Hoag Nurses
Leading the Wave

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Rick’s Corner: A Message from Hoag’s Chief Nursing Officer

Dear Fellow Nurses:

Our Annual Nursing Report reflects the remarkable accomplishment filled year of 2012. Nursing faced unprecedented change with the development, deployment and mastery of multiple technological initiatives all geared at fulfilling the Enterprise priority of closing the loop for patient medication safety. Hoag nurses led the way with participation in all stages for eMAR, CPOE, KBMA and Outpatient Medication Review. Our nurses additionally provided a strong presence at the annual national Magnet conference as a co-host with over 80 Hoag nurses volunteering at the 4 day event held at the Los Angeles Convention Center. Hoag nurses continued their commitment to developing evidence-based practice with increased participation in the Translating Research Into Practice (TRIP) Fellowship program. The 2012 outcomes demonstrated Hoag Nurses commitment to quality. Performance Improvement statistics reflected lower than National Averages for falls, pressure ulcers, VAP and CAUTI. Finally, nursing continued to enhance structural empowerment through the creation of three new governance councils: Nursing Diversity, Professional Development and Clinical Technology Innovation.

Please take a moment while enjoying the details of your successes expounded upon in this report to reflect upon our outstanding world-class nurses! You are a member of a remarkable professional community embodying why we “Choose Nursing, Choose Hoag.” Thank you to each and every one of you for your dedication, commitment and hard work.

Sincerely,

Rick Martin, Ed.D., MSN, RN
Senior Vice President, Clinical Operations & Chief Nursing Officer

- Opened in 1952
- Orange County has 3.1 million residents
- Hoag has 10% market share
- ~28,500 inpatients annually
- ~450,000 outpatients annually
- ~498 licensed beds in Newport Beach
- ~84 licensed beds at Hoag Hospital Irvine
- ~72 licensed beds at Hoag Orthopedic Institute
In October 2012, Hoag Nursing had the opportunity to Co Host along with 8 other Orange County and Los Angeles Magnets Hospitals; the ANCC National Magnet Conference at the Los Angeles Convention Center.!! Over 7,000 national and international nurses and nursing executives gathered to attend and celebrate Magnet Recognition and learn the most up to date evidence based practices in nursing both clinically and professionally. Lead by Diane Brown, MSN, RN, CCRN (CCU/CVICU) and Jillian Rosello, BSN, RN (ED HHI), Magnet Co Host Volunteer Coordinators, approximately 85 of our Hoag Front line nurses and Nurse Educators provided 375 hours dedicated to work in various roles at the Conference... Dressed in black pants or skirts with blue shirts embroidered with Magnet and Hoag Logo; Hoag Nurses had fun in their positions working as ushers, greeters, registration, working in the Art Gallery, Bookstore, Exhibit hall or Poster presentations...to name a few.

The Magnet Conference offered many great conference topics such as Healthy Work Environments, Shared Governance, Transformational Leadership, Nursing Research, Practice Models to name a few and provided Hoag Nurses with innovative ideas to bring to their practice. Posters of innovations and best practices were in abundance along with a Film Festival and our very own Hoag Quilt, quilted by Sonia Nelson, RN MICN (ED, Newport) was showcased in the Art Gallery.

This was an event for the Hoag team to network with other colleagues from around the world, make new friends and share ideas. This conference brought the spirit of Magnet and Hoag Pride and allowed Hoag Nurses to participate in a World Class Nursing Conference and re-charge their passion for nursing!!!!

