

2024 Nursing Annual Report

Excellence | Innovation | Transformation



Sharp Virtual Inpatient Program Nursing Team

Introduction



Chris Howard
President and Chief
Executive Officer,
Sharp HealthCare

Nurses make a difference — it's as simple as that. I know this intimately because my mother was a nurse. Her dedication to the profession gave me an up-close view of the heroics and heartbreak of the role. Whether nurses are caring for patients, collaborating with other clinicians, developing protocols, furthering their education or supporting one another, they serve as the foundation of health care. As the inaugural System Chief Nursing Executive (CNE), Susan Stone has lived this experience.



Susan Stone
PhD, RN, FACHE, NEA-BC
Senior Vice President,
Health Systems
Operations and Chief
Nursing Executive

At Sharp, nurses exemplify the pinnacle of nursing professional practice, recognized for their skill, commitment, and compassion with prestigious designations like Magnet and Planetree for high-quality, patient-centered care.

This inaugural report highlights the significant achievements related to the Nursing Strategic Plan aimed at making Sharp the best place to work, practice medicine, and receive care. Nurse-led initiatives have significantly advanced the professional practice culture, focusing on patient care quality and safety. As the workforce grows, programs supporting new nurses and professional development are being enhanced, with the Nurse Residency Program expanding and preceptor coaches optimizing training at the James S. Brown Simulation Center.

Building on shared governance principles, Sharp's nurses are transitioning to a professional governance model that underscores the profession's value through accountability, autonomy, and authority. This new approach has been shared with clinical nurses and managers, with an enterprise-wide launch anticipated in 2025. The report invites everyone to honor the nurses who improve the lives of patients, families, and communities served by Sharp.

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Transformational Leadership

Empowered nurses achieve excellence in patient care through visionary leadership, innovation, and a commitment to professional development.



Sharp Memorial Hospital nurses celebrate the Human Rights Campaign Healthcare Equality Index promoting equitable and inclusive care.

Nursing Unveils Enterprise Strategic Plan

The Sharp Nursing Strategic Plan is a transformative roadmap for nursing professional practice across the enterprise with strategies aligned to Sharp's seven Pillars of Excellence—Quality, Safety, Service, People, Finance, Growth, and Community.

Susan Stone kicked off the 2024 strategic planning process with a one-day retreat where entity chief nursing officers, Terrence & Barbara Caster Institute for Nursing Excellence (Caster Nursing Institute) leadership, and nursing leaders reviewed last year's achievements; identified strengths and opportunities in nursing; analyzed performance metrics, including patient satisfaction, staff retention, and clinical outcomes; and collated entity plans and goals for an enterprise approach.

The Nursing Strategic Plan is a dynamic tool, with reviews planned semi-annually to ensure tracking of accomplishments toward established goals.

"The strategic planning process enables us as nursing leaders to celebrate the many leading practices at Sharp while coming together as an enterprise nursing leadership team to envision the future. Today, we have a shared view on areas of improvement and collaboration on the suite of nursing strategies that align with Sharp's mission and vision."

Susan Stone
PhD, RN, FACHE, NEA-BC
Senior Vice President,
Health Systems Operations
and Chief Nursing
Executive



Nurses celebrate Clinical Nurse Specialist/Nursing Professional Development Week

Significant Nursing Achievements

The Sharp HealthCare Nursing Strategic Plan enhances and excels various aspects of nursing's community of professional practice and care delivery. This unifying plan fosters a culture of engagement and continuous improvement in nursing across all care settings and drives meaningful change to be the best place to work, the best place to practice medicine, and the best place to receive care.

Pillar / Strategy	Significant Achievements
Quality	
Nursing Professional Practice	Initiated process to standardize Sharp Foundations of Professional Nursing Practice across the enterprise
Nursing Science	Hosted 10 th Annual Research & Innovation Conference showcasing Sharp nursing research, evidence-based practice, and innovation 35 Sharp nurses graduated from the Evidence-Based Practice Institute resulting in the spread of 13 evidence-based practice improvement projects
Health Equity	Process improvement implemented to achieve the Center for Medicare & Medicaid Services Social Determinants of Health (SDOH) screening requirements; standardized SDOH screening questions aimed to reduce administrative burden for data collection; standardized auto consults when SDOH screening results are positive, addressing SDOH disparities
Safety	
Nurse Staffing Workforce	24 percent reduction in worker's compensation assault cases and 60 percent increase in workplace violence reporting from AVADE safety training
Service	
Nursing Care Delivery Model	1.1 percent lower readmission rate at entities with Virtual Inpatient Nursing delivery model in addition to significantly higher discharge related patient satisfaction scores
People	
Nursing Care Transitions	Awarded second four-year PTAP Accreditation with Distinction and rolled out the enterprise acute and progressive care transition to practice program
Shared Governance, System and Entity Structures	Engaged national expert, hosted World Café with over 50 nurses at all levels, and initiated work stream on professional governance implementation themes
Diversity, Equity, Inclusion = Belonging	Implicit Bias module implemented with Nurse Residency Program and NICUs

Continued next page

Significant Nursing Achievements

(Continued)

Pillar / Strategy	Significant Achievements
People	
Workforce Development, Recruitment, Retention, Succession Planning – Best Place to Work	<p>Awarded \$236,500 in scholarships</p> <p>Achieved 20 percent enrollment of eligible clinical nurses in RN-BSN programs</p> <p>Over 800 new nurses precepted by over 300 new preceptors in 2024</p>
Finance	
Funding and Philanthropy	Received \$500,000 training grant monies from state of California
Operational Strategy	<p>Saved over \$50 million with redesign in nurse recruitment and traveler reduction</p> <p>Applied artificial intelligence in utilization management to mitigate payer denials resulting in 300 overturned cases and 1,000 administrative days captured</p> <p>Out-of-Network Repatriation process reduced Sharp HealthCare/Hospital Risk expense by \$10 million</p>
Growth	
Simulation	<p>22 unique simulation activities, 867 training hours, over 2,049 simulation participants supported, over 1,405 nurse participants</p> <p>61 percent reduction in injuries from combative patients in the ED at Sharp Coronado Hospital</p> <p>\$1 million enterprise savings in first year of Peri-Op 101 course by consolidating training hours</p>
Community	
Community Needs	Robust reporting insights into hospital-based referrals by Sharp care management nurses, Sharp Health Plan member enrollments via new 211/Community Information Exchange Portal for essential services to address social drivers of health
Service/Academic Partnerships	Placed over 1,680 student groups, arranged over 640 nursing preceptorships, facilitated over 2,323 nursing student placements for a total of 217,415 hours
Sharp Nursing Visibility	<p>Published and disseminated <i>One Sharp Nursing: Everyday Excellence</i> newsletter</p> <p>12 peer-reviewed presentations, 18 peer-reviewed publications, and over 30 nurses on local, regional and national boards</p>

Sharp Nursing by the Numbers

7,121

Nurses at Sharp

222

New nurse graduate residents

22.6%

Board-certified nurses

83.7%

BSN or higher degree

41

Nursing scholarships

\$236,500

Funded nursing scholarships

2,323

Nursing student placements

217,415

Nursing student clinical hours

48

Nurses with doctoral degrees

2

Enterprise-wide ANCC PTAP
program accreditations with
distinction—six sites

20

Nurses in school for doctoral
degrees

11

ANCC Magnet Recognition
Program® designations—all four
acute care hospitals

15

Gold Level Planetree Patient-
Centered Care certifications—all
four acute care hospitals



Working Past a Nurse Workforce Crisis

With soaring monthly traveler expenses exceeding \$6 million and a prolonged 100-day recruitment process, nurses led a dynamic collaboration with human resources, talent management, employee occupational health, information systems, marketing, and the Office of Transformation to implement an innovative strategy to tackle Sharp's nurse workforce crisis, resulting in significant cost savings and improved recruitment efficiency.

