



Nursing Annual Report 2025–2026

Achieving Nursing Excellence
Through Watson's Caring Science

Table of Contents

2	Reflections From Our Chief Nursing Executive
3	The Art of Watson’s Caring Science
5	Who We Are
7	Our Professional Practice Model
8	Professional Practice Model Explained and Examined
9	Magnet Recognition: Significance of Our 7th Designation —Mission and Values
10	Cedars–Sinai Nursing Strategic Plan
11	Introduction to Watson’s Caring Science and the 10 Caritas Processes
13	Caritas Embrace (Loving–Kindness)
17	Caritas Inspire (Faith and Hope)
19	Caritas Trust (Transpersonal)
21	Caritas Nurture (Relational)
27	Caritas Forgive (Holding Space)
31	Caritas Deepen (Creative Self)
40	Caritas Balance (Coaching)
52	Caritas Co–Create (Caritas Field)
57	Caritas Minister (Humanity)
61	Caritas Open (Infinity)
63	Awards and Recognition
72	Closing Reflection

Reflections From Our Chief Nursing Executive



**David Marshall, JD, DNP,
RN, FAAN, FAONL**

Senior Vice President
Chief Nursing Executive,
James R. Klinenberg, MD,
and Lynn Klinenberg Linkin
Chair in Nursing in honor
of Linda Burnes Bolton

At Cedars-Sinai Medical Center, Caring Science is more than a framework—it is the heart of how we practice Excellence in Human Caring and how we, together, create healing environments. In my daily work, Caring Science guides me to see each person—patient, family member and colleague—as a whole human being. It reminds me that every interaction is an opportunity to preserve dignity, ease suffering and foster trust. It also reminds me to care for myself and my team, because the capacity to deliver excellent care grows from cultures that are compassionate, reflective and resilient.

As an affiliate of the Watson Caring Science Institute, we are committed to fully integrating Caring Science principles into our practice. This is not an add-on to Excellence in Human Caring; it is the foundation that elevates it. When we anchor our work in the Caritas Processes—practicing loving-kindness, cultivating authentic presence, building transpersonal relationships, creating healing environments and honoring the unity of mind-body-spirit—we create conditions where clinical skill and human connection converge. The evidence is clear: teams that practice Caring Science see improvements in patient experience, safety and outcomes—as well as nurse wellbeing, engagement and retention.

Our Nursing Strategic Plan places human experience—patients, families, colleagues—at the center of our goals. Caring Science is how we operationalize that commitment. It shapes the way we greet a patient in the night, how we prepare families for difficult decisions, and how we treat one another in good times and rough times. It informs how we design spaces, how we teach, how we lead and how we measure what matters. By embedding Caring Science into our policies, education, leadership rounds, interprofessional collaboration and recognition programs, we affirm that Excellence in Human Caring is both a professional discipline and a shared promise.

Fully adopting Caring Science at Cedars-Sinai means:

We care for ourselves with the same intention we bring to our patients—prioritizing reflective practice, wellbeing and psychological safety.

We care for each other through presence, respect and teamwork, honoring each person's expertise and humanity.

We care for our patients and their families through connection, compassion and evidence-based practice that treats the whole person. This is the culture we are building—a nursing practice grounded in science and expressed through Excellence in Human Caring. It is how we fulfill our mission, how we sustain our people, and how we deliver the best possible experience for those we serve. As we look ahead, Caring Science will continue to be our compass and our commitment: the way we show up, the way we heal and the way we lead.

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



The Art of Watson's Caring Science

For the past 10 years, Cedars-Sinai Medical Center nurses have embodied our nursing vision of Excellence in Human Caring with every person, every time. To further demonstrate this commitment, in 2021, Cedars-Sinai nurses began the work of integrating the Theory of Human Caring, also known as Caring Science, as our theoretical framework and nursing philosophy to further guide our nursing practice at Cedars-Sinai and throughout the Cedars-Sinai Health System. Quickly, with the support of leadership and clinical nurses, Jean Watson, PhD, RN, AHN-BC, FAAN, renowned founder of the theory and practice, designated Cedars-Sinai as a Watson Caring Science Affiliate of the Watson Caring Science Institute (WCSI). This designation further showed our commitment and demonstration of integrating this theory into practice.