We look forward to the 2013 Magnet Conference in Orlando titled... The Magic of Magnet.
Hoag’s senior leadership team is responsible to create the vision for the future and the systems and environment necessary to achieve that vision. Gradually this way of transformational thinking should take root in the organization and become even stronger as adopted and internalized. The transformational leadership activities geared towards innovation have been adopted by Nursing through Hoag’s Shared Governance Model, promoting participation and the birth of new ideas by all. Nursing satisfaction indicators reflect successful adoption of this model as evidenced by Hoag Nurses satisfaction with involvement in decision making being ranked higher than the national average.
Great Leaders, Great Teams, Great Results

A Charge Nurse Leadership Development series, based on Franklin Covey’s "Great Leaders, Great Teams, Great Results", was customized for Hoag Charge Nurses for 2012. This program was created to provide Charge Nurses across the organization with a plan and commitment for continued growth, development and ongoing achievements that prepare this team for the new world of healthcare. More than just a training event, this program took a process-oriented approach to developing great Charge Nurse Leaders with Succession Planning in mind!

Charge Nurses enrolled in the program received some minimal pre-work assignments to help them prepare for the experience, including defining a personal leadership challenge or opportunity to focus on over the course of the program. They also completed a Leadership Quotient assessment to measure their leadership capability against the 4 Imperatives of Great Leaders. Their direct leader was invited to complete the same assessment providing feedback directly to the participating Charge Nurse to promote leadership growth.

This 12 month program was designed to build the Charge Nurses capability in the following 4 Leadership Imperatives:

1. Imperative 1: Inspire Trust
2. Imperative 2: Clarify Purpose
3. Imperative 3: Align Systems
4. Imperative 4: Unleash Talent

95 Charge Nurses made the commitment and participated in the program for the 2012!!! The program concluded with Charge Nurses from each department developing Department Goals to share with their teams using the 4 Imperatives.

Transformational Leadership
Transformational Leadership is promoted through Hoag’s relationship with universities and colleges throughout the Orange County and Los Angeles County areas. Hoag funds professorships at multiple institutions to allow progression of future nurses from wait lists to classrooms and clinical rotations. Nursing academic opportunities include an onsite BSN and MSN program. In 2012 Hoag further raised the academic bar through implementation of an onsite Nurse Practitioner program.

Hoag’s CNO, Rick Martin, maintains an active working relationship with the academic organizations. His role is to act as a hospital liaison to continuously provide perspective and insights on changes in healthcare today. Hoag’s academic nursing offerings contribute to Transformational Leadership through partnership with the communities to create curriculum which is cutting edge, meeting the needs to both current and future healthcare delivery. Additionally the educational partnerships enhance the care provided to patients and ensure top notch nurses to partner with our physicians. The ultimate goal however is to give individual staff nurses opportunities to broaden their educational backgrounds, providing them with a strong foundation whether they decide to pursue nursing leadership at the bedside or in a managerial capability.
With feedback and approval from the Staff Nurse Advisory Council, Nursing’s Shared Governance Council Model was revised to create better structure and opportunity for Nurses to participate in improving patient care and enhancing the nursing profession here at Hoag.
Shared Governance Model: New Councils in 2012

New Councils added were the Nursing Diversity/Patient Satisfaction Council, the Nursing Professional Development Council and the Clinical/IT Innovation Council. The Nursing Recruitment and Retention and Quarterly Education Councils were merged to create the Professional Development Council.

Nursing Diversity - Provides support for the development and implementation of initiatives within nursing and works to foster a respectful, culturally appropriate environment for patient, family and the healthcare team that supports the Hoag Nursing Professional Practice Model.

The purpose of the Nursing Diversity Council is to:

- Promote a respectful health care environment that values the incorporation of culturally relevant care for our patients and their families.
- Establish yearly goals for diversity initiatives.
- Establishes educational goals needed for the nursing staff.
- Incorporates the Own It Program in goals and education.
- Develop policies and procedures aligned with the goals and initiatives of the Council.
- Review data (such as Greatest Places to Work, Press-Ganey survey, hospital and patient demographics, etc.) to assess efficacy of diversity and patient satisfaction initiatives and incorporate the data to develop action plans.

Structural Empowerment
Clinical/Technology Innovation Council - reviews the technology needs of the nursing department in collaboration with IT to support and enhance clinical patient care.

