

THE QUEEN'S NURSE ANNUAL REPORT 2025

QUEEN EMMA'S GENEALOGY

Emma Kaleleonālani Na‘ea Rooke possessed one of the most distinguished genealogies in the Hawaiian Kingdom of her time.

On her mother’s side, Queen Emma was the daughter of Chiefess **Fanny Keku‘iapoīwa Kekelaokalani Young**, who was born in 1806 in Kawaihae, Hawai‘i Island. Fanny was the daughter of **Ka‘ōana‘eha Kuamo‘o**, a daughter of **Keli‘imaika‘i**, the only full-blooded brother of **Kamehameha I**. **Keli‘imaika‘i** was a popular chief of Hāna, Maui, who earned his name meaning “good-hearted chief” in praise of his kind deeds. Queen Emma’s maternal grandfather, **John Young**, husband of **Ka‘ōana‘eha**, was an English sailor, who played a pivotal role as a key advisor to Kamehameha I in the unification of the Hawaiian Islands.

On her father’s side, Queen Emma was the daughter of High Chief **George Naea**. He was the son of High Chief **Kamaunu** and High Chiefess **Kukaeleiki**, who descended from ali‘i on Hawai‘i Island and Kaua‘i, respectively. **Kamaunu** was descended from the chiefs of the northern districts of the island of Hawai‘i. **Naea’s** mother, **Kukaeleiki**, was the daughter of **Kalauawa**, a Kaua‘i high chief, and she was also a cousin of Queen **Keōpūolani**. **Naea’s** lineage included ties to **Keōpūolani**, sacred wife of Kamehameha I and mother to **Liholiho** (Kamehameha II) and **Kauikeaouli** (Kamehameha III).



As a descendant of the Kamehameha line, Queen Emma’s marriage to **Alexander Liholiho ‘Iolani** (Kamehameha IV) further solidified her position as a royal consort and partner in leadership. Together, they established a philanthropic legacy most notably the founding of The Queen’s Hospital in 1859.

This lineage placed Queen Emma in ali‘i status and gave her legitimacy, especially during a political contest in 1874 when she ran against **David Kalākaua** to be the next ruler of the Kingdom of Hawai‘i.

Beloved by the Hawaiian people, many chants were written in support of Dowager Queen Emma.

Hānau ‘o Kekelaokalani	Kekelaokalani gives birth
Lā Kaleleonālani	To Kaleleonālani
E Hi‘i Hawai‘i	Let Hawai‘i island raise her up
Hāpai ‘o Maui	Maui island carries her
Ho‘āla O‘ahu	O‘ahu awakens her
Kūkūkū Maui	All of Kaua‘i stands for her
Ho‘onani Ni‘ihau	Ni‘ihau offers praise
I ka lani iā Kaleleonālani	To the royal one, Kaleleonālani

Citations:

- Photo: Hawai‘i State Archives, Photograph Collection, PNLPC-8-07728
- Donald D. Kilolani Mitchell, *Kū Kilakila ‘O Kamehameha*, Kamehameha Schools, Honolulu, Hawai‘i 1993.
- S. M. Kamakau, *Ruling Chiefs of Hawai‘i*, Revised Edition, Kamehameha Schools, Honolulu, Hawai‘i 1992.
- Russell A. Apple, *Pahukanilua: Homestead of John Young*, Kawaihae, Kohala, Island of Hawai‘i, National Park Service, Hawai‘i State Office, 1978, 73
- George S. Kanehele, *Emma: Hawai‘i’s Remarkable Queen, A Biography*, Honolulu, Hawai‘i: Queen Emma Foundation, 1999
- M. Puakea Nogelmeier ed., *He Lei no ‘Emalani, Chants for Queen Emma Kaleleonālani*, Honolulu, Hawai‘i: Queen Emma Foundation & Bishop Museum Press, 2001, 228

TABLE OF CONTENTS

QUEEN EMMA'S GENEALOGY	2
A MESSAGE FROM THE CNO	4
OUR MISSION	6
QUEEN'S NURSING PROFESSIONAL PRACTICE MODEL	7
OVERVIEW OF QUEEN'S FACILITIES	8
TRANSFORMATIONAL LEADERSHIP	
QUEEN'S NURSING LEADERSHIP TEAM	9
MAGNET OVERVIEW	10
A BREATH OF ALOHA	11
EXEMPLARY PROFESSIONAL PRACTICE	
A BETTER WAY TO CHART	13
PUBLICATIONS AND PRESENTATIONS	15
STRUCTURAL EMPOWERMENT	
A BRIDGE TO HEALING	17
SHARED DECISION MAKING & COUNCILS' ACCOMPLISHMENTS	18
SPECIALTY CERTIFICATION RATES	20
CLINICAL LADDER NURSES AND PROJECTS	21
NURSE RESIDENCY PROGRAM	23
EXPANDING APRN ROLES	25
THE DAISY AWARDS	26
NURSING AWARDS	28
NEW KNOWLEDGE & INNOVATION	
CARDIAC EBP TEAM	32
NURSING RESEARCH FELLOWSHIP & EVIDENCE-BASED PRACTICE MENTORING PROGRAM	34

A MESSAGE FROM THE CNO

With
Aloha and
Excellence:
You Matter
at Queen's



Every day, nurses make a difference in every corner of our hospital, offering comfort, leading initiatives, and sharing quiet moments. Your presence matters to patients, teams, and our community. You drive our growth and achievement, and you lead with aloha. Your dedication, compassion, and expertise are the foundation of what makes Queen's special.

A Year of Milestones and Momentum

This past year was a year that truly proved just how powerful we are when we come together as one Queen's nursing 'ohana. We successfully negotiated a new contract—one built through mutual respect and collaboration. Our Joint Commission survey reaffirmed the quality of our care and the integrity of our standards. Most notably, we achieved our fourth consecutive **Magnet® designation**—a true honor that reflects your clinical excellence and commitment to nursing professionalism.

Your efforts are recognized at every level. **Three units earned the Beacon Award for Excellence**, honoring outstanding nurses, patient care, and work environments. **Several other units reached the 90th percentile for patient experience**, demonstrating the high value patients place on your care.

Innovation thrives at Queen's, led by nurses. Through the **IDEA project**—Improving Document Efficiency and Aptitude, a team of nurses, informaticists, unit leaders, and CARE*Link partners reduced documentation time for initial assessments by 73%. This frees up time for what matters most—your connections with patients and families.

You've helped us achieve key system goals—**patient experience, access to care, and sustainability**—while delivering exceptional care. Our expanding mobility initiatives aim to enhance patient outcomes by facilitating faster healing and earlier discharge, with nurses at the forefront of this effort.

Your well-being matters. This year, we launched **nurse-led wellness initiatives**, including micro-practices like quiet hours and “**Maha Moments**”—**short pauses to breathe, reflect, and offer gratitude**. With increased availability of the Honi Cart, we continue to bring comfort, nourishment, and support to you, just as you do for others.