We have since founded the Cedars-Sinai Caring Science Advisory Integration Committee [CS-CSAIC], comprised of nursing leaders and clinical staff from all areas of Cedars-Sinai, as well as nonclinical staff that support or work closely with Nursing. All committee members are Caritas Coaches, which is an intensive, six-month educational course given by the WCSI to further deepen one's own awareness and connection to self and others. Cedars-Sinai continues to fund our nurses to be able to take the Caritas Coach Education Program (CCEP) during its twice-yearly course offerings, and we continue to have graduates in each cohort. Caritas Coaches play an essential role in shifting the organizational culture: leading by example, inspiring others to foster caring-healing environments, and reinforcing nurturing-trusting relationships between fellow nurses and interprofessional colleagues, as well as with patients and families.

The goal of the CS-CSAIC is to increase both awareness, adoption and integration of the theory into both our nursing practice and everyday lives. Since our 2021 Nurses Week, we have held a Caring Science Day for our staff—it is a place to learn, grow, share stories of compassion, healing and loss, and restore through meditation, Reiki and sound baths. Through the work of this committee and the Caritas Coaches, you will now see meetings start with a centering exercise to ground oneself and be present, integration of Watson's Caring Science principles into our professional development courses, onboarding of new staff, and daily interactions and reflections with patients and families.

To further our commitment to integrate Caring Science, Cedars-Sinai nurses made the bold move of moving both the pillar of experience and the goal of nurse wellbeing to the highest-priority box on our Nursing Strategic Plan for 2025-2030. While the goal at Cedars-Sinai has long been to care for our staff so we can care for our community, we lacked this as a top priority within our Nursing Strategic Plan. The integration of Caring Science at Cedars-Sinai has changed that thinking and mindset, and we now have set this as a top priority both strategically, visually, and through our daily actions and intentions.

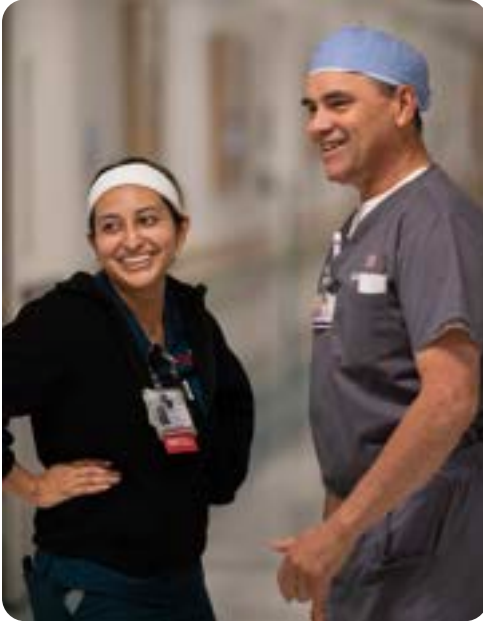
To further our commitment to integrate Caring Science, Cedars-Sinai nurses made the bold move of moving both the pillar of experience and the goal of nurse wellbeing to the highest-priority box on our Nursing Strategic Plan for 2025-2030.

In late 2025, members of the CS-CSAIC launched the CS-CALM Network (CS-CALM = Cedars-Sinai—Caring Actions for Life and Mindfulness). The mission of the network is to unite staff and community in the spirit of human caring to promote awareness, wellbeing, mindfulness, and meaningful connection through integration into practice. Starting in 2026, the CS-CALM Network will host quarterly events as well as distribute a quarterly newsletter. The quarterly

events are open to all Cedars-Sinai employees and community members, and will include an introduction to Caring Science, our annual Caring Science Day during Nurses Week, a sound bath and gratitude event.

Through all these actions, Cedars-Sinai Nursing has furthered its commitment to integrating Watson's Caring Science to transform and broaden whole-person health and healing for its staff, patients, families and the surrounding community. Now we invite you to take a journey with us as we share stories of Caring Science in action from our amazing nurses over the past two years!