OUTCOMES

Over \$50 million cumulative savings

Decreased monthly traveler expenses

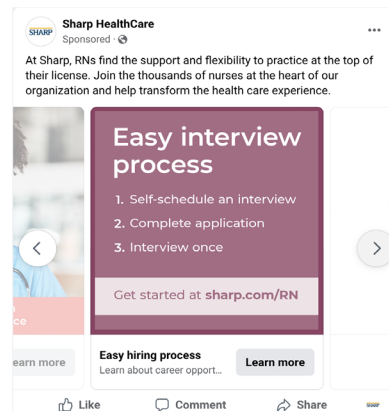
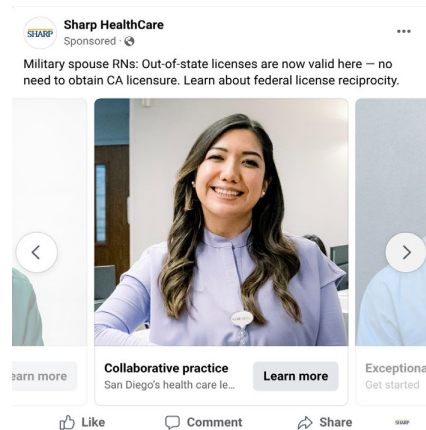
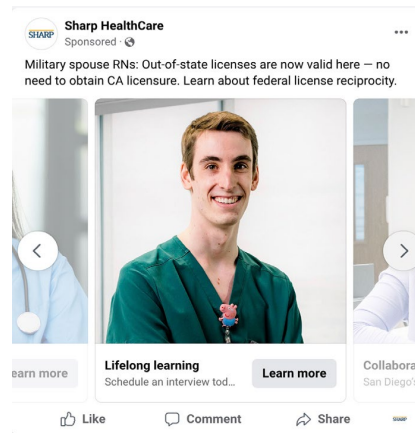
Over \$6.1 million in FY2022 to an average of \$2.4 million in FY2023 and further decreased to \$503,000 per month in CY2024

Sustained traveler reduction of 83 percent in FY2024 through efficiencies gained by Epic implementation

Hired 1,309 experienced RNs 49 percent in high traveler utilization areas such as ED, ICU, OR, and PCU—and an additional 179 RNs in Sharp's transition to practice and transition in practice programs

Decreased RN recruitment throughput

Application to onboarding decreased from 112 days to 35 days in FY2024



Working Past a Nurse Workforce Crisis (Continued)

By reducing barriers to hiring, this transformative effort enables Sharp's nursing community to be more resilient as well as leaders in high-quality patient care. Key strategies to reduce costs and improve efficiency included:

- Targeted Nurse Marketing Campaign: Nursing-brand multimedia marketing campaign targeting experienced nurses and military spouses to attract qualified candidates in San Diego's competitive market and beyond. From March 13 to April 23, 2024, Sharp received over 363,000 impressions, 71,000 video completions, 2,800 clicks to Sharp.com/RN, and over 60 scheduled interviews.
- Redesigned Nurse Recruitment: "March to 100" campaign tackled the applicant backlog with a SWAT central hiring panel to expedite screening, self-scheduling of interviews for experienced RNs, and improved communication between talent acquisition specialists and hiring managers.
- Reduced Traveler Expenses: Eliminated traveler par levels, formalized a process for contract extensions, and offered bonuses to convert travelers into permanent employees to curb costs associated with nurse travelers.
- Comprehensive Dashboards: Dashboards tailored to executives and nursing leadership to track and increase visibility of key workforce metrics, such as traveler expenses, nurse hiring throughput, traveler counts, and nurse vacancy rates.



Members of multi-entity RN Recruitment and Traveler Reduction Team receiving the 2024 Sharp C.O.R.E. and Pillar Awards.

Leadership Academy Strengthens Leaders

A recent analysis of pre- and post-assessment data from the first three Nursing Leadership Academy (NLA) cohorts highlights its impact. Statistically significant improvements were observed across most leadership competencies and domains when comparing pre- and post-program assessments. Notably, all three Leadership Competency Assessment (LCA) domains—self, team, and organization—showed significant growth in participants across the cohorts.

Launched in 2021 by the Caster Nursing Institute, over 100 Sharp nurse managers and others have graduated from the NLA, with a current cohort of 47 interprofessional staff from across the enterprise.

Supported through Sharp's philanthropic partners, Sharp HealthCare's NLA is a cornerstone of leadership development, career progression, and succession planning, offering measurable returns on investment by fostering highly prepared and engaged leaders.

"The NLA's success in preparing leaders for dynamic roles within health care is paving the way for sustained excellence at Sharp."

Laurie Ecoff, PhD, RN, NEA-BC, CNL, Vice President, Caster Nursing Institute and James S. Brown Simulation Center



NLA Cohort Visions and Brands
Artwork by Nazeeh Shaheen,
BSN, RN, PCCN

Spotlight: NLA Graduate



Molly Howard, DNP, APRN, ACNS-BC, CCRN-K
Magnet Program Director/Clinical Nurse Specialist
Sharp Grossmont Hospital

Molly joined Sharp Grossmont Hospital in December 2020 as the 5 West clinical nurse specialist. She assumed the interim manager position in June 2022, which became permanent in September 2023. Molly transitioned to the Magnet program director role in September 2024. She participated in the NLA for Cohort 3 from Fall 2022 to Summer 2023.

“A unique value to the NLA included examples of how key leader concepts are carried out within the Sharp HealthCare system. It’s one thing to learn about concepts, for instance, in a graduate level course, but it’s an entirely different value when presented to learners in the context of a shared work culture and concrete example of operationalization. Coming together with leaders in a variety of roles across the enterprise enhanced the One Sharp vision. I continue to collaborate across the system with leaders I would not have otherwise had the opportunity to interact with.”

Structural Empowerment

Nurses are encouraged to pursue professional development, participate in decision-making, and are recognized for excellence.



Sharp Rees-Stealy Chula Vista Primary Care nursing team

Philanthropy Making a Difference in the Lives of Sharp Nurses

Each year during Nurses Week, the Scholarship Selection Committee awards as many scholarships as the available funds allow. Since its inception, the Caster Nursing Institute has awarded 550 scholarships in the amount of \$2.25 million dollars. In 2024, CNI awarded 41 scholarships in the amount of \$236,500.

Scholarships align with nursing's strategic priority of growing and retaining nurses. Through the generous philanthropic contributions of Sharp HealthCare donors, the cost of pursuing an advanced nursing degree can be more accessible and affordable to Sharp nurses.

The Terrence and Barbara Caster Institute for Nursing Excellence's Wiesler Center for Professional Growth provides scholarship assistance to registered nurses and non-nursing team members (entry into nursing practice) seeking to advance their education to attain BSN, MSN, or PhD/DNP degrees in nursing from an accredited nursing program.

PHILANTHROPY OUTCOMES

7 scholarship funds, endowments, and trusts to support pre-licensure and advanced degrees

Magnet® designated hospitals exceed 80 percent BSN or higher degree requirement

Sharp hospitals received full points in Leapfrog nursing workforce measure: Percentage of RNs who have a bachelor's degree in nursing

Exceeded 2010-2020 Future of Nursing goal to increase number of doctorates by 50 percent: 48 nurses with a doctorate and 20 nurses in school for PhD/DNP

Previous recipients pay it forward by serving as reviewers of scholarship applications

PERCENT OF BSN AND ADVANCED NURSING DEGREES

Sharp Chula Vista Medical Center	84.35
Sharp Coronado Hospital	83.21
Sharp Grossmont Hospital	80.21
Sharp Mary Birch Hospital for Women & Newborns	82.85
Sharp Memorial Hospital	87.08
Sharp Mesa Vista Hospital	75.20
Sharp Average	83.74

Spotlight: Dare to Dream - A Journey of Gratitude

Melodie Daniels, PhD, CNS, NPD-BC, is an example of how scholarships transform individuals at Sharp. She gained her doctorate and is now giving back and creating pathways for others.

“Growing up the eldest of seven in a family that believed ‘girls only needed an eighth-grade education,’ my dream of attending college felt out of reach. I was taken out of school after eighth grade, yet my love for learning endured. Years later, initially as a single mother and then with the support of my husband, I returned to school, earning my BSN from San Diego State University. Encouraged by a mentor, I went on to complete my MSN just three years later.

In 2015, I dared to dream bigger, applying for the Caster Nursing Institute scholarship. Thanks to the scholarships I received in 2015, 2016, and 2017, I earned my PhD from the University of San Diego’s School of Nursing and Allied Science. My dissertation *Identification of Nurse-Controlled Predictors of Pain in Patients Undergoing Total Hip or Total Knee Arthroplasty* has been shared locally, nationally, and internationally.

Today, I am honored to oversee Sharp’s Learning Programs and student placements, nurturing the next generation of health care professionals. This role allows me to give back to the organization that supported my dreams and helped shape my career. For example, in collaboration with National University, we designed a Bachelor of Science in Nursing (BSN) program for Sharp’s licensed vocational nurses to grow in their practice and advance their career at Sharp.

