

Sharp Chula Vista Medical Center  
Accomplishments for 2023

# Nursing Report







**MAGNET**  
RECOGNIZED



AMERICAN NURSES  
CREDENTIALING CENTER



## Welcome

I would like to take a moment to express my deep admiration and gratitude for the exceptional work you do every day. Even through the most challenging times in health care, your unwavering commitment to providing compassionate, high-quality care is nothing short of remarkable.

This annual report highlights your exemplary accomplishments in ensuring staffing stability, employee wellness, patient safety, reducing length of stay, improving patient outcomes, and professional development through education and board certification.

Thank you for your hard work and the invaluable contributions you make each day. Please know your efforts do not go unnoticed, and we remain committed to supporting your ongoing success and well-being.

With heartfelt appreciation,

**Gabriella Malagon-Maldonado, PhD, DNP, RN, NEA-BC**  
Vice President of Patient Care Services and Chief Nursing Officer  
Sharp Chula Vista Medical Center





Nurse leaders collaborate with clinical nurses to improve patient care and the work environment.

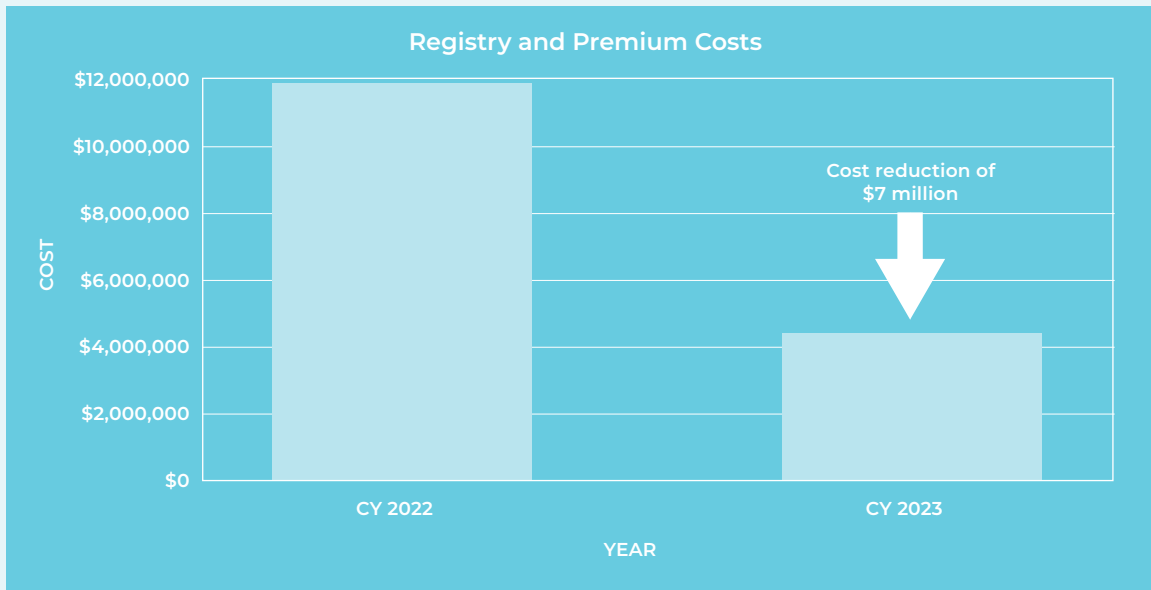
## Transformational Leadership

## Demonstrating a Commitment to Excellence by Ensuring Staffing Stability

Magnet-designated hospitals commit to nursing excellence by ensuring adequate labor resources to manage growth and volatility. Sharp Chula Vista Medical Center's (SCVMC) nursing strategic plan (NSP) highlights the importance of the hospital's ongoing commitment to nursing excellence by ensuring staffing stability, investing in professional development, and achieving continuity of care. Specifically, one of the strategic priorities outlined in the NSP that addresses this commitment is decreasing registry RN utilization and premium usage.

