

# Nursing and Patient Care Services Annual Report 2022



Heather Resseger

Vice President  
Chief Nursing Officer



Dear Colleagues,

I was so honored to be selected as NorthBay Health's Vice President and Chief Nursing Officer in 2022. It also gives me great joy and tremendous pride to present our 2022 Nursing and Patient Care Services Annual Report. My predecessor, Traci Duncan, was critical to the success of NorthBay during her tenure and through April of 2022, and so her work will also be represented throughout this document. 2022 was a year of many changes throughout our organization with changes both in leadership, service lines, and a focus on financial recovery. It was also a year to celebrate how nurses make a difference in the lives of our patients and our communities. We partnered together to deliver care the NorthBay Way, but to deliver it in different ways to ensure our organization would be part of our community for years to come. Nursing and Patient Care Services continued to work on their commitment to co-workers and to service excellence in both clinical quality and patient experience outcomes.

As NorthBay's Chief Nursing leader, I am incredibly grateful for each and every one of our team members. Their dedication, spirit, commitment and passion to care not only for each other, but for our patients and our community is a testament to what makes NorthBay great and unique. My favorite saying is NorthBay is a diamond in the rough, and it's because we have the best people living out our mission each and every day. Advanced medicine, compassionate care, close to home! I hope you enjoy reading and reflecting on all of the great work our teams accomplished this year as highlighted in our annual report.

*Heather Resseger*

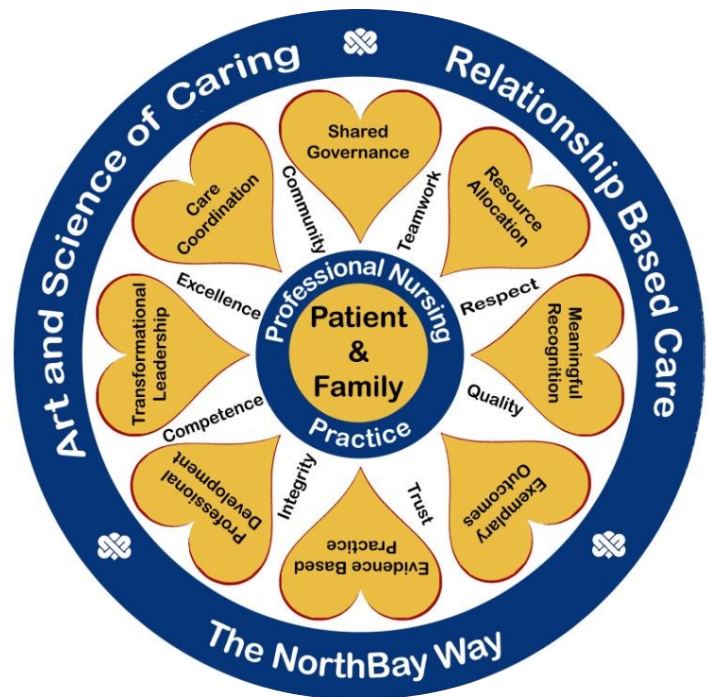
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# ORGANIZATIONAL OVERVIEW

## Professional Practice Model Defines Care

Inspired by our Magnet Journey, a group of nurses designed the NorthBay Health Professional Practice Model in 2010. The patient and family are the focal point of professional practice, representing the purpose of our work and the relationship of nurses with patients. The hearts represent how NorthBay nurses practice, communicate, collaborate, and develop professionally. The spokes represent NorthBay Health organizational nursing values. The outer ring is the theoretical framework for our practice.



- ♥ **Shared Governance** represents shared decision-making among nurses, leaders, and team members, through communication and collaboration. These structures and processes provide nurses the authority, accountability, and responsibility for decisions affecting work at the point of care delivery to achieve safe, high quality patient care and a positive practice environment
- ♥ **Resource Allocation** is an essential function of nurses to identify patient care needs. Clinical nurses and nursing leaders work together to prioritize procurement of equipment and supplies based on patient population and evidence-based needs.
- ♥ **Meaningful Recognition** is an acknowledgment of the contributions made by groups and individuals toward achieving strategic goals.
- ♥ **Exemplary Outcomes** represent the organizational vision for exceeding publically reported quality measures and the nursing vision of being nationally recognized for clinical services.



Licensed  
Inpatient Beds  
204

Patient  
Days  
51,100



Babies Born  
1,653



Emergency  
Visits  
71,701

Admissions  
11,635

Surgery Center  
Cases  
5,929



In-Hospital  
Surgeries  
4,353



Cancer Center  
Visits  
19,688

Hospice  
Days  
7,239

Home Health  
Visits  
9,437

♥ **Evidence-Based Practice** provides the foundation for and evaluation of practice and the commitment to scientific inquiry. The goal is to advance practice individually and collectively and improve the practice environment and patient outcomes.

