



March 14, 2024

TO: Legal Counsel

News Media

Salinas Californian

El Sol

Monterey County Herald

Monterey County Weekly

KION-TV

KSBW-TV/ABC Central Coast

KSMS/Entravision-TV

The next regular meeting of the **QUALITY AND EFFICIENT PRACTICES COMMITTEE - COMMITTEE OF THE WHOLE** of **SALINAS VALLEY HEALTH**<sup>1</sup> will be held **MONDAY, MARCH 18, 2024, AT 8:30 A.M., DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM 117, SALINAS VALLEY HEALTH MEDICAL CENTER, 450 E. ROMIE LANE, SALINAS, CALIFORNIA.** (*Visit [SalinasValleyHealth.com/virtualboardmeetinglink](https://www.SalinasValleyHealth.com/virtualboardmeetinglink) for Public Access Information*).

A handwritten signature in black ink, appearing to read "Allen Radner".

Allen Radner, MD  
Interim President/Chief Executive Officer

Committee Voting Members: **Catherine Carson**, Chair, **Rolando Cabrera, MD**, Vice-Chair, **Clement Miller**, Chief Operating Officer, **Lisa Paulo**, Chief Nursing Officer; **Alison Wilson, DO**, Medical Staff Member.

Advisory Non-Voting Members: Michele Averill, Community Member, Administrative Executive Team.

**QUALITY AND EFFICIENT PRACTICES COMMITTEE  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY HEALTH<sup>1</sup>**

**MONDAY, MARCH 18, 2024, 8:30 A.M.  
DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM 117**

**Salinas Valley Health Medical Center  
450 E. Romie Lane, Salinas, California**

**(Visit [SalinasValleyHealth.com/virtualboardmeeting](https://www.SalinasValleyHealth.com/virtualboardmeeting) for Public Access Information)**

**AGENDA**

1. Call to Order / Roll Call

2. Public Comment

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board which are not otherwise covered under an item on this agenda.

3. Approve the Minutes of the Quality and Efficient Practices Committee Meeting of February 12, 2024. (CARSON)

- Motion/Second
- Action by Committee/Roll Call Vote

4. Patient Care Services Update (PAULO)  
Pediatric Unit Practice Council Report

5. Closed Session

6. Reconvene Open Session/Report on Closed Session

7. Adjournment

The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, April 15, 2024 at 8:30 a.m.**

This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.

The Committee packet is available at the Committee Meeting, at [www.SalinasValleyHealth.com](https://www.SalinasValleyHealth.com), and in the Human Resources Department of the District. All items appearing on the agenda are subject to action by the Committee.

Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Board Clerk during regular business hours at 831-759-3050. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.

<sup>1</sup>Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

**QUALITY & EFFICIENT PRACTICES COMMITTEE  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY HEALTH**

**AGENDA FOR CLOSED SESSION**

*Pursuant to California Government Code Section 54954.2 and 54954.5, the board agenda may describe closed session agenda items as provided below. No legislative body or elected official shall be in violation of Section 54954.2 or 54956 if the closed session items are described in substantial compliance with Section 54954.5 of the Government Code.*

**CLOSED SESSION AGENDA ITEMS**

**HEARINGS/REPORTS**

(Government Code §37624.3 & Health and Safety Code §§1461, 32155)

**Subject matter:** (Specify whether testimony/deliberation will concern staff privileges, report of medical audit committee, hospital internal audit report, or report of quality assurance committee):

1. Report of the Medical Staff Quality and Safety Committee
  - Cardiothoracic Surgery/ STS Program Review Presentation–Dr. Vincent DeFilippi
  - Update on TJC/CMS Survey action plans–Lea Woodrow/Dora Ratcliff
2. Quality and Safety Board Dashboard Review (KUKLA)
3. Consent Agenda:
  - Rehabilitation Services: OT, PT, Speech therapy
  - Opioid Safety/Pain Management
  - Service Excellence
  - Perioperative Services
  - Respiratory Care
  - Cardiology, Cardiac Wellness, CDOC, Cath Lab
  - Nutrition Services
  - Patient Financial Services
  - Clinical Research
  - Pathology Tissue Review 3Q 2023
  - Pharmacy and Therapeutics/Infection Control Committee  
(Includes Antibiotic Stewardship reports and Infection Prevention)