To this end, in 2022, the leadership teams in the Emergency Department (ED), Intensive Care Unit (ICU), Center for Women & Newborns, progressive care units and medical surgical departments began to brainstorm ideas on how to effectively decrease and ultimately eliminate registry RN utilization. In 2022, the leadership teams in the Emergency Department (ED), Intensive Care Unit (ICU), Center for Women & Newborns, progressive care units and medical surgical departments began to brainstorm how to effectively decrease and ultimately eliminate registry RN utilization. In 2023, the departments partnered with talent acquisition specialists and began to deploy recruitment strategies. These included participating in a boomerang campaign, hosting hiring fairs, streamlining the interview and hiring process, and partaking in an employee referral incentive campaign. These efforts ultimately led to an increase in hiring new graduate RNs, transition-to-practice RNs, and experienced RNs. Additionally, several departments participated in a new program for 50/50 RNs, enabling clinical nurses to enhance their professional development by working half-time in their current department and the other half in a different level of care.

The departments also implemented a variety of retention strategies. They conducted stay interviews, hosted benefits fairs, created professional development plans with a focus on succession planning into various RN roles, and supported RNs with work-life balance requests. As a result of these recruitment and retention strategies, all departments eliminated their registry RN utilization and decreased premium usage, resulting in a cost savings of \$7.5 million in calendar year 2023.



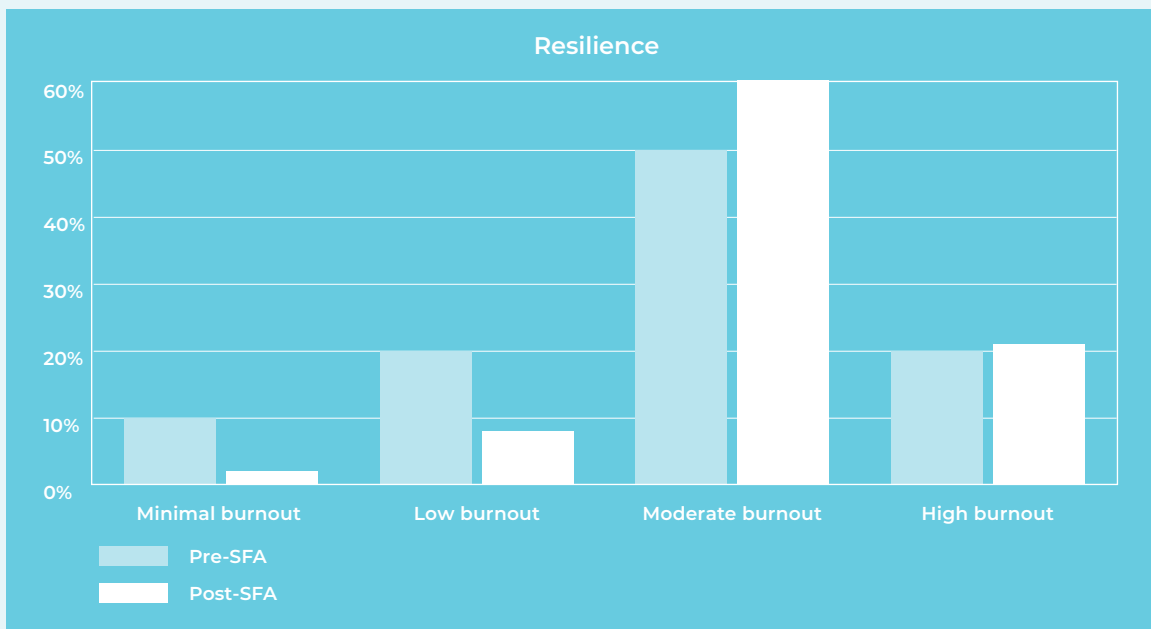
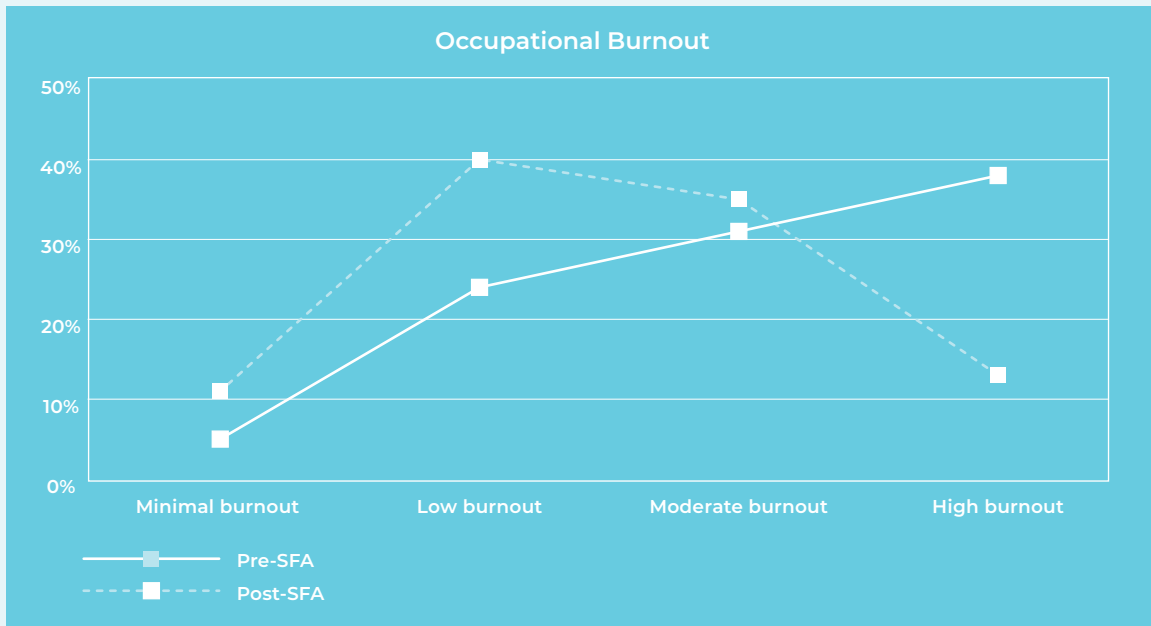
In addition to significant cost savings, reducing reliance on registry RNs cultivated a more stable and cohesive nursing team at SCVMC, which allowed for greater continuity of care, enhanced communication and collaboration, and supported quality patient care. SCVMC also benefits from investing in the professional development of its clinical nurses, leading to improved patient outcomes and increased nurse satisfaction. By carefully managing its labor resources and investing in the growth and development of its nursing staff, SCVMC continues to provide exceptional care to its patients.

