

One Sharp Nursing: Everyday Excellence

Quarterly e-news published by the
Terrence and Barbara Caster Institute for Nursing Excellence

Fall 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).

From Laurie Ecoff...

"Great is the art of beginning, but greater is the art of ending."
– Henry Wadsworth Longfellow

The Caster Nursing Institute reached another employee milestone this fall with the retirement of Karen Flowers on October 3, 2025. Karen joined Sharp Memorial Hospital 15 years ago as an administrative secretary. She supported the transition of the Center of Nursing Excellence (CONE) to the Terrence and Barbara Caster Institute for Nursing Excellence in 2018. Karen has been the Project and Event Specialist supporting projects, programs, and events (e.g., annual scholarships, the Nursing Leadership Academy, the Nurse Residency Program, mentoring, precepting, and the Research and Innovation Conference – just to name a few!) We celebrate Karen's contributions to the success of the Caster Nursing Institute and as she ends her career at Sharp, and we wish her well in retirement!

In the fall each year, we celebrate Clinical Nurse Specialist (CNS) Week (September 1-7) and Nursing Professional Development (NPD) Week (September 14-20). These roles have a significant influence on practice and outcomes. CNSs lead within three spheres of impact – patients, nurses, and the organization – and NPD practitioners improve the professional practice and role competence of healthcare professionals by facilitating ongoing learning.

Walt Disney said, "It's not the days in life we remember, rather the moments." Think about a moment when a CNS or NPD practitioner made a difference in your work life and tell them – write a note, send an e-card or just say thanks when you see them!

Warm Regards,
Laurie



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 (PTAP). 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 Kaitlyn Johnson, BSN, RN, CBN had to share about her Sharp journey.** We celebrate her ongoing achievements at Sharp!



*Kaitlyn Johnson, BSN, RN, CBN
Clinical Nurse, Sharp Memorial Hospital*

When my little brother looked up at me after his accident, with fear in his eyes and his femur protruding from his leg, I knew I was going to be a nurse someday. I had considered nursing for a long time before this, but I wasn't sure I had what it took. I stepped up that day, I took care of my brother during his most vulnerable moment, and suddenly all the questions about whether I could do it faded away. I have been a nurse for almost 5 years now, and I have loved every minute of it. Even on the most difficult days when I want to go home and cry, I know that I am doing what I am meant to do and that I am making a difference in people's lives every day.

When I was in nursing school at San Diego State university (SDSU), I had my first clinical rotation at Sharp Memorial Hospital (SMH) on 6 North, and I knew then that my supposed desire to be a pediatric nurse had dwindled and I wanted to work with the adult surgical patients on 6 North. I initially secured a position as a Nursing Assistant in the SMH float pool and later transitioned to a role on 6 North when an opportunity became available. When I graduated nursing school, I applied to the Sharp HealthCare NRP and started my career as a registered nurse on 6 North in September 2020. As you can imagine it was an incredibly challenging time to begin a career in nursing, with a global pandemic causing unprecedented fear, anxiety, and burnout among nurses. The NRP program provided me with immense support, incredible preceptors and mentors, and helped me and my cohort make it through our first years as nurses.

Since I graduated from the NRP, I have grown professionally. I became a charge nurse, a resource nurse, a preceptor, and a mentor to new hires. Two years into my career, I was promoted to an Advanced Clinician, focused on nursing education and process improvement, and received my Bariatric Nursing Certification. In addition to my roles while working on the unit, I also drove

improvements for evidence-based practices on the Safe Patient Mobilization committee and led the Unit Practice Council to improve the education and engagement of nursing staff. I have been incredibly honored to have received 8 Guardian Angel awards from grateful patients since I started my nursing career. I was also invited to participate in multiple system-wide initiatives like World Cafes, the PTAP virtual visit to re-accredit our NRP program with distinction, and multiple workgroups and taskforces for various projects and initiatives. After three years of working as a nurse, I began my master's degree at SDSU to become an advanced practice registered nurse. This education will provide me with the skills to be a better educator, researcher, clinician, and leader. Since my program will prepare me to be a dual nurse practitioner and clinical nurse specialist (CNS), I will be able to explore many opportunities within Sharp, whether I become the CNS on my unit, or work at the hospital or system-wide level. No matter where my path takes me, I know I will be supported and encouraged to continue growing at Sharp.

With so much on my plate at work, I have had to put a lot of effort into maintaining my work-life balance. I find what works best for me is simply focusing on the basics. Self-care for me is not getting a facial, or a massage, or extravagant vacations, but instead just making sure I am taking care of myself with the same care and compassion I give to others. This means eating healthy meals, working out regularly, getting enough sleep, taking breaks when I need them, speaking kindly to myself when I am struggling, and prioritizing spending time with family and friends. I think nursing is the most rewarding profession, and we are lucky to be able to take care of people in their most vulnerable moments. It is important to acknowledge that while it can be challenging and exhausting, we must prioritize our well-being to continue caring for others effectively.

