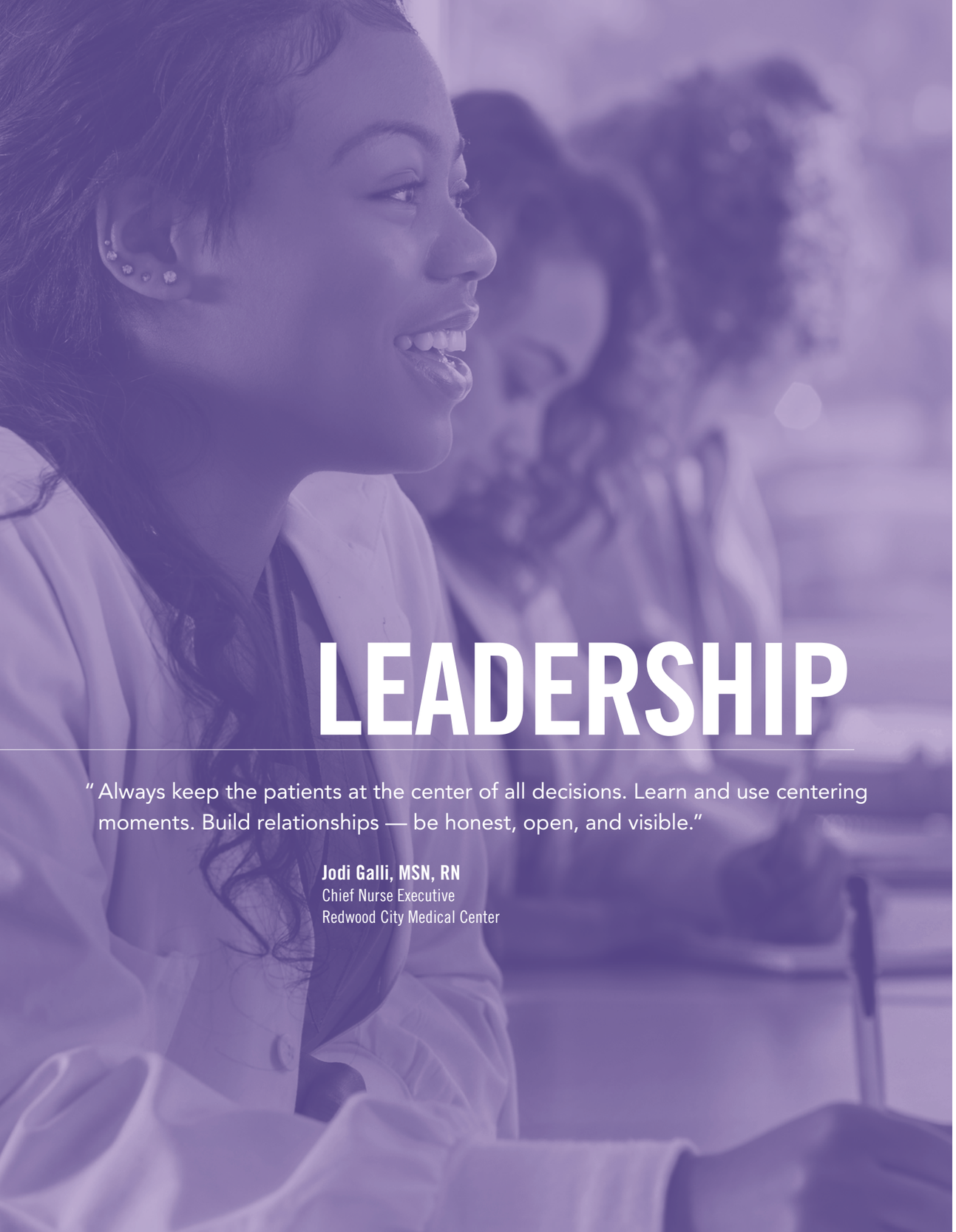


# LEADERSHIP

" Always keep the patients at the center of all decisions. Learn and use centering moments. Build relationships — be honest, open, and visible."