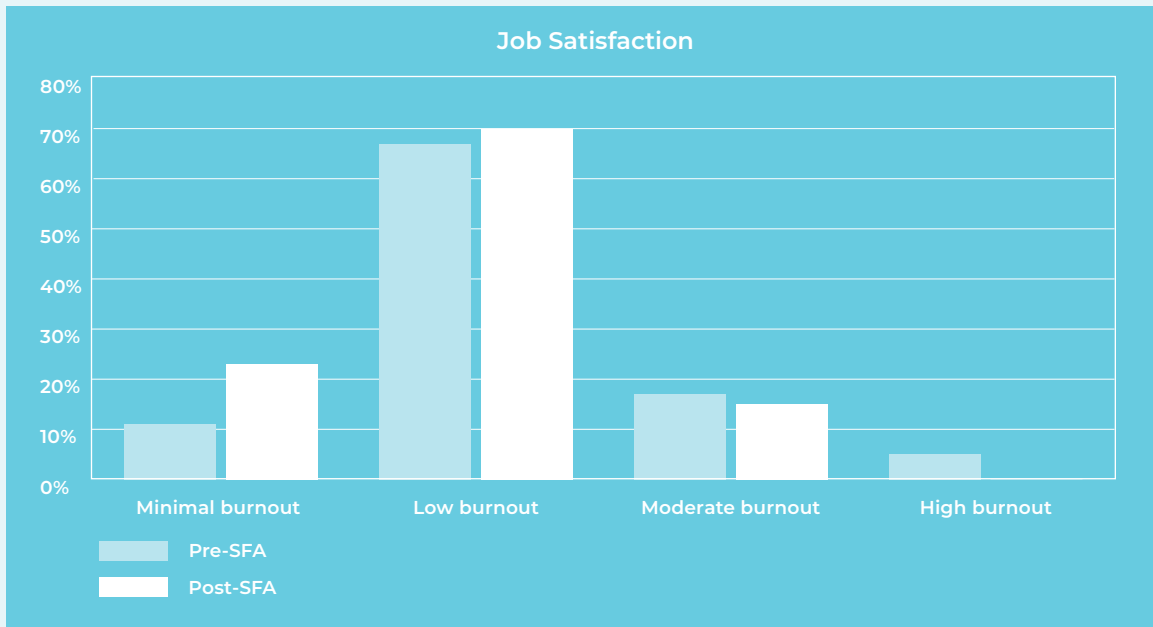
### Advocacy and Acquisition of Resources Supporting Nurses' Well-Being

