RONALD REAGAN UCLA MEDICAL CENTER

2014 Annual Nursing Report
Healing Humankind one Patient at a Time

July 2014

Delivering leading edge patient care through professional nursing practice, education and research
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UCLA Health nurses, in collaboration with our multidisciplinary colleagues, have continued to heal humankind one patient at a time. Our nursing professional practice model has served as a guide for the delivery of excellent care for patients, families and the community.

This past year, our team optimized CareConnect, working to create a sophisticated, integrated electronic health record that better meets the needs of both patients and clinicians. The improved access to patient information provided by CareConnect has resulted in higher quality, safer patient care across the health system, in both inpatient areas and in our ambulatory clinics.

Once again, we have been ranked the Number 1 medical center in the Western United States and Number 5 in the nation in the U.S. News and World Report’s Best Hospitals survey. The collective contributions of our UCLA team, including our exemplary professional nurses, made this accomplishment possible.

Our Unit Practice Councils, in alignment with our health system Clinical Excellence Committee, have focused on enhancing the quality of our care, leading countless efforts to improve patient outcomes in alignment with our strategic goals. This report will highlight some of the exemplary work of nurses at Ronald Reagan UCLA Medical Center. We have a community of the best and brightest nurses, and I am so proud to be part of such a high-performing team.

We have future challenges ahead of us, as we work to implement the mandates of the Affordable Care Act and to grapple with the changes arising from the healthcare reform movement. As the system evolves, nurses have the opportunity to lead as well as to partner in the transformation. The full engagement of nurses will assure that our health system is patient and family-centered, safe, effective, efficient, timely and equitable. I look forward to partnering with UCLA Health nurses to meet the challenges ahead.

In August, we will also submit for our Magnet re-designation. The 2014 Magnet Manual adds relevance to the designation by requiring evidence that reflects the difference nurses are making in the current healthcare environment. There is an increased focus on outcomes, which will help us further demonstrate the value nursing brings to patients, the organization, and the community.

Thank you for your efforts and contributions.

Respectfully,

Heidi Crooks, MA, RN
The Ronald Reagan UCLA Medical Center Professional Practice Model (PPM) emphasizes the expectations and focus of nursing practice and development in all settings throughout the organization. The dotted lines between the circles represent the intersecting, fluid relationships between the concepts.

The PPM guides all nurses as leaders at Ronald Reagan, and our nurses have consistently demonstrated their commitment to professional practice as depicted in this model during the course of the past year.

The Magnet Model®

The Magnet Model® provides a guiding framework for excellence in nursing practice. The model helps to focus the efforts of UCLA nurses on achieving superior performance as evidenced by outcomes. Throughout this annual report, nurses’ accomplishments will be connected to the Magnet Model.

American Nurses Credentialing Center Magnet Model®
http://www.nursecredentialing.org
Transformational Nurse Leaders at Ronald Reagan UCLA Medical Center create a culture of nursing excellence & drive the enculturation of our professional practice model so that we can achieve the UCLA Health vision of, “Healing human kind one patient at a time by improving health, alleviating suffering, & delivering acts of kindness.” All nurses are leaders at UCLA Health and can influence change from any position.

A transformational culture is formed and evolves through trust and strong relationships. Nurse engagement in our shared mission and vision is improving the health of our patients, our community and the nation.

The 2014 Magnet Application requests nine sources of evidence to showcase transformational leadership at Ronald Reagan. The application also requests demonstration of empirical outcomes related to this leadership. The following pages provide examples of transformational leadership from Ronald Reagan UCLA Medical Center nurses this past year.
UCLA Health nurses embrace the organizational vision to heal humankind one patient at a time through improving health, alleviating suffering and delivering acts of kindness. The organizational mission to deliver leading edge patient care, education and research was adapted for nursing. The nursing mission is to deliver leading edge patient care through professional nursing practice, education and research, reflecting UCLA Health nurses’ unique contributions. The nursing strategic plan provides a roadmap to continue to operationalize our shared vision.

<table>
<thead>
<tr>
<th>UCLA Health Strategic Vision &amp; Priority Strategies</th>
<th>UCLA Health Priority Strategies</th>
<th>UCLA Health Pillar</th>
<th>UCLA Nursing 5-Year Strategic Priorities</th>
<th>Magnet® Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustain a thriving community of the best &amp; the brightest</td>
<td>Recognize, retain, and recruit outstanding staff. Recognize achievements Create a nurturing environment to support staff in goal achievement</td>
<td>People</td>
<td>Identify, develop, and implement nursing roles for the envisioned UCLA future, in all settings across the continuum Become an employer of choice Recruit and retain top performers at all levels Implement strategies to increase nurse retention including healthy practice environment strategies, recognition, career development pathways, and shared governance</td>
<td>Transformational Leadership Structural Empowerment</td>
</tr>
<tr>
<td>Create world leaders in health and science</td>
<td>Leaders in innovative education Highest quality education Establish education infrastructure</td>
<td>People</td>
<td>Establish and strengthen academic-service partnerships to prepare nurses for their future roles Ensure nursing leadership development at all levels Elevate levels of nursing education and certification (80% BSN by 2020 and 80% certified)</td>
<td>Transformational Leadership Structural Empowerment</td>
</tr>
<tr>
<td>Discover the basis for health and cures for disease</td>
<td>Recruit and retain researchers Stimulate and optimize new and successful areas of research Build research infrastructure Optimize space utilization Maximize research funding</td>
<td>Strategy</td>
<td>Become a national leader in nursing, interprofessional and multi-site research and dissemination of new knowledge Establish infrastructure to support research including funding and partnerships</td>
<td>New Knowledge and Innovation</td>
</tr>
<tr>
<td>Optimize health through local and global community partnerships</td>
<td>Partner with the community to improve health through solutions that address social, cultural, and biological determinants Develop a comprehensive and diverse healthcare workforce Innovative healthcare delivery models that maintain financial stability while serving all members of community</td>
<td>Strategy People Quality, Safety, Service Operations Strategy</td>
<td>Increase nurse engagement in community partnerships Implement innovative nurse roles and delivery models to enhance effectiveness in improving community health and wellness Engage patients and community members as partners in all aspects of healthcare design and improvement</td>
<td>Structural Empowerment Transformational Leadership New Knowledge and Innovation</td>
</tr>
<tr>
<td>Heal humankind one patient at a time</td>
<td>Outstanding patient-centered care in all practice settings Improve access Develop an integrated delivery system while maintaining out strength in tertiary and quaternary care Establish UCLA as a national leader in health care innovation</td>
<td>Quality, Safety, Service</td>
<td>Magnet system-designation, providing a framework for excellence in nursing practice and outcomes Exemplary nursing practice in every setting for every patient. High reliability, consistent high standards Leader in patient experience performance Nurses lead and partner with all disciplines to optimize teamwork and support for clinical care Create an environment to foster innovation</td>
<td>Exemplary Professional Practice New Knowledge and Innovation</td>
</tr>
</tbody>
</table>
Nurses at UCLA Health participated in multiple programs throughout this past year to enhance their leadership skills and to lead change in their units and at the organizational, local, national, and international level. Over 400 nurses participated in the Role-Based Practice Strategic Initiative, and more than 100 nurses participated in the Advisory Board Frontline Leadership Program. Ten nurses participated in the UCLA Healthcare Improvement Institute (HII) program and eight nurse leaders participated in the UCLA Leadership Academy. These programs help to enhance our nurses’ skill set to lead change as part of the healthcare reform movement and in alignment with the Institute of Medicine’s Future of Nursing Recommendations.

