nursing excellence begins with
A message from our president and CEO, Johnese Spisso

At UCLA Health, I see how our nurses advocate for their patients and their profession every day. With a unifying foundation and a strength of purpose, they demonstrate their dedication to our mission – to deliver leading-edge patient care, education and research – while acting as leaders and team players across our health care system.

I am proud of their efforts to innovate and improve patient care in myriad ways, such as spearheading a systemwide effort to reduce patient falls, launching a wellness bundle that resulted in improved patient satisfaction scores, and providing free services to vulnerable populations at the annual Care Harbor clinic. Nurses also showed their dedication to education and leadership by participating in the inaugural Nurse Manager Leadership Development Certificate Program and their commitment to research by co-sponsoring the UCLA Nursing Research and Evidence-Based Practice Conference.

Our nurses are knowledgeable and compassionate and exemplify the tenet that health is a fundamental right for all people. I want to thank you and congratulate you for your important contributions.
Happy “Year of the Nurse and Midwife 2020,” and welcome to the third UCLA Health Nursing Annual Report. Over the past year, UCLA Health nurses have worked hard to promote the health and wellness of our patients and their colleagues, strengthen our professional governance and leadership infrastructure and enhance team communications.

Creating an environment conducive to caring requires the right support structure and tools. This past year, we promoted wellness for nurses and patients alike to build relationships that promote empathy and authentic engagement. Meditation rooms, introduction of the PaUse Cart and retreats focused on reigniting the spirit of caring.

A wellness bundle was designed to optimize the health of acute care patients by addressing five essentials of patient care: sleep hygiene, dental and personal hygiene, comfort, mobility and nutrition. Efforts with our wellness bundle have not only helped our nurses, but also have contributed to a reduced length of stay and hospital-acquired conditions.

In February, the Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA attained its inaugural Magnet® recognition, the nation’s highest honor for excellence in nursing. This hard-won honor requires a total team effort to deliver the highest quality of care to our patients.

This year saw the continued development of UCLA Health Nursing’s system-wide professional governance model, which has improved communication and ensured that bedside nurses share in decision-making, especially as it relates to professional practice. It also has enhanced the engagement of nurses across all practice areas and continuous improvement of care within our professional practice.

Another important advance designed to strengthen our practice has been a restructuring of nursing leadership, to make certain that staff have the support, coaching and mentorship they need to grow in their professional practice. It has led to improved communication and collaboration both in nursing and inter-professionally.

UCLA Health nurses remain actively engaged in research, innovation and quality improvement aimed at enhancing the safety and quality of care for our patients and the staff who care for them. 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 am also pleased to share that we have strengthened UCLA Health’s academic and clinical partnership with the UCLA School of Nursing through shared research and new faculty appointments.

Delivering highly technical, safe, state-of-the-art care requires confidence in nursing practice, as well as genuine engagement with our patients and colleagues. UCLA Health nurses take great pride in the amazing and sometimes miraculous results realized by their dedication to caring.

Thank you, first, to the exceptional nurses at UCLA Health who do extraordinary things in the course of their ordinary days and, then, to you, our readers.
About us

Ronald Reagan UCLA Medical Center

The UCLA Health Nursing Professional Practice Model, in alignment with UCLA Health’s mission, vision and values, has guided nursing practice at the Ronald Reagan UCLA Medical Center (RRUCLA) since 2010. Our nurses are leaders, scientists, educators and practitioners of award-winning patient care, nurturing patient relationships with the entire health care team.

Relationship-based care includes fostering communication skills embodied in the CICARE™ model: connect, introduce, communicate, ask, respond and exit. Coupled with our vision statement, relationship-based care and CICARE™ communication are embedded in how our nurses interact with each patient, family and colleague.

Our commitment to professional nursing practice has enabled us to exceed national benchmarks for nursing-sensitive outcomes and maintain Magnet® Recognition designation for excellence from the American Nurses Credentialing Center since 2005.

2019 Awards and Recognitions

The following notable honors represent our ongoing pursuit of excellence in patient care:

- U.S. News & World Report rankings: UCLA Health ranked #1 in Los Angeles and #6 in the nation, maintaining its place on the national honor roll for more than 30 consecutive years.

- U.S. News & World Report’s Best Children’s Hospital: UCLA Mattel Children’s Hospital was recognized for excellence across all pediatric specialties.

- The Leapfrog Group: RRUCLA was recognized with ‘A’ grades for quality and safety.

- Beacon Award for Excellence: Two RRUCLA intensive care nursing units — cardiothoracic (7ICU) and transplant surgical (8ICU) — received the gold level of excellence recognition from the American Association of Critical-Care Nurses.

- Human Rights Campaign’s Healthcare Equality Index: RRUCLA and UCLA Mattel Children’s Hospital were recognized as 2019 LGBTQ Healthcare Equality Leaders.

We have a mission to support our community through these and other outreach activities:

- American Heart Association’s Heart & Stroke Walk: UCLA faculty and staff walked to support health care researchers.

- Leukemia and Lymphoma Society’s Light the Night: Over four years, 600 walkers on 55 teams representing UCLA have raised $1 million.

- The American Cancer Society: Making Strides Against Breast Cancer walks gave UCLA faculty and staff opportunities to support their communities.

- Reviving Baseball in Inner Cities: As part of its partnership with the Los Angeles Dodgers, UCLA Health provided free medical screenings and health education to youth and their families at Dodgers events.

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
UCLA Medical Center, Santa Monica

An acute care community hospital with highly respected academic practices, UCLA Medical Center, Santa Monica (SMUCLA) is dedicated to exceptional patient care delivered across the continuum of health care services, from neonatal to geriatric medicine. In addition to leading-edge patient management, our nursing staff are committed to relationship-based care in every encounter with patients and family.

Our exceptional record is evidenced in many ways, notably by Magnet® Recognition designation from the American Nurses Credentialing Center. Most recently, our caring culture was acknowledged in a study of hospitals across the nation. Essential Hospitals Institute identified SMUCLA as one of only two facilities among the 300 surveyed that were highly trusted by patients. The study identified best practices in promoting trust and cultivating mutual respect among vulnerable populations.

2019 Awards & Recognitions

- Ranked #1 in California and #6 in the nation by U.S. News & World Report
- Recipient of The Leapfrog Group “A” grade in its biannual assessment of quality and safety
- Core Center designation by the Cystic Fibrosis Foundation, reflecting SMUCLA’s high level of specialized care for adult and pediatric patients with this disease
- Subject of the “Team Snow Day” story highlighted in Shining the Light on All the Right, The DAISY Foundation’s book published in celebration of the organization’s 20th anniversary
- ENA Lantern Award from the Emergency Nurses Association, recognizing exceptional and innovative performance in leadership, practice, education, advocacy and research in emergency care
- 2019 Cal Hospital Compare Honor Roll recognition for high performance in maternity care, patient safety and commitment to safe opioid care — one of only 36 hospitals statewide meeting the performance standards for both maternity care and patient safety

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

We receive stories and compliments about the differences that SMUCLA nurses make every day, the ultimate testament to our professionalism and caring.

This year, we made great strides with improving patient outcomes, for instance, our success in reducing patient falls. We are now outperforming the national benchmark in most departments. Going forward, our focus will remain on reducing hospital-acquired conditions (falls resulting in injuries, device-related infections and hospital-acquired pressure injuries).

Another target for improvement is our work environment, with a specific emphasis on workplace safety. To achieve our goals, all SMUCLA clinical staff members are participating in a program developed by the Crisis Prevention Institute (CPI). After multiple team members across UCLA acute care hospitals became certified as trainers, we began offering CPI classes in late 2019. It will take several years for all staff to complete the classes, which will be conducted in phases. We enter this major project knowing that improving workplace safety requires everyone’s involvement.

Maintaining vigilance and reporting escalating behavior from disruptive individuals to our security staff remain paramount for everyone’s safety.

In 2020, we are looking forward to submitting an application to the American Nurses Credentialing Center for Magnet® Recognition re-designation.

I am humbled by the stories and compliments that I continually receive about how you made a difference! Thank you!
Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA

Located on the fourth floor of Ronald Reagan UCLA Medical Center, the Resnick Neuropsychiatric Hospital at UCLA (RNPH) is an independently accredited and licensed hospital that stands among the leading centers in the world for comprehensive patient care, research and education in the fields of mental health, developmental disabilities and neurology. In 2019, RNPH was ranked #8 in the nation in psychiatry by U.S. News & World Report.

Our vision of excellence in nursing was substantiated this year by Magnet® Recognition designation from the American Nurses Credentialing Center. This achievement is a testament to the impact that our nurses have on patient care and outcomes in serving the health care needs of our community and beyond.

