



THE QUEEN'S NURSE  
ANNUAL REPORT **2024**





# QUEEN EMMA'S FAVORITE FOODS



The first Polynesians to arrive in Hawai'i encountered lush river valleys and sweeping volcanic plains - an ideal landscape to introduce crops. Large scale ulu (breadfruit) groves, kalo (taro), 'uala (sweet potato), mai'a (banana), and kō (sugarcane) were all flourishing in Hawai'i well before the arrival of non-Polynesians.<sup>1</sup> Food is intimately connected to the vitality of Hawai'i's people and their lands. So much so, that the kalo plant is a living metaphor for a family: the main stalk is called makua (parent), while the offshoots are referred to as 'ohā (offspring or youngsters), forming the root word for family - 'ohana.<sup>2</sup>

Queen Emma spent the years following the passing of her dear son and husband residing on O'ahu. Her main residence was at the Rooke 'ohana home located on the corner of Beretania Street and Nu'uuanu Avenue. She lived a quiet life, and dined with her ladies in waiting, Miss Lucy Peabody and Miss Jenny Smythe.<sup>3</sup> In a 1940 interview with the food editor of the Honolulu Advertiser, Jenny Smythe shared that Queen Emma took two meals a day while her

companions had three. The Queen had her lunch at 11:00 am each day, and dinner late in the evening. At the Rooke home, meals were more traditional and offered at a dining table with cutlery.

It was said that Queen Emma was very fond of charcoal roasted ulu (breadfruit). The black skin was cracked off and the hot interior was wrapped in kī (ti) leaf to retain the heat. At the table, the hot ulu was served with butter.

Queen Emma would often spend time in the country at her humble cottage at Pu'uloa on O'ahu. This is where meals were a more casual affair. The Queen, her companions, and a cadre of workers would dine sitting on the floor. Raw fish and poi with kō were eaten with fingers. Although as a rule, Queen Emma rarely partook in raw fish.

The Queen "...never gave big formal dinners, but for her birthdays, she gave luaus for the public," a spread of kalua pig, kalua pumpkin, plain chicken, poi, 'uala, lau-lau, fish, limu, and haupia for dessert. "We had PLENTY to eat."<sup>4</sup>



1. Meilleur, B. A., Jones, R. R., Titchenal, C. A., & Huang, A. S. (2004). Hawaiian breadfruit: Ethnobotany, nutrition, and human ecology. University of Hawaii online pub. 2. Lincoln, N. K., & Vitousek, P. (2017). Indigenous Polynesian agriculture in Hawai'i. In Oxford research encyclopedia of environmental science. 3. Forbes, David W. (2018). In Haste with Aloha: Letters and Diaries of Queen Emma, 1881-1885. University of Hawaii Press. 4. Interview with Jenny Smythe and the food editor, Honolulu Advertiser, May 16, 1940 5. Photos: Queen Emma, Hawaii State Archives, Photograph Collection, PP-96-4-007. Front view of Rooke house, horse and buggy in front, Hawaii State Archives, Photograph Collection, PNLPC-23-08182

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## LEADERSHIP FOCUS FOR FUTURE GROWTH AND DEVELOPMENT

### A MESSAGE FROM THE CNO



Reflecting on the past year at The Queen's Health Systems, I am filled with immense pride for who we are, what we stand for, and the monumental milestones we have achieved together. There is no place I would rather be than right here, and I am grateful every day for the opportunity to work alongside such an exceptional team.

Our collective efforts have led to significant accomplishments this past year, and I am honored to share some highlights:

**We provide the highest level of care for our patients.**

- The Queen's Medical Center (Manamana, West O'ahu, and ambulatory clinics) received designation as a Magnet® organization for the fourth consecutive time. Only 9.4 percent of U.S. hospitals achieve this designation, highlighting your exceptional work.
- We re-certified as an ACS Level 1 Trauma Hospital. This is a testament to our team's exceptional skills and dedication to providing the highest standard of patient care.
- Our overall ranking in our HCAHPS score—Hospital Consumer Assessment of Healthcare Providers and Systems—exceeds the 90th percentile. This shows how much our patients appreciate your level of care and compassion.
- Many nurses at our hospitals, including North Hawai'i, Molokai, West, and Manamana, were honored with Daisy Awards for Extraordinary Nurses, highlighting their inspirational and compassionate care for their patients.

**We continuously transform our systems and processes to enhance how we care for our patients.**

- Our command center has enabled us to standardize the discharge process, making it more efficient. The average length of stay has decreased from 7.2 days to 6.7 days. This is a great example of how collaboration can help us improve.
- Our Learning and Engagement System (LENS) boards help us communicate better and more transparently. They show our quality rankings and help us bring data to the frontline, allowing us to consistently deliver high-quality health care by addressing day-to-day tasks and concerns.
- We redesigned our Queen's Nurse Professional Practice Model to integrate the art and science of nursing and uphold our culture by delivering the best patient C.A.R.E. with Compassion, Aloha, Respect, and Excellence.
- We hosted our first Nursing Innovation Conference. This nurse-led initiative allowed our nurses to learn how to use innovative practices to create positive change in health care.

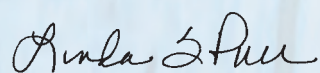
**We care about each other.**

- Our **You Matter** campaign prioritizes self-care. It's important to take care of yourself so you can take better care of your patients. The Honi carts offer you moments of peacefulness and relaxation with water, oils, granola bars, and more. Also, watch for serenity spaces next year. We want you to feel cared for and valued.
- Caring for others is an integral part of our Queen's culture. Several staff members across the system completed the Caritas Compassionate Care Education Program (CCEP), emphasizing the importance of caring relationships in health care settings.

Your hard work and commitment have made all this possible. You, our valuable nurses, are the driving force behind our achievements.

As we carry forward the noble calling of Queen Emma and King Kamehameha IV, let us be inspired by their legacy of delivering exceptional health care services for the well-being of Native Hawaiians and all the people of Hawai'i. As dedicated nurses of Queen's, let's continue our important work with passion and compassion, knowing that we are part of something truly meaningful and impactful.

Thank you for always prioritizing our patients, who are at the heart of everything we do at Queen's.



**Linda Puu, MSN, RN**

Senior Vice President & Chief Nursing Officer  
Vice President of Quality and Patient Safety  
The Queen's Health Systems



## OUR MISSION

To fulfill the intent of Queen Emma and King Kamehameha IV to provide in perpetuity quality health care services to improve the well-being of Native Hawaiians and all the people of Hawai'i.



## OUR PHILOSOPHY OF CARE

### LOKOMAIKA'I

We believe that all people will be cared for with dignity and respect in an environment sensitive to each person's own beliefs, values, and culture. Each team member, patient, and family is committed to a collaborative approach in providing an environment that will promote healing of mind, body, and spirit. Our philosophy is extended in a place of harmony, as guided by the vision and ideals of our founders.

## QUEEN'S NURSING

# PROFESSIONAL PRACTICE MODEL

### Nursing Vision:

The Queen's Health Systems is a center of excellence for professional nursing practice. It is known for distinction in clinical nursing practice, innovative strategies in nursing education, and collaborative research, which extends the bounds of knowledge.