The purpose of the Clinical/Technology Innovation Council is to:

- Foster an environment conducive to the effective utilization of technology to enhance the delivery of patient care.
- Assess and evaluate the need for enhancements of the current technology utilized.
- Assess, evaluate and review any new technologies and changes within the clinical documentation system.
- Review the educational needs and support of the end users.
- Review data/patient outcomes associated with the new technologies (medication errors, use of the systems) Provide feedback to the Nursing Quality Improvement Council of trends or patterns that are recognized.

Professional Development Council - defines, implements and evaluates programs that promote professional growth, development and ongoing clinical competency and identifies strategies to promote retention of the nursing staff.

The purpose of the Professional Development Council is to:

- Assess the clinical education needs of the staff at all levels and develop strategies to meet those needs.
- Participate in the development of competency based orientation programs, including the yearly house-wide mandatories and unit based competencies.
- Assess and evaluate the Professional Practice Model of nursing at Hoag Hospital.
- Promote the recruitment and retention of the professional nurse.
- Set targets and promote educational advancement and certification.
Choose Nursing, Choose Hoag

Making the Difference

Nurses have a tremendous impact on the patient experience at Hoag. This is exactly why Hoag chose to keep the Choose Nursing Choose Hoag (CNCH) fundraising initiative among its top priorities for 2012. 55 nurses were awarded CNCH scholarships in the fiscal year 2011 and in 2012 80 nurses have received scholarships for their continuing education and advanced degrees. CNCH Foundation efforts have raised over $18 million.

Continuing nursing education is proven to have an immediate and positive impact on patient care. Hoag is committed to continually improving educational and professional growth opportunities for its entire nursing staff across each specialty area. In return, our community receives outstanding care and Hoag nurses find support to expand their knowledge and advance their careers.

Over 2125 members of Nursing staff received hands-on training on state-of-the-art technology and updated innovative procedures on-site in the Marion Knott Nursing Education Center.
Over the last three years, the role of frontline staff RN with regard to Clinical IT Initiatives had undergone a tremendous transformation at Hoag in order to ensure safer medication processes.

Solid structures and processes provide an environment where strong professional practice flourishes and outcomes are achieved that are believed to be important for the organization. Staff need to be developed, directed and empowered to find the best way to accomplish the organizational goals and achieve desired outcomes. This may be accomplished through a variety of structures and programs; one size does not fit all.

**Exemplary Professional Practice**

*Did You Know?*

*Hoag Staff Nurses have been involved in the following Clinical Information System initiatives since 2011:*

- eMAR
- CPOE
- Nursing Order Standardization
- KBMA
- Nursing Clinical Documentation
- ED Clinical Documentation
Exemplary Professional Practice was embodied by Hoag Nursing staff through their continuous involvement in designing and implementing improved workflows for medication delivery.

Nursing kept a fast pace in 2012 with multiple major hospital-wide technological implementations, all geared at closing the loop for patient safety. CPOE, eMAR, Robotics and KBMA all were activated successfully with the strong involvement of Nursing. Nursing’s roles in the projects were myriad. Of note, Nursing staff had a strong presence at workflow validation sessions, design sessions, participated in the review and sign off of over 300 order sets, and conducted end user acceptance testing for the new technical builds. Staff Nurses additionally held several device fairs and open houses, selecting the Bar Code Scanners, mobile carts and laptop computers used today.

Hoag Nurses were co-trainers, partnered with IT Training and Clinical Adoption for CPOE and eMAR for classroom training. During activations, Nursing donned their SWAT purple and supported not only Nursing and Physician utilization of Hoag’s electronic medical record, Allscripts Sunrise Clinical Manager, but also hospital wide preparation for the implementations. The night of the CPOE activation, Nursing composed teams along with Pharmacists, who deactivated and re-entered orders for every inpatient in house.
Magnet organizations have an ethical and professional responsibility to contribute to patient care, the organization and the profession in terms of new knowledge, innovations and improvements. Our current systems and practices need to be redesigned and redefined if we are to be successful in the future. This Component includes new models of care, application of existing evidence and visible contributions to the science of Nursing.