By the numbers
- 74 inpatient beds
- 1,800 inpatients per year
- 20 percent of inpatients comprised of indigent residents in the greater Los Angeles area
- Almost 20,000 visits annually for patients in partial hospitalization and outpatient programs

Services provided
Patients of all ages with psychiatric illnesses and developmental disabilities receive innovative treatment and compassionate care. Team members cross multiple disciplines and occupations with medical specialists in the fields of psychiatry, neurology, medicine and pediatrics, as well as professional staff in 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:
- Our Child and Adolescent Services offer care for teens and children who require inpatient or outpatient treatment for a variety of psychiatric disorders.
- Our Adult Services include psychiatric inpatient and outpatient care for the diagnosis and treatment of major psychiatric illnesses.
- Our Geriatric Services provide comprehensive care for older adults with psychiatric illnesses in both inpatient and outpatient settings.

- Our Maternal Mental Health Services include two types of treatment programs dedicated to promoting positive mental health for women in their second and third trimesters of pregnancy and/or up to one year postpartum — the Maternal Mental Health Partial Hospitalization Program and the Maternal Mental Health Intensive Outpatient Program.

Specialty RNPH 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 provide an electroconvulsive therapy service to alleviate certain neuropsychiatric illnesses and disorders in both the inpatient and outpatient settings.

In the months following our Magnet® designation, our nurses have continued to meet the Magnet® standards and remain fully engaged in improving patient care. They are solving problems with Evidence Based Practice (EBP) and sharing their findings through presentations across the country. Two podium presentations were given in New Orleans at the American Psychiatric Nurses Association conference in October and three were presented at the UCLA EBP and Research Conference in September.

The nurses also have made great strides in improving clinical care. Unit 4N, our Geriatric and Med/Psych unit, had 96 days without a fall after enacting the Fall Prevention Bundle developed by a team of nurses led by Iris Mayoral, BSN, RN-BC, and Eleanor Tomas, BSN, RN-BC.

A new electronic patient rounding system was introduced and implemented through the collaborative efforts of the ObservSmart Company and the RNPH New Knowledge, Innovations and Improvements Council. Bob Bencangey, MSN, RN-BC, was our project manager and showed great leadership.

Isaac Pro, RN, was accepted into the IT Fellowship program. He will continue to work on unit 4W.

Our goals for this year are to continue to improve and expand the work of the councils and share the outcomes with our colleagues locally, nationally and internationally. We also anticipate a successful Joint Commission survey before August 2020.

Patricia S. Matos, DNP, RN, NEA-BC
Chief Nursing Officer
Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA

In the months following our Magnet® designation, our nurses have continued to meet the Magnet® standards and remain fully engaged in improving patient care. They are solving problems with Evidence Based Practice (EBP) and sharing their findings through presentations across the country. Two podium presentations were given in New Orleans at the American Psychiatric Nurses Association conference in October and three were presented at the UCLA EBP and Research Conference in September.

The nurses also have made great strides in improving clinical care. Unit 4N, our Geriatric and Med/Psych unit, had 96 days without a fall after enacting the Fall Prevention Bundle developed by a team of nurses led by Iris Mayoral, BSN, RN-BC, and Eleanor Tomas, BSN, RN-BC.

A new electronic patient rounding system was introduced and implemented through the collaborative efforts of the ObservSmart Company and the RNPH New Knowledge, Innovations and Improvements Council. Bob Bencangey, MSN, RN-BC, was our project manager and showed great leadership.

Isaac Pro, RN, was accepted into the IT Fellowship program. He will continue to work on unit 4W.

Our goals for this year are to continue to improve and expand the work of the councils and share the outcomes with our colleagues locally, nationally and internationally. We also anticipate a successful Joint Commission survey before August 2020.
Ambulatory Care Nursing

The preponderance of routine health care in our communities is delivered in an outpatient setting, which has led to the establishment of ambulatory health care offices as the most effective way to provide this level of care for patients and health care professionals. The movement toward community offices providing primary care and specialty services has resulted in major growth in UCLA Health’s portfolio of outpatient sites. UCLA ambulatory care nurses provide exceptional patient care in collaboration with clinic physicians in four Southern California counties. In addition to hands-on treatment, our nursing staff guide patients through their ambulatory care experiences, ensuring that they receive outstanding treatment and service in every outpatient setting within UCLA Health. Our staff embody a systemwide mission and vision of healing through innovative strategies that enhance the quality of care.

Year in review

UCLA Health ambulatory care nurses continue to serve and support patients under their care. This year’s efforts have produced the following substantial accomplishments:

- The efforts of medical assistants, licensed vocational nurses, registered nurses, nurse managers and clinical coordinators resulted in a reduction in the number of patient falls by 35 percent.
- The UCLA Medical Assistant Program, a partnership between UCLA Health and UCLA Extension, was re-affirmed for accreditation by the Western Association of Schools and Colleges (WASC) with a 100 percent certification pass rate and positive retention rates related to graduates’ job placement.
- A successful triennial reaccreditation of Ronald Reagan UCLA Medical Center by The Joint Commission concluded with recognition of several ambulatory best practices.
- Ambulatory care shared governance commenced with the official launch of elections and committees.

A quantum shift is taking place in the expectations for the provision of care when moving from the inpatient hospital setting to ambulatory care, as increasingly complex procedures occur in growing numbers in outpatient facilities. The expansion has stimulated the growth of UCLA Health ambulatory care practices – UCLA Health now operates more than 200 offices across four counties in Southern California – making the role of a nurse in that setting even more vital. Our nurses and medical assistants provide exceptional patient care, assist physicians in the clinics and guide patients throughout their experience, ensuring that they receive outstanding service in every location.

The World Health Organization has declared 2020 the Year of the Nurse and Midwife. In my opinion, it is also the “Year of the Ambulatory Care Nurse.” As health care systems merge with physician practices and practice groups, nurse leaders must engage across everbroadening geographic territory to ensure patient safety. As complex care is occurring beyond the walls of the hospital, new roles for nurse leaders in ambulatory care services are emerging.

Ambulatory care nurses and clinical support staff strive for zero harm, as we help our patients navigate across an increasingly complex system. From preventive screenings to treatment of acute and chronic illnesses, our nursing staff alleviates suffering and delivers acts of kindness.

I want to express appreciation for all of our nurses who keep our patients safe. I am inspired by the positive influence they have on the lives of patients every day.
Nursing at UCLA Health

Serving our patients, their families and the community with excellence

Guided by the UCLA Health mission, vision, values and pride, excellence is the hallmark of our nursing practice, systemwide. Our nurses achieve excellence in all aspects of research, education and practice, delivering high-quality and caring health care services that notably benefit patients throughout Southern California, nationally and worldwide.

Our exemplary care is a result of continuous improvement of our professional practice and individual growth. We use nurse-sensitive outcome data to design and lead quality-improvement projects to enhance care delivery, we incorporate educational resources to advance our knowledge and skills and keep up to date on policy and technology trends that can lead to future changes in health care and nursing.

UCLA Health nurses and the nursing team

The UCLA Nursing Department encompasses more than 5,400 clinicians and support staff who bring excellence to all facets of the organization. Registered nurses comprise the majority of staff, with 69.9 percent, followed by clinical care partners and administrative care nurses with 17.5 percent. The image below provides a breakdown of roles and levels of leadership within the department:
UCLA Health nursing accomplishments

The following highlights are a snapshot of the impressive achievements by UCLA Health nurses in 2019.

The Professional Governance model at UCLA continues its mission

Following its establishment in July 2018, the UCLA Health Nursing Professional Governance (PG) model entered its second year. Our clinical nurses led improvements in the model’s ability to be responsive and strategic in leading change across the organization. To kick off activities in 2019, PG members participated in a retreat that provided direct input into the updated nursing strategic plan. In October, PG leaders designed and deployed an inaugural satisfaction survey to all members who participated in the model during its inaugural year. This survey informed a follow-up retreat, which was designed to confirm council goals using the SMART format: specific, measurable, achievable, relevant, time-bound.

In September, New Knowledge, Innovation and Improvements Council chairs from Ronald Reagan UCLA Medical Center, UCLA Medical Center, Santa Monica and Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA presented the top 10 nursing innovations from their respective organizations to executive leadership, which included Desert Horse Grant, senior director of UCLA Health Research and Innovation, and UCLA Health President Johnese Spisso. Our nurses advocated for their patients and profession by challenging our leaders to recognize the vital role of nurses in innovation, as well as securing a voice in future innovation initiatives, across the health system.

Best practice in education and professional development

UCLA Health led the nation in 2019 with advances in the content and delivery of nursing education and professional development. We furthered the role of professional nurses at all levels through our role transition program, which in April was accredited with distinction by the American Nurses Credentialing Center Practice Transition Accreditation Program. With expansion in simulation, preceptor development, evidenced-based practice, leadership and professional nursing specialty certification offerings, nurses have more options than ever to advance their careers.

Encouraging patient wellness and nurse well-being

In the whirlwind of clinical practice, UCLA Health nurses recognized the importance of caring for the self in order to care for others. The Relationship-Based Care Program expanded access to Re-Igniting the Spirit of Caring workshops, which give nurses opportunities to reconnect to their passion of caring for others. Many PG meetings now begin with circle practice to honor and share personal stories and reflections that create harmony for the meaningful work we do. Initiatives, such as the pUse cart, recognition roadmap, yoga classes and serenity rooms provide our nurses opportunities for self-care and appreciation of one another.

