A message from our president and CEO, Johnese Spisso

I began my career as a registered nurse and worked at the bedside for more than a decade in critical care, emergency and trauma. I loved my work as a nurse, engaging with patients and their families at what, for many, were the most difficult times of their lives. Nurses also are the constant connection among patients, families and the broader health care team.

My background in nursing has served me well throughout my career. It has given me the perspective to understand the full continuum of care and the needs of the patient, as well as the needs of the team of health care professionals who serve patients and families. While I no longer practice as a registered nurse, there is, in my view, no higher calling than that of the nursing profession and its mission to heal. It is an honor and a privilege for me to see the level of nursing excellence at UCLA Health for our patients and their families.
Welcome to the second UCLA Health Nursing Annual Report! Over the last year, UCLA Health nurses have worked hard to strengthen our professional governance and leadership infrastructure, enhance team communications and promote health and wellness for nurses and patients.

This year marked the rollout of UCLA Health Nursing’s systemwide professional governance model, which has streamlined communication and decision-making. It also has increased the engagement of health care providers across all practice areas and improved the planning, implementation and continuous improvement of care within our professional practice.

UCLA Health nurses remain actively engaged in research, innovation and quality improvement aimed at elevating the safety and quality of care for our patients and the staff who care for them. In February, the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA attained Magnet® recognition, the nation’s highest honor for excellence in nursing. This is a hard-won honor that requires a total team effort to deliver the highest quality of care to our patients.

Moreover, posters and podium presentations by UCLA nurses have dotted the globe with abstracts accepted locally and internationally. I am proud to share that many of these patient-centered initiatives and studies have been incorporated into our practice and have measurably improved patient care. I’m also pleased to share that we’ve strengthened our academic and clinical partnership with the UCLA School of Nursing through shared research and new faculty appointments.

Another important advance has been a restructuring of nursing leadership to ensure that staff have the support, coaching and mentorship they need to grow in their professional practice. This has led to improved communication and collaboration both in nursing and interprofessionally.

Nurse-patient engagement is the key to improving the patient experience and clinical outcomes. Authentic engagement requires that both the caregiver and patient are free from distractions such as fatigue, hunger, discomfort, lethargy or the constant hubbub of a busy unit or clinic.

Delivering highly technical, safe, state-of-the-art care requires confidence in nursing practice as well as genuine engagement with our patients. UCLA Health nurses take great pride in the amazing and sometimes miraculous results realized by their dedication to caring. Walking through the halls of our hospitals and clinics, this commitment to our patients and to our colleagues is palpable.
By the numbers

- 41 emergency department beds
- 17 observation beds
- 23 operating rooms; eight specialty intervention rooms, six catheterization labs, three medical procedure units
- 107 adult medicine beds; 156 adult surgical beds
- 44 pediatric beds
- 108 adult ICU beds; 24 pediatric ICU beds; 22 neonatal ICU beds

Our nursing excellence contributed to these awards and recognitions:

- U.S. News & World Report. Ranked No. 1 hospital in Southern California and No. 7 in the U.S.
- U.S. News & World Report Best Children’s Hospital. UCLA Mattel Children’s Hospital recognized for quality and excellence overall. Eight pediatric specialties earned spots in the top 50 nationally.
- Nurses Improving Care for Healthsystem Elders (NICHE). Recognizing dedication to improving quality of care for older adults.
- “A” grade from the Leapfrog Group for keeping patients safe from preventable harm and medical errors.
- UCLA Health was named among the nation’s best places to work by Forbes and Becker’s Healthcare.
- LGBTQ Healthcare Equality Leader for providing equitable care, services and support for patients and employees.
- Practice Greenhealth Emerald Award for ongoing commitment to sustainability.
- UCLA Health earned a “Most Wired” designation for the sixth consecutive year and ranked in the top 10 nationally.
- Heart Failure Gold Plus Award by the American Heart Association’s “Get With The Guidelines” in recognition of 85 percent or higher adherence.
- Target: Heart Failure Honor Roll recognition by the American Heart Association for implementing quality improvement measures.
- 2018 Top Hospital for Diversity by BlackDoctor.org for delivering high-quality care and promoting equity and inclusion.
- Lantern Award by the Emergency Nurses Association honored Ronald Reagan UCLA Medical Center's emergency department.
- American Society for Therapeutic Radiology and Oncology Accreditation for Excellence four-year accreditation.
- Daisy Awards honoring individuals and nursing teams who provide extraordinary, compassionate and skillful care every day by the Daisy Foundation.
- Becker's Healthcare 100 great hospitals in America for excellence in clinical care, patient outcomes, and staff and physician satisfaction.
- Gold Level ELSO Award, Ronald Reagan UCLA Medical Center and UCLA Mattel Children's Hospital for providing exceptional care to patients receiving extracorporeal membrane oxygenation.
- High Risk Infant Follow-up Super Star Award recognizing UCLA Mattel Children’s Hospital for timely and exceptional screening, data entry and quality reporting for high-risk infant population.
- Cochrane Eyes and Vision Center for Evidence-based Vision Care honored UCLA Stein Eye Institute for its contributions to evidence-based research and medicine.
- CAR T-cell therapy. UCLA Health became one of a select few medical centers in the country to offer CAR T-cell therapy, a newly approved immunotherapy for large B-cell lymphoma.
UCLA Medical Center, Santa Monica

UCLA Medical Center, Santa Monica is a Magnet®-designated hospital dedicated to providing outstanding patient-centered care. Nursing staff are committed to providing patients with compassionate, relationship-based care. The addition of a 16-bed medical-surgical unit – designed to improve patient throughput – increased our bed count to 281 in 2018.

Some of the exceptional services found at UCLA Medical Center, Santa Monica include:

• The Nethercutt Emergency Center
• The Birthplace comprehensive maternity center
• A 16-bed neonatal ICU
• A 25-bed pediatric unit of UCLA Mattel Children’s Hospital
• UCLA Rape Treatment Center, recognized nationally as a model for treatment of sexually abused adults and children
• A 26-bed oncology unit
• A 26-bed orthopaedic unit
• A 26-bed geriatric unit designated “Senior Friendly” by Nurses Improving Care for Healthsystem Elders (NICHE)
• 74 medical-surgical inpatient beds
• 58 critical care beds for providing intermediate and intensive care

• 16 operating rooms and interventional suites
• A medical building that houses additional UCLA ambulatory services, including a pain management clinic, radiation oncology services, eight operating rooms and outpatient diagnostic services

UCLA Medical Center, Santa Monica accomplishments in 2018 include:

• “A” grade recognition by the Leapfrog Group for keeping patients safe from preventable harm and medical errors.
• Stroke Gold Plus Quality Achievement Award and Heart Failure Gold Plus Award by the American Heart Association and American Stroke Association’s “Get With The Guidelines” in recognition of 85 percent or higher adherence.

David Bailey, MSN, RN, MBA, CCRN, NEA-BC, FACHE
Chief Nursing Officer
UCLA Medical Center, Santa Monica

In 2018, we improved patient care in many areas and continued to build on momentum from prior years to enhance the overall patient experience in several key areas:

Infection rates. We continued to maintain low catheter-associated bloodstream and urinary-tract infection rates, thanks to a vigilant, hospital-wide effort.

Falls. We are embracing a renewed focus on preventing falls through education and technology. Key units have installed systems that alert our staff if patients attempt to get out of bed without assistance.

Leapfrog safety grades. We continued to earn the Leapfrog Group’s highest grade for overall patient safety. Additionally, we received distinguished recognition from Healthgrades and the Centers for Medicare and Medicaid in their rating systems.

Satisfaction scores. Patient satisfaction scores remain strong, and we will continue to focus on optimizing the patient experience. I’m confident that we will continue to make significant progress, with our determined nursing team leading the way.

Our 2018 RN Satisfaction Survey results illustrate our nursing team’s dedication and enthusiasm for driving change. We outperformed the national average in six of the seven domains covered by the survey!

This year, we will begin preparing for Magnet® re-designation in 2020. We look forward to demonstrating why we are among the leaders in nursing practice nationwide.

I remain honored to work with such a dynamic team that embraces our mission by delivering exceptional care to those we serve.
Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA

The Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA is among the leading centers in the world for comprehensive patient care, research and education in the fields of mental health, developmental disabilities and neurology.