New Definitions of Nursing and Nurse

The International Council of Nurses (ICN) represents the profession and over 29 million nurses globally. The ICN has a mandate and responsibility to define the profession of nursing and membership. It's been two decades since the definitions were last revised and over 40 years since completely new definitions were written.

During this time, the healthcare environment has changed significantly including innovations in technology, increases in healthcare costs, and a public who is increasingly literate about their own healthcare issues. The role of the nurse and nursing has evolved in response to these changes and the ICN determined it was time for new definitions.

The ICN applied a five principled step methodology to craft the new definitions. Steps include 1) a review of the literature, 2) a broad consultation process, 3) an expert group process for definition generation using a modified Delphi method, 4) a consultation process with ICN executives and team members and 5) finally approval by the ICN board and endorsement by the Council of National Nursing Association Representatives. Implications for the nursing profession and recommendations for implementation of the new definitions are found in Section 9 and 10 respectively of the full report. The final project report, issued in June 2025, may be accessed in full using this link [ICN_DefinitionNursing_Report_EN_Web_0.pdf](#)

At Sharp, we are reviewing the definitions for inclusion in our nursing Professional Practice Model and other practice documents.



DEFINITION OF 'NURSING'

Nursing is a profession dedicated to upholding everyone's right to enjoy the highest attainable standard of health, through a shared commitment to providing collaborative, culturally safe, people-centred care and services. Nursing acts and advocates for people's equitable access to health and health care, and safe, sustainable environments.

The practice of nursing embodies the philosophy and values of the profession in providing professional care in the most personal health-related aspects of people's lives. Nursing promotes health, protects safety and continuity in care, and manages and leads health care organizations and systems. Nursing's practice is underpinned by a unique combination of science-based disciplinary knowledge, technical capability, ethical standards, and therapeutic relationships. Nursing is committed to compassion, social justice and a better future for humanity.



DEFINITION OF 'A NURSE'

A nurse is a professional who is educated in the scientific knowledge, skills and philosophy of nursing, and regulated to practice nursing based on established standards of practice and ethical codes. Nurses enhance health literacy, promote health, prevent illness, protect patient safety, alleviate suffering, facilitate recovery and adaptation, and uphold dignity throughout life and at end of life. They work autonomously and collaboratively across settings to improve health, through advocacy, evidence-informed decision-making, and culturally safe, therapeutic relationships. Nurses provide people-centred, compassionate clinical and social care, manage services, enhance health systems, advance public and population health, and foster safe and sustainable environments. Nurses lead, educate, research, advocate, innovate and shape policy to improve health outcomes.

Further, nurses play a unique role in health and care for populations of all ages, and in all settings, building trust with individuals, families and communities and gaining valuable insights into people's experiences of health and illness. Building on a foundation of personalized direct and social care, nurses advance their capabilities through ongoing education, research and exploration of best practices.

A nurse's scope of practice is defined by their level of education, experience, competency, professional standards and lawful authority. They play a key role in the coordination, supervision of, and delegation to others who may assist in the provision of health care.

Often at the front line, they respond to disasters, conflicts and emergencies, demonstrating courage, dedication, adaptability and commitment to the health of individuals, communities and the environment.

Attention All Nurses!

The *Dignity in Healthcare: Combatting Implicit Bias* module is available in Workday for ALL nurses via self-enroll.

CASTER NURSING INSTITUTE NURSING SCHOLARSHIP RECIPIENTS 2025



Entry into Practice

Jim & Mary Jane Wiesler

Abigail Douglas
Andrea Christine Griffin
Angela Castellon [□]
Anna Ysabel Ramos
Betty Diane Vacogiannis
Christine Bornholdt
Cristina Noriega [□]
Elaine Nguyen
Flor Flores
Gabriella Christina Lococo [†]
Griselda Partida [†]
Jackelyn Alatorre Sierra [†]
Jacob La Salle
Julia Tavares [†]
Katrina Nelson
Lisa R Blackwell
Lucero Mendoza
Marcia D. Heng
Misty Fletcher
Monina L. Aromin
Sabrinna Herrera
Sherryl Grep
Yesenia Cardenas
Ingrid Doolan
Mark Ferrer

Masters

Terrence & Barbara Caster

Emily Garcia
Martha Garcia-Hall
Meghan Dalin
Andrew Dodd
Emily Lira
Gisele Gomes
Janyce Ally •
John Paul Conly
Kaitlyn Johnson
Natalie Lennan •
Summer Buchanan
Yulia Boiashenko ♦

Doctoral

Terrence & Barbara Caster

Grace H. Ramirez
Michele O'Neal
Olivia Root
Taylor Marguerite Wynn ♦
Chaunon Antionette Bond
Tania Jones
Ani Harter ♦
Berenice Sanchez *
Elisa Romero *
Jennifer Turney
Kristina Lopez
Kristy Fillmore

Scholarships include:

[†] Del Corazon First Generation Nursing Scholarship

* Marion J. Hubbard Scholarship

♦ Susan Stone Patient Centered Care Education, Research & Grant Endowment

• Virginia Reil Clinical Nurse Specialist Scholarship

[□] Colleen Alldredge Memorial Scholarship

With the exception of the Del Corazon and Marion Hubbard scholarships, all other scholarships were in addition to the Terrence & Barbara Caster and James & Mary J. Wiesler awards.