The wellness bundle launched in 2019 to promote patient well-being and healing. UCLA Health Chief Nurse Executive Karen A. Grimley and our clinical nurse specialists led and partnered in focused interprofessional workgroups on key aspects of wellness, including comfort, nutrition, mobility, hygiene and sleep. As a result, UCLA Health achieved improved patient satisfaction scores and enhanced the ability of nurses to care for patients by creating a healing environment.
2019 Highlight: Leadership redesign

In 2019, UCLA Health advanced the role of the professional nurse as leader through coordinated and strategic leadership development activities. Nurses at all levels participated in progressive and engaging training, workshops, classes and mentorship, all aimed at empowering nurses to improve clinical outcomes, foster collaboration and leverage interprofessional relationships. These development opportunities were nurse-driven, based on clinical nurse and nurse leader feedback.

As part of a tiered UCLA Health Nursing Leadership Development Program, the inaugural Nurse Manager Leadership Development Certificate program was launched in collaboration with UCLA Campus Human Resources. Designed to meet the specific needs of nurse leaders, a cohort of unit directors from across the health system participated in seminars over the course of 12 months. Participants learned skills in leading high-performance teams, practicing influential leadership and developing others. The program culminated in UCLA management certificates for participants.

Recognizing that mentorship is an essential component of any successful leadership development program, three workshops were offered to build mentorship skills: Top Leaders Mentor Workshop for nurse leaders; Mentoring Essentials Workshop to prepare clinical nurses with best practices from the Nurse Mentoring Institute; and Nurse Leader as Coach Workshop, led by nationally recognized expert Rose O. Sherman, EdD, RN, NEA-BC, FAAN. A special one-day course, Nurse Leader Essentials, was launched to develop the practice and role of a nurse leader as reflected through UCLA Health’s Magnet® Recognition designations. The course provided in-depth guidance on the nurse leader’s role in professional governance, evidence-based practice, workplace safety, emergency preparedness and nursing excellence.

Beginning in November, UCLA Health introduced the clinical nurse manager (CNM) as leader. This new role will enhance the visibility and transparency of leadership around the clock by establishing the CNM as a unit-based clinical and operational leader, assisting the unit director and supporting clinical care. CNMs will participate in year-long fellowships to facilitate the transition to this new role.

Nursing at UCLA Health is a dynamic and evolving practice, requiring that our nurses actively and continually develop their leadership skills to remain at the forefront of leading-edge patient care. The Center for Nursing Excellence is committed to supporting the development of nurse leaders at every level.
Transformational leadership

Every nurse is a leader at UCLA Health, whether in a clinical or an administrative role. Guided by our chief nursing executive and chief nursing officers, and compelled by the vision to heal humankind, our nurses are empowered to cultivate transformational leadership within a strong professional practice. UCLA Health nurses are visionary and strategic thinkers who grow 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.
Nurses lead improvements in care for hospitalized elders

**Transformational leadership at Ronald Reagan UCLA Medical Center**

Nationwide, more than 40 percent of all hospitalized adults are over age 65. This patient population is at higher risk for unintended consequences of hospitalization, such as functional decline, immobility, unintended medication effects, delirium, increased length of stay and higher morbidity and mortality. Ronald Reagan UCLA Medical Center (RRUCLA) has implemented a comprehensive program to optimize patient outcomes for older adults.

Leading this initiative is Fotine (Tina) Mamais, MSN, RN, CNS, GNP, a clinical expert in the field of adult geriatric care with board certification as a geriatric clinical nurse specialist (CNS) and licensure as a geriatric nurse practitioner. In 2018, Tina began implementation of a new program — Nurses Improving Care for Hospitalized Elders (NICHE) at RRUCLA — in collaboration with Anila Ladak, MSN, RN, CNS, GNP-BC, a geriatric CNS at UCLA Medical Center, Santa Monica.

As an expert in the electronic health record, Tina has initiated numerous technology-based safety improvements at UCLA Health, including medication alerts based upon Beers Criteria for Potentially Inappropriate Medication Use in Older Adults and improved geriatric screenings for activities of daily living, malnutrition, depression and other issues.

Tina’s accomplishments this year include planning and implementing a systemwide geriatric speaker series, a unit-based geriatric resource nurse program and a NICHE poster presentation competition to disseminate best practices for geriatric care. The inaugural geriatric care poster presentation showcased 17 unit-based geriatric quality improvement projects.

Over the course of 2019, Tina mentored RRUCLA geriatric resource nurses as they researched, developed and implemented their unit-based quality improvement projects. Through her transformational leadership, the NICHE program has grown to include geriatric patients in all adult units at RRUCLA and has improved outcomes, such as fall reduction, for this patient population.

**Adoption of remote video monitoring to promote patient safety**

**Transformational leadership at UCLA Medical Center, Santa Monica**

When UCLA Medical Center, Santa Monica (SMUCLA) nursing staff and leaders, Cecily Byron, DNP, RN-BC, NEA-BC, unit director of 4 Merle Norman Pavilion Medical/Surgical Unit (4MN), and Vera Lopez, MSN, RN, PCCN, unit director of 5 Merle Norman Pavilion Intermediate Care Unit (5MN), noticed an increase in falls and falls with injury across the hospital, they saw an opportunity for improvement. Cecily and Vera voiced their concerns to SMUCLA Chief Nursing Officer K. David Bailey, PhD, RN, MBA, CCRN-K, NEA-BC, FACHE, who supported them in their search to identify solutions for this patient safety issue.

To incorporate a clinical nurse perspective in the review of literature and internal data related to fall prevention practices, Cecily and Vera included Hazel Lao, RN, BSN, PCCN, administrative nurse I, 5MN, and Yew-Choi (Danny) Liew, BSN, RN-BC, administrative nurse I, 4MN, in the project. While conducting the literature review, the team identified a new video monitoring system (AvaSure’s TeleSitter® Solution) that aids in fall prevention.

Cecily and Vera created a proposal advocating for the acquisition of the video monitoring system at SMUCLA. In November 2018, 10 video monitors were purchased and implemented throughout the hospital. Following implementation, falls with injury remained below the national benchmark for three consecutive quarters. The successful adoption of video monitoring for fall prevention at SMUCLA has led to a discussion of adopting this technology across UCLA Health.
**Magnet® Recognition**

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

Resnick Neuropsychiatric Hospital at UCLA (RNPH) received its first American Nurses Credentialing Center (ANCC) Magnet® Recognition for its hard-earned commitment to excellence in health care, a status enjoyed by only one other free-standing psychiatric hospital in the United States.

RNPH nursing, medical, rehabilitation and social work staff attended, and they joyously celebrated this honor in a ceremony at the hospital. During the event, the ANCC Commission on Magnet® Recognition commended RNPH for the following six exemplars:

- Outperforming the national benchmark for nurse satisfaction
- Outperforming the national benchmark for unit-level hospital-acquired pressure injuries (HAPI), ≥ Stage 2, for eight quarters
- Outperforming the national benchmark on physical restraints in all units for eight quarters
- Outperforming hospital-based inpatient psychiatric services core measure related to seclusion per hour for eight quarters
- Outperforming electroconvulsive therapy unit-data on falls with injury for eight quarters
- Publishing an interprofessional research article, “Gardening on a Psychiatric Inpatient Unit: Cultivating Recovery,” in the journal Archives of Psychiatric Nursing, based on a study approved by a UCLA Institutional Review Board

Nursing representatives from RNPH proudly walked the stage during the Magnet® Recognition Program at the 2019 ANCC National Magnet Conference® in Orlando, Fla.
Exemplary professional practice

Our professional practice model is built around the exemplary nursing care that we deliver to patients, families and the community, while fulfilling the vision and values of the organization and adhering to the very highest national standards of our profession. Our strong foundation in relationship-based care enables us to form essential therapeutic relationships with patients and families and to build strong and effective team relationships with colleagues. Individually, we practice the art and science of nursing in the roles of practitioner, leader, scientist and transferor of knowledge to continuously improve patient outcomes, the practice environment and the health care system.
Ostomy education to reduce length of stay

Exemplary professional practice at Ronald Reagan UCLA Medical Center

Creation of an ostomy drastically affects body image, emotional well-being and the basic functioning of daily life. Ostomates and their families require emotional support and education to manage and care for the stoma successfully.

In 2018–2019, a wound ostomy care (WOC) team, led by Pam Sennet, MSN, RN, CWOCN, clinical nurse specialist, initiated a plan to increase ostomate and staff education while reducing length of stay. To ensure a comprehensive plan of care, Pam collaborated with colleagues in multiple departments, including fellow nurses, physicians and specialists in nutrition services, case management, patient progression and consumer education.