The Resnick Neuropsychiatric Hospital is an independently accredited and licensed hospital located on the fourth floor of Ronald Reagan UCLA Medical Center. Our vision is to serve the health care needs of the community, our patients and their families through excellence in research, education and the delivery of neuropsychiatric and behavioral health services. Reflecting the impact our nurses have on patient care and organizational excellence, the Resnick Neuropsychiatric Hospital submitted its first application for the Magnet® Recognition Program in 2018.

By the numbers

- Ranked No. 8 in the nation in psychiatry by U.S. News & World Report
- 74 inpatient beds
- Caring for an average of almost 1,800 inpatients per year with 20 percent of the cases serving the indigent population in the greater Los Angeles area
- Partial hospitalization and outpatient programs with nearly 20,000 visits annually

Services provided

Patients of all ages with psychiatric illnesses and developmental disabilities receive innovative treatment and compassionate care. Team members include specialists in psychiatry, neurology, medicine and pediatrics, as well as nursing, psychology, occupational therapy, recreational therapy, speech pathology, social work and special education. Patients and families participate actively in treatment planning during hospitalization and after discharge. Treatment is tailored to each age group:

- The Child and Adolescent Program offers care for teens and children who require inpatient treatment for a variety of psychiatric disorders.
- The Adult Inpatient Program offers psychiatric inpatient services for the diagnosis and treatment of major psychiatric illnesses.
- The Geriatric Program offers comprehensive care for older adults with psychiatric illnesses in both inpatient and outpatient settings.
- The Maternal Mental Health Program offers two types of treatment programs for women seeking maternal mental health services: the Maternal Mental Health Partial Hospitalization Program and the Maternal Mental Health Intensive Outpatient Program. These programs are dedicated to promoting positive mental health for women who are in their second and third trimesters of pregnancy or up to one year postpartum.

Other inpatient, partial hospitalization and outpatient programs treat adult and adolescent eating disorders, obsessive-compulsive disorder, addiction, severe depression, attention deficit hyperactivity disorder and autism. We also provide an electroconvulsive therapy service to alleviate certain neuropsychiatric illnesses and disorders in both the inpatient and outpatient setting.
Ambulatory Care Nursing

The UCLA Department of Ambulatory Care Nursing is responsible for supporting and serving more than 180 medical practices across Los Angeles County and in satellite locations in Orange and Ventura Counties. Over 5,000 clinicians – including physicians, nurses, and others – are employed in these practices and provide care during 2 million-plus encounters annually.

As more care transitions to the ambulatory environment, ambulatory nurses at UCLA Health are being called upon to lead the transformation. Dr. Quanna Batiste and her team are helping to lead the way in demonstrating how nurses can increase patient safety, improve the patient experience and enhance quality of care.

The Department of Ambulatory Care Nursing includes:

- Chief nursing officer, ambulatory nursing and dean of medical assistant program
- Two regional directors of nursing and clinical practice
- Ambulatory care clinical nurse specialist
- Seven registered nurse practice coordinators
- Nurse educator
- Medical device reprocessing specialist
- Data analyst
- Three administrative support persons
- Director of medical assistant program
- Nurse care coordinator for home intravenous antibiotic patients
- Medical assistant to support home antibiotic program

Quanna Batiste, DNP, HCSM, RN, NEA-BC, FABC
Chief Nursing Officer
Ambulatory Care Nursing

This year, we have continued to make significant strides in improving patient care in our ambulatory practices through care delivery, policy development, training, mentoring and quality initiatives.

With a care delivery network that spans so many locations and so large a geographical area, it is vitally important that we work to ensure that our patients receive the same exceptional care at every clinical office within UCLA Health.

We appreciate our nurses and medical assistants and thank them for the commitment they deliver to our patients in every encounter.

The Ambulatory Care Nursing Department uses data to drive excellence in clinical practice and to demonstrate the value of nurses in patient safety and quality of care.
We embody excellence every day.

UCLA Health remains on the leading edge of nursing practice, consistently striving to exceed standards of excellence in care delivery, research and innovation to improve the lives of those we serve. From the bedside to the boardroom, UCLA Health nurses advocate for our patients and our profession, ensuring high-quality care delivered through an exceptional care delivery experience.

Our exemplary nursing practice rests on providing structural empowerment for our nurses, offering continual professional development, facilitating a shared decision-making structure, enabling nurse autonomy and ensuring clinical competency. To track the success of these efforts, UCLA Health Nursing harnesses outcomes data to measure the impact of nursing on patient care, the care environment and our greater community. This is how we contribute to UCLA Health’s reputation as one the most successful health systems in the country.

UCLA Health nurses: Who are we?

Our department of nursing is comprised of more than 5,500 employees who support the health system’s mission in a wide range of roles. Registered nurses constitute the largest sub-group within the department at 70 percent, followed by administrative care partners and clinical care partners at 16 percent. The graph below provides a breakdown of nursing roles and levels of leadership.

UCLA Health nurses: What do we do?

UCLA Health Nursing embodies the mission and vision of UCLA Health in many ways, including research, education and clinical practice. The snapshots below highlight significant accomplishments of 2018.

Professional governance: From the bedside to the boardroom

In July 2018, a new professional governance model was implemented across the health system. Professional governance models provide standardized structures and clear expectations for engaging professional nurses in problem solving and decision making. Effective models with healthy leadership styles that promote relationship building and mentoring enable more efficient workflow processes that reduce costs and redundancy, enhance quality and safety and cultivate healthy practice environments and relationships. Councils exist at the unit, facility and system level, with clinical nurses involved as leaders at every level. Each of the councils also has a nurse executive sponsor connecting bedside nurses directly to decisions made in the boardroom.

Cornerstone implementation: Lifelong learning at all levels

Continuous learning and professional development are crucial in keeping our commitment to our patients, their families and the community. In December 2018, UCLA Health implemented the Cornerstone Learning Management System. Cornerstone is a software application for the administration, documentation, tracking, reporting and delivery of educational courses and training programs. Cornerstone provides access to all of the amazing educational opportunities available to our employees. This system serves UCLA Health nurses at all levels with access to thousands of online training sessions from CE Direct, Lippincott Procedures, Lippincott Professional Development, and more than 800 instructor-led courses. Moreover, the Center for Nursing Excellence approved 391 contact hour activities affecting 9,354 participants and helping nurses maintain their licensure. Cornerstone elevates the practice of nursing at UCLA Health by making education easily accessible and functional.

Magnet®: International recognition for nursing excellence

UCLA Health Nursing is committed to nursing excellence through the delivery of exemplary nursing care and cultivating best practices in nursing education and research. To this end, UCLA Health pursues Magnet® designation for all UCLA Health entities. Magnet® is a special credential of recognition conferred by the American Nurses Credentialing Center (ANCC) to those facilities that demonstrate excellence across all components of the ANCC Magnet® model. In the United States, only 9 percent of health care organizations have achieved this designation.
The Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA applied for its first Magnet® designation in 2018 (ANCC granted its Magnet® designation in 2019). Ronald Reagan UCLA Medical Center initially achieved Magnet® designation in 2005 and will seek its fourth designation in 2019. UCLA Medical Center, Santa Monica achieved its first designation in 2016 and will pursue a second designation in 2020. Finally, UCLA Health Ambulatory Care Nursing will seek initial Magnet® designation in 2021.

2018 highlight: Leading culture change through professional governance

Nursing leadership recognizes that the engagement of nurses and clinical staff in shared decision making generates creative solutions to organizational challenges. The UCLA Health professional governance model was developed to advance nursing practice and engage nurses in actions, projects and decisions that directly affect them.

In April 2017, UCLA Health nurses began efforts to redesign their professional governance model to engage nurses at all levels and in all settings. This redesign built upon the previous unit practice council (UPC) model, which developed projects to improve outcomes and staff morale on the unit level but suffered from deficiencies in consistency, efficiency and effective communication. In October 2017, nurses were formally surveyed for their input in developing a new model. UCLA Health Nursing then convened a steering committee comprised of bedside clinicians and formal nurse leaders to review the data and drive decision making on the new model.