**Jodi Galli, MSN, RN**
Chief Nurse Executive
Redwood City Medical Center



# CARE EXPERIENCE

Mary Linda Rivera, ND, RN, Regional Director Care Experience
Members of the Northern California Care Experience team

## Our Ability to Make An Authentic Human Connection

Kaiser Permanente Northern California strives to provide the best member experience possible in every encounter. This year, we welcomed Mary Linda Rivera, ND, RN, to the regional Patient Care Services team. Mary Linda came from Cleveland Clinic in Cleveland, Ohio where she was instrumental in building a culture of patient-centered care. Mary Linda leads a dedicated team of seven care experience practice leaders throughout the region. This team supports our continued effort to effectively spread best practices in care experience, gather insights from our staff and patients, and engage in shared solutions to provide excellent service.

### An Authentic Approach

Personalized care, authentic communication, compassion, and a gentle touch are all hallmarks of an exceptional patient care experience. Comprised of many moments throughout a patient's journey, success usually relies on our ability to make an authentic, personal connection with the patient. Each day in our medical centers, nursing staff are linking purpose to evidence-based practices to better meet our patients' needs, improve safety outcomes, increase patient comfort, and improve the nursing care delivery experience. This work goes hand in hand with the efforts of the Kaiser Permanente Nurse Scholars Academy to bring Caring-Heart Science to nursing professional practice.

### HCAHPS = the Member Voice

On the next page, see an illustration of our journey to improve Hospital Consumer Assessment of Healthcare Providers Scores (HCAHPS). We are proud to report improved scores across all three nursing-sensitive HCAHPS measures. Through a comprehensive regionwide strategy, we expect to see our scores continue to rise.

### HCAHPS 2013-2016 SCORE IMPROVEMENTS

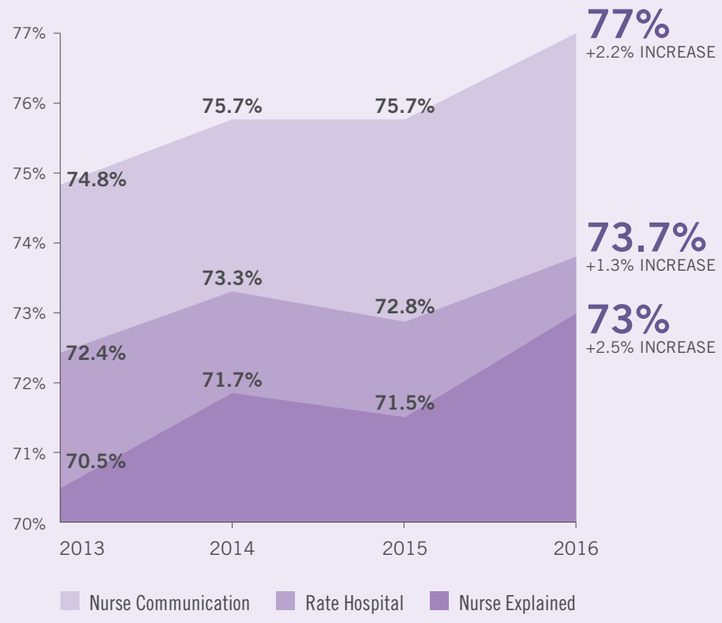
**1.3% INCREASE IN OVERALL HOSPITAL EXPERIENCE RATING**

**2.2% INCREASE IN NURSE COMMUNICATION RATING**

**2.5% INCREASE IN "NURSE EXPLAINED THINGS ALWAYS" RATING**

## Regionwide HCAHPS Scores 2013-2016

(Hospital Consumer Assessment of Healthcare Providers and Systems)




### Examples of 2016 Medical Center-driven Care Experience Projects:

+ **Fremont Medical Center** — This team changed how patients are informed of new medications prior to discharge. Nurse leaders collaborated in teams across multiple departments to develop the "Know My Meds" project. The team successfully created a one page patient-friendly document that educates patients on their medications. This project helps support nurses in providing clear and informative education to our members.

+ **Fresno Medical Center** — Fresno developed a comprehensive tracking system mirrored after the verbatim comments from members and patients. This tracking system offers unit and medical center leaders rich data on the patients' care experience. This information is being used in real-time to help support a positive patient experience.