Nursing Scholarship Recipients 2025

The Caster Nursing Institute provides scholarship assistance to registered nurses and non-nursing team members (entry into practice) seeking to advance their education to BSN, MSN, or doctorate in nursing from accredited schools of nursing programs.

Scholarships are funded through the generous philanthropic contributions of Sharp HealthCare donors. Each year, the Caster Nursing Institute's Scholarship Selection Committee awards as many scholarships as the available funds allow. In 2025, there were 102 applicants, and the Caster Nursing Institute awarded 49 scholarships in the amount of \$247,000.

Congratulations to this year's scholarship recipients!

From Dream to Reality: A First-Generation Nurse's Journey

By Zuhra Sahak, Clinical Nurse, Sharp Chula Vista Medical Center

As a first-generation college student, pursuing a career in nursing was a dream come true. I vividly remember the week I was accepted into my dream nursing program at San Diego State University and hired as a nursing assistant—it was the best week of my life. I began my journey as a nursing assistant at Sharp when I was just 20 years old, coinciding with the start of the pandemic. Despite the many changes in healthcare, I knew I had chosen the right career path after witnessing the inspiring nurses around me. My unit was incredibly supportive of my nursing journey and encouraged me to explore the opportunities the Caster Nursing Institute offers for nursing assistants transitioning to registered nurses. I discovered the new Del Corazon First Generation scholarship, attended a writing workshop on the application process, and learned the importance of effectively communicating my story.

Receiving a scholarship specifically for first-generation college students was more than just financial aid—it was a lifeline that allowed me to focus on my studies without the burden of debt. It covered essential costs like tuition, textbooks, and clinical supplies. Beyond financial support, the recognition validated my hard work and determination, affirming my place in the nursing profession.

Two years ago, I started my nursing career as a new graduate nurse, and the support I received from the leaders of the Sharp HealthCare Nurse Residency Program was invaluable. I had all the resources necessary to transition into this career. I would like to especially mention my primary preceptor, **Maggie Pena**, who helped me grow into the nurse I am today; her intelligence and kind approach inspired me greatly. I have been working on a cardiac surgical progressive care unit for two years and have gained confidence in my nursing practice. I enjoy mentoring nursing students and hope to continue inspiring new graduate nurses as I was inspired.

I am extremely grateful for the opportunities Sharp has provided. By alleviating my financial strain during school, I graduated with minimal debt, allowing me to focus on transitioning into the workforce. Scholarships like this not only change lives; they help build the future of healthcare, one first-generation college student at a time.



*Zuhra Sahak, BSN, RN
Clinical Nurse
Sharp Chula Vista Medical Center*

Healthcare Towne for Sharp Grossmont Hospital Employee Children and Grandchildren

By Rochelle Anne Doyle, MSN, RN, CNS, NPD-BC, NE-BC and Dan McNamara, Manager Community Relations

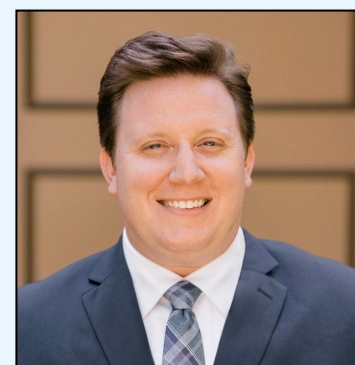
Since 2019, Healthcare Towne has offered an innovative and engaging experience for middle school students through a partnership between Sharp Grossmont Hospital (SGH) and local schools in San Diego County. The program involves a day-long field trip where students explore various hospital roles, inspiring them to consider careers in healthcare. Typically, students expect to enter a day filled with lectures but to their surprise, they are immersed in a skills lab and participate in engaging activities, case studies, and puzzles to solve as a team.

Earlier this year, this program was first extended to the children and grandchildren of SGH employees. To date, SGH has held 3 field trips. This unique opportunity for employees' children and grandchildren has been frequently sought after with a wait list for each session. Collaboration between community relations and the nursing leadership team has enhanced the program, providing valuable experiences for both the community and Sharp Grossmont employees and their families.

Participants have expressed that the program offered a unique chance to see their parents or grandparents at work, and more importantly, see how their work positively impacts the lives of patients and the community.



*Rochelle Anne Doyle,
MSN, RN, CNS, NPD-BC, NE-BC*



Dan McNamara, Manager Community Relations

The Launch of Sharp HealthCare's Nursing Foundations of Professional Practice

By Kim Failla, PhD, RN, NE-BC, NPD-BC

Mike Froeberg, MSN, RN, CNS, CHSE, AGCNS-BC, CEN

Rochelle Doyle, MSN, RN, CNS, NPD-BC, NE-BC

On August 6, 2025, the enterprise-wide Nursing Foundations of Professional Practice Program was launched for hospital-based registered nurses and licensed vocational nurses.

