

# One Sharp Nursing: Everyday Excellence

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Terrence and Barbara Caster Institute for Nursing Excellence

SUMMER 2025

"Nursing integrates the art and science of caring and focuses on the protection, promotion, and optimization of health and human functioning; prevention of illness and injury; facilitation of healing; and alleviation of suffering through compassionate presence. Nursing is the diagnosis and treatment of human responses and advocacy in the care of individuals, families, groups, communities, and populations in recognition of the connection of all humanity."

American Nurses Association, 2021

"Every major profession governs itself and has structures and processes that codify its governance structure."

Tim Porter-O'Grady

In previous issues of *One Sharp Nursing: Everyday Excellence*, we shared details from Tim Porter-O'Grady's visit in May 2024 and the World Café in December 2024 as we transition from shared governance to professional governance.

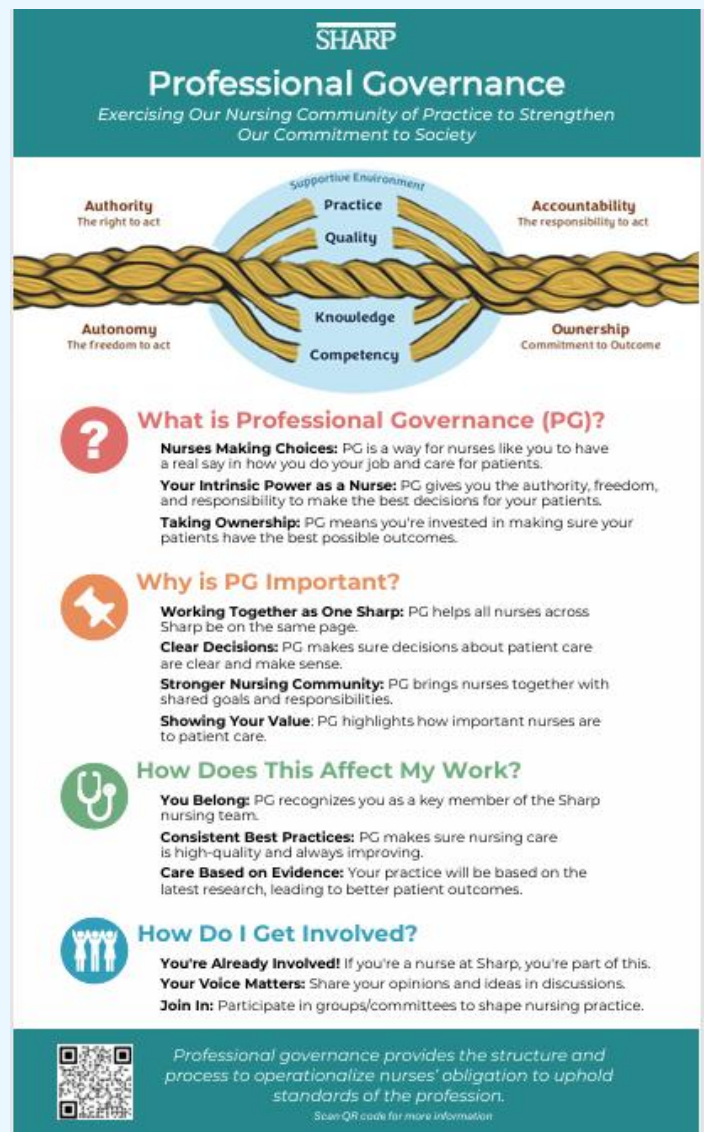
Professional governance provides the structures and processes to operationalize nurses' obligation to uphold the standards of the profession. Through professional governance, we exercise our nursing community of practice to strengthen our commitment to society.

A work group meets regularly to define the structures and processes for our professional governance. During Nurses Week in May 2025, we launched an awareness professional governance campaign to over 7,000 nurses at Sharp HealthCare including a video and the flyer/poster at right about the importance. The graphic represents professional governance, which includes the principles (authority, autonomy, accountability, and ownership).

As professional Registered Nurses at Sharp, you are already a part of professional governance!

Stay tuned for more information! Contact Loralie Woods, Rochelle Doyle, Verna Sitzler, or me for any questions!

Warmest Regards, Laurie Ecoff



The graphic is a flyer titled "SHARP Professional Governance" with the subtitle "Exercising Our Nursing Community of Practice to Strengthen Our Commitment to Society". It features a central circular diagram with a braided rope border. Inside the circle, the words "Practice", "Quality", "Knowledge", and "Competency" are arranged in a circle. Surrounding this central circle are four key principles: "Authority: The right to act" (top left), "Autonomy: The freedom to act" (bottom left), "Accountability: The responsibility to act" (top right), and "Ownership: Commitment to Outcome" (bottom right). Below the diagram, the flyer is divided into four sections, each with an icon and a title: 1. A question mark icon for "What is Professional Governance (PG)?", which defines PG as a way for nurses to have a say in their work and lists "Nurses Making Choices", "Your Intrinsic Power as a Nurse", and "Taking Ownership". 2. A dog icon for "Why is PG Important?", which lists "Working Together as One Sharp", "Clear Decisions", "Stronger Nursing Community", and "Showing Your Value". 3. A stethoscope icon for "How Does This Affect My Work?", which lists "You Belong", "Consistent Best Practices", and "Care Based on Evidence". 4. A group of people icon for "How Do I Get Involved?", which lists "You're Already Involved!", "Your Voice Matters", and "Join In!". At the bottom left is a QR code, and at the bottom right is a concluding statement: "Professional governance provides the structure and process to operationalize nurses' obligation to uphold standards of the profession. Scan QR code for more information."

**SHARP**  
Professional Governance  
Exercising Our Nursing Community of Practice to Strengthen Our Commitment to Society

**Authority**  
The right to act

**Autonomy**  
The freedom to act

**Accountability**  
The responsibility to act

**Ownership**  
Commitment to Outcome

**Practice**  
**Quality**  
**Knowledge**  
**Competency**

**? What is Professional Governance (PG)?**  
**Nurses Making Choices:** PG is a way for nurses like you to have a real say in how you do your job and care for patients.  
**Your Intrinsic Power as a Nurse:** PG gives you the authority, freedom, and responsibility to make the best decisions for your patients.  
**Taking Ownership:** PG means you're invested in making sure your patients have the best possible outcomes.

**Why is PG Important?**  
**Working Together as One Sharp:** PG helps all nurses across Sharp be on the same page.  
**Clear Decisions:** PG makes sure decisions about patient care are clear and make sense.  
**Stronger Nursing Community:** PG brings nurses together with shared goals and responsibilities.  
**Showing Your Value:** PG highlights how important nurses are to patient care.

**How Does This Affect My Work?**  
**You Belong:** PG recognizes you as a key member of the Sharp nursing team.  
**Consistent Best Practices:** PG makes sure nursing care is high-quality and always improving.  
**Care Based on Evidence:** Your practice will be based on the latest research, leading to better patient outcomes.