The steering committee was guided by three key principles:
1. Engage staff in developing and driving change
2. Engage formal leaders as transformational and authentic leaders and mentors
3. Develop a system for oversight and accountability at all levels

The steering committee consulted the literature for the latest evidence related to the formulation and implementation of professional governance models. Feedback from UPC members and the ANCC Magnet® Recognition Program model also informed the design of the new governance model. Once the new model was developed, the steering committee and the Center for Nursing Excellence began training nurses in its use.
In March 2018, more than 140 nurse leaders and 300 clinical nurses were trained in the principles, format and structure of the new model in day-long training sessions that featured interactive exercises, games, team building and vision sharing. Clinical nurses shared their feedback on the model through an anonymous survey:

“"It is exciting to bring recognition and acknowledgment to those who have the most impact with our patients – our bedside staff.””

“The most positive aspect of the program was the clarification of the structure – Magnet® Pillars, UPC, Coordinating Council, Systems Council and Executive Council.”

“It was very insightful and empowering to hear how UCLA plans to enable nurses at the bedside to have more of a voice. The power to carry out positive change is more accessible.”

The model launched in July 2018, with the implementation of the Empirical Outcomes Council, Practice Council, Research and Innovation Council, Professional Development Council and Coordinating Council at the system level and transformational leadership, exemplary professional practice, new knowledge and innovation, and structural empowerment councils at each facility. These quotes from our council leadership demonstrate the new model’s impact on individual practice.

“This model puts decision making in the hands of councils run by clinical nurses who are supported by nurse leaders and executives to stay on track and escalate priorities faster. It really gives us greater potential to make an impact on our daily work and outcomes for our patients.”

– Kristen Chin, BSN, RN, CCTN, 8 North Unit Practice Council Chair & Sepsis Champion, RRUCLA Transformational Leadership Council Co-Chair, UCLA Health System Empirical Outcomes Council Chair

“Before starting EPP, I was clinical staff doing my own QI projects. That’s the most I thought I could do; I didn’t think I had much impact. With professional governance in place, I have a better understanding of what a nurse can do. I was able to train as a charge nurse and a resource nurse. You see yourself in a different light; experienced nurses are coming to me to understand infection prevention initiatives and what’s happening in the system, so I’m more empowered.”

– Margaret Cabreros BSN, RN, PHN, UCLA Medical Center, Santa Monica, Exemplary Professional Practice Chair

Since July 2018, the councils have grown and evolved with greater contributions from nurses at all levels. Currently, each of the councils is strengthening its membership, setting and implementing goals and tracking its successes. Early wins include a successful 2018 Nursing Research and Evidenced-based Practice Conference and establishment of the Tableau-based UCLA Health Nursing Dashboard, which enables nurses to access quality and satisfaction data throughout the system at any time. The professional governance model is a major culture change for UCLA Health Nursing and one that furthers the practice and impact of nursing in our local communities, nationally and worldwide.
Transformational leadership

Every nurse is a leader at UCLA Health, whether in a clinical or an administrative role. Guided by the transformational leadership of our chief nursing executive and chief nursing officers and compelled by the vision to heal humankind, our nurses are empowered to cultivate a strong professional practice through strategic planning, advocacy and influence. UCLA nurses are visionary and strategic thinkers who transform our hospitals and health system to meet future demands. They use their professional knowledge to identify opportunities and implement measures to achieve clinical excellence at the bedside and in other care settings.
CAR T-cell therapy

Transformational leadership at Ronald Reagan UCLA Medical Center

In February 2018, Ronald Reagan UCLA Medical Center became one of the first centers in the nation to receive CAR T-cell site certification. Chimeric antigen receptor (CAR) T-cell therapy, a type of immune therapy, has been approved by the Food and Drug Administration (FDA) for the treatment of B-cell precursor acute lymphoblastic leukemia (ALL) and diffuse large B-cell lymphoma (DLBCL).

As with all cancer therapies, there are potential side effects. Stephanie Jackson, MSN, RN, AOCNS, BMTCN, clinical nurse specialist, Hematology/Oncology, and Bindu Kumar, MSN, RN, BMTCN, unit director, 6 East-Inpatient Hematology/Transplant (6E), collaborated to create guidelines for the nursing management of patients undergoing CAR T-cell therapy. Stephanie and Bindu developed care standards, as well as a plan for communicating with the physician and research teams in response to patient care concerns. The guidelines included a toxicity grading scale of potential adverse events and the corresponding treatments.

The 6E nursing team implemented an education plan to ensure that clinical nurses were equipped to provide exceptional care for the patients selected to receive this new therapy. In March 2018, inpatient clinical trials began, and in July 2018, the program expanded to include all FDA-approved CAR T-cell treatments. These transformational nurse leaders promoted safety and exemplary patient care through education and consistent evidence-based practice. Their efforts were an integral part of the implementation of this innovative therapy and related research.

MD-RN rounding promotes a better patient experience

Transformational leadership at UCLA Medical Center, Santa Monica

MD-RN rounding is an initiative that facilitates effective communication between the team and patient and improves patient safety and outcomes. MD-RN rounding also aligns with the patient-centered care delivery model at UCLA Medical Center, Santa Monica. Involving patients in plan-of-care discussions can lead to better comprehension, as well as better patient outcomes and higher patient satisfaction scores.
workgroup identified key components of successful MD-RN rounding and disseminated that information throughout the hospital. The council also created educational materials emphasizing the benefits of MD-RN rounding.

Observing that patients notice consistent MD-RN rounding during their stay, UCLA Medical Center, Santa Monica set a goal of 65 percent of patients responding “Always” to the survey question on MD-RN rounding. This goal was met or exceeded in three of four quarters in 2018. Consistent MD-RN rounding correlates with higher patient satisfaction scores. When patients respond affirmatively to “Did your doctor and nurse visit together once a day,” our scores in overall hospital rating, recommending this hospital to others, communication with nurses and communication with doctors all increase.

MD-RN rounding promotes patient safety, establishes trusting relationships with patients and contributes to a positive patient experience. The efforts from the Transformational Leadership Council in promoting MD-RN rounding contributed to our high patient satisfaction scores.

Clinical nurses advocate for resources to create a serenity room to address compassion fatigue

Transformational leadership at the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA

Compassion fatigue is the combination of psychological and physiological responses to prolonged exposure to emotional and interpersonal stressors and secondary traumatic stress from caring for patients and families who have directly experienced stressful life events (Kelly, L., 2017). Jacob Merkel, MSN, RN, was a new graduate nurse when he started working in the 4 East-Adult Psychiatry Unit. He immediately recognized that he and his colleagues might be susceptible to compassion fatigue because of the nature of their work. Jacob presented to his UPC colleagues his idea of creating a relaxation room to support staff during stressful times.

The group agreed that Jacob’s plan would align with the 4 East goal of improving the practice environment in support of compassionate, relationship-based care. After reviewing the literature and visiting a hospital facility in Virginia that successfully implemented a relaxation room, Jacob and fellow new graduate nurses Chelsi Diaz, BSN, and Isaac Pro, BSN, presented their proposal to the Resnick Neuropsychiatric Hospital Transformational Leadership Council. During their presentation, Jacob, Chelsi and Isaac advocated for space on each of their units to create a “serenity room.” Chief Nursing Officer Pat Matos, DNP, RN, NEA-BC, supported the initiative and advocated for approval with the UCLA Health facilities director. By February 2018, three serenity rooms were opened in Resnick Neuropsychiatric Hospital.

Nurses lead implementation of consistent chaperone program

Transformational leadership in ambulatory care nursing

UCLA Health strives to be an environment free from interpersonal misconduct and one that is safe and respectful to all patients while also protecting physicians, nurses and staff.

Leaders at UCLA Health recognized an opportunity to strengthen the practice environment during intimate examinations across our ambulatory care clinics. Johnese Spisso, UCLA Health CEO, asked Quanna Batiste, DNP, HCSM, RN, NEA-BC, FABC, ambulatory CNO, and her team to lead an interprofessional effort to standardize the process of providing chaperones for sensitive examinations across UCLA Health ambulatory care clinics.

The purpose of the UCLA Health chaperone program is to provide a standard process to protect patients and providers from abuse and perceptions of misconduct. Providing a trained health care professional to witness examinations protects all parties and ensures a professional, respectful encounter between provider and patient.