To the Sharp Foundation and all who contribute to these life-changing opportunities: Thank you. Your support not only changed my life but continues to ripple through the lives of countless others pursuing their own dreams.”



Melodie Daniels
PhD, CNS, NPD-BC
Manager,
Learning Programs

Transition to Practice Program Excellence

On June 25, 2024, Sharp's Nurse Residency Program (NRP) received its second prestigious recognition from the American Nurses Credentialing Center's (ANCC) Commission on Accreditation in Practice Transition Programs with the status of Accredited with Distinction as a Practice Transition Program. Sharp's NRP is one of only 288 accredited programs in 983 healthcare sites in the United States and internationally. The accreditation is granted for four years and includes Sharp's six hospitals.

"The ANCC PTAP sets the global standard for residency or fellowship programs that transition registered nurses. Accreditation with Distinction is the highest recognition awarded by the ANCC's accreditation program."



Kim Failla,
PhD, RN, NE-BC, NPD-BC
Director, Nursing Workforce
Transition

"Sharp HealthCare has embraced new graduate nurses as a key and vital part of our workforce," says, Susan Stone, PhD, RN, FACHE, NEA-BC, chief nurse executive. "The framework of our recognized Nurse Residency Program (NRP) allows our new nurses to join the professional practice of nursing within a safe learning environment. This ensures our long-standing legacy of exemplary professional nursing practice will continue for decades to come."

The ANCC appraisers identified intentional rounding as a best practice as well as the integration of interprofessional looping across multiple sites and units in enhancing patient care and relationship building through meaningful collaboration. Recognition for notable accomplishments included: sourcing of grant funding for programmatic use/needs, the creation of a program overview self-paced learning module, the program's use of mentorship, and the various dissemination efforts from the program director and team.



Sharp has developed extensive programs dedicated to advance and support nurses.

Spotlight: Transition to Practice Program Graduates



Lauren Federico, BSN, RN
Clinical Nurse
Senior Behavioral Health Unit
Sharp Mesa Vista Hospital

"I enjoyed the Sharp NRP. We had an extensive orientation period when we were paired with a nursing preceptor who guided me how to be a nurse on our unit. By the time I started working independently, I felt confident in the care I provided. I especially valued having a mentor who offered guidance and a space to discuss the challenges of being a new graduate nurse.

With the implementation of Epic, I noticed that a checklist had not been created; my improvement project aimed to address this gap and improve accuracy in charting.

I am passionate about teaching and am eager to guide the next generation of nursing professionals, contributing to their development and the overall excellence of our team at Sharp."



Taylor Wynn, MSN, RN
Clinical Nurse
6W Surgical PCU
Sharp Memorial Hospital

"Since the NRP program, I have participated in evidence-based practice projects. I graduated from the 2023 Evidence-Based Practice (EBP) Institute San Diego Consortium where I developed my EBP project 'Assessing Pressure Injuries in People with Dark Skin Tones,' which demonstrated that nurse education improves knowledge and confidence in assessing pressure injuries in people with dark skin tones. I am fortunate that Sharp gave me this opportunity."

Taylor's findings have been developed into a mandatory learning module for all enterprise nurses. She has presented her project at the 2024 Sharp Research & Innovations Conference and 2024 Sigma SoCal Odyssey Research Conference.

"I believe I have a long future at Sharp! I plan to go back to school to pursue an advanced degree to help progress my career at Sharp."

Exemplary Professional Practice

Nurses achieve outstanding patient care outcomes through evidence-based practice, collaboration, and continuous improvement.



Sharp RNs: Albert Flores, Teresia Ngeno, Erica Granados, Leslie Washington, Cindy Arias

Evolution to Professional Governance

On May 23, 2024, Sharp Nursing hosted Tim Porter-O'Grady, a world-renowned expert noted for his work on professional governance, to kick off its transition from shared governance to professional governance.

"Sessions with Dr. Porter-O'Grady focused on opportunities to enhance ownership of practice including accountability, collateral relationships, and decision making."



Laurie Ecoff
PhD, RN, NEA-BC, CNL
Vice President, Terrence
and Barbara Caster
Institute for Nursing
Excellence and James S.
Brown Simulation Center

Through facilitated discussions, Dr. Porter-O'Grady laid a foundation for future work at Sharp to transition to an enterprise-wide structure, examine processes for accountability and decision-making, and measure the effectiveness of professional governance.

Sharp nursing leadership has long valued shared decision making, a belief where everyone is a leader, and everyone works in partnership to ensure optimal patient and provider outcomes with a pursuit of being best in class. This philosophy is embedded in an element of the Nursing Professional Practice Model — Engaged Leadership, and a capability in the Leader Capability Model — Shared Decision Making.

A World Café, an interactive discussion format, held in December 2024, resulted in several themes that will inform the work and included professional governance future state, structure, processes, and outcomes. Design, implementation, and pre-post evaluation of outcomes will occur in calendar year 2025.



Tim Porter O'Grady Professional Governance Event

Nursing Professional Practice: A Legacy of Excellence

Sharp's legacy of nursing professional practice excellence has distinguished the organization as a leader in person-centered care across the globe with repeat Planetree Gold-Level certifications, continued Magnet Recognition Program® recognition, and sustained high rankings in the Vizient® Patient Centeredness domain.

Every day Sharp HealthCare nurses put people at the center of the health care experience to deliver on the promise of person-centered care in pursuit of Sharp being the best place to receive care.

In fact, person-centered care is the cornerstone of Sharp's Nursing Professional Practice Model, which emphasizes high-quality (excellence, safety, integrity), innovative, and compassionate care.



Sharp Nursing Professional Practice Model

"Our nurses' commitment to exemplary practice starting with the person has distinguished us as a leader. Sharp HealthCare is recognized across the globe as a person-centered care organization."

Susan Stone, PhD, RN, FACHE,
NEA-BC
Senior Vice President of Health
System Operations and System
Chief Nursing Executive

RECOGNITION

4 hospitals are Magnet designated by the American Nurses Credentialing Center: Sharp Memorial Hospital and Sharp Grossmont Hospital have four Magnet designations; Sharp Mary Birch Hospital for Women & Newborns has 2 designations; and Sharp Chula Vista Medical Center has one designation.

All 4 of Sharp's acute hospitals are Gold-level Certified by the Planetree Certification Program for Excellence in Person-Centered Care. Globally, only 172 hospitals have achieved Planetree certification, with just 115 holding Gold-level status.

Sharp continues to be a top quartile performer in the Patient-Centeredness elements with Vizient, Sharp's national benchmarking partner with more than 1,000 organizations. This track record has prompted Vizient and other organizations to engage with Sharp nursing leaders on best practices with enculturating person-centered care.

Spotlight: Person-Centered Care Excellence

Sharp's nursing teams have played a pivotal role in sustaining person-centered care excellence. Their unwavering dedication ensures that the care provided meets the unique needs and preferences of patients and families, reaffirming Sharp's position as a leader in compassionate, high-quality health care.

PLANETREE CERTIFICATIONS

Sharp Chula Vista Medical Center	Gold Certified Patient-Centered Hospitals 2014, 2018, and 2023
Sharp Coronado Hospital	Gold Certified Patient-Centered Hospitals 2007, 2010, 2013, 2017, 2020, and 2024 Gold with Distinction in 2011 and 2024
Sharp Grossmont Hospital	Gold Certified Patient-Centered Hospitals 2018 and 2023
Sharp Memorial Hospital	Gold Certified Patient-Centered Hospitals 2012, 2015, 2019, and 2024 Gold with Distinction in 2014



Sharp team members at the 2024 25th Annual Planetree Conference Awards Ceremony.

Virtual Program Transforms Nursing Practice

In 2024, nursing leadership leveraged current and emerging technology to reduce the nurse's administrative burden. The Virtual Inpatient Nursing Program (VINP) uses Sharp registered nurses based at the corporate office to expedite admission and discharge processes.

Sharp is the first health system in San Diego County to offer a VINP. As of December 2024, VINP nurses support nine Acute, Progressive Care, and Intensive Care units at Sharp Memorial Hospital, Sharp Chula Vista Medical Center, and Sharp Coronado Hospital for patients who meet specific criteria. The program is supported Monday through Friday by 10 virtual nurses to provide virtual visits 12 hours a day for patients who meet specific criteria.