**How Do I Get Involved?**  
**You're Already Involved!** If you're a nurse at Sharp, you're part of this.  
**Your Voice Matters:** Share your opinions and ideas in discussions.  
**Join In:** Participate in groups/committees to shape nursing practice.

Professional governance provides the structure and process to operationalize nurses' obligation to uphold standards of the profession.  
Scan QR code for more information

**SHARP**

## Nurse Residency Program Graduate Profile

The Sharp HealthCare (SHC) Nurse Residency Program (NRP) was developed to provide a flexible, supportive environment to build confidence in new graduate nurse residents. Newly licensed nurses are hired into Sharp's 12-month, enterprise-wide NRP, which earned its second Accreditation with Distinction by the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program®. Nurses in the program experience curricula promoting the acquisition of knowledge, skills, and professional behaviors necessary to deliver safe, evidence-based care. The NRP offers challenging and inspiring opportunities and clinical experiences in all clinical specialties to cultivate skills that promote lifelong success in nursing. Here is what Kenneth E. Molnar, BSN, RN, had to share about his Sharp journey. We celebrate his ongoing achievements at Sharp!



Kenneth E. Molnar, BSN, RN,  
Clinical Nurse, Sharp Coronado  
Hospital

Nursing became my second career, a path I had not envisioned when I was young. After graduating from the University of California, Davis in 2014 with a degree in economics and statistics, I worked at a few financial tech startup companies. However, I found the corporate world unfulfilling, particularly the focus on profit-driven spreadsheets and financial transactions. This dissatisfaction led me to quit my job and embark on a year-long journey across Asia and Europe, visiting 36 countries. During my travels, I connected with orthopedic surgeon friends who annually perform surgeries for the underprivileged in Vietnam. Observing their work and learning about modern medicine during my weeks of shadowing inspired me to explore a career in healthcare upon my return. I was drawn to nursing due to the profound relationships nurses build with their patients, especially during their most vulnerable moments. This realization motivated me to pursue a nursing degree at California State University, San Marcos, which I completed in 2023. In my final semester, I was placed at Sharp Coronado Hospital. The positive experience at Sharp Coronado influenced my decision to join the Sharp HealthCare Nurse Residency Program (NRP), despite receiving multiple new graduate nurse program offers.

The Sharp HealthCare NRP provided an exceptional experience. We had a supportive team and clear progress timelines. The program offered comprehensive training, ensuring a smooth transition from orientation to independent practice. My favorite aspects were the non-traditional training elements, such as looping to different departments for a day, following a surgical patient from admission to discharge, and having a mentor. During the year-long mentor program, I engaged with my mentor, who provided valuable feedback and support, and has since become a great friend and a Lead Clinical Nurse on the unit where I was hired. Overall, I appreciated the well-rounded exposure to hospital operations, rather than just focusing on my specific unit.

I recently reached the one-and-a-half-year milestone as a nurse and have experienced a remarkable number of opportunities at Sharp. I had the privilege of representing Sharp during the NRP reaccreditation virtual visit, which received accreditation with distinction a few months later as well as outstanding feedback for its excellent management.

I completed a new-to-specialty program for the intensive care unit (ICU) and initially worked in a 50/50 position between APCU and ICU before transitioning to ICU full-time. During this period, I joined the unit practice council for both units, which proved beneficial as I could integrate successful initiatives from one unit with the practices of the other. This effort led to me winning a Sharp Coronado Excellence Award in May 2025 for new knowledge, innovation, and improvements. I have had numerous other opportunities, such as becoming ultrasound certified, CRRT trained, attending seminars at Spectrum, and participating in interviews for various hospital positions.

Achieving a good work-life balance is essential for happiness in modern life. I adhere to a rule where I am fully focused from the moment I arrive at the hospital, but I clear my mind of work as soon as I complete my shift. I also embrace the "Yes Man" principle from the Jim Carrey movie that encourages saying yes to most social invitations. This approach has helped me make new friends and enjoy diverse experiences since moving to San Diego. My favorite activities include training Jiu Jitsu, attending comedy shows, participating in trivia nights, going to Padres games, and exploring the newest local restaurants.

The most valuable advice I received from fellow nurses as a student was to choose an organization and unit with a strong culture. I was fortunate to discover a great culture at Sharp Coronado Hospital when I was assigned there for clinical rotations. The two main factors that influenced my decision were the happiness and support of the staff, and the fact that every leader I met had been with Sharp since the start of their careers. Great organizations recognize and nurture their talent internally, which reduces turnover and structural issues. During my time at Sharp, I have witnessed every nurse resident succeed and several new leaders emerge from the nursing ranks, including my mentor and myself. I see myself continuing this trend in the future, whether by mentoring nurse residents, pursuing a specialized higher educational role, or even becoming CEO. Only time will tell.

## Congratulations to Sharp Nurses Who Have Received Doctorates

Sharp extends its congratulations to the following nurses who have received doctorates in nursing from the University of San Diego School of Nursing and Health Science. Their names, entity, and dissertation/project titles and links follow.

**Courtney Kendal**, PhD, RN, CNS, NPD-BC, nursing workforce professional development specialist at Sharp Grossmont Hospital (SGH): [Unlocking Stroke Susceptibility: A Pilot Retrospective Analysis of In-Hospital Factors and Length of Stay in Adult Patients](#)

**Braxton Lovett**, PhD, RN, manager, specialty clinic at SGH: [Leading Change for Transgender and Gender Diverse Healthcare: Assessing Organizational Readiness](#).

**John Lussier**, DNP, RN, NI-BC, FHIMSS, director, clinical informatics, system services: [Improving Social Drivers of Health Screening in an Inpatient Setting for SDoH Data](#).

**Michele Scott**, PhD, RN, administrative liaison at Sharp Memorial Hospital: [The Chaldean Lived Experience of Hospitalization](#).

**Lindsay Warner**, DNP, MSN, APRN, AGPCNP-BC, nurse practitioner at SGH: [Improving Equity in Women's Stroke Outcomes](#).

**Julie Williams**, PhD, RN, CNS, MICN, CEN, manager, emergency department at SGH: [Examining What Matters to Older Adults with Increased Risk of Adverse Functional Outcomes in Emergency Medicine](#)

## Academic Partner Spotlight: USD Hahn School of Nursing Ranked #1 in San Diego

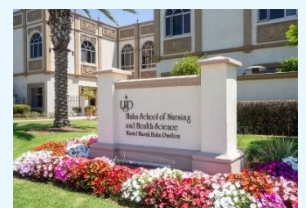
The University of San Diego's (USD) Hahn School of Nursing and Health Science has been recognized among the nation's best in the newly released *U.S. News & World Report 2025 Best Graduate Schools* rankings. The School's Master of Science in Nursing (MSN) program is ranked #34 in the nation, placing it in the top 20 percent of all graduate nursing programs nationwide. The Doctor of Nursing Practice (DNP) program moved up significantly this year—from #64 to #52—reflecting its continued rise in national prominence. Both programs have maintained their #1 ranking in San Diego, reinforcing the USD Hahn School's role as a regional leader in nursing education with a growing national profile.

