



August 18, 2023

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 the **SALINAS VALLEY HEALTH**<sup>1</sup> will be held **MONDAY, AUGUST 21, 2023, AT 8:30 A.M., CEO CONFERENCE ROOM, SALINAS VALLEY HEALTH MEDICAL CENTER, 450 E. ROMIE LANE, SALINAS, CALIFORNIA** or via **TELECONFERENCE** (*visit [SalinasValleyHealth.com/virtualboardmeetinglink](https://www.SalinasValleyHealth.com/virtualboardmeetinglink) for Access Information*).

A handwritten signature in black ink, appearing to read "Pete Delgado", written in a cursive style.

Pete Delgado  
President/Chief Executive Officer

Committee Members: Catherine Carson, Chair; Rolando Cabrera, MD, Vice Chair; Pete Delgado, President/CEO; Allen Radner, MD, Chief Medical Officer; Clement Miller, Chief Operating Officer; Lisa Paulo, Chief Nursing Officer; Rakesh Singh, MD, Medical Staff Member; Michele Averill, Community Member

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

**MONDAY, AUGUST 21, 2023 8:30 A.M.  
DOWNING RESOURCE CENTER, CEO CONFERENCE ROOM 117**

**Salinas Valley Health Medical Center  
450 E. Romie Lane, Salinas, California  
or via Teleconference  
(Visit [SalinasValleyHealth.com/virtualboardmeeting](https://www.SalinasValleyHealth.com/virtualboardmeeting) for Access Information)**

**AGENDA**

1. Call to Order / Roll Call
2. Approve the Minutes of the Quality and Efficient Practices Committee Meeting of July 24, 2023. (DELGADO)
  - Motion/Second
  - Action by Committee/Roll Call Vote
3. Patient Care Services Update (PAULO)
  - Emergency Department Unit Practice Council Updates
4. Public Input  
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.
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, September 25, 2023 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.

**QUALITY & EFFICIENT PRACTICES COMMITTEE  
COMMITTEE OF THE WHOLE**

**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

Report focus: “Safety and Reliability Practices”

- a. Risk and Patient Safety:- A.Kukla

Patient Safety Events and Disclosures- Events/Action Plans/ Monitoring

- b. Accreditation and Regulatory Updates- A.Kukla
- c. Malnutrition Documentation – Process Improvement Updates- Jill Crowley
- d. National Recognitions and Awards- A.Kukla

- 2. Quality and Safety Board Dashboard Review- A. Kukla

- 3. CMS Star Data Analysis and Action Plan

- 4. Receive and Accept Quality and Safety Reports

- a. Disease-Specific Care Processes: Stroke Program
- b. Environment of Care – Workplace Safety Report
- c. Risk Management / Patient Safety – Full report
- d. Accreditation and Regulatory – Full report
- e. Commission on Cancer
- f. TJC National Patient Safety Goals

**ADJOURN TO OPEN SESSION**

*CALL TO ORDER*  
*ROLL CALL*

*(Chair to call the meeting to order)*

**SALINAS VALLEY HEALTH<sup>1</sup>**  
**QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING**  
**COMMITTEE OF THE WHOLE**  
**MEETING MINUTES JULY 24, 2023**

Committee Members Present:

In-person: Chair Catherine Carson, Pete Delgado, Clement Miller, Lisa Paulo, Allan Radner MD., and Rakesh Singh MD.

Via teleconference: Vice Chair Rolando Cabrera, MD., and Michelle Averill

Committee Members Absent: None

Other Board Members Present, Constituting Committee of the Whole: Director Juan Cabrera, and Director Victor Rey (via teleconference)

*Vice Chair Rolando Cabrera MD. in at 8:39*

*Rakesh Singh MD. in at 8:42*

*Director Victor Rey in at 8:37 and out at 9:10*

*Michelle Averill out at 9:30*

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

A quorum was present and Chair Carson called the meeting to order at 8:31 a.m. at the Downing Resource Center CEO Conference room 117.

