



December 12, 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**¹ will be held **MONDAY, DECEMBER 16, 2024, AT 8:30 A.M., DOWNING RESOURCE CENTER, ROOM 117, CEO CONFERENCE ROOM, SALINAS VALLEY HEALTH MEDICAL CENTER, 450 E. ROMIE LANE, SALINAS, CALIFORNIA.** (Visit [https://www.salinasvalleyhealth.com/~about-us/healthcare-district-information-reports/board-of-directors/board-committee-meetings-virtual-link/](https://www.salinasvalleyhealth.com/~/about-us/healthcare-district-information-reports/board-of-directors/board-committee-meetings-virtual-link/) for Public Access Information).

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

Allen Radner, MD
President/Chief Executive Officer

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

Advisory Non-Voting Members: Administrative Executive Team.

**QUALITY AND EFFICIENT PRACTICES COMMITTEE
COMMITTEE OF THE WHOLE
SALINAS VALLEY HEALTH¹**

**MONDAY, DECEMBER 16, 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 November 11, 2024. (CARSON)

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

4. Patient Care Services Update (SPENCER)
Night Shift Practice Council

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, January 13, 2025 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 <https://www.salinasvalleyhealth.com/about-us/healthcare-district-information-reports/board-of-directors/meeting-agendas-packets/2024/>, and in the Human Resources Department of the District located at 611 Abbott Street, Suite 201, Salinas, California, 93901. All items appearing on the agenda are subject to action by the Committee.

¹Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

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
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
 - Chaplain Services Report - Chaplains and L. Meraz-Gottfried
 - Accreditation and Regulatory Report - D. Ratcliff
2. Quality and Safety Board Dashboard
3. Consent Agenda:
 - Joint Services Program Report
 - Environment of Care Committee Reports
 - Risk Management/Patient Safety Full Report
 - Patient Safety and Risk Management Report: Patient Safety Event Review
 - Pharmacy and Therapeutics Committee Report

ADJOURN TO OPEN SESSION

CALL TO ORDER
ROLL CALL

(Chair to call the meeting to order)

PUBLIC COMMENT

DRAFT SALINAS VALLEY HEALTH¹
QUALITY AND EFFICIENT PRACTICES COMMITTEE MEETING
COMMITTEE OF THE WHOLE
MEETING MINUTES NOVEMBER 11, 2024

Committee Member Attendance:

Voting Members Present: **Catherine Carson**, Chair, **Rolando Cabrera, M.D.**, Vice-Chair, and **Clement Miller**, COO;

Voting Members Absent: **Carla Spencer**, Chief Nursing Officer, **Alison Wilson, M.D.**, Medical Staff Member;

Advisory Non-Voting Members Present:

In Person: Allen Radner, M.D., President/CEO, Timothy Albert, M.D., CCO, Alysha Hyland, CAO, and Cheryl Pirozzoli, Family/Patient Advisor.

Other Board Members Present, Constituting Committee of the Whole:

Via teleconference: Juan Cabrera, Joel Hernandez Laguna, Victor Rey.

Dr. Wilson, attended via WebEx as a non-voting member.

Dr. Radner arrived at 9:07 a.m.

1. CALL TO ORDER/ROLL CALL

A quorum was present and Chair Carson called the meeting to order at 8:32 a.m. in 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 OCTOBER 14, 2024.

Approve the minutes of the October 14, 2024 Quality and Efficient Practices Committee meeting. The information was included in the Committee packet.

PUBLIC COMMENT:

None

MOTION:

Upon motion by Committee Vice-Chair Dr. Cabrera, second by Committee member Miller, the minutes of the October 14, 2024 Quality and Efficient Practices Committee Meeting were approved as presented.

ROLL CALL VOTE:

Ayes: Chair Carson, Vice-Chair Cabrera, Miller;

Noes: None;

Abstentions: None;

Absent: Spencer, Dr. Wilson.

