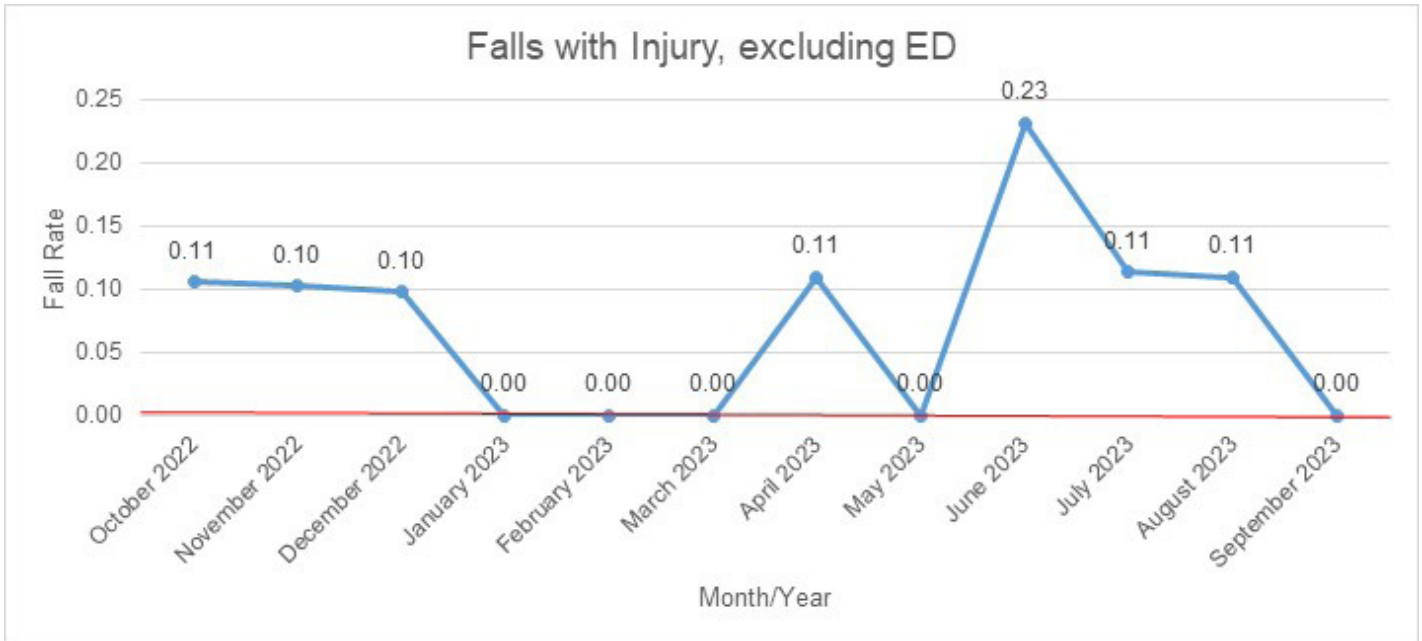
### All Patient Falls (Excluding ED)

- Overall Rate: 1.72 per 1000 patient days
- Overall Count: 193 falls
- 10<sup>th</sup> Percentile Benchmark: 1.02