Each year, *U.S. News & World Report* evaluates graduate nursing programs based on key criteria such as peer assessment, faculty credentials, research activity, and student outcomes. The USD Hahn School's strong showing in both MSN and DNP categories reflects its ongoing commitment to academic excellence, strong community focus, and impactful, human-centered care. Nurse graduates from the MSN, DNP, and PhD programs lead as advanced practice clinicians, researchers, educators, and policy formulators nationally and internationally.

A number of Sharp nurses serve as adjunct faculty at USD, where they generously share their knowledge and real-time expertise in nursing. They include Kristen Bertrand, Sami Black, Leah Brown, JP Conly, Briony DuBose, Laurie Ecoff, Kim Failla, Kristy Fillmore, Tracie Gadler, Jonathan Gurrola-Hurd, Neralie Ashley Hardy, Aimee Herwick, Devan Humphries, Juhi Israni, Maureen Le Danseur, John Lussier, Patty Magdaluyo, Gabriella Malagon-Maldonado, Michael Manriquez, Daniel Marinelli, Stacy Nilsen, Ariana Ramos, Amy Sorgent, Tyrone Thomas, Tanna Thomason, Jason Vazquez, Diane Ward, Taylor Wynn, Julie Williams, and Chong Zhang. Caroline Etland, an associate professor at USD, also works for Sharp. To learn more about the nationally ranked graduate programs, visit [www.sandiego.edu/nursing](http://www.sandiego.edu/nursing) or contact the Office of Admissions at [nursingadmissions@sandiego.edu](mailto:nursingadmissions@sandiego.edu).

(Adapted from USD Hahn School of Nursing Ranked #1 in San Diego, Among Top Programs Nationwide, *USD News Center*, April 10, 2025.)

"These rankings reflect something we feel daily at USD: nurses are leaders," said Dean Jane M. Georges, PhD, RN. "Our School of Nursing has a 50-year track record dedicated to that belief—that nurses can change systems, improve outcomes, and drive compassionate care forward. I'm honored to work alongside the faculty, students, and alumni who live out that vision."



## Director of Neurosciences Services Named at Sharp Grossmont

Truong-Giang Huynh, MSN, RN, CCRN, NEA-BC, is the new Director of Neuroscience Services at Sharp Grossmont Hospital (SGH). Giang (pronounced "yawn") brings a wealth of experience to the role. He began his nursing career as an ICU bedside nurse and eventually advanced to ICU manager at Scripps Mercy Hospital in San Diego. Most recently, he was the manager of Scripps La Jolla's neuro-trauma ICU. Over the years, Giang has expanded his leadership expertise across all levels of inpatient care, including transitioning rehabilitation nurses to inpatient roles, overseeing an epilepsy monitoring unit, and enhancing workflows within the neuro, ortho, stroke, and trauma service lines. Giang is deeply passionate about process improvement, nursing research, and fostering clinical excellence.



Truong-Giang Huynh,  
MSN, RN, CCRN, NEA-BC,  
Director, Neuroscience  
Services,  
Sharp Grossmont Hospital

Outside of work, Giang enjoys spending time with his wife, Petrea, who is a marriage and family therapist, and their 6-year-old son, Aiden. Whether he's gardening, surfing, skating, or seeking new adventures with his family, Giang loves staying active and engaged. He's also preparing to run his first Ragnar SoCal trail race, and to compete in the half Ironman in Salem, Oregon, this summer. Giang is excited to join the Sharp team, and Sharp is thrilled to have him on board. Sharp extends him a warm welcome!

(Adapted from Welcome Truong-Giang Huynh, Director of Neuroscience Services for Sharp Grossmont Hospital, *Sharp Communications*, April 7, 2025.)

## A Pivotal Journey through Sharp's Nursing Leadership Academy (NLA) – A letter from a thankful NLA participant

Two years ago, I was honored to step into an interim manager role in the Emergency Department at Sharp Memorial Hospital where I worked for nearly 20 years, including 10 years as a Lead Clinical Nurse. That experience was both humbling and transformative, providing invaluable insight into leadership at the operational level. Toward the end of that interim period, I was invited by my Chief Nursing Officer to attend the Sharp Nursing Leadership Academy (NLA), an incredible gift that truly impacted my professional journey.

Over the course of nine months, the academy offered robust content in areas such as operational leadership, motivating and developing teams, driving unit level change, financial management, and healthcare legislation. The training was dynamic and engaging, especially within small-group workout sessions, which allowed me to collaborate with nurse leaders across Sharp and build strong connections.

I am especially grateful to Laurie Ecoff and Kim Failla, who served as inspirational mentors throughout the program. Their guidance on person-centered care and leadership development helped me understand how to grow professionally within Sharp. Motivated by my NLA experience and my 25-year nursing career, I decided to pursue my Master of Science in Nursing (Nurse Executive Leadership) through Sharp's Guild partnership with the University of Southern New Hampshire. This decision supported my aspiration to apply for a nurse manager position in a progressive care unit at Sharp Grossmont Hospital.

Walking into the manager interview panel and seeing four colleagues from my NLA cohort was a full circle moment and reminded me of the strength of the "One Sharp" culture. That camaraderie and mutual respect helped build my confidence and ultimately contributed to my success.



Now two months into my permanent manager role, I continue to lean on those same leaders, now mentors and friends. They regularly check in and offer support and I know without a doubt that the NLA was a pivotal part of my growth. Thank you, Sharp HealthCare, for investing in your leaders and creating programs that inspire, develop, and elevate us to the next level.

Sincerely,  
Theresa Moore BSN, RN, CEN  
Manager, 3E PCU, Sharp Grossmont Hospital

## Sharp Nurses in the Media (Publications & Presentations)

Sharp nurses share their innovations through media and presentations to various external professional communities. Sharp nurses' names are **bolded**.

### Publications

- **Ecoff, L., Pelletier, L.R., Failla, K.R., & Stichler, J.K.** (2025). Engaging new and aspiring nurse managers in a nursing leadership academy. *Nurse Leader*, 23(2), 148-157. <https://doi.org/10.1016/j.mnl.2024.10.006>

This article describes the development, implementation, and evaluation of a Nursing Leadership Academy (NLA). The NLA, established by the Terrence and Barbara Caster Institute for Nursing Excellence, is an enterprise-wide initiative to develop and upskill nurse leaders. The NLA advances nurse leaders' knowledge, skills, and abilities to promote competency. The NLA, a 9-month program, supports the professional development and advancement of nurse leaders in their career trajectory and addresses Magnet standards related to mentoring, succession planning, and transition to practice. The NLA provides a measurable return on investment in the development, support, and retention of highly prepared and engaged leaders.