♥ **Professional Development** is represented by our commitment to lifelong learning, career advancement, outreach to community members interested in the nursing profession, and the education of future nurses.

♥ **Transformational Leadership** acknowledges the power of leadership at the bedside and that of nursing executives, directors, and managers to inspire and advocate for nursing excellence.

♥ **Care Coordination** represents interdisciplinary collaboration and the commitment to using internal and external resources to provide the best care possible for those who entrust NorthBay Health with their healthcare needs.

892 NorthBay  
Health RNs

461 Non-RN Patient  
Care Services  
Team Members

# TRANSFORMATIONAL LEADERSHIP

## A Fond Farewell and a Warm Welcome

In 2022, NorthBay Health said goodbye to Vice President and Chief Nursing Officer Traci Duncan and welcomed Heather Resseger into the role as NorthBay's chief nurse. Traci's legacy will live on as Heather leads NorthBay nurses and Patient Care Services team members into the future.

After an over 40-year career, with the past 6 years as NorthBay Health's Vice President and Chief Nursing Officer, Traci Duncan, retired in April 2022. Traci has held many roles throughout her illustrious career. She began her career as a critical care nurse and later became a flight nurse and then an

acute care nurse practitioner. She moved into formal leadership with a variety of roles in Magnet, quality and education, and operations before becoming a Chief Nursing Officer.

Her work with NorthBay began in 2015. During Traci's tenure, she helped guide a successful Magnet redesignation, worked to develop the Clinical Practice and Education Department, and led the NorthBay nursing team through the global pandemic. Traci remained a visionary leader and a strong advocate for nursing from the bedside to the boardroom. She was a leader, mentor, and friend to many within the NorthBay system and continues as NorthBay's cheerleader in her retirement.



### Traci offered parting advice for nurses ...

"Fill your toolbox, experience as much as possible both inside and outside of NorthBay. Ultimately, only personal drive will result in success. Stay humble."

In May, NorthBay welcomed Heather Resseger into the Vice President and Chief Nursing Officer role. Having joined NorthBay in 2016, Heather was no stranger to NorthBay. Before becoming a leader for Quality and Care Management at NorthBay, Heather held a wide range of nursing positions. Her experience as a travel nurse has given her a unique perspective of nursing across the nation. Operational leadership roles at other facilities allowed her to hone her leadership skills.



"I love nurses and being able to connect with staff in this role brings a lot of excitement in my life. I want to know them. I want to understand their barriers and challenges, as well as what makes them happy and brings them joy at work. Coming through the pandemic we really want people to find their joy. We want to see the spark in each of us individuals be re-lit."

~ Heather Resseger, VP and CNO

Heather's NorthBay career has already held great accomplishments. She was instrumental in developing high-reliability efforts within quality on NorthBay's Journey to Zero Harm, leading hospital-acquired infection reduction efforts, and creating and sustaining the COVID-19 Command Center during the pandemic. Heather's collaborative work across disciplines prepared her to step into her new role poised to lead nursing excellence at NorthBay.

Leadership has always been a passion for Heather. Her goal is to lead others in living NorthBay's mission and vision and achieving strategic initiatives to deliver world class quality care to the community. She enjoys inspiring professional growth in others and mentoring fellow nurses and future leaders. She hopes to continue to grow the NorthBay culture and support NorthBay to be the best place to receive care in Solano County and beyond.

# Nurses Lead Staffing Innovations

## Internal Contracts Provide Staffing Incentives

Jason Velez, ICU Clinical Nurse, approached Traci Duncan, then Vice President and CNO, while she was rounding in the ICU to share an innovative staffing idea. He suggested that NorthBay Health contract internally with nurses to schedule themselves for additional available shifts and proactively balance scheduling needs work before looking externally. Traci moved this idea forward to fellow senior leaders.

The first 30-Day Extra Shift Commitment Incentive program was implemented on January 24, 2022. Nurses and others on the care team could preschedule an additional shift per week to fill staffing gaps during the current four-week patient surge period. The internal contract concept was repeated numerous times throughout the year with census surges. Contracts allowed nurses to collaborate with each other to preemptively schedule qualified individuals for available open shifts, optimizing the existing workforce and reducing demand for additional traveler nurse contracts.

## New Nursing Roles Support Care Delivery

One of Heather Resseger's initial platforms as CNO was staffing stabilization. She sought innovative strategies to address ongoing staffing challenges, requesting ideas from Shared Governance Congress and during leader rounding. Two new hospital-based nursing roles emerged in 2022: Licensed Vocational Nurses (LVNs) and Collegiate Nurses.