Addressing the well-being of nurses and other health care professionals is a crucial part of SCVMC's NSP. It is essential for numerous reasons, as it impacts not only individuals but also patient care, organizational performance, and the overall health care system. The literature indicates that when nurses' well-being is supported, it increases clinical nurse retention, reduces absenteeism, enhances teamwork and collaboration, and attracts new talent. As a result, SCVMC's Workforce Wellness Steering Committee's objective was to support workforce wellness in several innovative ways.

During the height of the COVID-19 pandemic, the committee implemented Stress First Aid (SFA) strategies to navigate various workplace and personal stressors. To further enhance the SFA evidence-based tools, SCVMC advocated for and acquired a mental health resource to further address the stress that many health care professionals were experiencing at the time.

Lindsay Damoose, LMFT, was hired to assist in the development, implementation and evaluation of a SFA program that included critical care conversations, involvement in code debriefs and other emergent situations, daily unit rounding, linking to employee assistance program resources, SFA education, one-on-one sessions, and book clubs with RN new graduates. As a result of the SFA program interventions, occupational burnout decreased and resilience and job satisfaction increased.





The success of the SFA program's efforts demonstrates SCVMC's commitment to ensuring nurses' well-being. This ethical responsibility of health care organizations should be protected and supported, as it is essential for maintaining a healthy, productive, and sustainable health care workforce. SCVMC was the first entity in Sharp HealthCare (SHC) with this invaluable support and resource. It has paved the way for other SHC entities to explore a similar well-being support structure. By prioritizing the physical, mental, and emotional health of nurses and other health care professionals, organizations can improve patient care, retain employees, and create a more supportive work environment. Through programs like the SFA, SCVMC – and ultimately all of SHC – will maintain its position as an exceptional place to work.



VISITOR ELEVATORS



Nurses participate in interprofessional care and  
practice a culture of safety.

# Exemplary Professional Practice

## Exemplary Professional Practice Council (EPPC) Raises Hospital-Wide Awareness on Safe Patient Mobilization and Hospital-Acquired Pressure Injury Prevention

Under the leadership of Paige Talor, advanced clinician – 4T, and Fennie Leano, lead clinical nurse – 3T, the 2023 EPPC achieved many milestones. Under the leadership of Paige Taylor, advanced clinician – 4T, and Fennie Leano, lead clinical nurse – 3T, the 2023 EPPC achieved many milestones. The council's scope of work focused on using national guidelines and specialty standards to reduce total falls, falls with injury, and hospital-acquired pressure injuries (HAPIs). Additionally, the council developed several tools to improve standard work in fall prevention and post-fall documentation.

In September 2023, the council coordinated the annual Fall Prevention Fair, aimed at bringing hospital-wide awareness to the risk of patient falls and injury, and prevention tactics. More than 300 staff attended the day-long event, at which nine units hosted educational, engaging, and fun booths highlighting fall prevention topics.