+ **Modesto Medical Center** — Leadership on the Mom/Baby unit has focused on the clinical ladder program as a means to connect nursing practice to care experience. Nurses are encouraged to become active in unit-based programs as they progress along the clinical ladder. Staff engagement in care experience projects is at an all-time high in the Central Valley Mom/Baby Unit due to this approach.

+ **Sacramento Medical Center** — Sacramento launched "See Me as a Person" workshops. These bring together nursing staff and physicians in order to deepen the organizational integration of relationship-based care. This work focuses on improving the quality and safety of the patient experience. The workshops continue to promote building therapeutic relationships at the bedside.

# INNOVATION SITES

Pidge Gooch, MSN, RN, Executive Director Regional Patient Care Services Operations

## Designing the Future of Care Delivery

*Left to right, Redwood City Medical Center, Vallejo Medical Center*

### Innovation Site Objectives

- Optimize regional support of medical center
- Standardize care delivery models
- Create role-based reporting tools
- Advance nursing leadership roles
- Support all teams to manage change

The Kaiser Permanente Northern California Innovation Sites are an evolution in how we transform care and care delivery. We believe the Innovation Sites will enhance the high-quality, affordable care that members receive every time they become a patient in one of our medical centers.

### Defining Innovation Sites

Innovation Sites are medical centers designated as pilot-testing sites for new programs. Here, we are exploring meaningful shifts in nurse leader roles as well as new care delivery methods. These medical centers act as innovation hubs that allow for rapid process improvement, discovery, and data acquisition. Through this process, we can readily identify best practices and spread them to our other 19 medical centers more effectively. This model promotes efficiency and ingenuity at the same time.

### Redwood City and Vallejo Medical Centers

We selected Redwood City and Vallejo Medical Centers to pilot structural transformation. Simply stated, we are ensuring that the right work is being done by those in the right roles. These sites work in close collaboration with regional team members. Together, medical center and regional staff innovate new work flows and test best practices in a safe, efficient, and cost-effective manner.





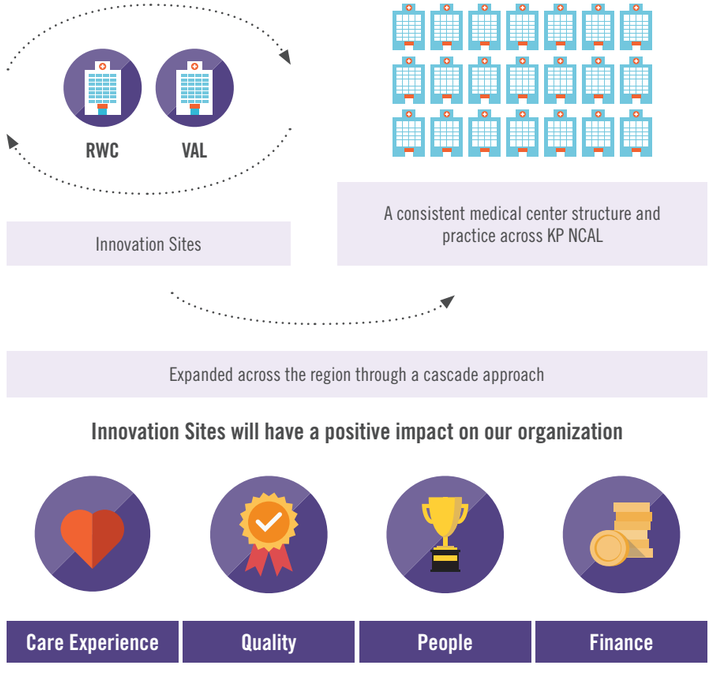
The chief nurse executives from both locations play a critical role in the success of this strategic initiative.

### Removing Barriers

The Innovation Sites are streamlining work by removing barriers. Nurse leaders and middle managers are being supported through new processes that reduce administrative demands. This helps nurse leaders enhance quality, safety, and care experience on their units. We expect this to translate into better outcomes for our members, as we support clinical and operational consistency across the region.