A workgroup of nursing leaders, Nursing Education Specialists, and Human Resources fast-tracked new roles. They reviewed LVN care in the literature and industry standards. They compared the LVN scope of practice to NorthBay needs and developed job descriptions for each department. LVNs serve as resource nurses in acute care units. In the Emergency Departments, LVNs provide care in Vertical Care, a rapid care model to treat lower acuity patients. The workgroup developed educational tools to crosswalk roles and duties for RNs, LVNs, and CNAs. By the end of the year, 18 LVNs were hired into roles within the hospital.

Another role created was the Collegiate Nurse role. Previously, newly-hired RNs to NorthBay Health were required to have a BSN to be hired, in alignment with the Institute of Medicine's goal for nurses to be bachelor-prepared or higher. This new role would allow nurses with an associate degree to join NorthBay while they were working towards a higher degree. The new role broadens the RN candidate pool inviting experienced associate degree nurses and creating a pipeline for new graduates from local community college programs.

Jason Velez with ICU Clinical Manager, Jennifer Veler





# Micro-Learning Tool Supports Personal and Professional Development

Among other interventions in 2022, NorthBay launched the Nursing Experience Project (NEP) by Practicing Excellence as a tool for nurses to support wellness and development. NEP is a micro-learning, app-based coaching and development resource. The application features short video vignettes with skill-building tips created and presented by nursing leaders and other expert healthcare professionals. Videos feature content to support nurses' personal and professional growth such as leadership development, nursing excellence, and well-being. The videos can be viewed independently or as part of a program. NorthBay nurses have access to all available content for both NEP and the Clinician Experience Project (CEP), a partner program for physicians and advanced practice providers.

## Bite-Sized Development

In March, Clinical Nurse Supervisors, Clinical Coordinators, Administrative Coordinators, Clinical Nurse Leaders, Nursing Education Specialists, Clinical Nurse Specialists, Clinical Managers, Nursing Directors, and the Chief Nursing Officer attended a leadership "bootcamp" where they received an in-depth introduction to NEP and learned about benefits. These leaders began a Foundations of Nursing Leadership Program in April. The program featured skills and tips leaders could apply in their everyday practice. Although these videos were part of a structured program for leaders, the tips are available to all NorthBay nurses.

## Well-Being Program Launches for All

NorthBay nurses were invited to join a Welcome Program in May during National Nurses' Week by Heather Resseger, Vice President and Chief



Nursing Officer. The program introduced nurses to NEP and available content. The Well-being Program officially launched for all nurses in July. The program featured a variety of topics such as personal care and recovery and building a healthier life. In November, NorthBay Health was recognized with Practicing Excellence's Spirit of Innovation Award for the commitment to the development, wellness, and support of nurses, despite the many obstacles of the year.

## Sharing NorthBay Expertise

As part of a founding cohort, NorthBay Health tests and develops new content for NEP. Katie Lydon, Senior Director for Perioperative Services, Wound Care, and the Ambulatory Surgery Center, developed content and is featured on the application in video tips in two programs. Jennifer Tudor, Magnet Program Director, serves on the NEP Editorial Board for Practicing Excellence, providing consultation to NEP on high-priority topics for nurses. In 2023, NorthBay plans to launch newly created programs for new nurses and preceptors.

# STRUCTURAL EMPOWERMENT

## Supporting Growth and Recognizing Expertise

NorthBay Health is committed to supporting the professional growth and development of nurses and healthcare team members. Higher education prepares nurses to manage patients in the increasingly complex healthcare system. Specialty certification validates expertise in knowledge, skills, and abilities. Higher percentages of BSN or higher-prepared nurses and those who are certified in their specialty correlate to better patient outcomes.

## NorthBay Supports Educational Pursuits

Flexible scheduling supports nurses in scheduling around school activities. NorthBay has partnerships with area schools of nursing for preceptorship opportunities, which supports internal nurses advancing their degrees and acts as a recruitment technique. NorthBay Health partners with Travis Credit Union to offer scholarships to Touro University California's School of Nursing MSN program. In 2022, three NorthBay nurse students received \$10,000 scholarships including Katie Kakos, Katherine Ardon, and Brooke Gerner.

92.6%

NorthBay Health  
RNs with a BSN  
or higher nursing  
degree

## Program Recognizes Clinical Advancement

The Clinical Advancement and Recognition Program recognizes professional certification and educational level with eligibility criteria and activity points. The voluntary program is designed to recognize nurses and healthcare team members for their contribution to quality patient care, advanced clinical knowledge, and professional achievements. The program also supports professional growth, including higher educational preparation and professional board certification. In order to progress to a higher level, applicants must meet certain educational criteria, years of nursing and NorthBay Health experience, and number of activity points obtained in the past year. The points-based system is modeled after the areas in the NorthBay Health Professional

Practice Model. Categories include shared governance, resource allocation, meaningful recognition, exemplary outcomes, evidence-based practice, professional development, transformational leadership, and care coordination. In 2022, 103 nurses and respiratory therapists participated in the program. A variety of other roles developed points for additional subprograms with plans to launch in 2023.