All newly hired nurses will attend New Employee Orientation on Monday, Epic training or test-out on Tuesday, and Foundations of Professional Practice on Wednesday (didactic) and Thursday (skills).

Leaders from the Caster Nursing Institute Steering Committee identified an opportunity to standardize the content and delivery methods for foundational topics and skills, optimize resource management, and integrate new staff into a One Sharp nursing culture. Since 2023, representatives from across the system used the Lean Six Sigma framework, DMAIC (define, measure, analyze, improve, and control) to increase assess and build a program for quality and efficiency of onboarding. In the *Define* phase, the team identified project goals and outlined the scope and objectives. The defect identified was a lack of standardized curriculum for foundational nursing topics across the enterprise. In the *Measure* phase, the team collected data by completing a literature review and identifying best practices from other successful healthcare organizations. The team also created voice of the customer surveys and disseminated them to Sharp HealthCare nursing specialists, preceptors, and new hires, to determine topics and skills new nurses need prior to starting clinical orientation. In the *Analyze* phase, the team analyzed results from the surveys, grouped related and current topics being offered by each entity, and formulated a program proposal to the Chief Nursing Executive (CNE) and enterprise Chief Nursing Officers (CNOs). With the approval of these leaders, the team entered the *Improve* stage where they developed standard objectives and curriculum on mutually agreed upon topics and skills in collaboration with various departments (e.g., Epic University, Human Resources Information Services, Nurse Residency Program, Room Scheduling, and Talent Acquisition Services). In the *Control* phase, the team will closely analyze outcomes.

To view class dates and register new hires for the enterprise Nursing Foundations of Professional Practice, go to the SharpNET Nursing page, then Onboarding Resources. If you have additional questions, please contact:



Physical Therapists, Jared Brown (far right), Sharp Grossmont Hospital and Katya Hurwitz (on device), Sharp Chula Vista Medical Center demonstrate the use of a Hover-Jack® device to new hires (left to right): Danielle Elliott (Sharp Memorial Hospital – 4W), Nolan Dashewich (Sharp Memorial Hospital - SICU), Josiah Schenk (Sharp Memorial Hospital - SICU), and Latrese Phillips (Sharp Grossmont Hospital – Neurology PCU).

Enterprise Foundations of Professional Practice Project Team	
Chula Vista	Veronica Cabrera
Coronado	Cindy Smith
Grossmont	Rochelle Doyle (Co-Chair)
Mary Birch and Memorial	Erica Granados
Mesa Vista	Jaspal Gill
Staffing Resources Network	Amelia Benefiel or Rocio Soriano
System Services	Kim Failla (Facilitator) or Mike Froeberg (Co-Chair)
Special thanks to sponsors Laurie Ecoff and Susan Stone .	

Sharp Coronado Hospital Celebrates a Landmark Achievement!

By Andrew Zimmerman, MSN, RN, CEN, TCRN

Sharp Coronado Hospital's Emergency Department has officially received the Lantern Award from the Emergency Nurses Association (ENA) – first time in the hospital's history. This prestigious national recognition is awarded to emergency departments that exemplify exceptional leadership, innovation, clinical excellence, and a deep commitment to the communities they serve. Only a select group of Emergency Departments across the country receive this honor.

This recognition is the result of the extraordinary work the Coronado Emergency Department team, over years of focused improvement, innovation, and collaboration. The journey to this award has been marked by several key initiatives that are making a difference in the lives of patients and in the well-being of the staff.

These include:

- **Stroke Care Excellence:** By leveraging Lean Six Sigma methods, the team reduced Tenecteplase administration times by 61 percent, now administering treatment within 30 minutes 100 percent of the time — surpassing national benchmarks and saving precious brain cells and lives.
- **Sepsis Response Innovation:** With a nurse-driven “Code Sepsis” initiative, the Emergency Department cut antibiotic administration times by more than an hour. This fast, coordinated care is saving lives and improving outcomes for one of the most time-sensitive conditions.
- **Human Trafficking Awareness and Response:** Led by clinical nurses and social workers, the team created a robust training program using simulation, education, and survivor input — now serving as a model across Sharp. It's a powerful example of how grassroots efforts can drive change for the enterprise.
- **Workplace Violence Prevention and Staff Safety:** A comprehensive and data-driven approach was taken to improve safety in the department. By focusing on workplace violence incident reporting, meaningful data was collected to drive change and advocate for necessary resources. These efforts led to several enhancements, including improvements to the physical environment, enhanced security measures, and stronger protocols to prevent and respond to aggressive behaviors. Key partnerships were built to support these efforts, working collaboratively through the Emergency Department/Security Collaborative and establishing a close partnership with the Coronado Police Department to improve response times and coordination. These initiatives have significantly strengthened the ability to protect both staff and patients, underscoring a deep commitment to a safe, supportive workplace.
- **High Utilizer Group Pilot Program:** By identifying high-utilization patients in real time through Epic alerts and deploying individualized care plans, efforts are being made to reduce avoidable Emergency Department visits, hospital admissions, and unnecessary testing. This program has the potential to transform care delivery and, if successful, could be replicated across all Sharp emergency departments.