**2. APPROVAL OF MINUTES FROM THE QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING OF MAY 22, 2023.**

Approve the minutes of the Quality and Efficient Practices Committee for the June 19, 2023 meeting, as presented. The information was included in the Committee packet.

**PUBLIC COMMENT:**

None

**MOTION:**

Upon motion by Committee member Lisa Paulo, second by Committee member Allen Radner, MD., the minutes of June 19, 2023, of the Quality and Efficient Practices Committee Meeting were approved, as presented.

**ROLL CALL VOTE:**

Ayes: Chair Carson, Vice Chair Cabrera MD, Averill, Delgado, Miller, Paulo, and Radner MD.;

Noes: None;

Abstentions: None;

Absent: Rakesh MD.

**Motion Carried**

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

### **3. PATIENT CARE SERVICES UPDATE**

#### **a. Professional Development Committee Update**

Received an update on Patient Care Services from Lisa Paulo, Chief Nursing Officer. We are seeing an uptick in patient experience, a national trend. Continuing efforts in 3 in 3 challenge, Quiet Menu, and Patient Experience FAQ Friday. Professional Development Council has set a Magnet goal to reach 80% RN BSN or higher degree. The goal to decrease Nurse turnover has been decreased by 0.5% and are aligned to meet their goal. The committee has been working with Human Resources on an exit interview. This would give insight as to why nursing staff would leave. A full report was included in the packet.

### **4. CONSIDER RECOMMENDATION FOR BOARD APPROVAL OF THE MEDICATION REDUCTION PROGRAM PLAN**

Aniko Kukla, Director of Quality and Patient Safety, Quality Management presented the Medication Reduction Program Plan.

#### **PUBLIC COMMENT:**

None

#### **MOTION:**

Upon motion by Committee member Clement Miller, second by Committee member Lisa Paulo the Quality Efficient Practices Committee recommends the Board of Directors to consider approval of the Medication Reduction Program Plan.

#### **ROLL CALL VOTE:**

Ayes: Chair Carson, Vice Chair Cabrera MD, Averill, Delgado, Miller, Paulo, and Radner MD.;

Noes: None;

Abstentions: None;

Absent: Rakesh MD.

#### **Motion Carried**

### **5. CMS FOLLOW-UP VISIT RE INITIAL VISIT IN 2020- VERBAL UPDATE**

Aniko Kukla, Director of Quality and Patient Safety, presented the CMS follow-up visit regarding the initial visit in 2020. The visit was quick at which they reviewed our plans and were accepted. There are no reportable findings from the State.

### **6. PUBLIC INPUT**

No public input

## 7. CLOSED SESSION

Chair Carson announced that the items to be discussed in Closed Session are *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee, Quality and Safety Board Dashboard Review, and Receive and Accept Quality and Safety Reports*. The meeting recessed into Closed Session under the Closed Session protocol at 9:00 a.m.

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

The Committee reconvened for Open Session at 9:42 a.m., Chair Carson reported that in Closed Session, the Committee discussed *Hearings/Reports – Report of the Medical Staff Quality and Safety Committee, Quality and Safety Board Dashboard Review, and Receive and Accept Quality and Safety Reports*.

The Committee received the following reports:

1. Report of the Medical Staff Quality and Safety Committee Report focus: “Efficient Practices”
  - a. Laboratory Department- Shanta Day
  - b. Radiology/Mammography/Nuclear Medicine- Gina Ramirez
2. Quality and Safety Board Dashboard Review- A. Kukla
3. Receive and Accept Quality and Safety Reports
  - a. Throughput
  - b. Emergency Department
  - c. Glycemic Control
  - d. Heart Failure
  - e. PeriAnesthesia/Endoscopy
  - f. Public Relations/ Communications
  - g. Materials Management
  - h. Clinical Informatics
  - i. Social Services/Case Management/Utilization Management