**ADJOURN TO OPEN SESSION**

*CALL TO ORDER*  
*ROLL CALL*

*(Chair to call the meeting to order)*

*PUBLIC COMMENT*

**DRAFT SALINAS VALLEY HEALTH<sup>1</sup>**  
**QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING**  
**COMMITTEE OF THE WHOLE**  
**MEETING MINUTES FEBRUARY 12, 2024**

Committee Members Present:

In-person: Chair Catherine Carson, James Gilbert, MD, Interim CMO, Clement Miller, COO, Lisa Paulo, CNO, Allen Radner, MD, Interim President/CEO, and Alison Wilson, DO, Medical Staff Member;

Via teleconference: Vice Chair Rolando Cabrera, MD, and Michele Averill;

Committee Members Absent: None;

Other Board Members Present, Constituting Committee of the Whole: Director Victor Rey, Jr. and Joel Hernandez Laguna (both via teleconference).

*Director Hernandez Laguna left the meeting at 8:47*

*Director Victor Rey left the meeting at 9:30 a.m.*

*Committee Member Michele Averill left the meeting at 9:30 a.m.*

**1. CALL TO ORDER/ROLL CALL**

A quorum was present and Chair Carson called the meeting to order at 8:34 a.m. at the Downing Resource Center CEO Conference Room 117.

**2. PUBLIC COMMENT**

None

**3. APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF JANUARY 15, 2024.**

Approve the minutes of the January 15, 2024 Quality and Efficient Practices Committee meeting. The information was included in the Committee packet.

**COMMENTS FROM THE BOARD:**

None

**PUBLIC COMMENT:**

None

**MOTION:**

Upon motion by Committee member Paulo, second by Committee member Dr. Radner, the minutes of the January 15, 2024 Quality and Efficient Practices Committee Meeting were approved as presented.

**ROLL CALL VOTE:**

Ayes: Chair Carson, Dr. Gilbert, Miller, Paulo, Dr. Radner, and Wilson, DO;

Noes: None;

Abstentions: None;

Absent: None.

**Motion Carried**

<sup>1</sup>Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

#### 4. PATIENT CARE SERVICES UPDATE: CRITICAL CARE UNIT PRACTICE COUNCIL

Lisa Paulo, MSN/MPA, RN, CNO, announced two Salinas Valley Health nurses, Kirsten Wisner, PhD, RNC-OB, CNS, C-EFM, NE-BC, and Audree Collins, RSN, RNC-OB, C-EFM with Tim Port-O’Grady, DM, EdD, APRN, FAAN, FACCWS have published an article in The Journal of Nursing Administration entitled, “*A Road Map for the Development of a Decisional Authority Framework for Professional Governance Using Accountability Grids.*” The article presents a road map for creating and implementing clinical nurse, nurse leader, and nurse executive accountability grids with clearly delineated authority to provide a decisional authority framework for professional governance in one (our) organization. It is an honor to be published in such a prestigious publication.

Ms. Paulo introduced Laurie Freed Edelman, RN/Chair-ICU, and Laurel Black, RN/Co-Chair ICU, who provided an update on the Critical Care Unit Practice Council’s work. This Council includes representatives from the six specialized units of ICU, 1-Main Telemetry, Heart Center, 4-Tower Telemetry, Observation Care Unit (OCU) and 5-Tower Stroke Unit. The Council is working on the following collaborative projects with nursing/physicians/ancillary departments/key stakeholders:

- *Open-Heart Education* including a heart surgery planner, patient education and education videos. This process is to foster patient/family preparedness for their upcoming procedure and to develop relationships with their healthcare providers and the hospital.
- *Alarm Fatigue Management* with the goal to reduce alarms, including collaboration with physicians, key stakeholders, and a Phillips® representative to acquire skills in analyzing and quantifying alarm data. The goal is to improve patient and healthcare worker satisfaction. The next steps include working with Biomed to program the alarms, provide education and go-live.
- *Early mobilization in the ICU* to contribute to faster recovery and patient outcomes. A multidisciplinary team developed a protocol specific to ventilated patients and promotes mental and physical wellbeing. Success stories were provided.