## Resources Support Exam Preparation

NorthBay subscribes to electronic resources with free study resources for numerous certification exams. Lippincott Learning offers Certification Review Modules for a variety of practice areas. Relias Learning Management offers courses to prepare nurses for certification exams. There are free study materials on the NBH ShareSpace site

**33.8%**

**NorthBay Health  
RNs with a  
national board  
certification**

for some certification exams. Printed study materials are available on many units. In 2022, NorthBay Health sponsored discounted review sessions through the American Association of Critical Care Nurses (AACN).

## Fund Reimburses Exam Fees

Nurses who successfully pass their initial certification exam can apply to be reimbursed for the exam fee through the Specialty Certification Support Program. Funds for the program come from the Nursing Education Fund, a NorthBay Health Foundation fund that is supported through donations. In 2022, the Professional Development Council expanded the use of the Nursing Education Fund to increase the reimbursement amount and include Respiratory Care Practitioners in the eligibility criteria.

## Recognition Highlights Commitment to Profession

Certified Nurses are recognized in a variety of ways. Unit-based recognition includes announcements of new certification in unit or department newsletters and names on display boards and plaques. Certifications are included on the nurse's employee badges. Nationally-certified nurses receive additional paid hours for continuing education units to recognize their commitment and support certification renewal. Certified nurses are recognized on Certified Nurses Day each year. In 2022, the annual Certified Nurses Day Tea with the Chief Nursing Officer transitioned from virtual to in-person at both hospital campuses.

# DAISY Award Celebrates Extraordinary Care

The DAISY Award for Extraordinary Nurses is an international program that rewards and celebrates extraordinary clinical skills and compassionate care given by nurses.

The DAISY Foundation was established in 1999 by the family of J. Patrick Barnes, who died of complications of an auto-immune disease. His family was so overwhelmed with the care and compassion he received from his nurses during his hospital stay, that they created the DAISY Foundation and Award Program. DAISY is an acronym for Diseases Attacking the Immune System to honor Patrick’s memory. NorthBay Health is a proud DAISY Award partner.

DAISY Award Honorees are nominated by patients, families, or colleagues. The DAISY Selection Committee reviews nominations, selecting nurses for their commitment to exceptional patient care and dedication to NorthBay Health’s mission, vision, and values. In 2021, NorthBay Health’s DAISY Program expanded to include a Nurse Leader DAISY Award. The Award recognizes nurse leaders’ efforts to foster an environment where compassionate care thrives and nurses deliver the quality care that DAISY celebrates.

In 2022, twelve exceptional NorthBay Health nurses received DAISY Awards. Each DAISY Award Honoree was recognized in a surprise ceremony in his or her unit and received a copy of the nomination, an official DAISY Award certificate, a DAISY Award pin, and a hand-carved stone sculpture entitled A Healer’s Touch. These nurses also have their names displayed on the DAISY Award wall on both hospital campuses.



**Wanda Butters**  
ACU One-Two West



**Faye Borrromeo**  
ACU One-Two West



**Jennifer Veler**  
Clinical Manager,  
Critical Care Services



**Tayler Tildsley**  
ACU 1600-1700

# NorthBay Health 2022 PCS and Nursing All Stars

The All Star program honors and rewards employees for their commitment to the NorthBay Way. All Stars are those individuals who have demonstrated exceptional performance and demonstration of the NorthBay Values: Collaboration, Caring, Communication, and Competence.

**Miguel Alvarez**  
Outpatient Specialty  
Clinical Resource Nurse

**Megan Ferreira**  
Clinical Informatics  
Education Nurse

**Krista Bonds**  
Wound Care Center  
Clinic Support Specialist



**Rene Jara**  
2 North Acute Surgical



**Gladys Basco**  
ACU One-Two West



**Rozy Nolasco**  
ACU One-Two West



**Nicholo Dela Pena**  
ACU 1600-1700



**Jennifer Ramos**  
NBMC Emergency  
Department



**Sally Bless**  
Ambulatory  
Surgery Center



**Lina Zughbaba**  
Radiation Oncology



**Sarah Campbell**  
Intensive Care Unit

# EXEMPLARY PROFESSIONAL PRACTICE

## Partnering for World Class Care

NorthBay Health nurses and members of the interprofessional team are fiercely dedicated to high quality patient care. They embrace patients and families as integral members of the healthcare team, helping patients heal faster and prevent health complications. Together, the team enhances the patient experience of care while achieving top-quality patient outcomes.