Translating Research into Practice Fellowship
TRIP Program at Hoag

Translating research in nursing is vital to improving healthcare and advancing nursing science. The Translating Research into Practice (TRIP) Fellowship prepares teams of staff, advance practice nurses and nursing department directors to serve as leaders in changing and improving care. This change occurs through identifying a nursing care problem, developing and implementing a way to solve it, evaluating and monitoring outcomes and then determining whether to incorporate the new knowledge into practice.
2012 TRIP FELLOWS

Kim Alles RN—TRIP Fellow
Measuring the Effects of a Quiet Time Bundle Protocol on the Practice Environment and Patient Satisfaction: An Evidence Based Project

Ty Thomas RN-TRIP Fellow
Quiet Time: Stomping Out Medication Tran-

Ya-Gium Chao RN-TRIP Fellow
Measuring the Effects of a Protocol to Prevent Post-Operative Nausea and Vomiting in Women after Cesarean on Patient Satisfac-

Angela Mankoff RN-TRIP Fellow
Can Barriers and Self-Efficacy (Baseline) As-

Juliana Yockey RN-TRIP Fellow
Interventional Radiology—Protocols for Nurses .

Kimberly Root RN-TRIP Fellow
Assessing Pressure Ulcers in the NICU (Braden Scale is not adequate and PU rates have increased in 2012).

Carrie Kojima RN-TRIP Fellow
Peer Coaching to Enhance Adherence with Hand Washing Protocol.

Carroll Uhrich RN-TRIP Fellow
Diabetes Education Protocol Multidisciplinary Education.

Chandra Kinney RN-TRIP Fellow
The Oncology Oral Care Protocol: Prevention and Management of Oral Mucositis Among Oncology Patients.

Lawrence Knapp RN-TRIP Fellow
Medication Errors in Oncology

Terry Derimanoczy RN—TRIP Fellow
Use of capnography.
The Council for Nursing Excellence and Research (CNER) participated at the 2012 Nurses Day luncheon at Hoag Hospital Newport Beach (HHNB) and Hoag Hospital Irvine (HHI) by presenting posters at the entry of Conference Center I and II at HHNB and on the outside walkway at HHI. CNER would like to recognize the following nurses and departments who participated by developing a poster to share and present.

- Sofia Deano RN-HHI ED, “How to Join the Clinical Ladder”
- Teresa Gonzales RN-HHNB Operating Room, “Advancing Education RN to RNFA” Hoag Hospital Newport Beach ED, “Lean Project”
- Chandra Kinney RN-TRIP Fellow, “The Oncology Oral Care Protocol: An Evidence-Based Innovation for Oral Mucositis Prevention and Management Among Adult Acute Care Oncology Patients”
- Lynette Low RN MSN-Pre and Post Main OR HHNB, “Certification ANCC/AACN”
- Angela Mankoff RN-TRIP Fellow, “Can Barriers and Self-Efficacy (Baseline) Assessment Predict Nurses’ Adherence with the Hospital’s Fall Prevention Protocol?”
- Deb Mastrolia RN BSN-Neuro Institute, “The Brain at Risk”
- Kim Mullen RN MSN-Nursing Education, “Magnet Journey”
- Neonatal Intensive Care Unit, “Central Line Maintenance”
- Ty Thomas RN-TRIP Fellow, “Quiet Time: Stomping Out Medication Transcription Errors”
Empirical Outcomes is not a stand-alone component; each of the other components in the Magnet Model has required elements of outcomes that must be documented for Magnet. The focus of Empirical Outcomes is on results and differences nurses have made. Outcomes are dynamic, focused on areas of improved performance and those requiring effort to achieve improvement.

