



2023

THE QUEEN'S NURSE ANNUAL REPORT

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LEADERSHIP FOCUS FOR FUTURE GROWTH AND DEVELOPMENT

A LETTER FROM THE CNO

We've accomplished a lot in 2023 to make The Queen's Health System a place where nurses thrive while providing patients with exceptional care.

I am proud of what we have done, but I am most grateful to everyone on the nursing team. I am thankful for how every team member has cared for patients, no matter who they are or what their situation is. They all receive the love, compassion, and aloha they need. I could not be more thankful for your efforts.

We accomplished a lot during the past year. We've installed lens boards, or large monitor screens, in units to serve as a central two-way communications hub for daily huddles, posting and reading memos, and other announcements and asking questions.

We've hired more new graduate and full-time nurses. Twelve of the nurses we hired in 2023 came to us as travel nurses and decided they wanted to stay at Queen's. That's a great reflection of how our nursing staff works and interacts with each other!

We reduced hospital-acquired conditions and plan to continue that work in the years ahead. There is still more for us to do. Here are some of our goals for the future:

- 1. Staffing**—We plan to recruit more experienced nurses and nurse aides to help provide increased stability among our nursing staff.
- 2. Shared governance**—Our experience with shared decision-making has been excellent, and we plan to keep building ownership among our frontline staff.
- 3. Virtual nursing**—We are looking at virtual nursing to provide help and an extra set of hands to the clinical nursing staff.
- 4. Command center**—We will open a command center to help make patient flow, OR scheduling, imaging scheduling and other tasks more organized and seamless.

Queen's nursing has invested in reassessing and revising our shared decision-making structure so that nurses at all levels are heard. I am inspired by your enthusiasm and dedication to this endeavor: May it cascade down to each of the patients you serve—that they, too, could feel the depth of pride and engagement we all hold dear for our calling as nurses.

Mahalo,



Linda Puu, MSN, RN

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



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:

Nursing at The Queen's Health System 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 System 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 healthcare services.



THE QUEEN'S MEDICAL CENTER

1301 Punchbowl Street
Honolulu, Hawaii 96813



THE QUEEN'S MEDICAL CENTER - WEST O'AHU

91-2141 Fort Weaver Road
Ewa Beach, Hawaii 96706



QUEEN'S NORTH HAWAII COMMUNITY HOSPITAL

67-1125 Mamalahoa Highway
Kamuela, Hawaii 96743



MOLOKAI GENERAL HOSPITAL

280 Home Olu Place
Kaunakakai, Hawaii 96748

QHS NURSING LEADERSHIP TEAM

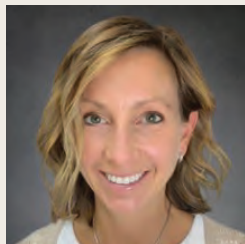


LINDA PUU, MSN, RN

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

Linda Puu has been a healthcare executive for more than 20 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. She is passionate about delivering safe, quality care with compassion to all patients, in all settings.

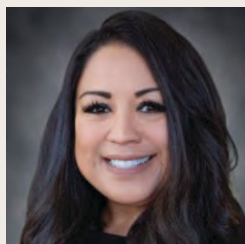
Linda highlighted this year's QHS accomplishments through a new Nurse Practice Model, an overall reduction in travelers through the NG/NTS residency training, six research studies submitted to the Institutional Review Board including two from the Nursing Research Fellowship-an academic partnership program between Queen Emma Nursing Institute and University of Hawai'i Nancy Atmospera-Walch School of Nursing. Other accomplishments include Implementation of Elsevier Care Plan, utilization of LENS boards to enhance communications and improvement work across nursing, ancillary, and support departments, focus on a workplace safety program which provided opportunities at all staff to participate in this well received course, and Healthgrades awarded The Queen's Medical Center with the "Outstanding Patient Experience Award".



KRISTINA CLARK, MSN, RN, NEA-BC

*Senior Director & Associate Chief Nursing Officer
Nursing Practice and Quality
The Queen's Health System*

Kris has more than 20 years of experience working in healthcare systems, leading education teams and driving clinical outcomes through innovative learning solutions. She is committed to patient-centric care and is passionate about the nursing profession. Kris has oversight of the organizations learning and nursing professional development programs that empower staff to ensure maximum effectiveness and contribution toward organizational goals and outcomes.



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

*Vice President of Operations & Associate Chief Nursing Officer
The Queen's Medical Center – West O'ahu*

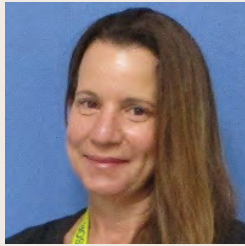
Robin has served The Queen's Medical Center – West O'ahu for more than 17 years in project leadership, care transition, clinical services, and leadership roles in healthcare administration, focused on delivering patient-centered care and maximizing quality of service to drive patient outcomes. She is passionate about providing care to patients in underserved and under-resourced population.

West O'ahu's dedication to high reliability and safety for patients and colleagues was exemplified in having received a Leapfrog Hospital A Safety Grade in both 2022

QHS NURSING LEADERSHIP TEAM

ROBIN KALOHELANI CONTINUED

and 2023, and the launch of the Behavioral Emergency Support Team (BEST) which is dedicated to support the safety of the caregivers as they provide care and healing for patients with behavioral concerns.



TONI A. KALAULI, BSN, RN

Director of Nursing

Queen's North Hawai'i Community Hospital

For more than 19 years, Toni has demonstrated commitment to nursing excellence through her roles at the Queen's North Hawai'i Community Hospital as a registered nurse, in nursing management and in health administration. Her underlying goal is to instill the vision and mission of The Queen's Health System.

In 2023, North Hawai'i implemented the Daisy Award program and celebrated the first North Hawai'i winner. The Nurse Practice Council was established where nurses utilize evidenced-based practices to improve patient outcomes. North Hawai'i also received an A rating as part of the Leapfrog survey.



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 U.S. Air Force, is retired from U.S. Army Reserve, and is passionate about service in his community.

Over the past year, Molokai established a telemedicine hospitalist program which had a positive impact on patient outcomes and decreased level of stay. Molokai also established a Telemedicine Respiratory Therapy consult program with Queen's Punchbowl/Manamana RT department which improved critically ill patient outcomes.

ADVOCACY FOR SERENITY ROOMS

Serenity Rooms Provide Nurses Space for Sanctuary and Well-Being with Added Benefit for Patients and Their Loved Ones



Caring for others is a calling, one that is incomparably fulfilling. At the same time, it is highly demanding work that can leave nurses feeling emotionally and physically depleted. Perhaps no time in history made this more apparent than the COVID pandemic. That's why, during the pandemic, one of Queen's nursing's Integrated Wellness Team members began creating spaces on the units for team members to take a break. These spaces were affectionately called "Zen Dens."

"In the midst of the day, nurses often don't get out of the unit," says Chris Griffin, PhD, RN, NPD-BC, Director of Caring Science and Nursing Practice at Queen's. "It's hard to practice wellness when you don't have time to even take a break or have a full lunch."

The need for an easy-to-access space for nurses to recharge, paired with inspiration from the already effective Zen Dens prompted Chris to write a proposal for the implementation of what would be called

"serenity rooms." The plan was wholeheartedly approved by the CNO, allotting every unit system-wide with \$500 to create a space they could visit for refreshment and recharge during their busy shift. The official invitation for units to create their own serenity rooms went out in September 2022.

GETTING CREATIVE

Kamaile Aluli-Martinez, BSN, RN, nurse manager of 7 Pauahi, and Kehau Won, BSN, RN, permanent charge nurse on 9 Ewa, took the lead, creating a flyer that outlined the intention of the serenity rooms. These were to be a purposeful space for nurses to take a breath, meditate and slow down. Knowing that it might be challenging for some units to find a space to designate for their serenity room, the flyer also included ideas for getting creative about where to find a space. Ideas included using a section of a unit's current break room, repurposing an old storage room that wasn't being used and even creating a space with a curtain as a divider. The idea was for each unit



to create a space that was the best fit for their culture.