Nurses continue to shape the delivery and evolution of care through **shared decision-making councils**. These forums provide a space for open dialogue, where questions are asked, insights are shared, and decisions are made collectively. Nurses’ voices are vital to these decisions.

Growth, Development, and Excellence

Your passion for professional growth is inspiring. This year, **51 nurses advanced through Clinical Ladder III, including 14 first-time participants**. Sixteen nurses reached Clinical Ladder IV, with six achieving this level for the first time, and two reached Ladder V. We trained **44 specialty nurses** and welcomed **68 new graduate nurses** to Queen’s. Our nurses published six papers, with four poster citations and seven presentation citations. You are advancing our practice and raising the standard of nursing across our system.

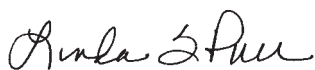
Our **Queen’s Nurse Professional Practice Model** guides us, blending the art and science of nursing, along with the spirit of aloha that defines who we are and how we serve. Your dedication brings this to life—delivering the best patient care with Compassion, Aloha, Respect, and Excellence (C.A.R.E.).

As we look to the future, we pay tribute to those who came before us. We **stand on the shoulders of the nurses and healers who built the foundation we carry forward**. Their courage and aloha live on in your service and the path you’re shaping for future generations.

Together, We Are the Heart of Healing

Our nurses are more than caregivers—we are part of a strong, united team that brings healing to our patients and to the people of Hawai‘i. **You matter**. And I am so proud to serve alongside you.

With deep gratitude and aloha,



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.

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



THE QUEEN'S MEDICAL CENTER - WAHIAWĀ

128 Lehua Street
Wahiawā, HI 96786



THE QUEEN'S MEDICAL CENTER - KAHİ MOHALA

91-2301 Old Fort Weaver Road
'Ewa Beach, HI 96706



QUEEN'S NORTH HAWAII 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*

Over the past year, Linda's list of accomplishments includes the achievement of The Queen's Medical Center's fourth Magnet® redesignation, reaffirming Queen's commitment to nursing excellence and quality outcomes. Linda's team also successfully completed a Joint Commission survey, demonstrating adherence to the highest standards of safety and care.

To support workforce development, Queen's continues to grow its new graduate and new-to-specialty programs, helping to build a strong and sustainable nursing pipeline. Queen's focus on mobility initiatives has enhanced patient outcomes, while the implementation of the LENS board has strengthened interdisciplinary communication and team collaboration. These accomplishments reflect the dedication of Queen's nurses to innovation, continuous improvement, and compassionate care.



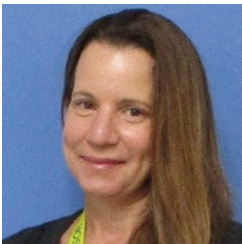
ROBIN KALOHELANI, MSN/ED, RN, CCM, FACHE

*Senior Vice President & Chief Operating Officer, QMC - West O'ahu & QMC - Wahiawā
Associate Chief Nursing Officer, The Queen's Medical Center - West O'ahu*

Robin has served The Queen's Medical Center for over 19 years, advancing nursing initiatives to delivering the highest standards of care. Robin's key accomplishments include securing a \$5 million Helmsley Charitable Trust gift for the Cancer Center expansion, serving more than 22,000 patients through the Wahiawā standalone emergency department, and

reaching critical milestones in the West O'ahu ED and Patient Care Units expansion.

With Robin's support, teams achieved a 23% reduction in patient falls, excellence in infection prevention, and national recognition for stroke and diabetes care. Operational improvements in patient flow, mobility, and discharge efficiency further enhanced safety, reduced congestion, and expanded access. Robin fosters a culture of resilience, collaboration, and excellence, ensuring patients and families receive compassionate, high-quality care.



TONI A. KALAULI, BSN, RN

*Director of Nursing & Associate Chief Nursing Officer,
Queen's North Hawai'i Community Hospital*

Toni brings over 21 years of experience to Queen's North Hawai'i Community Hospital with a focus on leadership and health care systems. Toni continues to exemplify a deep commitment to community-centered care and nursing excellence. Over the past year, she has contributed to initiatives that align with QNHCH's decade-long legacy as part of The

Queen's Health Systems, which has served over 17,000 inpatients, 140,000+ emergency visits, and 356,000+ outpatient visits. Her leadership has supported the hospital's growth through expanded clinics, a new emergency department, and advanced medical technologies, while fostering a culture of continuous improvement, professional development, and compassionate service.



CHELSEA SIMON, BSN, RN

Director of Nursing, Molokai General Hospital

Chelsea was raised on Molokai from the age of 5 and has a strong connection with her island home and community. She has over 8 years of bedside nursing and previous experience working in Arizona until returning home to work at Molokai General Hospital.

Over the past year, Chelsea's biggest accomplishment was transitioning into the Director of Nursing. Chelsea's team successfully completed a Joint Commission survey during her first

few months as Director of Nursing. Molokai General Hospital was selected by the National Rural Health Association as Top 20 Community Access Hospital, Best Practice in Quality in the US. Chelsea hopes to uphold this status while developing new strategies to improve patient outcomes.

MAGNET® OVERVIEW



In September 2024, The Queen's Medical Center at Punchbowl and West O'ahu attained Magnet® recognition, the highest institutional honor for hospital excellence, from the American Nurses Credentialing Center. It is Queen's fourth consecutive recognition, and for the first time, included its ambulatory clinics.

As the only Magnet®-recognized organization in the State of Hawai'i, The Queen's Medical Center is honored to receive this global distinction, a reflection of our deep commitment to the people we serve. This achievement represents our ongoing dedication to nursing excellence, advancing professional practice, and creating

a healing environment where compassionate, high-quality care is at the heart of everything we do for our community. "Magnet® recognizes nursing excellence, but it truly recognizes the excellent work that is being done throughout The Queen's Medical Center," said Linda Puu, RN, Chief Nursing Officer for The Queen's Health Systems. "Every one of our employees from every department in the hospital works together as a team to provide the best health care we can for the people of Hawai'i."

We are proud to be Magnet® designated and proud to be Queen's!



TRANSFORMATIONAL LEADERSHIP

A BREATH OF ALOHA: How the Honi Cart is Healing the Healers at Queen's

In the midst of constant motion, urgent needs, and the emotional toll that comes with nursing, one cart rolls through the halls of Queen's with a mission that's deeply rooted in Hawaiian values: to care for the caregivers.

The Honi Cart, named after the Hawaiian word *honi*, meaning “to kiss,” or more deeply, “to draw near and share breath,” was introduced as a response to the often unspoken but deeply felt nurse burnout. It's a gentle, powerful reminder that nurses are seen, appreciated, and part of a larger 'ohana.