BENEFITS

Improved virtual discharge patient experience scores from 30th percentile rank to consistently at the 97th and 98th percentile rank

Supporting and improving quality and safety for patient and families

Facilitate bed availability for ED admissions allowing for improved access to care

1.1% lower readmission rate than traditional nursing from August to October 2024

Patient Story

In May, Karen Woodard's 91-year-old mother, Yaeko, was hospitalized at Sharp Memorial Hospital. After receiving treatment for 12 days for pneumonia, low oxygen levels and other health issues, Yaeko was ready to go home, and Karen felt extreme gratitude for the care her mother received. She especially appreciated the VINP, which provided Karen with excellent information and guidance from a SHC VINP nurse.

"I'm so appreciative that we had a nurse who could explain all of my mother's care plan after discharge, including changes to her medications," Karen says. "The virtual experience was absolutely excellent. I've never had more questions answered by a nurse than this, and I felt she dedicated her time to focus on us and my mother's care."*

*Used with permission.

Nurses Integrate New Physical and Psychological Safety Skills

Post-COVID, workplace violence, aggression, and incivility towards Sharp HealthCare nurses increased significantly. Feedback from nurses prompted leaders to enhance training on workplace safety resulting in significant outcomes in less injuries and lost work time in 2024.

The selection of the AVADE® (Awareness-Vigilance-Avoidance-Defense-Escape) Workplace Violence Prevention training program provides nurses with self-defense techniques and tools to recognize and diffuse escalating behavior.

“Our nurses’ safety—both physical and psychological—are always a priority. It is important that our nurses are equipped with the skills to recognize, avoid, be empowered to speak up and respond to various forms of aggression and violence for us to build a safer work environment.”



Christine M. Basiliere
MBA, RN, NEA-BC
Vice President, Workforce
Strategy and Support Services

SAFETY OUTCOMES

Over **64 percent increase** in the reporting of workplace violence events in the Sharp Real Learning (incident reporting) system

24 percent decrease in Workers Compensation assault cases from FY2023 to annualized FY2024

64 percent of class attendees stated they have been a victim of workplace violence from yelling and screaming to being punched, kicked, spit on, and other physical violence

74 percent of class attendees stated they felt more confident in their ability to respond to an incident than before taking the class and

90 percent state they feel Sharp has a culture of safety

Employee comments:

- “You can’t predict how people will react. There are those with mental health challenges or people that are plain and simply rude. I think AVADE helps us to respond better in difficult situations.”
- “The lessons taught here today give me confidence to be able to use them if needed in the ER.”

Simulation Advances Nursing Practice

Since its opening, the James S. Brown Simulation Center (BSC) has propelled simulation-based learning within Sharp and in the community, hosting over 2,000 participants, including 1,400 nurses this year alone. The BSC has conducted 867 training hours.

The team continues to advance Sharp's nursing practice and operational efficiency through interprofessional collaboration with simulation and innovative learning activities.

SIMULATION OUTCOMES

Welcomed 2 new per diem BSC operations coordinators

Continued 7 simulation activities developed since 2023

Created 22 new stimulation curricula

Conducted 867 training hours

Supported over 2049 simulation participants (48 percent increase) including 1,405 nurses (RNs and LVNs; 86 percent increase)

Hosted over 60 tours for over 1,000 guests

Optimized space at the Sharp Prebys Innovation and Education Center with over 70 hours in 2024 to photograph and film for a variety of uses, including the Apple Vision Pro launch, neonatal resuscitative techniques, filming for the "Do No Harm" conference, and Sharp All-Staff Assembly

"The BSC team has experienced rapid growth in developing and supporting various simulation activities, as well as refining its structure, process, and outcomes in preparation for accreditation."



Carmen N. Spalding
PhD, RN, CHSE-A
Director, Simulation and
Innovative Learning



Epic Code Blue Training at BSC

Spotlight: Perioperative Transition in Practice

With a nation-wide shortage of operating room (OR) nurses, Sharp was using travel nurses to fill vacancies at various surgical centers throughout the enterprise—at a significant cost. Surgery educators from Sharp Memorial Hospital, James S. Brown Outpatient Pavilion, Sharp Mary Birch Hospital for Women & Newborns, Sharp Chula Vista Medical Center, and the James S. Brown Simulation Center developed a system-based perioperative transition in practice training program to prepare Sharp nurses for OR roles.

Blending educational modalities, including lectures, computer-based training, skills lab practicums, and simulation exercises, the curriculum aligns with best practice guidelines of the Association of periOperative Registered Nurses (AORN) and the Society for Simulation in Healthcare, ensuring the highest standards of educational content and delivery.

A total of nine nurses completed this inaugural system cohort of Perioperative Transition in Practice.

- All nine learners passed the AORN Final Exam, scoring above 90 percent on their first attempt.
- Each nurse was hired to an OR nurse position at Sharp, filling long-term vacancies or replacing traveling nurses, which represents a significant cost savings to the organization.
- Replacing the six OR traveler positions with full-time Sharp employed nurses will result in an annualized cost savings of over \$1 million.

The initiative also reduced educator off unit time by 50 percent.



BSC team receive C.O.R.E. and Pillar Awards for their achievements in 2024.



Peri-Op 101

Spotlight: Complex Case Management Length of Stay Reduction

Sharp HealthCare's Case Management nurses successfully sustained a 143.6 percent reduction month-over-month in the number of discharging patients who exceeded their expected days (or excess days) compared to last fiscal year. Reducing excess days brings patients closer to the expected length of stay; thus, making the hospital more efficient and ensuring patients receive the right care, at the right time, in the right place.

Nurse case managers orchestrate one of the most critical aspects of patient care. Working behind the scenes, these nurses ensure patients navigate their hospital journey seamlessly and with ease. Their efforts create a smoother, more timely discharge process—not only freeing up hospital beds for incoming patients but improving patient outcomes and overall satisfaction.

In 2024, case management nurses examined challenges in discharging patients who have exceeded their expected days. These nurses, along with physicians, social workers, resource coordinators, leaders, and health insurance plan representatives, collaborated to reduce preventable discharge delays for after-hospital services; a major contributor to extended hospital days nationally.

Together, this interprofessional team shared challenges and implemented patient-centric strategies to help patients move through the continuum of care more efficiently. These strategies include regular patient-focused team meetings, clear communication pathways, weekly department huddles, and focused collaboration on insurance barriers.

“By focusing on improving communication, collaboration, and partnership, we help patients transition from the hospital to the next step in their care, whether it be returning home or moving to another care facility at the right time and without unnecessary delays. In addition to the accomplishments of Case Management, I am incredibly proud of our nurses in Utilization Management (UM) for embracing change and leveraging artificial intelligence (AI) to enhance UM practice. The integration of AI into our UM processes not only simplifies the complexity of our work but also allows our nurses to practice at the top of their license. I am honored to be a nurse at Sharp, an organization committed to advancing and improving nursing, ensuring our teams have the tools and support they need to succeed in an ever-evolving health care landscape.”



Zachary Lenert
MSN, RN, NEA-BC, ACM, CEN
Vice President, Integrated
Care Management

New Knowledge, Innovations and Improvements

Nurses improve patient care and nursing practice from a culture of continuous learning, evidence-based practice, and innovation.



Sharp clinical nurse specialists, nurse educators,
and professional development specialists
celebrating Clinical Nurse Specialist/Nursing
Professional Development Week

Sharp Research and Innovations

Sharp nurses are trailblazers, shaping the future of healthcare at Sharp and around the globe by sharing research-driven innovations through peer-reviewed publications, podium presentations, and posters - inspiring excellence and advancing practice worldwide.

Sharp nurses earned Green Belts by conducting projects in 2024. Green Belts are organizational leaders that spend approximately 20 percent of their time leading Lean Six Sigma projects and facilitating Change Acceleration Process and Work-Out sessions.