Andrew Zimmerman,
MSN, RN, CEN, TCRN



A heartfelt thank you goes to everyone who contributed to writing the exemplars, with a special acknowledgment to **Kyle Stich** and **Marla Poston** for the countless hours they dedicated to preparing and submitting the Lantern application. Their leadership, persistence, and dedication ensured the amazing work happening in the department was captured and celebrated at a national level. The Sharp Coronado Emergency Department team is congratulated for raising the bar — not just for the hospital, but for emergency care across the country.

Sharp Coronado Hospital Takes Initiative to Address Human Trafficking in Healthcare

By Bridget Henderson, LCSW, CCM

Jessica Kim, MSW

In 2024, clinical nurses and social workers at Sharp Coronado Hospital began noticing that patients arriving at the Emergency Department (ED) showed signs of human trafficking. At the time, there was no formal protocol to guide the staff's response. To address this gap, the ED's Unit Practice Council, a professional governance body of clinical staff, set a goal to empower ED staff to recognize trafficking, limit harm, and provide life-saving resources and support to those affected. With strong backing from nursing leadership, a dedicated human trafficking subcommittee was established. One nurse was chosen to attend the San Diego Evidence-Based (EBP) Practice Institute, initiating an EBP change initiative. Supported by Sharp Memorial Library Services, the team conducted a comprehensive literature review and committed to an interprofessional approach, which included consulting a trafficking survivor, who is also a Master of Social Work (MSW), to co-develop the training curriculum.

The outcome was a dynamic 2.5-hour training course held at the James S. Brown Simulation Center, mandatory for each ED registered nurse at Sharp Coronado Hospital. The program included one hour of classroom instruction followed by a live simulation. During each session, a nurse interacted with standardized patients, one portraying a trafficked patient and another a trafficker. This simulation allowed participants to practice using a structured evidence-based tool (the PEARR Tool) to identify and support the trafficked patient and apply the ED interprofessional algorithm, adapted from Sharp Memorial Hospital. The simulation was streamed to the classroom, enabling peers to observe and later engage in a comprehensive group debrief.

Feedback from staff was overwhelmingly positive, with the simulation component praised for sparking meaningful conversations and deepening understanding. The initiative's impact extended beyond nursing, as the training was adapted for all clinical Sharp staff and offered to various disciplines. Social workers, pelvic floor therapists, radiology techs, and more attended, benefiting from the inclusion of survivor consultants whose lived experiences added invaluable depth.

A poignant moment highlighted the emotional weight of this work. During a final debrief, a seasoned ED social worker expressed frustration over the seeming hopelessness of patients not ready to accept resources and support. Our survivor consultant, Jessica Kim, responded with grace and insight, emphasizing the long-term impact of their efforts: "I know how difficult it can be for us to carry the weight of the unknown after our interactions with these patients. But I also want to highlight that sometimes, it can take years for patients to feel ready to pursue change. For me, it took about 6 years. But I can still remember each person that took the time to make me feel seen and offered me a different option. They were all drops into a bucket that encouraged me to eventually accept help. And as I left the life of exploitation, I took every single one of those people with me. They were there with me as I crossed that line into healing. What you do makes a difference."

Her words shifted the room's energy, filling it with tears, renewed purpose, and a collective recommitment to the mission. This project, made possible through collaboration across Sharp Coronado ED, Social Work, James S. Brown Simulation Center, and Sharp Memorial Library Services, stands as a powerful example of trauma-informed care in action.



Bridget Henderson, LCSW, CCM



Jessica Kim, MSW



Left to right: Charlene Robbins, Bridget Henderson, Rebecca Matsch, Jessica Kim, Amy Sharpe (not pictured)

Sharp Nurses in the Media (Publications)

Damoose, L., Malagon-Maldonado, G., Jenkins, D., Buenconsejo, G., Duran-Montano, C., & Gamberos, G. (2025). One of us. The value of a team therapist to support nursing staff in critical care areas. *American Nurse, the Journal of the American Nurses Association*. (in press).

This article describes the impact of having a therapist on staff, in the role of Stress First Aid Navigator, in reducing burnout, turnover, and access to mental health care over the traditional employee assistance program.

Ecoff, L., Failla, K., Loose, D., & Cassingham, B. Improving the quality of dissemination efforts at a regional nursing leadership conference. *Nursing Administration Quarterly*. (in press).

The purpose of this article was to describe an initiative by a state nursing leadership organization to improve the alignment of abstracts with organizational strategic priorities and the quality of posters at the annual conference.

Failla, K., & DuBose, Briony. (2025). Reducing reliance on travel nurses through recruitment process improvement. *Nurse Leader*, <https://doi.org/10.1016/j.mnl.2025.102513>

This article outlines a process improvement project aimed at decreasing dependence on travel nurses. The project outcomes resulted in a more stable and efficient nursing workforce, and enhanced recruitment processes.