Highlighting Frontline Nurse Leaders

The Advisory Board has a three-month Frontline Leadership Program that more than 100 UCLA Health nurses participated in this year. The program teaches nurses the principles of change theory and provides them with an opportunity to apply these principles to a unit-level practice change that addresses a need identified by the nurse leader, in collaboration with the other members of his/her unit leadership team.

Emergency Department (ED) nurse leaders Kerry Tsokanas-Gold, BSN, RN, and Yvonne Abad, RN, identified a need to increase compliance with the sepsis bundle for pediatric patients and to reduce the administration time of antibiotics for this vulnerable patient population. Using the principles taught in the leadership program, Ms. Tsokanas-Gold and Ms. Abad developed a “Code Sepsis” protocol that was initially rolled out for use in pediatric patients and has subsequently been initiated for adult patients. As a result of this work, the ED has seen an increased compliance with the pediatric sepsis bundle elements and a decrease in time to administration of antibiotics in patients with suspected sepsis.
As UCLA Health innovates health care, several new transformational leaders have been recruited to join our team, and many of our current nurses have also transitioned to new and innovative roles within the organization. Two of the newest members of our team are Director, Ambulatory Nursing Quanna Batiste, MSN, RN, and Director, Nursing Practice, Education, and Research Lee Galuska, PhD, RN.

**Quanna Batiste, MSN, RN – Director of Ambulatory Nursing**

This past year UCLA has made significant strides in maximizing the value of nursing’s contributions to the health system in the ambulatory and community settings. To provide direction and oversight of nursing in the ambulatory setting, Quanna Batiste was recruited to serve as UCLA Health’s Director of Ambulatory Nursing. Ms. Batiste brings significant expertise in ambulatory services leadership. She now oversees nursing care at more than 150 clinics in the integrated UCLA Health system, many of which also participate in the UCLA Health Accountable Care Organizations. Over the past year, Ms. Batiste has worked to strengthen the nurse’s role in the ambulatory clinics and to provide nurses with a mechanism for reviewing and improving their professional practice. Accordingly, she has helped to create an ambulatory shared governance council, similar to the hospital-based unit practice councils. Nurses on this council are beginning to describe and measure nursing’s contribution to and involvement in improving patient safety, care quality, and health outcomes in the ambulatory setting, including care coordination. Under the transformational leadership of Ms. Batiste and Chief Nursing Officer Heidi Crooks, MA, RN, ambulatory nurses will increasingly contribute to the strategic transformation of UCLA Health.

**Lee Galuska, PhD, RN – Director of Nursing Practice, Education, and Research**

Lee Galuska, PhD, RN joined UCLA Health in August of 2013 as the system Director of Nursing Practice, Education and Research. Dr. Galuska is a nurse leader with more than 30 years of experience in clinical, educational and administrative roles. She received her PhD in nursing with a focus on nurse leadership development from the University of Connecticut and her Masters in Nursing Administration from the University of Hartford.

In her role overseeing the professional development of more than 3000 nurses, Dr. Galuska is passionate about creating opportunities for nurses to grow and develop as leaders, scientists, and practitioners. She is committed to incorporating evidence-based teaching/learning strategies, including simulation, to optimize learning outcomes.
UCLA Health Nurses have cultivated excellence in nursing practice and patient care this past year. Our nurses have actively engaged in opportunities to learn, develop their professional practice, and contribute to the well-being of our patients and our community.

Through the shared governance structure at UCLA Health, nurses have led and participated in countless efforts to improve patient outcomes. The Unit Practice Councils and the subcommittees of the Nursing Quality Outcomes Council, led by nurse subject matter experts, can be proud of their accomplishments.

This section will highlight some of the collective and individual accomplishments of our nurses.
The current quality structure, which empowers RRUCLA nurses to improve patient care.
# Commitment to Professional Development