Motion Carried

¹Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

4. PATIENT CARE SERVICES UPDATE: REHAB SERVICES PRACTICE COUNCIL

Clement Miller, COO, introduced Jan Conducto, M.S., OTR/L (Co-Chair), who reported the following:

- Council Purpose
- Goals
 - Foster a culture of professional development.
 - Improve quality and efficiency of patient care.
 - Establish a mechanism through which the practicing professional is able to fully participate in the decisions which affect rehabilitation related practice, quality, competence and knowledge.
- Current Initiatives
 - *Cardiac Rehab Phase I: Updated cardiac protocol to follow best practice guidelines (Keep Your Move In The Tube™):* including discussion of benefits, interdisciplinary collaboration, education and training, EMR order set revision, and go live in October.
 - *Early Mobilization of Patients on Mechanical Ventilation:* including discussion of benefits and ABCDEF Bundle, interdisciplinary collaboration, education and training. The initiative was developed by a collaborative interdisciplinary team.
- Future Initiatives
 - *Mobilization of Patients on CRRT (Continuous Renal Replacement Therapy)*

A full report was provided in the packet.

Committee Discussion: Dr. Cabrera: Early mobilization also helps to prevent DVTs. Director Carson: Have we had any patients for early mobilization yet? After the policy goes live, the initiative will start. We only have a few patients on ventilators, the mobilization will be selective. There is a dedicated Cardiac Rehab for after-discharge care.

5. CLOSED SESSION

Chair Carson announced that the items to be discussed in Closed Session are *Hearings/Reports* as listed on the closed session agenda. The meeting recessed into Closed Session under the Closed Session protocol at 8:47 a.m.

6. RECONVENE OPEN SESSION/REPORT ON CLOSED SESSION

The Committee reconvened for Open Session at 9:56 a.m. Chair Carson reported that in Closed Session, the *Hearings/Reports* were accepted as presented, as follows:

Hearings and Reports

1. Report of the Medical Staff Quality and Safety Committee

Lab Utilization Report – Lilia Meraz-Gottfried, Director Clinical Development
Care Continuum Support – Troy Scott, Director Case Management
Health Equity – Kathleen Fitzgerald, Clinical Performance Improvement Specialist
Leapfrog – Aniko Kukla, Director Quality & Patient Safety

2. Quality and Safety Board Dashboard Review (Aniko Kukla)

3. Consent Agenda:

- Laboratory services
- Sepsis
- Service Excellence/Patient Experience
- Organ/Tissue Procurement
- Code Blue
- Community/Volunteer Services
- Outpatient Cardiology Cardiovascular Diagnostics (formerly CDOC)
- Taylor Farms Family Health & Wellness Center
- Sleep Medicine
- Critical Care/Progressive Care Service Line
- Pharmacy & Therapeutics/Infection Prevention – Includes MERP Plan update

7. ADJOURNMENT

There being no other business, the meeting adjourned at 9:57 a.m. The next Quality and Efficient Practices Committee Meeting is scheduled for **Monday, December 16, 2024** at 8:30 a.m.

Catherine Carson, Chair
Quality and Efficient Practices Committee

Patient Care Services Update



Presented by:

Carla Spencer, MSN, RN, NEA-BC
Chief Nursing Officer

Featuring: Night Shift Practice Council

December 16, 2024

Night Shift Practice Council (NSPC)

Council Members:

- ❖ Michael L. Brown, MS, BSN, RN, PCCN [Chair]
 - ❖ Hannah Dickerson, BSN, RN [Co-Chair]
 - ❖ Claudia Getz, BS, RN [Associate Co-Chair]
 - ❖ Ann Bucu, MSN, RN, CPHQ, LSSGB [Advisor]
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- Maria “MJ” Andaglio-Angeles, RN, RN-BC
 - Rizelle Legaspi, BSN, RN
 - Ludy Lim, MSN, RN, RNC-LRN
 - Ray Morales, BSN, RN, PCCN
 - Nancy Tovar-Fonseca, RN
 - Selene Elias, BSN, RN, PCCN
 - Fides Tugaoen, BSN, RN, CMSRN
 - Rebecca Rodriguez, MSN, RN, CEN, CPHQ

Council Purpose

- ❖ Provide clinical leadership by identifying and implementing standards of care and evidenced based practice to night shift staff.
- ❖ Collaborate with multi-disciplinary departments to improve night shift processes for positive outcomes and increase engagement of employees who work off shift hours.