Pam and the team arranged to have postoperative ostomy patients transferred directly to rooms with private bathrooms on the 8E and 8W surgical units to ensure privacy and enhance the learning environment. In collaboration with unit managers, Pam and the WOC service identified 14 clinical nurses to become ostomy patient resource nurses. They received formal education on ostomy skills, basic pouching, troubleshooting and preparing patients for discharge. The plan provided patient education in nutrition, outpatient symptom management and purchase of ostomy supplies after discharge. These activities reduced anxiety and length of stay and empowered independent symptom management and home care.

This kind of comprehensive education for nurses and ostomates, including expected learning outcomes, ensures a standardized approach to care that can be individualized as needed. Referrals to supportive resources, such as the ostomy clinic, provide ostomates with the means to be medically and emotionally stable once they are home.
Nurses Reduce Catheter-Associated Infections

Exemplary Professional Practice at UCLA Medical Center, Santa Monica

Catheter-associated urinary tract infections (CAUTIs) are among the most common hospital-acquired infections. CAUTIs are often associated with negative patient outcomes, including an increased length of stay.

At UCLA Medical Center, Santa Monica, nurses strive to create a culture of zero harm. With patient safety as a top priority, Geronimo (Gerry) Fulgentes, MSN, RN, CWOCN, PCCN, clinical manager of Wound, Ostomy & Continence Services at SMUCLA, gathered an interdisciplinary team to address the rising CAUTI rates. After conducting a literature review, Gerry found the VaPro© touch-free hydrophilic intermittent catheter (VaPro) by Hollister, a recommended alternate product to avoid an indwelling catheter. Implementation of this intermittent catheter has been shown to decrease CAUTI rates.

Gerry collaborated with colleagues in Infection Prevention, the leadership team from 5 North Wing Geriatric Unit (5NW), as well as clinical nurses from 5NW, to complete a product trial because this unit had the highest rate of indwelling catheter use.

In December 2018, upon completion of the trial, VaPro© touch-free hydrophilic intermittent catheter became a permanent product, adopted house-wide. Since the adoption, 5NW has maintained a CAUTI rate of zero for four consecutive quarters.
Integration of proactive toileting in fall prevention bundle

Exemplary professional practice at Resnick Neuropsychiatric Hospital at UCLA

The 4N nursing unit is a 25-bed geriatric–psychiatric medical unit that provides 24/7 care for geriatric patients with cognitive disorders and for adult patients 18 and older with acute emotional and behavioral problems.

The high rate of falls with injury in 2017 led to the development and implementation of a fall prevention bundle. This initiative resulted in a downward trend in falls with injury between the fourth quarter of 2017 and the third quarter of 2018. However, a variable pattern of practice started to emerge from the fourth quarter of 2018 to the first quarter of 2019, which led the 4N fall prevention committee (FPC) to re-evaluate current practice.

One member of the 4N FPC, Iris Mayoral, BSN, RN-BC, attended the Frontline Impact Leadership Development Program in December 2018. She reviewed the incidence of falls and noted a gap in communication and a lack of accountability related to patients’ toileting needs. In her literature review, Iris noted the recommendation from the Alzheimer’s Society that patients with dementia be taken to the toilet one hour after meals, a practice called “proactive toileting” that is described as “anticipating the need by providing the solution before the problem arises.”

Equipped with knowledge from the chart and literature reviews, Iris, together with FPC Chair Eleanor Tomas, BSN, RN-BC, introduced the proactive toileting program in the second quarter of 2019. Through leadership, care partner dedication and clinical nurse support, the unit successfully adopted proactive toileting. 4N achieved 96 consecutive days of no patient falls by the third quarter of 2019 and continued to maintain low rates of patient falls in the fourth quarter of 2019.
New knowledge, innovations and improvements

In a practice environment that fosters a healthy spirit of inquiry and creativity, nurses innovate to identify novel approaches to improve care and the patient experience. They search for current evidence to guide their practice and translate new knowledge into the care of their patients. This evidence-based practice integrates the best scientific evidence, clinical expertise and patient preferences to produce optimal outcomes. As we build and apply the science for healing humankind at UCLA Health, our nurses seek and adopt best practices, innovate to improve care, share their ideas and learn from their experiences. Our nurses also add to the scientific foundations of nursing and patient care, as they engage in nursing and interprofessional research. As scientists and leaders, they disseminate new knowledge and innovation successes, broadly influencing the professional community.
From Bench to Bedside: Reducing Risk, Advancing Care

New knowledge – UCLA Health Nursing Research and Evidence-Based Practice Conference

The 18th annual UCLA Health Nursing Research and Evidence-Based Practice Conference was held at the Meyer and Renee Luskin Conference Center. The conference theme, “From Bench to Bedside: Reducing Risk, Advancing Care,” addressed the translation of basic scientific discovery into innovative patient-centered approaches and integrated care delivery models in the prevention, diagnosis and treatment of health conditions. The planning committee was comprised of representatives from the Research and Innovation Council, New Knowledge and Innovation Councils and UCLA School of Nursing.
The event was orchestrated to foster dissemination, education and collaboration and to offer a diverse slate of leading-edge research, evidence-based practice and quality-improvement initiatives.

More than 230 clinicians, researchers, educators and leaders attended the conference. Their local, national and international perspectives advanced real-world knowledge and action to transform care and wellness across health care systems, hospitals and academic institutions. Activities included the keynote address, a research scholar presentation, concurrent and plenary podium and poster sessions and networking opportunities.

The featured keynote speaker was Mariann R. Piano, PhD, RN, FAAN, FAHA, the Nancy and Hilliard Travis Professor of Nursing, nursing senior associate dean for research and postdoctoral fellowship director at the Vanderbilt University School of Nursing. Dr. Piano presented on alcohol consumption and cardiovascular disease.

The Gawlinski Research Scholar award recipient was Nalo M. Hamilton, PhD, MSN, APRN-BC, assistant professor in the UCLA School of Nursing and member, UCLA Jonsson Comprehensive Cancer Center Signal Transduction and Therapeutics Program. Dr. Hamilton's presentation focused on IGF1R/AR and steroid antagonists as dual treatments to manage the progression of triple negative breast cancer.

The association of chronic stress secondary to occupational racism and shift work with diabesity

New knowledge – Advancing Nursing Research

The prevalence of obesity and diabetes (diabesity) among African-American women in the United States has reached epidemic proportions despite existing preventive strategies. This suggests that underlying mechanisms remain poorly understood. As diabesity continues to rise, shift work and chronic stress related to occupational racism and workplace bias may be contributing factors. Although the link between occupational racism and health outcomes is well-established, there is a gap in knowledge regarding workplace bias and diabesity among African-American women.

Deborah Curtis, PhD, RN; Vernee Coley, BSN, RN; and Leah Holiwell, MSN, RN, from the Ronald Reagan UCLA Medical Center and Wendie Robbins, PhD, RN, from the UCLA School of Nursing, conducted a grant-funded correlational study to explore the relationship between workplace bias and diabesity and to examine the mediating effects of chronic stress and the moderating effects of shift work on this relationship. Ninety-six African-American, female registered nurses employed at their current job for a minimum of one year and working at least 20 hours per week were recruited from UCLA and other local organizations. Participants completed self-administered questionnaires assessing health, stress, job strain, workplace bias and discrimination; physiologic measurements (weight, height, blood pressure and anthropometry); and blood tests (lipid profile and hemoglobin A1C).

Findings revealed a relationship between interpersonal workplace bias and waist-to-hip ratio (a surrogate measure of abdominal obesity), which suggests that workplace bias may be associated with diabetes. Moreover, shift work may strengthen the relationship between institutional workplace bias and body mass index (a surrogate measure of body fat). Relationships were found between job strain, effort-reward imbalance and institutional workplace bias. Taken together, this is the first study to contribute toward understanding the relationship between workplace bias and shift work among African-American female nurses, using biological and anthropometric measures. The results of the study signal the need for additional research to inform programs and resources that reduce or eliminate workplace bias.