## 9. ADJOURNMENT

There being no other business, the meeting adjourned at 9:43 a.m. The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, August 21, 2023, 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:**  
Emergency Department  
Unit Practice Council [*EDUPC*]

**August 21, 2023**



# Emergency Department Unit Practice Council

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## Members:

Chair: Daniel Vann-Victorino, BSN

Co-Chair: Maria Duarte-Perez, BSN

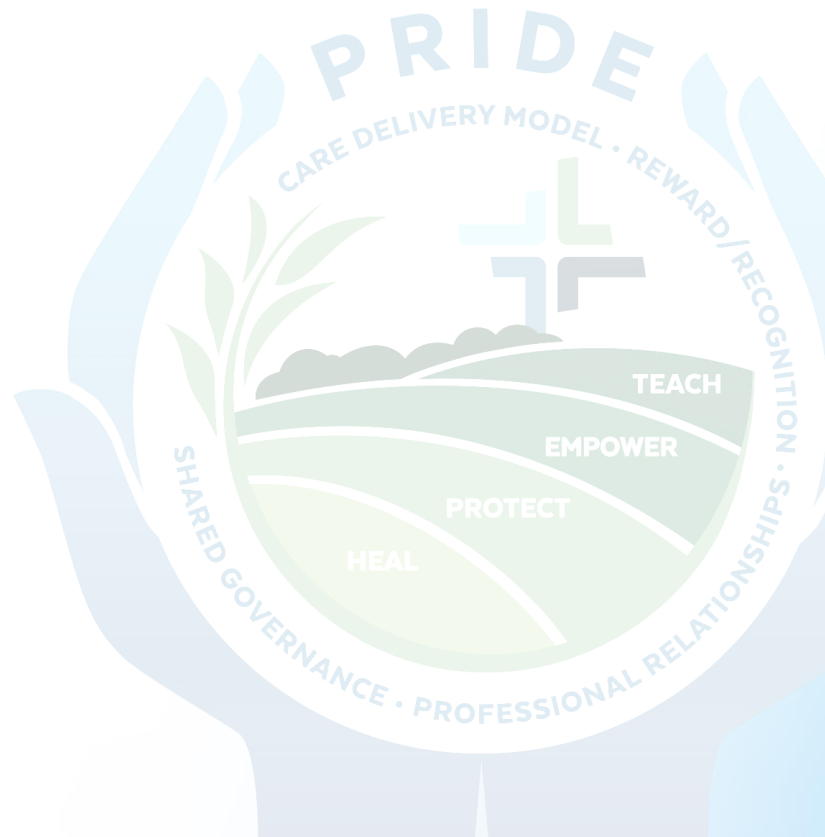
Jen Lachica, BSN

Erica Barnum, MSN, BSN

Keegan Naval, Clinical Assistant [CA]

Anthony Russo, Clinical Assistant [CA]

Leslie Trapin, BSN [*Clinical Nurse Educator*]