- Chou, F.Y., **Failla, K.**, Skorka, M., & Fangonil-Gagalang, E. (2025). Perceptions, benefits, and challenges of using travel nurses: Perspective from nurse leaders. *Nursing Management*, 56(5):12-18. <https://doi.org/10.1097/nmg.00000000000025256>

This study aims to explore nurse leader perceptions of the benefits and challenges of using travel nurses and provide alternative workforce solutions.

- **Graham, J.E.**, Damoose, L., & **Malagon-Maldonado, G.** (2025). One of us. The value of having a team therapist to support nursing staff in critical care areas [abstract]. *American Journal of Respiratory Critical Care Medicine*, 211, A3142. <https://doi.org/10.1164/ajrccm.2025.211.Abstracts.A3142>

In this investigation, adding a professional therapist to the care team to support nursing staff was associated with decreased self-reported burnout and improvement in self-reported resiliency and self-efficacy. Further research should be done to reproduce findings to support generalizability. Additionally, longitudinal analysis could demonstrate financial benefit regarding return on investment.

- **Graham, J.**, Richardson, L., **Maldoon, L.**, **Durrant, J.**, & **Kelley, C.** (2025). Limitations to end of life care planning for patients on high flow nasal cannula. *Professional Case Management*, 30(3), 122-124. <https://doi.org/10.1097/NCM.0000000000000800>

The pandemic has highlighted many healthcare disparities in the United States and made apparent the needs of persons with fibrotic lung disease at end of life (EOL). This investigation revealed that most patients in hospitals opting for comfort care died in the hospital as their need for increased flow rates and FiO2 far exceeds what is currently available for outpatient use of high-flow nasal cannula. Investments should be made into developing technologies to support these individuals with the benefits of decreased need for hospitalization and promoting self-determination at EOL.

- **Sey, R.**, & Coughlin, K. (2025). A quality improvement initiative to increase skin-to-skin care and positive patient touch. *Neonatal Network*, 44(2), 83-93. <https://doi.org/10.1891/NN-2024-0047>

Positive parent touch (PPT), including skin-to-skin care (STSC) and containment, is an evidence-based practice that provides short- and long-term benefits to preterm infants, while also improving parent-infant attachment and reducing parental stress. This quality improvement (QI) initiative aimed to decrease average days from birth to first STSC in infants born less than 29 weeks' gestation from 14.2 days to 7 days. A secondary aim was to decrease the average number of hours from birth to first PPT in the same population from 41.3 hours to  $\leq 24$  hours. An improvement was noted in mean days for STSC from a baseline of 14.2 to 3.3 days. Similarly, an improvement was noted in mean hours for PPT from a baseline of 41.3 hours to 28 hours. This neonatal intensive care unit improved and sustained time to first STSC and PPT in preterm infants by combining QI methods with a family-centered care approach that emphasized neuroprotection and parent involvement.

*Continued*

## Sharp Nurses in the Media (Publications & Presentations) (Continued)

### Presentations

- Bay, T., Doughty, K., Bagunu, K., & **Graham, J.K.** (2025, April 8-11). Beyond the OO(H)NO! model: The protective effect of alternative innate pathway activation in sepsis. 2025 Western Institute of Nursing Conference, Spokane, Washington.
- **Ferrer, A., Stirling, S.,** Moeller, A., Sundaram, S., & Connor, J. (2025, April 10). Optimizing oncology care: Successful implementation of outpatient desensitization protocols for hypersensitivity to chemotherapy and biotherapy [Poster presentation]. ONS Congress, Denver, Colorado.
- **Ecoff, L.,** (2025, May 21). Expert perspectives: A solution focused panel discussion. Advisory Board Regional Summit, Carlsbad, California.
- **Ecoff, L., & Failla, K.** (2025, May 30). Structure, process, outcome framework leads to effective succession planning for program director role [Podium presentation]. ANCC Transition to Practice Symposium, Phoenix, Arizona.
- **Garcia, E.** (2025, April). Non-invasive ventilation support to prevent re-intubation in patients with a BMI>30. San Diego State University Evidence-Based Practice Conference, Imperial Valley, California.
- **Graham, J.K.,** Bay, T., Bagunu, K., & Doughty, K. (2025, April 8-11). The complimentary action of the alternative immunologic pathway to improve sepsis survival [Poster presentation]. 2025 Western Institute of Nursing Conference, Spokane, Washington.
- **Graham, J.K.,** Damoose, L., & **Malagon-Maldonado, G.** (2025, May 19). One of us. The value of having a team therapist to support nursing staff in critical care areas [Podium presentation]. American Thoracic Society 2025. San Francisco, California.
- **Kendal, C., Etland, C., Failla, K.,** & Mayo, A. (2025, April 8-11). Unlocking stroke susceptibility: In-hospital factors and length of stay [Poster presentation]. 2025 Western Institute of Nursing Conference, Spokane, Washington.
- **Kendal, C. & Failla, K.** (2025, May 29). Use of a quality assurance tool to ensure consistent program operationalization [Podium presentation]. ANCC Transition to Practice Symposium, Phoenix, Arizona.
- **Lovett, B.,** & Scott, S. (2025, April 8-11). Leading change for transgender and gender diverse care: Organizational readiness [Poster presentation]. 2025 Western Institute of Nursing Conference, Spokane, Washington.
- **Nilsen, S. Wright, K.,** & Wintz, S. (2025, May 9). Enhanced geriatric perioperative assessment increases cost efficiency [Poster presentation]. American Geriatrics Society Scientific Meeting, Chicago, Illinois.
- **Scott, M. Etland, C., Mendoza, K.,** & Connelly, C.D. (2025, April 8-11). The Chaldean lived experience of being hospitalized for a chronic illness [Poster presentation]. 2025 Western Institute of Nursing Conference, Spokane, Washington.
- Scott, S., **Etland, C.,** Nibbelink, C., Martinez, N., DeLeon, C., & Milo, R. (2025, April 8-11). Artificial intelligence facilitates bridging the health disparity gap [Poster presentation]. 2025 Western Institute of Nursing Conference, Spokane, Washington.
- **Williams, J., Etland, C.,** Scott, S., & Mayo, A. (2025, April 8-11). "What Matters" to older adults with increased risk of adverse functional outcomes [Poster presentation]. 2025 Western Institute of Nursing Conference, Spokane, Washington.

### Sharp Nurses Honored at Transition to Practice Symposium

On May 29, 2025, Sharp nurses were recognized at the American Nurses Credentialing Center's (ANCC) Transition to Practice Symposium in Phoenix, AZ. ANCC Practice Transition Accreditation Program® (PTAP) is one of ANCC's internationally renowned credentialing programs that accredit and recognize healthcare organizations that promote nursing excellence and quality patient outcomes while providing safe, positive work environments.