## FY2013 Nursing Operations Projects:
**One Highlight from the Work of Each Unit Practice Council**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Project</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| Main Operating Room   | Implementation of practice change to improve handover communication     | Safer Handovers  
|                       | between professionals                                                   |  
|                       |                                                                         | • Increased compliance with medication safety outcomes  
|                       |                                                                         | • Increased teamwork at handover  
| Emergency Department  | Security Improvements                                                   | Enhancement of Patient and Provider Safety  
| MICU                  | Teach Back Initiative                                                   | Reached 73rd Percentile in HCAHPS: “RN explained things in a way you could understand.”  
| Acute Pediatrics      | Bug Buster Committee efforts, including 2 RN Dressing Changes           | 170 days without a CLABSI  
| OB                    | OFRAS Tool Development                                                  | Improved OB fall rate and disseminated tool nationally  
| NICU                  | Improving Turnaround Time for the First Dose of an Antibiotic in the NICU | Percentage of patients that received their 1st dose of an antibiotic increased  
| PICU                  | Nurse Rounding Script                                                  | Improvement in Parent Satisfaction “RN Discussed Plan of Care Daily” Scores  
| 6 East                | Medication Teaching Cards                                              |  
|                       |                                                                         | • Received Joint Commission recognition as Best Practice  
|                       |                                                                         | • Reached 90th Percentile for Communication about Medication HCAHPS Scores  
| 6ICU                  | Implementation of new change of shift visitation guidelines             | Reached 90th Percentile for HCAHPS question: “RN explained things in a way you could understand.”  
| 6 North               | Patient Falls Initiative                                               | Decrease in Patient Injury Falls:  
|                       |                                                                         | • 9 Months with 0 Falls with Injury  
| 6 West                | Implemented Green Apple Project                                        | Improved glucose control in diabetic patients  
| 7E/SE MS              | Role-Based Practice Quality Improvement Champions Program initiated     | Reduction in CLABSIs  
| 7ICU                  | “Home is Where the Heart Is” Discharge Teaching Handbook               | Above 70th Percentile for HCAHPS Communication about Medication for 2013  
| 7CCU                  | Communication Workshops, Crucial Conversation Skills                   | Improvement in RN-RN Communication, Interdisciplinary Communication, & RN-Patient Communication on Unit  
| 7 West                | Collaborative Teamwork with Fall Prevention Toileting Program          |  
|                       |                                                                         | • 4 Months without a Bathroom related fall!  
|                       |                                                                         | • 7 Months with 0 Falls with Injury  
| 7COU                  | 5 Minute Time Out                                                       | Improved HCAHPS Score: “Treated with Courtesy and Respect” from 80% → 91%  
| 8 East                | Transforming Tragedy to a Safe Practice Change Opportunity: Icodextrin Protocol |  
|                       |                                                                         | • 100% Compliance with new Icodextrin Protocol  
|                       |                                                                         | • 0 Icodextrin Events since implemented  
| 8ICU                  | CUSP Initiative to reduce CLABSI                                        | Overall reduction in CLABSI rates,  
|                       |                                                                         | 0 CLABSI occurrences in Jan. 2014  
| 8 North               | Modified Floating Policy in January 2013                               | Increase in primary nursing/continuity of care  
| 8 West                | HAPU Prevention                                                         | 0 Hospital Acquired Pressure Ulcers for 4 Months; Increased HCAHPS Scores  
| Gonda Observation Unit | ‘Always’ Project                                                        | Increase in RN teach-back protocol knowledge and compliance, increase in patient satisfaction  
| Cath Lab              | MD-RN Verbal callback with medications during procedures               | Improved RN-MD communication, increased patient safety  

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*UCLA Health*
**Commitment to Professional Development**

Our organization supports nurses' continuous development.
130 registered nurses were newly certified in FY 13-14.