Kehau Won, BSN, RN-C, Caritas Coach, Tower 9 Ewa Charge Nurse, who has been part of the Queen's family since 1996, leads the Honi Cart effort with humility and heart. As a child, she remembers her Hawaiian grandmother greeting her every Friday with the words, “E honi mai ia'u,”—come kiss me. Kehau would embrace her grandmother and feel her inhale deeply as they touched foreheads. “That breath,” Kehau recalls, “gave me a warm feeling. That moment of connection is what we're trying to recreate with the Honi Cart.”

More Than Snacks – It's the Spirit of Caring

The cart, created by the Nurse Well-Being & Engagement Council, is part of the “You Matter” campaign. It helps deliver the best patient C.A.R.E. with Compassion, Aloha, Respect, and Excellence—the Queen Emma Way. The cart carries candy, handwritten cards from children, and You Matter cards. Its actual cargo is compassion.

“When I take the cart around, I'm saying, ‘I'm here to love on you,’” Kehau explains. “It's not just about the snack; it's about the conversation. It's about asking, ‘How are you doing?’ and then really listening.”

Currently visiting once a week, covering six to eight units, the cart provides nourishment for body and soul. It sparks meaningful conversations, offers relief, and emotional hugs. “My goal is always to leave someone better than when I found them,” says Kehau.

HONI CART

Where

- The Queen's Medical Center - Punchbowl
- The Queen's Medical Center - West O'ahu
- Queen's North Hawai'i Community Hospital
- Molokai General Hospital
- Hale Pulama Mau



“It's not just about the snack; it's about the conversation. It's about asking, ‘How are you doing?’ and then really listening.”

— Kehau Won, BSN, RN-C, Caritas Coach, Tower 9 Ewa

How the Honi Cart is Healing the Healers at Queen's

Continued

The impact has been powerful. Nurses pause, smile, sometimes cry, and often say the visit was exactly what they needed. “You don’t know how much I needed this,” Kehau frequently hears.

“Sometimes the smallest gestures carry the greatest weight. The Honi Cart isn’t just tea and treats; it’s a reminder that every nurse matters, every voice is heard, and every heart deserves care,” says Janelle Allen, Clinical Operations Manager, Hemodialysis. “When Linda [Puu], Kehau, or I roll through the Acute HD unit, we’re not just delivering snacks, we’re delivering connection, appreciation, and aloha.”

Rolling Through with a Thank You

Kehau appreciates the cart’s mission. “When I walk into a unit, I can see the change in the nurses; their shoulders drop, there’s a breath of relief,” Kehau says. “It’s the connection. It’s the aloha.”

“As nurses, we serve every day,” Kehau continues. “This cart is our way of serving the nurses—a way to say thank you.”

Thanks to donors, the Honi Cart is gaining momentum, with partnerships supporting its expansion. Funds are being sought to expand the program to include night shifts.

In a world that demands so much from nurses, the Honi Cart offers something simple in return: a moment to breathe, a space to feel seen, and a reminder that they, too, are cherished.



HONI  CART

is grounded in the principles of Caring Science, a caring philosophy developed by Dr. Jean Watson. Caritas—loving-kindness and charity—reminds caregivers to lead with compassion, build human connections, and promote healing through presence and empathy.

“We, on our parts, must not forget to show loving kindness in all ways.”

— Queen Emma, 1873



A BETTER WAY TO CHART:

How Queen's Nurses Are Reclaiming More Time for Patient Care

Nurses know every minute matters, especially in patient care. Yet, documentation during admissions and assessments has become increasingly complex and time-consuming, pulling nurses from what they do best: caring for patients.

To address this challenge, the IDEA Project was launched. IDEA stands for Improving Documentation Efficiency and Aptitude. Its mission is to tackle a hospital-wide issue: nurses spending excessive time on computers instead of at the bedside.

The goal? To review current nursing documentation practices and implement meaningful improvements that enhance clinical accuracy and efficiency within CARE*Link/EPIC.

Starting With a Simple Question

The team began with a question: "If you could fix anything about documentation, what would it be?"

They asked frontline nurses through surveys and discussions. What's working? What isn't? What can be simplified—without sacrificing clinical quality or compliance?

With that input, the IDEA team partnered with frontline staff, CARE*Link analysts, and the Rules Team (Quality & Patient Safety, Medical Records, Risk Management), along with experts from Rehab, Dietary, and Pharmacy. This was a multidisciplinary collaboration rooted in experience.

Redesigning Documentation – Line by Line

A dedicated workgroup was formed, comprising over 10 frontline nurses from Medical/Surgical, ICU, Pre-Op, and the Emergency Department, as well as two nurse managers and a clinical nurse specialist. In working sessions, they reviewed every field to determine whether it supported patient care.

The first phase focused on revamping the admission document to ensure compliance with regulatory and systems requirements and removing unnecessary fields. In the second phase, the team tackled long-standing documentation pain points—streamlining paperwork and introducing time-saving tools.

Real Results: More Time Where It Matters

Nurses report that the Nursing Initial Assessment (IA) is shorter and easier to use. Nurses can now quickly document a head-to-toe reassessment that remains unchanged or has only minor changes. Overall, redundancies were eliminated, documentation was streamlined, and unnecessary items were removed. Nurses feel heard and valued.



EXEMPLARY PROFESSIONAL PRACTICE

Notably, over 40 rows were eliminated from the IA flowsheet. Additionally, using an industry-standard method to calculate work effort, it showed a reduction of up to 90 percent in documenting a head-to-toe reassessment that remains unchanged. Overall, on average, approximately 3.6 minutes per nurse per 12-hour shift is saved—time that can be redirected to direct patient care.

Even better: The Queen's Health Systems active documentation time in CARE*Link, which was historically in the bottom 25% of Epic organizations, has shown a steady climb toward the Epic median post-IDEA Project.

The overall result: a more intuitive, streamlined documentation process—designed with nurses, by nurses.

Looking Ahead

This is just the beginning. The IDEA team is committed to ongoing improvement, with continued support from the Nursing Informatics Council.

By making documentation work better for nurses, QHS is making care better for everyone.

Thanks to Linda Puu, Chief Nursing Officer, for encouraging the team to take action and drive the project's success. She was pivotal in securing budget for staff nurses' dedicated time off the floor and allocating resources for the CARE*Link and IT teams to build solutions for frontline staff.

Honoring the Past, Improving the Future— Standing on the Shoulders of Our Forefathers

The IDEA Project honors the mission at the heart of nursing: patient care. By reducing unnecessary clicks and minimizing time spent charting, the project continues the legacy of those who came before—nurses and care providers who believe that every minute at the bedside matters.



Thanks to the insight, collaboration, and dedication of today's frontline nurses, that mission is more alive than ever.