Below is a summary of the council's 2023 accomplishments:

- Five educational tools developed and disseminated to nursing departments related to safe patient mobilization (SPM) and fall prevention
  1. Within Arm's Reach re-education campaign
  2. Refresher on bed alarm functionality
  3. Proper patient positioning
  4. SPM and prevention of HAPIs
  5. Post-Fall Care and Documentation Guide
- SCVMC decreased fall rates in 2023

Entity	Total Falls with Injury CY 2022	Total Falls with Injury CY 2023	+/- Difference	Percent Change
SCOR	21	35	+ 14	↑ 66.6%
<b>SCVMC</b>	<b>65</b>	<b>60</b>	<b>- 5</b>	<b>↓ 7.7%</b>
SGH	76	90	+ 14	↑ 18.4%
SMBHWN	0	1	+ 1	↑ 100%
SMH	67	71	+ 4	↑ 6%
SMV	57	47	- 10	↓ 17.5%

SCVMC	CY 2022	CY 2023	+/- Difference	Percent Change
Total HAPIs	69	35	- 34	↓ 49%
Total HAPIs Stage 2 and Greater	18	14	- 59	↓ 22%

## Ambulatory Departments at SCVMC Shine as Fall Prevention Heroes

Inpatient departments often receive focus and acknowledgement for patient outcome measures due to their size and average length of stay. Ambulatory departments, however, are smaller and have shorter time frames to care for patients. This notwithstanding, ambulatory departments provide some of the most critical care for the sickest patients. With this in mind, it is important to acknowledge these small but mighty heroes, including those at SCVMC.

Along with performing their clinical duties under often-emergent situations, the ambulatory care nurses provide exceptionally safe care. In 2022, after several ambulatory departments experienced serious patient falls, interventions were implemented to ensure extra safety measures were in place. Because procedural areas share common practices related to procedural tables, equipment, and procedural-specific patient positioning, these measures were shared among the ambulatory departments. In 2023, the following ambulatory departments had zero falls with injuries.

Indicator: Patient Falls – Ambulatory

Peer group: Magnet Facilities

Measure: Injury Falls Per 1,000 Patient Visits/Cases (Lower is better)

#### Cardiac Rehab

Quarter	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Unit	0.00	0.00	0.00	0.00
Mean	0.04	0.04	0.07	0.06

#### Non-Invasive Cardiology

Quarter	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Unit	0.00	0.00	0.00	0.00
Mean	0.04	0.04	0.07	0.06

#### Endoscopy

Quarter	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Unit	0.00	0.00	0.00	0.00
Mean	0.03	0.04	0.04	0.06

#### Cardiac Cath Lab/ Cath Lab Recovery

Quarter	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Unit	0.00	0.00	0.00	0.00
Mean	0.05	0.03	0.10	0.06

#### Interventional Radiology

Quarter	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Unit	0.00	0.00	0.00	0.00
Mean	0.05	0.03	0.10	0.06

#### Ambulatory Care Center (ACC)

Quarter	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Unit	0.00	0.00	0.00	0.00
Mean	0.02	0.05	0.06	0.05

#### Outpatient Surgery Center

Quarter	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Unit	0.00	0.00	0.00	0.00
Mean	0.02	0.05	0.06	0.05





Nurses participate in and use research to  
direct clinical practice.