The study was presented at the Western Institute of Nursing Conference and featured in The Investigator newsletter, published by the UCLA Health Research and Innovation Council. Journal publication is forthcoming.
New knowledge – 2019 presentations, publications, awards and recognitions

Selected Presentations

Leilanie Ayala, MSN, PMHCNS-BC, PMHNP-BC; Judy Toy, BSN, RN-BC; Pauline Andan, BSN, RN-BC.
Resnick Neuropsychiatric Hospital at UCLA

Esin Bay-Spillers, RN, MM, CNOR; Erik Phelps, RN.
Ronald Reagan UCLA Medical Center

Adisa Cartwright, MSN, RN-BC.
Medical Assistant Residency: Building a Robust and Realistic Program. American Medical Technologists Annual Conference. Chicago, Ill. 7/1/2019. (Podium)
UCLA Health Ambulatory Care

Devie Charbonneau, BSN, RN, CPAN.
UCLA Health

Melissa Connor, BSN, RN, CEN, MICN; Eunice Lee, PhD, RN, FAAN; Belinda Chen, MPH; Lynn Doering, PhD, RN, FAAN.
Validation of a Tool to Predict Violence and Aggression by Behavioral Health Patients. Emergency Nurses Association Annual Conference. Austin, Texas. 9/30/2019. (Poster)
Ronald Reagan UCLA Medical Center

UCLA School of Nursing

Melissa Connor, BSN, RN, CEN, MICN; Kate Hurley, MSN, RN, CEN, MICN; Margaret Armbruster, MSN, RN.
Ronald Reagan UCLA Medical Center

UCLA Health

Sandra Dewar, PhD, APRN; Huibrie Pieters, PhD, DPhil, RN; Jerome Engel Jr., MD, PhD; MarySue Heilemann, PhD, RN, FAAN; Eunice Lee PhD, RN.
How Do Patients with Drug-Resistant Epilepsy Perceive the Severity of Their Illness? American Epilepsy Society Annual Meeting. Baltimore, Mary. 12/7/2019. (Poster)
Ronald Reagan UCLA Medical Center

UCLA School of Nursing
Kristen Hjelmhaug, RN, BSN, CCRN; Thahn Neville, MD; Jessica Hainje, RN, BSN, CCRN; Sherry Xu, RN, MSN; Yuhan Kao, RN, MSN, CNS.


Ronald Reagan UCLA Medical Center

Hannah Jacinto, RN; Cirha Becker, RN, PCCN; Tammy Camacho, RN; Vi Nguyen, RN, CPAN.

I Am Listening: Improving Discharge Instructions Among Same Day Surgery Patients in UCLA Santa Monica PTU/PACU. 2019 American Society of PeriAnesthesia Nurses National Conference. Nashville, Tenn. 5/7/2019. (Poster)

UCLA Medical Center, Santa Monica

Rebecca Kriz, MS, RN; Caryl Gay, PhD; Diana Cormier, DNP, MPH, APRN-CNS, RNC-NIC; Priscilla Joe, MD; Pamela Miller, PhD, RN, ACNP, CNS; Kathryn Millar, MPH, RN; Nicole Hansen, RN; Holly Christensen, RN; Denise Ribeiro, MA, RNC-NIC; Heather Hackett, RN; Juliet Sasinski, MSN, RNC-NIC, CNS; Nadia Tsado; Pallavi Bekal, MS; Samantha Ngo, MPH, MSW; Robin Bisgaard, MSN, RN; Yao Sun, MD, PhD; Linda Franck, PhD, RN.


UCLA Medical Center, Santa Monica

UCLA Health

Mary Lawanson-Nichols, RN, MSN, CCRN.


UCLA Medical Center, Santa Monica

Fotine Mamais, MSN, RN, GCNS-BC, GNP.


Ronald Reagan UCLA Medical Center

Huibre C. Pieters, PhD, DPhil, RN; Leilanie Ayala, MSN, RN, PMHCNS-BC, PMHNP-BC.


UCLA Health

RJ Dave H. Soliven, MSN, RN-BC, CCRN, ACCNS-P; Beck Reyes, MSN, CPNP-PC, CPN.


UCLA Health

Lindsay Williams, PhD, MS, RN, PHN, PMP; Carol Pavlish, PhD, RN, FAAN; Sally Maliski, PhD, RN, FAAN; Donna Washington, MD, MPH.


UCLA Health

UCLA School of Nursing

Lindsay Williams, PhD, MS, RN, PHN, PMP; Alexandra Duke, DNP, RN-BC, CEN, CHSE, CNEcl; Kateri Tobias, BSN, RN, CCRN; Yesenia Valle, MSN, RN, OCN.

Cultivating a Spirit of Excellence and Appreciative Inquiry Through Alignment of Magnet and Evidence-Based Practice. Sigma Theta Tau International 45th Biennial Convention. 11/18/2019. (poster)

UCLA Health
Selected Publications

Mabel Kimble; Marjan Javanbakht, MPH, PhD; Kara W. Chew, MD, MS; Chrysovalantis Stafylis, MD; Di He; Samantha Ramirez, MSN, RN-BC; Yeonsoo Baik; Sammy Saab, MD, MPH; Jeffrey D. Klausner, MD, MPH. (2019). Sociodemographic and Clinical Characteristics of Persons Who Experienced Spontaneous Hepatitis C Viral Clearance. *BMC Infectious Diseases, 19*(1): 626.

Ronald Reagan UCLA Medical Center

Leah Korkis, MSN, RN, AGCNS; Kimberly Ternavan, MS/MBA, RN, CNML; Anila Ladak, MSN, RN, CNS, GNP-BC; Michele Maines, MSN, MSG, RN, CNL; Denise Riberio, MA, RN, RNC-NIC; Sharron Hickey, RN, BSN, PHN, CPHQ, JD. (2019). Mentoring Clinical Nurses Toward a Just Culture: Successful Implementation of Nursing Peer Case Review. *Journal of Nursing Administration, 49*(7-8): 384-388.

UCLA Medical Center, Santa Monica


Ronald Reagan UCLA Medical Center

Linda S. Franck, PhD, RN; Rebecca M. Kriz, MS, RN; Robin Bisgaard, MSN, RNC; Diana M. Cormier, DNP, CNS, RN; Priscilla Joe, MD; Pamela S. Miller, PhD, RN; Jae H. Kim, MD; Carol Li, MD; Yao Sun, MD. Comparison of family centered care with family integrated care and mobile technology (mFICare) on preterm infant and family outcomes: a multi-site quasi-experimental clinical trial protocol. *BMC Pediatrics, 19*: 469.

UCLA Health

Meredith Vanstone, PhD; Thanh H. Neville, MD, MSHS; France J. Clarke, RRT; Marilyn Swinton, MSc; Marina Sadik, MA; Alyson Takaoka, MSc; Orla Smith, RN, PhD; Andrew J. Baker, MD; Allana LeBlanc, RN, MSN; Denise Foster, RN; Vinay Dhingra, MD; Peter Phung, MD, MBA; Xueqing (Sherry) Xu, RN, MSN, CCRN; Yuhan Kao, RN, MSN; Diane Heels-Ansdell, MSc; Benjamin Tam, MD, MSc; Feli Toledo, MDiv; Anne Boyle, MD; Deborah J. Cook, MD, MSc. (2019). Compassionate End-of-Life Care: Mixed-Methods Multisite Evaluation of the 3 Wishes Project. *Annals of Internal Medicine*. Advance online publication. doi: 10.7326/M19-2438.

Ronald Reagan UCLA Medical Center

Linda Czypinski, MD; Stephanie Wehr, MSN, FNP-BC; Gary Feigenbaum, MD. (2019). Nicolau Syndrome: A Rare Injection Site Reaction. *Proceedings of UCLA Healthcare, 23*. 

Ronald Reagan UCLA Medical Center

Tia Wheatley, DNP, RN, AOCNS, BMTCN, EB-P-C; Rowena N. Schwartz, PharmD, BCOP (2019). Chapter 31: Pharmacologic Interventions. In Jeannine M. Brant (Ed.), *Core Curriculum for Oncology Nursing* (pp. 275-311). St. Louis, Mo.

UCLA Health

Jennifer Shamai, MS, RN, AOCNS, BMTCN; Tia Wheatley, DNP, RN, AOCNS, BMTCN, EB-P-C; Allison Winacoo, MSN, RN, CPNP, CPHON, BMTCN. (2019). Chapter 55: Evidence-Based Practice. In Jeannine M. Brant (Ed.), *Core Curriculum for Oncology Nursing* (pp. 491–495). St. Louis, Mo.

UCLA Health

Stephanie Jackson, MSN, RN, AOCNS, BMTCN; Jeannine M. Brant, PhD, APRN, AOCN, FAAN. (2019). Chapter 18 Leukemia. In Jeannine M. Brant (Ed.), *Core Curriculum for Oncology Nursing* (pp. 149–156). St. Louis, Mo.

Ronald Reagan UCLA Medical Center

Selected Awards

Transplant Surgical ICU (8ICU). 
American Association of Critical Care Nurses (AACN) Gold-Level Beacon Award for Excellence in Critical Care. 9/2019.

Ronald Reagan UCLA Medical Center

Center for Nursing Excellence. 

UCLA Health


Ronald Reagan UCLA Medical Center

Center for Nursing Excellence. 
American Nurses Credentialing Center Practice Transition Accreditation Program (PTAP)™. Vizient/AACN Nurse Residency Program at UCLA Health. 12/2019.

UCLA Health
Nurses are engaged as active partners in decision-making at UCLA Health and beyond. Our voices are valued and respected for the expertise they contribute to nursing practice and outstanding patient care in all settings. We have opportunities to learn, grow and contribute in ways that are meaningful to us, to the community and to those we serve. Our professional governance councils foster empowerment, support lifelong learning and enable nurses to flourish as people and professionals.
Motorized scooter safety

Structural empowerment at Ronald Reagan UCLA Medical Center

The Structural Empowerment Council (SE) at Ronald Reagan UCLA Medical Center RRUCLA promotes volunteerism and community engagement through collaboration with a range of organizations, including the Red Cross, local food banks and Mama D Feeds the Homeless. The SE also develops and invests in community health initiatives, such as the Care Harbor clinics, in coordination with UCLA Health and campus organizations.