“In order to care for others, you also have to care for yourself,” explains Chris. “The serenity rooms honor the uniqueness that nurses, and all caregivers, bring to their role. It’s a place to gather yourself, to center, to take a break and let your mind and body have a place of rest so that you are replenished.”

EXAMPLES OF CREATIVE SOLUTIONS THE NURSES CAME UP WITH TO MAKE THEIR SERENITY ROOMS:

- Working with physicians to raise funds to purchase a massage chair
- Bringing in nature through photos and plants
- Bringing the serenity room outside onto the lanai
- Dimming lights so that they’re soft and calming
- Providing journals for nurses to reflect in
- Sourcing comfortable, relaxing furniture
- Installing art displays created by nurses

TONI’S GARDEN

A meaningful example of prioritizing the importance of caregiver well-being is located on the ninth floor of the Queen Emma Tower Ewa Wing. It is here that nurse Toni Tran, BSN, RN, created a living garden on the unit’s lanai as her graduation project for Caritas Coach® training through the Caring Science Program. The lanai is home to a variety of lush plant life Toni and her teammates purchased or brought from home. There is a variety of plants, including a plumeria tree, different kinds of ferns, tea leaves and succulents. In addition, there is a message board where team members can write affirmations or uplifting quotes.

Prioritizing well-being for nurses has had a meaningful impact far beyond its original intent:

The garden space soon became a place of solace not only for 9 Ewa’s nursing staff, but also for patients. As word spread about “Toni’s Garden,” staff and patients from other floors began visiting the space for a few moments of quiet reflection and peace. A moving example of the impact of the space is shared by Kamaile.

“We had a young patient on our unit with a wife and small children. He [patient] fought hard for a year against a rare disease that wasn’t responding to any treatment,” recalls Kamaile.

Eventually, with much support and counseling, the patient decided to withdraw care. It was his final wish to have a date with his wife, so Kamaile and her team arranged for them to go to Toni’s Garden. Kehau, Toni, and the unit team added fairy lights and created a special note on the message board just for the occasion.

“The patient’s wife and another family member went up and looked at the space and they loved it so much,” says Kamaile. “The patient and his wife enjoyed their last date together in Toni’s Garden and then he passed away shortly after.”

AN ONGOING EFFORT

Kamaile estimates that approximately half of Queen’s nursing units have created their own serenity rooms. Chris wants to spread the word that there is still time for units that haven’t made a space to do so:

“If a unit hasn’t found the space for their serenity room yet, it’s not too late. We are still here to support you in creating one,” she explains. “Everybody that serves and cares for another human being deserves to be cared for as well. For you as a caregiver to be the best version of yourself and to flourish in your role, the focus must come back to you at some point.”

Kehau concurs: “Creating space for caregivers—and all human beings—to have tranquility and peace, where they can remember what they’re grateful for, is to help them reconnect with who they really are and to nurture hope.”

WARNING: USE ONLY AS A FACE
SHIELD AGAINST SPLASHING
LIQUIDS. READ PACKAGE WARNING
FULLY BEFORE USE.



CHANGING THE SCORE TO REDUCE HAPI



The Braden Scale has been available for more than 35 years to help nurses assess a patient's risk of developing hospital-acquired pressure injuries (HAPI) and take corrective action.

Though it is easy to use, the Braden Scale assessments are often not performed regularly.

What would happen to the infection rate at Queen's if nurses used the Braden Scale more consistently as part of their bedside handoffs? Yuka Hazam, MSN, RN, and Roxanne Kam, BSN, RN, wanted to know that.

To find out, the nurses decided to study the use of the Braden Scale at the hospital, develop and implement a program to encourage its use, and then measure if usage increased.

SETTING A BENCHMARK

Yuka reviewed 45 bedside handoff reports to see if nurses had included Braden Scale scores, only to find none of those reports included the patient's score.

In addition, Yuka and Roxanne surveyed nurses about their use of the Braden Scale and their thoughts on preventing HAPI. "We talk about the current interventions, but we don't talk about preventions [Braden scores] and how to stop skin injuries from happening," says Yuka. "Simply including the Braden scores in handoffs may be an effective way to prevent pressure injuries."

EDUCATION IS THE KEY TO IMPROVEMENT.

One of the keys to increasing the use of the Braden Scale to prevent HAPI would be educating the nursing staff about its value and benefits, explains Yuka. She and Roxanne created a brochure and a poster that was displayed at nursing stations.

"We would talk about it at huddles and quarterly staff meetings," says Yuka. "We talked about our project and HAPI prevention." Their efforts showed promising results, including:

- More than 90% of bedside handoff reports included Braden Scale scores during the study period of February to May 2022.
- More than 90% of nurses agreed or strongly agreed that the Braden Score provided proper intervention. That compares to 56% before Yuka and Roxanne started the project.
- More than 50% of nurses often or always reported the Braden Scale score during handoff compared to 3% before the project started.
- More than 76% of nurses said the Braden Scale was the best tool to help prevent HAPI, compared to 53% before the project.

Now that this project is completed, Yuka says the unit she worked with should receive periodic refresher courses. In addition, this program could be duplicated in other units. "I think the project helped increase accountability," she says. "This project connected accountability and patient care."

YUKA HAZAM, RN



EXEMPLARY PROFESSIONAL PRACTICE

SNAPSHOTS OF QHS ACHIEVEMENTS AND POINTS OF PRIDE

QHS CELEBRATES ITS ADVANCED PRACTICE PROVIDERS

The Queen's Medical Center's Advanced Practice Providers



Molokai General Hospital's Advanced Practice Providers - Briana Mullen, APRN, and Heather Walker, CNM

Queen's nurses join leaders from many other organizations at the AMERICAN ORGANIZATION OF NURSE LEADERS HAWAII-LEADERSHIP IN ACTION CONFERENCE



EMERGING NURSE LEADERS GRADUATE

Cohort 4 Nurses: Amanda Burchell-QNHCH Emergency Department, Beverly Uclusin-QHI Electrophysiology, Chona Andrea-QHI General Cardiology Aiea, Dante Lomboy-Kekela QMCPB, Eileen Wong-QET4 SICU, Joseph Ballinger-Cardiac Invasive/Cath Lab, Jovana Apo-QMCWO Sullivan Care Center, Katherine Kemp-QHCC Kahala, Michelle Vallejo-Sanderson-QET 4 SICU, Roel Bala-Wound Care, Sharen Agonias-QMCWO Telemetry 4 West



QUEEN'S PUNCHBOWL/MANAMANA EMERGENCY DEPARTMENT NURSES

Healthcare Association of Hawaii honors Eric Palacol with the 'Professional with Heart Award'

Greg Payne accepts the 'Emergency Manager Award'