New Knowledge, Innovations,  
and Improvements

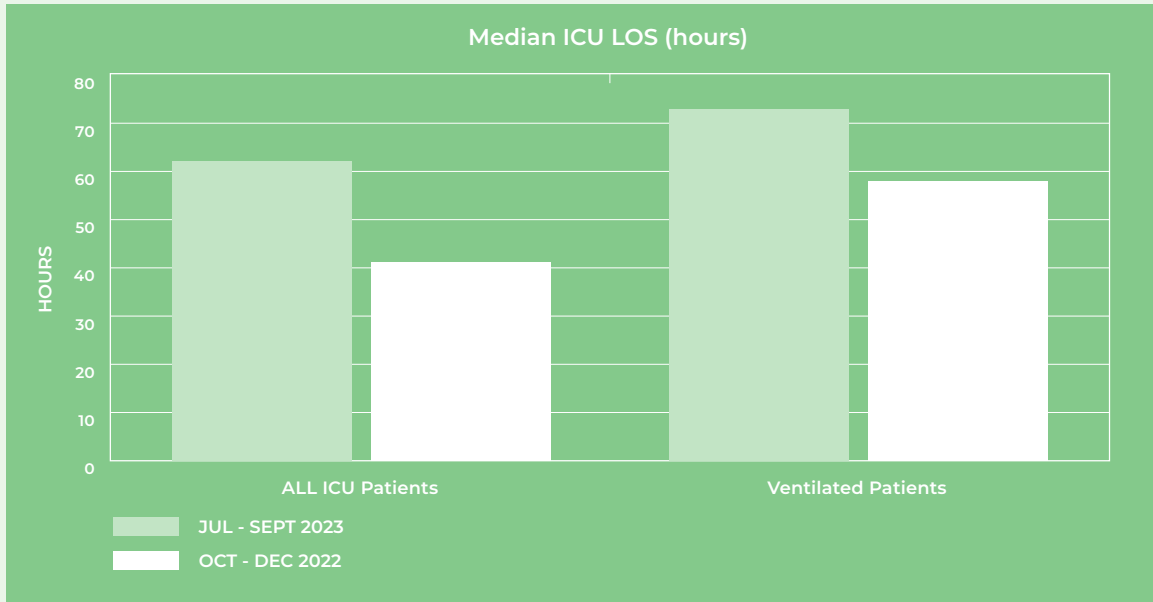
## Twice-Daily Extubation Readiness Assessment to Promote Timely Extubation, ICU Delirium Prevention and LOS Reduction

In 2023, SCVMC's critical care nurses Dwight Bello and Angel Bahena participated in San Diego's Evidence-Based Practice Institute (EBPI) under the mentorship of their clinical nurse specialist Molly Quillin-McEwan. Here, they presented on the team's accomplishments in standardized readiness for extubation rounding.

Standardized readiness for extubation rounding, which includes a daily spontaneous breathing trial (SBT), is regarded as the gold standard for prevention of delirium, reduced ICU length of stay (LOS), and hospital-acquired conditions (HAIs). The Society for Critical Care Medicine endorses daily readiness to extubate assessment as a clinical practice guideline as part of the A2F bundle. Dr. Karen Burns and team first published the Frequency of Screening and SBT Technique Trial - North American Weaning Collaboration (FAST-NAWC) in 2016, recommending increased (twice-daily) frequency of readiness assessment to optimize timely weaning from the ventilator. The team sought to decrease LOS for intubated patients in the ICU by increasing the frequency of extubation readiness assessment to at least once per 12-hour shift, versus once daily.

After a 3-month period using the new frequency of readiness assessment, the median ICU LOS for all patients was reduced by 38%, saving more than 24 hours per patient. The median LOS for intubated patients was reduced by 20%, for a total of 15 hours. Mortality was not significantly affected.

Increasing the frequency of readiness assessment allows clinicians increased opportunities to recommend extubation. A key factor of the success of this practice change was buy-in from the respiratory care team, as it impacted their workflow to a small degree. ICU LOS was positively impacted by formalizing A2F interdisciplinary rounds on every shift. A softer but nevertheless important outcome of the project was the forging of a strong collaborative springboard for enhancing team projects between critical care and pulmonary services. This project was awarded "Most Impactful" at EBPI's graduation ceremony in November 2023. The team's work has been accepted as a poster presentation and will be disseminated at the conference of the American Thoracic Society in May 2024.



## Transcutaneous Monitoring of CO<sub>2</sub> for Improved Recognition of Sepsis



Transcutaneous monitoring of carbon dioxide (CO<sub>2</sub>) has been available at SCVMC for many years. Recently, it has been recommended as a best practice to use an estimation of arterial CO<sub>2</sub> over end-tidal CO<sub>2</sub>.

Inspired by their earlier research, the critical care pulmonary services research team obtained oversight from the IRB and worked with their industry partner, Sentec, to test the feasibility of adopting this advancing technology in SCVMC's intensive care units.