Completed Initiatives:

- Quiet Menu and Quiet Kit
- Quiet at Night “Recommitment”

Current Initiatives:

- Structural Noise Issues
- Trial a “Quiet at Night” Announcement



Completed Initiatives:



1. Quiet Menu and Quiet Menu Kit

- **Background:** Based on an EBP¹ initiative performed by the UCSF², utilization of a “Sleep Menu” would result in patients sleeping more soundly at night (Antonio, 2020), and more inclined to respond positively on HCAHPS³ survey questions related to hospital environment being conducive to rest and recovery.
- **The Intervention:** The NSPC⁴ adapted the initiative and created the “**Quiet Menu.**”
- The NSPC partnered with the marketing department to create the handout/flyer.
- The Patient Experience team assembled the “**Quiet Menu Kit**” containing items purchased by the Salinas Valley Health Foundation.
- The NSPC continues to find creative ways to promote the use of the “**Quiet Menu**” via WINTip Sheet, staff educational fairs, staff competency camps, and similar training opportunities.
- A poster abstract is in development to submit to Salinas Valley Health Poster Expo 2025.

¹ Evidence-based practice

² University of California, San Francisco

³ Hospital Consumer Assessment of Healthcare Providers and Systems

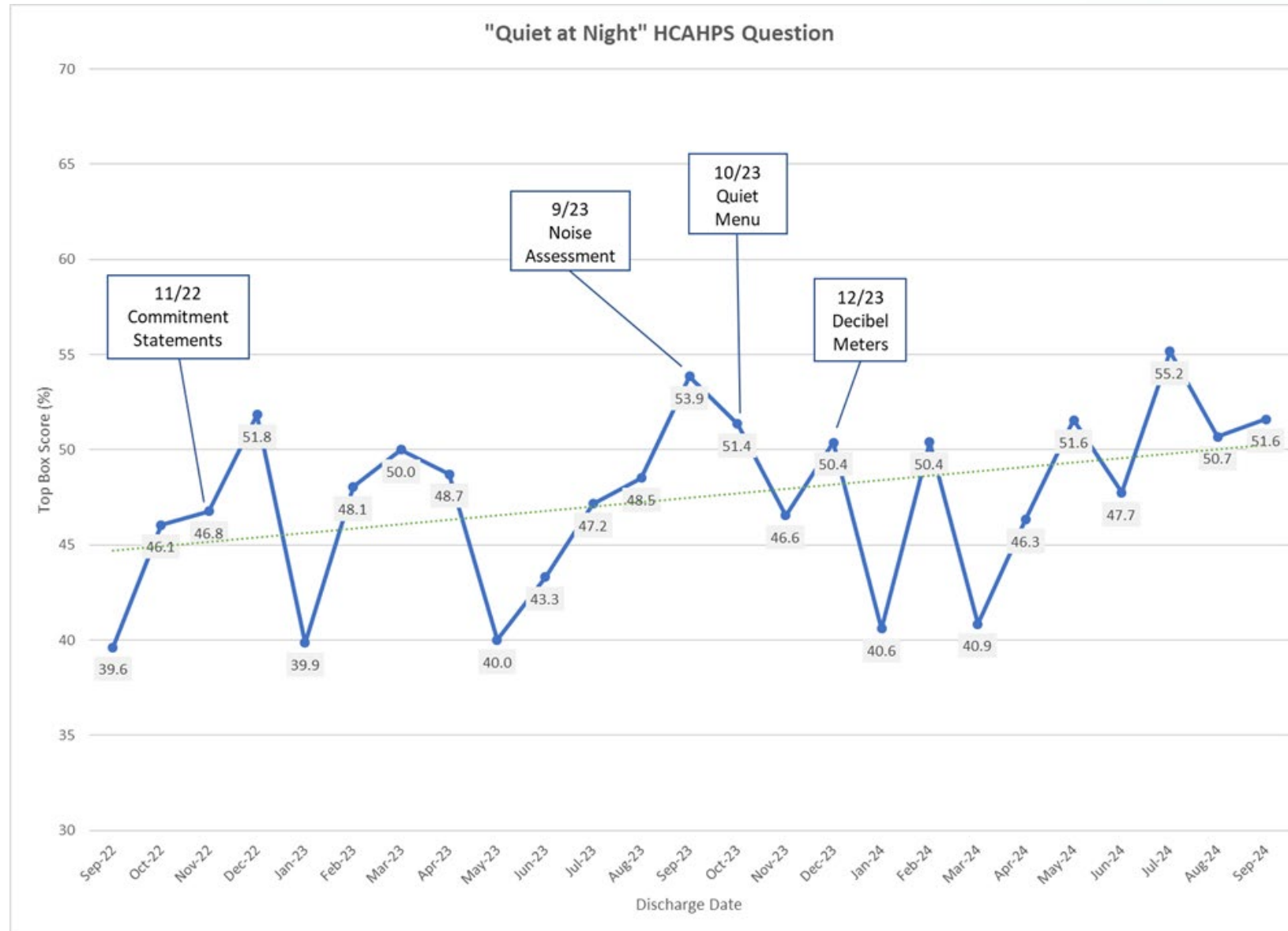
⁴ Night Shift Practice Council

2. Quiet at Night Recommitment Initiative

- **Goal:** To improve the HCAHPS Quiet at Night Top-Box Score from baseline [CY23¹] of 47.1% to 51.8% [+10%].
- **Background:** Patient Experience Leader Rounding highlighted environmental noise factors that create impactful disruptions in sleep: hospital equipment, alarms, paging systems, delivery carts, and conversations of care team members and visitors.
- **The Intervention:** In 2022, NSPC members created seven “**Commitment Statements**” that engages staff to be personally accountable for the removal of preventative noise within inpatient units.
 - Posters were created with these statements, signed by staff, laminated/framed and mounted in each unit.
 - Sound decibel meters were placed within close proximity of these frames in order to provide real-time feedback of noise levels.
 - Unit-specific targets are displayed next to each meter on a mounted, laminated card - targets were adjusted based on data collected from the meters to allow for structural and ambient noise within each unit.
 - Throughout 2024, NSPC members rounded on units to “recommit” staff to the 2022 commitment statements.

¹ Current Year 2023

Outcome: Quiet at Night Recommitment Initiative



Current Initiatives:



1. Structural Noise Issues