The group had two podium presentations: Laurie Ecoff and Kim Failla presented "Structure, Process, Outcome Framework Leads to Effective Succession Planning for Program Director Role" and Courtney Kendal and Kim Failla presented "Use of a Quality Assurance Tool to Ensure Consistent Program Operationalization."



Sharp nurses celebrate PTAP accreditation: (L to R) Laurie Ecoff, Courtney Kendal, Danielle Ballard, Jaspal Gill, Cindy Smith, Erica Grandos, and Kim Failla.

# 2025 Nursing Excellence Honorees

Congratulations to the 2025 Nursing Excellence Honorees across Sharp HealthCare. Various activities honoring nurses occurred in May 2025 during Nurse Week.

## Sharp Chula Vista Medical Center

"As Sharp Chula Vista Medical Center (SCVMC) joins the nation in observing Nurses Week, I would like to take this opportunity to express my heartfelt appreciation and admiration for the remarkable work of SCVMC nurses. This year's theme, as designated by the American Nurses Association (ANA), is "The Power of Nurses," highlighting the extensive breadth of the nursing practice spanning from clinical expertise, education, advocacy, research, leadership, and so much more.

At SCVMC, we witness firsthand the dedication, compassion and skill that nurses bring to their work every day. Whether they are providing direct patient care, leading teams, educating the next generation of nurses, managing complex cases or advocating for social justice, their contributions are invaluable to our health care organization and the community we serve.

As we celebrate Nurses Week, I want to extend my deepest gratitude to all nurses at Sharp Chula Vista. Thank you for your tireless efforts, your unwavering commitment to excellence, and your continuous display of the power of nursing. Your hard work does not go unnoticed, and I am deeply honored to recognize and celebrate you during this special week."

(Adapted from Celebrating National Nurses Week at Sharp Chula Vista Medical Center: Recognizing the Power of Nurses in Health Care, *Leadership Connections from Sharp Chula Vista Medical Center*, May 9, 2025.)

### Structural Empowerment

*Clinical Nurse:* Raul Donado, ICU

*Nurse Leader:* Berenice Sanchez, Educ., Res. & Prof Practice

### Transformational Leadership

*Clinical Nurse:* Tory Aparicio, ED

*Nurse Leader:* Jennifer Martinez, Women's Admin.

### New Knowledge, Innovations and Improvement

*Clinical Nurse:* Shirley Cu, OB/GYN

*Nurse Leader:* Julie-Kathryn Graham, Educ., Res. & Prof Practice

### Exemplary Professional Practice

*Nurse Leader:* Olivia Coreas, 5 East

### Clinical Nurse of the Year

Kim Robinson, 5T

### Licensed Vocational Nurse of the Year

Leihlani Santiago, Birch Patrick Skilled Nursing Facility/The Clinic

## Sharp Coronado Hospital

"At Sharp Coronado Hospital (SCH), we understand that great care is delivered through teamwork. The 2025 Excellence Awards celebrate the achievements of our nursing staff, ancillary team members, nursing support staff, and LVNs.

On May 8, SCH hosted a special luncheon and award ceremony at Il Fornaio restaurant to honor the 21 recipients of our 2025 Excellence Awards. The celebration brought together winners, their families, and leadership, featuring delicious food and an uplifting, fun atmosphere. This event was a chance to acknowledge the exceptional work of our awardees, who expertly combined innovation with unwavering compassion, empathy, and kindness throughout the past year. We are incredibly grateful, proud, and honored to have such a remarkable team. With their skill and dedication, they facilitate miracles, big and small, for our patients.

This year, we were honored to recognize a diverse group of outstanding winners across ten categories, representing the extraordinary work and skillsets of our team members. Please join me again in congratulating the 2025 Excellence Award Winners!"

(Adapted from Celebrating Excellence, *Leadership Connections from Sharp Coronado Hospital*, May 8, 2025.)

### Exemplary Professional Practice

Allie Naples, APCU

Brian Ly, APCU

### Clinical Nurse of the Year

Sergio Lios, ED

### Transformational Leader Award

Charlene Robbins, ED

### Structural Empowerment Award

Glenda Reilly, APCU

### New Knowledge, Innovation Award

Kenneth Molnar, MICU

### LVN of the Year

Aryn Whitt, Subacute

### Going the Extra Mile (GEM) Award

Mabel Bermudez, Subacute

Marielle Dancel, APCU

Sarah Blakey, ED

### Rising Star Award

Bleu Hunyady, Subacute

Charelle Gallegos, MICU

Milly Tamaki, Pharmacy

*Continued*



Gabriella Malagon-Maldonado, PhD, DNP, RN,  
Vice President of Patient Care Services and Chief Nursing Officer, SCVMC



Marlena Montgomery, MSN, MBA, RN, FACHE,  
Chief Nursing Officer and Experience Champion, SCH

## 2025 Nursing Excellence Honorees (Cont'd)

### Sharp Coronado Hospital (Cont'd)

#### Lifetime Achievement Award

Angie Urbina, Villa  
Carmelita Trine, Villa  
Erlina Monteleone, Lab  
Kathleen Morgan, Administrative Liaisons

#### Person-Centered Care Award

Cindy Arias, Admin Support Service  
Mariana Muratalla, Acute PT  
Monica Munoz, Subacute  
Richie Davis, Subacute

### Sharp Grossmont Hospital

"National Nurses Week is here and this year, the American Nurses Enterprise is shining a light on the Power of Nurses. We recognize the invaluable contributions of nurses worldwide, and the real-life challenges they face every day. Each year, we dedicate this week to elevating nurses' voices and recognizing their unwavering commitment to patients, communities, and better health care outcomes for all.

Maya Angelou once said, "They may forget your name, but they'll never forget how you made them feel." Her own mother was a nurse, and Maya, along with so many of us, knows that nurses are some of the most amazing, caring people you'll ever meet. These days, more than ever, hard-working nurses deserve a hearty round of applause - and some fun to boot! I'm so honored to pen my first Nurses Week message since stepping into the chief nursing officer role - one that has big shoes to fill thanks to the legacy left behind by Louise White. I also want to emphasize that, while we recap some of our accomplishments and goals, the body of that work each year reminds us that we must also keep self-care top of mind. We're in a profession that we love so much, and one that requires us to give so much of ourselves, that sometimes we tend to leave our own selves behind. Let's make time for healthy activities, cherished time with our loved ones, and carving out parts of our life for doing what makes us feel our best. When we're at our best, together we can do great things!"

(Adapted from A Happy Nurses Week Indeed!, *Leadership Connections from Sharp Grossmont Hospital*, May 9, 2025.)