### Spreading Best Practices

Using real-time data, we are actively monitoring progress and will make adjustments as needed. Based on findings, initiatives will be fine tuned, and when ready, scaled across the region throughout all Kaiser Permanente medical centers in Northern California. We will continue to support all 21 medical centers in achieving top levels of performance for nursing-sensitive outcomes.




### KEY PILOTS

#### Optimize Management Roles

Delineate clear roles and responsibilities across the two innovation sites to allow leaders to work at their highest professional capacity.

#### Create Role-Based Tools

Provide the right tools to enhance nurse leader role satisfaction, quality, and service. This will include mobile applications and dashboards for safety, quality, and member care experience.

#### Develop New Nurse Leadership Roles

We will be developing new leadership roles that are designed to reduce demand on front line nurse leaders, and support our clinical staff in delivering high-quality, affordable care to our members.

# NURSE LEADER SYMPOSIUM

Ryan Fuller, BSN, RN, Regional Nursing Project Coordinator

## Engaging Our Nurse Leader Workforce

591 NURSE LEADERS ENGAGED

WE ARE INNOVATING ORGANIZATIONAL STRUCTURES BASED ON FEEDBACK FROM NURSE LEADERS

GATHER TOGETHER TO HAVE IMPORTANT CONVERSATIONS

Executive sponsor Theresa M. Brodrick, Ph.D., RN, Northern California Regional Chief Nurse Executive and Vice President Clinical Integration, held the inaugural Northern California Nurse Leader Symposium over two days in October. As nurse leaders arrived in large crowds both days, the energy was palpable in the air.

### Let's Talk Strategy

Each day began with a message from Janet A. Liang, President, Northern California Kaiser Foundation Hospitals and Health Plan, who outlined our recent clinical successes, as well as strategic initiatives moving forward as a region. She emphasized six areas of strategic focus, in order to advance our mission to deliver high-quality, affordable care to our members.

### Northern California Six Strategic Priorities

- **MENTAL HEALTH AND WELLNESS** — MIND, BODY CONNECTION
- **MEDICARE** — CARE FOR SENIORS
- **EMPLOYEES AS OUR MOST** — IMPORTANT RESOURCE
- **TOTAL HEALTH** — SUPPORT OUR COMMUNITIES
- **MEDI-CAL** — CARE FOR THOSE IN NEED
- **EMBRACE** — TECHNOLOGY

*Left to right: Theresa Brodrick, Bonnie St. John, Jeralin Crain, Jim D'Alfonso, Pidge Gooch*

### A Conversation with almost 300 Nurse Leaders a Day

Theresa M. Brodrick gave an overview of current strategies that have been implemented to empower and engage our medical center nursing leaders. She shared how we are actively evaluating and innovating organizational structures and processes based on feedback from our nurse leaders.

### Cultivating Micro-Resilience

The keynote speaker was author, Bonnie St. John. At only five years of age, St. John had a below the knee amputation on her right leg. She grew to compete in the Paralympics as a skier and won two bronze medals and one silver medal. Appropriately, she gave an inspiring workshop on cultivating micro-resilience in our daily personal and professional lives. Nurses were taught to pause and take micro moments to refocus, reset, reframe, refresh, and renew.

### Our Members, Our Purpose

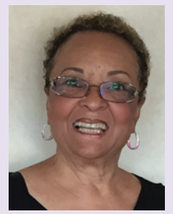
Jeralin Crain has served for 12 years as Patient Advisor for Kaiser Permanente. She serves on many national committees that look at how we deliver the best care possible to our members. Crain provided an inspirational endnote message about understanding care from the patient perspective. Crain, a long-time Kaiser Permanente member, had a challenging fight against breast cancer. Through her own efforts, she organized a support group and helped to create a community of members who were battling cancer as well. We recognize in these moments that our members are truly our best advocates.

Through this event, nurse leaders were connected back to our ultimate purpose — our members.

NCAL REGIONAL PATIENT CARE SERVICES

2016 NURSE LEADER SYMPOSIUM

Bonnie St. John



Jeralin Crain