<table>
<thead>
<tr>
<th>Certification</th>
<th>Nurse's Name</th>
<th>Unit or Department</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPA (Certified Ambulatory Perianesthesia Nurse)</strong></td>
<td>Christine Doan</td>
<td>Procedure and Treatment Unit</td>
</tr>
<tr>
<td><strong>CCRN (Critical Care Registered Nurse)</strong></td>
<td>Bernadette Alvarez-Mohr</td>
<td>6ICU</td>
</tr>
<tr>
<td></td>
<td>Eula Mei Ancayan</td>
<td>7ICU</td>
</tr>
<tr>
<td></td>
<td>Nicole Antonville</td>
<td>7CCU</td>
</tr>
<tr>
<td></td>
<td>Alexis Arbeit</td>
<td>7ICU</td>
</tr>
<tr>
<td></td>
<td>Zoe Armas</td>
<td>MICU</td>
</tr>
<tr>
<td></td>
<td>Marisa Bedford</td>
<td>8ICU</td>
</tr>
<tr>
<td></td>
<td>Rebecca Bullard</td>
<td>8ICU</td>
</tr>
<tr>
<td></td>
<td>Heather Clark</td>
<td>Float Team</td>
</tr>
<tr>
<td></td>
<td>Woori Choi</td>
<td>Procedure and Treatment Unit</td>
</tr>
<tr>
<td></td>
<td>Melissa De Jesus</td>
<td>Float Team</td>
</tr>
<tr>
<td></td>
<td>Kevin Sampama De Leon</td>
<td>8ICU</td>
</tr>
<tr>
<td></td>
<td>Jill Dowds</td>
<td>8ICU</td>
</tr>
<tr>
<td></td>
<td>Gabriella Dunn</td>
<td>8ICU</td>
</tr>
<tr>
<td></td>
<td>Sara Edington</td>
<td>7ICU</td>
</tr>
<tr>
<td></td>
<td>Ashley Elstermeyer</td>
<td>8ICU</td>
</tr>
<tr>
<td></td>
<td>Ester Encarnacion</td>
<td>7CCU</td>
</tr>
<tr>
<td></td>
<td>Tara Franklin</td>
<td>PICU</td>
</tr>
<tr>
<td></td>
<td>Elsie Godwin</td>
<td>Float Team</td>
</tr>
<tr>
<td></td>
<td>Brenda Hardin-Wike</td>
<td>7ICU</td>
</tr>
<tr>
<td></td>
<td>Justin Hoxmeier</td>
<td>MICU</td>
</tr>
<tr>
<td></td>
<td>Stacy Chan Hull</td>
<td>7ICU</td>
</tr>
<tr>
<td></td>
<td>Glen Juranek</td>
<td>8ICU</td>
</tr>
<tr>
<td></td>
<td>Duke Khong</td>
<td>MICU</td>
</tr>
<tr>
<td></td>
<td>Susan Kim</td>
<td>MICU</td>
</tr>
<tr>
<td></td>
<td>Jeanette Klotz</td>
<td>6ICU</td>
</tr>
<tr>
<td></td>
<td>AiJin Lee</td>
<td>7ICU</td>
</tr>
<tr>
<td></td>
<td>Gloria Y. Li</td>
<td>8ICU</td>
</tr>
<tr>
<td></td>
<td>Dalya Lovy</td>
<td>7ICU</td>
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<td></td>
<td>Edward Lynn</td>
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<td></td>
<td>Jacob Mason</td>
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<td></td>
<td>Nancy McNabb</td>
<td>NICU</td>
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<tr>
<td></td>
<td>Zainab Mustapha</td>
<td>7CCU</td>
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<tr>
<td></td>
<td>Cheryl Naggit</td>
<td>6ICU</td>
</tr>
<tr>
<td></td>
<td>Daniela Novarro</td>
<td>Critical Care Transport</td>
</tr>
<tr>
<td></td>
<td>Amanda Patey</td>
<td>PICU</td>
</tr>
<tr>
<td></td>
<td>Victoria Ramirez</td>
<td>MICU</td>
</tr>
<tr>
<td></td>
<td>Joyce Samson</td>
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<tr>
<td></td>
<td>Eric Smith</td>
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<tr>
<td></td>
<td>Mary Beth Souscia</td>
<td>Critical Care Transport</td>
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<tr>
<td></td>
<td>Dina Sulisto</td>
<td>MICU</td>
</tr>
<tr>
<td></td>
<td>Marissa Tan</td>
<td>PICU</td>
</tr>
<tr>
<td></td>
<td>Roy Villanueva</td>
<td>Float Team</td>
</tr>
<tr>
<td></td>
<td>Melissa Viloria</td>
<td>MICU</td>
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<tr>
<td></td>
<td>Juvy Vinegas</td>
<td>7CCU</td>
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<tr>
<td></td>
<td>Peggy Wang</td>
<td>6ICU</td>
</tr>
<tr>
<td></td>
<td>Terren Courtney Wortham</td>
<td>8ICU</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Certification</th>
<th>Nurse's Name</th>
<th>Unit or Department</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CCRN – CSC (Critical Care RN-Cardiac Surgery Specialty)</strong></td>
<td>Stephanie Maniquis</td>
<td>7ICU</td>
</tr>
<tr>
<td><strong>CCTN (Certified Clinical Transplant Nurse)</strong></td>
<td>Brian Radcliffe</td>
<td>8 North</td>
</tr>
<tr>
<td></td>
<td>Vivien Tran</td>
<td>8 North</td>
</tr>
<tr>
<td><strong>CEN (Certified Emergency Nurse)</strong></td>
<td>Kama Newbry</td>
<td>Float Team</td>
</tr>
<tr>
<td><strong>CGRN (Certified Gastroenterology Registered Nurse)</strong></td>
<td>Mihee Park</td>
<td>Medical Procedures Unit</td>
</tr>
<tr>
<td><strong>CMSRN (Certified Medical-Surgical Registered Nurse)</strong></td>
<td>Vanina Barlatier Blain</td>
<td>Main OR</td>
</tr>
<tr>
<td></td>
<td>Adekunle Shobowale</td>
<td>Float Team</td>
</tr>
<tr>
<td></td>
<td>Michele Puzon</td>
<td>Surgical Observation Unit</td>
</tr>
<tr>
<td><strong>CNOR (Certified Nurse Operating Room)</strong></td>
<td>Tiffany Un Tan Cabagnot</td>
<td>Main OR</td>
</tr>
<tr>
<td></td>
<td>Alex Joseph Francisco</td>
<td>Main OR</td>
</tr>
<tr>
<td></td>
<td>Stephanie Han</td>
<td>Main OR</td>
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<tr>
<td></td>
<td>Lindsay Profeit</td>
<td>Main OR</td>
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<td>Nicole Ray</td>
<td>Main OR</td>
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<tr>
<td></td>
<td>Heather Sostarich</td>
<td>Main OR</td>
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<tr>
<td><strong>CNRN (Certified Neuroscience Registered Nurse)</strong></td>
<td>Katherine Guardado</td>
<td>6 North</td>
</tr>
<tr>
<td><strong>CPAN (Certified Post Anesthesia Nurse)</strong></td>
<td>Liane Pak</td>
<td>Surgery Center</td>
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<td>Amy Sherwood</td>
<td>Float Team</td>
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<td><strong>CPN (Certified Pediatric Nurse)</strong></td>
<td>Jeannette De Dios</td>
<td>Acute Pediatrics</td>
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<td>Amanda Kaufman</td>
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<td>Hanna Meisner-Bogdahn</td>
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<td></td>
<td>Deanna Shadrick</td>
<td>Acute Pediatrics</td>
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<td></td>
<td>Tammy Ziemba</td>
<td>Acute Pediatrics</td>
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<tr>
<td><strong>CRN (Certified Radiology Nurse)</strong></td>
<td>Monica Karamian</td>
<td>Interventional Radiology</td>
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<tr>
<td><strong>CRRN (Certified Rehabilitation Registered Nurse)</strong></td>
<td>Indra Cheema</td>
<td>1West</td>
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<tr>
<td><strong>CWOCN (Certified Wound, Ostomy and Continence Nurse)</strong></td>
<td>Martina Pilon</td>
<td>Wound, Ostomy and Continence Service</td>
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<tr>
<td><strong>NE-BC (Nurse Executive – Board Certified)</strong></td>
<td>Monica Choi</td>
<td>8 East</td>
</tr>
<tr>
<td></td>
<td>Monica Haldar</td>
<td>1 West</td>
</tr>
<tr>
<td></td>
<td>Renee Johnson</td>
<td>Interventional Radiology</td>
</tr>
</tbody>
</table>
Increase in Nursing Certifications

This past year, UCLA Health has supported nurses’ continuous professional development. We have met our targeted goal for increasing professional certification. In 2014, our number of certified nurses reached 738, 62 more than our goal!