In July 2018, Dr. Batiste led a team of more than 30 UCLA colleagues — including physicians and nurses along with representatives from human resources, legal, risk management, patient experience and others — to develop a system-wide chaperone policy for ambulatory care. Dr. Batiste also oversaw a team in developing patient and staff education and worked to ensure that clinics have the resources needed to meet the intent of the new policy.

Training began in April 2019, and the policy was implemented in May 2019.
Exemplary professional practice

UCLA Health nurses deliver exemplary nursing care to our patients, their families and the community. Our professional practice model is built around this focus and illustrates how nurses live the mission, vision and values of the organization, as well as commit to national professional standards in their practice. A strong foundation in relationship-based care delivery enables UCLA Health nurses to form essential therapeutic relationships with patients and families and strong team relationships with colleagues. UCLA Health nurses practice the art and science of nursing in fulfilling the roles of practitioner, leader, scientist and transferor of knowledge to continuously improve the practice environment, the health care system and outcomes for individual patients.
Implementation of a hospital-wide sepsis education initiative

Exemplary professional practice at Ronald Reagan UCLA Medical Center

The literature estimates that one in two or three inpatient hospital deaths are a result of sepsis. Early recognition of sepsis requires health care providers to continually assess a constellation of clinical parameters rather than a singular sign or symptom. The nurse-driven sepsis protocol and numerous screening tools have broadened nurses’ scope of practice, allowing them to intervene swiftly to promote better patient outcomes. Nurses at Ronald Reagan UCLA Medical Center exercise their autonomy and authority to make nursing care decisions within the full scope of their professional practice to save lives.

Julie Gaspar, RN, PCCN, clinical nurse III, has been a sepsis advocate and a clinical resource for her peers since 2015. Julie is now recognized hospital-wide as a clinical nurse sepsis champion. She presented best practices to reduce sepsis-related mortality in the elderly at the UCLA Health NICHE quarterly champion meeting in March 2018 and at the 2018 National NICHE Conference in April. In July 2018, she began a hospital-wide sepsis educational initiative, including four hours of mandatory sepsis education. Since implementation of the education, screening tools and nurse-driven protocol, bundle compliance has increased, resulting in a hospital-wide decrease in sepsis mortality.
Fall prevention and reduction

Exemplary professional practice at UCLA Medical Center, Santa Monica

Patient safety is a top priority and continues to be at the center of nursing care delivery. In 2018, UCLA Medical Center, Santa Monica experienced a higher incidence of falls than in the past. The fall-prevention subgroup of the Exemplary Professional Practice council consists of clinical nurse representatives from all areas of the hospital in addition to representatives from the quality department and physical therapy. They have worked diligently in reviewing literature on fall prevention interventions. Maria Ortega, BSN, RN, OCN, clinical nurse on 4SW and subgroup leader, closely partnered with Betty Lee, MN, RN, CNS, CMSRN, clinical nurse specialist on 4MN and subgroup mentor, to direct these efforts.

The first intervention identified by the fall prevention subgroup was timed-voiding. The literature indicates that proactively emptying a patient’s bladder before they feel the urge to void decreases the incidence of falls. The 4MN medical-surgical unit decided to implement timed-voiding. From April to June 2018, the 4MN UPC and Quality Falls Team assisted with educating staff on the new initiative. Following the implementation of timed-voiding in July 2018, 4MN experienced no falls for a three-month period. Following the success of the unit trial, our goal is to implement timed-voiding for fall-risk patients throughout the hospital in 2019.
Partial hospitalization program integrates sensory tools to enhance patient coping skills

Exemplary professional practice at the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA

The Adult Partial Hospital Program (PHP) and Intensive Outpatient Program (IOP) deliver mental health services for adults with acute mental illness. These voluntary programs aim to assist patients in attaining independence in their recovery. An important goal of both programs is to teach independent coping skills for managing stress. Without such skills, patients must rely on staff to engage in one-on-one interactions to help them manage their stress.

One of the items on the Adult PHP patient survey asks how the program helped them “feel safe in the evenings between sessions.” This question provides insight into how patients are coping independently with stressors at home and in the community. The PHP Unit Practice Council, led by Judy Toy, BSN, RN-BC, saw an opportunity for improvement in this area and thought that more effective use of sensory tools might help patients feel more prepared to manage their stress independently when away from the program.

Sensory soothing tools have been found to be effective in developing coping skills in patients with mental illness. Patients in the Adult PHP program had access to some sensory tools, such as stress balls and fidget items, but did not consistently receive guidance from the nursing staff about optimal use of the sensory tools or their intended benefit. The UPC thought that independent coping skills could be improved if patients had better access to and understanding of the sensory tools.

The UPC relocated the sensory tools to a mobile cart with items related to the senses of sound, touch, smell and taste organized into color-coded drawers. A guideline for using sensory tools was developed by the team and made available to all the Adult PHP/IOP staff and patients. A survey was administered four times throughout a seven-week period to assess patients’ ability to self-regulate and manage stress after having used the sensory tools.

Following the intervention, the Adult PHP patients’ average response to the question regarding their ability to manage stress using the sensory tools increased from 2.53 to 3.84 on a five-point scale. This represents a 52 percent improvement in patients’ ability to manage stress using the sensory tools.

The RNPH PHP Sensory Cart Patient Survey Results

“I use sensory tools to manage my distress”

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Expansion of RN practice coordinator support across ambulatory care settings

Exemplary professional practice in ambulatory care nursing

Prior to 2018, 65 clinical practices received regular support from the Department of Ambulatory Care Nursing (DOAN) RN practice coordinators (RNPCs). RNPCs performed monthly quality rounds, provided clinical staff education on environment of care and patient safety, medication practices and risks, infection prevention and risks and validated MA/LVN/RN competency.

Managers of practices not in the cohort receiving RNPC support often requested help from the DOAN, frequently in response to a clinical problem. Farah Elahi, COO of ambulatory care nursing, and Quanna Batiste, DNP, HCSM, RN, NEA-BC, FABC, ambulatory care nursing CNO, recognized the need for a standardized process to meet the needs of all 181 practices. Dr. Batiste and her team of RNPCs — Zohra Dodhia, BSN, RN, CCRN, CMC, PHN; Latricia Harrison, MSN, RN, PHN; Devie Charbonneau, BSN, RN, CPAN, CAPA; Melanie Labrador, MSN, RN-BC; Jesica Suarez, BSN, RN; Joanna Villarivera, MSN, RN; Jacqueline Williams, MSN, RN-BC, and Sissie McElvaine, MSN, RN-BC — brainstormed ideas to provide this support with the current staff. The challenges included balancing the quantity of clinics with presence and quality of support, especially given the diversity of medical specialties and geographic regions represented. The group made a commitment to complete an annual expanded comprehensive assessment, putting clinics into different tiers based on scope of service and patient acuity, and assigning a higher risk to clinics performing more complex procedures. A clinic’s tier score would determine the frequency of visits.

Tier 1 clinics (high risk) should be assessed quarterly.
Tier 2 clinics (intermediate risk) should be assessed semi-annually.
Tier 3 clinics (low risk) should be assessed annually.

By taking this approach throughout 2018, all 181 practices were assessed by an RNPC with a follow-up plan developed and implemented for each practice based upon findings. The DOAN has been able to expand outreach, tripling the number of clinic and staff rounds and increasing its opportunities to improve quality and safety for our patients.
New knowledge, innovations and improvements

At UCLA Health, a thirst for new scientific knowledge to guide nursing practice is part of our identity. We believe that clinical and leadership practice should be informed by current evidence and tailored to meet the needs of those we serve. UCLA Health nurses are challenged to seek and adopt evidence-based best practices, innovate to improve care, share their ideas and learn from their experiences. We established structures and processes to support research development, utilization, education and dissemination and created an environment that embraces a healthy spirit of inquiry and creativity as we build and apply the science for healing humankind.
Experiences of gardening in an acute psychiatric setting

New knowledge – advancing nursing research

Therapeutic nature-related activities such as gardening have gained attention over the last several decades because of their ability to help those with mental health disorders better self-organize, be more functional and engage in meaningful life activities. Gardening stimulates the senses and improves mood, resiliency and social interactions while decreasing anxiety. Holistic benefits of a gardening program align with principles of the recovery model for mental health.