Previous Magnet Surveys required us only to articulate what has been done... Now, Empirical Magnet Outcomes seek to quantify the results with concrete examples of how we have positively impacted our patients, hospital and profession of nursing. Meeting all the other components such as a transformational environment, a structure that supports empowered nurses and one that focuses on research and EBP to provide exemplary care... creates the Empirical Outcomes we strive to achieve for our patients!!! We love our patients and our outcomes reflect this. Our Nurse Sensitive Indicators for Falls, Hospital Acquired Pressure Ulcers CAUTI and VAP, CLABSI and 2012 exceeded NNDQI National benchmarks.
Empirical Outcomes

Total Falls Per 1,000 Patient Days

- Hoag Hospital Unit
- All Hospitals - All Reporting
- Units Combined - Acuity Adjusted
- Median
- Between 25th and 75th Percentile

Percent of Surveyed Patients with Hospital Acquired Pressure Ulcers

- Hoag Hospital Unit
- All Hospitals - All Reporting
- Units Combined - Acuity Adjusted
- Median
- Between 25th and 75th Percentile
May is designated as “National Nurses Month” and Hoag Hospital has announced its nurse of the year, Ruth Ann Marquez. Ruth has worked in Interventional Radiology for 5 years and is on the Unit Practice Council for her department. Ruth is a perfect example of Hoag Nurses that go above and beyond to meet the needs of their patients!!

On behalf of the city I would like to congratulate Ruth and acknowledge how important she and her peers are in supporting Hoag Hospital and its important role as a major part of the Quality of Life we are allowed to enjoy here in Newport Beach.

Councilman Rush Hill’s
Hoag Choose Nursing,
Choose Hoag CC Announcement
May 22, 2012
WHAT IS THE DAISY AWARD?

The DAISY Award for Extraordinary Nurses recognizes the exceptional efforts of outstanding nurses and the difference they make in the lives of our patients. Each month, a nurse is selected by Hoag’s nursing leadership to receive the DAISY Award. At a presentation made in front of physicians, patients and visitors, the honoree will receive a certificate commend- ing him or her for being an “extraordinary nurse.” The recipient will also be given a beautiful and meaningful hand-carved sculpture titled, “A Healer’s Touch.” Additionally, the unit will receive Cinnabon’s cinnamon rolls – with the sentiment that the heavenly aroma will remind them how important their work is.

ABOUT THE DAISY FOUNDATION

The not-for-profit DAISY Foundation is based in Glen Ellen, CA and was established by the family members of J. Patrick Barnes. Patrick died at the age of 33 in late 1999 from complications of Idiopathic Thromocytopenic Purpura (ITP), a little known but not uncommon autoimmune disease. The care Patrick received from nurses while he was ill inspired this unique means of thanking nurses for making such a profound impact upon the lives of their patients and patient families.
Achievements: The Daisy Award

January 2012 – Marjorie Lacson – PACU at Hoag Hospital Irvine

Marjorie, originally from England, has glowing reviews from her peers. Although she is a highly specialized nurse in the GI lab, particularly in ERCP, her demonstration of providing outstanding care is one of her best qualities. Marjorie- MJ as the staff calls her- works in PACU, pre-op, pre-admission screening, and radiology. Her colleagues also share that her beautiful smile, friendliness, compassion and caring are attributes to emulate. Marjorie’s favorite pastime is shopping, dressing up and eating at fancy restaurants.

February 2012- Robyn Myran – Telemetry at Hoag Hospital Irvine

Robin has been with Hoag for eight years. She started out as a new grad on Sub-ICU at Newport Beach where she became a charge nurse. With the opening of Hoag Hospital Irvine, she took an opportunity to be one of the first nurses hired for the new hospital. Her peers share that she was instrumental in the opening, including conducting most of the interviews and hires, updating all the nursing policies and laying the ground-work for the unit design and functions. She is currently enrolled at CSUF and will compete her BSN in June, at which point she will continue on for her Masters program.