QUEEN'S NURSES AT THE ANCC NATIONAL MAGNET CONFERENCE®



PERI-OPERATIVE NURSES GRADUATE

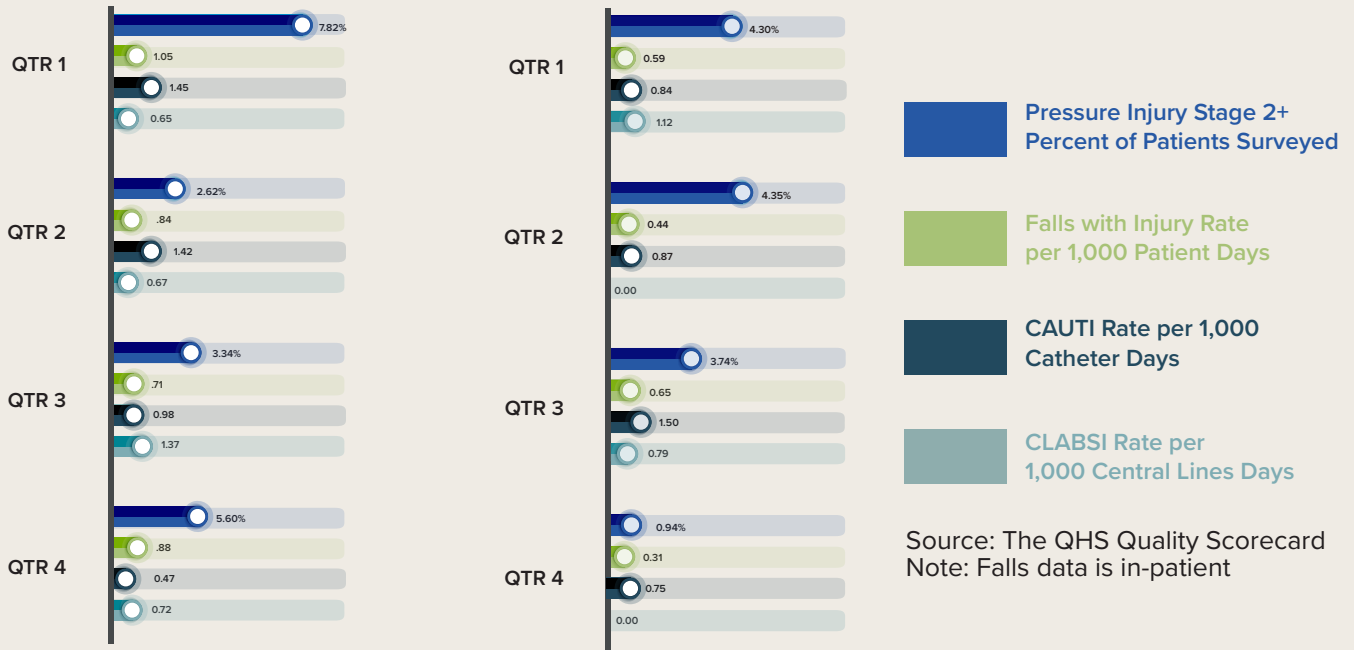
Renee Kauai Pelekane (OR Assistant Instructor), Taeyana Williams, Meryl Kate Rebamonte, Tristan Asuncion, Karla Chikamoto, Alohalani Lindsey, and Tammie Uyeda (Periop 101 Instructor)



Kelly Flores & Steffanie Dubuque

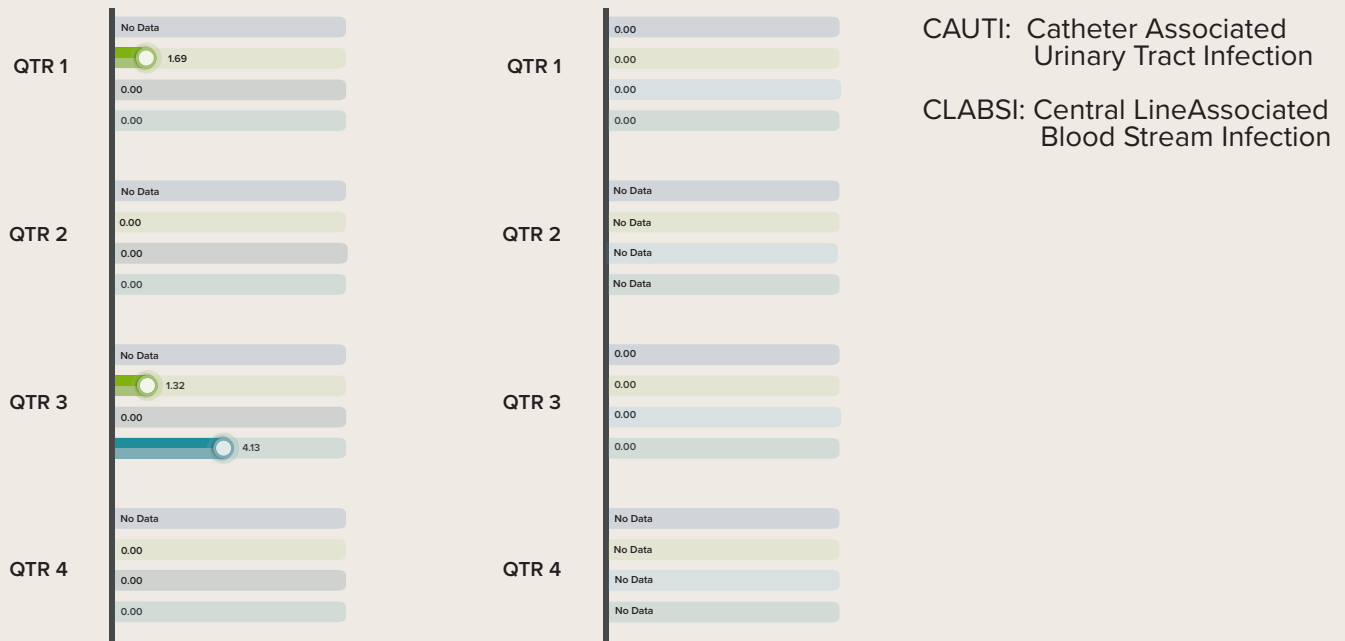
EXEMPLARY PROFESSIONAL PRACTICE

NURSE SENSITIVE CLINICAL QUALITY INDICATORS



THE QUEEN'S MEDICAL CENTER, PUNCHBOWL FY23

THE QUEEN'S MEDICAL CENTER, WEST O'AHU FY23



QUEEN'S NORTH HAWAI'I COMMUNITY HOSPITAL FY23

MOLOKAI GENERAL HOSPITAL FY23

CAUTI: Catheter Associated Urinary Tract Infection
 CLABSI: Central Line Associated Blood Stream Infection

EXEMPLARY PROFESSIONAL PRACTICE

NURSE PUBLICATIONS AND PRESENTATIONS

As of June 2023

**Chandler Arce, BSN, RN-BC,
CN3**

Tanya Isaacs, BSN, RN-BC

Cheryl Miller, BSN, RN-BC

**KC Gardner-Bougard, MSN,
RN, PMHCNS-BC,**

POSTER: Arce, C., Isaacs, T, Miller, C., Gardner-Bougard, KC.

(2022, October 19-22). Child and Adolescent Psychiatric Mental Health Nurses Striving to Eliminate Mechanical Restraint Use with a Bundled Tool Approach, American Psychiatric Nurses Association 36th Annual Conference, Long Beach, CA, US

POSTER: Arce, C., Isaacs, T, Miller, C., Gardner-Bougard, KC.

(2023, February 24). Child and Adolescent Psychiatric Mental Health Nurses Striving to Eliminate Mechanical Restraint Use with a Bundled Tool Approach. American Organization of Nurse Leaders Hawaii Annual Conference, Honolulu, HI, US

POSTER: Arce, C., Isaacs, T, Miller, C., Gardner-Bougard, KC.

(2023, April 21). Reducing Mechanical Restraint Use on a Child and Adolescent Psychiatric Unit, Hawaii State Patient Safety Conference, Kaneohe, HI, US

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

POSTER: Azama, K. (2023, April 24). A psychometric evaluation of a nurse practitioner self-efficacy scale. 2023 Nursing Research & Scholarship Poster Festival, Honolulu, HI, US

**Donna Bernhard, DNP, RN,
APRN-Rx, FNP-BC**

**Sondra Bourgette-Henry, DNP,
RN, APRN-Rx, FNP-BC**

POSTER: Bernhard, D., Bourgette-Henry, S., Burger, K., (2023, February 24). Improving transitional discharge planning for patients with severe COVID-19: An investigation of health-related quality-of-life indicators. American Organization of Nurse Leaders Hawaii Annual Conference, Honolulu, HI, US

**Sharon Davo-Otomo, DNP, RN,
APRN-Rx, FNP-BC, RN-BC**

**Kelsie Bordonada, MSN, RN,
APRN-Rx, AGACNP-BC, ACN-
PC-AG**

**Mary Bedell, MSN, RN, APRN,
ACNS-BC**

PUBLICATION: Davo-Otomo, S., Bordonada, K., Bedell, M. & Bagay, R. (2023). Piloting the Clinically Aligned Pain Assessment Tool: An Evidence-Based Practice Change. MedSurg Nursing, 32(1), 37-42.

**Carolyn Bongolan-Hanakahi,
BSN, RN-BC**

Nicole Yokotake, BSN,RN-BC

POSTER: Bongolan-Hanakahi, C., Yokotake, N. (2022, October 19-22).