While the psychosocial and physiological benefits of gardening for recovery are well-established, research on gardening experiences in an inpatient psychiatric setting has been limited. Leilanie Ayala, MSN, RN, PMHCNS-BC, PMHNP-BC; Susan Clinton, OTR/L; Aimee Levine-Dickman, OTR/L, SEP; Ariel Schneider, MSW, LCSW, and Nancy Wicks, OTR/L, from the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA and Dr. Huibrie Pieters from the UCLA School of Nursing conducted a qualitative study to explore and describe in the patients’ own words the experiences of outdoor gardening among adults within an acute psychiatric inpatient unit. Investigators utilized a qualitative descriptive approach with constructivist grounded theory.

Aided by occupational therapists, 25 patients engaged in weekly gardening group activities, including weeding, planting, pruning and watering, or opted to sketch or watercolor in the garden. After 25 minutes, patients returned to the unit for a post-gardening discussion. In-person interviews with a semi-structured interview guide were used to gather the patient’s reflections and meaning related to the gardening experience.

This is the first study to explore gardening experiences in an acute psychiatric inpatient setting. In line with previous research, findings suggest a correlation between gardening activities and motivation, experience (format and structure, staff, social interactions, nature, sensory), reflections (favorable, garden as symbol, life outside) and recommendations. The study was published in the February 2019 issue of Archives of Psychiatric Nursing and will be presented at the American Psychiatric Nurses Association annual meeting.
Exploring evidence-based care transitions across the lifespan

New knowledge – UCLA Health Research and Evidence-based Practice Conference

UCLA Health hosted its 17th Annual Research and Evidence-based Practice Conference on September 28, 2018, at the Meyer and Renee Luskin Conference Center at UCLA. Developed and coordinated by the Research and Innovation Council, the conference offered various activities geared toward cultivating clinical inquiry and evidence-informed practice for clinicians, educators and leaders. Clinical inquiry is a persistent sense of curiosity to inform and evaluate practice. It encompasses critical thinking and endless possibilities for knowledge discovery and utilization.

Program highlights included keynote speaker Dr. Mary Naylor, director of the NewCourtland Center for Transitions and Health at the University of Pennsylvania, and Gawlinski Research Scholar Dr. Ann Cashion, acting director of the National Institute of Nursing Research. Poster and breakout podium sessions provided opportunities to inspire innovation and educate attendees on ways to improve health outcomes. The UCLA School of Nursing was a major conference sponsor.

New knowledge – 2018 presentations, publications and awards

Selected presentations

Maral Bakir, BS, RN, PHN; Nicholas Jackson, MPH; Simon Han, MS; Chi-Hong Tseng, PhD; Tam Khuu, PharmD, BCPS; Alex Bui, PhD; Jennifer Zhang, PhD; Elaine Reed, PhD; Mario Deng, MD; Martin Cadeiras, MD.


Ronald Reagan UCLA Medical Center

Leslie Chang Evertson, MSN, GNP-BC; Michelle Panlilio, MSN, RN, GNP-BC; Mihae Kim, AGPCNP-BC; Kelsey Stander, AGNP-BC; David Reuben, MD; Zaldy Tan, MD.


Ronald Reagan UCLA Medical Center
Meg Furukawa, MN, RN-BC, CNS.
UCLA Health

Dallas Lawry, BSN, RN, OCN; Jaci Mastrandrea, BSN, RN, OCN.
UCLA Medical Center, Santa Monica

Sooi Yong Lo, BSN, RN, PCCN; Julie Gaspar, RN, PCCN; Cherie Neil, MSN, RN, NEA-BC, PCCN; Marisa Hallare, BSN, RN, PCCN; Linda Davilla, BSN, RN, PCCN.
Saving Seniors from an Age-Old Problem: Improving Early Recognition of Sepsis in Hospitalized Elderly. Nurses Improving Care for Healthsystem Elders (NICHE) Conference. Atlanta, Georgia. 4/12/2018. (Poster)
Ronald Reagan UCLA Medical Center

Vera Lopez, MSN, RN, PCCN; Irene Davis, MSN, RN, ACNP; Eskedar Gizaw, MSN, RN, FNP.
Discharge Nurse Practitioner’s (DCNP) Role to Improve Hospital Throughput. 2018 American Organization of Nurse Executives (AONE) Conference. Indianapolis, IN. 4/13/2018. (Poster)
UCLA Medical Center, Santa Monica

Jessica M. Phillips, MSN, RN-BC; Kathleen Feldman, MSN, RN-BC; Jill Scherrey, MSN, RN-BC.
UCLA Health

Ellen Pollack, MSN, RN-BC; Meg Furukawa, MN, RN-BC, CNS.
UCLA Health

Anthony Salimbangon, BSN, RN, CCRN.
VAD Coordinator Session Shark Tank - Excellent Driveline Care: Say YES to the Dressing! American Society of Artificial Internal Organs. Washington DC, Maryland. 6/15/2018. (Podium)
Ronald Reagan UCLA Medical Center

Anahit Sarin-Gulian, MSN, RNC-NIC, NE-BC; Mae Reyes, MSN; Christine Mikels, BSN, RNC-NIC; Nida Lovatanapongs, BSN, MSHI, CCRN.
Ronald Reagan UCLA Medical Center

**Selected publications**

Maral Bakir, BS, RN, PHN; Nicholas J. Jackson, MPH, MA; Simon Han, MS; Alex Bui, PhD; Eleanor Chang, BS; David Liem, MD, PhD; Abbas Ardehali, MD; Arnold S. Baas, MD; Marcella Calfon Press, MD; Daniel Cruz, MD; Mario Deng, MD; Eugene DePasquale, MD; Gregg C. Fonarow, MD; Tam Khuu, PharmD, BCPS; Murray Kwon, MD; Bernard M. Kubak, MD; Ali Nsair, MD; Jennifer L. Phung, MD; Elaine Reed, PhD; Joanna Schaeman, MD; Quinheng J. Zhang, PhD; Reza Ardehali, MD; Chi-Hong Tseng, PhD; Martin Cadeiras, MD. (2018)
Ronald Reagan UCLA Medical Center
Quanna N. Batiste, DNP, HCSM, RN, NEA-BC, FABC. (2018)
Capturing the Effectiveness of the Registered Nurse in Ambulatory Care. American Academy of Ambulatory Care Nursing View Point, 40(2), 5.
Ambulatory care
Arika Duchene, DNP, RN-BC, CCRN; Amy Anderson, DNP, RN, CNE; Sherri Mendelson, PhD, RNC, CNS, IBCL. (2018)
UCLA Health
Lee Galuska, PhD, RN, NE-BC; Judith Hahn, PhD, RN; E. Carol Polifroni, EdD, RN; Gregory Crow, EdD. (2018)
A Narrative Analysis of Nurses’ Experiences With Meaning and Joy in Nursing Practice. Nursing Administration Quarterly, 42(2), 154-163.
UCLA Health
Patricia Jakel, MN, RN, AOCN. (2018)
UCLA Medical Center, Santa Monica
Denise Scalercio Ribeiro, MSN, MA, RN, RNC-NIC; Juliet Sasinski, MSN, RNC-NIC, CNS; Leticia Ann Victorino, MSW. (2018, November)
UCLA Medical Center, Santa Monica
William Toppen, MD; Elizabeth Aquije Montoya, BS; Stephanie Ong, BS; Daniela Markovic; Yuhan Kao, MSN, RN, CNS; Xueqing Xu, MSN, RN, CCRN, GCNS-BC, NE-BC; Alan Chiem, MD; Maxime Cannesson, MD; David Berlin, MD; Igor Barjaktarevic, PhD, MD. (2018)
Ronald Reagan UCLA Medical Center
Cait Walsh, MSN, RN; Li-Jung Liang, PhD; Tristan Grogan, MS; Courtney Coles, MPH; Norma D. McNair, PhD, RN; Teryl Nuckols, MD, MSHS. (2018)
Temporal Trends in Fall Rates with the Implementation of a Multifaceted Fall-Prevention Program: Persistence Pays Off. The Joint Commission Journal on Quality and Patient Safety, 44(2), 75-83.
Ronald Reagan UCLA Medical Center
Lindsay Williams, PhD, MS, RN, PHN, PMP; Carol Pavlish, PhD, RN, FAAN; Sally Maliski, PhD, RN, FAAN; Donna Washington, MD, MPH. (2018)
UCLA Health