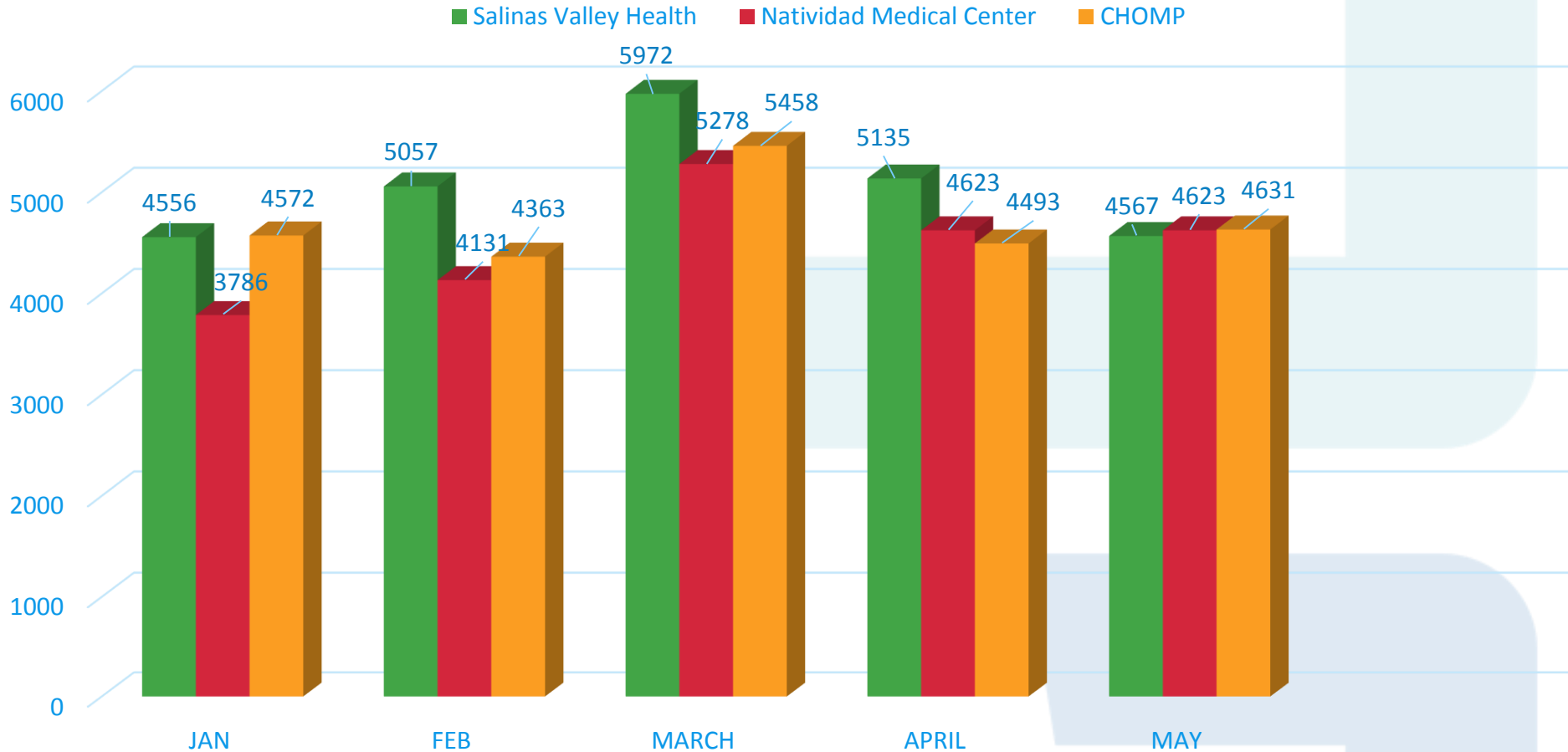


Advisor:  
David Thompson, BSN  
*Clinical Manager*



# Where We Are: Patients