#### THE SCIENCE OF NURSING

Evidence-Based Care  
Innovation  
Quality  
Shared Decision-Making  
Advocacy

#### THE ART OF NURSING

Authentic Presence  
Compassion  
Inclusion  
Loving Kindness  
Holistic Care

#### OUR PATIENT OUTCOMES

Healing  
Dignity  
Hope  
Love  
Acceptance





## OVERVIEW

# QUEEN'S FACILITIES

The Queen's Health Systems has four major hospitals throughout Hawai'i that provide convenient care to Native Hawaiians and all of the people of Hawai'i. The entire Queen's family works together to fulfill the mission of Queen Emma and King Kamehameha IV to provide in perpetuity quality health care services.



### **THE QUEEN'S MEDICAL CENTER**

1301 Punchbowl Street  
Honolulu, HI 96813



### **THE QUEEN'S MEDICAL CENTER - WEST O'AHU**

91-2141 Fort Weaver Road  
'Ewa Beach, HI 96706



### **QUEEN'S NORTH HAWAI'I COMMUNITY HOSPITAL**

67-1125 Mamalahoa Highway  
Kamuela, HI 96743



### **MOLOKAI GENERAL HOSPITAL**

280 Home Olu Place  
Kaunakakai, HI 96748



# QHS NURSING LEADERSHIP TEAM

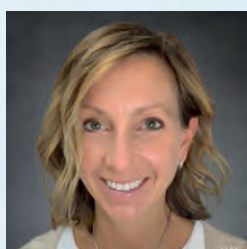


## **LINDA PUU, MSN, RN**

*Senior Vice President & Chief Nursing Officer*

*Vice President of Quality and Patient Safety, The Queen's Health Systems*

Linda has been a health care executive for more than 21 years, serving in many roles, including Chief Nursing Executive, Vice President of Quality and Safety, and as Hospital Administrator. Linda's clinical focus was in critical care. Among this year's nursing accomplishments, Linda is proud of the new Nurse Practice Model, the reduction in travelers through the NG/NTS residency training, and utilization of LENS boards to enhance communications and improvement work.

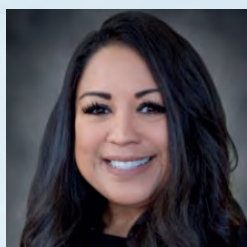


## **KRISTINA CLARK, MSN, RN, NEA-BC**

*Senior Director & Associate Chief Nursing Officer*

*Nursing Practice and Quality, The Queen's Health Systems*

Kris brings over 21 years of experience as a health care leader, where she has focused on enhancing nursing practice and improving clinical outcomes. Her dedication to patient-centric care and supporting caregivers underscores her commitment to the nursing profession and the communities we serve. Among this year's nursing accomplishments, Kris is proud of the Practice Transition Program accreditation (PTAP), shared decision-making council accomplishments that have been led by frontline staff leaders, and the implementation of the Honi Cart to care for the caregivers.

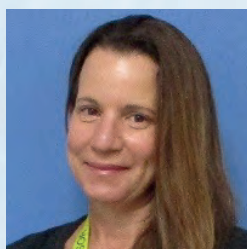


## **ROBIN KALOHELANI, RN, MSN/ED, CMM, FACHE**

*SVP & COO West O'ahu & Wahiawā*

*Associate Chief Nursing Officer, The Queen's Medical Center- West O'ahu*

Robin brings over 18 years of experience in nursing and health care administration with a focus on patient-centered care and nursing excellence. Recently, she led the acquisition of the Wahiawā standalone emergency room, expanding services into Central O'ahu, and played a vital role in the upcoming transformation of QMC West O'ahu's Emergency Department and increased bed capacity.



## **TONI A. KALAULI, BSN, RN**

*Director of Nursing, Queen's North Hawai'i Community Hospital*

For over 19 years, Toni demonstrated commitment to nursing excellence through her roles at Queen's North Hawai'i Community Hospital as a registered nurse, nursing management, and health administration. This past year, we built our new Clinical Ladder Program for our nurses, which will be launching in the coming year. North Hawai'i's Emergency Department patient experience scores finished the year above the 90th percentile.



## **MICHAEL MULLEN, MSN, RN**

*Director of Nursing, Molokai General Hospital*

Michael has held numerous roles at The Queen's Medical Center Punchbowl and West O'ahu campuses, and Molokai General Hospital. He is a veteran of the US Air Force and retired from the US Army Reserve, and is passionate about serving his community. This past year, Molokai General was selected by the National Rural Health Association as a Top 20 Community Access Hospital, Best Practice in Quality in the US.



# “THANK YOU TO THE QUEEN FOR SENDING HER PEOPLE.”

## How Queen’s provided support and mental health services in the aftermath of the Maui fire



On August 8, 2023, wildfires devastated Lahaina, profoundly impacting Hawai‘i. This disaster marked the largest natural disaster in Hawai‘i’s history, taking a heavy emotional and psychological toll on the people of Maui.

The Queen’s Medical Center was asked to assist with the crisis and provided three months of aid starting on day four after the fire. Sondra Leiggi Brandon, Vice President of Patient Care for Behavioral Health and Medicine, led the Queen’s response. She recognized the immediate need for mental health services due to the trauma caused by the fire and the lack of therapists on the island. She coordinated efforts with the Hawai‘i State Department of Health, Maui Memorial Hospital (a Kaiser Permanente hospital), and the Maui Police Department.

“The most challenging aspect of implementing our plan was the lack of clear leadership and direction, as well as the need to be sensitive to the cultural implications of our actions,” says Sondra. “Many people were doing many things, but we were not unified in effort or voice.” The Queen’s plan included community psychiatry, school-based programs for kids, outpatient therapies, and medication management. It focused on building trust, providing aid, and connecting through culture,

including food, routines, familiarity, play, stories, and symbols of hope.

“Our process and response constantly evolved because things changed so much. It wasn’t one size fits all,” adds Sondra, who organized where the Queen’s volunteers would go daily. Volunteers performed various tasks, from medical assistance to picking up trash and scooping pineapple.

### Community Outreach

The displaced Hawaiians were scattered across the island, some still living in their homes, others in parks or with friends. The team adapted its approach to reaching them and providing the services needed. The community had set up hubs in parking lots, beaches, and parks, offering mobile health and processing centers for food and water.

“The residents of Lahaina were keen to return and evaluate the damage to their properties,” says Andy Currivan, Psychiatric Nurse Practitioner and Clinical Nurse Specialist. Andy was stationed in makeshift clinics at resorts such as Outrigger Kā’anapali Beach Resort, used to shelter survivors and evacuees. “If they were dealing with trauma. I would take them aside, and we would determine the best



approach.” Concerns about health risks from the ash, burning batteries, and other toxic substances prompted the Queen’s team to provide training on properly using protective equipment. After two weeks, the residents were moved to 22 hotels on the island, where Queen’s staffed clinics with a nurse and therapist.

### Smiles in the Aisles

In the hotels, people were separated from each other, leading to more mental health issues. The Queen’s team suggested using airplane beverage carts from room to room, offering fresh fruit, vegetables, and water and a friendly greeting, a great way to build rapport and trust.

“We didn’t want to wait for the people to come to us. The intent was to draw people out of their rooms to engage with us,” says Andy. “The carts worked beautifully.”

Help for the people of Maui continued, and the Queen’s team showed great determination. Despite the challenges faced by the first responders, the people expressed gratitude for the help.

One lady refused to leave her home. “We checked on her weekly, and in the end, she wrote to us, ‘Thank you to the Queen for sending her people,’” shares Sondra.

Andy encountered an elderly female who was overwhelmed and anxious. “I worked with her on grounding and relaxation exercises. We gave her granddaughter a beanie baby. It was these smaller moments that stand out,” says Andy.