With a rise in scooter-related injuries presenting in the emergency department and subsequent increased hospital admissions for head trauma, SE nurses identified a need to increase public awareness of brain injury associated with motorized scooter operation. An opportunity arose to have an impact on this serious community health issue during UCLA’s 2019 Earth Day Fair.

RRUCLA nurses volunteered at the event, engaging with students on campus about motorized scooter safety. They disseminated information and increased awareness about brain injury using posters, games and prizes. In their conversations, they cited the high incidence of brain injury and trauma from motorized scooter accidents when the rider does not wear a helmet. To encourage students to employ this safety measure, 100 helmets were distributed throughout the day.

Nurse participants in the event were Jennifer Osborne, BSN, RN, CCRN, CNRN; Arika Ashley Duchene, DNP, RN, CCRN; Payl Bhakta, RN, NM; Michelle Santizo, MSN, RN; Rosa Olivia Ramos, BSN, RN, CNRN; Jennifer Osborne, BSN, RN; Kelsey Ann Zwang, BSN, RN, CCRN; Courtney Real, MSN, NP, AG-ACNP; and Dana Wong, MSN, RN, ACCNS-AG CCRN, CNRN. They collaborated with the UCLA School of Nursing; Research Assistant Jesus Ruiz Tejeda, BS, from the David Geffen School of Medicine at UCLA; and the leading scooter operator in the community — Bird. Through volunteerism and collaboration, RRUCLA nurses met an important population health need in the local community.

Brain Injury Awareness Related to E-scooter Use

Findings Related to Scooter Use

- About 249 people were treated at the emergency department of UCLA Medical Center, Santa Monica, and Ronald Reagan UCLA Medical Center between Sept 1, 2017 and Aug 31, 2018.
- About 15% of the injured people were riders, and 25 (10%) were scooter drivers, a ratio of about 1:4. Of the scooter drivers, 3 (15%) were patients or who sustained a severe brain injury associated with a scooter accident and whom were treated in an intensive care unit.
- About 15% (37) were documented to be intoxicated, alcohol content greater than 0.05% or were perceived by physicians to be intoxicated.
- About 4% (10) were documented to be under the influence of prescription medication or other drugs.
- About 92% of the injured people were riders, whom were treated in an intensive care unit or whom were admitted to the hospital.
- About 5% of the injured people were not scooter riders or who stumbled over a discarded object, e.g., a bottle of water, a bottle of beer, a box, or a pedestrian who was struck by a scooter.
- About 4% of the injured people were scooter riders or who stumbled over a discarded object, e.g., a bottle of water, a bottle of beer, a box, or a pedestrian who was struck by a scooter.
- About 94% of the 193 people they saw Fall 2018, 20% were admitted to the hospital, two of whom were children.

Safety First!

Brain Injury Awareness

- We encourage that all riders wear a helmet!
- RRUCLA nurses met an important population health need in the local community.

Fun Facts about your Brain

- Your brain weighs about 3 pounds.
- 25% of the body’s cholesterol resides in the brain.
- Of the brain’s blood and oxygen that is perfused to our body, the brain gets 20% of it.
- The brain requires a constant supply of oxygen. As little as 5 minutes of oxygen can cause some brain cells to die, leading to severe brain damage.
- Your brain has about 100 billion nerve cells (neurons) and 100 trillion supportive nerve cells (glia).
- Your brain has about 50% more blood vessels than the average full-grown adult.
- Of the total blood and oxygen that is produced in our body, the brain gets 20% of it.
- It comprises 60% fat, making the brain the most fatty organ in the body.
- Your brain weighs about 3 pounds (2.2 kg).
- About 94% of the injured people were scooter riders or who stumbled over a discarded object, e.g., a bottle of water, a bottle of beer, a box, or a pedestrian who was struck by a scooter.
- About 4% of the injured people were scooter riders or who stumbled over a discarded object, e.g., a bottle of water, a bottle of beer, a box, or a pedestrian who was struck by a scooter.
- About 92% of the injured people were riders, whom were treated in an intensive care unit or whom were admitted to the hospital.
- About 5% of the injured people were not scooter riders or who stumbled over a discarded object, e.g., a bottle of water, a bottle of beer, a box, or a pedestrian who was struck by a scooter.
- About 4% of the injured people were scooter riders or who stumbled over a discarded object, e.g., a bottle of water, a bottle of beer, a box, or a pedestrian who was struck by a scooter.
- About 94% of the 193 people they saw Fall 2018, 20% were admitted to the hospital, two of whom were children.

Resources:
Free flu clinic

Structural empowerment at UCLA Medical Center, Santa Monica

As part of our commitment to making a difference in the community, UCLA Medical Center, Santa Monica, nurses have formed a partnership with The People Concern (TPC) — formerly known as the Ocean Park Community Center — a nonprofit organization offering services to homeless individuals in Santa Monica. Together, we recognize that this is a high-risk population with limited access to resources and that it is vital to maximize their immunity to the flu. The full-day commitment to a free flu-vaccine clinic enabled our nurses to rotate through three TPC sites and administer nearly 70 immunizations.

The initiative is set to recur on an annual basis, thanks to our empowered clinical nurses supported by Chief Nursing Officer K. David Bailey, PhD, RN, MBA, CCRN-K, NEA-BC, FACHE, and nursing administration.

Participants in the event were Adil Ridvan, BSN, RN-BC, clinical nurse on 4 Merle Norman Pavilion Medical/Surgical Unit (4MN); Sol Borneo, BSN, RN-BC, clinical nurse on 4MN; Robert Yeranosyan, MSN, RN, PCCN, administrative nurse on A-Level Merle Norman Pavilion Medical/Surgical Unit (AMN); and Grace Vargas, BSN, RN, clinical nurse on AMN.

Buddy bench program

Structural empowerment at Resnick Neuropsychiatric Hospital at UCLA

Resnick Neuropsychiatric Hospital at UCLA (RNPH) supports a Community Bullying Awareness Intervention Program (CBAIP) as part of a continued commitment to increase inclusion and to decrease youth bullying in the community. To put this support into action, RNPH nurses implemented a Buddy Bench project at Linwood E. Howe Elementary School in the Culver City Unified School District.

The goal of the Buddy Bench is to foster friendship and reduce feelings of isolation among students. When children have no one to play with during recess, they sit on the Buddy Bench and their peers recognize their need for company. The school community is guided on how to seek out those students and encourage their participation in games and play.

Nurse Educator Bob Bencangey, MSN, CEN, RN-BC; Clinical Specialist Erika Lozano, MSN, RN-BC; and Clinical Nurse Maria Marquez, BSN, RN, met with the school’s principal and student council to present the idea of the Buddy Bench. The students were very enthusiastic and took over the planning and implementation with help from our nurses.

The program was presented to students at a school assembly, Buddy Bench ambassadors were identified from each classroom and engaged teachers supported participation in the program. Student council members painted the bench, adding positive words and designs to highlight the message.

The successful partnering with students and teachers to make this program part of school recess will be extended to other CBAIP Buddy Bench projects moving forward. Funds for the benches were raised through donations by members of UCLA Health Nursing’s Professional Development Council.
Center for Nursing Excellence

The Center for Nursing Excellence houses numerous programs and projects that support our nurses and colleagues in delivering excellent patient care. We provide unique and essential resources to help nurses further their education and professional development, obtain specialty certification, learn evidenced-based practice principles and successfully orient to the UCLA Health workplace.
2019 Highlight: Practice Transition Accreditation Program®

The UCLA Health Nurse Residency Program (NRP) was granted Accreditation with Distinction for the period April 22, 2019 to April 30, 2022, by the American Nurses Credentialing Center’s Commission on Practice Transition Accreditation Program. To receive this recognition, UCLA Health demonstrated excellence in transitioning newly licensed nurses (nurse residents) to a variety of practice settings. Our operational and educational leaders and frontline clinical nurses have supported the program for the past several years and were vital in the accreditation process. Moreover, an NRP Advisory Board that includes nursing professional development specialists and clinical nurse specialists was formed with the support of the Chief Nursing Executive Council. This group played a vital role in evaluating the goals and outcomes of the program, serving as advocates, ensuring adequate financial resources and enhancing the organization’s commitment to the NRP. Jessica M. Phillips, MSN, RN, NPD-BC, manager, nursing professional development and NRP program director, stated, “We are proud to say the UCLA Health NRP is part of the larger nursing community that is facilitating the development, retention and sustainability of a professional nursing workforce.”