Goals for 2024 include:

- Improve Alarm Fatigue Management
- Improve CAUTI/CLABSI Scores
- Increase Certification Rates

A full report was provided in the packet.

#### **Committee Member Discussion:** Further discussion clarified:

- Alarm Fatigue: A yellow alarm is a “good to know” alarm, e.g., several PVC’s in a row. A red alarm is life threatening.
- Early Mobilization: Will require an order from the physician which will trigger a protocol order set for a PT/OT/RT consult.
- CAUTI/CLABSI: Suggestion: Nurses forget how to do sterile insertions; education may be necessary. The CC Unit Practice Council is in the process of developing an education plan. Also assess tools and kit.
- Certification Rates: A critical care certification review course was developed and offered in December/2023. The result is nine newly certified RNs.

Carla Spenser, newly appointed Assistant CNO, announced the American Association of Critical Care Nurses offers a *Beacon Award for Excellence* for intensive and progressive care units based on patient outcomes, a healthy work environment and nursing workforce. Salinas Valley Health

has earned a silver-level award which is great for a 1<sup>st</sup> application. The celebration for the staff to honor their achievement is set for February 13, 2024.

## 5. CLOSED SESSION

Chair Carson announced that the item to be discussed in Closed Session is *Hearings/Reports* as listed on the closed session agenda. The meeting recessed into Closed Session under the Closed Session protocol at 8:56 a.m.

## 6. RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened for Open Session at 9:46 a.m. Chair Carson reported that in Closed Session, the Committee discussed *Hearings/Reports* as published on the closed session agenda as follows:

1. Report of the Medical Staff Quality and Safety Committee
  - Stroke Program
  - Transfusion Committee
  - Accreditation and Regulatory Committee- CDPH/CMS visits and reportable events
2. Quality and Safety Board Dashboard Review
3. Consent Agenda:
  - Environment of Care
  - National Patient Safety Goals
  - Accreditation and Regulatory Committee full report

The Quality and Efficient Practices Committee received and accepted the reports listed on the Closed Session agenda, no additional action was taken.

## 7. ADJOURNMENT

There being no other business, the meeting adjourned at 9:47 a.m. The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, March 18, 2024** at 8:30 a.m.

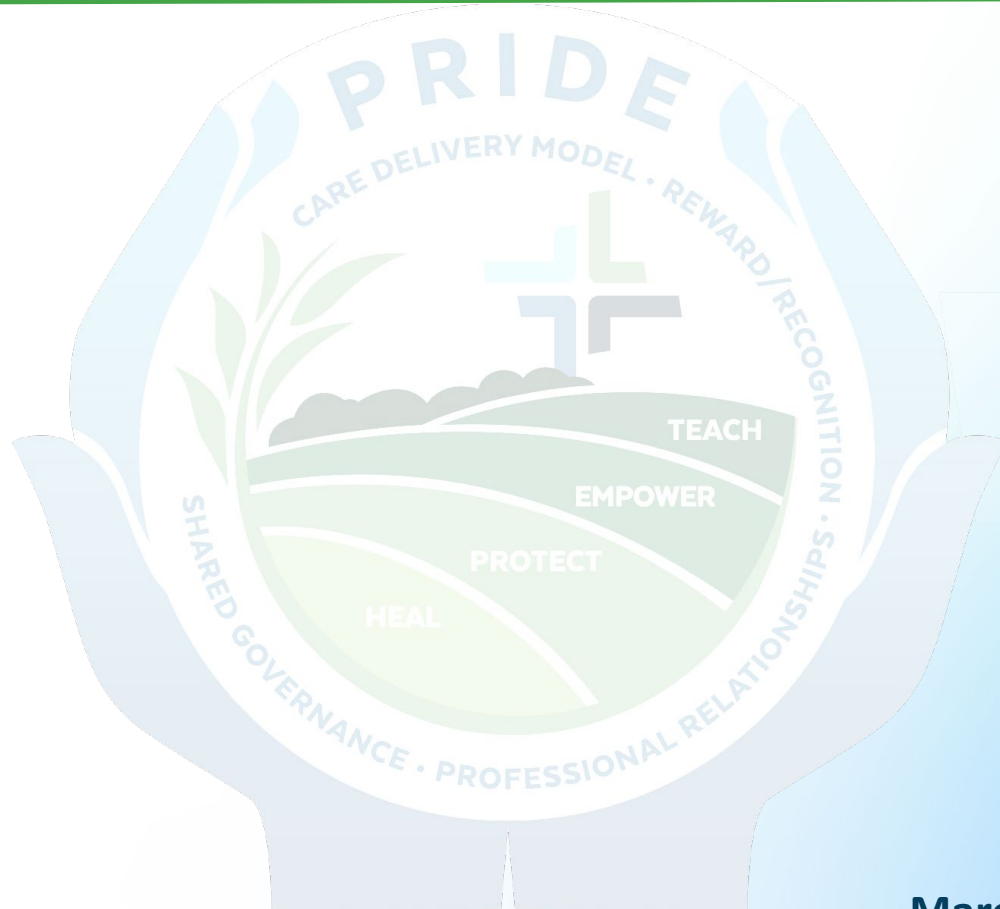
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Catherine Carson, Chair  
Quality and Efficient Practices Committee