Creating Inclusivity by Implementing LGBTQ Cultural Competency Training for Staff and Culturally Competent Patient Care, American Psychiatric Nurses Association 36th Annual Conference, Long Beach, CA, US

Darryn Dunbar, DNP, RN

PUBLICATION: D'Aoust, R., Rossiter, A., Godfrey, T., **Dunbar, D.**, Battista, V. (2023)., Experiences and Impact of the Jonas Nursing and Veteran Health-care Scholar Mentoring Program. In N. Rollins Gantz & T.B. Hafsteinsdóttir (Eds.), Mentoring in Nursing through Narrative Stories Across the World (pp. 309-317), Springer.

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

PANEL: Fried, R., **Hata, R.**, Mandava, N., Pham, C. (2022, July 28). Medical Ethics. Shidler Colleges of Business - Will Weinstein Ethics Conversation Series, Honolulu, HI, US

POSTER: **Hata, R.**, Abrigo, L. (2022, October 13-15). Creating a brighter future: Investing in emerging nurse leaders. ANCC National Magnet Conference, Philadelphia, PA, US

POSTER: **Hata, R.**, Abrigo, L. (2023, February 24). Creating a brighter future: Investing in emerging nurse leaders. American Organization of Nurse Leaders Hawaii Annual Conference, Honolulu, HI, US

PRESENTATION: **Hata, R.**, (2023, April 20-23). Nurses transforming healthcare through EBP: Are you ready? Philippine Nurses Association of America 21st Western Region Conference, Kahului, HI, US

**Holly Inn, ADN, BA, RN, CEN,
TCRN, CN4**

POSTER: **Inn, H.** (2022, November 17-18). On the S.P.O.T. - Situational Procedures and Operations Training for Disaster Preparedness in the ED, 13th Annual Southwest Trauma & Acute Care Symposium, Phoenix, AZ, US

**Christy Passion, MSN, RN,
CCRN, CN3**

PRESENTATION: **Passion, C.** (2023, May 22-24). Write Your Way through Emotional Difficulty and Stress: Journaling for Self Care, AACN National Teaching Institute & Critical Care Exposition, Philadelphia, PA, US

**Michelle Palmer, PhD, RN,
APRN-Rx, CNM, CNE, FACNM**

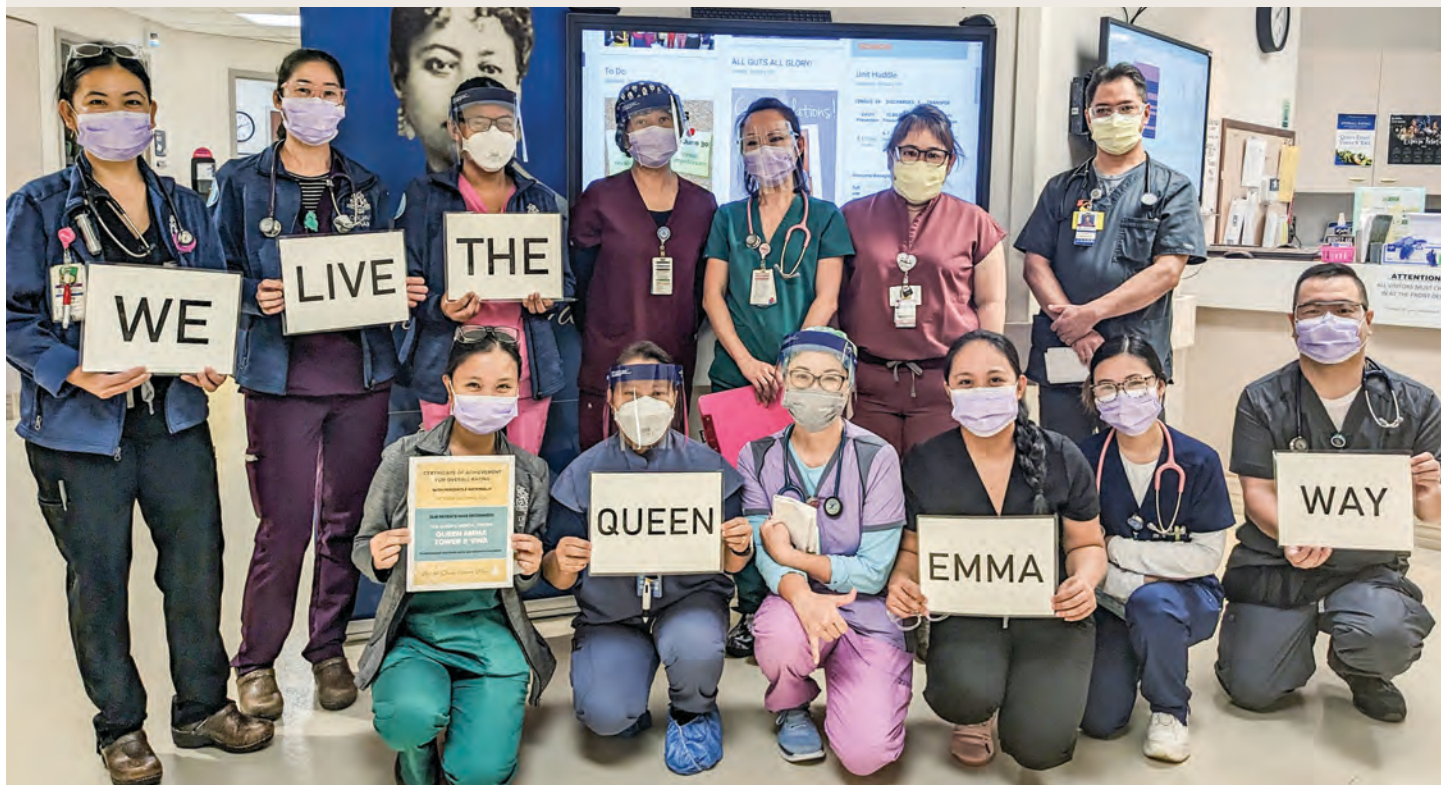
POSTER: **Palmer, M.** (2023, May 7-9). Screening for Newborn Hypoglycemia: Why it Matters for Midwives, American College of Midwives Annual Meeting, Orlando, FL, US

**Michelle Vallejo-Sanderson,
BS, RN**

POSTER: **Vallejo-Sanderson, M.** (2023, February 24). Re-connecting our team: intentional team building activities and recognition that concentrate on a culture of inclusion, collaboration, and relationships increase morale and reduce nurse turnover. American Organization of Nurse Leaders Hawaii Annual Conference, Honolulu, HI, US



REVAMP OF PROFESSIONAL PRACTICE MODEL



New Professional Practice Model Aligns Nursing with Queen’s Mission

Queen’s nurses have a new Professional Practice Model (PPM) they can follow to help align their work in the current, post-pandemic nursing environment with the health system’s mission and focus on patient outcomes.

The new PPM, a year in the making, is the result of a team effort led by Chris Griffin, PhD, RN, NPD-BC, Director of Caring Science and Nursing Practice, and Rose Hata, DNP, MBA, RN, APRN, CCNS, NEA-BC, Director of the Queen Emma Nursing Institute.

Rose says Queen’s decided to revise the existing PPM after clinical nurses said the 15-year-old model was no longer relevant. It focused on inpatient care and did not include other modes of care, such as ambulatory nursing. Nurses said the old PPM contained so much information that it could be overwhelming.

“The professional practice model is the foundation of how nurses practice and why we’re here,” explains Rose. “What does that mean when we practice nursing at Queens?”

PPM Development Involves Nurses from All Units

Chris led the process to gather input from a diverse group of stakeholders. She met with groups of nurses from various units and the chairs of the unit-based councils. She instructed nurses to look at PPM examples from other hospitals to determine what they liked and did not like.

“Chris asked great questions that helped us think this through,” says Rose. After several reviews and revisions, the result was an attractive, well-designed schematic that symbolizes the system’s three focus areas—“The Science of Nursing,” “The Art of Nursing” and “Our Patient Outcomes”—surrounded by our organizational C.A.R.E. values of Compassion, Aloha, Respect, and Excellence. At the center of it all is the Queen’s 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 of the people of Hawai‘i.

“It’s what we try to do in every single moment we have with our patients,” Chris says. “It’s what our founders called us to do.”