Green Belt Project Title/ Author/Entity

SMH Reduction in Feeding Tube Insertions by Radiologist (February 2024)
Laura Ferber, MN, RN, CNS, CNS (SMMC),
and Jessica Carlson, MSN, MBA, RN,
CEN (SMH)

SCVMC Chair Optimization in the Outpatient Infusion Center (June 2024)
Laurie Kalleberg, MSN, RN, PCCN-K, NE-BC

SGH for Women's & Newborns Bed Capacity Management (October 2024)
Kari Bernet, RN

Reduce Patient Safety Indicator (PSI) 4B – Pneumonia Utilizing a Multidisciplinary Approach Focusing on Prevention Before and After Surgery for General Surgery & Gastrointestinal (GI) Service Lines (October 2024)
Ben Chavez, MBA, BSN, RN, LSSBB (SGH)

Develop PAR level and Streamline Processes to Decrease Procurement Cost of Surgical Supplies, Eliminate Waste, Overstock and Optimize Storage Space (October 2024)
Vivien Lim, MSN, RN (SCVMC)

Strengthen Root Cause Analysis (RCA) Key Action Plans and Improve the Spread and Adoption of Key Actions Across SHC Eliminating Similar Patient Safety Events from Occurring (October 2024)
Elissa Berthiaume, MSN, RN, CPPS (SMMC)

OUTCOMES

Completed 6 nurse-led Green Belt Projects from 5 entities

Conducted an Annual Research & Innovations Conference

- 4 research studies
- 21 evidence-based practice, concept analysis, literature reviews and innovation projects
- 5 works of art

Completed 13 EBPI projects representing 4 entities

Caster Nursing Institute dissemination of new knowledge:

- 12 external podium presentations
- 14 peer-reviewed publications

Initiated 26 nursing studies / projects

Spotlight: Innovations in Action

The Sharp HealthCare's 10th Annual Research & Innovations Conference on September 27, 2024, at the Sharp Prebys Innovation and Education Center explored and celebrated Sharp's dedication to advancing research and integrating innovations and cutting-edge technology to shape the future of patient care

Key practice takeaways from 25 live presentations, breakout sessions, and author presentations of evidence-based projects, research studies, and innovative projects included:

- AI in health care—demonstrated live at the conference—is revolutionizing nursing and improving patient care and efficiency, though ethical considerations like data privacy remain crucial.
- Virtual nursing technology reduces administrative burdens on nurses, allowing more time for patient and family care, and new algorithms improve pain management.
- Enhanced Recovery After Surgery protocols improve surgical outcomes by minimizing stress during recovery.
- Innovative strategies with patient management (e.g., improving mobilization, managing critically ill patients) reduces hospital stay durations and improve patient outcomes.
- Healthcare delivery innovations increase intensive care unit capacity and optimize oncology care.

"This year's theme, Next Generation Healthcare: Bridging Research, Practice, and Technology, showcased how Sharp is pursuing innovations through research and interprofessional collaboration."



Kristine Mendoza
MSN, RN, ACNS-BC, CNS
Co-Chair, Collaborative for
Inquiry and Innovation Council,
Chair, R&I Conference,
Manager, Innovation and
Performance Improvement,
Sharp Grossmont Hospital



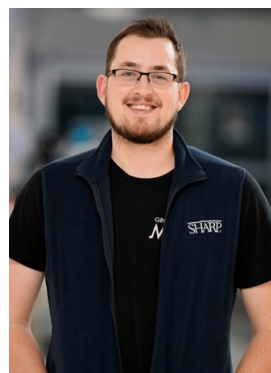
"Lemon Tree" by artist Amy Andrews, SMH
Arts for Healing Coordinator presented
at Sharp HealthCare's 10th Annual
Research and Innovation Conference

Spotlight: Global Adoption of Sharp's Stakeholder Evaluation Survey

The Sharp HealthCare Nurse Residency Program (NRP) Stakeholder Evaluation Survey instrument is invaluable to Sharp decision makers—as well as program leaders at over 175 health care organizations regionally, nationally, and across the globe. International users include Saudia Arabia, the United Arab Emirates, Jordan, Belgium, and Qatar.

Leveraging new insights and data for ongoing enhancements, Sharp's NRP sought a method to assess its effectiveness and pinpoint areas for improvement by incorporating feedback from key stakeholders (nursing executives, directors, managers, specialists, advanced clinicians).

At Sharp, the stakeholder survey results substantiate the ongoing need for human and capital resources for effective programs. Identified improvements have led to curriculum enhancements, including new or enhanced topics such as conflict resolution, critical thinking, delegation, implicit bias, patient deterioration, professional role, time management, and workplace incivility. Findings from the survey have been disseminated through peer-reviewed publications.



NRP graduates spotlighted in *One Sharp Nursing: Everyday Excellence*: Merari Morales, Jessica Johnson, Nicholas Schumacher

Spotlight: EBPI Projects

Sharp nurses are experts in evidence-based practice and translating evidence into clinical practice, resulting in enhanced decision-making and better outcomes. Sharp engages with the local professional nursing community through the Evidence-Based Practice Institute (EBPI), offered by the San Diego Consortium for Excellence in Nursing and Allied Health.

At the November 2024 EBPI virtual conference and graduation ceremony, forty-two project teams, composed of mentors and fellows, graduated from the program. Sharp hospitals teams completed 13 projects, which are evidence of a wide variety of innovations. These innovations will be evaluated for spread throughout the Sharp enterprise.

SHARP EBPI PARTICIPANTS AND PROJECTS

Entity / Presenter(s)	Project Title
Sharp Chula Vista Medical Center	
Krystle Guzman, BSN, RN Julie Kathryn Graham, PhD, APRN, ACCNS-AG	Latino Representation in the ICU
Charlene Del Rosario, BSN, RN Melanie Sumner, BSN, RN Cynthia Paraguay, MSN, RN, PCCN	Help Us Support Healing
Jillian Benton, MSN, RN EJ Kolnik, MSN, RN	Sweet Savvy: Navigating Diabetic Transitional Care
Aimee Flores, BSN, RN Angela Hermanns, BSN, RN Cynthia Paraguay, MSN, RN, PCCN	Educate Before You Medicate: Improving Patient Satisfaction Through Medication Communication
Adrianna Flajnik, BSN, RN, PCCN Christine Bagamano, BSN, RN	Bed to Baseline
Karissa Ghitelman, BSN, RN, OCN Kim Robinson, BSN, RN Marcus Willingham, BSN, RN Jennise Tolentino, DNP, RN, OCN, PCCN	No Strain Campaign
Anova Westcott, BS, RCP, RRT-NPS Ray Daniels, BS, RCP, RRT-NPS Julie-Kathryn Graham, PhD, APRN, ACCNS-AG	Person-Centered Mechanical Ventilator Management with Esophageal Pressure Monitoring to Improved Oxygenation in the Obese Population
Megan Lavelle, MSN, RN Sandra Gonzelez, BSN, RN, PCCN Paige Taylor, BSN, RN, PCCN	Bye-Bye HAIs: Implementing Daily CHG Bathing and Line-Rounding

Continued on next page

Spotlight: EBPI Projects (Continued)

SHARP EBPI PARTICIPANTS AND PROJECTS	
Entity / Presenter(s)	Project Title
Sharp Coronado Hospital	
Charlene Robbins, BSN, RN Bridget Henderson, MSW Ana Duran, MSN, RN, CCRN	Human Trafficking: Empowering the Nurse Response to a Vulnerable Population
Sharp Grossmont Hospital	
Annie D. John, BSN, RN, PCCN Marisa Kim, BSN, RN, CIC	Clostridiodes Difficile: A Focus on Environmental Hygiene Interventions
Sharp Memorial Hospital	
Laura Maldoon, BSN, RN Tania Marquez, MDiv Stacey Nilsen, PhD, RN, ACNS-BC	Caring with Confidence
Kennedy Champayne, BSN, RN Tanna Thomason, PhD, RN, NPD-BC	From Stress to Success: Enhancing a Healthy Work Environment in the Surgical ICU Setting
Amanda Doud, BSN, RN Samantha Manis, BSN, RN Heather Johnson, MS, RN, ACCNS-AG	Move Safely: Nurse-Patient Collaboration to Prevent Falls



2024 EBPI Mentors and Mentees celebrating graduation.

EBPI Spotlight: Latino Representation in the ICU

PICO QUESTION

In critically ill adults, does incorporation of culturally representative elements (art, music, food, natural language) compared to current practice, improve multiple patient-centered outcomes including:

- the experience of pain,
- early mobility,
- utilization of culturally diverse dietary preferences,
- goals of care, and
- consults to Spiritual and Palliative care?

Purpose: Sharp Chula Vista Medical Center's (SCVMC) Intensive Care Unit (ICU) serves predominantly patients who identify as Hispanic (64-67 percent). However, cultural elements within the facility (food, language, alternative therapies, available art) has historically not been representative of cultures of Hispanic regions. Diversity creates an inclusive, equitable environment, thus positively highlighting Latino patient outcomes. Furthermore, staff prides themselves on delivering patient-focused care where simple conversation and assessments provide opportunities for healing.