#### Transformational Leadership

*Clinical Nurse:* Drew St. Pierre, ED  
*Nurse Leader:* Sheila Hinkley, 5E/4W

#### Structural Empowerment

*Clinical Nurse:* Arlen Stuart, MICU  
*Nurse Leader:* Kristine Kohlmann, ED

#### Exemplary Professional Practice

*Clinical Nurse:* Kimberly Insel, SICU  
*Nurse Leader:* Taylor Delgadillo, 5E

#### New Knowledge, Innovations, and Improvements

*Clinical Nurse:* Amanda Cardinal, Psych/Acute Med  
*Nurse Leader:* Amy Calbow, 5W

#### Nurse of the Year

Arlen Stuart, MICU

#### LVN of the Year

Diana Pineda, Burr Heart/Lung Clinic

#### Nightingale Award

Teresa Enojas, OB/GYN - Acute

#### Nursing Support - Bedside

Raymond Leblanc, 5W

### Sharp Metropolitan Campus – Sharp Memorial Hospital (SMH), Sharp Mary Birch Hospital for Women and Newborns (SMBHWN), Sharp Mesa Vista Hospital (SMVH) and Sharp McDonald Center (SMC)

"Sharp is incredibly fortunate to have such skilled and caring professionals at the Sharp Metropolitan Medical Campus. Nurses' call to serve those in need inspires us all and their compassion touches the hearts of everyone they encounter. Thank you, nurses, for your hard work, your kindness, and your passion for patient-centered care. We extend our heartfelt gratitude for all your contributions.

Happy National Nurses Week! Nurses are an essential part of the team!"

#### Exemplary Professional Practice

*Clinical Nurse:* Cheryl Areson, SMB  
*Nurse Leader:* Heather Rodrigues, SMH

#### Structural Empowerment

*Clinical Nurse:* Erica Plotner, SMB  
*Nurse Leader:* Sandy Nasshan, SMH

#### Transformational Leadership

*Clinical Nurse:* Rita Whitaker, SMB  
*Nurse Leader:* Kelly Wright, SMH

#### New Knowledge, Innovations, and Improvements

*Clinical Nurse:* Robert Lucas, SMH  
*Nurse Leader:* Erica Granados, SMH

#### Nurse of the Year

Lauren Lebitski – Sharp Mesa Vista Hospital  
Donna Jacobson - Sharp Mary Birch Hospital for Women & Newborns  
Maryam Tajrishi - Sharp Memorial Hospital

#### LVN/LPT of the Year

Veronica Rivera – Sharp Mesa Vista Hospital



Marguerite Paradis,  
BSN, RN, MHA,  
Vice President, Patient  
Care Services and Chief  
Nursing Officer, SGH



Lindsey Ryan, PhD, RN,  
ACNS-BC, NEA-BC, FACHE,  
Vice President of Patient  
Care Services and Chief  
Nursing Officer, SMH



Carmen Colombo,  
PhD, MBA, RN, NEA-BC,  
Vice President, Patient Care  
Services and Chief Nursing  
Officer, Specialty Hospitals

## Celebrating a Legacy: Colombo Retires from Sharp Specialty Hospitals

Best wishes are extended to Carmen Colombo, PhD, MBA, RN, NEA-BC, chief nursing officer (CNO) at Sharp HealthCare Specialty Hospitals. Carmen retired June 2, 2025, after an exemplary career at the Sharp Metropolitan Medical Campus (SMMC) that spanned more than 36 years.

Carmen began her career as a nursing assistant in the Sharp Memorial Hospital (SMH) Women's Center in 1987. She spent nine years as an advanced life support nurse in the neonatal intensive care unit (NICU) at Sharp Mary Birch Hospital for Women & Newborns (SMBHWN) before briefly leaving to work in clinical trials. In 2000, Carmen returned to SMBHWN as the NICU manager, a position she held for six years before being promoted to director of NICU, pharmacy, and research. Her esteemed leadership skills led to increased responsibilities, and, in 2010, Carmen was named CNO. In 2019, her role expanded to include oversight of nursing at Sharp Mesa Vista Hospital (SMVH) and Sharp McDonald Center (SMC).

During her illustrious tenure, Carmen played a key role in shaping many critical programs, projects, and initiatives. She served as a model developer for The Sharp Experience initiative, including leading the first Service Excellence Advisory Team and Interdepartmental Satisfaction Action Team. Carmen oversaw the expansion of the NICU to 84 beds, as well as the remodeling of the third floor at SMBHWN. She paved the way for certified nurse midwives and advanced practice psychiatric mental health nurse practitioners at SMBHWN and SMVH, respectively. During the COVID-19 pandemic, Carmen directed the community and employee vaccination clinic and initiated the RN extender program to support nurses at SMH.

Carmen's leadership has been instrumental in Sharp's specialty hospitals receiving numerous honors and accolades. These include SMBHWN achieving Magnet hospital designation and being named to *Newsweek's* list of Best Maternity Hospitals, and SMC and SMVH earning Evernorth Behavioral Health Center of Excellence designations. Additionally, SMC was recognized by *Newsweek* as one of America's Best Addiction Treatment Centers. Carmen has also championed multiple team and department C.O.R.E. and Pillar Awards, both at the entity and system levels.

Carmen's intelligence, work ethic, leadership qualities, and warm, welcoming manner have earned her the respect of colleagues across the organization. Sharp thanks Carmen for the immeasurable impact she has made over her years of dedication and service at Sharp and wish her happiness and joy in her well-earned retirement. A retirement celebration was held for Carmen on May 23.

Lindsey Ryan, PhD, RN, ACNS-BC, NEA-BC, FACHE, will serve as the vice president of patient care services and CNO for the SMMC upon Carmen's retirement.

(Adapted from Retirement of Carmen Colombo, *Sharp Metropolitan Medical Campus Communications*, May 5, 2025, and Celebrating a Legacy, *SMMC News and Events*, May 28, 2025.)

"Establishing meaningful connections in our lives sustains us both at work and home. Brené Brown describes connection as 'the energy that exists between people when they feel seen, heard, and valued, when they can give and receive without judgment, and when they derive sustenance and strength from the relationship.' This is no more meaningful than in our roles as nurses as we care for patients, each other, and our community."



Carmen Colombo, PhD, MBA, RN, NEA-BC, Vice President, Patient Care Services and Chief Nursing Officer, Specialty Hospitals



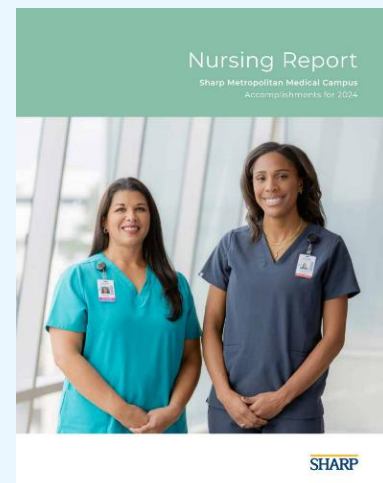
Sharp colleagues celebrate Carmen Colombo, pictured fourth from left.