Research and Evidence-Based Practice Program

Building a critical mass of evidence-based practice mentors in nursing

The Research and Evidence-Based Practice (EBP) Program develops, fosters and sustains opportunities for UCLA Health nurses to generate new scientific knowledge and bridge the discovery–delivery gap. The program is supported by a nurse scientist, EBP specialist and administrative analyst, who provide mentorship, education and consultation services. EBP is a clinical practice problem-solving approach that integrates best available published evidence with clinical expertise and patient preferences to improve health care outcomes and patient and family experiences. It requires clinicians to question current care delivery and critically appraise available literature to inform practice decisions.

This year, the EBP team conducted two educational events to further our collective knowledge and experience in this area.

Mentor Development

In October, 60 UCLA Health clinical nurses, clinical nurse specialists, directors and educators participated in a five-day EBP Immersion Program conducted in partnership with The Ohio State University College of Nursing, Fuld Institute for EBP to develop competencies as EBP mentors. With this skillset, mentors are prepared to assist bedside staff in translating research into daily practice.
clinical practice. Mentors are leading sustainable change by finding evidence to address the following organizational priorities:

• Leadership and mentorship
• Education and competency
• Workplace violence prevention
• Neonatal and obstetrics nursing practice standardization
• Pain management, comfort and wellness
• Medical-device-related pressure injury prevention

• Sepsis and mortality
• Catheter-associated urinary tract infection (CAUTI) prevention
• Adult and pediatric fall prevention
• Central line-associated bloodstream infection (CLABSI) prevention and blood culture management

Leader Development

In December, 40 nurse leaders, managers and directors attended a two-day Leading EBP Workshop to create a strategic vision for integrating and sustaining EBP from the boardroom to the bedside.

Both events were key strategies in fostering professional exchange and collaboration aimed at creating an organizational culture that embraces continuous practice improvement through EBP.

Magnet® Recognition Program

Magnet® Recognition is one of the highest designations of excellence from the American Nurses Credentialing Center for hospitals and health systems, reflecting nurses’ stellar contributions to an organization. UCLA Health’s Magnet team and facility coordinators enable nursing excellence in a variety of ways, including teaching and coaching nurses on continuous performance improvement, data analysis and communication about organizational changes that support nursing excellence.

Representing nursing at all of the UCLA Health Magnet hospitals, our team enjoyed a number of accomplishments in 2019. In response to the Press Ganey Nursing Excellence survey, we facilitated system-wide improvements in concert with our clinical nurses and nurse leaders. We created visually appealing communication to capture the ongoing changes at the system and unit level. We also expanded our Magnet Essentials course offerings from quarterly to monthly in order to support all of our facilities in their journeys and to create nurse enthusiasm and engagement.

We were particularly honored to join in the celebration of Magnet® Recognition designation for the Resnick Neuropsychiatric Hospital at UCLA. In November, we began the recruitment and education of a cadre of Magnet champions at Ronald Reagan UCLA Medical Center.

Our Clinical Nurse Specialist Team

Prepared with a master’s or doctoral degree, Clinical Nurse Specialists (CNS) are advanced practice registered nurses who serve as clinical experts in the practice environment. They have advanced education and training in a specialized area of nursing practice and are trained in pharmacology, physiology and physical assessment in addition to their particular areas of specialty.

A CNS’ specialty may be defined by one or more of the following parameters:

• Population: pediatrics, geriatrics, women’s health  
• Setting: critical care, operating room; disease or medical subspecialty  
• Type of care: psychiatry, rehabilitation; or type of health problem — pain, wounds, stress

In 2019, our clinical nurse specialists played a key role in the design and implementation of multiple clinical practice improvement initiatives. They spearheaded evidence-based practice projects, such as creation of the Columbia Suicide Screening program, resulting in improvements in patient safety and quality. CNS-led programs have led to reductions in the rates of falls, central line-associated bloodstream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), pressure injuries (HAPI) and decreases in length of stay.

Our CNS team members meet monthly as a group and again during an annual retreat to ensure that initiatives and goals remain in alignment with the organization’s strategic priorities. They lead and participate in numerous nursing and interdisciplinary councils to drive change, elevate nursing practice and improve outcomes. They demonstrate a commitment to wellness and strong individual and team performance.

In 2019, they conducted a team-building program using evidence-based tools to enhance self-awareness and engagement, while leveraging individual and team strengths in support of organizational goals.
Education programs

Certification
The Center for Nursing Excellence provides educational and financial support to help nurses achieve specialty certification.

2019 highlights:
• Conducted a certification review course for 351 UCLA Health nurses
• Confirmed that 215 nurses passed a certification exam
• Reported that 55 percent of eligible nurses at UCLA Health hold a professional nursing specialty certification
• Launched a pilot reimbursement program for certifications not previously supported

Continuing education
UCLA Health provides high-quality continuing nursing education as demonstrated through its accreditation with distinction by the American Nurses Credentialing Center (ANCC) and long-standing licensure by the California Board of Nursing and the California Department of Health.

2019 highlights:
• Received ANCC reaccreditation with distinction
• Partnered with FlexEd to provide Clinical Administrative Care Partners (CACPs) with additional free continuing education
• Increased access to online learning through Cornerstone Learning Management System
• Conducted 800 instructor-led training sessions in Cornerstone Learning Management System over one year

Patient education
Nurses educate patients about their health, illnesses, medications, treatments and home care management.

2019 highlights:
• Placed bedside iPads in nursing units to support patient education efforts
• Updated MyCare folders with streamlined content to facilitate discussions with patients and their families

Competencies
A team of nursing experts evaluates learning needs and competencies of staff to develop initial and ongoing competencies and education. A variety of competency validation methods are used to ensure direct care nurses and ancillary staff demonstrate the knowledge, skill and attitudes necessary to provide safe, effective and high-quality patient care.

2019 highlights:
• Utilized Cornerstone Learning Management System (LMS) for competency tracking
• Revised initial competencies for registered nurses
• Developed initial competencies for licensed vocational nurses (LVNs) and clinical administrative care partners (CACPs)

Nursing orientation
Using simulation and experiential activities, the nursing orientation programs for experienced nurses, ancillary staff and nurse residents are designed to provide the foundation for professional practice at UCLA Health.

2019 highlights:
• Conducted 35 nursing orientation sessions
• Trained 782 new hires
• Implemented a 3-day orientation program
• Designed a 1-day ancillary orientation
• Developed a simulation evaluation

Re-Igniting the Spirit of Caring
Described as transformational, the Re-Igniting the Spirit of Caring program is a three-day experience designed to explore relationships with self, colleagues, patients and families. The program supports participants in their efforts to trust and connect with their purpose. The healing power of this program has been described as transformational.

2019 highlights:
• Offered 20 staff workshops
• Offered 2 leadership workshops
• More than 400 bedside clinicians and support staff attended the workshops
• More than 50 leaders attended the leadership program
Professional governance
Shared, structured decision-making following the Professional Governance Model (PGM) at the unit, facility and system level enables health care providers to influence decisions that affect nursing practice and the practice environment.

2019 highlights:
- Trained 67 nurse leaders
- Trained 156 new council members
- More than 1,143 nurses and council members serving at various levels
- Established mentor chairs and co-chairs

Relationship-based care
Relationship-based care is an operational framework that improves safety and quality as well as patient and staff satisfaction.

2019 highlights:
- Integrated relationship-based care education into nursing orientation, the Nurse Residency Program, the PGM and system level nursing education courses
- More than 1,980 participants were affected by the program

Preceptor development
The Preceptor Development Program is an instructor-led course designed to assist staff nurses in developing the requisite skills to assume the role of a preceptor.

2019 highlights:
- Trained 188 preceptors
- Added 2 courses to the quarterly offering
- Launched a hybrid program to meet the diverse learning needs of participants

Student placement
The Center for Nursing Excellence team coordinates student placement at UCLA Health for pre-licensure, advanced degree and specialty programs and establishes academic and nursing practice partnerships with institutions locally, nationally and globally.

2019 highlights:
- Placed students for 85,000 hours of clinical learning experiences
- Collaborated with 62 nursing schools in 22 states
- Partnered with a community, secondary education magnet school to expose students to careers in medicine, nursing and science
- Partnered with the American Heart Association for the STEM Goes Red program

Nurse residency program
The UCLA Health Nurse Residency Program supports newly licensed nurses who are transitioning to practice. The program focuses on three core development areas: leadership, patient outcomes and professionalism.

2019 highlights:
- Awarded accreditation with distinction from the Practice Transition Accreditation Program
- Developed 41 evidence-based practice projects relevant to patient outcomes
- Disseminated 8 evidence-based practice projects at national conferences
- Recruited 140 nurse residents
- Achieved nurse resident retention rates above 90 percent

Nursing simulation education program
The Nursing Simulation Education Program offers activities in-situ and at the Michigan Operations Center in Santa Monica. Working on an interdisciplinary basis, nurses practice high-risk and low-frequency simulation scenarios in a safe learning environment.