# Patient Care Services Update

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**Presented by:**

Lisa Paulo, MSN/MPA, RN  
Chief Nursing Officer

**Featuring:**

Pediatric Practice Council

March 18, 2024

# Pediatric Practice Council

## Our Purpose:

- To identify and implement standards of care and evidenced-based practice specific to the Pediatric Unit
- To identify and resolve clinical and system issues impacting or affecting care coordination, a healthy work environment, the delivery of patient-family centered care, patient safety and clinical outcomes

## Our Goals:

- Provide clinically excellent, patient, and family centered care.
- Foster exceptional staff engagement, healthy practice environments and supportive, collegial relationships.

## Members:

Pam Yates, RN (Chair)

Lisa Sandberg, BSN, RN, CPN (Co-Chair)

Lisa Garcia, MSN, RN, CNS

Lindsey Macbeth-Hymes, RN

Glaiza Farnal, BSN (Advisor)

# Topics:

- Stop the Madness:** *A common-sense approach to safer monitoring, combating fatigue, and reducing stress among patients and staff*
- Book Project**
- Safe Sleeping Practice**
- BEE MINDFUL™ Project**



# “Stop the Madness”

- RNs monitor and change cardiorespiratory alarm parameters based on current Pediatric Advance Life Support [PALS] guidelines.
- A practice change was implemented:
  - Incorporate PALS guidelines to customize alarm settings for patients according to age
  - Laminated PALS guidelines were placed on every monitor and central nursing station
  - Clinical informatics updated the documentation screen in Meditech to align with our new practice
- Our aim:
  - To **IMPROVE**: Nurse satisfaction scores, our patient experience scores under **quietness of the hospital**, and **patient safety** directly related to appropriate monitor setting,
  - To **DECREASE**: Stress for all stakeholders due to alarm fatigue, false alarms, minimize unnecessary after-hour calls, and sleep disruptions for patients and families
- Practice change [best practice] was presented at the Salinas Valley Health Poster Expo in May 2023



AMERICAN ASSOCIATION  
of CRITICAL-CARE  
NURSES

# PALS

## Vital Signs in Children

Normal Heart Rates* (beats/min)			Normal Respiratory Rates (breaths/min)	
Age	Awake Rate	Sleeping Rate	Age	Rate
Neonate	100-205	90-160	Infant	30-53
Infant	100-180	90-160	Toddler	22-37
Toddler	98-140	80-120	Preschooler	20-28
Preschooler	80-120	65-100	School-aged child	18-25
School-aged child	75-118	58-90	Adolescent	12-20
Adolescent	60-100	50-90		