Interventions:

- Thorough literature review identified barriers for Latino patients in healthcare settings.
- Employed a mixed-method evaluation, measuring outcomes through staff surveys and verbal feedback.
- Cultural elements made readily available (food, music, art and technology-based communication tools) to create a familiar environment and equip providers with tools to efficiently interact with Latino patients.

OUTCOMES

Higher patient-staff satisfaction, amplified interactions, reduced disparities and enhanced cultural sensitivity.

Food and Nutrition Services implemented Patient and Family Advisory Council (PFAC) feedback into the launch of their new menu in May of 2025.

Informational technology staff are now incorporating Spanish as an option on the iPad for communication with the possibility to expand to other languages including the patient menu into these applications.

Implications for Nursing:

- Effectively serving Latino patient and families requires culturally competent, person-centered care.
- Many varied stakeholders outside of the ICU play an important role in full implementation and sustainability of this project.
- Projects like this one can be brought to the PFAC to gain an objective perspective of the lived experience of receiving care.
- Integrating technology to enhance the patient experience ensures all of those served are seen in a person-centered manner. The best place to receive care in the universe is a place where everyone received that person-centered care.
- Latin-focused preferences including recruitment strategies, language-learning opportunities and acknowledgment of professional second/third-language staff could be spread across the region to create a healing culture representative of the community served.

Spotlight: Nurses' Expertise Drive New Technology

Sharp nurses are experts in adopting new technologies to improve care and operations. With the transition to a new electronic medical record system, nurses exemplified incredible adaptability and savviness. They maintained a high level of patient care despite the steep learning curve and the demands of their regular duties.

Two key nursing roles were instrumental with the Epic transition: Nurse Readiness Leads and Nurse Informaticists.

Nurse Readiness Leads were recruited from operations and actively served as the vital link between frontline staff and the Epic implementation team. These nurses provided invaluable insight into the practical needs of their departments and worked tirelessly to facilitate meeting the end user operational needs before, during, and after go-live.

Nurse Informaticists, board-certified (NI-BC) nurses, were invaluable in evaluating the core functionality of Epic and addressing documentation elements, care coordination, patient education, and other workflows in a cohesive way that was not possible with Cerner.

"The collaboration of these two nursing roles with the Epic transformation underscores the importance of nursing in technology adoption at Sharp. Their expertise ensures that technology improves clinical practice, patient safety, and operational efficiency."



Janet Hanley
MBA, BSN, RN, NEA-BC
Chief Nursing Information Officer
and Vice President of Patient
Technology, Innovation and
Efficiencies

OUTCOMES

220 Nurse Readiness Leads contributed to over **13,000** decisions

187 nurses assisted with migration of patient data over 3 days (24-hour coverage)

1,283 Nurse Super Users were involved in proctoring staff training and supporting work areas during go-live.

814 nurses completed Thrive training post-live. This Epic-led training builds on current skills and provides additional tips on using the electronic chart and finding data and data trends more easily.



Entity Nursing Spotlights

The following pages highlight
the exceptional work of
nurses throughout the
enterprise.

Sharp Coronado Hospital

Spotlight: CA Bridge Program Ensures Patients Needing Medication Assisted Treatment Receive the Best Care

Purpose: The project aim was to universally screen all patients seeking medical treatment at Sharp Coronado Hospital for Opioid Use Disorder (OUD) and ensure appropriate identification and diagnosis of those who could benefit from medication assisted treatment and referral to a recovery program. Hospitals offer a unique opportunity to screen and initiate evidence-based treatments during key clinical touchpoints.

Interventions:

- Committed to adopting best practices related to substance use disorder (SUD) in response to findings from the community needs assessment, internal data, and staff and patients' feedback
- Recruited two patient advisors with firsthand lived experience in OUD treatment and recovery
- Adopted motivational interviewing and the Screening, Brief Intervention, and Referral to Treatment (SBIRT) model
- Added Disease Model in nursing education
- Established Enhanced Case Management for post-discharge care.

OUTCOMES

40 percent of patient diagnosed with OUD successfully treated

84 percent increase in identification of patients with OUD

Staff now provide low barrier and no cost, harm reduction kits such as naloxone kits and fentanyl testing strips

Expanded program from the ED to the Acute and Critical Care departments

Created referral pathways for community services and follow up care within 7-10 days

Implications for Nursing:

- Including the patient voice, through the recruitment and engagement of patient advisors with lived experience in OUD treatment, ensures that nurses and clinicians are offering personalized care and support of this vulnerable population.

"Sharp Coronado has had an exceptional year expanding services and programs to meet the growing needs of our community. We proudly advanced our ability to care for stroke patients with a Primary Stroke Certification by The Joint Commission. We opened our newly expanded Emergency Department to support record breaking numbers of patients seeking care. Additionally, our surgical departments treated more patients than ever before in the hospital's history. Our dedication to quality and person-centered care significantly contributed to our success and we earned our sixth Planetree Gold Certification, with special recognition for leadership and innovation. I'm incredibly proud of our nursing teams and grateful to all of you who make Coronado so special every day!"



Marlena Montgomery
MSN, MBA, RN, FACHE, CEN
Vice President, Patient Care
Services and
Chief Nursing Officer
Sharp Coronado Hospital

Sharp Coronado Hospital

Spotlight: ICU Nurses Use Evidence-Based Practice to Improve Patients' Understanding of Care after Discharge

Purpose: To implement an evidence-based practice project, Intensive Care Unit (ICU) Diary, to improve ICU families and patients understanding of care after discharge. The inpatient Hospital Consumer Assessment of Healthcare Providers (HCAHPS) and Systems patient satisfaction scores for the Discharge Domain question "Staff talk about help when you left" was trending down. ICU Unit Practice Council nurses identified opportunities for improvement with family / support person related to understanding the care provided to patient, especially Post-Intensive Care Syndrome after discharge.

Interventions: The strategies for the ICU Diary project included:

- Engaging patient advisors as co-design partners throughout the project.
- Applying the 8As of the Evidence-Based Practice Model to guide the project and researching evidence on diary use for Post-Intensive Care Syndrome.
- Designing the ICU Diary in collaboration with patient advisors, administration, and Marketing, to document daily occurrences and milestones for patients expected to stay in the ICU for more than 72 hours.
- Adapting the Family Satisfaction with the ICU Survey (FS-ICU 24®) and creating questions related to diary-keeping based on Planetree drivers.
- Engaging and educating nurses and interprofessional team members via huddles including surveying for feedback

OUTCOMES

Increased Sharp Coronado inpatient HCAHPS Patient Satisfaction percentile rank for Discharge Domain question "Staff talk about help when you left" from the 66.67th percentile rank in 2023 to 100th percentile rank in 2024

ICU Family Satisfaction Survey - 100 percent of responses "strongly agree" to the questions

- "Participating in the ICU Diary project made me feel included in my family member's care"
- "Participating in the ICU project promoted caring attitudes and compassionate communication with the ICU team"

Specific feedback from patients and families is discussed during interdisciplinary rounds

Implications for Nursing:

- This initiative was particularly meaningful due to the exceptional interdisciplinary collaboration it fostered. A stay in the ICU can be difficult for patients and families.
- This project clearly resonated with every department in the hospital, and all areas contributed and played a vital role.
- This level of patient/family integration created meaningful improvements in person-centered care at Sharp Coronado.
- Evidence has found that the use of a diary helps relieve the effects of post-intensive care syndrome.

Sharp Chula Vista Medical Center

Spotlight: Person-Centered Mechanical Ventilator Management with Esophageal Pressure Monitoring to Improve Oxygenation in the Obese Population

Purpose: Obese patients admitted to Sharp Chula Vista Medical Center' (SCVMC) intensive care unit (ICU) on mechanical ventilation are at increased risk from suboptimal positive end-expiratory pressure (PEEP) settings resulting in refractory hypoxemia, ventilator-induced lung injury, and a longer ICU length of stay. The esophageal balloon is recommended as a best practice in PEEP optimization for improved oxygenation of ventilated obese patients. Nurses and respiratory care practitioners collaborated on this project to improve oxygenation.