Fangonil-Gagalang, E., Kim, H., Chou, F., **Failla, K.**, Timple, V., Kavar, L., Merkle, S., & Loos, N. Supporting the well-being of nurses: Best practices used by California nurse leaders *Nursing Administration Quarterly*. (in press).

This study investigated the current climate of burnout and well-being among nurses in California post-COVID-19, as reported by nurse leaders, and assessed strategies employed individually and organizationally to address workload issues to ease burnout and improve nurses' well-being.

Graham, J.K., Jenkins, D., & Kelley, C. (2025) A directional model depicting nursing's command of clinical surveillance as a science. *Critical Care Nursing Quarterly*. (In press)

This review proposed a theoretical model of "clinical surveillance," highlighting the concept as an area where nurses possess expertise that surpasses other disciplines.

Graham, J.K., Kelley, C., & Malagon-Maldonado, G. (2025). The best end-of-life care begins with TRUTH. *Professional Case Management*, 30(5), 229–232. <https://doi.org/10.1097/NCM.0000000000000817>

This qualitative study explored the perceptions of community members who experienced loved ones receiving end-of-life care.

Katheria, A., Ines, F., Hough, J., Rich, W., Morales, A., Sanjay, S., **Poeltler, D.**, & Finer, N. (2025). Changes in lung aeration with high-flow nasal cannula compared to nasal CPAP in preterm infants. *Journal of Perinatology*, <https://doi.org/10.1038/s41372-025-02267-4>

This study investigated the changes in lung aeration that occur when preterm infants are transitioned from nasal continuous positive airway pressure to high flow nasal cannula using electrical impedance tomography.

Katheria, A. C., Ines, F., Lee, H. C., Sollinger, C., Vali, P., Morales, A., Sanjay, S., Dorner, R., Koo, J., Gollin, Y., Das, A., **Poeltler, D.**, Steinhorn, R., Finer, N., & Lakshminrusimha, S. (2025). Deferred cord clamping with high oxygen in extremely preterm infants: A randomized clinical trial. *JAMA Pediatrics*, e252128. <https://doi.org/10.1001/jamapediatrics.2025.2128>

In this study, among preterm infants at 22 to 28 weeks' gestation, providing 100% oxygen during deferred cord clamping reduced early hypoxemia without increasing morbidity and mortality.

Mann, E., **Kelley, C., Gray, L., Westcott, A., & Graham, J.K.** (2025). Transcutaneous monitoring of carbon dioxide to optimize ventilator weaning in at-risk adults after cardiopulmonary bypass. *Clinical Nurse Specialist*, 39(4), 180–184. <https://doi.org/10.1097/NUR.0000000000000904>

In this article, authors reviewed the literature to support adoption of transcutaneous monitoring of carbon dioxide to optimize weaning in patients with pulmonary comorbidities following open heart surgery.

Sharp Nurses in the Media (Publications continued)

Phung, R., **Bond, C.**, & **Graham, J.K.** (2025) Nursing motivational interviewing for successful smoking cessation. *Professional Case Management*. (In press)

This review of the literature examined the unique contribution that nursing motivational interviewing, along with a person-centered nursing care plan approach, is superior to other methods of smoking cessation support at six months.

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

This quality improvement initiative aimed to decrease average days from birth to first skin-to-skin care in infants born less than 29 weeks' gestation.

Wintz, D., Schaffer, K. B., **Wright, K.**, & **Nilsen, S.** (2025). Empowering end-of-life conversations: The role of specialized nursing teams in facilitating code status changes at discharge. *Journal of Palliative Care*, 40(2), 176–182. <https://doi.org/10.1177/08258597241283303>

A nursing team specializing in code status (CODE), goals of care (GOC), and advanced health care planning (ACP) was developed to provide meaningful support for patients and families and decrease provider burden. Interest in CODE, GOC, ACP, and effectiveness of a nursing team to lead these conversations prompted this study.

Sharp Nurses in the Media (Presentations)

Buenconsejo, G. (2025, August 1). Phenomenological Study of the Lived Experience of New Graduate Nurses Caring for Hospitalized Patients Living with Dementia [Poster]. Philippine Nurses Association of San Diego 51st Anniversary, Scholarship and Nurse Excellence Awards, San Diego, CA.

Crandall, S. & **DuBose, B.** (2025, June 25). Driving Change in Healthcare: A 3-part learning lab series. Part 1: Driving Change in Healthcare: People, Process and Purpose. [Webinar]. National Association for Healthcare Quality. Virtual.

Crandall, S., **DuBose, B.** & Rivera, A. (2025, July 23). Driving Change in Healthcare: A 3-part learning lab series. Part 2: Driving Change in Healthcare: Applying Change Leadership in Action. [Webinar]. National Association for Healthcare Quality. Virtual.

Crandall, S., **DuBose, B.** & **Ryan, L.** (2025, August 20). Driving Change in Healthcare: A 3-part learning lab series. Part 3: Implementing and Sustaining Change Across Disciplines. [Webinar]. National Association for Healthcare Quality. Virtual.

DuBose, B. & Nielsen, K. (2025, August 7). Change is Fun! [Podium]. University of San Diego Process Palooza, San Diego, CA.