Adoption of the technology required significant involvement from Pulmonary Services, including the project co-lead, Anova Westcott, respiratory care practitioner (RCP). Anova led staff education, deployment and maintenance of the technology, and bedside consultation. In addition to investigating feasibility of adoption of the technology, the team collected data on the relationship of CO<sub>2</sub> to a diagnosis of sepsis.

Analysis of the data supported that measurement of CO<sub>2</sub> is meaningful in sepsis and the earlier findings of decreased metabolism of oxygen in sepsis ( $p < 0.001$ , CI 95%). These findings will be highlighted as a poster presentation at the American Thoracic Society conference in May 2024.

The technology was well-adopted by RCPs, nurses, and physicians. With a generous grant from the American Association of Critical Care Nurses and operational support from Critical Care and Pulmonary Services leadership, the team is in the process of negotiating permanent procurement of these specialized monitors. A truly successful interprofessional and interindustry collaboration, this project brings improved recognition of sepsis to patient care through innovation.





Nurses are engaged and committed to teaching  
and professional development.

# Structural Empowerment



### 2023 Achievement of Advanced Degrees

Sara Wren, MSN, CNS  
Trang Quintana, MSN  
Inessa Grub, MSN  
EJ Kolnick, MSN  
Leah Nelson, MSN

Barbra De Guzman, MSN  
Kourtney Shaw, MSN  
Jennifer Martinez, MSN  
Minerva Connor, MSN  
Sarah McKee, MSN  
Chris Adame, MSN

### 2023 National Board Certifications

#### Integrated Care Management

Lupita Mora, ACM-RN

#### In-Service Education

Jennifer Hinson, AGCNS-BC

#### Acute Care

Deanna White, NEA-BC

#### 3T PCU

Gino Lim, PCCN

#### 4T

Emily Joyner, PCCN

#### 4W

Suhyun Jacobs, RN-BC

#### 5E PCU

Barbra De Guzman, PCCN

#### Women's and Infants' Services

Marissa Imbrie, RNC-OB

Chloe Impellizeri, C-EFM

Sarah McKee, RNC-OB, C-EFM

Melissa Muna, RNC-OB, C-EFM

Krista Palmiotto, C-EFM

### Faculty Affiliations

Kimberly Won, Associate Professor, Pharmacy Practice, Chapman University  
Christina Kelley, Associate Professor, Point Loma Nazarene University; Lecturer,  
San Diego State University  
Gabriella Malagon-Maldonado, Lecturer, University of San Diego and  
Point Loma Nazarene University  
Jacqueline Labonte, Instructor, Azusa Pacific University  
Megan LaValle, Lab Instructor, University of California San Diego  
Dolce Pluma, Instructor, California State University San Marcos  
Ma Daile Talosig, Instructor, Glendale Career College  
Barbara De Guzman, Instructor, Southwestern Community College  
Leilani Viray, Instructor, Southwestern Community College  
Cynthia Paraguya, Adjunct Faculty, Southwestern Community College  
Amy Flores, Instructor, Southwestern Community College  
Judy Ruliva, Instructor, San Diego City College  
Vi Truong, Instructor, Azusa Pacific University  
Noel Gragasin, Instructor, Kaplan College  
Julie-Kathryn Graham, Assistant Professor, San Diego State University

### **Evidence Based Practice Institute (EBPI) Fellowships**

#### **One Good Turn Deserves Another: Implementing Assigned Staff as Turn Teams to Reduce HAPI**

In 2023, progressive care nurses Jellica Agustin, Carmen Simental-Gradillo, and Bridgette Sullivan participated as fellows in San Diego's EBPI under the mentorship of their clinical nurse specialist (CNS) Chaunon Bond. They successfully presented their Turn Teams project at the November EBPI graduation and conference.

#### **Twice Daily Breathing Trials to Improve Critically Ill Patient's Time to Weaning from the Ventilator**

In 2023, critical care nurses Dwight Bello and Angel Bahena participated as fellows in San Diego's EBPI under the mentorship of their CNS Molly Quillin-McEwan. They successfully presented their project at the November EBPI graduation and conference.