<table>
<thead>
<tr>
<th>Year</th>
<th>Certified Nurses, Overall</th>
<th>Organization Goal (whole number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>439</td>
<td>400</td>
</tr>
<tr>
<td>2011</td>
<td>478</td>
<td>450</td>
</tr>
<tr>
<td>2012</td>
<td>564</td>
<td>525</td>
</tr>
<tr>
<td>2013</td>
<td>610</td>
<td>600</td>
</tr>
<tr>
<td>2014</td>
<td>738</td>
<td>676</td>
</tr>
</tbody>
</table>

Increase in Nursing Degrees

Nursing Degrees Earned within the Last 12 Months

**Bachelor Degrees**
- Senait Abai, 7 West
- Cindy Park Bae, MICU
- Andrew Baird, 8 North
- Jeffrey Bolt, 8ICU
- Shujeet Dhillion, 7CCU
- Gabriella Dunn, 8ICU
- Sara Edington, 7ICU
- Loida Gomez, PICU
- Katherine Guardado, 6 North
- Tiffney Harvey, 7CCU
- Jennifer Hebert, PTU/PACU
- Rami James, 7 West
- Sofia Nava, PICU
- May Ogbozor, Float Team
- Gina Pryer, 7 East AMU
- Vania Quach, 7 West
- Rosa Olivia Ramos, SOU
- Amber Rice, 8ICU
- Stesha Selsky, 7 West
- Anna Stetkevich, 7 West
- Michael Tajan, 8ICU
- Lorelei Bryan Trevino, 7 West
- Elisa Yam, 6ICU

**Master’s Degrees**
- Izabela Araujo, NICU
- Nathan Barfield, 6 North
- Anndalos Bindra, Float Team
- Nicole Casalenuovo, Perinatal
- Gladys Casillas, 7 West
- Maggie Coro, 7CCU
- Mae De Vera Reyes, NICU
- Dara Dolliole, NICU
- Kristine Granados, Acute Pediatrics
- Fusako Hatsaka, 7ICU
- Pearl Kim Hong, 8 East
- Ailin Lee, 7ICU
- Eti Nodel, 1 West
- Tracy Piersante, NICU
- Sheena Servando, 7ICU
- Christin e May Simbulan,甑
- Kaye Williams, NICU
- Xu (Sherry) Xueqing, MICU

**Doctorate Degrees**
- Jennifer Baird, PICU

This past year UCLA has increased the percentage of nurses with a BSN or higher by 5%, keeping us on track to meet our strategic goal of 80% of our nurses holding a BSN or higher by 2020.
Awards are granted each year to exemplary nurses who excel in their field. Here are some of the awards and achievements that the nurses received this past year:

**DAISY Award**

DAISY is an acronym for Diseases Attacking the Immune System. The DAISY Foundation was formed in November 1999, by the family of J. Patrick Barnes, to honor the exceptional nurses who cared for J. Patrick until his death at age 33 from complications of Idiopathic Thrombocytopenic Purpura (ITP).

The award recognizes and celebrates the super-human work of both individual nurses and nursing teams that provide exemplary direct care to patients and families every day.

**Individual DAISY Award Winners 2013-2014:**
- Andrew Baird, 8 North
- Annette Danko-Fleischacker, Acute Pediatrics
- Victoria Gaumer, Resource Team
- Lisa Hauck, 6 West
- Aubree La Groe, 7 COU
- Glen Juranek, 8ICU
- Kelly Miller, Acute Pediatrics
- Jennifer Osborne, 6ICU
- Maxine Pintado, Perinatal

**DAISY Team Award Winners 2013-2014:**
- 5East/7East Medical –Surgical Units

Congratulations to all of our exemplary DAISY Award Winners!
Honoring UCLA Award Winners of 2014

**Exceptional MD of the Year Award**
Karen Miotto, (Psychiatry)
Anjay Rastogi (Medicine/Nephrology)

**Heidi Crooks Visionary and Transformational Leadership Award**
Salpy Akaragian (International Nursing)

**Mary Erbezkin Scholarship Award**
Maryann Sullivan-Ruda (8 East)

**Jackie Colleran Compassion and Caring Award**
Andrew Baird (8 North Liver Transplant)

**Roof Family Certification Fund Award**
Danae Boorsma (5PICU)

**Rachael Greenstone Oncology Nursing Award**
Wilhelmina Ondrade (Pediatrics)

**JoAnn Conflenti Scholarship Fund Award**
Diana Leiva-Rosales (Pediatrics)

**Devra & Dr. Lester Breslow Care Partner Scholarship Fund Award**
Brendan Francisco

**John Henry Sandbrook Annual Staff Appreciation Award**
Dennis Kawecki (7ICU)

**Frances Virginia Sandbrook Annual Staff Appreciation Award**
Victoria Ramirez (4ICU)

**Muriel D. Casselman Humanism Award**
Joann Misa (6ICU)

**Cathy Rodgers Ward Nursing Management Scholarship Fund Award**
Renee Appleby (7 West Cardiothoracic)

**Inpatient Registered Nurse of the Year Award**
Andrew Baird (8 North Liver Transplant)

**Outpatient Registered Nurse of the Year Award**
Diana McDonough (Urology)

**Inpatient Licensed Vocational Nurse of the Year Award**
Krizell Sullano (8 North Liver Transplant)

**Outpatient Licensed Vocational Nurse of the Year Award**
Debby Driscoll (Cardiology Consultants)

**Nurse Practitioner of the Year Award**
Amanda Severson (6ICU)

**Inpatient Clinical/Administrative Care Partner of the Year Award**
Pedro Guillermo (7West)

**Inpatient Float Team Registered Nurse of the Year Award**
Elizabeth Spaulding (Nursing Resource Team)

**Inpatient Float Team Support Staff Member of the Year Award**
Lisa Remy (Nursing Float Pool)

**Operating Room Nurse of the Year**
George Oppong (Main OR)

**Emergency Department Nurse of the Year**
Kim Pimentel (Emergency Department)

**Registered Nurse Scholarship Fund Award**
Nestor-Neil Peig (Acute Medicine 7E)

**Healthy Work Environment Award**
8ICU Liver Transplant ICU

**Outstanding Physician Colleague of the Year Award**
Catherine Le (Neurosurgery/Neurocritical Care)

**Child Life Specialist of the Year Awards**
Lisa Gronroos
Denise Matsuyama-Lai

**Healthcare Team Member of the Year Award**
Elisa Geraci (Transplant)

**New Graduate Nurse of the Year Award**
Ana Ponseca (7ICU)

**Preceptor of the Year Award**
Filipe Kim (6 West)

**Administrative Nurse I of the Year Award**
Frazier Gonzales (7ICU)

**Administrative Nurse II of the Year Award**
Michelle Rodriguez (7ICU)

**Community/World Service Award**
Lam Cao (5PICU)

**Director’s Awards**
Malou Blanco-Yarosh (8E/8W)
Jennifer Do (8ICU)
Mark Flitcraft (MICU)
Susan Rappaport (RNPH)
Valerie Yeo (SMH)
Sara Nunn (SMH)
Dian Oran (RNPH)
Kimberly Ternavan (SMH)
Scott Grosz (RNPH)
Lolly Galvarole-Lew (SMH)
Commitment to Community Involvement