Failla, K. (2025, May 22). Practice Transition Appraiser Program (PTAP) Special Webinar: Using the Nurse Residency Program Stakeholder Evaluation Survey. [Webinar], American Nurses Credentialing Center PTAP.

Jones, T. & **McGough, N.** (2025, July 17). Increase ICU Capacity- Alleviate ICU Congestion by Building a Bridge with ICU Step Down Unit. [Poster], National Association of Hispanic Nurses 50th Annual Conference. San Diego.

Kelley, C. (2025, July 1). The Power of Nurses Globally [Keynote]. Philippine Nurses Association of San Diego 51st Anniversary, Scholarship and Nurse Excellence Awards, San Diego, CA.

Summers, K. & **DuBose, B.** (2025, September 17). Office of Transformation Ensures Systemwide Alignment, Continuous Improvement. [Podium]. 2025 Vizient Connections Summit. Las Vegas, NV.



2025 C.O.R.E. Award Winners

Congratulations to the 2025 Center of Recognized Excellence (C.O.R.E) and High Reliability Organization (HRO) award recipients! These employees have made extraordinary contributions to The Sharp Experience and to making Sharp the best place to work, practice medicine and receive care. Please join us in recognizing these inspirational individuals, teams and departments.

The HRO awards reflect a team/department's exceptional commitment to the principles of high reliability and dedication to safety, quality, and continuous improvement.

Sharp Chula Vista Medical Center

Quality

Individual - David Gehlken
Team - Door to Reperfusion Taskforce
Department - 4E Short Stay

Safety

Individual - Olivia Coreas
Team - 4T Unit Based Practice Council
Department - 4T Stroke/Ortho PCU

Service

Individual - Joy Dabu
Team - Surgical and Support Person Standard Work
Department - Palliative Care

People

Individual - Lindsay Damoose
Team - CareForYou Peer Supporters
Department - Intensive Care Unit

Finance

Individual - Cathy Prante
Team - Length of Stay Reduction
Department - Cardiovascular Services

Growth

Individual - Marilyn Norton, MD4
Team - Women's Service Line
Department - Cardiac Cath Lab

Community

Individual - Andres Smith, MD
Team - Grant Program
Department - Women and Newborns Bridge to Bedside

Sharp Coronado Hospital

Quality

Individual - Laura Vanwechel
Team - Bariatric Surgery QI
Department - Wound Healing Department

Safety

Individual - Kyle Stich
Team - Human Trafficking Workshop
Department - SNF/TCU

Service

Individual - Elizabeth Silva
Team - Medical Staff Services and Chief of Staff
Department - MICU

People

Individual - Craig Cowan
Team - Stroke Team
Department - Acute and Progressive Care

Finance

Individual - Veronica Moreno
Team - Methotrexate
Department - PAES

Growth

Individual - Bridget Henderson
Team - SCO OR TEAM/Dr. Bench
Department - Sharp Coronado Emergency Department

Community

Individual - Sue Cargill
Team - Stroke Team
Department - Acute and Progressive Care Unit

Sharp Grossmont Hospital

Quality

Individual - Nicole Tieber
Team - Palliative Medicine Integration into the ED
Department - Surgical Services: Main OR

Safety

Individual - Joseph Martino
Team - Door to Reperfusion Task Force
Department - ED D Station

Service

Individual - Jennifer Danks
Team - Outpatient Surgery/Main Admitting PAS
Department - 2E

People

Individual - David Burger
Team - Obstetric Emergency Simulations
Department - MICU

Finance

Individual - Sabareesh Natarajan
Team - Premium Pay Cost Reduction
Department - Sharp Home Infusion Services

Growth

Individual - Vamsi Chavakula
Team - Ambulatory Services
Department - Outpatient Pharmacy

Community

Individual - Emma Catayong-Reynolds
Team - Health Sciences High Student Athlete Physicals
Department - Sharp Home Infusion Services - Environmental Sustainability

Sharp Mary Birch Hospital for Women and Newborns

Quality

Team - Neonatal Intensive Care Unit: Reducing Pokes
Department - Pharmacy: Antimicrobial Stewardship Program Workflows

Safety

Individual - Osiris De La Cruz
Team - Reducing Venofer Adverse Drug Events
Department - Pharmacy: RiaSTAP for Major Obstetric Hemorrhage

Service

Individual - Ry O'Neill
Team - Parent Reading is NICU Therapy
Department - Labor and Delivery

People

Team - Reward and Recognition
Department - Labor and Delivery

Finance

Team - NICU: Eat, Sleep, Console
Department - Maternal Infant Services

Growth

Team - Breast Service Line

Community

Individual - Marie LeMond
Team - Adopt a NICU Family
Department - Women's Education

HRO

Decreasing Delivery Room Intubations in Preterm Infants (Quality-Team)
Infant Safe Sleep Task Force (Safety-Team)
Pregnancy Webinars (Community-Team)