Who We Are



Our Vision

Excellence in Human Caring

Our Mission

Cedars-Sinai Nursing is committed to leadership and excellence in delivering quality, compassionate, value-added, person-centered care. We are committed to continuous education and science as the foundation for improving our practice and enhancing our work environment.

Our Values

Our values are the guiding principles for all that we do, shaping our interactions with those whom we are privileged to serve.

- Assuring that the voice of each patient and team member is heard and respected. Standing up for right thinking, right action, right practice for our patients and families, for each other and for our institution.
- Viewing healthcare from both a macro and micro perspective, while incorporating different values, origins and cultures into our care delivery.
- Boldly acting on the strength of our convictions, advocating for our patients and our circumstances.
- Valuing each patient and each member of our team as individuals with different origins and perspectives, who share common goals of doing the right thing.
- Integrity, Stewardship, Compassion, Teamwork, Innovation, Collaboration, Excellence, Respect, Diversity

Our Philosophy

Nursing is committed to, and accountable for, safe, interprofessional practice as evidenced by clinical inquiry, by use of the nursing process, collaboration with our colleagues and achievement of quality outcomes. We are advocates for people by promoting the delivery of the right care at the right time.

We practice human caring. We listen to our patients and their loved ones, and we place them at the center of all planning and decision-making. We meet each person where they are in the moment. We connect with each person by valuing their unique needs, spiritual beliefs and personal choices. We always seek to earn each person's trust.



10 Caritas Processes

- 1 Practice loving-kindness for self and others
- 2 Be authentically present with self and others
- 3 Nurture yourself and nurture others
- 4 Develop and sustain trusting relationships
- 5 Authentically listen to self and others at all times
- 6 Integrate caring principles that address barriers to wellness
- 7 Engage in holistic teaching and coaching for wellness
- 8 Create a healing environment that respects human dignity
- 9 Regard nursing as a sacred act
- 10 Be open to miracles and possibilities

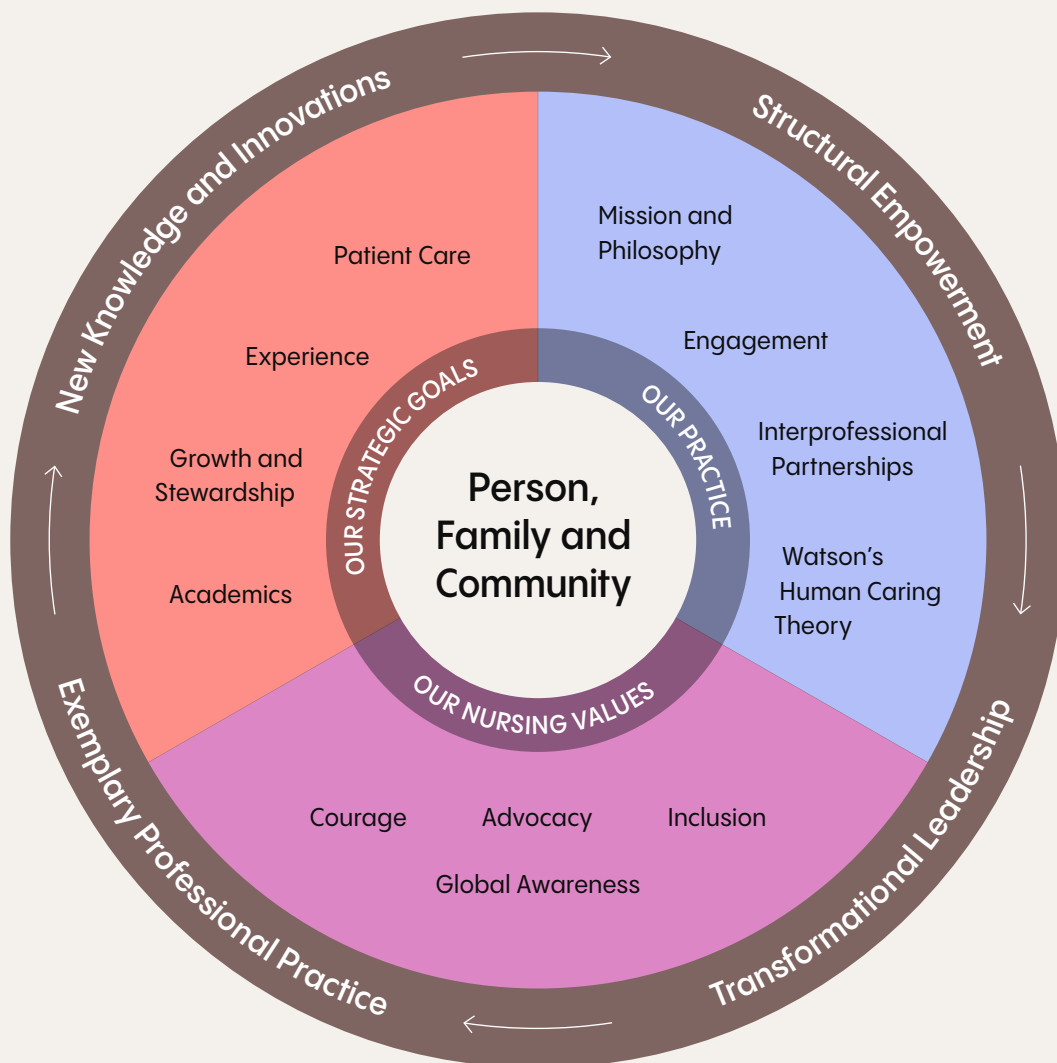
We pursue and apply new knowledge, evidence-driven nursing practices and models of care as a means of providing services that exceed expectations. We consistently engage in continuous quality improvement.