## Indicators Demonstrate High Quality Care

NorthBay Health nurses partner with healthcare team members to prevent health complications such as patient falls, pressure injuries, or hospital-acquired infections. These complications are known as nurse-sensitive indicators because they are clinical outcomes that nurses impact directly. NorthBay Health routinely measures and tracks a number of nurse-sensitive indicators for a variety of practice areas to promote zero harm to patients. These measures are nationally benchmarked and reported to the ANCC Magnet Program Office to demonstrate outperformance. To outperform as an organization, the majority of the units must be better than the benchmark for at least five of the reported eight quarters.

By the end of 2022, NorthBay Health outperformed in all collected nurse-sensitive indicators. All NorthBay Health inpatient units

were below the benchmark throughout 2022 for falls with patient injury. Pressure injuries stages 2 and above and those related to devices were below the benchmark for at least three out of four quarters for the majority of the units. NorthBay's actual hospital-acquired infection rates were lower than the expected rates for central lines, surgical sites, and *Clostridium difficile*.

## Every Patient, Every Time

Collecting and responding to patient feedback ensures compassionate care remains a mainstay in NorthBay's culture. Nationally benchmarked data is regularly shared throughout the organization to engage teams and improve care.

NorthBay trends nursing-specific data in a variety of categories including courtesy and respect, patient engagement, patient education, careful listening, responsiveness, safety, service recovery, and care coordination. NorthBay scores have consistently maintained above the benchmark in the majority of the units for almost all of the categories over the past two years.

According to patients and their families, NorthBay Health team members deliver a great experience. In 2022, 72.7% of patients said they would recommend NorthBay Medical Center or VacaValley Hospital to their friends and family, and 87.1% of patients rated the ambulatory settings within NorthBay Health as a 9 or a 10.

# Awards and Accolades



## U.S. News & World Report High Performing Hospitals

U.S. News & World Reports recognized NorthBay Health in 2022 as a High Performing Hospital in six specialty procedures and conditions: COPD, Heart Attack, Kidney Failure, Pneumonia, Stroke, and Maternity Care. To receive the honor, NorthBay demonstrates exemplary outcomes in a number of measures.

NorthBay maintained its position on the association’s Target: Stroke Honor Roll and Target: Type 2 Diabetes Honor Roll award. NorthBay Health earned the award by delivering high-quality, evidence-based care and meeting specific quality achievement measures for the diagnosis and treatment of stroke patients.



## Gold Plus Quality Achievement Award for Stroke

For the sixth year, NorthBay received the American Heart Association/American Stroke Association’s Get With the Guidelines Stroke

Gold Plus Quality Achievement Award.



## Chest Pain—MI Registry Gold Performance Award

For the ninth year, NorthBay received the American College of Cardiology’s National Cardiovascular Data Registry Chest Pain — Myocardial Infarction Registry Gold Performance Achievement Award. The award recognizes NorthBay’s expertise, commitment, and success in providing high-quality care for heart attack patients. To receive the award, hospitals must consistently provide care in alignment with clinical guidelines and best practices.

# Wound Ostomy Nurses Advocate to Decrease Pressure Injuries

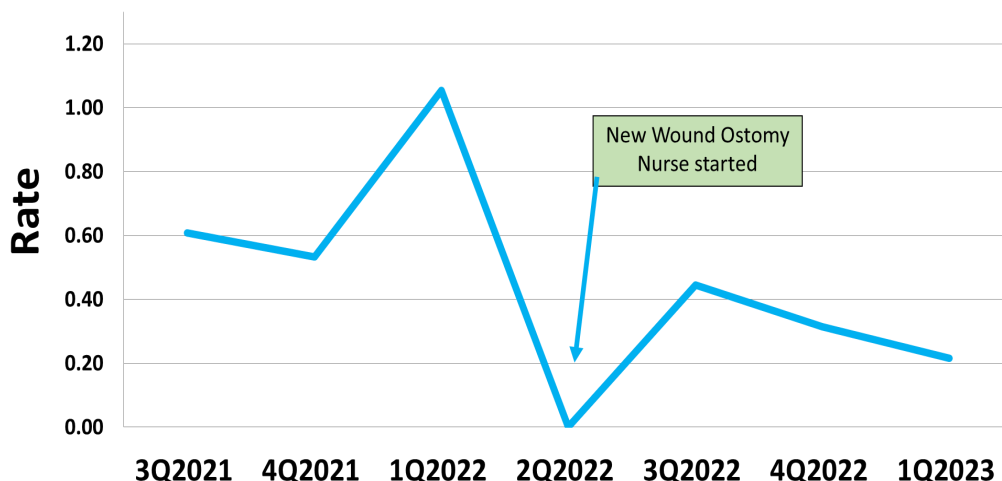
## Expert Nurses Provide High Quality Patient Care

Wound Ostomy Nurses provide care and expert consultation to care team members at both hospital campuses. In addition to direct wound care, the Wound Ostomy nurses consult and manage wound care with physicians, educate patients and staff, and partner with the inter-professional team in care planning and wound management throughout the patient's length of stay. To prevent hospital acquired pressure injuries (HAPIs), the Wound Ostomy nurses aim to see newly referred patients within one business day of their referral.