Chris says the new PPM is the basis for nursing at Queen’s. “It authenticates nurses’ calling to help patients heal with dignity, hope,

love, and acceptance,” she explains. “This PPM focused on the work’s deeper meaning because that’s what our nurses told us was important to them.”

Comments from frontline nurses underscore that the updated PPM is a fitting representation of nursing at Queen’s:

“The redesign of our PPM incorporated the voices of nurses at Queen’s, through the initial design to the final draft,” shares Eileen Wong, BSN, RN, CCRN, of QET 4C Surgical-Trauma Intensive Care Unit, and FY2023 chair of Nurse Executive Council. “It was collaboration at its finest and a true representation of our shared decision-making process.”

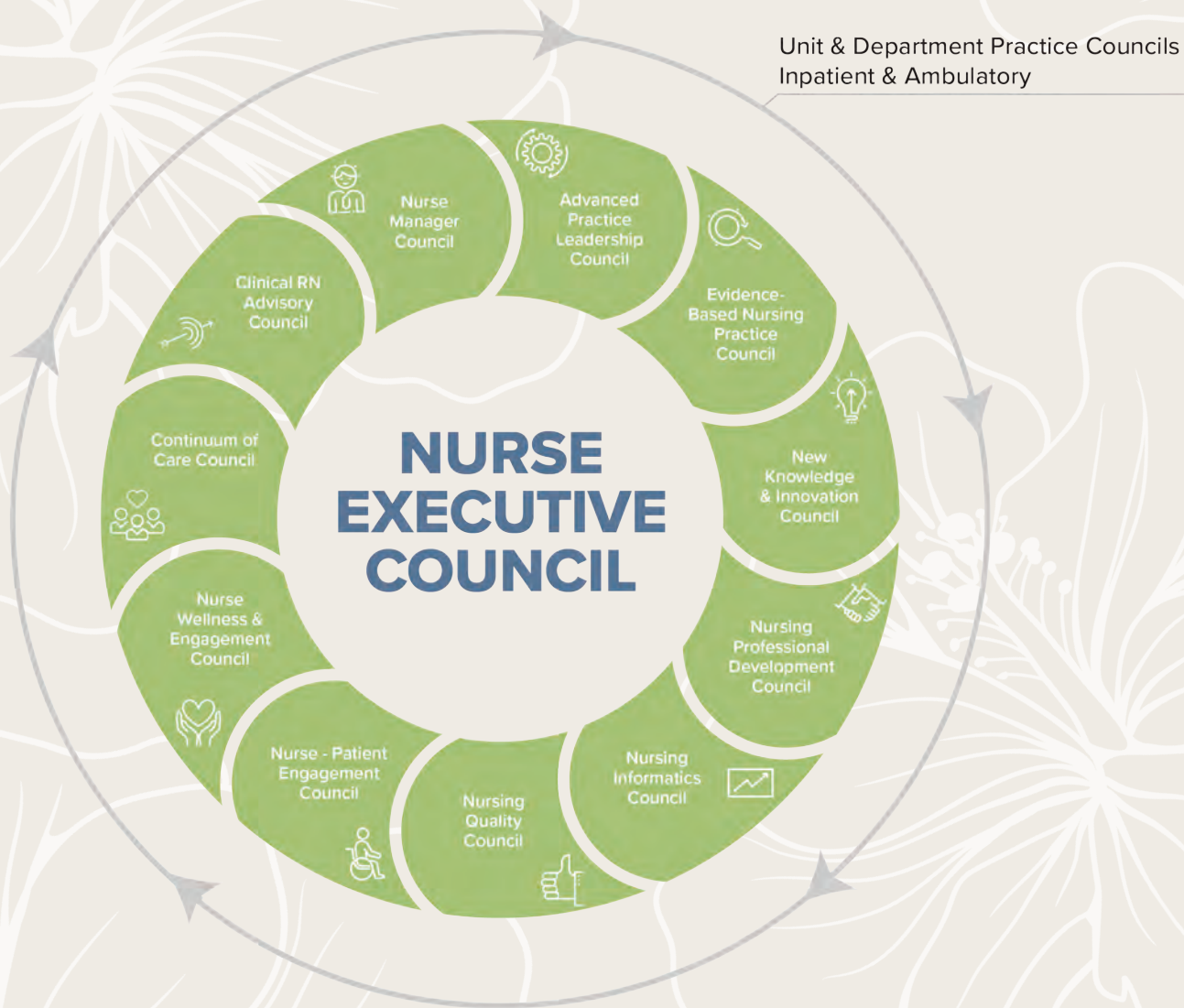
“I can see myself in this renewed model and hope every nurse at Queen’s feels the same way,” echoes Erin M. Suzuki, MSN, RN, FY2024 chair of Nurse Executive Council, and PI coordinator with Queen’s Diversity, Equity, Inclusion, Social Justice, and Caregiver Wellness Department and the Native Hawaiian Health Department.

“My favorite part of our updated professional practice model is the patient outcomes,” shares Kehau Won, QET 9 Ewa charge nurse and FY2024 chair-elect of Nurse Executive Council. “These five outcomes [healing, dignity, hope, love, acceptance] encompass all that we aim to do at Queen’s—we are here for you.”



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.

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 System (QHS) current BSN or higher degree rate stands at **91.1%**.

PERCENT BSN OR HIGHER as of June 30, 2023

ENTITY	RATE %
Molokai	57.9%
North Hawai'i	78.4%
QUMG	96.2%
Punchbowl	91.7%
West O'ahu	91.2%
Total	91.1%

The RNs continue to improve in professional development by achieving National Certification in their specialty. The National Certification Rate for Queen's is identified at **38%**.

QHS NATIONAL CERTIFICATION RATES as of June 30, 2023

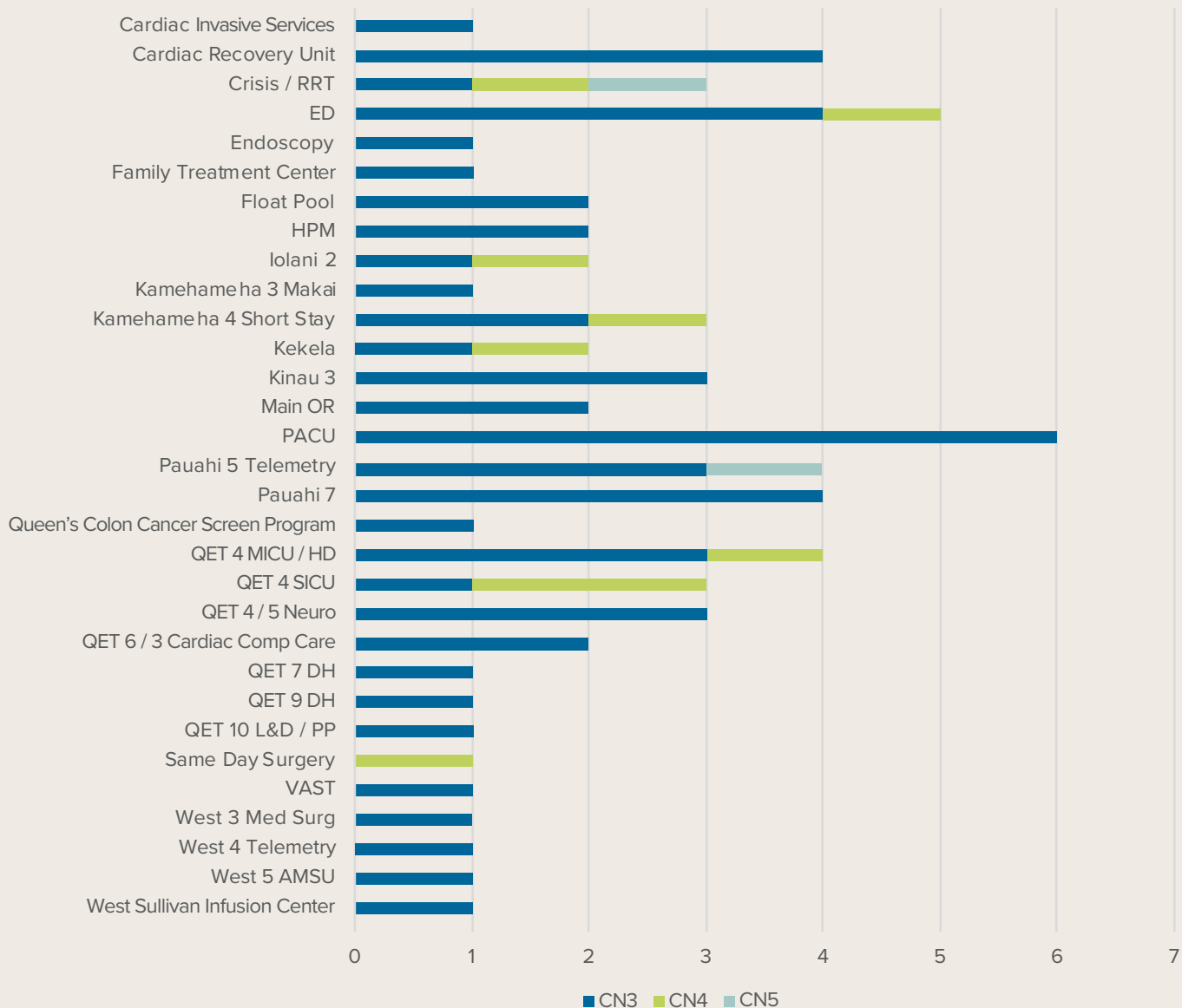
ENTITY	CERTIFIED RNS	DENOMINATOR	RATE %
Molokai	2	19	11%
North Hawai'i	23	111	21%
QUMG	121	183	66%
Punchbowl	579	1,491	39%
West O'ahu	94	325	29%
Total	819	2,129	38%