2019 highlights:
- Offered 405 hours of simulation education
- Offered 13 in-situ simulations
- Developed interprofessional education simulations in collaboration with the David Geffen School of Medicine at UCLA simulation program
- Developed a simulation evaluation to measure program outcomes
- Acquired simulation equipment to support unit-level skills training

Cathy Li, Ed.D, MSN, RN, PHCNS-BC, CHSE

Jade Cruz, MSN-ED, RN

Ann Bindra, MSN, RN, NPD-BC, CCRN-K, PHN

Ann Bindra, MSN, RN, NPD-BC, CCRN-K, PHN
2019 was an amazing year, as the School of Nursing celebrated its 70th birthday. Distinguished alumni and staff were honored at a gala. Walls of History, Science and Art on each floor of the Louis Factor building commemorate key events, showcase some of the groundbreaking research by faculty and celebrate the leadership path of many alumni, faculty and staff.
Faculty and research

Nursing research flourished, receiving more than $5 million from National Institutes of Health grants and other sources. Hard work by nursing faculty and students paid off, as this year’s National Council Licensure Examination pass rates were at an all-time high.

We welcomed six new faculty members. Holli A. DeVon, PhD, RN, FAHA, FAAN, was appointed to a leadership role in the UCLA School of Nursing as associate dean for research. Lauren Clark, PhD, RN, FAAN, came aboard as the Shapiro Family Endowed Chair in Developmental Disabilities. Professor Jian Li, MD, PhD, brings to UCLA a decade of work focusing on the psycho-physiological effects of stress in the workplace. This impressive trio is joined at the assistant professor level by Eden Brauer, PhD, RN (oncology), Kristin Choi, PhD, MS, RN (behavioral health), and Kia Skrine Jeffers, PhD, RN, PHN (health equity). Each brings an exciting background of research and clinical expertise that will give new strengths to our school.

We also welcomed new adjunct faculty and lecturers who are so important to our program.

Our distinguished nurses received many grants, awards and media recognition. Within UCLA, Lecturer Barbara Demman, MSN, RN, ACNP, CNS, received the UCLA Marty Sklar My Last Lecture Award, the first woman and nurse to receive the award. Here are more honors:

- Lauren Clark, PhD, RN, FAAN, authored a tip sheet that provides guidance for parents who learn that their newborns have a developmental disability.
- Paul M. Macey, PhD, discussed sleep apnea at the meeting of the National Advisory Council for Nursing Research.
- Nancy Pike, PhD, RN, CPNP-AC, FAAN, gave the keynote lecture at the annual meeting of the Society of Pediatric Cardiovascular Nursing and presented the featured lecture at the T. Garrett Rauch Memorial Lecture.
- Mary Rezk-Hanna, PhD, RN, NP-C, received the Research Article of the Year Award from the Council on Cardiovascular and Stroke Nursing.

As we reflect on 2019 and take pride in our 70th anniversary and myriad accomplishments, we look forward to 2020. It is an exciting time for the nursing profession as the World Health Organization has designated 2020 “Year of the Nurse and Midwife,” honoring the 200th anniversary of Florence Nightingale. We will be partnering with the biomedical library on a “Nightingalia” exhibition and hosting a Distinguished Alumni luncheon in celebration of this professional milestone.

It also is an exciting time for the School of Nursing. We are revising our strategic plan and exploring strategies to transition our advanced practice program to a Doctor of Nursing Practice. Other curricular innovations being implemented include opportunities for our pre-licensure students to learn about the principles of nutrition by preparing food in the newly opened UCLA test kitchen.

As an Academic Health Center, we remain committed to a shared goal with UCLA Health Nursing to foster lifelong learning, facilitate a passion for contributing to the latest nursing science and testing new care models to improve patient outcomes.
Communities and training

Nursing faculty, staff and students routinely participate in a wide range of community events, such as the Care Clinic and the Song-Brown program. The Care Clinic is an annual interdisciplinary event that provides free medical, dental and vision care to underserved Angelenos. The Song-Brown program offers opportunities for our nurse practitioner students to receive real-world training and fulfill the unmet medical needs of community residents.

We routinely participate in extracurricular training programs that create interest in nursing locally, nationally and globally. For the fourth year, our school participated in the interprofessional Summer Health Professionals Education Program, which hosts pre-health college students to UCLA and introduces them to the nursing, dental and medical professions. We are pleased to welcome two new nurses to the National Clinician Scholars Program at UCLA, a fellowship designed for doctorally trained nurses and physicians. On an international level, our faculty collaborations with Hong Kong Sanatorium and Hospital and student trips to Cuba and Kitasato University, Japan fostered engagement in global health.

Events and conferences

Karen A. Grimley, Chief Nursing Executive for UCLA Health, and Linda Sarna, UCLA School of Nursing Dean, hosted a reception to introduce our nurses to the Nurses on Boards Coalition. UCLA Health and the UCLA School of Nursing are both Founding Strategic Partners. This organization seeks to build healthier communities by increasing the presence of nurses on corporate, health-related, community and other types of boards.

Promoting the latest in evidence-based care, we co-sponsored the UCLA Nursing Research and Evidence-Based Practice Conference. Nalo M. Hamilton, PhD, MSN, APRN-BC, assistant professor in the UCLA School of Nursing and member, UCLA Jonsson Comprehensive Cancer Center Signal Transduction and Therapeutics Program, gave the Anna Gawlinski Research Scholar presentation and shared her work in finding treatments to manage progression to triple negative breast cancer. Other faculty shared their work in simulation, cultural issues in cancer nursing and disease self-management.
Nurse recognition

An engaged nurse is one who feels appreciated, supported and recognized. A nurse engaged is a more effective and fulfilled nurse. Surveys indicate that the more personal the recognition, the more meaningful. With this in mind, the “Support Through Appreciation and Recognition” (STAR) program has focused on initiatives that acknowledge nurses at the local or unit level, where real change happens. At the same time, STAR continues to recognize nurses at all levels.
New Initiatives

Among this year’s new initiatives, the STAR committee, a subcommittee of the Professional Development Council, developed two recognition roadmaps, one for Nurses Week activities and the other for Certified Nurses Day. These roadmaps provided unit and department managers with easy access to tools and programs to recognize nurses, including STAR and CICARE™ toolkits, event and activity calendars, links to advancement programs and jackets for newly certified nurses.

Resources and ideas that showed appreciation for all health care staff, as well as unit activities, recognized nursing as a team sport.

New activities were added to our annual Nurses Week and Certified Nurses Day celebrations this year. Traditionally, Nurses Week includes awards ceremonies, night-shift pizza parties and flower distribution, among other events. This year, we initiated “Coffee or Tea for U,” a reception hosted by the DAISY Foundation; a “Blessing of the Hands” for nightshift nurses at each facility; a blood donation drive; and STAR tables, where nurses shared knowledge and expressed appreciation for their peers by completing STAR cards. Certified Nurses Day celebrations incorporated cards, cookies and unit “Brag Boards.”

Two surveys were conducted that incorporated nurse recognition activities, helping the STAR committee formulate an action plan for next year. Plans include additional recognition roadmaps and the expansion of the DAISY awards to feature both a leadership and a lifetime achievement award. Going forward, we will explore digitalized options to enhance recognition opportunities throughout the year and activities that more comprehensively meet the needs of ambulatory and clinic facilities.
Certifications

Nurses from all specialties and areas of UCLA Health are encouraged by their leaders and peers to obtain certification in accordance with UCLA Health nursing 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 our nurses who took the next step in their career and became specialty-certified in 2019!

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 Health is committed to assisting nurses in attaining advanced education, and we are proud to say that more than 87 percent of our nurses have attained a baccalaureate or higher degree.
Every day, UCLA Health nurses dedicate themselves to their patients, their colleagues and their professional nursing practice. Their commitment is evident in all that they do, from bedside care to clinic exam rooms 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 ever humbled by the unconditional caring and acts of kindness that our nurses provide to our patients and each other.

That said, health care is changing and presents new challenges, new risks and new expectations. We must do more than prepare for our future; we must be ready and willing to shape it. This will require resilience and teamwork if we are to challenge the status quo and find new and innovative ways to promote health and contribute to the well-being of our patients, our communities, our colleagues and ourselves.

Wellness for our patients and the staff who care for them remains a priority for UCLA nursing. We will strengthen our ability to establish healthy relationships with our patients and promote optimal health and comfort for patients, staff and the communities we serve. 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.

Equally important to wellness is the care environment where healing occurs. Ensuring that our work environment is safe and healthy continues to be a priority. Hospitalization or the need for urgent care disrupts people's lives and often leaves them feeling frustrated and out of control. Frustration can manifest 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 a healthy environment where care delivery and professional nursing practice continue to thrive.

In addition, we plan to redouble our efforts to provide nurses with the opportunity to pursue professional development and enjoy the coaching and mentorship they deserve. In 2020, 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,
Karen A. Grimley, PhD, MBA, RN, NEA-BC, FACHE
Chief Nurse Executive, UCLA Health
Vice Dean, UCLA School of Nursing