THE DRIVING FORCE BEHIND THE IDEA PROJECT

Leslie Angsinco

Ashley Bolosan

Kristina Clark

Nancy Deleon-Lasater

Laurie Guevarra

Jenny Hamasaki

Ed Helekahi

Eileen Helekahi

Katie Inamine

Holly Inn

Dori Kodo

Vicky Le

Shauna Nishimura

Jayson O'Donnell

April Olsen

Maile Poleki

Shanie Saunders

Chelsea Simon

Christine Tamayo

Kelly Yamamoto

Cynthia Yogi-Pae

NURSE PUBLICATIONS & PRESENTATIONS

As of June 2025

Christina Lung, RN

POSTER: “Nursing peer review: implementation of a holistic peer-to-peer feedback process,” University of Hawai‘i 2025 Nursing Research & Scholarship Poster Festival, April 2025, Honolulu, HI

Christine Loui, APRN

PUBLICATION: Nunokawa, C., **Loui, C.**, Wong, L., & Loos, J. R. (2025). Meeting Hawai‘i’s Mental Health Needs: The Psychiatric Mental Health Nurse Practitioner Program. *Hawai‘i journal of health & social welfare*, 84(2), 45–47. <https://doi.org/10.62547/HYAL5204>

Jake Moore, APRN

PRESENTATION: “Caregiver stress: caring for patients with dementia,” Association of Carehome Administrators Annual Meeting, June 2025, Waipahu, HI

PRESENTATION: “Upholding APRN full scope of practice authority,” Center for Nursing Excellence Lecture Series, June 2025, Honolulu, HI

Joyce Tokuhara, RN

PRESENTATION: “Promoting equitable delivery of supportive care services for patients with breast cancer: findings from a quality improvement program,” MASCC/ISOO 2025 Annual Meeting, June 2025, Seattle, WA

Katie Azama, APRN & Gwen Isherwood

POSTER: “An Evidence-Based Practice Mentoring Program: Outcomes and Cost,” 2024 Leadership in Action Conference, November 2024, Honolulu, HI

Katie Azama, APRN, Renee Latimer, APRN & Gwen Isherwood

PUBLICATION: **Azama, K., Latimer, R.W.** and **Isherwood, G.K.** (2025). An Evidence-Based Practice Mentoring Program: Outcomes and Cost. *Worldviews on Evidence-Based Nursing*, 22: e70006. <https://doi.org/10.1111/wvn.70006>

Melanie Naone, RN & Christina Ford, RN

PUBLICATION: Hale, **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*, 42(4), 384–392. <https://doi.org/10.1177/08980101241263131>

Melvin Carrillo, RN

PRESENTATION: “How Press Ganey’s age segmentation report inspired the purest form of patient engagement,” HX25: Press Ganey National Client Conference, February 2025, Orlando, FL

Pamela Adena, RN & Gisele Ige, RN

POSTER: “Improving efficiency and patient satisfaction in an outpatient cancer center: performing Treatment Readiness Assessments for all patients receiving cancer infusions,” University of Hawai‘i 2025 Nursing Research & Scholarship Poster Festival, April 2025, Honolulu, HI

NURSE PUBLICATIONS AND PRESENTATIONS

Continued

Pamela Smith, RN

PRESENTATION: “Developing preceptors: supporting nurses’ transition to practice,” Hawai’i State Center for Nursing Transition to Practice Conference, April 2025, Honolulu, HI

Rose Hata, APRN

PRESENTATION: “From the bedside to the boardroom: strategic planning brought to life,” 2024 Hawai’i Nursing Scientific Symposium, October 2024, Honolulu, HI

PRESENTATION: “Journey to nursing excellence,” 2024 Hawai’i Nursing Scientific Symposium, October 2024, Honolulu, HI

PRESENTATION: “Successfully leading change in healthcare organizations,” 2024 Leadership in Action Conference, November 2024, Honolulu, HI

**Rose Hata, APRN &
Genecir Acidera, APRN**

PRESENTATION: “Transforming workplaces with healthy work environment standards,” 2024 Leadership in Action Conference, November 2024, Honolulu, HI

**Shirley Visperas, RN &
Eileen Wong, RN**

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.

POSTER: “Standardization of journal clubs at The Queen’s Medical Center” University of Hawai’i 2025 Nursing Research & Scholarship Poster Festival, April 2025, Honolulu, HI

Sui Fan Yiu Lowe, RN

POSTER: “Occupational stress among hospital-based nurses in Hawai’i during the COVID-19 pandemic: a cross-sectional survey,” University of Hawai’i 2025 Nursing Research & Scholarship Poster Festival, April 2025, Honolulu, HI



A BRIDGE TO HEALING:

How the Queen's Care Coalition is Reducing ED Visits and Restoring Lives

The Emergency Department (ED) wasn't designed to treat homelessness, but that's what it was doing, repeatedly. Patients returned not for new emergencies, but for chronic issues made worse by life on the streets. Many had lost medications, missed appointments, and felt abandoned by the system.



A group of emergency department social workers and a physician determined that the root causes of the issue extended beyond the hospital. That sparked the creation of the Queen's Care Coalition, a program connecting unhoused individuals with steady medical support, social services, and dignity.

The coalition targets "super-utilizers," patients with over 15 ED visits, hospital days, and at least three inpatient stays per quarter. They are paired with navigators who assist with care, housing, and benefits (SNAP, Social Security). Ten navigators, two social workers, and a nurse support about 200 patients each year for 30 to 90 days.

"Our goal is to build trust and provide consistent care," says Tiffany Mukai, LCSW, Coalition Manager. "We help patients take small steps toward stability, one visit, one conversation at a time."

The program's nurse plays a vital role. "Many patients are seriously ill," Tiffany explains. "Having a clinical lens helps guide them to primary care and improves their quality of life."

Built on Aloha and Trust

"Trust grows through small, genuine moments," says Kehau Puou, nine-year Patient Community Navigator.

"We meet people where they are, sometimes literally at the shoreline. We come with aloha. My first words are always 'aloha.' We navigate *with* them; we don't navigate them."

The Queen's name matters, too. "When we say we're from Queen's, people listen," Tiffany adds. "There's trust in that legacy."

Even small steps, like showing up to appointments, are major milestones. "When someone shows up for themselves, that's success," Kehau says.

Redefining Success Through Human Connection

The impact is clear: reduced ED visits,



improved lives, and significant savings for health insurers. However, the team doesn't measure success solely in data. It's the heartwarming stories that matter most. "It's the relationships, trust, and the transformation we witness; that's what defines success," says Tiffany.

For Kehau, the work holds deep meaning. "This program stands on the shoulders of Queen Emma and King Kamehameha IV. They built this hospital because they saw their people declining from illness. We carry that kuleana forward, with aloha, and a commitment to walk beside our patients. It truly is a privilege."

SHARED DECISION-MAKING

At Queen's, we believe every nurse is a leader. Through our Shared Decision-Making model, nurses at all levels are empowered to take ownership and accountability for their professional practice, driving excellence, innovation, and compassionate care across our system.

Our Nurse Executive Council (NEC) leaders help guide our journey toward a culture where every voice matters and every idea has the power to shape the future of nursing.