### Fulfilling the Queen’s Mission

“It’s probably one of the most rewarding experiences I’ve had as a nurse. It felt like we were living our Queen’s mission. We were making an impact,” says Sondra, adding she was in awe of the seamless collaboration among the Queen’s departments and individuals involved in the response effort.

“I worked with people I’ve never met or seen before,” Sondra adds. “It was amazing to see how we worked together with a common

## The Maui Wildfire FACTS

- Over 100 Queen’s employees - nurses, APRNs, psychiatrists, internal medicine, intensivist, LCSWs, LMHC, Native Hawaiian Health, and others - provided services
- At least 115 deaths
- 2,170 acres of land affected
- Estimated 9,800 individuals displaced
- \$4B to \$6B estimated in loss from property damage and business interruption

mission. We were just people who wanted to help.”

“When you witness the extent of destruction and the difficulties individuals are dealing with, you never feel like you can do enough. It’s challenging. I was one of 120 people trying to help our fellow residents,” adds Andy.

“Everyone in the world was watching. We were all devastated when our neighbors needed help. It’s our ‘Ohana. I didn’t hesitate to jump in, which gave me a sense of gratitude and purpose,” says Reiko Akiyama, RN. “The human connection and compassion we shared made me proud to be part of the recovery effort.”

A significant challenge in recovery is the mental health of survivors, which extends to today. The Queen’s work continues on Maui with therapy, which is provided weekly, and a Native Hawaiian team assesses the community’s needs.

Sondra states that Queen’s is now a well-known name on Maui. “The most important thing to understand is that when the people of Hawai’i are in need,” she concludes, “Queen’s will be there.”





## QUEEN'S BEST TEAM: Making a Positive Impact on Patient Care and Staff Safety

They're the Queen's BEST. They're QMC-West Oahū's Behavioral Emergency Support Team, six nurses who ensure the safety of our staff.

Formed in July 2023, the BEST team takes proactive measures to ensure a safe and violence-free workplace through regular rounding and check-ins with staff.

They develop plans tailored to each patient, considering their trigger points and coping mechanisms. The care summary documents the plans, so nurses know the patient's behaviors. The team also responds to panic buttons and helps de-escalate any violent behavior.

"Our BEST nurses figure out the secret sauce for each patient," says Dianna Motley, Director of Emergency Services, QMC-West O'ahu, and BEST Team. "They get to know the patients. They're often repeat patients, so they can establish relationships with them. They discover why they act as they do. It's a win-win situation for everyone. It's been such a blessing for our hospital."

They individualize the care, using coloring books, fidget toys, puzzles, cards, etc., to help with the patient's anxiety. "One BEST nurse brought 50 washcloths to a patient for folding, which calmed him down," says Dianna.

Since the program started, the number of assaults at Queen's has decreased. From January through July 2023, there were 46 assaults on staff, compared to six assaults from August through December 2023.

The BEST team has won two awards, including the Po'okela Unsung Heroes and the Nursing Excellence Award for Unified in Excellence.

"Our BEST nurses are so fulfilled in figuring out the patients. It's cool to see the difference they are making for our patients, staff, and hospital," says Dianna.

### Fulfilling the Queen's Mission

"The thing I like most about being a BEST nurse is the pursuit of safety for everyone, patients and staff," says Robert Rose, RN.

"Queen's goes above and beyond the fundamentals of patient care. It demonstrates our dedication to enhancing our patients' outlook during their current circumstances."

"Spending time with the patients is the most fulfilling

for me," says Arce Chandler, RN. "There were times when I was able to bring patients out to the lanai to get fresh air and a change of scenery, and they were so appreciative of this, patient and staff. Even just sitting with the patients in the hallway to provide support."

"Being a BEST nurse, I fulfill the Queen's mission by providing respect and kindness to our patients, their families, and friends who visit them," says Rosa Navarro, RN. "I deliver excellent service that the people of Hawai'i will remember, encouraging them to return to our hospital because this is how they want to be treated."

"I enjoy the journey of building trusting, meaningful relationships with our patients and assisting them in expressing their needs and concerns appropriately," says Mark Jones, RN.

*"Our BEST nurses are so fulfilled in figuring out the patients. It's cool to see the difference they are making for our patients, staff, and hospital,"*

— Dianna

# PRACTICING PATIENT SAFETY EVERY DAY

Patient safety is the foundation of quality patient care and is central to everything we do at The Queen's Health Systems. What started with RN safety champions has evolved into 23 Patient Safety Officers (PSOs) leading 11 teams.

Our PSOs are assigned to various clinical areas and have frontline responsibility for patient safety. They help identify potential hazards, review policies and procedures to minimize risk, and analyze data to identify trends. They focus on systems and processes and serve as resources for all nurses, peers, and safety experts.

"Patients expect they will not be harmed during their hospitalization. We're living up to that expectation with our PSO program," says Eleanor Huey, Manager of Quality and Patient Safety. She adds that Queen's offers internal certification to become a PSO.

"Patient safety is a science," Eleanor adds. "We want to spread the science and expertise. Everyone wins when we're experts in patient safety. In the moment, you have to be proactive and speedy regarding harm prevention."

## Fostering a strong culture of safety at Queen's

Here's what some of our PSOs have to say about their important role as PSOs:

"We empower staff to proactively identify safety concerns, encourage open discussions, and advocate for system improvements," says Rebekah Massie, RN BSN. "We also create an environment where staff feel empowered to report safety concerns without fear of retribution or blame."



"Being part of a team that strives for patient safety is an honor. I enjoy reading the event reports, tracking and trending the events, investigating as needed, and working with a team to improve our process and best care for our patients," says Charlene Au, PSO RN for Surgical Services. "When I started this role, the staff hardly filled out event reports. Now, our staff actively completes event reports as needed, knowing that it is to improve our processes in the delivery of patient care."

"It's not about placing blame on anyone but about encouraging a thoughtful discussion about what we can do as clinicians to improve the current system and reduce the risk of harming our patients," adds Genie Acidera. "Dr. Helaine Kwong and I strive to provide a safe space where our colleagues can communicate openly."

Genie facilitates safety forums where interdisciplinary teams review safety event cases, identify potential system gaps, brainstorm solutions, and carry out action plans.

"It's invigorating to see our fellow clinicians come together for a common goal—improving our patients' and staff's care and safety," Genie concludes.



## EXEMPLARY PROFESSIONAL PRACTICE

# NURSE PUBLICATIONS AND PRESENTATIONS

As of June 2023

**Pamela Adena, BSN, RN, OCN, CN3,**  
&  
**Gisele Ige, BSN, RN, OCN, CN3**

**PUBLICATION:** Ige, G., Adena, P & Choi, S. Y. (2024). Impact of a Fast Pass on Emergency Department Wait Times for Oncology Patients with Febrile Neutropenia. Hawai'i Journal of Health & Social Welfare, 83(6), 152.

**Chandler Arce, BSN, RN-BC, CN3,**  
**Tanya Isaacs, MSN, RN, PMH-BC, &**  
**Cheryl Miller, BSN, RN-BC**

**POSTER:** Arce, C., Miller, C., Isaacs, T. (2023, September). Reducing Mechanical Restraint Use on a Child and Adolescent Psychiatric Unit, Vizient Summit, Las Vegas, NV, USA

**Katie Azama, PhD, APRN-Rx, FNP-C**

**PRESENTATION:** Azama, K.A. (2023, October). A Psychometric Evaluation of a Nurse Practitioner Self-efficacy Scale. 2023 Magnet Conference, Chicago, IL, USA.