Sharp Memorial Hospital

Quality

Individual - Summer Buchanan

Team – Geriatric Surgery

Department – Timely Breast Imaging Recall Project

Safety

Individual – Sandy Nasshan

Team – PACU Medication Administration

Improvements

Department – Wound Healing

Service

Individual – Dr. Robert Yacullo

Team – SSO/ED Phone Handover Process

Department – Emergency Department

People

Individual – Kelly Wright

Team – 1 West Oncology

Department – Surgical Intensive Care Unit

HRO

6 North Surgical Acute Care-HAPI (Quality-Department)

Acute OT/PT ECMO Team (Service-Team)

Cardiac Monitoring Appropriateness (Quality-Team)

Cardiac Rehab (Growth-Department)

Live Music for Healing and Wellness (Community-Team)

Kidney and Pancreas Transplant Center (Community-Department)

Finance

Team – MRI and Ultrasound Fusion

Department - 4 West: Trauma Patient Consolidation

Growth

Individual – April Fitzgerald

Team – Positron Emission/Computed Tomography

Department – Imaging Services

Community

Individual – Dr. Saul Levine

Team – Trauma Service

Department – Marketing and Communications

Sharp Mesa Vista Hospital

Quality

Individual – Susann Richards

Team – Suicide Prevention Steering Committee

Department – Electroconvulsive Therapy

Safety

Team – Code Echo Elopement Prevention

Department – CAP Outpatient Suicide Prevention

Efforts

Service

Team – Senior Behavioral Unit: Implementing

LEAP

Finance

Team – Mentored Internship Program Grant

Department – Utilization Review

Community

Individual – Dr. Kelsey Bradshaw

Department – Cognitive Behavioral Therapy IOP

People

Individual – Erynn Macchiomei

Department – Neurocognitive Research Center

HRO

Addiction Service Line - SMV and MCD Collaborative (Quality-Team)

Stress First Aid Launch: Taking Care of Our Own (People-Team)

Sharp System Services and Multi-Entity

Quality

Individual – Mike Kruse

Team – Pharmacy Clinical Workflow

Department – Clinical Informatics

Finance

Individual – Heidi Davis

Team – Inpatient Coding Team

Department – Supply Distribution

Safety

Individual – Alexandria Perreiter

Team – Active Shooter/Workplace Gun Violence

Prev.

Department - Information Technology Risk

Management

Growth

Team – SRS Virtual Care Expansion-Adult/Pediatrics

Service

Team – Everyday Actions

Department – Virtual Nursing

Community

Team – SHP Member Advisory Committee

Implementation Team

Department – Emergency Preparedness

People

Individual – Tess Reola-Wan

Team – Nursing Leadership Academy

HRO

Terrence and Barbara Caster Institute for Nursing Excellence (People-Department)



Sharp HealthCare Hospitals Honored for Excellence in Stroke Care

By Janet Hanley, MBA, BSN, RN, NEA-BC

In July 2025, **Sharp Chula Vista Medical Center**, **Sharp Coronado Hospital**, **Sharp Grossmont Hospital**, and **Sharp Memorial Hospital** received the American Heart Association's "Get With The Guidelines" achievement awards. These hospitals earned this recognition by showing a strong commitment to enhancing the quality of care through adherence to the latest research-based guidelines for stroke treatment. This adherence resulted in saving the lives of stroke patients, reducing recovery times, and decreasing hospital readmissions.

Sharp's Comprehensive Stroke Center, **Sharp Grossmont Hospital**, received Stroke GOLD PLUS, indicating door-to-device times in at least 50 percent of applicable patients within 90 minutes for direct arrivals and within 60 minutes for transfers. This is the highest award possible for a comprehensive center.

Sharp's three Primary Stroke Centers received recognition as follows:



Janet Hanley, MBA, BSN, RN, NEA-BC

- **Sharp Chula Vista Medical Center:** Stroke GOLD PLUS with Target: Stroke Honor Roll Elite, indicating door-to-needle times within 60 minutes for at least 85 percent of applicable patients.
- **Sharp Coronado Hospital:** Stroke GOLD PLUS with Target: Stroke Honor Roll Elite Plus, the highest award they are eligible for. This recognition indicates door-to-needle times within 45 minutes for at least 75 percent of applicable patients and door-to-needle times within 30 minutes for at least 50 percent of applicable patients.
- **Sharp Memorial Hospital:** Stroke GOLD PLUS with Target: Stroke Honor Roll Elite, indicating door-to-needle times within 60 minutes for at least 85 percent of applicable patients.

A sincere thank you to the Stroke Program Coordinators, **Sue Crooks**, **Adam Metzger**, **Valentina Miller**, and **Wendy Rutherford**, whose leadership, organization, and commitment are the backbone of comprehensive stroke care. Their work behind the scenes ensures protocols are followed, data is tracked, education is provided, and quality improvement is ongoing, and directly impacts patient outcomes and team performance. They are the force driving excellence, bridging clinical care with strategic goals, and fostering collaboration across disciplines. Their dedication ensures that patients receive timely, evidence-based care, and their efforts elevate the entire stroke program. We are all deeply grateful for all they do.

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