Eileen Wong
FY2023 NEC Chair



Erin Suzuki
FY2024 NEC Chair



Kehau Won
FY2025 NEC Chair



Holly Inn
FY2026 NEC Chair

At the heart of our model is the Nurse Executive Council, like the piko—the center—from which all strength and guidance flows. Surrounding it is a vibrant 'ohana of specialty councils, uplifting nursing practice across our organization.

Shared Decision-Making Council's Accomplishments

NURSE EXECUTIVE COUNCIL (NEC):

NEC achieved meaningful progress by diversifying its membership to better reflect the nursing voice across inpatient units, outpatient clinics, and various campuses. By removing barriers and expanding communication efforts, NEC strengthened inclusivity, transparency, and engagement throughout the nursing community.

NURSE WELL-BEING & ENGAGEMENT COUNCIL (NVEC):

The NVEC sparked joy and resilience by rolling out the beloved wellness cart called the "Honi Cart" throughout the system, while uplifting spirits through transformative programs like the Pathway to Resiliency Course. Our wellness research ignited mindful practices such as Quiet Hours and Start-of-Shift Mindfulness.

EVIDENCE-BASED NURSING PRACTICE COUNCIL (EBNPC):

The Critical Care EBNPC Committee took bold strides—diving deep into literature to challenge outdated practices like routine gastric residual

volume checks, while exploring critical incident stress debriefing tool to support our nurses' emotional well-being and clinical excellence.

The Med/Surg & Tele EBNPC Committee embraced innovation and collaboration—exploring best practices for caring for hypothermic patients across care levels and teaming up with interdisciplinary partners to craft a comprehensive Hypothermia: Nursing Management Guideline that empowers nurses with clarity and confidence.

The Behavioral Health EBNPC Committee blossomed with fresh energy—fueling a spirit of innovation and teamwork. The committee proudly launched a compassionate, evidence-based initiative: Caring Contacts, a suicide prevention strategy designed to reduce post-discharge suicide risk among behavioral health patients.

NURSING INFORMATICS COUNCIL (NIC): FY25 was the year of nursing optimization, thanks to the launch of the IDEA (Improving Documentation

STRUCTURAL EMPOWERMENT



Efficiency and Aptitude) Project! The council turned everyday frustrations—those “pebbles in your shoe”—into streamlined workflows and smart updates that boosted efficiency and brought ease to the bedside.

NEW KNOWLEDGE & INNOVATION COUNCIL (NKIC): NKIC lit a spark of curiosity and innovation—empowering nurses to lead meaningful change through inspiring events like the Nursing Innovation Conference and the Evidence-Based Brunch & Learn, where fresh ideas and clinical inquiry flourished.

NURSING PROFESSIONAL & DEVELOPMENT COUNCIL (NPDC): NPDC proudly launched the

First 5-Minute of a Code Staff RN course series and celebrated Certified Nurses’ Day by honoring our certified RNs by roving to Queen’s West O’ahu and Punchbowl campuses.

NURSING QUALITY COUNCIL (NQC): NQC launched the Bedside Shift Report & Safety Sweep Tool—a standardized process conducted at the start of each shift to ensure safe transitions of care. Also, the Council revised the Hospital Acquired Condition (HAC) Champion Communication Tool to strengthen collaboration between HAC Champions and unit-based councils. The updated tool streamlines the exchange of data, updates, and concerns, enhancing transparency and responsiveness across teams.

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 **35.4%**.

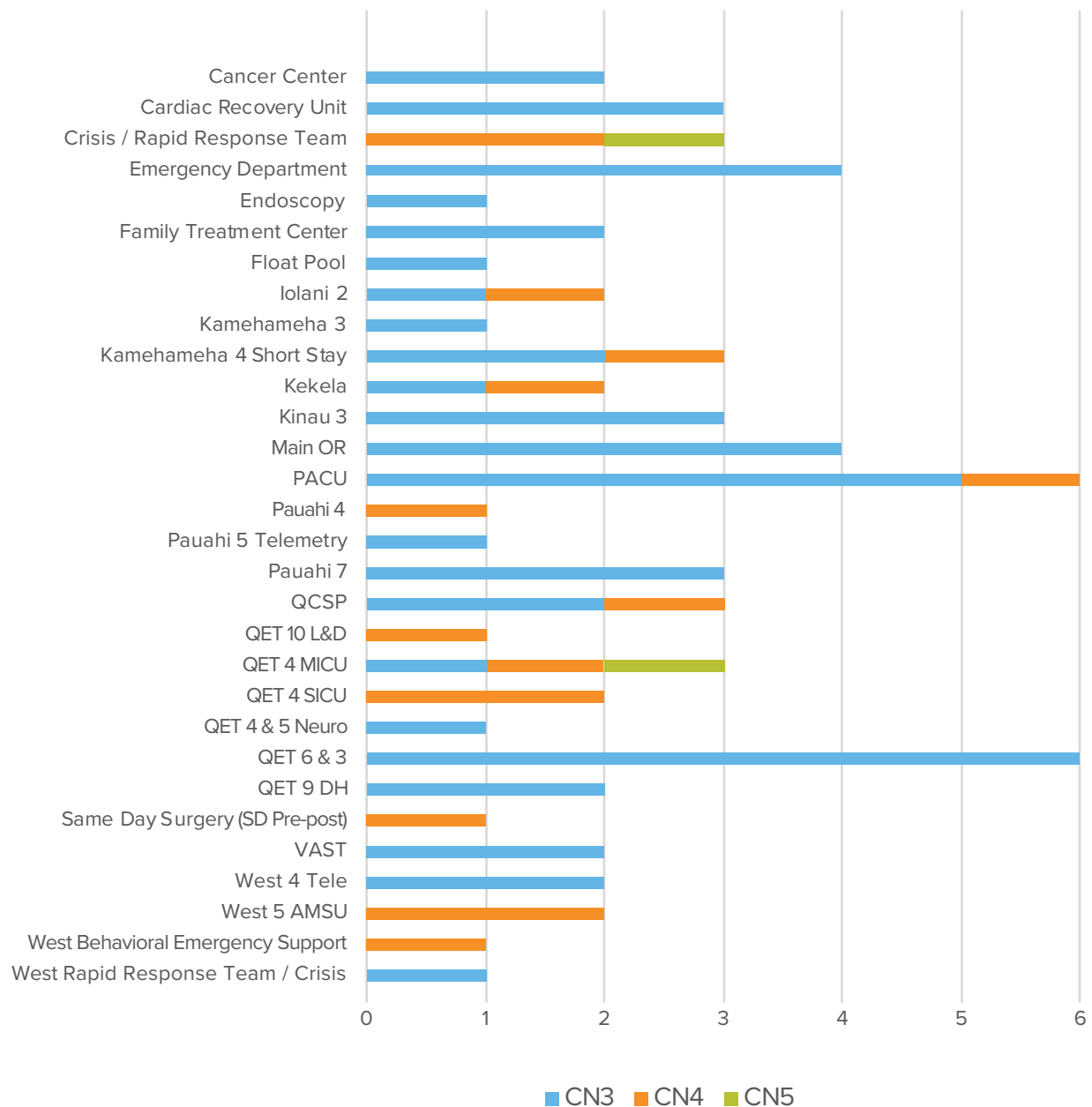
QHS NATIONAL CERTIFICATION RATES as of June 30, 2025