**PUBLICATION:** Azama K.A. (2023). A Psychometric Evaluation of the Nurse Practitioner Self-efficacy Scale. The Journal of Nursing Administration, 53(11), 594–600.

**PUBLICATION:** Parsa, A. A., Azama K.A., Vawer, M., Ona, M. A., & Seto, T. B. (2024). Prevalence Study of MASLD in Adolescent and Young Adult Pacific Islanders and Asians Living in Hawai'i. Journal of the Endocrine Society, 8(3), bvad165. <https://doi.org/10.1210/jendso/bvad165>

**Katie Azama, PhD, APRN-Rx, FNP-C,**  
&  
**Renee Latimer, MSN, APRN**

**POSTER:** Azama, K.A., Isherwood, G., Latimer, R. (2023, April). EBP Mentoring Program. 2023 Nursing Research & Scholarship Poster Festival, Honolulu, HI, USA.

**Lorrie Bayette, BSN, RN, PMH-BC, CN4,**  
**Matt Layug, BSN, RN, PMH-BC, &**  
**Dante Lomboy, BSN, RN, CN3**

**POSTER:** Bayette, L., China, C., Layug, M., Lomboy, L. (2023, October). Monitoring Orthostatic Blood Pressure to Decrease Falls with Injury, American Psychiatric Nurses Association 37th Annual Conference, Orlando, FL, USA.

**Christina Ford, BSN, RN, HNB-BC,**  
**Melanie Naone, MSN, MSNE, RN,**  
**HNB-BC, CCRN &**  
**\*Katherine Finn Davis, PhD, RN,**  
**APRN, CPNP-PC, FAAN**

**PUBLICATION:** Naone, M., Ford, C., & Davis, K. F. (2024). Zen Den: a Novel Approach to Promote Well-being in the Workplace. Journal of holistic nursing: official journal of the American Holistic Nurses' Association, 8980101241263131. <https://doi.org/10.1177/08980101241263131> Epub ahead of print.

**Rose Hata, DNP, MBA, RN,  
APRN, CCNS, NEA-BC**

**Tanya Isaacs, MSN, RN, PMH-  
BC, &  
Cheryl Miller, BSN, RN-BC**

**Sui Fan Yiu Lowe, BSN, MBA,  
RN, CRNFA, CNOR, CN4, &  
\*Katherine Finn Davis, PhD, RN,  
APRN, CPNP-PC, FAAN**

**Jenalyn Ramos, BSN, RN, PMH-  
BC, CN3, &  
Nicole Yokotake, BSN, RN, PMH-  
BC**

**Pamela Smith, MSN, EdD, RN,  
APRN-Rx, FNP-BC**

**Mahealani Suapaia, PhD, RN,  
Shirley Visperas, BSN, RN,  
CCRN, &  
Eileen Wong, BSN, RN, CCRN,  
CN4**

**Ruby Takahashi, MS, RN, APRN-  
Rx, NP-C**

\*University of Hawaii-Manoa  
nurse scientist partner

**PRESENTATION: Hata, R.,** (2023, September). Nurses Transforming Health Care Through EBP: Are you ready?, 2023 Philippine Nurses Association of Hawaii, Honolulu, HI, USA.

**POSTER: Hata, R.,** (2024, April). Re-igniting the Nursing Voice from Bedside to the Boardroom, 2024 American Organization of Nurse Leaders Annual Conference, New Orleans, LA, USA.

**PODCAST: Isaacs, T., Miller, C.** (2023, December) Zero Restraint Use in Pediatric Psychiatry, [Audio podcast episode, Moderator: Hoffman, L]. In Knowledge on the Go. <https://knowledgeonthego.podbean.com/e/kotg-zero-restraint/>

**PUBLICATION: Publication: Lowe, S.F.Y., Oliveira, C., & Davis, K.F.** (2023). Occupational Stress Among Hospital-based Nurses in Hawai'i During the COVID-19 Pandemic: A cross-sectional survey [Special issue]. Hawai'i Journal of Health & Social Welfare, 82(11), 247- 255.

**POSTER: Ramos, .J., Yokotake, N.** (2023, October). Promoting Self-regulation with a Sensory Comfort Cart, American Psychiatric Nurses Association 37th Annual Conference, Orlando, FL, USA

**PRESENTATION: Smith, P.,** (2024, May). Virtual Urgent Care and COVID Treatment Updates, Queen's Advanced Practice Providers Professional Practice and Clinical Update Conference, Honolulu, HI, USA

**PUBLICATION: Wong, E., Visperas, S., Choi, S.Y., & Suapaia, M.** (2023). Tissue Perfusion and the Braden Scale as Predictors of Pressure Injury Risk in the Intensive Care Unit Patient. Journal of Acute Care Surgery, 13(3), 112-117.

**PUBLICATION: Ziehm, S., Schweikert, M., Takahashi, R., Sussman, R., Nakamura, B., Mitschele, M.** (2024). A Nurse-led Employee Health Telehealth Clinic During the COVID-19 pandemic. The Online Journal of Issues in Nursing, 29(2), PPT16.



# ENHANCING PATIENT RECOVERY: THE IMPACT OF MUSIC ON POSTOPERATIVE CARE

## Music serves as the universal language of humankind

Research indicates that music can enhance patient satisfaction, alleviate postoperative pain, reduce the need for post-op opioids, and shorten recovery time, particularly when patients can choose music.

The Queen's Post Anesthesia Care Unit (PACU) Music Team sought to assess the impact of postoperative music on pain and length of stay in outpatient laparoscopic surgeries. The study was conducted at the PACU recovery room at QMC Punchbowl (Manamana) with 42 patients. (The EBP project was a part of an EBP internship conducted by the Hawai'i State Center for Nursing for over two years).

"In a highly dynamic and stimulating environment such as the recovery room, there's only so much we can control, so we aimed to help the patient cope by listening to music," says Wendy Akiyama, RN, BSN, CCRN, CPAN, and music team member.

Patients were asked about their music preferences. Hawaiian music was the top choice at 29 percent, followed by oldies at 13 percent. Patients were provided with disposable earbuds for listening.

## Music improves the patient's experience postoperatively

Results revealed that 81 percent of patients enjoyed listening to music during recovery. Although no significant difference in opioid use was observed, the average time spent in recovery decreased from 81 minutes [baseline number] to 61 minutes. Furthermore, the findings demonstrated that music contributes to the hospital's financial sustainability by improving the length of the stay.

It was also discovered that music has the potential to aid in postoperative pain management in a non-pharmacologic manner.

Based on the results, the music team recommends continuing the use of music in post-op phase 1 and extending it to other surgical populations/cases. They are exploring using a different music device and creating a preset popular playlist based on patient music preferences.

Additionally, the team plans to continue playing music in PACU and will monitor and evaluate the ongoing costs. They will integrate music into staff training, establish a dedicated space for music equipment storage, and monitor music usage through quarterly audits.