March 2012 – Tara Inch – Gynecology/Urology at Newport Beach

Tara Inch has been a registered nurse at Hoag for six years. She started as a New Grad and now is one of the 4 East Relief Charge Nurses. Tara is a great resource for the Gynecology and Urology patients, is certified in Chemotherapy and Biotherapy and cross-trained to care for Antepartum and early Gestational Diabetic patients. Tara’s peers express that she is someone who “exemplifies nursing values on a daily basis.” Her colleagues can turn to her for support, knowledge and reassurance anytime they work with her.
Achievements: The Daisy Award

April 2012 - Sara Elia, R.N. — HOI Staff Nurse

Sara started at Hoag as a new graduate nurse back in 2006. She moved to California from Vermont and with Nick and Meadow. She has been a great resource and team player for our staff. She has climbed the clinical ladder at HOI, redesigned the clinical ladder program and now is co-chair of the UPC committee. She is a compassionate, expert clinician who is always willing to help another team member, provide stellar patient care and to do it all with a positive, can-do attitude. Her laugh is infectious, her care is superb and her attitude is “just do it”! Sara is what we all would want for our nurse.

May 2012 - Marilou Villaverde, R.N. - COTC

Marilou started in the Cancer Outpatient Treatment Clinic in April of 2004 as a Clinical Nurse I where she provides care to patients receiving outpatient infusions. Her colleagues share that she is an extraordinary oncology nurse whose compassion, expertise and helpfulness made all the difference in our patients’ cancer journey.

Marilou’s colleagues share that she demonstrates consistently integrity and “heart” and is “invaluable” to their unit. Her peers stated that “it’s always a better day when Marilou is here.” They add that Marilou’s positive attitude is apparent in her daily duties and she is always 100 percent present with total focus on the needs of patients, staff and the unit. She also volunteers for projects and recently assisted one of our Fast Track Meetings. Her suggestions resulted in the new Rapid Care Treatment Area, where she works full time, training staff in the scheduling and operating of the area and as a preceptor for new hires and student nurses.
June 2012- Chelsea Zimmerman, RN- HHI ED
Chelsea Zimmerman has worked at Hoag for 11 years in ICU at Newport Beach and is now in the Emergency Department at Hoag Hospital Irvine. Chelsea is a nurse that other nurses aim to be and she always puts her patients first. She has accepted the role of a super user for both SCM and KBMA rollouts. Chelsea just received her CEN in October 2011. Chelsea is referred to by her team of nurses as “one of the high achievers”.

July 2012- Celia Andal, RN-Dialysis
Celia Andal has been a long time employee of Hoag. She has grown with the dialysis department from 4 nurses to 16. She is a role model to all who work with her on a daily basis. Celia not only cares for her patients, but she is great at family teaching as well. She is not only a mentor, she is also a first rate example of a Hoag nurse.

August 2012- Dede Utter, RN- CCU and CVICU
Dede Utter is currently a Charge Nurse in the CCU and CVICU. Dede is a clinical expert in the care of CCU and CVICU patient and is a “great resource for staff”. She is naturally an expert in interpersonal relationships and communication. Dede is always calm, understanding, and cool headed. She possesses a keen sense of how to manage the most difficult situations with staff who work with great pressure and demanding time lines.
Achievements: The Daisy Award

September – Adrienne Franklin, 4 East GYN/Uro
Adrienne Franklin is the Charge Nurse on 4 East. She is the epitome of what nursing is all about. She is kind, compassionate, nurturing, and fair. Adrienne is an absolute favorite with patients. She is always wearing her “Hoag smile” to work and “owns it”. Adrienne is one of a kind, once in a lifetime, special nurse. She never asks for recognition. She deserves to be recognized for her service to our community.