ENTITY	CERTIFIED RNS	DENOMINATOR	RATE %
Kahi Mohala	2	20	10.0%
Molokai	2	4	15.4%
North Hawai'i	23	119	19.3%
QMC	583	1,630	35.8%
West O'ahu	118	412	28.6%
QUMG	137	231	59.3%
Wahiawā	1	24	4.2%
Total	866	2,449	35.4%

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CLINICAL LADDER NURSES & PROJECTS

JULY 2025 CLINICAL LADDER NURSE LEVEL BY UNIT, n=69



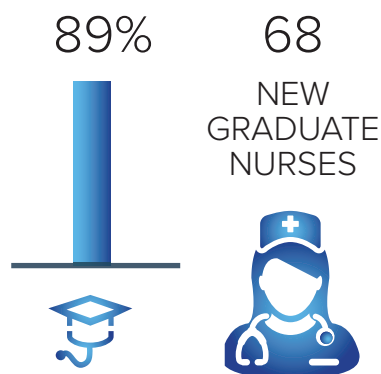
STRUCTURAL EMPOWERMENT

CLINICAL LADDER NURSE PROJECTS

Name	Project Type	Title
Tomas, Jessica Keller, Lauline	Evidence-based Practice	Early identification of patients going into cardiogenic shock
Terada, Kara Passion, Christy	Manuscript	Therapeutic benefits of expressive writing for registered nurses (Year 3 Research)
Visperas, Shirley Wong, Eileen	Manuscript	Standardizing journal club meetings and implementation of the updated Johns Hopkins Appraisal Tools
Matsumoto, Kevin Silva, Erika	Manuscript	Factors surrounding the recorder/scribe role in a code blue event in an acute care hospital (Year 3 Research)
Ho, Stephanie Yanagihara, Leslie	Organizational-Level Nurse Project	Nursing Quality Council – Rollout of bedside shift report: Safety Sweep Tool
Adena, Pam Ige, Gisele	Performance Improvement	Improving efficiency & patient satisfaction in an outpatient cancer center: Performing treatment readiness assessments for all patients receiving cancer infusions
Arce, Chandler	Performance Improvement	Standardizing a debrief after a safety event to decrease workplace violence
Bayette, Lorrie	Performance Improvement	Outcomes associated with restructured discharge rounds on Kekela Makai; Can we sustain discharges by 1100
Ewan, Joan	Performance Improvement	Increasing medication barcode scanning process change for QCSP
Ferguson, Michele	Performance Improvement	Improving patient satisfaction scores as it relates to information about nausea/vomiting post-discharge
Ilano, MaJudy Kuoha, Danielle	Performance Improvement	Improving patient experience & satisfaction in a recovery unit
Tom (Young), Jamie	Performance Improvement	Implementation of AIM - Care for pregnant and postpartum people with substance use disorder bundle
Yiu Lowe, Sui Fan	Performance Improvement	Enhancing communication between pre-op and operating room for eye emergency cases
Savusa, Jenna	Emerging Nurse Leader	Sitter communication tool
Shunk, Lyndell	Emerging Nurse Leader	Improving patient flow in Family Treatment Center
Tamayo, Christine	Emerging Nurse Leader	Riding the Surge Wave
Schnug, Amy	Research	Measuring FTC patient anxiety after animal therapy

STRUCTURAL EMPOWERMENT

NURSE RESIDENCY PROGRAM



ONBOARDING & RETENTION RATE



Over the last fiscal year, our department continued to prioritize the development and support of newly licensed nurses. **We achieved a new graduate nurse retention rate of 89%**, reflecting our commitment to fostering a supportive and engaging environment for early-career professionals.



We also **onboarded 68 new graduate nurses**, integrating them into our teams through a comprehensive approach that includes orientation, specialty track programs facilitated by our instructors, and the nurse residency program. These initiatives are designed to build clinical confidence, promote professional growth, and support long-term success.

A heartfelt thank you to our preceptors and mentors, whose dedication and guidance have been instrumental in ensuring the success of our new grads. Their commitment to teaching, coaching, and role modeling continues to make a lasting impact. These efforts are central to our strategy for building a resilient and skilled nursing workforce, ensuring continuity of care and a strong foundation for future leadership.

NURSE RESIDENCY PILOT USING A CUSTOMIZED LLM FOR EBP

Cohort 38 participated in a pilot project exploring the use of a customized large language model (LLM), built on ChatGPT 4.0, to support nurse residents in completing an evidence-based practice (EBP) project. The initiative compared human input, a general LLM, and a customized LLM across the PET framework: Practice Question, Evidence, and Translation.

The project centered on developing a PICOT question about acuity scoring systems and safe staffing ratios. While residents initiated the inquiry through brainstorming, the customized LLM refined the question, guided literature searches, and supported evidence appraisal and synthesis. The general LLM was phased out early due to limited contextual relevance.

The customized model integrated EBP frameworks, institutional knowledge, and tailored instructions, producing structured outputs like MeSH term tables, evidence summaries, and practice recommendations. Residents appraised and synthesized literature, and developed conclusions which aligned with the customized LLM's output.

STRUCTURAL EMPOWERMENT

NURSE RESIDENCY PROGRAM *(Continued)*



A non-scientific pre-post survey based on the Technology Adoption Model showed increased confidence and enthusiasm among nurse residents, with notable gains in perceived effectiveness, ease of use, and social support.

HAWAII TRANSITION-TO-PRACTICE CONFERENCE

We had the opportunity to share our experience of becoming accredited as a Practice Transition Program at the Hawai'i Transition-to-Practice Conference on April 25, 2025 at the 'Alohilani Resort Waikiki Beach. The conference was hosted by the Hawai'i State Center for Nursing. This unique conference brought together health care professional across Hawai'i to share research, innovations, and ideas on the topic of nurse residents as they transition to practice. Sandra Ott, PhD, RN; Jennifer Chee, PhD, RN, CHSE, NPD-BC; and Iris Watanabe, BSN, RN presented their poster entitled, The QHS Journey Toward RN Practice Transition Accreditation.

The poster highlighted the application process for practice transition accreditation programs, the QHS current sites included in our accreditation designation, workplace settings included in the program, and practice transition accreditation program standards. The identified strengths of our program by the American Nurses Credentialing Center's Commission on Accreditation in Practice Transition Programs and the benefits of transition accreditation were also included in the poster.

As the first organization to receive Practice Transition Accreditation designation in Hawai'i, we were honored to share our accreditation journey experience with our colleagues and answer questions for those who may wish to pursue accreditation for their own nurse residency programs. Overall, the conference provided networking and collaboration for health care professionals from across the islands, all with desire to provide the best possible experience for our newest members of the nursing profession.