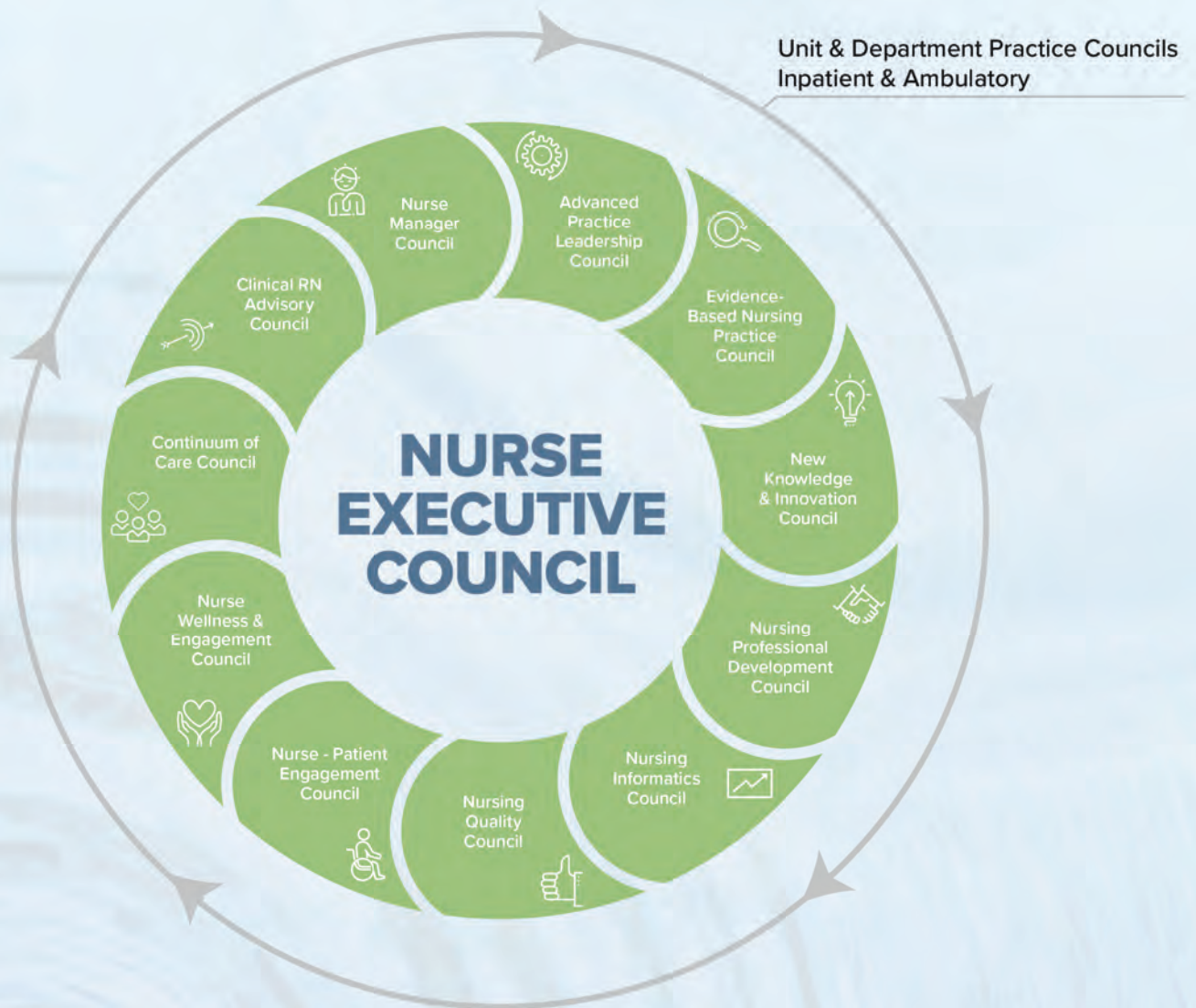
"We are committed to enhancing the patient's experience and providing compassionate care. Music in recovery can help patients better cope with the situation," says Ma Judy Ilano, RN, BSN, CCRN, and PACU music team member.

Incorporating music into patient recovery is another way Queen's can enhance the patient experience and establish itself as the "hospital of choice."

**THE PACU EBP MUSIC TEAM** - Wendy Akiyama, PACU RN, Project Lead; Ma Judy Ilano, PACU RN Co-lead; Jennie Rasco, RN MSN, Nurse Manager PACU/Kinau 3; Veronica Sablan, RN, MSN, Perioperative Service PI Coordinator

## STRUCTURAL EMPOWERMENT

# SHARED DECISION-MAKING



Shared decision-making at Queen's is a model that empowers nurses at all levels to take ownership and accountability for their nursing professional practice.



## SHARED DECISION- MAKING COUNCILS' ACCOMPLISHMENTS

1

### **New Knowledge & Innovation Council Inpatient & Ambulatory**

Sponsored first ever Nursing Innovation Conference at Queen's, learning from keynote speakers Dr. Dan Weberg, a nationally recognized expert in health care innovation and Jason Chang, QHS CEO. We also showcased innovation, exemplars of our very own nurses.

2

### **EBNPC – Critical Care**

Reviewed literature on Gastric Residual Volume (GRV) and obtained approval to replace routine GVR measurements with a GI assessment focused on tolerance.

3

### **Nursing Informatics Council**

Improved electronic workflows with EPIC ROVER and Flowsheet Macros to decrease time spent on the computer, allowing staff to have more hands-on interactions with our patients, which promotes safe optimal care.

4

### **Nurse Manager Council**

Improved collaboration and communication with organizational partners such as our HR Business Partners, IPC, and Executive Leadership. This has allowed us to address nursing concerns as one unified, collective voice leading to clarity and standardization across the organization.



5

### **Nursing Professional Development Council**

Created our first staff development course titled "The First Five Minutes (of a code)," while providing CE credit for participation. Focused on tolerance.

6

### **Continuum of Care Council**

Proactively organized bi-annual Community Engagement Fairs to strengthen community partnerships and facilitate a seamless transition for patients leaving the hospital.

7

### **Nursing Quality Council**

Created and piloted a Bedside Shift Reports (BSR) Safety Sweep Tool, accompanied by an educational video to improve patient safety.

8

### **Nurse Wellness & Engagement Council**

Breathed LOVE into people through the Honi Cart, Caregiver Wellness Intranet & supported our nurses through various well-being initiatives.

## STRUCTURAL EMPOWERMENT

# BSN AND CERTIFICATION RATES

The Registered Nurses (RN) have demonstrated professional development by achieving degrees in higher education. Some degrees include, but are not limited to, BSN, MSN, DNP and PhD. The Queen's Health Systems (QHS) current BSN or higher degree rate stands at **91.4%**.

## PERCENT BSN OR HIGHER as of June 30, 2024

ENTITY	RATE %
Molokai	52.4%
North Hawai'i	83.7%
QMC Punchbowl	93.2%
QMC West O'ahu	90.1%
QUMG	87.0%
<b>Total</b>	<b>91.4%</b>

The Queen's Medical Center at Punchbowl and West O'ahu (QMC) is Magnet recognized and identified RNs with a BSN or higher degree rate at over **90%**.

## SPECIALTY CERTIFICATION RATES

The RNs continue to excel in professional development by achieving national certification in their specialty. The national certification rate for The Queen's Health Systems is identified at **38%**.