## Normal Blood Pressures

Age	Systolic Pressure (mm Hg) <sup>†</sup>	Diastolic Pressure (mm Hg) <sup>†</sup>	Mean Arterial Pressure (mm Hg) <sup>‡</sup>
Birth (12 h, <1000 g)	39-59	16-36	28-42 <sup>§</sup>
Birth (12 h, 3 kg)	60-76	31-45	48-57
Neonate (96 h)	67-84	35-53	45-60
Infant (1-12 mo)	72-104	37-56	50-62
Toddler (1-2 y)	86-106	42-63	49-62
Preschooler (3-5 y)	89-112	46-72	58-69
School-aged child (6-7 y)	97-115	57-76	66-72
Preadolescent (10-12 y)	102-120	61-80	71-79
Adolescent (12-15 y)	110-131	64-83	73-84

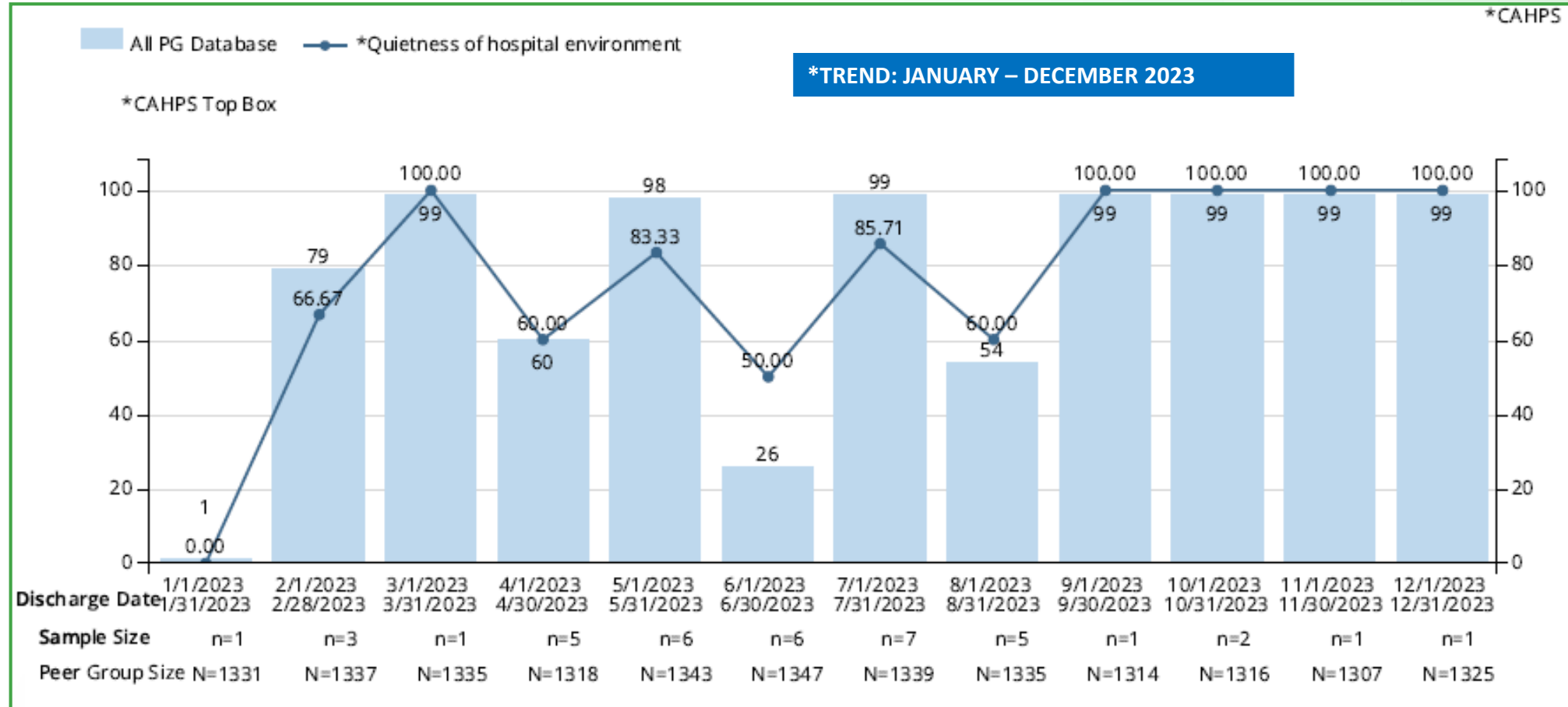
\*Always consider the patient's normal range and clinical condition. Heart rate will normally increase with fever or stress.  
<sup>†</sup>Systolic and diastolic blood pressure ranges assume 50th percentile for height for children 1 year and older.  
<sup>‡</sup>Mean arterial pressures (diastolic pressure + [difference between systolic and diastolic pressure/3]) for 1 year and older, assuming 50th percentile for height.  
<sup>§</sup>Approximately equal to postconception age in weeks (may add 5 mm Hg).  
 Reproduced from Hazinski MF. Children are different. In: Hazinski MF, ed. *Nursing Care of the Critically Ill Child*. 3rd ed. St Louis, MO: Mosby; 2013:1-18, copyright Elsevier. Data from Gemelli M, Manganaro R, Mami C, De Luca F. Longitudinal study of blood pressure during the 1st year of life. *Eur J Pediatr*. 1990;149(5):318-320; Versmold HT, Kitterman JA, Phibbs RH, Gregory GA, Tockley WH. Aortic blood pressure during the first 12 hours of life in infants with birth weight 610 to 4,220 grams. *Pediatrics*. 1981;67(5):607-613; Haque IU, Zaritsky AL. Analysis of the evidence for the lower limit of systolic and mean arterial pressure in children. *Pediatr Crit Care Med*. 2007;8(2):138-144; and National High Blood Pressure Education Program Working Group on High Blood