## Data Trends Support Operational Need

In 2021, referral volume was steadily increasing. Increases in volume and patient acuity was making it difficult for the Wound Ostomy nurses to meet the demands for their expertise across both hospital campuses. Hospital-acquired pressure injury (HAPI) rates were also increasing in the acute care units. Wound Ostomy Nurses, Darlene Carver and Sarah Sloan worked with their Clinical Manager, Karen Harris, to develop a business case for another dedicated Wound Ostomy Nurse. Adding an additional FTE position would allow

**HAPI Incidence per 1,000 Patient Days  
NorthBay Health Acute Care Units**



the Wound Ostomy Nurses to expand their coverage of wound services at both hospital campuses, better supporting patients and care providers. An additional position would also improve referral timeliness and provide improved coverage for consultation, coordination, and wound management with the healthcare team. Ultimately, better coverage of services could lead to decreasing the NorthBay acute care unit HAPI incidence rate.

## New Wound Ostomy Nurse Joins the Team

Their request for an additional position was approved for the 2022 budget. They posted the position in March, and Marianne Mendoza joined the team in the 2<sup>nd</sup> quarter. Adding an additional position has proven successful. Since adding Marianne to the team, there has been a steady decline in acute care unit HAPI incidence.



# Workplace Violence Prevention Training Enhances Safety

In 2022, NorthBay Health launched an evidence-based workplace violence prevention training. Awareness, Vigilance, Avoidance, Defense, and Escape (AVADE) training is designed to educate, prevent, and mitigate the risk of violence in the workplace. The program aligns with the Joint Commission's Workplace Violence Standards and California/OSHA Workplace Violence Prevention requirements.

The program consists of various modules to teach participants strategies and techniques to avoid and prevent workplace violence with patients, families, and others within the healthcare environment. A training plan for all employees consisted of various training levels based on an employee's potential exposure to workplace violence based on job duties and primary location. Individuals with patient contact would receive hands-on training based on their level of risk related to their care delivery area and job duties.

All healthcare team members that provide direct patient care attended a two-hour training session to teach participants to create, develop, and enhance their personal safety with skills, habits, and actions. Those in high-risk areas such as the ED, attended an

additional two and a half hour offering with more in-depth training on self-defense techniques. Those in non-patient care areas completed an online workplace violence prevention module.

Nurses and healthcare team members in the ED, Acute Care Units, and ICU received training in the first and second quarters. New employees received training during new employee orientation. Others completed their training in a variety of offerings throughout the year.

Because the training focused on the importance of reporting events, reports of workplace violence increased over the year as expected. Although overall reporting went up, NorthBay saw a shift in the type of events being reported. Reports of verbal abuse increased, whereas reports of physical violence against nurses ultimately decreased.



# NEW KNOWLEDGE, INNOVATIONS & IMPROVMENTS

## NorthBay Resources Support Research and Evidence-Based Care

NorthBay Health offers a variety of tools and resources to assist nurses and fellow interprofessional team members seeking to advance practice through research, evidence-based practice (EBP), or quality improvement strategies.

### Electronic Resources Support Literature Search and Appraisal

The Library Resource Center, available through NorthBay's internal ShareSpace intranet page, provides a centralized location for online resources. NorthBay nurses and other healthcare professionals can embrace clinical inquiry through several bibliographic databases, journal subscriptions, and electronic books. Point-of-care resources such as Lippincott Advisor and Procedures, ClinicalKey, and UptoDate provide quick reference resources to ensure patients receive current evidence-based care. The website also provides links to specialty guidelines, connecting clinicians to the highest level evidence through professional nursing and healthcare organizations.

Rapid critical appraisal tools on the page to aid NorthBay nurses and interprofessional team members in reviewing and appraising the quality of literature identified.

Library Resource Center content is evaluated annually by nursing experts in the Nursing Education and Clinical Practice Development Department and the EBP and Research Council to ensure resources continue to meet the needs of NorthBay Health.