STRUCTURAL EMPOWERMENT

CLINICAL LADDER NURSES & PROJECTS

JULY 2023 CLINICAL LADDER NURSE LEVEL BY UNIT, n=71

As of June 30, 2023



CLINICAL LADDER NURSES & PROJECTS

Name	Project Type	Title
Ane, Noelani	Caritas Coaching Education Program	Incorporating hydration micro-practices to cultivate a sense of belonging and self-care among the team in an acute trauma unit
Davo-Otomo, Sharon	EBP	Use of an evidence-based tool falls TIPS in improving communication and decreasing falls
Ilano, MaJudy Akiyama, Wendy	EBP	The effect of music on phase 1 length of stay, pain, and comfort in postoperative patients in PACU (Year 2)
Rikard, Doris	EBP	Reducing pressure injuries on QET 5 spinal cord patients
Agonias, Sharen	Emerging Nurse Leadership Program	Emerging Nurse Leadership Program: Decrease in the number of SPO2 sensor off and heart rate alarm fires in 4 West Telemetry
Lombay, Dante	Emerging Nurse Leadership Program	Emerging Nurse Leadership Program: BRAH: Behavioral Resilience Against Hostility
Wong, Eileen	Emerging Nurse Leadership Program	Emerging Nurse Leadership Program: It takes 2 to tango - improving communication effectiveness in the Surgical Trauma ICU
Podgorski, Anna	Manuscript	Improving telemetry alarms and response times on a neuro-telemetry unit
Yiu Lowe, Sui Fan	Manuscript	Perceived occupational stress by front-line nurses in a trauma hospital in Hawai'i during Covid-19
Bayette, Lorrie	Organizational Level Nurse Project	Org level nursing project: You matter initiative
Ho, Stephanie	Organizational Level Nurse Project	Org level nursing project: HAPI education curriculum/ program development
Inn, Holly	Organizational Level Nurse Project	Org level nursing project - Hiring for Queen's
Kukkonen, Laurie	Organizational Level Nurse Project	Org level nursing project - You matter initiative
Ferguson, Michele	Performance Improvement	Improving chart readiness in the preoperative area by improving the chart tech/ops assistant workflow through education and standardization
Ige, Gisele Adena, Pam	Performance Improvement	Improving efficiency and patient satisfaction in an out-patient cancer center

CLINICAL LADDER NURSES & PROJECTS

Name	Project Type	Title
Podgorski, Anna	Performance Improvement	Reducing pressure injuries on QET 5: neuro-intermediate care unit
Talavera, Sandra	Performance Improvement	Implementing a bladder management guideline post IUC removal
Visperas, Shirley	Performance Improvement	Preventing stage 2 or greater hospital acquired pressure injury (HAPI) to the buttocks, coccyx, and sacrum area
Hazam, Yuka	Research	Nurse driven acute decompensated heart failure protocol in a progressive care unit
Matsumoto, Kevin Silva, Erika	Research	Factors surrounding the recorder/scribe in a code blue event in an acute care hospital
Terada, Kara Passion, Christy	Research	Write your way through emotional difficulty and stress: Journaling for self-care (Year 1 of 2)
Hanakahi, Carolyn Arce, Chandler	Research	Does adopting the use of micro-practices at work improve nurses' professional quality of life? (Year 1 of 2)



NEW NURSING GRADUATES

ENHANCEMENTS TO THE QUEEN'S NURSE RESIDENCY PROGRAM

As healthcare demands continue to become more complex, Queen's recognized the need to educate and nurture nurse residents to meet the challenges of the profession as they transitioned from their academic programs into nursing practice. Queen's continued to strive to provide the absolute best for our nurse residents. Evidence was utilized to enhance the QHS Nurse Residency Program (NRP) to ensure that Queen's provided the resources, education, and support for the nurse residents' success.

Queen's hired 159 new graduate nurses in FY 2023 between the Punchbowl, West O'ahu, and our North Hawai'i campuses. Starting January 2024, the Professional Advancement and Clinical Excellence (PACE) team will be increasing the new graduate cohorts, from 4 to 5 times per year, with cohorts in January, March, May, July, and September.

MENTORSHIP PROGRAM

The Nurse Residency Program (NRP) has introduced a new mentorship initiative to support the growth and development of new nurses. This program pairs new graduate nurses with experienced mentors who provide guidance, support, and encouragement throughout their professional journey. Towards the end of their preceptorship, nurse residents are invited to nominate potential mentors from among the experienced nurses within the organization. Upon receiving the nominations, the mentors' managers are consulted to ensure a suitable match between the mentor and mentee. Once approved, both parties attend a comprehensive one-hour training session to gain a thorough understanding of the program's objectives and expectations.

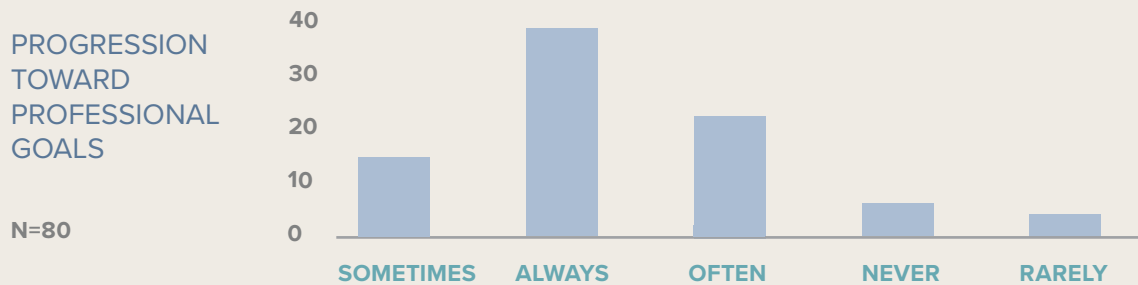
The mentorship program involves monthly meetings between the mentor and mentee. One-hour meetings are preferred to provide flexibility and accommodate scheduling constraints. These meetings extend over a period of nine to twelve months, allowing for a sustained and supportive relationship to develop.

THE PRIMARY GOALS OF THE MENTORSHIP PROGRAM ARE TO:

1. Establish partnerships between new nurses and experienced nurses: This fosters a sense of community and allows mentees to benefit from the expertise and insights of their mentors.
2. Set goals based on current progress and needs: Mentors collaborate with mentees to identify their strengths, areas for improvement, and career aspirations. Together, they establish personalized goals that align with the mentee's professional development path.
3. Instill the value of lifelong learning: Mentors emphasize the importance of continuous learning and encourage mentees to pursue educational opportunities that enhance their knowledge and skills.
4. Promote personal and professional growth: The mentorship program provides a supportive environment for mentees to reflect on their experiences, identify areas for growth, and develop strategies for achieving their professional goals.
5. Celebrate successes: Mentors recognize and celebrate the mentee's achievements, fostering a sense of accomplishment and reinforcing positive behaviors.