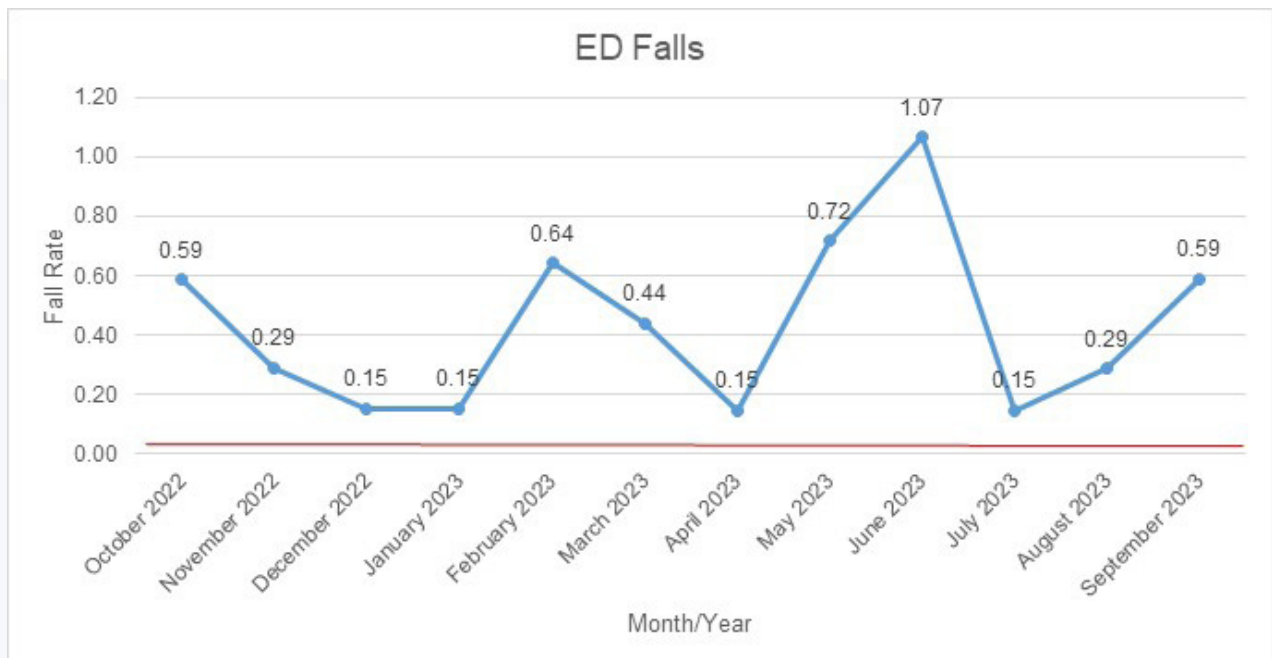
### Patient Falls with Moderate or Greater Injury (Excluding ED)

- Rate: 0.07 per 1000 patient days
- Count: 8 falls
- 10<sup>th</sup> Percentile Benchmark: 0.00