UCLA Health nurses reach beyond the hospital walls, participating in and contributing to community development and outreach both locally and internationally. If FY 13-14, nearly 300 registered nurses gave of their time to others. Some of the nurses and activities are listed below:

**American Heart Walk**
Cherie Neil, 7 West
Kaily McGrath, 7 West
Lareisha McBroome, 7 West
Norma McNair, NRE

**American Red Cross**
Kim Lodriques King, Float Team
Jeanette Bautista Pidlaoan, Float Team
Vania Quach, 7 West

**Camp Del Corazon**
Maria Gultom, 7ICU
Kenway Heyden, Float Team
Margaret Kaufman, 7CCU
AiJin Lee, 7ICU
Catherine Puno, 7ICU
Annely Tolentino, 7ICU
Michelle Rodriguez, 7ICU
Katrina Whalen, 7ICU
Lisa Knight, Cardiac Cath
Seth Witlow, Aortic Center

**Church Affiliated Volunteer Work**
Monica Gaspard, 6ICU
Mei Lani Renger, 6ICU
Janet McFarland-Myers, Perinatal
Rita Arevalo-Francisco, 5E/7E MS
Christina Avancena, Float Team
Azeb Asfaw, PACU/PTU
Sou Lan T Lin, 8 North
Laura Hill-Jones, Perinatal
Ryan Cavada, 7ICU
Ileana Silva-Barrera, MICU
Malou Blanco-Yarosh, 8 East/8 West
Theresa Silva, PTU/PACU
Lorraine Malden, Perinatal
Deborah Olson, 5E/7E MS
Norma Rosales, 6 North
Rosemary Healy, Diabetes Service
Lisa Hauck, 6 West
Sarah Spendlove, 6ICU
Mark Ramos, MICU
Lynn Mayer, 5E/7E MS
Stacy Meyer, 5E/7E MS

**Habitat for Humanity**
Georgina Bracken, Emergency Department
Mark Carrico, Float Team
Shan Shan Chin, 6ICU

**The Painted Turtle**
Amy Batcheler, Acute Pediatrics
Lam Yu-Que Cao, PICU
Kerry Gold Tsakonas, Emergency Department
Laurie Reyen, Enteral and Parenteral Nutrition
Angela Mare Rotuno, PICU
Dawn Swain, PICU

**Venice Family Clinic**
Zoe Ann Armas, MICU
Tamalyn Hack, 8 East
Lisa Hauck, 6 West
Melissa DeJesus, Float Team

**Medical Missions**
Emmanuel Punzalan, 6 East
Katherine Guardado, 6 North
Justina Furukawa, 8 West
Ann Deering Fitzgerald, Float Team
Chai-Chih Huang, Acute Pediatrics
Sofia De La Pena, MICU
Eunha Choi, 7CCU
Cullen Torsney, 6 North
Kerry Gold-Tsakonas, Emergency Department
Jennifer De La Cruz, Float Team
Johnise Baxter-Glenn, Patient Placement
AiJin Lee, 7ICU
Jennifer Armstrong, PICU
Melissa De Jesus, Float Team
Lorie Paset, Main OR
Theresa Haley, NRE
Eri Hirofuji, MICU
Kayla Vandergrift, Emergency Department
Sarah Kattus,
Whitney Walker, Float Team
Jennifer Baumann, NICU
Salpy Akaragian, Nursing Administration
Danielle Palmieri, Perinatal
Lauren Fadely, Perinatal
Leah Wagner, PICU
Julie Bird, Main OR
Kenway Heyden, Float Team
Gretchen Everson, Acute Pediatrics
Alana Barron, Float Team
Nurses at UCLA Health demonstrate exemplary professional practice by understanding the elements of the professional nursing role and consistently applying those role elements with patients, families, communities and the interdisciplinary team. Exemplary Professional Practice focuses on cultivating interdisciplinary relationships, ensuring appropriate patient safety and quality infrastructures, and promoting quality improvement.

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<td>Culture of Safety</td>
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<td>Unit</td>
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<td>SPICU UPC</td>
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<td>RR Main OR</td>
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<td>Perinatal UPC</td>
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<td>5W &amp; 3F</td>
<td>Reducing the Incidence of CLABSI’s in the Pediatric Population</td>
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<td>Professional Socialization of Nurses in a Pediatric Acute Care Setting</td>
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<td>PICC Service</td>
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<td>Vascular Access Considerations for Renal Patients</td>
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<td>Ultrasound Guided Biopsies</td>
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<td>8 North</td>
<td>Apple/Insulin with mealtime project</td>
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</table>
The Nursing Quality Council reports to the Performance Improvement and Patient Safety Council (see chart on page 10).

Nursing sub-committees report to the Nursing Quality Council. These committees include:

<table>
<thead>
<tr>
<th>Nursing Sub-Committees</th>
<th>FY2013-14 Accomplishments</th>
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<tr>
<td>Infection Prevention</td>
<td>• Infection FUNdamentals Class</td>
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</table>
| Falls                  | • Fall Prevention Videos on Nursing website  
                          • Sustained fall rate at 1.7 throughout year |
| Pain                   | • Participated in Pain research project  
                          • Led interprofessional “Voice of Pain” conference |
| Medication Safety      | • “Meducation” Project  
                          • IV Pumps/tubing |
| Skin                   | • Led efforts to reduce hospital-acquired pressure ulcers |
| Nursing Policy Oversight| • Ensured all policies were evidence-based and up-to-date |
| Patient Safety         | • Implemented Safe Patient Handling |
| Nursing Documentation  | • Continued optimization of CareConnect in the areas of deteriorating patients  
                          • “Always” report  
                          • Sepsis best practice advisory  
                          • Lead Nurse quality indicator report |
| Nursing Practice Research Council | • 13th Annual Research and Evidence-based Practice Conference  
                                       • Reviewed 15 research proposals for conduct at RRUCLA |
| Clinical Practice Council | • Reviewed and updated 16 practice documents for the Health System |
In an increasingly complex and competitive health care environment, the pressure to achieve and sustain quality and efficiency is intense. In response, health systems are adapting multiple performance improvement and quality models with the goal of creating positive change. Nurses at Ronald Reagan UCLA Medical Center use the following models to guide change: 1) Professional Practice Model; 2) Evidence-based practice model (Iowa); 3) FOCUS-PDCA; and 4) Lean Theory for performance improvement (A3/A4).