Seen

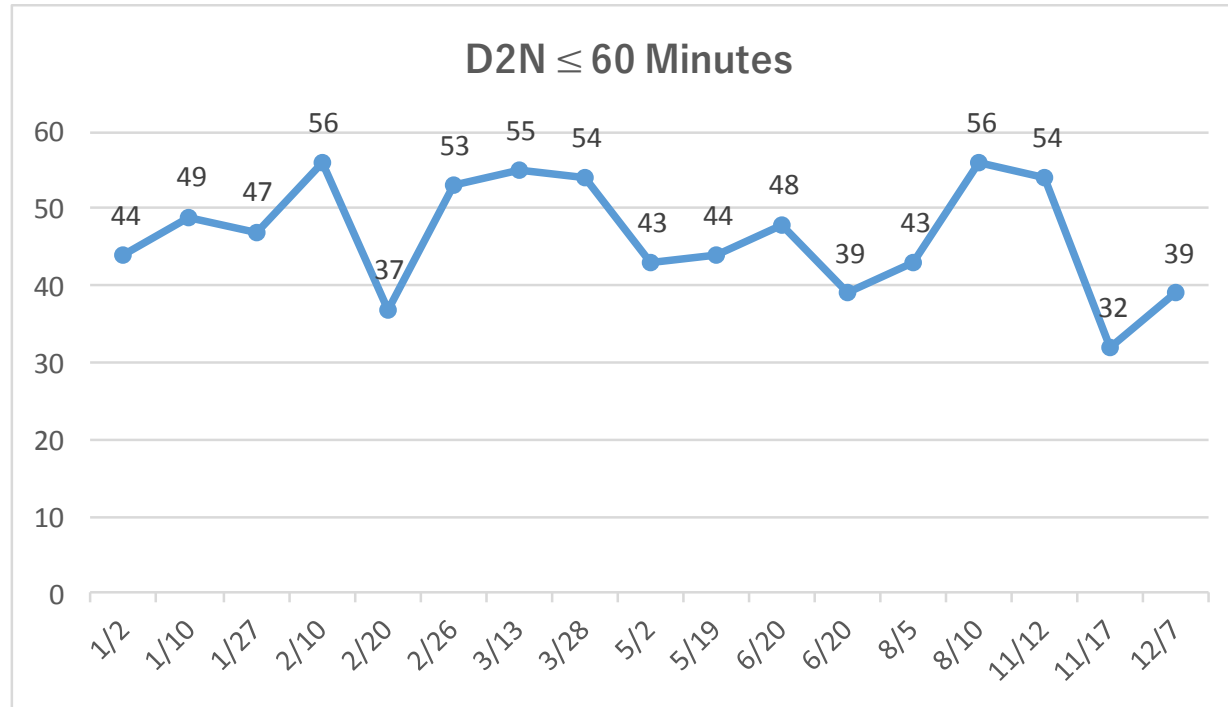
## Total Number of Patients Seen in Emergency Department by Hospital in 2023