### Experts Guide Project Design

A medical librarian is available to help nurses and other healthcare professionals obtain access to literature, provide searching tips, and perform literature searches based on clinician-identified PICOT questions. NorthBay contracts with statisticians and a nurse scientist to design high quality and impactful research studies. A variety of internal EBP and research mentors are available to guide novice nurses and healthcare team members through the EBP or research process, from searching and appraising literature design to successfully implementing projects.

### Contest Promotes Clinical Inquiry

The Shared Governance EBP and Research Council organizes an annual Digging for Dinosaurs contest to encourage clinical inquiry throughout the organization. The contest celebrates nurses and interprofessional team

members who identify “Dinosaurs” in practice - traditional or routine practices being performed with limited supporting evidence. Participants submitted ideas and related evidence under four dinosaur-themed categories.

Contest categories include:

- Moolah-saurus: The most expensive but cost-ineffective traditional practice being performed without supporting evidence.
- Jurassic Park: The most bizarre, outlandish, weird, and ridiculous traditional practice being performed.
- Titanosaurus: A traditional practice of unknown

origin being performed for the greatest number of years without supportive evidence

- Raging Raptors: Everyone would be upset to give up this traditional practice, even though there is no evidence for doing it.

In 2022, there were a total of 21 submissions from nurses and interprofessional team members in 11 different departments. Three winners were chosen based on their use of the literature and description of the practice. The Council reviewed all the entries and their implications for potential practice changes for the coming year.

## 2022 Digging for Dinosaurs Winners

### KATRINA BOSS

CLINIICAL NURSE  
INTESIVE CARE UNIT

Keeping inpatients  
nothing by mouth  
(NPO) after midnight  
before a procedure

### JANAE LAWSON

CLINICAL NURSE  
AMBULATORY SURGERY CENTER

The use of IV compared  
to oral Tylenol for  
post-operative  
pain control

### KRISSANDRA LUMALU

CLINICAL NURSE  
OPERATING ROOM

The use of 3m/ml  
epinephrine in  
3-liter saline bags

# Cardiac Rehab Study Investigates Pandemic Influences

The COVID-19 pandemic changed accessibility and care delivery for cardiac rehabilitation. Pandemic safety criteria forced programs to close for a time and limited space upon reopening, lengthening waitlists. In-person contact and socialization, key benefits of facility-based cardiac rehabilitation programs, were severely limited.

NorthBay Health Cardiopulmonary Rehabilitation participated in a multi-site study in 2022 to gain knowledge about patients' experiences with cardiac rehabilitation during the pandemic. The purpose of the study was to examine the barriers and motivators to continuing exercise after completing a cardiac rehabilitation program. Each clinical site designated site-specific primary investigators to coordinate study efforts at their respective sites. Clinical Nurse Margarita Erb and Karen Loewe, Clinical Manager for Cardiopulmonary Rehabilitation acted as primary investigators for NorthBay.

The study used a mixed-method design. Margarita and Karen recruited previous NorthBay Health Cardiac Rehabilitation patients who had completed the program to participate in the study. They asked them to respond to a mixed-crossed sectional survey and conducted personal interviews with participants. NorthBay patient feedback was combined with patient feedback from two other cardiac rehabilitation sites. Thematic analysis was used to synthesize the data.

They identified five major themes. COVID-19 conditions caused anxiety and frustration for patients. Patients reported a positive and safe experience while participating in cardiac rehabilitation during the pandemic. They identified the need for greater attention on patients once they completed the traditional cardiac rehabilitation program. There was a notable demand for leverage technology as an adjunct or substitution for some functions of rehabilitation programs and after completion. Participants identified the value of social media networking, but the also highlighted the need for training to ensure effectiveness.

The study's findings support the opportunity to leverage technology through wearable devices and mobile applications to educate and simulate patient engagement in healthy lifestyle behavior.



# NorthBay Nurse Students Lead Quality Improvement

Preceptorship opportunities are one of the many ways NorthBay Health supports nurses and interprofessional team members in their education. The Northbay IRB has oversight of all student EBP and quality improvement projects. These projects undergo an expedited review with representatives of the Nursing Education and Clinical Practice Development Department to ensure projects align with NorthBay's needs and strategic priorities. NorthBay nurses pursuing their graduate degrees in 2022 completed quality improvement projects in their respective units, partnering with team members and patient families to improve care.

## No Pass Zone Improves Patient Experience

Katie Kakos, Clinical Nurse on ACU 1600-1700 identified an opportunity to improve patient experience and patient safety by responding timely to call lights. Katie implemented a No Pass Zone – an interdisciplinary approach to respond quickly to patient call lights. With a No Pass Zone, nurses and other team members in closest proximity to a patient's room are responsible for responding to a patient's call light. In September, Katie educated her fellow team members on the purpose and impact of a No Pass Zone for patients. She partnered with ACU 1600-1700 Clinical Nurse Supervisors to round and monitor compliance.