Stop the Madness presented at the 2023 Salinas Valley Health Poster Expo  
 Pam Yates, RN/Chair & Lisa Sandberg, BSN, RN, CPN/Co-Chair

# Quietness of Hospital Environment

## Patient Experience Score



# Book Project

- Our Goal:
  - Promotes the importance of early reading
  - Reading books enhances literacy, imagination and creativity
  - Promotes emotional and social development and reduces screen time
- Book Drive held during the Pediatric Nurses week, October 2023
- Success: We have collected almost 1000 books and given away more than 300 books since October



# Safe Sleeping Project

The babies are finally asleep!

What could possibly go wrong?



... Risk of Sudden Infant Death Syndrome [**SIDS**]



# Safe Sleeping Project

ALONE



BACK



CRIB

## Best Practice:

- ✓ To promote a safe sleeping practice by having a clear and empty crib, every room with an infant is equipped with a gray bin to place common items often left in the crib
- ✓ Education is provided to each parent via care notes and in-person demonstration



# BEE MINDFUL™



BEE MINDFUL® is a program for people with special needs in healthcare that individualizes care and provides a safe place for healing and wellness



Why is the BEE MINDFUL Needed?

A black, padded eye mask with two black straps on the sides, shown against a white background with a soft reflection below it.

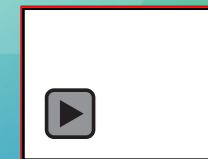
People with special needs especially autism delay obtaining medical care due to fear or inability to navigate the hospital environment

*Please prepare to listen next...*

# BEE MINDFUL™



BEE MINDFUL® is a program for people with special needs in healthcare that individualizes care and provides a safe place for healing and wellness



# BEE MINDFUL™

BEE MINDFUL® is a program for people with special needs in healthcare that individualizes care and provides a safe place for healing and wellness

## The BEE MINDFUL Program Provides:

- Education to all staff on the unique needs of people with special needs and how we can improve the care we provide.
- Patient Neurobehavioral Assessment tool (PNAT) - An assessment and intervention tool that individualizes and provides continuity care.
- Signage for situational awareness: The BEE MINDFUL® symbol used to minimize the amount of interruptions to the patient's room through the clustering of care and ensure individual needs are communicated prior to entering into the persons safe place.



## Where We Are...

- Educational questionnaire was given to RN's, October 2023
- Assessment of educational needs for nursing was compiled, November 2023
- HealthStream went live for educating Peds staff, January 2024
- Trail went live, February 2024
- Proposed ongoing education for staff during quarterly staff meetings, May 2024
- Trial will be complete, June 2024

# Questions?



*CLOSED SESSION*

*(Report on Item to be  
Discussed in Closed Session)*

*RECONVENE OPEN SESSION/  
REPORT ON CLOSED SESSION*

***ADJOURNMENT***