# Where We Are: Door-to-Needle [D2N]

## 2022 Door-to-Needle ≤ 60 Minutes

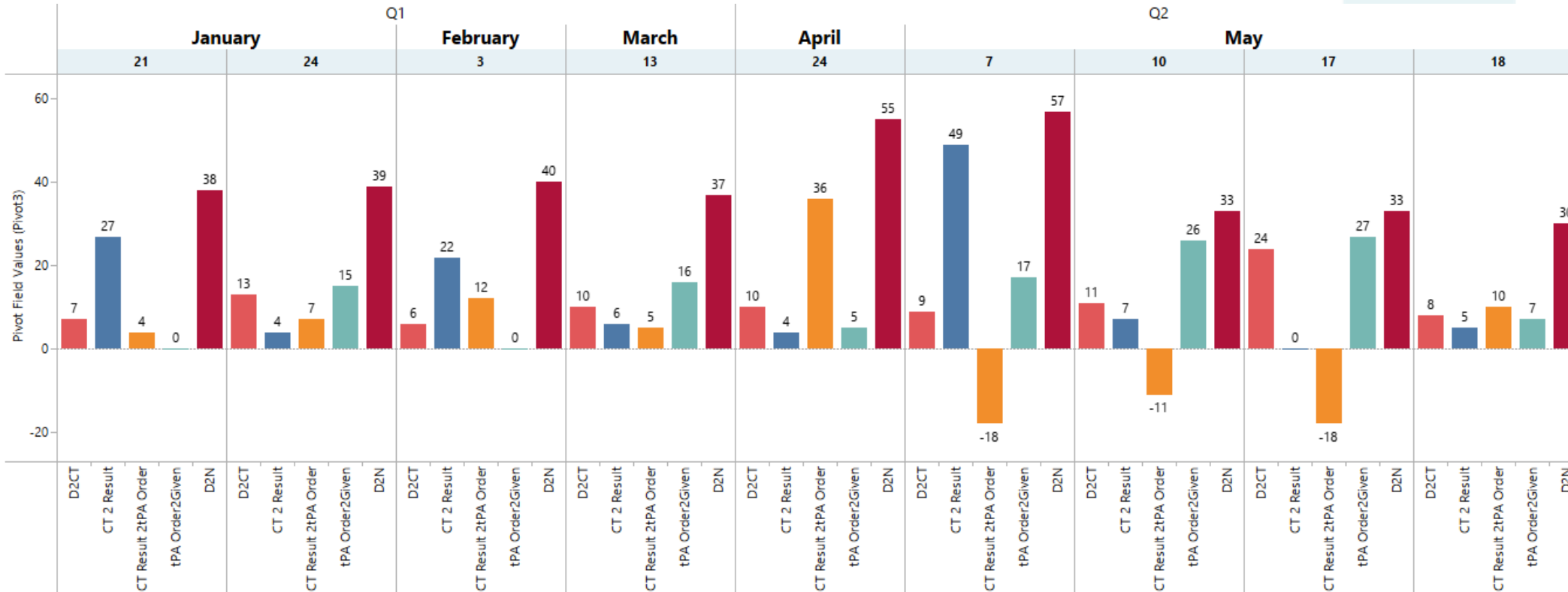


Average Door-to-Needle: 46.05 minutes



# Where We Are: Door-to-Needle [Breakdown]

## 2023 D2N Breakdown [no patient reason for delay]

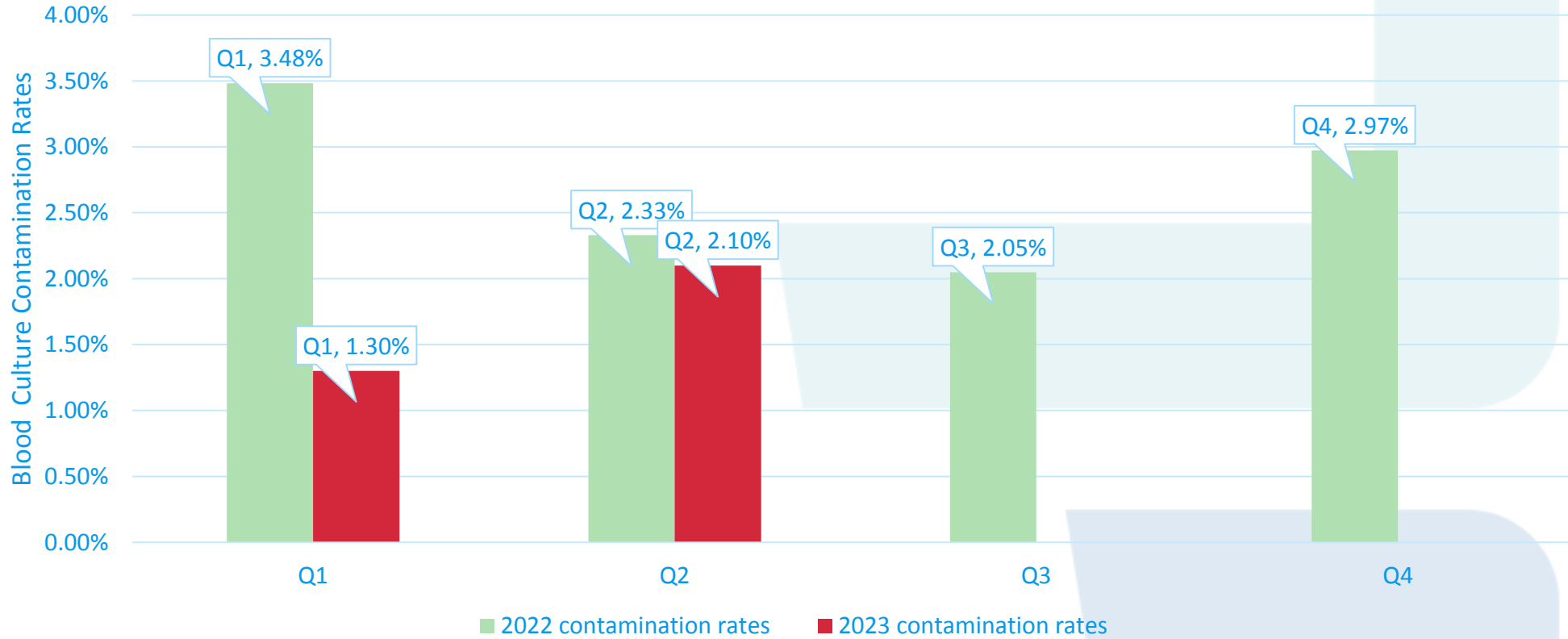


Average Door-to-Needle: 40.22 minutes



# Where We Are: Contamination Rates

## Blood Culture Contamination Rates





# What We've Done:

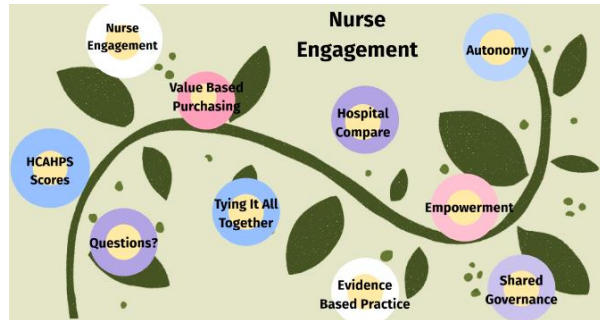
➤ Fast Track Process Improvement



➤ Pediatric Patient Experience



➤ Improve Nursing Engagement





## Fast Track [FT]:

### 2022:

**Q2:** Removed numbered seating and changed the Meditech Tracker to FT W [waiting for provider] and FT R [after seeing provider and waiting for results/treatments] to improve workflow

**Q3:** Additional privacy screens are now available to designate more private areas for treatment and/or discharge. A baby changing table was added in the Fast Track bathroom. Designated areas now established

**Q4:** Building on recent improvements, we added a fridge/freezer for popsicle, ice packs, etc.

### 2023:

**Q1:** Established an official Fast Track process and a designated area [Results Waiting] to see a Physician Assistant [PA] and/or for waiting on test results



# Pediatric Patient Experience:

## 2022:

**Q3:** A subcommittee was created to focus on specific goals targeting our pediatric population. Monthly meetings include management. A request for pediatric carts to bundle care & new IV arm boards was submitted

**Q4:** Applied for a grant through Salinas Valley