We embrace new technologies to promote the delivery of safe, high-quality care and engage in initiatives to enhance value. We partner together to improve the health of our community.

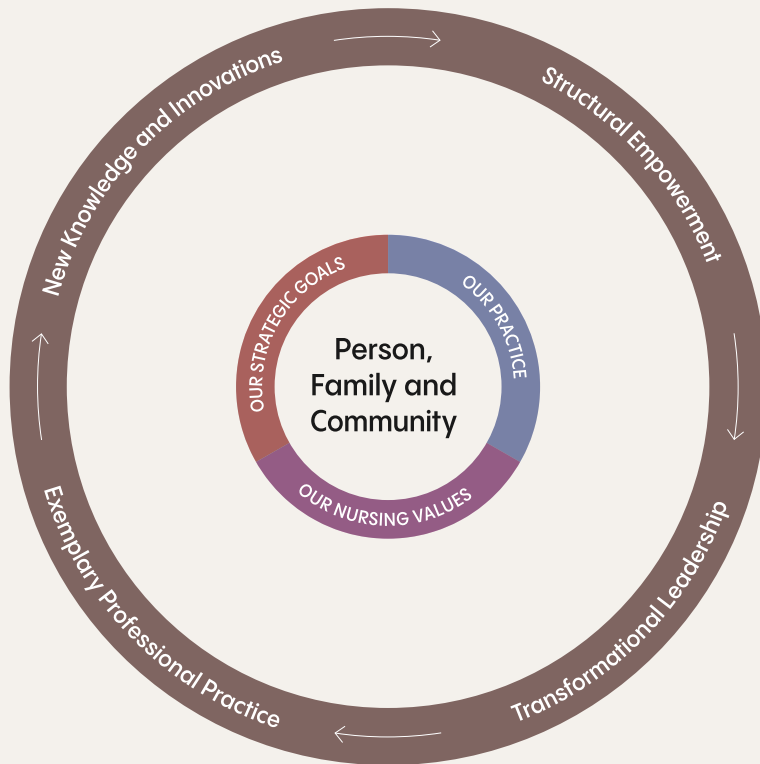
Our Professional Practice Model

The Cedars-Sinai Nursing Professional Practice Model dynamically integrates our nursing practice, strategic goals and values guided by the tenets of Magnet and our vision. The person, family and community tenet is at the center of the model, reflecting our commitment to Excellence in Human Caring with every person, every time. Our PPM was updated in 2020 and approved in February 2021 to include our newest strategic priorities, and the addition of Watson's Theory of Human Caring.