- **Background:** In 2023, rounding on inpatient units were conducted by NSPC members along with Dr. Bruce Kaufman, Delirium Prevention Taskforce champion, to identify structural noise issue(s) and submit Engineering Work Order (EWO) if necessary for solution. Noise concerns discussed: pneumatic tube system, slamming of doors, service elevator voice announcement system, WOWs¹ and similar rolling cart/device.
- **Progress:**
 - Pneumatic tube system foam noise canceling kit has been installed in all inpatient units.
 - Adjusted door closer setting in several areas to slow down the closing speed of a door.
 - Use of equipment to slow down the speed of a closing door has been implemented in several areas. Replacement or repair of WOWs by IT service technicians continues to be prevalent. A complete change of style and mechanism to the door leading from the hospital main lobby to the Heart Center has been recently completed.
- **What's Ahead:**
 - Continue to track related patient experience scores.
 - Track progress of strategies implemented to reduce structural and environmental noise with Engineering support.

¹ Workstations on Wheels

2. Trial a “Quiet at Night” Announcement

- **Background:** To reinforce our seven “**Commitment Statements**” initiative and encourage staff and visitors to promote a restful and healing environment, we launched a trial, “**Quiet at Night**” hospital-wide PA¹ system announcement.
 - The pre-recorded announcement will be broadcasted daily at 11 PM in both English and Spanish with the following message: “We are committed to providing a restful and healing environment. At this time, we ask for your cooperation in contributing to a quiet atmosphere by speaking softly, minimizing the use of electronics, or turning devices off.”
- **What’s Ahead:** Starting January 2025, two new questions regarding Restfulness of Hospital Environment will be added to the HCAHPS survey:
 1. During this hospital stay, how often were you able to get the rest you needed?
 2. During this hospital stay, did doctors, nurses and other hospital staff help you to rest and recover?
 - The NSPC is attempting to ingrain the hospital staff’s efforts to allow patients to rest and recover.
 - A staff survey will be sent to capture feedback on the effectiveness of the “**Quiet at Night**” announcement.

¹ Public Announcement System

What's Ahead:



- The NSPC is seeking an ancillary employee to become a permanent active NSPC member.
- Collaborate with intra-professional staff in various departments [i.e. Pharmacy and Environmental Services], to enhance the **“Quiet at Night”** campaign.
- Expand the use of lavender as a calming agent for patients experiencing anxiety and insomnia.

Questions?

CLOSED SESSION

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

*RECONVENE OPEN SESSION/
CLOSED SESSION REPORT*

(Meeting Chair)

ADJOURNMENT