Health Foundation to acquire specific pediatric supplies. We were awarded the grant and purchased VR goggles, pediatric sensory friendly toys, and IV carts

## 2023:

**Q1:** Emergency Department [ED] educated staff on pediatric IV securement and were able to pilot a pediatric IV securement equipment to better serve our pediatric population

**Q2:** Pediatric IV securement equipment and pediatric IV carts were introduced to the unit. The carts contain pediatric sensory friendly toys, IV kits, and additional supplies specific to working with pediatric population





# Nursing Engagement Improvements:

## 2022:

**Q3:** Focused on employee of the month initiatives. We formed a committee, established a nomination process, identified gift options, and agreed when to hold monthly unit celebrations

## 2023:

**Q1:** Focused on staff engagement. An employee survey was sent to all ED staff. The essential feedback was used to improve overall staff relationship, communication, and participation in offsite work events. A Kudos e-mail is sent when a staff member is recognized for their good work



## What's Ahead:

- **Current Areas of Focus:**
  - Workflow improvements
  - Pain management with intubated patients
  - Code Stroke process improvement
  - Patient Experience
  
- **Continuous Quality Improvement Projects:**
  - Blood culture contamination
  - TPA → TNK administration
  - Patient Experience





# Questions



*PUBLIC INPUT*

*CLOSED SESSION*

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

*RECONVENE OPEN SESSION/  
REPORT ON CLOSED SESSION*

***ADJOURNMENT***