EXPANDING ROLES: QUEEN'S NEURO ADVANCED PRACTICE PROVIDERS (APPS) MEET GROWING PATIENT NEEDS

The Inpatient Neuro APP team at Queen's has been evolving, growing and making its mark throughout the health care system since its inception in 2009. What started with one nurse practitioner in the Neuro ICU (NSICU) has grown into a 16 APP stroke and NSICU team covering inpatient services 24/7 at The Queen's Medical Center – Punchbowl. That first nurse practitioner was **Jennifer Moran**, who later became Queen's first stroke coordinator, leading to Manamana's Comprehensive Stroke Center Certification. In Fiscal Year 25 (FY 25), she was promoted to Vice President of Interventional Radiology and Neuroscience.

Manamana's stroke service has been through many transitions and rapid expansions as a primary team, and now, as a consult service. **Angel Echols** joined the APP stroke team in 2021 and quickly became a leader amongst her department. She was named Deputy Stroke Medical Officer and in FY 25 was imperative to the Comprehensive Stroke Center recertification. With the expected expansion of NSICU, Angel was one of the first stroke APPs to complete a NSICU cross-training pathway in FY 25.

The busy Neuro IR service began its journey with APPs in 2022 with **Natalie Adolf**. Currently they have 2 full-time APPs providing inpatient and outpatient services Monday-Friday. In FY 25, Natalie transitioned to Queen's West O'ahu as their first stroke coordinator to support the goal of Primary Stroke Certification for that campus. She also provides needed inpatient and outpatient neurology clinical services at West.

Jennifer Moran



Angel Echols



Natalie Adolf



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THE DAISY AWARDS 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 2025 DAISY AWARDEES

July 2024



Jessica Husson, RN
QET 4 MICU, QMC



Barry Kushiya, RN
QET 9 Ewa, QMC



Allen Orense, RN
QET 9 Ewa/
Transfer Call Center, QMC



Scotty Okura, RN
Emergency, QMC



Camela Yee, RN
Hospitalist Program, QMC

November 2024



Spencer Lee, RN
QET 6/3, QMC



Liana Reid, RN
QET 7 DH Trauma, QMC



Sharon Tamashiro, RN
Oncology Research, QMC



Left to right

Heather Carvalho, RN
QET 10 Post Partum, QMC

Kari Delude, RN
QET 10 Post Partum, QMC

Megumi Yoshino, RN
QET 10 Post Partum, QMC

March 2025



Teegan Gorham, RN
QET 4 MICU, QMC



Brandi Baptista, RN
QET 7 DH Trauma
QMC



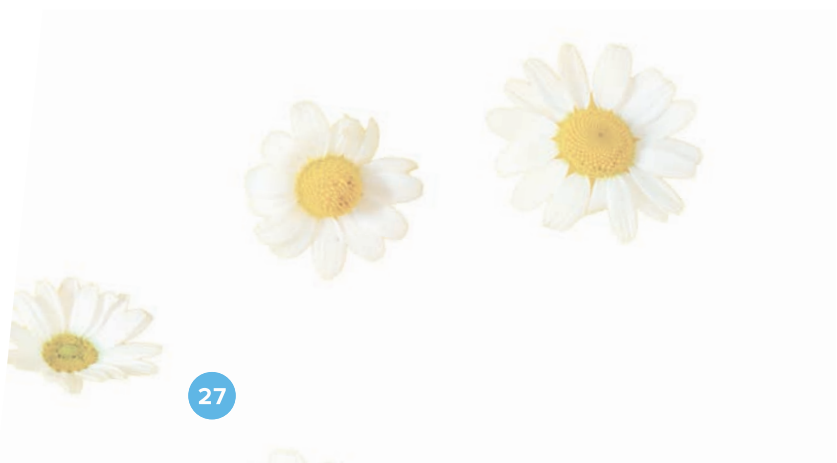
Zenaida Kouznetsova, RN
Hemodialysis
QMC



Christina Stefanov, RN
Cancer Infusion Center
QMC



Cindy Bruce, RN
Med-Surg
NHCH



STRUCTURAL EMPOWERMENT

NURSING AWARDS

NEW BEACON AWARDEES



QET 4 MICU



QET 7 DH Trauma

2025 HAWAII STATE CENTER FOR NURSING OUTSTANDING PRECEPTOR AWARD



Andrew Currivan, APP
Psychiatry

2025 HAWAII STATE CENTER FOR NURSING OUTSTANDING NURSE RESIDENT AWARD



Maia Fujii, RN
QET 9 'Ewa

QHS PO'OKELA – EXCELLENCE IN NURSING AWARD



Clivette Kehaunani
"Kehau" Won, RN
QET 9 'Ewa, QMC

AMERICAN ORGANIZATION OF NURSE LEADERS HAWAII AWARDS



Lindsay Abrigo, Human Resources, Nurse Advocate
Sadie Kaneda, QET 6/3 Cardiac, Emerging Leader
Kelsea Hernandez-Young, QET 5 Neuro, Emerging Nurse Award

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NURSING EXCELLENCE AWARDS

THE QUEEN'S MEDICAL CENTER



Heidi Fesuluai-Robinson
Exemplary
Professional Practice
Cancer Center



Dante Lomboy
Exemplary Professional
Practice
Kekela Makai



Shannon Kuniyoshi
Mentorship & Professional
Development
QET 3/6 Cardiac



Julienne Mateo
Mentorship & Professional
Development
EmPower Health



Kelsea Hernandez-Young
Transformational Leadership
QET 5 Neuroscience



Sabrina Raymond
Rising Star
Surgery, POB 2, 207



Britteny Ubasa
Rising Star
QET 4 SiCU



Michelle Llanoza
New Knowledge,
Innovations & Improvements
Pulmonology, POB 2, 107



Kehau Won
I Ulu No Ka Lālā I Ke Kumu
(Creating a Healing
Environment)
QET 9 'Ewa



John Credo
Consultant of the Year
Clinical Education



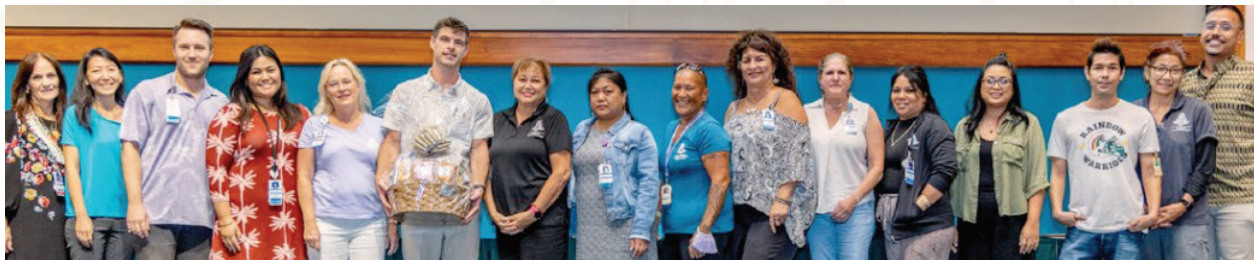
Janelle Allen
Queen Emma Nursing
Leadership
Acute Hemodialysis