## QHS NATIONAL CERTIFICATION RATES as of June 30, 2024

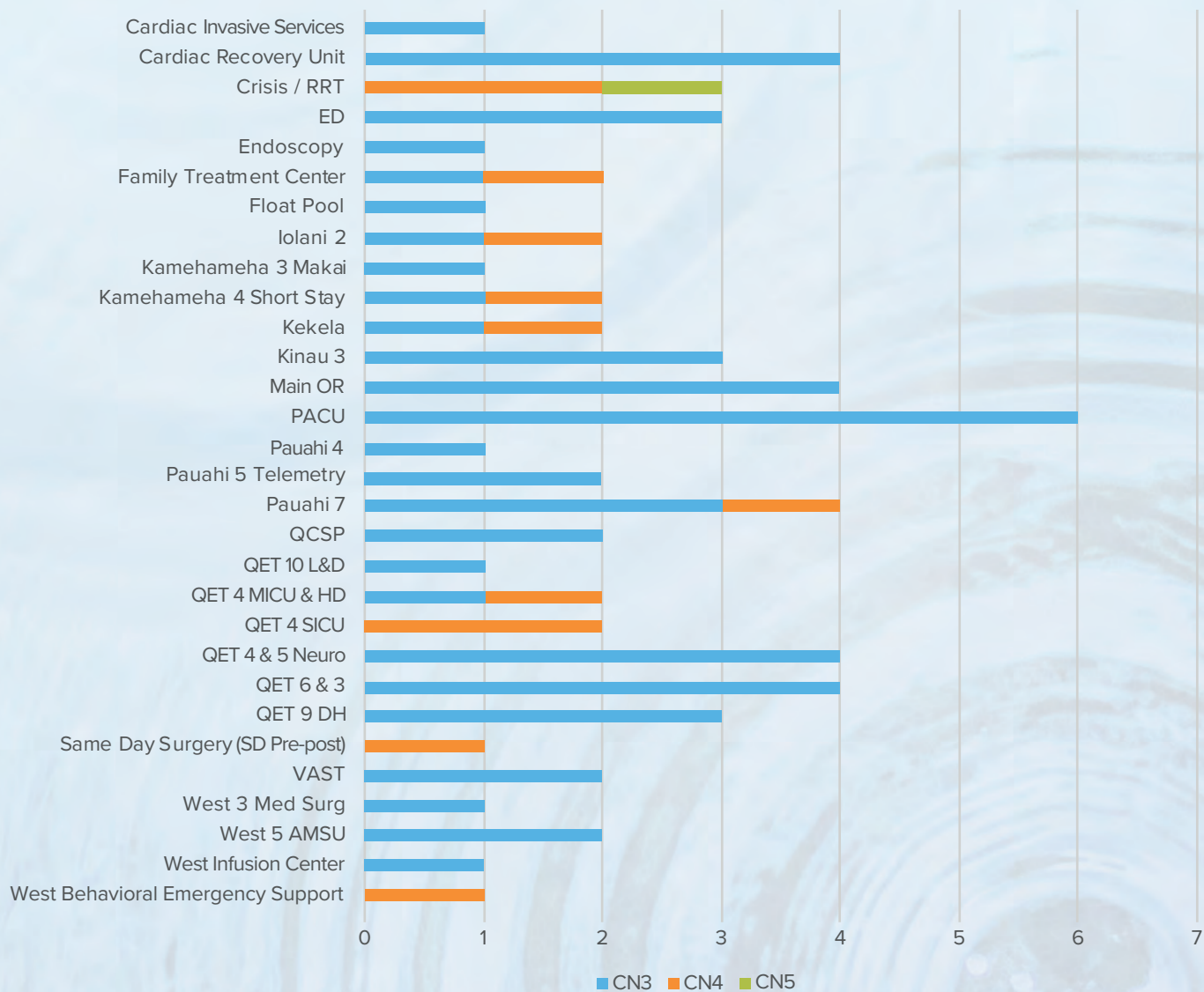
ENTITY	CERTIFIED RNS	DENOMINATOR	RATE %
Molokai	4	17	24%
North Hawai'i	29	119	24%
QMC Punchbowl	580	1,555	37%
QMC West O'ahu	101	370	27%
QUMG	152	228	68%
<b>Total</b>	<b>886</b>	<b>2,289</b>	<b>38%</b>



## STRUCTURAL EMPOWERMENT

# CLINICAL LADDER NURSES & PROJECTS

## JULY 2024 CLINICAL LADDER NURSE LEVEL BY UNIT, n=70



## STRUCTURAL EMPOWERMENT

### CLINICAL LADDER NURSE PROJECTS

Name	Project Type	Title
Yiu Lowe, Sui Fan	Caritas Coaching Education Program	Using the LENS Board for Positive Affirmation
Ho, Stephanie & Xu (Lock), Megan	Comprehensive Unit Based Safety Program	Preventing Aspiration and NVHAP on Iolani 2
Adena, Pam & Ige, Gisele	EBP	Improving Efficiency and Patient Satisfaction in an Outpatient Cancer Center: Doing away with same day treatments
Dolor, Maryline	EBP	Daily Goal for Patient Mobility in an Ortho Unit
Ramos, Jenalyn	Emerging Nurse Leadership Program	Time is Money: Improving Discharge Processes to Improve Patient Flow
Visperas, Shirley & Wong, Eileen	Organizational Level Nurse Project	Imperative #5 - New Knowledge & Innovation Council - Establishing a Model for Journal Clubs
Bayette, Lorrie	Performance Improvement	Increasing Discharges by 11am on Kekela Makai by Standardizing Discharge Rounds
Chung, Kaylee	Performance Improvement	Reducing Oxygen Related Medical Device Pressure Injuries in QET 9 DH Advanced Respiratory Unit
Chun-Kim, Christine	Performance Improvement	Improving Pauahi 7 Staff Responsiveness Through Implementing a Tailored 'Response Bundle' to Improve Safety and Overall Patient/Staff Satisfaction
Ferguson, Michele	Performance Improvement	Improving Inpatient (FCOT) First Case on Time Cases in the Perioperative Units
Hanakahi, Carolyn & Arce, Chandler	Research	Do Mindfulness Micro Practices Offered to Health Care Workers During their Shift Affect Caregiver Burnout and Self-rating of Self-care Practices
Hazam, Yuka	Research	Nurse Driven Acute Decompensated Heart Failure (NDADHF) Protocol in a Progressive Care Unit (Year 2)
Matsumoto, Kevin & Silva, Erika	Research	Factors Surrounding the Recorder/Scribe Role in a Code Blue Event in an Acute Care Hospital
Terada, Kara & Passion, Christy	Research	Therapeutic Benefits of Expressive writing for Registered Nurses (Year 2)



## APRN UPDATES



**FISCAL YEAR 2024** was a dynamic year for Advanced Practice Registered Nurses (APRNs) who actively contributed to research, evidence-based practice (EBP), and quality improvement. Their efforts included publishing in peer-reviewed journals on topics such as nurse practitioner self-efficacy and completing doctoral projects focused on reducing burnout through commensality—using shared meals to foster discussions. APRNs also presented their work at national and regional conferences.

Clinical Nurse Specialist (CNS) APRNs served as mentors in the Queen Emma Nursing Institute's EBP Mentoring Program, guiding teams to implement nurse-driven initiatives. One team focused on decreasing Cancer Center no-show rates, while another team aimed to improve patient mobility in an orthopedic unit.

Another major accomplishment was securing a grant from HMSA to purchase acute care training manikins, which are used to teach intubation, central and arterial line placement, chest tube insertion, and other critical procedures. This initiative, developed

in collaboration with physician colleagues, supports hands-on training for APRNs, Physician Assistants (PAs), and physicians.