October – Christine Fortin – HHI CCU
Christine Fortin has been an employee at Hoag Hospital for almost 6 years. She started in July 2007 as a Charge Nurse in the CCU at Hoag Hospital, Newport Beach. Christine is extremely involved in councils and committees. In addition, she set up a simulation for the CCU staff for tPA administration for stroke patients. Christine always maintains a positive attitude and takes on countless roles in the department including. Infection control is Christine’s main passion. She likes her department to stay clean and organized maintaining the LEAN (5S) project that she helped implement at Hoag Irvine. While maintaining infection control, her ultimate goal is focused on patient safety by having zero HAPU, medication errors, patient falls etc. Christine always maintains a positive attitude and is a great team member.
November – Judy Kidd – Perioperative Educator

Judy brought a wealth of Perioperative Education experience with her when she joined Hoag nearly 5 years ago. With decades of OR experience, Judy has been staff nurse, charge nurse, supervisor, manager, director and educator giving her the expertise to be a great mentor and teacher. Judy has been commended often by staff for her willingness to help wherever needed and her flexibility to serve in the many and varied departments of Perioperative Services such as Endoscopy, PreAdmission Screening, the Short Stay Unit, PACU and SPD. With the recent and very emotional loss of two long time OR educators, Judy has done an amazing job of providing support to all areas. We have not lost one in-service day, our competencies are complete, and orientation practices continue. Judy is appreciated and embraced for her extraordinary support and kind, sincere, and caring attitude through it all.

December – Lynette Low – Short Stay Unit

Lynette started here at Hoag in 1987. She is married to her husband John and has two children, Elizabeth and Scott. She has a twin sister that also is a nurse at Hoag. Lynette has a long list of glowing achievements, including her MSN, Certification in Medical Surgical Nursing, member of Sigma Theta Tau, Chair of CNER, and a CLIV. Lynette continually strives for the achievement of excellence.
## Achievements:

Congratulations to Hoag Nurses Who have Received Certification in 2012!

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<th>Name</th>
<th>Unit</th>
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Achievements: Congratulations 2012 BSN Nurses!

ARDON, CINDY  
BROWN, NATALIE ANN NIC  
BUEZO, CINDY D.  
CARTER, SOMMER L.  
DEXTER, GREGORY K.  
DIEN, SANDY  
ERBE, MICHELLE N.  
FRENCH-MAYTUBBY, KIMBERLY  
FURMAN, WINNIFRED  
HARADA, SHILOH S.  
HIGGINS, MEGAN M.  
HODGE, JESSICA M.  
KAMINSKI, LISA R.  
KNAPP, LAWRENCE D.  
LUSTRO, OLIVIA N.  
LYNCH, JAMIE C.  
MANGEN, PAMELA S.  
MAY, TRACY  
MEZA, LIZA R.  
MILLER, NEENA M.  
NAGATO, MARIANNA  
NEWMAN, NATALIE D.  
NICHOLSON, KELLY E.  
PANTHAKY, ANAITA J.  
PARK, YOON J.  
SCARBOROUGH, JENNIFER L.  
SCOTT, NICHOLE M.  
SEMON, MELANIE  
SUMNANI, DILSHAD M.  
VU, CHRISTINE H.  
YANG, JILLIAN A.  
YSAIS, ALEJANDRO

CCU  
CCU  
ICU  
CCU  
CCU  
ED  
NICU  
ICU  
PI  
STROKE UNIT  
IR  
STROKE UNIT  
OTC  
ED  
LDR  
TELEMETRY  
HHI ED  
HHI TELEMETRY  
MOTHER/BABY UNIT  
MOTHER/BABY UNIT  
PULMONARY  
STROKE UNIT  
CCU  
HHI TELEMETRY  
PULMONARY  
TELEMETRY  
ED  
HHI TELEMETRY  
ED  
HHI TELEMETRY  
MED/SURG UNIT
Hoag Nurses—Leading the Wave