By creating a safe and supportive environment, mentors empower new graduates to feel encouraged, nurtured, and confident in their abilities. This mentorship program not only contributes to the professional development of nurse residents but also plays a crucial role in retaining new nurses and fostering a sense of camaraderie within the nursing profession.

The mentors and mentees had 80 monthly meetings in total. They used a 5-Point Likert scale to rate how often they discussed the topic of “Progress Toward Professional Goals.” The majority identified they discussed this topic “Always” or “Often,” as shown in the Bar Chart Table below:



CARING SCIENCE

Queen’s is a Watson Caring Science Institute Affiliate, and therefore the program’s culture was aligned with Caring Science. Our NRP was delivered in alignment with the ten Caritas Processes. For example, how the program conducted monthly “Clinical Reflections” discussions in the NRP was consistent with Caritas Process number 5: “Allowing for expression of positive and negative feelings – authentically listening to another person’s story.”

Looking ahead, Queen’s is excited to continue to advance the NRP. The revised preceptor program, development of a new mentorship program, and incorporation of Caring Science were the newest components to the NRPs at Queen’s Punchbowl and West. These new programs provided improved practice-based learning under the guidance of preceptors and mentors to continuously improve outcomes. Incorporation of Caring Science into the NRP enhanced organizational enculturation through incorporation of activities that reflected the culture and values of Queen’s.

The Queen's Advanced Practice Registered Nurse (APRN) Fellowship Continues in its Third Year



July 2022-June 2023 APRN Fellows at their Wellness Day at Waimea Valley: Michael Negron (PMHNP Fellow), Laine Shikuma (Primary Care NP Fellow), Mika Steele (Primary Care NP Fellow), and Berkeley Haney (PMHNP Fellow)

The QMC APRN Fellowship is a 12-month program that is designed to transition new to practice APRNs to become clinically competent providers in their specialty area. The APRN Fellowship offers two tracks, the Primary Care Nurse Practitioner and Psychiatric Mental Health Nurse Practitioner (PMHNP) fellowships. The leadership team is comprised of Mandi Cummings, Director of Advanced Practice Providers (APP), Katie Azama, Manager of APP Education and Programs, and Bradley Kuo, PMHNP Fellowship Coordinator.

The APRN Fellowship consists of three components: clinical rotations, an evidence-based practice (EBP) initiative, and didactic education. In clinical rotations, the preceptors are QMC physicians and advanced practice providers (APPs). EBP initiatives are implemented in the fellows' continuity clinic. As part of the didactic education, fellows attend Wellness Days which are designed to promote provider wellness, cultural education, and peer engagement. In fiscal year 2023, two primary care NP and two PMHNP fellows completed the program.

NURSING GRAND ROUNDS

THURSDAY, JULY 15
730AM @ QCC 200



NURSING UPDATES

- STANDARDIZING THE MOR DAILY HUDDLE TO PREVENT DELAYS, DOS CANCELLATIONS AND TO IMPROVE PATIENT SAFETY
Nancy Cabianca, RN, CNOR, CN4
- ESTABLISHING A MEANINGFUL RECOGNITION PROGRAM ON AN ACUTE CARE UNIT
Natalie Jacob, Yuka Hazam, Lynn Faria, Vanessa Galutira, Pauahi 6
- HAPI PREVALENCE
[Name], RN, Pressure
[Name], ADDER UPDAT
[Name], RN, Clinical [Name] nittee



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 2023 DAISY AWARDEES



Michelle Bixel, RN
West O'ahu ICU



Sung Min Kim, RN
QET 4 SICU



Tauna-Louise Ainsle, RN
Operating Room/PACU



Chenoa Goeas, RN
Pauahi 7



Cassie Gonsalves-Bicoy, RN
MGH



Kristi Lyn Appalsa, RN
Pauahi 2



Chelsea Hayashi, RN
Vascular Services
Access Team



Heliry Feliciano, RN
QMC-WO 5 West



Jason Poe, RN
Same Day Surgery



Emily Penley, RN
QET 4C SICU



Holly Hatakeyama, RN
Clinical Decision Unit

Special DAISY Awards to units who displayed outstanding compassion and caring courage to patients and families during the COVID-19 pandemic.



QET 9 DH



QET 4 MICU



WEST O'AHU EMERGENCY DEPT.



WEST O'AHU AMSU



WEST O'AHU ICU

STRUCTURAL EMPOWERMENT

QHS AWARDS OF EXCELLENCE

THE QUEEN'S MEDICAL CENTER



Tiffani Earls
Exemplary
Professional Practice
NSICU



Len Shimabuku
Exemplary
Professional Practice
Queen's Heart Institute



Michelle Vallejo-Sanderson
Creating a Healing
Environment
QET 4C SICU



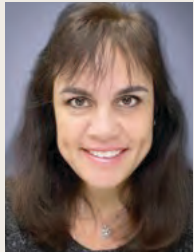
Cathy Hill
Mentorship & Professional
Development
QET 4 MICU



Melanie Naone
New Knowledge,
Innovations & Improvements
PCCS/Integrative Wellness



**Sui Fan "Florence"
Yiu Lowe**
New Knowledge,
Innovations & Improvements
Same Day Surgery



Tanya Isaacs
Nurse Consultant
of the Year
Clinical Education



Falls & Injury Prevention Committee
Ku 'Ikahi I ka Po'okela (United in Excellence)



Sondra Leggi-Brandon
Queen Emma Nursing
Leadership
Behavioral Health



Jason Castro
Rising Star
Pauahi 5



Emergency Department / Trauma
Community Impact Award



Carolyn Bongolan Hanakahi
Transformational Leadership
Family Treatment Center



Holly Inn
Transformational Leadership
Emergency Department



Neuroscience Institute
Community Impact Award

QHS APRN OF THE YEAR



Terri Imada
QHS APRN of the Year
PROV Oncology/
Cancer Center



Katie Azama
Mentorship & Professional
Development-APRN
ADMN APP Admin



Cheryl Afuso-Sumimoto
New Knowledge, Innovations
& Improvements-APRN
Clinical Care Consulting

THE QUEEN'S MEDICAL CENTER – WEST O'AHU



Tammy Miyasato
Exemplary
Professional Practice
West O'ahu Cancer
Infusion Clinic



Rhea "Joy" Bumanglag
Creating a Healing
Environment
4 West Telemetry



Merizza Pagdilao
Mentorship & Professional
Development
4 West Telemetry



Mary Carlson
New Knowledge,
Innovations & Improvements
West O'ahu Emergency



Ethel Sumibcay
Nurse Consultant of the Year
West O'ahu Quality &
Patient Safety



Kristi Legaarden
Queen Emma Nursing
Leadership
West O'ahu Emergency



West O'ahu Diabetes Management & Education Center
Community Impact



Christine Tamayo
Rising Star
5 West AMSU



Caitlin Schrafft
Transformational
Leadership
West O'ahu Nursing
Support



West O'ahu Wound Care Center
United in Excellence

QUEEN'S NORTH HAWAI'I COMMUNITY HOSPITAL



QNHCH Emergency Department
Ku 'Ikahi | ka Po'okela (United in Excellence)



Cindy Bruce
Mentorship & Professional
Development
Med-Surg
(photo not available)

MOLOKAI GENERAL HOSPITAL



Manuel Smith
Molokai Nurse of the Year
MGH Emergency

OTHER AWARDS



Kamaile Aluli-Martinez
American Organization of
Nurse Leaders Hawaii 2023
Emerging Leader Award
Pauahi 7



Dante Lomboy
American Organization of
Nurse Leaders Hawaii 2023
Emerging Nurse Award
Kekela