In May, APRNs led the first Queen's Advanced Practice Provider Conference at the Queen's Conference Center. With the theme "Reconnect, Educate, and Inspire," the conference featured sessions on professional practice and clinical updates. APRNs served as presenters and planners, engaging participants from various health care organizations. The event attracted participants from Queen's and other organizations, providing opportunities for networking and knowledge exchange with vendors from local universities, community non-profits, and pharmaceutical companies.

The fiscal year concluded with the successful completion of the APRN Fellowship Program, where four fellows—two in Adult-Geriatric Acute Care and two in Primary Care—transitioned into full-time APRN roles within the Queen's University Medical Group. These achievements reflect the ongoing dedication of APRNs to advancing practice, mentoring future leaders, and improving patient care outcomes.



## STRUCTURAL EMPOWERMENT

# NURSE RESIDENCY PROGRAM ACCREDITATION



This has been an exciting year for the QMC Nurse Residency Program (NRP)! The QMC NRP was honored to receive Practice Transition Accreditation Program (PTAP) accreditation from the American Nurses Credentialing Center (ANCC) in September 2023. The PTAP standards raise the bar as the gold standard for nurse residency programs, demonstrating evidence-based criteria to ensure that the NRP meets recognized standards for assisting new nurses to transition into practice.

The ANCC transition program is based on Benner's novice-to-expert framework designed to successfully transition new graduate nurses by providing the infrastructure to expand the knowledge, skills, and attitudes required to advance from novice nurse to advanced beginner. In order to receive accreditation, QMC was required to demonstrate excellence in our NRP in the following domains: Program Leadership, Quality Outcomes, Organizational Enculturation, Development and Design, and Practice-Based Learning.

The goals of Queen's NRP have been carefully and deliberately aligned with the mission, vision, and values of the organization. The NRP strives to transition new graduate nurses from novice level toward becoming confident, competent, professional nurses thus enabling them to provide high quality care. The NRP is designed to enhance critical thinking and clinical judgement to enable the nurse resident to improve the health and well-being of those who seek care, carrying out the mission of QHS as well as contributing to improved patient outcomes and nurse retention.

We are very proud to have the first and only accredited Nurse Residency Program in Hawai'i. Achieving PTAP accreditation assists with obtaining Magnet re-designation as well as attracting highly qualified nurse graduates to have a desire to begin their career as a Queen's nurse.



## STRUCTURAL EMPOWERMENT

# THE DAISY AWARD FOR EXTRAORDINARY NURSES

The DAISY Foundation was founded in 2000 in memory of J. Patrick Barnes by his family. He had an immune disorder that required cutting-edge care during the last eight weeks of his young life. Pat's family wanted a way to honor and keep his memory alive while recognizing the exemplary clinical skills and heartwarming compassionate care each of his nurses provided. Little did his family realize that this idea would spark the foundation that has reached national and international recognition of outstanding nursing care.

**D.A.I.S.Y.** is an acronym for diseases affecting the immune system.

As The Queen's Medical Center continues its Magnet journey toward excellence, we are providing exciting ways of recognizing the C.A.R.E. behaviors our nurses demonstrate every day. We are happy to announce Queen's journey, along with hundreds of other hospitals around the world, in presenting the DAISY Award.

### THE DAISY AWARD AT QUEEN'S

The purpose of this award is to recognize and reward those nurses who display exemplary care and compassion towards patients and their families, especially in difficult circumstances. These everyday moments can have a positive effect on the organization, enhance their work environments, increase job satisfaction, and result in improved patient outcomes and increased patient satisfaction.

## FISCAL YEAR 2024 DAISY AWARDEES

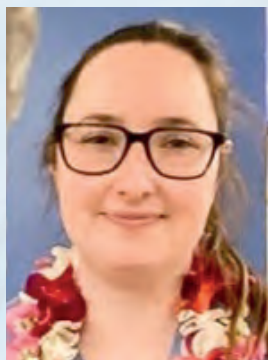
July 2023 – June 2024



**Marlon Apio, RN**  
QET 6/3 Cardiac, QMC



**Johanna Au, RN**  
Pauahi 6, QMC



**Isabelle Betts, RN**  
Emergency Department  
QMC



**Geena Cunha, RN**  
QET 6/3 Cardiac, QMC





## DAISY AWARDEES (Continued)



**Joy Eng, RN**  
Advanced Med-Surg Unit,  
QMC – West O‘ahu



**Lena Groom, RN**  
QET 7 DH, QMC



**Kelsea Hernandez-Young, RN**  
QET 5, QMC



**Janis Koh, RN**  
Cancer Center, QMC



**Michelle Maramag, RN**  
Same Day Surgery, QMC



**Turner Martin, RN**  
Medical-Surgical Tele  
QNHCH



**Victoria Ogasawara, RN**  
Hemodialysis, QMC



**Bridget Pleuss, RN**  
ICU, QNHCH



**Adrienne Roddy, RN**  
Pauahi 5, QMC



**Ruth Shaffer, RN**  
Medical-Surgical Tele  
QNHCH



**Sarah Taylor, RN**  
QET 4 SICU, QMC



STRUCTURAL EMPOWERMENT

# NURSING EXCELLENCE AWARDS

## THE QUEEN'S MEDICAL CENTER



**Michelle Llana**  
Exemplary  
Professional Practice  
Pulmonary Medicine



**Ean Smith**  
Creating a Healing  
Environment  
QET 9 DH



**Donna Torres**  
Creating a Healing  
Environment  
HPM 7



**Kaylee Chung**  
Mentorship & Professional  
Development  
QET 9 DH



**Kristen Danischewski**  
Mentorship & Professional  
Development  
Emergency Room



**Yuka Hazam**  
New Knowledge,  
Innovations & Improvements  
QET 4 MICU



**Yuka Colescott**  
Nurse Consultant  
of the Year  
Quality & Patient Safety



**Nicole "Nikki" Chun**  
Queen Emma Nursing  
Leadership  
QET 4 MICU



**Taylor Miyashiro**  
Rising Star  
QHI



**Madison Richardson**  
Rising Star  
Emergency Room



**Wendy Hunter**  
Transformational Leadership  
Recovery Room



**Oncology Patient Navigation Team**  
Ku'ikahi i ka Po'okela (United in Excellence)



**Maui Disaster Response Team**  
Community Impact Award



## STRUCTURAL EMPOWERMENT

### THE QUEEN'S MEDICAL CENTER – WEST O'AHU



**Laarni Joy Beltran**  
Exemplary  
Professional Practice  
4 West Tele



**Elsie Watanabe**  
Creating a Healing  
Environment  
4 West Tele



**Rhea Joy Bumanglag**  
Mentorship & Professional  
Development  
4 West Tele



**Angelica Caguin**  
New Knowledge,  
Innovations & Improvements  
Gastroenterology Clinic



**Teresa "Teri" Yamasaki**  
Nurse Consultant  
of the Year  
Quality & Patient Safety



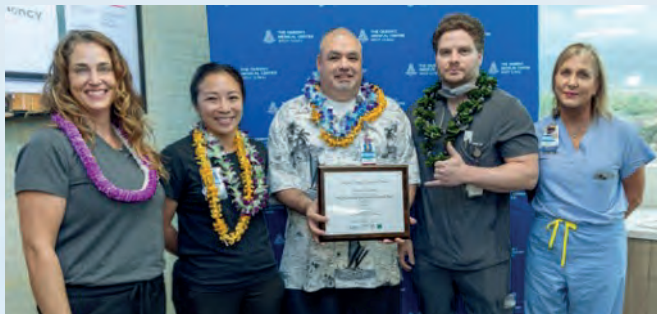
**Jeremy Winkler**  
Queen Emma Nursing  
Leadership  
Physician Group Practice