Interventions:

- Designed feasibility trial approved by SCVMC Critical Care Committee and Intensivists
- Trained Respiratory Care Practitioner staff
- Received Institutional Review Board approval
- Collected and analyzed data and identified meaningful outcomes

OUTCOMES

Dramatically higher partial pressure/fractional inspired oxygen (pf) ratio, which has a statistically significant relationship with survival per the Berlin definition adopted by Acute Respiratory Distress Syndrome (ARDS) Net

Optimized driving pressure to safe parameters, decreasing the risk of barotrauma and death

Reduced use of salvage therapies (proning, inhaled nitric oxide, extracorporeal membrane oxygenation)

Reduced ventilator days by 0.5 days

Reduced length of stay

Implications for Nursing:

- Deliver safer driving pressure and PPE optimization with esophageal pressure balloons
- Improve oxygenation while preventing barotrauma
- Reduce costs associated with salvage therapies

"I am delighted and honored to acknowledge some of the exceptional work at Sharp Chula Vista. The daily dedication to delivering high quality care is a testament to the nurses' and interprofessional team members' unwavering commitment to person-centered care. The practice setting fosters research-driven approaches while providing a supportive environment amid any challenges. It is a privilege to celebrate these outstanding nurses and interprofessional team members, reflecting the broader culture of excellence at Sharp Chula Vista."



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

Sharp Chula Vista Medical Center

Spotlight: Stress First Aid for Nurses

Purpose: Nurses experience significantly more shared suffering and loss than other caring disciplines. This can lead to disproportionate burnout, absenteeism, and intent to leave the profession if not mitigated. Contracts with off-site employee assistance programs (EAP) have been widely adopted to mitigate these outcomes. Some examples of cost savings are decreased turnover, decreased reliance on contracted staff, and increased productivity.

Despite these truths, EAPs are often underutilized by nurses. Nursing staff at SCVMC may need to be made aware of the resource's availability and how to access it. A professional therapist present on the care team in the intensive care unit (ICU) has been associated with "normalizing" psychotherapy and was far preferred over seeking outside support.

OUTCOMES

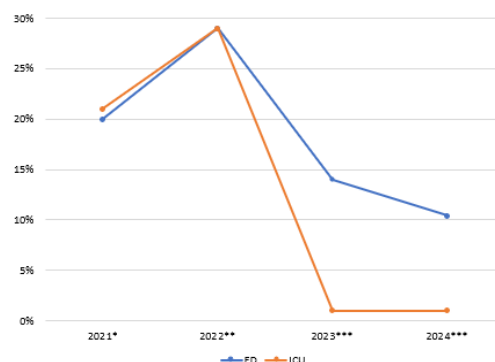
Adding a professional therapist to the care team was associated with improvement in the following domains: job satisfaction, burnout, and resiliency.

Compared to outside help, time spent with the onsite team therapist statistically impacted nurses' self-efficacy.

Years of experience, shift (days vs. nights), role (clinical vs. non-clinical), gender, and ethnicity had no statistically significant relationship to burnout, resiliency, or job satisfaction.

Interventions:

- Tested the model of a therapist integrated into the care team to determine nurses' utilization of the team therapist compared to other types of available support
- Identified outcome measures, which included job satisfaction, burnout, resiliency, and self-efficacy



Nurse turnover decreased over time.

* Counseling Therapist brought in per diem to emergency department (ED) & intensive care unit (ICU)

** Counseling Therapist made full-time to ED and ICU

*** Counseling therapist embedded into the ED and ICU

Implications for Nursing:

- Embedding a counseling therapist into the emergency department and intensive care unit can reduce turnover.
- Further research should be conducted to reproduce findings to support generalizability.
- Longitudinal analysis could demonstrate financial benefits regarding return on investment.

Sharp Grossmont Hospital

Spotlight: Growing Future Nurses from the Local Community

Purpose: The Professional Development Department nurses at Sharp Grossmont Hospital (SGH) recognized a community need to foster early relationships with local high school and college students interested in nursing. SGH clinical nurse specialists partnered with the hospital's Volunteer Department to design a program called Growing at Grossmont that allows local volunteer high school and college students to gain exposure to various nursing departments and roles.

Interventions:

- Designed program to include a nurse shadowing component (e.g., iShadowU)
- Marketed program to existing SGH high school and college volunteers
- Offered education and an opportunity for volunteers to shadow nurses in a variety of roles and settings
- Provided volunteers with sample questions to ask, observations to make, and prompted reflection exercises

OUTCOMES

16 high school and college-age volunteers attended the first Growing at Grossmont session

12 volunteers registered for 1 to 3 job shadowing opportunities in a variety of roles and settings through iShadowU

Implications for Nursing:

- Provides an opportunity for staff mentors to share their passion of nursing with the next generation
- Encourages, mentors, and guides first-generation college-bound students toward a nursing career
- Enables better understanding of the nurse role and scope with insight into the various opportunities within the nursing profession
- Generates excitement with volunteers to begin next steps toward obtaining a nursing degree
- Strengthens the nursing pipeline (e.g., Nurse Residency Program recruitment)

"This year, our nursing team has once again demonstrated extraordinary dedication and excellence in patient care. We proudly achieved our third Certified Stroke Center designation, earned Spine Certification, and were recognized as a Newsweek Best Maternity Hospital for the third time. Additionally, our MICU received the prestigious Beacon Award, a testament to our unwavering commitment to quality and safety. All this while caring for our patients during the highest census ever seen at SGH both inpatient, and in the emergency dept, operating rooms, and cath labs. These accomplishments reflect the skill, compassion, and leadership of our nurses, whose dedication continues to set the highest standards in healthcare. Thank you for all you do!"



Louise White, BSN, MHA
Vice President, Patient Care
Services and
Chief Nursing Officer
Sharp Grossmont Hospital

Sharp Grossmont Hospital

Spotlight: Quiet at Night Bundle Improves Patient Experience

Purpose: Disruptive noise at night can lead to negative health consequences for patients due to lack of proper rest, including an increased risk of delirium. SGH's 5 West Unit Practice Council (UPC) clinical nurses were concerned about the declining scores for the "Quietness of the Hospital Environment at Night" survey question, as it directly impacted patient experience.

Interventions:

- Conducted a literature review to understand how other hospitals have improved quietness of the hospital environment. Reported disruptions included voices, squeaky carts, and beeping alarms
- Created a Charge Nurse Rounding Tool to elicit patient feedback about their rest and any disruptive unit noises
- Designed and launched a new Quiet at Night bundle, including:
 - Closing patient doors during the night,
 - Adjusting equipment alarm volumes according to Sharp policy,
 - Using champions to reward quiet behaviors exhibited by peers,
 - Bundling nighttime care interventions,
 - Storing nighttime supplies (e.g., eye masks, ear plugs) more conveniently
- Integrated bundle education with new staff orientation
- Prominently displayed signage with Quiet at Night Bundle interventions on the unit
- Presented initiative to Patient and Family Advisory Council for community members and former patients to give feedback and suggestions for continuous improvement

OUTCOMES

Increased HCAHPS Patient Satisfaction Percentile Rank Score for Quietness of the Hospital Environment at Night from 25th percentile rank (April 2024) to 74th percentile rank (June 2024)

Implications for Nursing: Implementation of Quiet at Night Bundle:

- Increases patient-reported feedback regarding noise for targeted improvements
- Facilitates better sleep quality for improved healing and recovery
- Creates more calming work setting for nurses

Sharp Mary Birch Hospital for Women & Newborns

Spotlight: Patient Education Using Bedside App

Purpose: In early 2024, the Sharp Mary Birch Hospital Maternal Infant Services (MIS) Unit Practice Council (UPC) clinical nurses identified an opportunity to improve patient medication education by leveraging the use of tablets with Epic's Bedside app.

Interventions:

- Collaborated with clinical informaticists to integrate Epic's Bedside app into the nursing workflow and patient education
- Provided education to staff at monthly meetings to increase patient engagement and their understanding of medications (instructions on using the Epic Bedside app, tip sheets for tablet deployment, and FAQs for clinicians and patients)
- Established processes to monitor progress, such as reviewing tablet utilization reports and patient engagement scores and posting patient satisfaction scores on the units

OUTCOMES

Increased patient satisfaction scores regarding patients' understanding of their medications from 60 percent in the second quarter of 2024 to 74.39 percent in the fourth quarter of 2024

Implications for Nursing:

The use of the Epic Bedside app by nurses at the bedside:

- Facilitates patient engagement (e.g., questions, concerns) related to their medications before leaving the hospital, leading to better health outcomes
- Assists patients be more informed and more likely to follow discharge instructions

"Establishing meaningful connections in our lives sustains us both at work and home. Brene 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, RN
Vice President, Patient Care
Services and
Chief Nursing Officer
Specialty Hospitals

Sharp Mary Birch Hospital for Women & Newborns

Spotlight: Length of Stay Improved for Infants with Neonatal Abstinence Syndrome

Purpose: The Neonatal Intensive Care Unit (NICU) nurses at Sharp Mary Birch Hospital for Women & Newborns (SMBHWN) faced a growing number of Neonatal Abstinence Syndrome (NAS) cases due to the opioid crisis. While pharmaceutical interventions are commonly employed to alleviate withdrawal, they can result in negative side effects and extended hospitalizations for patients. The NICU nurses identified an education opportunity to improve NAS length of stay with a shift to evidenced-based, non-pharmacological interventions.