Selected awards and recognitions

Leslie Chang Evertson, MSN, GNP-BC; Michelle Panlilio, MSN, RN, GNP-BC; Mihae Kim, MSN, RN, AGPCNP-BC; Kelsey Stander, MSN, RN, AGNP-BC.
Ronald Reagan UCLA Medical Center
Jason Jemera, BSN, RN.
Selected to serve as a member of the 2018 Medical Missions Kenya & Hunger Relief team. Medical Missions Kenya & Hunger Relief. 7/6/18.
Ronald Reagan UCLA Medical Center
Ronald Reagan UCLA Medical Center Emergency Department Nursing Staff.
Ronald Reagan UCLA Medical Center
Structural empowerment

At UCLA Health, we cultivate excellence in nursing practice and patient care. Nurses have the opportunity to learn, grow and contribute in ways that are meaningful to them and to the patients and families we serve. We foster lifelong learning and professional growth through academic progression and professional certification. Nurses are engaged as active partners in decision making within the organization and beyond, and their voices are valued and respected for the expertise they contribute to outstanding patient care.
Clinical nurse volunteerism in Nepal

Structural empowerment at Ronald Reagan UCLA Medical Center

Nepal is one of the poorest countries in the world with 25 percent of the Nepalese population living below the poverty line. These economic factors make it difficult for Nepalese to access safe, high-quality care, resulting in a high infant mortality rate and short life expectancy for Nepalese citizens. In addition, a series of major earthquakes struck Nepal in 2015, killing approximately 9,000 people. The nation is still healing from these natural disasters and attempting to rebuild infrastructure and reestablish resources such as clean water and sanitation. This is not only important to meet basic hygiene needs, but also to deliver health care that requires clean water and sanitation, particularly dental work and wound care.

In September 2018, Lindsay Brant, BSN, RN, CCRN, clinical nurse, 7 ICU-Cardiothoracic Surgical ICU (7ICU), volunteered during the Nomads Clinic annual medical mission to remote regions of the Himalayas. The Nomads team provides highly specialized care to meet the needs of this region, including dental clinics, cardiovascular care, women’s health clinics and wound care. During the four-week trek, Lindsay and the Nomad clinicians treated more than 1,000 people and helped train and support local health practitioners, enabling them to provide medical care to more people throughout the Himalayan region. In addition to medical services, the team distributed Little Sun solar lights to nearly 1,000 households. These lights are invaluable in communities that traditionally rely on yak-dung fires, which can cause pulmonary and ocular disease. In sharing so generously of herself, Lindsay also shares the training and experience she brings from Ronald Reagan UCLA Medical Center.

Food and Funds Drive

Structural empowerment at UCLA Medical Center, Santa Monica

The Structural Empowerment Council at UCLA Medical Center, Santa Monica is committed to making a difference in the community. One way council members serve is by hosting an annual Food and Funds Drive in partnership with the Westside Food Bank. The Westside Food Bank distributes more than 4.5 million pounds of food annually and is a wonderful resource to those in need. The Structural Empowerment Council established a goal to raise monetary and non-perishable food donations throughout November and December 2018.

These efforts were promoted by the community outreach subgroup of the Structural Empowerment Council. Arielle Franklin, BSN, RN, clinical nurse from 4NW, community outreach subgroup led, directed the efforts and served as the liaison between the council and the Westside Food Bank. Arielle decorated food-donation bins and set them up in the hospital lobbies. Additional bins were provided to all units, so structural empowerment members could promote the drive on their individual floors. Meg Dillon, BSN, RN, CCRN, clinical nurse in the Cath Lab, assisted with donation tables, which helped the drive achieve its monetary goals. Overall, the Structural Empowerment Council’s efforts raised more than $2,000 and nearly 2,000 pounds of food. The nurses in the Structural Empowerment Council truly made a difference in the community.
Nurses host career fair to educate middle school students on nursing careers

Structural empowerment at the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA

The Resnick Neuropsychiatric Hospital Structural Empowerment Outreach Committee (SEOC) and the City of Compton's Emerson Elementary School personnel continue to work together to encourage young students to envision a college education in their future. According to the United States Census Bureau (2012-2016), only 8.2 percent of Compton adults have earned a Bachelor's degree.

In March 2018, the members of the Resnick Neuropsychiatric Hospital SEOC hosted a nursing career fair for the 6th-grade students of Emerson Elementary School.

Presentation topics included:

• Differences between a doctor and a nurse
• Understanding what nurses do
• Males in the nursing profession
• Career and job opportunities for nurses in the United States

The nurse volunteers also led a game of “Jeopardy!” related to nursing careers. Categories included nursing roles, work schedule, educational preparation and the benefits of a career in nursing.

Each student received a list of schools in California approved by the Board of Registered Nursing, a comparison of community college and university programs and nursing education opportunities at the UCLA School of Nursing. At the end of the presentation, the students completed a survey. Of the 34 students who answered the questions, all agreed that the program was helpful for students like them, and 73.5 percent wanted to learn more about how to become a nurse.

Nurses lead development and implementation of UCLA Health’s first medical assistant program

Structural empowerment in ambulatory care nursing

Medical assistants help deliver care at UCLA clinics and free registered nurses to practice in areas that require their more advanced training. Quanna Batiste, DNP, HCSM, RN, NEA-BC, FABC, ambulatory care nursing CNO, worked with Toyin Lawal, MSN, RN, ambulatory nursing director, and Jennifer Zanotti Davis, MS, RN, ambulatory care clinical nurse specialist, to lead the orientation and ongoing education programs for medical assistants across UCLA Health. The three worked to develop a partnership with UCLA Extension — one of the nation’s most comprehensive continuing education and professional studies providers — to develop a curriculum for medical assistants. Dr. Batiste, Toyin and Jennifer completed a business plan, which was approved by UCLA Extension in April 2017.

As part of Medical Assistants Recognition Week in October 2018, UCLA Health recognized its medical assistants and announced the graduation of the first MAP (Medical Assistant Program) cohort. The events were hosted by UCLA Health ambulatory care nursing and included a reception celebrating the role of medical assistants in providing excellent patient care. All MAP graduates who sat for the National Center for Competency Testing (NCCT) National Certified Medical Assistants (NCMA) exam passed, and 80 percent are now employed as medical assistants.

UCLA Health Medical Assistant Program goals

The goal of the UCLA Health Medical Assistant Program is to provide premier academic and technical training to develop highly competent medical assistants who can contribute to healing humankind, one patient at a time, by improving health, alleviating suffering and delivering acts of kindness.

The program is designed to prepare competent entry-level medical assistants in the cognitive, psychomotor and affective learning domains, as set forth in the Medical Assisting Education Review Board (MAERB) curriculum.
Center for Nursing Excellence

The Center for Nursing Excellence houses numerous programs and projects that support our nurses and colleagues in providing excellent patient care. We provide resources to help further our nurses’ education and professional development, prepare nurses for specialty certification and train and orient nurses in evidenced-based practice principles.
It is with great pleasure and pride that I reflect on our many accomplishments in nursing during 2018. The Center for Nursing Excellence strives to Cultivate Excellence in Nursing Through Education and Research (CENTER) as we serve the more than 4,500 nurses of UCLA Health. This includes transitioning newly hired nurses into practice, developing nurses for leadership roles, promoting certification and educational advancement and supporting lifelong learning. Collectively, CENTER programs have elevated practice and contributed to nurses’ professional development. The CENTER Nursing Professional Development team collaborates with nursing colleagues throughout the system and in professional governance councils to ensure that nurses are driving their own professional growth and advancement.

Through the Evidence-based Practice and Research Program, we are implementing the latest evidence into practice to produce the best outcomes for our patients. Our clinical nurse specialists have played a pivotal role in adopting evidence-based, best practices to improve clinical outcomes and patient safety. In addition, we have advanced the scientific foundation for nursing through our nursing research and partnerships with the UCLA School of Nursing.