RRUCLAMC was recognized by The Joint Commission to be among the Top Performing Hospitals on Key Quality Measures. This is our second year with positive reimbursement from the CMS Value-Based Purchasing Program, and RRUCLAMC receive the HealthGrades Distinguished Hospital Award for Clinical Excellence and Stroke Care Excellence.

In our ongoing efforts to assure patient safety, the following areas showed significant improvement in calendar year 2013 compared to 2012:

<table>
<thead>
<tr>
<th>Patient Safety Measure</th>
<th>CY2013 Compared to CY2012</th>
</tr>
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<tbody>
<tr>
<td>Insulin Medication Events decreased</td>
<td>8.7 ↓ 3.3</td>
</tr>
<tr>
<td>Mortality observed-to-expected ratio decreased</td>
<td>1.2 ↓ 0.89</td>
</tr>
<tr>
<td>All Acute Myocardial Infarction Core Measures</td>
<td>Sustained at 100% for all of CY2013</td>
</tr>
<tr>
<td>Influenza Core Measure (assessment and immunization) increased</td>
<td>81% ↑ 93%</td>
</tr>
<tr>
<td>Fall Rate</td>
<td>Sustained at 1.7 for all of CY2013</td>
</tr>
<tr>
<td>C. diff ICU rate decreased</td>
<td>14.75 ↓ 11.9</td>
</tr>
<tr>
<td>C. diff Non-ICU rate decreased</td>
<td>15.63 ↓ 9.1</td>
</tr>
</tbody>
</table>
When nursing practice is informed by scientific evidence, care becomes more effective and efficient, which in turn results in better outcomes for patients and families. At Ronald Reagan UCLA Medical Center, structures exist to:

- Ensure that practice is evidence-based
- Build the nursing research capacity at RRUCLA
- Develop innovations in nursing practice
Annual Research and Evidence-Based Practice Conference

Clinical nurses at Ronald Reagan UCLA Medical Center are challenged to deliver evidence-based care while managing demanding patient loads and attempting to keep pace with the latest recommendations for their clinical practice. UCLA Health’s Nursing Practice Research Council sponsors an annual conference to assist nurses, educators, and clinical and administrative leaders with infusing the latest evidence into their current practice. Clinical nurses and nurses leaders from around UCLA Health are encouraged to submit posters on projects conducted on their units, and the best of those posters are selected for awards.

The table below indicates the Ronald Reagan UCLA Medical Center award winners for this year’s conference.

<table>
<thead>
<tr>
<th>Category</th>
<th>Award</th>
<th>Project Title</th>
<th>Authors and Unit</th>
</tr>
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<tbody>
<tr>
<td>Research</td>
<td>1st</td>
<td>Safety, Efficacy and Life Satisfaction Following Resective Epilepsy Surgery in Older Patients</td>
<td>Sandra Dewar, MS, RN (Epilepsy Monitoring Unit – 6 West)</td>
</tr>
<tr>
<td>Evidence-Based Practice</td>
<td>2nd</td>
<td>Learning to Stop Pressure Ulcers</td>
<td>Criselda Baliba-Paz, BSN, RN (8 North)</td>
</tr>
<tr>
<td>Evidence-Based Practice</td>
<td>2nd</td>
<td>Improve Insulin Administration Safety through Online Education</td>
<td>Xueqing (Sherry) Xu, MSN, RN, CCRN GCNS-BC, Rose Healy, MS, RN, and Nancy Lee, Pharm D, CDE (MICU and Diabetes Service)</td>
</tr>
<tr>
<td>A3</td>
<td>1st</td>
<td>Retrospective Analysis of Discharge Call Back Data in the Cardiothoracic Patient Population</td>
<td>Stesha Selsky, BSN, RN, and Anna Stetkevich, BSN, RN (7 West Cardiothoracic)</td>
</tr>
</tbody>
</table>

Clinical nurses presented 45 posters, 8 abstracts, 4 evidence-based practice projects and a research study in the afternoon sessions of the conference.

Nursing Grand Rounds

Nursing Grand Rounds are presented quarterly to disseminate research to the clinical nursing staff. This year marked the beginning of video streaming of the Grand Rounds to the nursing staff at UCLA Medical Center, Santa Monica. Futile care in the ICU, communication with families in the PICU, and preventing premature removal of PICC lines are just three of the topics presented for clinical nurses this year.

“The Investigator” Newsletter

“The Investigator” newsletter is published quarterly and disseminated to all nursing staff in the health system. Information about the annual conference keynote speaker and poster award winners is included. Also available for staff are Clinical Practice Council updates, information about Nursing Grand Rounds, and upcoming classes.
In addition to presentations at the Annual Research & Evidence-Based Practice Conference, nurses presented their projects and research at several national venues including:

**Association of California Nurse Leaders**  
Lee Galuska (NRE)

**American Association of Neuroscience Nurses**  
Joann Misa  
Kathryne Figuracion-Cheng  
Norma McNair

**Society of Pediatric Nurses**  
Sufia Husain (Acute Pediatrics)  
Miya Villanueva (Acute Pediatrics)  
Geovany Estrada (Acute Pediatrics)  
Chloe Salapare (Acute Pediatrics)  
Jeanette De Dios (Acute Pediatrics)  
Vanessa Gutierrez (Acute Pediatrics)

**Conference on Patient and Family Centered Care**  
Kerry Gold-Tsakonas (Emergency Department)

**TeamSTEPPS National Conference**  
Ken Miller (Critical Care Transport)

**Critical Care Transport Medicine Conference**  
Ken Miller (Critical Care Transport)

**Sigma Theta Tau Leadership Connection**  
Malou Blanco-Yarosh (8E/8W)

**Sigma Theta Tau Nursing Education Research Conference**  
Lee Galuska (NRE)

**Western Institute of Nursing**  
Jennifer Baird (PICU)

**Publications**  
Salpy Akaragian (International Nursing)  
Heidi Crooks (CNO)  
Lee Galuska (NRE)  
Norma McNair (NRE)
Clinical nurses are encouraged to bring ideas forward that will improve practice. Two innovations are highlighted for this annual report: Interprofessional Innovation in Falls Prevention and the Innovation in Pediatric Sepsis Management.