**Betty Dela Cruz**  
Rising Star  
Endoscopy



**Megan Arakaki**  
Transformational Leadership  
Emergency Room



**Behavioral Emergency Support Team (BEST)**  
Ku'ikahi i ka Po'okela (United in Excellence)



**West Gastroenterology Clinic**  
Community Impact



## STRUCTURAL EMPOWERMENT

### QHS APRNS OF THE YEAR



**Louise Greencorn**  
Exemplary Clinical Practice  
APRN  
Palliative Care



**Lauren Thomas**  
Mentorship & Professional  
Development-APRN  
Liver Center



**Genecir "Genie" Acidera**  
New Knowledge, Innovations  
& Improvements-APRN  
Clinical Care Consulting

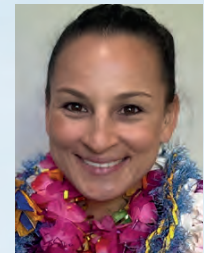
### QUEEN'S NORTH HAWAI'I COMMUNITY HOSPITAL



**QNHCH Rehabilitation & PACU Nursing**  
Ku'lkahi I ka Po'okela (United in Excellence)



**KeliAnn Marn**  
Mentorship & Professional  
Development  
Obstetrics FBU



**Mariah Castro**  
New Knowledge, Innovations  
& Improvements  
Surgical Services

### MOLOKAI GENERAL HOSPITAL



**Brandi Arecchi**  
Molokai Nurse of the Year  
Acute Care

# PROMOTING NURSE WELL-BEING: A MINDFULNESS APPROACH TO PREVENT BURNOUT AND PROMOTE RESILIENCE

## **AT QUEEN'S, NURSES' WELL-BEING IS A TOP PRIORITY.**

The issue of burnout is acknowledged, and a need exists for effective stress management and burnout prevention programs. Most existing research on mindfulness programs is done during a nurse's time off work. However, there's a lack of research on mindfulness practices during a nurse's shift.

The five-member Nursing Research Fellowship Wellness Team investigated ways to support nurses on the floor. They focused on determining if mindfulness practices could effectively prevent burnout and manage stress among nurses.

"We can't control many things, so how can we help support our nurses? What can we control?" says Melanie Naone, Integrated Nurse Clinician and team member.

## **PAUSES FOR SELF-CARE**

The team proposed three interventions during the shift in four units, including the Family Treatment Center and three inpatient units. Select staff were trained to be intervention leaders. The interventions included a two-minute meditation at the beginning of the shift, a quiet hour in the middle, and quick gratitude rounds at the end. The brief pauses were intended to help the nurses build resilience and cope with their work.

Upon conclusion of the six-week exercise, a post-survey was conducted about the interventions and compared against the pre-exercise survey. The survey results indicated that 93 percent of participants

found the interventions slightly helpful. However, the qualitative data showed a culture shift towards self-care.

Some units continue to practice the interventions, with the gratitude rounds being identified as the most helpful. The team also discovered that units with engaged managers experienced more involvement with the interventions.

The team intends to conduct further studies and develop resiliency practices for managers, acknowledging their high levels of burnout. They recognize the pivotal role of managers in setting the tone for their groups and implementing well-being practices.

They also plan to establish well-being champions within every unit and propose a system-wide change to introduce a mid-shift intervention and end-of-shift huddle focused on gratitude and appreciation.

"These practices make a difference. I will have to find the time to do it!" says Angela Koranteng, RN.

"A colleague felt out of balance when she didn't have time to perform a morning huddle meditation," adds Carol Hanakahi, FTC Charge Nurse.

"We want everyone to know it's okay to pause and take care of yourself," says Melanie. "We care about our nurses and want to do everything we can to help them. Their well-being matters."



# NURSING RESEARCH FELLOWSHIP & EVIDENCE-BASED PRACTICE MENTORING PROGRAM

## NURSING RESEARCH FELLOWSHIP

Nursing Research Fellowship research teams launched in January 2023 to fulfill the goal to generate new knowledge on priority areas at Queen's. Teams of nurses collaborate on conceptual development and implementation of nursing research projects, and are responsible for data analysis, submission, presentation of results and manuscripts.

Created jointly by QMC, the Queen Emma Nursing Institute (QENI), and University of Hawai'i School of Nursing & Dental Hygiene, the Fellowship required an 18-month commitment, including 6 months participation in monthly research proposal development sessions and 12 monthly sessions focused on project implementation.

Nurse Research Faculty: Rose Hata-Queen Emma Nursing Institute, Gwen Isherwood-Queen Emma Nursing Institute, Bee Kooker-Queen Emma Nursing Institute, Katherine Finn Davis-University of Hawaii, Carrie Olivera-University of Hawai'i

## NURSE RESEARCHERS & ASSOCIATED PROJECTS

### YUKA HAZAM, RN

Project title: Nurse Driven Acute Decompensated Heart Failure Protocol in Progressive Care Unit

ZACHARY JOHNSON, RN, MELANIE NAONE, RN, CAROLYN HANAKAHI, RN,  
CHANDLER ARCE, RN, CHRIS GRIFFIN, RN

Project Title: Effectiveness of a Mindfulness Micro-Practice Bundle on Reducing Burnout and Enhancing Self-Care Among Nurses



Nursing Research Fellowship Faculty & Research Nurses

### EVIDENCE-BASED PRACTICE MENTORING PROGRAM

The program's overarching goal is to grow a critical mass of trained EBP nurse mentors. It also seeks to increase nurse participants' value and knowledge of EBP and build their confidence to implement EBP interventions. The program is a 12-month internship mentored by QENI faculty. It incorporates the IOWA model, the Johns Hopkins Nursing (JHN) EBP modules, and the JHN EBP toolkit.

### EBP FACULTY

Katie Azama, APRN, APP Manager  
Gwen Isherwood, QENI Coordinator, EBP Faculty  
Cheryl Afuso-Sumimoto, APRN, CNS  
Genecir Acidera, APRN, CNS

### LEAD EBP MENTORS

Myra Fiesta, RN, Clinical Instructor, Mentor  
Kathy Johnson, CNS, Mentor

### EBP INITIATIVE: Reducing Same Day Cancellations at The Queen's Medical Center / Cancer Center

Pamela H. Adena, BSN, RN, OCN, CN3, Cancer Center  
Gisele Ige, BSN, RN, OCN, CN3, Cancer Center  
Ashley Bolosan, BSN, RN, APRN, CNS, Clinical Care Consulting Services  
John Credo, BS, RN, NPD-BC, Clinical Instructor, Clinical Education

### EBP INITIATIVE: Creating a Culture of Nurse - Patient Collaboration to Increase Patient's Mobility on a Medical Surgical / Orthopedic Unit

Kristy Caneda, BSN, RN, Tower 8 DH  
Maryline Dolor, BSN, RN, Tower 8 DH  
Georgie Adkins, BSN, RN, Tower 8 DH

Ortho Team, Cancer Center Team,  
and EBP Mentors







**THE QUEEN'S  
HEALTH SYSTEMS**

Produced by the Queen Emma Nursing Institute

The Queen's Medical Center  
The Queen's Medical Center – West O'ahu  
Molokai General Hospital  
Queen's North Hawai'i Community Hospital