## Sharp Metropolitan Medical Campus Nursing Report Released

As Sharp honored their exceptional nurses during National Nurses Week, they were reminded of the incredible impact nurses have on the lives of patients and their families every day. Their dedication, compassion, and professionalism are the cornerstones of our health care system. Nurses face challenges with resilience and grace, prioritizing the well-being of those in their care. Their tireless efforts and commitment to providing The Sharp Experience have made a profound difference in countless lives.

In recognition of the outstanding contributions of Sharp Metropolitan Medical Campus (SMMC) nursing professionals, Sharp nursing leadership was pleased to introduce an inaugural [Sharp Metropolitan Medical Campus Nursing Report](#). This report highlights the remarkable achievements and innovations led by SMMC's nursing teams in the past year, showcasing the impact of their work on positive patient outcomes and the advancement of their health care practices. It also serves as a testament to the excellence nurses bring to Sharp.

(Adapted from Celebrating Our Nurses, *Sharp Communications*, May 9, 2025.)



## Pelletier Retires from the Sharp Caster Nursing Institute

Luc R. Pelletier, MSN, APRN, CNS, FAAN, FNAHQ, clinical nurse specialist at the Caster Nursing Institute (CNI) retired June 2, 2025, after a Sharp career that spanned 18.5 years. He worked at Sharp Mesa Vista Hospital since 2006 in the roles of administrative liaison, clinical nurse specialist, and senior nursing specialist, and joined the CNI in 2019.

At Sharp, he participated in system-level One Sharp initiatives including the Nurse Residency Program, Nursing Leadership Academy, enterprise nursing strategic plan, inaugural annual nursing report, and professional governance. Luc was a founding member of the Center for Nursing Excellence, which became the Terrence and Barbara Caster Institute for Nursing Excellence. He served as editor of *One Sharp Nursing: Everyday Excellence* since 2021. He published several articles with colleagues at Sharp related to the nursing leadership academy, nurse residency, and patient engagement.

Luc received a BSN from Fairfield University and MSN from Yale University. In his 46 years in nursing, he held various management and executive positions in healthcare services and behavioral managed care. For example, he was assistant hospital administrator and director of quality management at the UCLA Neuropsychiatric Hospital, and executive vice president at Value Behavioral Health, a managed behavioral healthcare organization. He has published widely in the areas of nursing administration, quality and safety, and patient engagement including several books, book chapters, and peer-reviewed articles. For nine years, he served as editor-in-chief of the *Journal for Healthcare Quality*. The National Association for Healthcare Quality honored his service as editor by instituting the annual national Luc R. Pelletier Healthcare Quality Award. Since 2005, he has co-edited five editions of *HQ Solutions: Resource for the Healthcare Quality Professional*, which serves as the core curriculum for the international Certified Professional in Healthcare Quality (CPHQ) examination.

Luc served as a nurse expert with the US Department of Justice and scientific consultant to the National Institutes of Health, National Quality Forum, and Substance Abuse and Mental Health Services Administration. He has taught as an adjunct professor in various schools of nursing including the University of California, Los Angeles; California State University, Dominguez Hills; George Washington University; National University; University of Phoenix; and the USD School of Nursing and Health Science. In 2004, Luc was inducted as a Fellow of the American Academy of Nursing, recognized for his body of work in local and national performance measurement initiatives focused on safe and equitable care for persons with enduring behavioral health challenges. In 2017, he received the Yale School of Nursing (YSN) Distinguished Alumnae/i Award in recognition of his scholarship, leadership, research, community and society work, and impact on YSN's growth and development.

Thank you, Luc for your contributions to Sharp and best wishes in your retirement!

"It has been an honor to work alongside such accomplished nurses at Sharp, who are at the forefront of clinical care, research, and evidence-based practice. The Caster Nursing Institute is a beacon of knowledge, expertise and innovation, striving always towards One Sharp, while influencing nursing care locally, regionally, nationally and internationally."



Luc R. Pelletier,  
MSN, APRN, CNS, FAAN,  
Clinical Nurse Specialist,  
Caster Nursing Institute

## Happy 50<sup>th</sup> Anniversary, Sharp Chula Vista Medical Center!

On May 24, 2025, Sharp Chula Vista Medical Center (SCVMC) officially celebrated 50 years of excellence in the region. SCVMC's story began on May 24, 1975, when Community Hospital of Chula Vista moved from F Street to the current home at 751 Medical Center Court (which was then known as Dora Lane) — just weeks after the end of the Vietnam War. Fast forward to 1989, when the hospital joined Sharp HealthCare and began a new journey as Sharp Chula Vista Medical Center.

Since then, SCVMC has grown from a small community hospital into a trusted healthcare anchor for the South Bay. A hospital campus that now features the Douglas & Nancy Barnhart Cancer Center, the Ocean View Tower, and many other critical services that have been integral to SCVMC's growth and ability to provide leading-edge care for patients served.

As the South Bay region continues to grow — especially in Chula Vista, now the second-largest city in San Diego County and with the opening of the Gaylord Pacific Resort & Convention Center — the need for high-quality emergency care close to home is going to continue to be in demand.

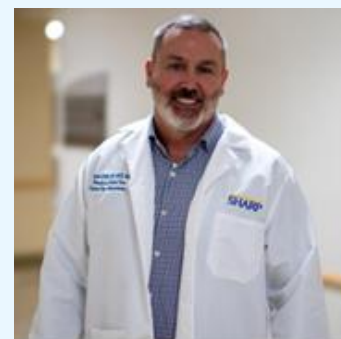
SCVMC's Emergency Department (ED) currently cares for more than 200 patients per day, with a recent 16.86 percent increase in patient census from April 2024 to December 2024. Over the past several years, SCVMC has expanded services to better meet patients' needs, including adding the ability to perform extracorporeal membrane oxygenation (ECMO) — an advanced form of life support for patients experiencing acute cardiac or respiratory failure — and opening a six-bed Emergency Psychiatric Assessment, Treatment, and Healing unit (EmPATH) earlier this year to care for patients experiencing a behavioral health crisis.

The ED nursing team was also honored with the prestigious Lantern Award in 2024 from the Emergency Nurses Association, which recognizes exceptional and innovative performance in leadership, practice, education, advocacy, and research.

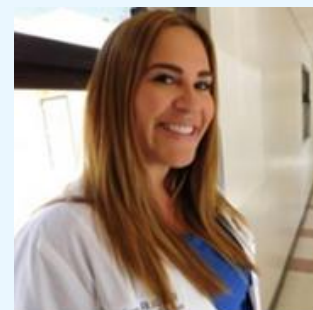
Now, with the start of the ED Transformation Project, the lobby is being modernized — a welcoming, state-of-the-art environment where nurses and physicians can deliver expedited, people-centered care — to provide an unparalleled health care experience for the community. SCVMC staff are eagerly counting the days until this important milestone can be added to SCVMC's historical timeline in the same year as the 50th anniversary.