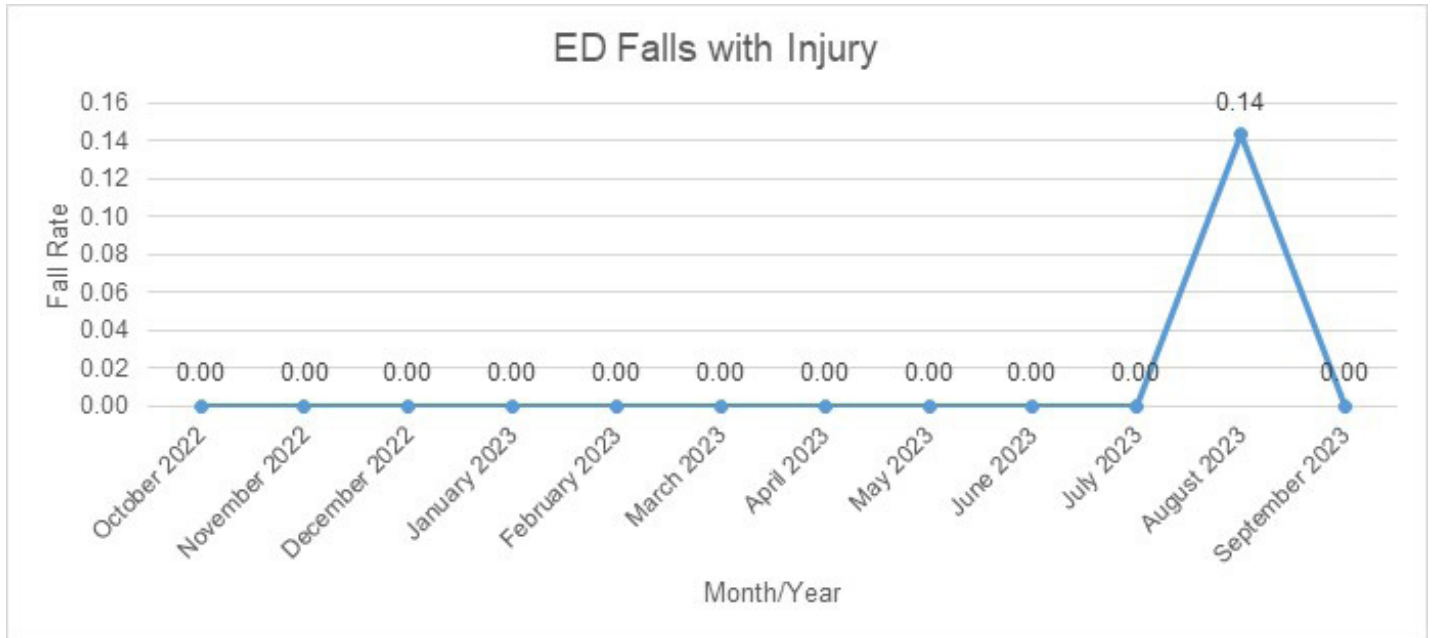
### Emergency Department Patient Falls

- Rate: 0.43 per 1000 patient visits
- Count: 35 falls
- 10<sup>th</sup> Percentile Benchmark: 0.07



## Emergency Department Patient Falls with Moderate or Greater Injury

- Rate: 0.01 per 1000 patient visits
- Count: 1 fall
- 10<sup>th</sup> Percentile Benchmark: 0.00



The Nursing Outcome Committee (NOC) and Exemplary Professional Practice committee reviewed the patient fall data and agreed to disseminate a “Back to Basics” fall prevention approach for education to all staff during the July 2023 staff meetings.

Education included:

- Hospital-wide and unit-specific fall data
- Rate of non-assisted/witnessed falls
- Actual patient specific demographics (e.g., time of falls, age, gender) for patients that fell
- Information around what the patient was attempting to do at time of fall
- Fall prevention/interventions from Adult Fall Prevention hospital policy
- Fall prevention bundle elements
- Staff viewed the Fall Prevention educational video and reviewed where to document in the medical record
- Intentional patient rounding
- Toileting privacy script
- Additional safety measures (e.g., bed alarms, curtain open, heads up for call light responsiveness, gait belt usage)

PIH Health Whittier Hospital stands true to our vision of Patients First by constantly striving to keep patients safe and free from harm. The impact of fall prevention education will continue to be monitored over the coming months and additional education will be provided as necessary.

## 2022-2023 PERFORMANCE IMPROVEMENT FAIR

On November 2, 2023, PIH Health Whittier Hospital held the 11<sup>th</sup> annual Performance Improvement (PI) Fair. 26 nursing departments presented and shared their department specific PI projects for FY 2023. A total of 440 employees, medical staff, volunteers, and students attended the PI fair to show their support. Awards were given for Best SMART Goal and Best Application of Evidence-Based Practice.

- **Best SMART Goal:** Postanesthesia Care Unit (PACU) implemented a “Patient Pause” standardized handoff tool between anesthesiologists and nurses to increase effectiveness of communication, improve patient safety, and improve staff satisfaction of handoff report.
- **Best Application of Evidence-Based Practice:** Critical Care and Respiratory collaborated and won the award for Best Application of Evidence-Based Practice. Their project focused on decreasing ventilator days by increasing spontaneous awakening trials (SATs) and spontaneous breathing trials (SBTs) in critical care patients.