The cultivation of excellence culminates in designation by the Magnet Recognition Program. Over the last year, the CENTER team supported the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA in achieving its first Magnet designation for excellence. Simultaneously, the team supported Ronald Reagan UCLA Medical Center and UCLA Medical Center, Santa Monica in maintaining the excellence required for their re-designation processes. We are proud to have all of the hospitals of UCLA Health recognized for excellence in nursing and patient care!

Lee Galuska, PhD, RN, NE-BC
Executive Director,
Nursing Practice,
Education and Research,
UCLA Health
Adjunct Assistant Professor,
UCLA School of Nursing

Research and Evidence-Based Practice Program

The Research and Evidence-Based Practice Program is committed to ensuring that nursing knowledge and practice are based on the best available research evidence to improve health care delivery, outcomes and experiences for patients and their families. The program strives to engage clinical nurses to unleash their creativity and spirit of inquiry, to educate them through participation in research and evidence-based practice and to facilitate their collaboration with scientists and interprofessional teams. Collective efforts focus on advancing nursing science, bridging the translation of research into practice and fostering the professional growth and development of clinical and advanced practice nurses. The program is supported by a nurse scientist, evidence-based practice specialist and administrative analyst, who promote the scholarship of discovery and practice through consultation, educational sessions and professional governance structures.

Program accomplishments in 2018 included the addition of new team members, more than 100 consultations, acquisition of Joanna Briggs Institute electronic databases, support for the Resnick Neuropsychiatric Hospital Magnet application components, mentorship for numerous research studies and evidence-based practice projects, scholarly activities (e.g. publications, abstract and poster development at top-tier national and international meetings) and educational activities including abstract development and literature search training.
Magnet® Recognition Program

The continued achievement of Magnet® designation is an organizational priority for UCLA Health Nursing. Overall, Magnet® recognized hospitals have more satisfied nurses and better patient outcomes compared to their non-Magnet® counterparts. The Center for Nursing Excellence Magnet® team facilitates and supports excellence across the health system. We are proud of our accomplishments of 2018, including a successful document submission and site visit for Resnick Neuropsychiatric Hospital in support of its first Magnet® designation. In addition, we administered the Press Ganey Nursing Excellence Survey, systematically collecting the opinions of more than 4,500 nurses across the system. Based on these results, our nurse leaders and Transformational Leadership Council members collectively created an action plan to address nurse concerns and highlight the strengths of our nursing teams, including interprofessional collaboration and nurse autonomy. Finally, a cohort of more than 30 nurses attended the 2018 Magnet® conference in Denver, Colorado. UCLA nurse participants included the winners of a Magnet® essay contest, whose conference expenses were paid by UCLA Health. Upon their return, participating nurses are “magnetized” to share what they’ve learned with their colleagues. The four-hour Magnet® Essentials class, offered each quarter, also reinforces fundamental Magnet® principles.
Certification
The Center for Nursing Excellence provides educational and financial support to help our nurses achieve specialty certification.

2018 highlights:
• 526 UCLA Health nurses attended a certification review course
• 299 of these nurses passed a certification exam
• 55 percent of eligible nurses at UCLA Health hold a professional nursing specialty certification

Competencies
A team of nursing experts carefully evaluates the learning needs and competencies of staff in each unit to develop initial and ongoing competencies and education.

2018 highlights:
• Transition to a unit-based approach
• Utilization of simulation-based education
• Development of competency assessment tools

Continuing education
In 2018, UCLA Health implemented Cornerstone software for the administration, documentation, tracking, reporting and delivery of educational courses and training programs.

Cornerstone highlights:
• 800 instructor-led training sessions offered annually
• Access to thousands of online training sessions

Nurse Residency Program
The Nurse Resident Program focuses on three core areas: leadership, patient outcomes and professionalism.

2018 highlights:
• Produced a professional development plan
• Launched a mentoring program
• Created 62 evidence-based practice projects linked to patient outcomes
• Disseminated 17 evidence-based practice projects at national conferences

Nursing orientation
The nursing orientation programs for experienced nurses, ancillary staff and nurse residents are designed to provide a smooth and supportive transition to practice. The program makes use of simulation, interactive exercises and other learning activities.

2018 highlights:
• Trained 524 new nursing employees
• Redesigned program to include three days of training

Patient education
Our patients are educated about their health in a variety of areas, ranging from specific illnesses, treatments and medications to managing care after discharge. In addition to providing education verbally and in writing, educational materials are accessible electronically on the bedside tablet computers provided in most inpatient areas.
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<th>Category</th>
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| **Preceptor development**        | The preceptor development workshop teaches participants to bridge cultural and generational differences, define roles and expectations, incorporate learning styles and teaching techniques, develop critical thinking and give/receive feedback. | • Created a new preceptor evaluation tool  
• Added courses to meet demands  
• Trained 148 preceptors |
| **Professional governance**      | Professional governance is a shared decision-making structure that enables health care providers to influence decisions that affect nursing practice and the practice environment.  | • Education sessions for nursing leadership  
• Implemented the nursing professional governance restructure  
• World Café event for all UPC chairs and co-chairs  
• Courses on the new professional governance model |
| **Relationship-based care**      | Relationship-based care is an operational framework that improves safety, quality, patient satisfaction and staff satisfaction.                                                                                     | • Relationship-based care is embedded in the new professional governance structure  
• Relationship-based care education is integrated into nursing orientation and the UCLA Health Nurse Residency Program |
| **Re-igniting the Spirit of Caring** | Re-igniting the Spirit of Caring is a three-day experience designed to explore the three relationships – the self, colleagues and patients/families – identified by relationship-based care. | • Trained two new facilitators  
• Doubled the number of Re-igniting the Spirit of Caring sessions |
| **Nursing Simulation Education Program** | The Nursing Simulation Education Program provides an opportunity for nurses and other health care team members to apply knowledge and skills in a safe learning environment and is integrated into nursing orientation and the Nurse Residency Program. | • Offered 365 hours of simulation education  
• Offered four in-situ simulations |
| **Student placement**            | The Center for Nursing Excellence coordinates student placement at UCLA Health for nursing programs, from ADN to PhD degrees.                                                                               | • Accommodated schools of nursing in 18 states  
• Full integration of nurse practitioner student placement  
• Approximately 43,000 student placement hours |
UCLA School of Nursing educates nurses who develop into the influencers, discoverers and luminaries in our field. Ours was the first nursing baccalaureate program west of the Mississippi and the first nursing school in California to confer Master of Science degrees to nurses. For 70 years, we’ve been producing nurse scholars and leaders and advancing health in California and beyond.

The UCLA School of Nursing enrolls more than 600 students and has over 8,000 alumni – many of whom work at UCLA Health. Degree programs include Bachelor of Science, MSN – Master’s Entry Clinical Nurse, MSN – Advanced Practice Nursing, Doctor of Philosophy and Doctor of Nursing Practice. The school is among the top 20 in *U.S. News & World Report*’s rankings of nursing graduate schools and is among the top 20 schools of nursing in National Institutes of Health research funding.
Research

The School of Nursing has always had a strong foundation in science. Ten years after its founding, it was among the first schools in the country to engage in clinical nurse research. Today, our research enterprise has grown dramatically, and we are at the forefront of advancing nursing science. Some examples of our research include:

- The impact of heart failure, adolescent congenital heart disease, diabetes and sleep apnea on brain function
- HIV retroviral adherence programs in China
- Screening, prevention, assessment and management of pressure ulcers and wound care
- Nurse-delivered cognitive behavioral therapy for cardiac patients with or at risk for depression
- Development of mobile health technology to promote healthy lifestyles
- Gene therapy showing early promise to advance HIV/AIDS science
- Cellular targets for Alzheimer’s treatment or prevention, and understanding immune responses to stress
- Tobacco control

- Lynn Doering, PhD, FAAN, and Melissa Connor, BSN, RN, CEN, MICN — Validation of the Dynamic Appraisal for Situational Aggression in an Emergency Department Setting
- Carol Pavlish, PhD, RN, FAAN; Katherine Brown-Saltzman, MA, RN, and Pattie Jakel, MN, RN, AOCN — Being Heard: What African American and Mexican American Patients with Cancer Consider When Making Treatment Decisions
- Drs. Lynn Doering, Eunice Lee, and Pamela Miller — Feasibility of a Nursing Intervention to Reduce Pain, Fatigue and Depression in Pancreatic Cancer Patients and Their Caregivers

Dr. Inese Verzemnieks has supported the next generation of nurse scholars in her mentorship role in the UCLA Health Research and Innovation Council. Dr. Felicia Hodge role-modeled nursing scholarship as she presented her research “Cancer-Related Pain Management among American Indian Survivors” at the 2018 UCLA Health Research and Evidence-based Practice Conference.