## Handoff Tool Enhances Team Communication

Katherine Ardon, Ambulatory Surgery Center (ASC) RN sought to improve communication for perioperative patients. Although there was a written communication tool in place, it was often incomplete. The team relied on verbal communication for handoff. Using a standard written tool would help ensure no important information was missed. Katherine revised the perioperative handoff tool based on the latest evidence and recommendations from the Association of PeriOperative Registered Nurses (AORN) to improve the effectiveness of the tool. The ASC has since made rapid cycle improvements to the tool to include additional information, improve usability, and enhance overall communication effectiveness.

## Standardized Rounds Ensure Patient Nutrition

Brooke Gerner, Clinical Nurse on 2 North Acute Surgical, recognized the opportunity to improve documentation of patients' nutritional needs. She surveyed fellow 2 North nurses to identify barriers to documentation. Brooke found nurses understood the importance of nutritional assessments and had the skills to accurately perform these assessments appropriately, but that there was a lack of role clarity during the process among nurses, dieticians, and providers. Survey findings revealed the need to improve collaboration. Brooke educated 2 North nurses and other team members during huddles and implemented nutrition rounds to increase interprofessional collaboration.

# New Emergency Department Workflow Streamlines Patient Care

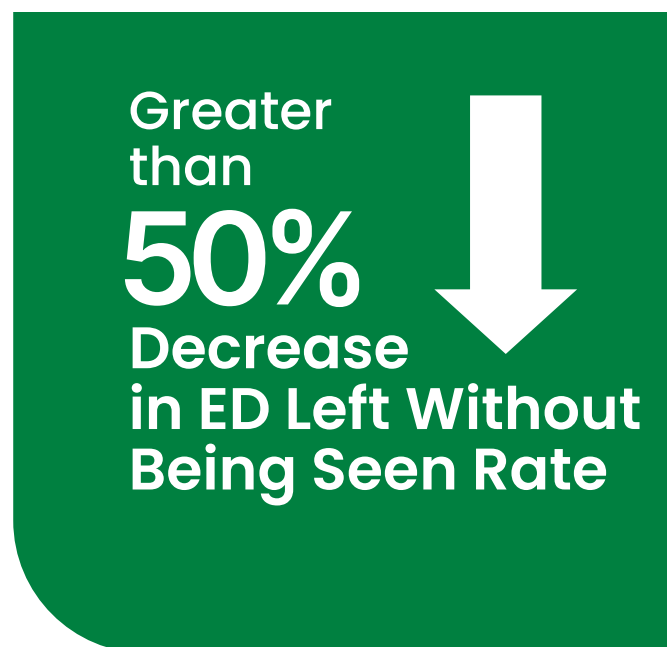
In the beginning of 2022, the NorthBay Emergency Departments at both the NorthBay Medical Center and NorthBay VacaValley Hospital campuses noticed an increase in patients and acuity. Many who had postponed care during the pandemic presented to the ED with higher acuity complaints, increasing ED length of stay, ED bed utilization, and staff workload. A growing local community increased generalized ED visits overall. Lower acuity COVID-related requests for testing and work excuse letters further impacted ED workflows.

The increased volume of patients exhausted existing resources, increasing ED length of stay, patient wait times, and ED left without being seen (LWBS) rate. Patients who leave the ED without being seen by a provider present a quality and patient concern due to delayed treatment. There may also be increased potential liability and lost revenue to the hospital.

The ED Department Based Council (DBC) identified an opportunity to implement a new “Fast Track” workflow to treat lower acuity patients, known as Vertical Care. Vertical Care is a process to manage patients with non-urgent complaints. Lower acuity patients can be treated and discharged from the ED lobby, freeing up ED beds within the department for higher acuity patients. The DBC surveyed the department members to identify any needs to implement the new process. They used this feedback to design physical spaces, obtain equipment, and develop workflows for the new process.

When the organization adopted Licensed Vocational Nurses (LVNs) into the hospital-based care models, they identified the possibility to incorporate LVNs into the ED staffing model to support Vertical Care. ED DBC members reviewed the LVN scope of practice and identified skills training required for practice in Vertical Care. This feedback was used to develop job descriptions for ED LVNs.

Vertical Care launched in December 2022. Five LVNs were hired and trained on workflows, electronic health record documentation requirements, and skills training such as splinting techniques, restraints, laboratory blood draws, and intravenous insertion. Since beginning Vertical Care, the EDs have seen a decrease in patients leaving without being seen.



**Greater than  
50%  
Decrease  
in ED Left Without  
Being Seen Rate**

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