Best SMART Goal: PACU, Colleen Sanchez RN and Joan Brown RN



Best Application of Evidence-Based Practice: Critical Care and Respiratory, Graham McDougall RCP, Ruth Tan RN, Alejandra Mercado RN, Christina Navarro RN, Nancy Ornelas MSN RN and Sherri Lamon BSN RN CCRN-K

## NATIONAL PATIENT SAFETY GOALS (NPSG)

In 2002, The Joint Commission (TJC) introduced the National Patient Safety Goals (NPSGs) as a framework to enhance patient safety. These guidelines aim to assist organizations in addressing specific areas of concern regarding patient safety and in developing solutions to prevalent healthcare safety issues. The Joint Commission regularly revises the NPSGs by gathering information about emerging patient safety issues from widely recognized experts and stakeholders.

Effective July 1, 2023, TJC added healthcare equity as a quality and safety priority in NPSG.16.01.01.

According to the Centers for Disease Control and Prevention (CDC), health equity is the state in which everyone has a fair and just opportunity to attain their highest level of health. Achieving this requires focused and ongoing societal efforts to address historical and contemporary injustices; overcome economic, social, and other obstacles to health and healthcare; and eliminate preventable health disparities.

Achieving health equity also requires addressing social determinants of health and health disparities. It involves acknowledging and addressing racism as a threat to public health and the history of unethical practices in public health that lead to inequitable health outcomes.

## THE CENTERS FOR MEDICARE AND MEDICAID SERVICES (CMS) OVERALL STAR RATING

The Centers for Medicare and Medicaid Services (CMS) overall star rating for hospitals summarizes quality information across five areas into a single-star rating. The five areas evaluated include, mortality, safety, readmission, patient experience, timely and effective care

The overall rating shows how well each hospital performed on quality measures compared to other hospitals in the U.S. Achievement on this five-star scale is measured by the acquisition of stars. In 2023, PIH Health Whittier Hospital received four stars! This great accomplishment is a reflection of the amazing care provided by all staff at PIH Health Whittier Hospital.

## INDWELLING URINARY CATHETER AUDIT DASHBOARD

Historically, the indwelling urinary catheter (IUC) audit tool was utilized internally for infection prevention to gather data on IUC care maintenance practices. It was identified that this data was not shared in a displayable and real-time way to assist nursing departments to understand the gaps of the occurrence of catheter-associated urinary tract infections (CAUTI).

The creation of the IUC dashboard this past year has provided transparency and a comprehensive overview of our data collected from the IUC audits. This dashboard helps with real time monitoring and measuring our data points for the identification of compliance to the CAUTI prevention bundle.

Thank you to everyone involved in the creation of the dashboard and continuous data collection to help Infection Prevention identify ways to improve patient safety and means for effectively educating frontline staff on CAUTI prevention.



# Post-Acute Services

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## POST-ACUTE FY 2023 STATISTICS

POST-ACUTE FY 2023 STATISTICS	
Acute Rehabilitation Center (ARC) Admissions	336
Transitional Care Unit (TCU) Admissions	783
Home Health Admissions	7,025
Palliative Admissions	794
Hospice Admissions	531
Home Health and Hospice Patients	8,352
Number of Home Visits	142,764
Number of Patient Visits per Day	391

## ARC/TCU PARTNERSHIP COUNCIL PROJECT

### Patient Flow Admissions and Discharges Project

The goal of Acute Rehabilitation Center (ARC) and Transitional Care Unit (TCU) admissions is to improve patient flow with earlier admissions by promoting earlier discharges from the unit. The interventions included revamping the discharge workflow and partnering with the unit's case managers to establish a targeted discharge time and deliveries of durable medical equipment (DME) prior to the day of discharge. Shift-to-shift nursing collaboration was implemented to include PM shift nursing preparation for the patient discharge and handoff to the AM shift nurse to achieve timely discharges. New education boards were created as a reference for the team to achieve efficiency and optimal success. The outcome to date has shown promising results by a steady shift in earlier times of admissions and discharges. Our team will continue efforts in achieving sustainable results in the coming year for throughput of the hospital.