Laurie Galario-Saturnino
Queen Emma Nursing
Leadership
Colon Cancer Screening



ED, SiCU, NSiCU, QET 7 DH Program
Ku'ikahi i ka Po'okela (United in Excellence)



Queen's Care Coalition
Community Impact Award

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THE QUEEN'S MEDICAL CENTER – WEST O'AHU



Lovella "Jane" Marcos Hermano
Exemplary
Professional Practice
Wound Care



Elisa Marcelino
Mentorship & Professional
Development
4 West Telemetry



Kathleen Jeremiah
Transformational Leadership
4 West Telemetry



Kristen "Kekai" Stone
Rising Star
5 West Adv Med-Surg



Leila May Barangan
New Knowledge,
Innovations & Improvements
4 West Telemetry



Bernadette Duropan
New Knowledge,
Innovations & Improvements
4 West Telemetry



Mary Carlson
I Ulu No Ka Lālā I Ke Kumu
(Creating a Healing Environment)
Rapid Response Team



Leanne Roberts
Nurse Consultant of the Year
Quality & Patient Safety



Chelita Muratsuka
Queen Emma Nursing
Leadership
4 West Telemetry



QMC-WO Pulmonary
Ku'ikahi i ka Po'okela (United in Excellence)



QMC-WO Telemetry
Community Impact

STRUCTURAL EMPOWERMENT

QHS APRNS OF THE YEAR



Tracy Lynde
Exemplary Clinical Practice
Interventional Radiology



Andrew Currivan
Mentorship & Professional
Development
Behavioral Health



Ashley Bolosan
New Knowledge, Innovations
& Improvements
Clinical Care Consulting

QUEEN'S NORTH HAWAI'I COMMUNITY HOSPITAL



Med-Surg Unit
Ku'lkahi I ka Po'okela (United in Excellence)



Lori DeSilva Fernandez
Mentorship & Professional
Development
Emergency Department



Amber McCarney
New Knowledge, Innovations
& Improvements
Obstetrics

MOLOKAI GENERAL HOSPITAL



Jade Dela Cruz
Molokai Nurse of the Year
Internal Medicine Clinic

CARDIAC EBP TEAM LEADS EFFORT TO CATCH CARDIOGENIC SHOCK SOONER AND SAVE LIVES



RECOGNIZING THE EARLY SIGNS OF CARDIOGENIC SHOCK CAN MEAN THE DIFFERENCE BETWEEN LIFE AND DEATH.

The Cardiac Evidence-Based Practice (EBP) team launched a year-long project to improve how quickly nurses escalate care for at-risk patients.

It began when an ICU nurse noticed delays in treating patients who were showing signs of decline. The team knew something had to change. Their goal? To reduce delays in recognizing and escalating care, and to save lives.

“Once a patient is in cardiogenic shock, the timing of medical attention and intervention is critical to the patient’s survival,” says Lauline Keller, BSN, RN, PCCN, CN3, while adding that every cardiac patient admitted with some degree of heart muscle injury, such as a heart attack, decompensated heart failure, or a recent cardiac invasive procedure within 24 hours, is at risk for cardiogenic shock.

“Often, signs and symptoms are subtle,” Lauline adds. “Sometimes, my gut feeling tells me something isn’t right with the patient. Accurate clinical assessments and effective nurse-physician communication are essential for quick alerts and timely intervention.”

Using the Johns Hopkins EBP Model

The team reviewed journals, articles, and clinical guidelines to identify effective strategies for enhancing nurse-physician communication in high-stakes settings. Despite the scarcity of nurse-led research on cardiogenic shock, they systematically evaluated each article using a literature synthesis approach. They prioritized only the highest-quality and most robust evidence to inform and support their project.

The outcome was a **care process model**, a standardized checklist outlining what nurses should communicate when they suspect cardiogenic

shock. This is a tool they hope to implement in the cardiac units.

“We want to educate staff and make this hospital-wide,” says Sherry Lewis, RN, BSN, CCRN. “When nurses speak up for their patients, we need to act before things deteriorate.”

“We need interventions immediately,” Sherry emphasizes. “Whether it’s drawing labs, doing X-rays, anything to put the puzzle pieces together. However, this falls outside our scope, so we need the doctors to respond quickly and provide the necessary orders.”

The team presented their findings to ICU physicians, the advanced heart failure team, and frontline nurses. A pre- and post-survey measured the impact: nurses’ confidence in identifying and escalating care rose from 3.13 to 4.06 (out of 5).

“This project gives nurses a voice,” says Jordan Tomas, MSN, RN. “It was a great learning experience. We examined what the evidence supports and where further research is still needed. It opened the door for future nurse-led research to improve care.”

Jordan adds. “It was a valuable learning opportunity that opened the way for future nurse-led research to enhance care.

“It was a valuable learning opportunity that opened the way for future nurse-led research to enhance care. Overall, this project gives nurses a voice.”

JORDAN TOMAS, MSN, RN

Because Every Minute Counts

The work is already making a difference. With the new care model in place and nursing confidence rising, the Cardiac EBP team demonstrated how frontline insight,

backed by evidence, can lead to meaningful change.

The project is more than a checklist; it’s a step toward a safer, more responsive care environment – where nurses feel empowered to speak up, and patients get timely, life-saving care.

“We’re building on the work of those who came before us,” says Jessica Tomas, BSN, RN, PCCN, CN3. “In the spirit of our founders, King Kamehameha IV and Queen Emma, and by combining clinical science with compassionate care, we’re doing better for our patients, and for the people of Hawai’i.”



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 Queen Emma Nursing Institute (QENI) faculty. It incorporates the IOWA model, the Johns Hopkins Nursing (JHN) EBP modules, and the JHN EBP toolkit.

EBP FACULTY

Gwen Isherwood, QENI Coordinator
Genecir Acidera, APRN, CNS
Cheryl Afuso-Sumimoto, APRN, CNS

LEAD EBP MENTOR

Ashley Bolosan, APRN, CNS

EBP INITIATIVE:

Understanding, Identifying, and Treatment Recommendations for Cardiogenic Shock in the Telemetry Setting

Lauline Keller, BSN, RN, PCCN, CN3, QET 6/3 Telemetry
Jessica Tomas, BSN, RN, PCCN, CN3, QET 6/3 Telemetry
Jordan Tomas, MSN, RN, QET 6/3 Telemetry
Sherry Lewis, BSN, RN, CCRN, QET 6/3 ICU



EBP Cardiac Team and EBP Mentors



Ashley Bolosan, APRN, CNS
Lead EBP Mentor



**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
The Queen's Medical Center – Wahiawā
The Queen's Medical Center – Kahi Mohala
Queen's North Hawai'i Community Hospital
Molokai General Hospital