Interventions:

- Led development of the interprofessional educational activity on changing assessment tools and the nurse-driven non-pharmacological interventions
- Planned iChanged assessment tools from the Finnegan Neonatal Abstinence Scoring Tool (FNAST) to the Eat, Sleep, Console (ESC) Tool. The FNAST directs pharmacologic treatment for NAS, and the ESC Tool focuses on infant function and comfort to direct non-pharmacological treatments, and it further promotes standardization of nurse-driven non-pharmacological interventions.
- Provided education to the interprofessional team on the ESC tool, its benefits, how it differs from the FNAST, evidence-based research on the effectiveness of non-pharmacological interventions, and the new updated order sets and guidelines

OUTCOMES

Decreased the average length of stay for NAS babies from 22 days in January 2024 to 5 days in August 2024

Implications for Nursing: The use of the ESC Tool:

- Emphasizes non-pharmacological treatments,
- Standardizes nurse-driven non-pharmacological interventions, and
- Reduces medication reliance, leading to more holistic, consistent, and improved care for infants with NAS.

Sharp Mesa Vista Hospital/ Sharp McDonald Center

Spotlight: Evidence-Based Program for Patients with Stimulant Use Disorder

Purpose: An advanced clinician at Sharp Mesa Vista (SMV) participated in the San Diego Evidence-Based Practice Institute with the goal of improving care for patients with stimulant use disorders (SUD). The advanced clinician focused on implementing the Matrix Model in inpatient settings. The Model is an evidence-based program that includes cognitive behavioral therapy education and skills, contingency management applications, relapse prevention education and skills, and the use of motivational interviewing. Already in use in outpatient settings, the Matrix Model increases patients' knowledge about depression and co-occurring SUD and provides them with the resources maintain sobriety.

Interventions.

- Thirty-one inpatients with depression and concurrent stimulant use disorder were enrolled in a pilot study.
- Knowledge, motivation and readmission rates for these patients were measured

OUTCOMES

Analysis of pre- and post-intervention data among participants demonstrated a significant improvement in their knowledge about the disease and motivation

Decrease in readmissions at one month and three months

Implications for Nursing:
The Matrix Model is effective in providing prevention, education, and skills to persons with Stimulant Use Disorders.

"Establishing meaningful connections in our lives sustains us both at work and home. Brene 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, RN
Vice President, Patient Care
Services and
Chief Nursing Officer
Specialty Hospitals

Sharp Memorial Hospital

Spotlight: Optimizing Geriatric Surgery

Purpose: Older adults are at a higher risk of having age-related vulnerabilities that can impact their recovery. Preoperative identification and care planning for high-risk patients can limit the burden of recovery and prevent loss of functional independence. The Sharp Memorial Hospital Geriatric Surgery Program team ensures older adult patients undergoing elective or emergent surgery or cardiac procedures receive the highest quality of care with an age-friendly focus.

Interventions:

- Aligned care plans with the patient's individual goals with consideration of comorbid disease on recovery
- Conducted vulnerability assessments and advance care planning discussions by Generational Health nurse practitioners and specially trained Advanced Illness Management navigators with surgical patients older than 75 years
- Collaborated with the primary surgeon to ensure the care plan aligns with the patient's goals
- Engaged patients in discussions about their personalized recovery process
- Presented high-risk patients at a weekly interdisciplinary planning meeting to create a comprehensive geriatric care plan

OUTCOMES

Decreased intensive care utilization greater than three days from 12 percent to 5 percent

Decreased post-operative delirium from 6 percent to 0.6 percent

Decreased length of stay by one day resulting in an average direct cost savings of over \$12,000 per case

Implications for Nursing:
Proactively identifying older adult vulnerabilities and creating individualized pre- and post-surgical care plans on What Matters Most, can improve outcomes and health equity in older adult surgical patients.

"Across Sharp HealthCare our nurses are practicing to the highest standards of care and professionalism in the field. We are committed to continuous improvement, evidence-based practice, patient-centered care, and professional development. Our nurses demonstrate strong clinical skills, effective communication, dedication to ethical practice, and lifelong learning."



Lindsey Ryan, PhD, RN,
ACNS-BC NEA-BC, FACHE
Vice President, Patient Care
Services and
Chief Nursing Officer
Sharp Memorial Hospital

Sharp Memorial Hospital

Spotlight: Expanded Services at the Kevin H. Cook Infusion Center

Purpose: The interprofessional team at the Kevin H. Cook Infusion Center at Sharp Memorial Hospital adjusted operations to meet community needs by increasing scope of services and hours of operation (now open seven days a week and beyond traditional business hours) to ensure cancer care is available in the appropriate care setting with convenient and flexible options for patients.

Interventions:

- This two-year phased expansion enabled patients to seek treatment sooner with as little disruption to their lives as possible, ultimately supporting optimal treatment outcomes.
- The restructure decreased the amount of time patients needed to spend in the inpatient setting by providing more opportunity for care in the outpatient setting.

Implications for Nursing:

- Since the expansion, the infusion center has seen a year-over-year increase in infusion center volume, greater utilization of the cancer navigation program, and other benefits.
- Expanded services can achieve:
 - Cost avoidance from bed delays, serving a larger patient volume with the current space, team, and
 - Decreased complication rates and Emergency Department visits as well as overall morbidity and mortality.

OUTCOMES

Increased infusion center patient volume by from 14,867 in 2023 to 16,472 in 2024

Reduced ED visits within 30 days post-outpatient chemotherapy related to symptom management and/or anemia from 12.5 percent in 2023 to 5.3 percent in 2024

Decreased inpatient admissions, leading to 168 saved inpatient bed days and cost savings of over \$500,000

Treated over 900 patients on weekends

Increased Report Card Engagement Index favorability from 88 percent in 2023 to 96 percent in 2024

Sharp Rees-Stealy Medical Centers

Spotlight: A Questioning Attitude Improves Needle Safety

Purpose: A nurse manager of training and education at Sharp-Rees Stealy (SRS) Medical Centers investigated two retractable needle technologies during discussions regarding system-wide implementation. The VanishPoint needle had been used by many SRS staff in COVID vaccine clinics with minimal training and positive feedback. The nurse manager had concerns about the physical activation required for the EasyPoint needle. SRS was aligned with the system safety goal to prevent staff needlestick injuries.

Interventions:

- Conducted targeted pilots of the EasyPoint needle technology and collected staff feedback
- Prompted the manufacturer to investigate production concerns at their overseas facility due to the nurse manager's questioning attitude
- Declined to implement the EasyPoint technology after the nurse manager respectfully and objectively, armed with data, advocated for staff despite the power gradient of a system-wide implementation.

Victoria Yutko, MSN, CNS, RN, Program Manager for SRS Training & Education Department, was the recipient of the 2024 Safety C.O.R.E. and Pillar Awards for this project.

“Victoria Yutko, MSN, CNS, RN, celebrated her 15th Sharp work anniversary in January 2024. She is the epitome of a leader who embodies The Sharp Experience.

She uses high reliability organization principles like questioning attitude and Speak Up to advocate for safe patient care and a safe clinical environment. She manages up and communicates challenging messages in a positive and constructive manner. And as program manager (supervisor), it can be difficult to speak up to executive leadership, especially when the feedback is against approved initiatives. Victoria did so in the case of the EasyPoint needles, which prevented patient harm and staff injury. She doesn't shy away from difficult conversations, but persistently advocates for the safest possible solution.”

Elisa Romero, MSN, RN, MBA
Director, Ambulatory Care Services
Sharp Rees-Stealy Medical Centers

OUTCOMES

Survey comments (n=39)

- 39 percent negative
- 21 percent positive
- 15 percent mixed

Positive comments:

- Easy to use
- Simple

Negative comments:

- Safety concern
- Clicking sound
- Difficult to restrain and activate



Victoria Yutko, MSN, RN, CNS
Manager, Training and
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Nursing Annual Report 2025

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