## TCU REFRESH PROJECT

The recent revitalization of the TCU has created a welcoming and vibrant environment. Both patients and their families, along with the staff, have acknowledged the positive influence it has had on the recovery and well-being of patients. The unit refresh encompassed the replacement of hallway and patient room flooring, as well as the installation of new televisions.



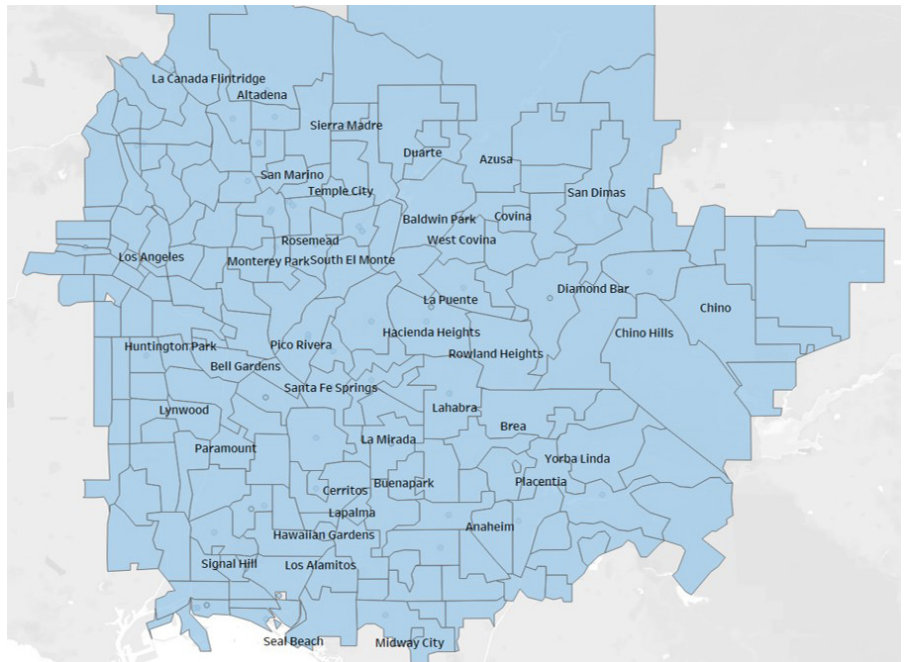
## PIH HEALTH HOME HEALTH & HOSPICE EXPANDS SERVICE AREA

PIH Health Post-Acute Care Services expanded its Home Health and Hospice service area to include additional ZIP codes in the PIH Health service area. This grew the service area to 79 cities and 249 ZIP codes in the Greater Los Angeles Area.

This initiative is part of PIH Health's three-year strategic plan to better serve patients being discharged from PIH Health hospitals, Urgent Care Centers, and clinics, as well as patients for whom PIH Health assumes risk.

As more care is being delivered in the home as the result of shifting patient preferences, an aging population, and advancements in technology, PIH Health's Post-Acute Care division is well positioned within the marketplace to deliver quality care in a timely manner.

We are excited at the opportunity to continue our development west into downtown Los Angeles.



## PALLIATIVE CARE

The PIH Health Palliative Care team provides inpatient consultative services in all PIH Health Hospitals. The Palliative Care team works closely with hospitalists while patients are in the Acute-Care setting. In the Post-Acute care setting, the team coordinates care with primary care physicians, specialists, and outside agencies such as Home Health and skilled nursing facilities to provide whole person care.

The Palliative Care team provides expertise in symptom management, goals of care conversations, psychological and emotional support, as well as spiritual and existential guidance in diverse settings. These include inpatient care, the Palliative Care Clinic situated in the city of La Mirada, and patients' residences.

Palliative Care nursing staff includes three nurse practitioners: Jennie Ruiz NPC, Melissa Radcliff NPC, and Regina Christ NPC. The Palliative Care nursing team collaborates weekly on patients admitted to the program. This interdisciplinary group consists of physicians, nurse practitioners, registered nurses, social workers, and chaplains. The palliative care program is integrated with our Home Health nursing team.