So, here's to 50 years of Sharp Chula Vista Medical Center — an enduring legacy of care, commitment and community. And here's to what's next: a transformed ED and the continuing evolution of a hospital campus that is always reaching for more with patients at the center of everything we do.

(Adapted from Happy 50<sup>th</sup> Anniversary, Sharp Chula Vista!, *Leadership Connections* from Sharp Chula Vista Medical Center, May 23, 2025.)



Joey Smith, DNP, RN, CCRN,  
NEA-BC,  
Director, Critical Care, SCVMC



Christine Duran-Montano  
López,  
MSN, RN, PHN,  
Manager, Emergency



## Sharp Woman's Hospital Delivers Quality and Growth

"This year, Sharp Grossmont Hospital for Women & Newborns earned its third consecutive honor from *US News and World Report* as one of the nation's top hospitals for maternity care. I'm so proud to be part of this team and represent its growth and innovation as part of the midwife team.

Midwifery has always played a role in our outpatient prenatal and postpartum care, and now we offer midwifery-assisted birth services to mothers and families. Benefits of this program include:

- The ability to reduce Cesarean rates, a goal we have always taken pride in achieving.
- Alternatives for pain management as well as position changes, such as upright position during labor, and the opportunity for more non-interventional, physiologic birth options.
- Holistic care focused on preventative measures as well as dietary and lifestyle changes to ensure a healthy pregnancy.



Michelle Medina, CNM, WHNP,  
Program Coordinator, Sharp  
Grossmont Prenatal Clinic

On March 5, 2025, we celebrated a historic milestone with our first midwife-assisted delivery. Through this program, which is available primarily to low-risk patients seen at the Sharp Grossmont Prenatal Clinic, we empower families through personalized care to feel in control with the permission to change their mind in the process as long as everything is safe.

I am grateful for the entire women's hospital team. They have been so supportive, and I recognize that it is a big change learning to work with midwives, understanding their role, and how we may at times do things differently. The staff has been so welcoming and are eager to ask questions and learn about the craft of midwifery care. Our leadership and education team has been amazing at helping with all the details and truly supporting the midwives as they become part of the team.

I am blessed to have been chosen to start this program and can't wait to see where it goes as we grow these services to those who are eligible that choose this path as part of their pregnancy and delivery journey!"

(Adapted from Women's Hospital Delivers Quality, Growth, Leadership  
Connections from Sharp Grossmont Hospital, May 23, 2025.)



## Advancing Digestive Care at Sharp Grossmont Hospital

Over the past 15 years, endoscopy has undergone a remarkable transformation — evolving from a diagnostic tool into a minimally invasive therapeutic approach that can often replace the need for surgery. These advances are the result of collaboration between innovative clinicians, engineers, and manufacturers, all working to improve patient care.

At Sharp Grossmont Hospital (SGH), the advanced endoscopy suite reflects this progress at the highest level. SGH is nationally recognized by the American Society of Gastrointestinal Endoscopy (ASGE) for outstanding performance, quality, and outcomes — and continues to bring some of the most advanced treatments in the country to patients in San Diego.

Through the use of flexible scopes inserted through natural openings in the body, today's endoscopic procedures can do incredible things: bypass obstructions, remove superficial cancers while preserving organs, ablate pancreatic tumors, clean abscesses, repair leaks and perforations, and even support weight loss and metabolic health — all without traditional surgery. Sharp is witnessing a golden era of interventional endoscopy and SGH's endoscopy team has been a driving force in introducing these cutting-edge, non-invasive procedures to the region. With a mindset that sees every clinical challenge as an opportunity, the team has developed and published more than a dozen novel techniques — many for the first time globally.

What truly sets Sharp's work apart is not just the innovation, but the heart behind it. The SGH team's dedication extends beyond procedures to the full patient experience: communicating clearly, minimizing wait times, and ensuring comfort throughout care. It's this balance of clinical excellence and patient-centered compassion that defines the work. This would not be possible without the skilled, interprofessional team of interventional gastroenterologists, anesthesiologists, nurses, technicians, and recovery staff — all working together with precision and purpose. As Sharp looks ahead, staff members are excited to continue growing capabilities and sharing expertise across departments. Collaboration with colleagues in surgery, oncology, radiology, and primary care allows Sharp to deliver the most comprehensive and seamless care possible.

One recent case involved a patient living with Zenker's diverticulum, a condition that caused years of regurgitation, reflux, and difficulty eating. After undergoing a Zenker's per-oral endoscopic myotomy (Z-POEM) procedure, the patient reported a complete resolution of symptoms — no more reflux, no more regurgitation, and no longer needing to sleep on an incline pillow. "It made a tremendous difference in the quality of my life," he shared. "There was no discomfort from the procedure, and I feel like myself again — better than I have in 20 years."

SGH thanks its fellow team members and providers who support this work each day. Together, Sharp is redefining what's possible in digestive health — and improving lives in the process.

(Adapted from Sharp Recognized as a Center of Excellence in Surgical Safety: Smoke Evacuation, *Sharp Grossmont Leadership Connections*, April 18, 2025.)



Robyn Bowler, MSN, RN,  
Director,  
SGH Surgical Services



Dr. Michael Lajin,  
Medical Director, SGH  
Advanced Endoscopy

## Sharp Hospitals Score High Safety Grades from The Leapfrog Group

Sharp hospitals have once again scored high in national safety grades announced by The Leapfrog Group, a national organization that tracks and promotes progress in the quality and safety of American health care.



The Leapfrog assessment includes up to 30 evidence-based performance measures, including patient satisfaction scores, all currently in use by national measurement and reporting programs — and rates how well hospitals protect patients from errors, accidents, injuries, and infections.

The announcement of the latest Leapfrog Hospital Safety Grades, which assign A, B, C, D, and F letter grades to hospitals nationwide, included the following marks:

- "B" for Sharp Chula Vista Medical Center
- "B" for Sharp Coronado Hospital
- "A" for Sharp Grossmont Hospital (SGH)
- "B" for Sharp Memorial Hospital.

Additionally, congratulations to SGH team members for maintaining the rare and highly regarded "Straight A" designation, which means the hospital has earned an "A" in at least five consecutive cycles of the Hospital Safety Grades. In fact, this is SGH's consecutive "A" grade!

These latest national recognitions demonstrate the continued dedication and commitment of all Sharp staff and caregivers, and while these scores are indeed commendable, Sharp's goal is to achieve A's across the board for each survey. Toward that end, entity teams will assess where they can exceed past performance. Thank you to Sharp employees for vigilance and dedication to making Sharp the best place to work, practice medicine, and receive care.

(Adapted from Congratulations to Sharp Hospitals: Spring 2025 Leapfrog Hospital Safety Grades Released, *Sharp Communications*, May 1, 2025.)

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