STRUCTURAL EMPOWERMENT

QUEEN'S NURSE COMMUNITY INVOLVEMENT



Queen's nurses and other healthcare providers at the Heart Walk event



Queen's North Hawai'i ran a first aid table at the 'Imiloa Astronomy Center 'Ikuwa event in Hilo



Queen's – West O'ahu nurses and staff at the Aloun Farms Pumpkin Festival to promote keiki nutrition education



Queen's Neuroscience Institute's Parkinson's and Movement Disorder Center and the QHS 'ohana participated in the annual Hawai'i Parkinson Walk supporting the Hawai'i Parkinson Association



Queen's Geriatrics nurses and staff and the University of Hawai'i Medical School's Geri-Pals united to support the 2022 Walk to End Alzheimer's Disease



Maddie Tsamis, RN, Clinical Ops Manager, P6, Lucy Lessard, PT, Director of Rehab Services, John Natavio, RN, Clinical Education, and Dean Saiki, PT are medical help at the King's Run event



King's Run event medical tent



Molokai General Hospital makes lei for Heritage Day event



The QMC Early Team of nurses worked with other health care professionals to support the Hapalua Run event



The QMC Finish Team of nurses worked with other health care professionals to support the Hapalua Run event

QUEEN'S NURSE STUDY IDENTIFIES SOURCES OF OCCUPATIONAL STRESS DURING COVID PANDEMIC

BY SUI FAN 'FLO' YIU LOWE

It's no secret: The COVID-19 pandemic was a stressful time for frontline nurses.

But how much occupational stress did they feel? Did demographic factors—such as age, experience, specialty, or time spent with COVID-19 patients—influence their perceived stress levels? Sui Fan (Flo) Yiu Lowe, MSN, MBA, RN, wanted to know.

Flo, an RN first assistant in the same-day surgery, recently completed a research study of nurses at Queen's. The study asked full-and part-time nurses to complete an online survey called the Expanded Nursing Stress Scale (ENSS). The ENSS study is an established tool to measure stress among hospital nurses.

Flo's study had two goals:

- Understand work-related stressors created by the COVID-19 pandemic
- Provide evidence that management could use to allocate resources to help decrease occupational stress

"I invited all nurses at The Queen's Medical Center who took care of patients more than 60% of their time to take the survey," Flo says. Between September 27 and October 17, 2021, more than 325 nurses completed all 57 questions on the survey. Their responses formed the study results.

RESULTS SHOW DEMOGRAPHIC DIFFERENCES IN PERCEIVED STRESS

Flo's study showed that nurses who spent more time caring for COVID patients had a higher perceived stress level than nurses who worked in other specialties, such as obstetrics or perioperative and procedural areas.

Frontline nurses reported more stress caused by workload, patients and their families, inadequate preparation and uncertainty about treatments for the disease. Nurses age 51 years and older and nurses with more than 30 years of experience reported less stress than their younger or less experienced colleagues.

Flo's study shows that the keys to helping nurses better manage stress are providing resources to highly stressed departments and reducing nursing workload through additional support. Flexibility on patient and family policies can also ease a source of stress.

"We had to limit the patients' families' ability to come to the hospital to see a patient who was dying," Flo recalls.

The study also suggests that established treatment protocols—unavailable at the start of the pandemic—could reduce stress.

"If protocols are clear, nurses can follow the protocols, which will help reduce uncertainty, leading to less stress," concludes Flo.

SUI FAN 'FLO' YIU LOWE, RN
SAME DAY SURGERY



EBP MENTORS AND INTERNSHIP NURSES



EVIDENCE-BASED PRACTICE MENTORING PROGRAM

In July 2022, the Queen Emma Nursing Institute's (QENI) EBP Mentoring Program launched its inaugural team with a team from the trauma and neuro areas. The program was conceptualized and designed by Katie Azama, APRN, Renee Latimer, APRN, and Gwen Isherwood, QENI Coordinator. 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. The program incorporates the IOWA model, the Johns Hopkins Nursing (JHN) EBP modules, and the JHN EBP toolkit.

EBP PROJECT:

Reducing Pressure Injury in patients with traumatic spinal cord injuries.

CLINICAL QUESTION:

What is the best evidence-based practice for reducing pressure injury on spinal cord injury patients in the neuro units?

MENTORS:

Cheryl Afuso-Sumimoto, APRN, Mentor
Myra Fiesta, RN, Clinical Educator, Mentor-in-training
Genecir (Quiming) Acidera, APRN, Mentor

TEAM MEMBERS:

Lisa Kwock, RN, QET 7 DH Trauma
Erin Kojima, RN, QET 7 DH Trauma
Jill Koko, PT, Inpatient Physical Therapy
Renah Seay, RN, QET 4D Neuro
Allison 'Bob' Takesue, RN, QET 7 DH Trauma
Doris Rikard, RN, QET 4D Neuro (not pictured)

MOVING FORWARD REFLECTING ON THE PAST



From top to bottom
Historical image of Queen's Hospital,
courtesy of Hawaii State Archives,
Photograph Collection, PP-40-9-016

Historical image of Queen's nurses,
courtesy of Hawaii State Archives,
Photograph Collection, PP-40-9-027

Historical image of Queen's Hospital
training school 1923, courtesy of Hawaii
State Archives, Photograph Collection,
PNM-306-20464

QUEEN EMMA'S TRIP TO THE ISLAND OF MAUI



On November 1, 1881, Queen Emma penned a letter to her dear friend, Elisabeth ‘Lizzy’ Nahaolehua, mentioning an intended excursion to Wailuku, Maui. In those days, interisland travel for ali‘i was a complicated matter. Royal retainers had to be assembled; Advance notice required for official receptions and accommodations; Planning undertaken for welcoming speeches, feasts, and hula performances.

In the previous month, midway through its two-year world voyage, the privately owned luxury steam yacht, *Wanderer*, arrived in Honolulu. As *Wanderer* prepared to sail for Yokohama, Japan, passage to Maui was graciously offered to the Queen Dowager, Emma. On November 14, 1881, the yacht’s owner, Mr. Charles Lambert, accounted of their crossing through the Molokai channel and documented fierce winds and heavy seas which caused members of the royal party to succumb to sea-sickness, except for Queen Emma who proved an excellent sailor.

The next morning, the yacht anchored in Kahului harbor. Having seen the Kingdom of Hawai‘i’s naval ensign affixed atop *Wanderer*’s main mast, a reception committee came out to welcome Queen Emma and her suite.

Mr. Lambert described their harbor landing, “When I took the Queen on shore it was a most touching sight to see the people all kneeling round her pressing forward to kiss her dress. ... I placed her in the carriage, and returned to the ship from whence we watched the huge procession of carriages, horses and foot people wending its way along the sea shore to Wailuku where Queen Emma was to reside.”

On November 16, 1881, Mr. Lambert’s account continued, noting Queen Emma’s first full day in Wailuku. He described how she stood in the shade of a breadfruit tree, in front of an armchair and atop a ‘handsome’ mat. She was surrounded by attendants and the chamberlain held a kahili of royal yellow feathers above Queen Emma. The band played ‘God Save the Queen’, then Queen Emma received homage and ho‘okupu. Noted gifts were pigs, fowls, turkeys, ducks, and fruits. Among the amusements for the day was horse racing, but the chief focus of her people was Queen Emma. Long lines of comers approached her mat, then reverently crept up to her, many with tears in their eyes, to kiss the skirt and hands of their beloved Dowager Queen, Emma.

In her letter dated November 17, 1881, Queen Emma wrote of her evening travel by train with a party of 600 people by way of Pu‘unēnē to view the electric lights of the Sprecklesville Sugar Mill, the first in the islands to be illuminated by electricity. Queen Emma described the electric light as “... fancy how like unto day was the entire interior and exterior of [the] building it really was wonderfully grand.” The next day, she wrote of her travel to Hāmākua, returning by way of Makawao to Wailuku.

Hawaii State Archives, Photograph Collection, PNLPC-24-08204

Letters and accounts excerpted from Forbes, David W. (2018). *In Haste with Aloha: Letters and Diaries of Queen Emma, 1881–1885*. University of Hawaii Press.



THE QUEEN'S HEALTH SYSTEM

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

COMPASSION
ALOHA
RESPECT
EXCELLENCE