## HOSPICE GRAND ROUNDS

This year, we introduced Hospice Grand Rounds for patients admitted to the Hospice House under general inpatient status or with complex discharge situations. Led by the charge nurse, the rounds involve the interdisciplinary team. The objective is to elevate the patient and family experience through direct communication with the entire interdisciplinary team regarding the patient's current clinical condition, treatment plan, and overall response to Hospice care. Additionally, Grand Rounds contribute to improved patient throughput, fostering weekly discussions and collaboration on transitioning the patient to a permanent residence.

## HOSPICE PARTNERSHIP COUNCIL

This year our Hospice Partnership Council adopted an interdisciplinary approach to improve the family's "Emotional and Spiritual" support during the end-of-life process and to improve the family's bereavement support post-death. During the preliminary investigation, the hospice team identified a below average return rate for our patient and caregiver survey responses. Our goal this year is to increase the total volume of surveys from a 4% to a 12% return rate. Due to our interventions, we achieved a 5% increase with a return rate of 9%.

## REMOTE PATIENT MONITORING IN HOME HEALTH

PIH Health Home Health is improving patient care by providing a remote patient monitoring (RPM) program to homebound patients with a qualifying diagnosis.

RPM helps patients improve their quality of life and recover in the comfort of their home. For patients recently discharged from the hospital or at an increased risk of hospitalization, remote patient monitoring provides an additional layer of support.

While enrolled in the RPM program, patients are given a simple care plan and daily routine to follow using a dedicated tablet and Bluetooth monitoring devices. RPM Coordinator Rachelle Pascua RN monitors patients' vital signs, symptoms, medications and more, coordinating care with their physicians. Rachelle also provides disease management education to patients in the program while utilizing a telehealth video platform. Through remote monitoring, PIH Health can ensure patients receive the care they need, when they need it. 89% of surveyed patients state that the RPM program makes them feel supported by their healthcare team. Patients in the RPM program demonstrated a 60-Day Admission to Hospital average rate of 14.3% compared to the Home Health agency average of 17% for all patients.



Rachelle Pascua RN

## HOME HEALTH IMPROVEMENTS IN HANDOFF COMMUNICATION

Effective handoff communication is vital for maintaining continuity of care and ensuring patient safety. However, within the Home Health nursing staff, there was inconsistency in handoff communication, leading to a sense of unpreparedness for patient visits. This inconsistency contributed to lower patient satisfaction scores and diminished staff satisfaction. Furthermore, the lack of standardized content in handoff communication created confusion among nurses about which information was relevant to patient care.

The PIH Health Home Health Partnership Council focused on this area for improvement. As a result, a Handoff Communication Tool for patient visits was developed. The handoff tool focuses on patient condition since last home visit, skilled need for a patient's upcoming home visit, home safety issues, and needed medical supplies. With this tool we are seeing improvements in frequency of handoff communication from a baseline of 39% to now 83% and patients report that Home Health providers seem informed and up to date about their care and treatment 78% of the time compared to a baseline of 65%.





## Tribute to PIH Health Whittier Hospital Nurse Retirees

A special thank you to all of our nurse colleagues who retired this year. Their knowledge and dedication made a difference in the lives of countless community members.

FY 2023 RETIREES		
Name	Month Retired	Department
Victoria Rodriguez RN	October 2022	3 Plaza
Mary Slaughter RN	January 2023	Same Day Surgery
Joy Johnson RN	February 2023	Reg Nurse – La Mirada
Hilda Uy RN	February 2023	Administration – Home Health Hospice
Kathe Scott RN	March 2023	PACU
Elnora Rey RN	April 2023	Emergency Services
Jane Kling RN	May 2023	Quality Management
Kathleen Kolbeck RN	May 2023	NICU
Debra Ito RN	June 2023	Surgery Admission Unit
Anna Kruger RN	June 2023	Cardiac Catheter Lab
Doreen Peak RN	June 2023	NICU
Henedina Favis RN	July 2023	Surgery Admission Unit