### **Local, State and National Committee Appointments**

Christina Kelley, Director of Education, American Nurses Association of California and San Diego Association of California Nurse Leaders

Deanna White, Executive Board Member, Health Science High and Middle College

Julie-Kathryn Graham, Member, NACNS/OSU Implementation Science Taskforce

Bernadette Balestrieri-Maritnez, NACNS Member and Abstract Reviewer

### **Presentations**

Balestrieri-Martinez, B. Aligning a Professional Practice Model with Everyday Clinical Practice Conference of the National Association of Clinical Nurse Specialists, Portland, OR. 2023

Graham J.K., Knudsen M., Quillin-McEwan M., Kelley, C. C Reactive Protein and Frailty in COVID-19. Conference of the American Thoracic Society, Washington DC. May 2023

Wren, S., Reutens-Leano, H. poster presentation 2023 Poverty simulation. Does it change perceptions of student nurses for an underserved population? Presented at the 2023 Annual Sharp Innovations Conference, September 2023, San Diego

### **Publications**

Graham, J.K., Nasser, E.R., Jenkins, D., Quillin-McEwan, M., & Kelley, C. (2023). Clinical metabolic monitoring to inform metabolic dysregulation in sepsis. *Journal of advanced nursing*, 79(12), 4842–4849. <https://doi.org/10.1111/jan.15771>

Graham, J.K., Jenkins, D., Iris, K., Knudsen, M., & Kelley, C. (2024). The Toxic Stress of Racism and Its Relationship to Frailty. *Clinical nursing research*, 10547738241233050. Advance online publication. <https://doi.org/10.1177/10547738241233050>

### **Accepted Abstracts and Manuscripts**

Bahena A., Bello D., Quillin-McEwan M. Twice Daily Extubation Readiness Assessment to Promote Timely Extubation, ICU Delirium Prevention and LOS Reduction. Abstract accepted to be presented at the Conference of the American Thoracic Society, May 2024, in San Diego.

Graham J.K., Westcott A., Mann E., Kelley C. Continuous Monitoring of Arterial Carbon Dioxide for Improved Early Identification of Sepsis. Abstract accepted to be presented at the Conference of the American Thoracic Society, May 2024, in San Diego.

### **Presentation Awards**

Wren, S., Reutens-Leano, H. Excellence in Equity Care Delivery Award. 9th Annual Sharp Healthcare Interprofessional Research & Innovation Conference

Bello, D., Bahena, A., and Quillin-McEwan, M. Most Impactful Project. San Diego's Evidence-Based Practice Institute

### **2023 Nursing Excellence Awards**

Florie De Guzman, ICU

Joyce Dela Pena, 4T

Barrie Quilatan, 5E

### **2023 Center of Recognized Excellence (C.O.R.E) and High Reliability Organization (HRO)**

#### **Award Winners**

##### **Quality Pillar**

Julie McShane, Infection Prevention

Molly Quillin-McEwan, In-Service Education

##### **Safety Pillar**

Fennie Leano, 3T

5T, Zero CLABSI

##### **Service Pillar**

Nurse-led Code Sepsis Activation in the Emergency Room

##### **People Pillar**

ICU Critical Care Conversations Team

##### **Finance Pillar**

Molly Quillin-McEwan, Team In-house CRRT

##### **Growth Pillar**

ICU Heart Team

##### **Community Pillar**

Geovanna Johnson, Women's and Infants' Services

Grace Choi, Women's and Infants' Services

Sara Medina, Women's and Infants' Services

Kimberly Liwanag, Women's and Infants' Services

Rhian Nicholson, Women's and Infants' Services

Alexa Azuara, Women's and Infants' Services

### **Guardian Angel Awards**

Michelle Do, 4W

Leo Cabusas, 4E/SAFE

Leah Nelson, Float Pool

Sandra Fernandes, 3E

### **Other Awards**

Jimmy Ferrer, Fall Superstar, 5E

Melissa Esmele, Hats Off to You, 4E/SAFE

Dulce Pluma, Nurse of the Year, San Diego National Association of Hispanic Nurses, 4T

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**SHARP**