**Interprofessional Innovation in Falls Prevention**

Clinical nurses identified the individualized education and follow-up after a fall as an area for growth in the individualized, unit-based implementation of Ronald Reagan UCLA Medical Center’s larger house-wide fall prevention program. Completion of the mini-RCA did not always improve the knowledge of the clinical nurse involved, leaving the nurse vulnerable to making the same mistakes with another high-fall-risk patient. This project was unique and innovative because it acknowledged and embraced the multidisciplinary role of fall prevention activities in ensuring patient safety, rather than focusing solely on the nurse as the fall prevention agent.

In February of 2012, working with a team comprised of clinical nurses, physicians, pharmacists, and physical and occupational therapists, a series of educational videos for both nurses and the other members of the multidisciplinary team were developed. UPC members created patient scenarios that reflected unit-specific fall risk factors, incorporating the findings from the case reviews. The scenarios were professionally videotaped, using both actors and staff members from Ronald Reagan UCLA Medical Center. Careful attention was given to realistically recreating all components of the scenarios, in order to provide a real-world example from which healthcare providers could learn the critical thinking skills being emphasized in the video. The clinical input from the bedside clinical nurses was essential in assuring accuracy of the videos.

**Innovation in Pediatric Sepsis Management**

The Innovation in Pediatric Sepsis Management program had as its goal to develop and implement a pediatric sepsis-bundle program with an initial goal to decrease the amount of time from arrival to antibiotic administration in the Emergency Department. A screening tool was developed and implemented in CareConnect and a “code sepsis” page is initiated in the ED for any potential pediatric sepsis situation. While this program was developed initially for pediatric patients, it has expanded to adult patients as well as the need for quick initiation of the first antibiotic is critical in improving outcomes.

Multiple nurse innovation projects were submitted to the UCLA Health Patient Experience Innovation Contest. Winning submissions include the Accuvein veinfinder project and the animated iPad app for patient education.
As a Magnet® Organization, RRUCLAMC focuses on empirical outcomes. One impetus for this increased focus on outcomes is the value-based purchasing mandate that links a portion of the hospital’s Medicare reimbursement to clinical quality outcomes and patient satisfaction.

In light of the current healthcare landscape and because of our strong commitment to excellence, efforts were concentrated on affecting and sustaining outcomes in the following areas where RRUCLAMC outcomes are benchmarked nationally.
We benchmark our performance against the American Nurses Association (ANA) National Database of Nursing Quality Indicators (NDNQI) – Academic Medical Center mean for Falls with Injury and Hospital-Acquired Pressure Ulcers – stage II & above.

Falls with Injuries:
The majority of inpatient units at RRUCLAMC (14/17) outperformed the NDNQI benchmark mean for the majority of the last eight quarters reported for Falls with Injury.

Hospital-Acquired Pressure Ulcers (HAPU):
The majority of inpatient units at RRUCLAMC (10/15) outperformed the NDNQI benchmark mean the majority of the last eight quarters reported for HAPU – stage II & above.

For Central-Line Associated Bloodstream Infections (CLABSI) and Catheter-Associated Urinary Tract Infections (CAUTI), UCLA Health has chosen to benchmark our performance against the National Healthcare Safety Network (NHSN); Centers for Disease Control and Prevention (CDC) – cohort pooled mean.

Central-Line Associated Bloodstream Infections:
The majority of inpatient units at RRUCLAMC (12/23) outperformed the NHSN benchmark mean the majority of the last eight quarters reported for CLABSI.

Catheter-Associated Urinary Tract Infections:
The majority of RRUCLAMC inpatient units (2/8) did not outperform the NHSN benchmark mean the majority of the last eight quarters reported for CAUTI.

To improve our CAUTI rates, in addition to house-wide surveillance beginning in Q2 2014, the organization has also created a multidisciplinary taskforce to review best practices, create a nurse-driven protocol to remove indwelling urinary catheters, and provide house-wide education on the details of the maintenance bundle practices. This taskforce includes participation from nursing leadership, physicians, IT leaders, and clinical nurses.

Core Measures:

For the Surgical Care Improvement Project (SCIP), RRUCLAMC at the System level Outperformed the CMS National Mean 100% of the time.

For the Acute Myocardial Infarction PCI Core Measure, our RRUCLAMC Emergency Department and Cardiac Catheterization Laboratory outperformed the CMS National Mean 100% of the time.
Nursing care at RRUCLA has a significant impact on the hospital’s patient satisfaction scores. Eight out of ten patients “would recommend” the hospital to their friends and family, and this score continues to trend upward and is currently over the NRC 90th percentile. However, there is still room for improvement around the four nurse-sensitive patient satisfaction dimensions below.

Reported in the graphs below are key indicators for RRUCLA.

**Rate Hospital**
Communication with Nurses

Responsiveness of Staff

Note: June 2014 data has low "n"
Communication about Medications

Note: June 2014 data has low “n”
The Nursing Department at Ronald Reagan UCLA Medical Center continues to strive to be the best in patient care and nursing excellence. At the beginning of each fiscal year, strategic goals are developed to address six pillars of excellence: operations, people, quality, safety, and service, strategy and finance.

UCLA nurses commit to the organizational values of compassion, respect, excellence, discovery and innovation, integrity, teamwork and service. UCLA nurses also fully embrace the organizational vision to heal humankind one patient at a time through improving health, alleviating suffering and delivering acts of kindness. The nursing mission is to deliver leading edge patient care through professional nursing practice, education and research.

Nursing at RRUCLA is dynamic and demanding. As we move into the next fiscal year our focus will be on improving our nurse sensitive indicators, increasing research conduct, continuing our role based strategic initiative, increasing certification and BSN education, and support Magnet initiatives.

Clinical nurses are the backbone of the organization and are recognized for their efforts in providing safe, quality, evidence-based care each and every day.