UCLA Health and UCLA School of Nursing research partnerships

Academic-practice research partnerships are essential in a complex, transformative health care setting to advance science and improve nursing practice, clinical outcomes and delivery of quality care. The synergy between highly knowledgeable and engaged UCLA School of Nursing faculty nurse scientists and UCLA Health clinical and advanced practice nurses has created opportunities to collaborate on meaningful projects. Through these partnerships, we are able to make new clinical discoveries, build research capacity and train the next generation of nurse scholars.

Research study partnerships include:

- Huibrie Pieters, PhD, DPhil, RN and Leilanie Ayala, MSN, RN, PMHCNS-BC, PMHNP-BC — Experiences of Gardening in an Acute Psychiatric Setting

Student placement at UCLA Health

UCLA School of Nursing students are placed in a variety of clinical areas across UCLA Health to gain experience in nursing practice. The Center for Nursing Excellence partners with UCLA School of Nursing to place students at all degree levels, including BSN, MECN, MSN, DNP and PhD degree programs that prepare students to be top-notch clinicians and nurse leaders in their selected course of study. Nursing students are surrounded by and work with some of the most accomplished nursing professionals and interprofessional colleagues. Nursing students learn about new technologies, changes in health care delivery systems and care for higher-acuity patients. The Center for Nursing Excellence also partnered with School of Nursing faculty to develop and implement a Dedicated Education Unit, where nursing students have the opportunity to be fully integrated in the clinical practice area. Nursing students are welcomed and encouraged to grow — both personally and professionally — at UCLA Health.
Meaningful recognition of UCLA Health nurses’ extraordinary compassion, hard work and tireless service to the community is integral to UCLA Health Nursing. The Professional Development Council – a group formed to promote positivity, team-building and well-being among nurses – established the Support Through Appreciation and Recognition (STAR) program to honor nurses for their accomplishments.

Recognition activities occur at multiple levels, from system-wide to individual facilities and nursing unit awards. During Nurses Week, celebrations and appreciation activities include the distribution of nurse appreciation gifts, flowers and notes to each clinical area. A leadership-hosted nurse-appreciation breakfast, a nightshift pizza party and a non-denominational “blessing of the hands” are held at both the Westwood and Santa Monica campuses. The annual nursing awards ceremony provides an opportunity to honor our exceptional nurses for their exemplary care and contributions epitomizing the domains of our professional practice model. Members of the Daisy Foundation’s founding family were guests of honor at the 2018 Daisy Award for Extraordinary Nurses ceremony.

We also applaud our certified nurses on Certified Nursing Day each March. Nurses certified for the first time are recognized with a “Certified Nurse” UCLA jacket.

A STAR goal is to increase recognition at the unit level, which nurses often find the most meaningful. We recently concluded a system-wide nursing recognition survey with nearly 500 nurses responding. It will allow us to tailor future nurse recognition programs and activities to be even more meaningful and memorable.
Certification
Nurses from all specialties and areas of UCLA Health are encouraged by their leaders and peers to obtain certification in accordance with UCLA Health nurse professional practice models. Specialty certification helps nurses validate their role as expert practitioners within their fields. It also builds their confidence as decision makers and scientists with the knowledge and skill to provide exemplary evidence-based professional nursing care.

Kudos to all the nurses who took the next step in their career and became specialty-certified in 2018!

Education/degrees
UCLA Health nurses recognize that advances in science and increasing patient complexity have accelerated the need for nurses with a higher level of formal education. Nurses must possess both the clinical knowledge and the leadership skills to manage the increasingly challenging and diverse patient populations at UCLA Health. They must understand the ways in which the health care system is rapidly changing and must be prepared to lead as well as partner in the process of transforming health care. UCLA is committed to assisting nurses in attaining advanced education, and we are proud to say that more than 85 percent of our nurses have attained a baccalaureate or higher degree.
Empirical outcomes

UCLA Health nurses make significant contributions to patient and organizational outcomes. In their roles as leaders and partners in improvement initiatives, nurses use the latest evidence-based, best practices to guide their decision making. They challenge themselves to assess the impact of their practice on their patients, colleagues, the profession and the organization. At UCLA Health, we monitor our impact on nurse-sensitive indicators such as infections, patient falls and hospital-acquired pressure injuries. We benchmark our performance against our peer organizations across the country. As Magnet® designated organizations, we strive for excellence in quality, safety and patient satisfaction.

We also strive for excellence in nurse satisfaction. Excellence in patient and organizational outcomes is only possible when we create the conditions where nurses can flourish in their professional practice. We pride ourselves on maintaining high levels of nurse satisfaction and engagement. Nursing excellence begins with us.
Nurse satisfaction

The satisfaction of nurses is a vital component of UCLA Health’s success. It has been a strategic imperative to provide a well-staffed, safe environment for nurses that promotes a high level of staff engagement, robust educational opportunities and strong nurse leadership at all levels of the organization. The outcomes of the Press Ganey nursing excellence survey reflect our sustained commitment to nurses and a healthy practice environment. The organization meets the Magnet® standard for outperformance in nurse satisfaction in five of seven categories.

Patient experience – nurse overall domain

UCLA Health nurses are committed to providing patients and their families the best health care experience. To ensure our patients are engaged and satisfied with the care we provide, we ask them about their experience and the level of their satisfaction with the services provided by our team, including our nurses. This information is used to continually improve the experience of the patients who place their trust in us. In the Press Ganey nurse overall domain, Ronald Reagan UCLA Medical Center, UCLA Medical Center, Santa Monica and the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA outperform the database mean.
Nurse-sensitive quality indicators

UCLA Health has chosen to benchmark its performance against the American Nurses Association (ANA) National Database of Nursing Quality Indicators (NDNQI) mean for central line-associated blood stream infections, catheter associated urinary tract infections, falls and hospital-acquired pressure injuries. We strive to outperform our peer organizations nationally in the majority of units each quarter. The following graphs reflect our performance on these indicators.
Future of nursing

Every day, UCLA Health nurses dedicate themselves to their patients, colleagues and the nursing profession. Their commitment is evident in all that they do, from bedside care to community health events. With great empathy and keen attention, our nurses continue to elevate our profession with compassionate, evidence-based care.

At UCLA Health, we pride ourselves in exemplifying nursing excellence by delivering leading-edge patient care through professional practice, education and research. We are world-renowned for our patient-centered approach, and I am deeply proud and humbled by the unconditional caring and acts of kindness that our nurses provide to our patients.

But we also are aware that health care delivery is changing and presents new challenges and new risks. Frustration on the part of patients and family members sometimes manifests in acts of verbal and even physical violence. This has caused us to rethink how we prepare our nurses to face the additional stress of our care environment with a focus on safety. As we enter the next decade, we will work to ensure the safety of care environments by protecting our patients and nurses and preserving the caring nurse-patient relationship.

UCLA Nursing will continue to strengthen our ability to establish healthy relationships with our patients and promote optimal health and well-being for patients and staff. One initiative designed to enhance UCLA nursing practice is the UCLA staff wellness program, focused on enhancing self-awareness, promoting health and building resilience. Another is our Wellness Bundle, which improves patient engagement in care planning by putting each patient in an optimal state of health and well-being.

In addition, we plan to redouble our efforts to provide nurses the opportunity to pursue professional development and enjoy the coaching and mentorship they deserve. This year, we will continue to refine our redesigned professional governance model. Nurses will have the opportunity to grow and develop as they engage in shared decision making to lead change and advance the health and well-being of those we serve.

I remain in awe of the empathy and expert skill displayed by our nurses. They are truly extraordinary, and it is a privilege to work with such esteemed professionals.

Thank you,
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