It illustrates that Excellence in Human Caring is at the heart of what we do, and that the person, family and community principle does not just represent the patients that we care for but also represents our own selves, colleagues, families and communities. Care and respect yourself and one another!



Professional Practice Model Explained and Examined



The Magnet Model Components

Best Environment for Nursing = Best Care for Patients



Excellence in Human Caring

Reach for Our Vision



Our Strategic Goals

Give Us Purpose



Our Nursing Values

Drive Us Forward



Our Practice

The Makings of a Cedars-Sinai Nurse

Magnet Recognition

Significance of Our 7th Designation



The Magnet Recognition Program is the highest honor for nursing excellence and quality patient care in the United States, and internationally by the world's largest and most prestigious nurse credentialing organization, the American Nurses Credentialing Center (ANCC). It is a tremendous honor for Cedars-Sinai Medical Center to be among the 10% of all registered hospitals to achieve ANCC Magnet Recognition and "represent the highest standards in the nation and internationally."

As of December 2025, there are 642 Magnet hospitals worldwide and over 50 Magnet organizations in California. As the first Southern California hospital to earn Magnet designation in 2000, Cedars-Sinai was regranting for Magnet designation in 2004, 2008, 2014, 2018 and 2023, and is the longest continuously designated hospital in California. Cedars-Sinai is one of 30 organizations that has obtained at least six Magnet designations, placing Cedars-Sinai among an exclusive cohort of <1% of hospitals that have achieved this level of nursing excellence worldwide. Cedars-Sinai is applying for a seventh designation in April 2027. Upon submitting documentation and evidence of excellence to the ANCC, the appraisers will read and score the document, followed by a four-day site visit in four to nine months. During the site visit, the appraisers will verify, clarify and affirm that the tenets of Magnet ring true throughout our organization. If the site visit is successful, the Magnet Commission will award Cedars-Sinai Medical Center with its seventh Magnet designation lasting another four years—hopefully by 2028!

Among the

10%

of all registered hospitals
to achieve **ANCC Magnet
Recognition**

Nursing Strategic Plan 2025–2030

Quintuple aim of advancing health equity, achieving exceptional outcomes, exceptional staff and patient experiences, at the best value.

Experience	Focused attention on wellbeing	Patient Satisfaction outperform PG benchmark	Reduce incidents of workplace violence	Increase understanding and practice integration of Inclusion, Diversity, Equity, and Accessibility (IDEA)
Quality and Safety	Nursing Sensitive Indicators outperform NDNQI benchmark	Improve access, capacity and flow	Support the Interprofessional Quality Bundle	Assess, implement, and sustain initiatives that improve patient outcomes and patient safety
Growth and Stewardship	Hire and retain top clinical and leadership nursing talent	Achieve national accreditation and distinction as a Center for Nursing Excellence	Reduce Costs, Delays, Cancellations	Create sustainability by reducing waste and assess our environmental impact
Academics	Increase innovation through integration of technology	Create a culture of inquiry and innovation	Active RN participation in Professional Nursing Organizations	Assess Digital Determinants of Health to improve access to care, digital tools and nurse-driven education

Introduction to

Caring Science and the 10 Caritas Processes

Caring Science in nursing, primarily developed by a nursing theorist, Jean Watson, PhD, RN, AHN-BC, FAAN, LL (AAN), is a holistic, philosophical, ethical framework that views nursing as both a science and an art focused on transpersonal caring, human love and healing. The theory is an evolving, evidence-based field grounded in nursing that emphasizes relational, intentional and compassionate care. It moves beyond clinical tasks to treat the whole person—mind, body, and spirit—through the 10 Caritas Processes, allowing us to move beyond the theory and practice human caring in our everyday lives.



The 10 Caritas Processes

The **10 Caritas Processes®** is a framework for holistic, loving and person-centered nursing care. The processes emphasize compassion, authentic presence, and spiritual connection over purely technical skills, aiming to heal both the patient and the practitioner.

Here are the 10 Caritas Processes:

- 1 **Embrace (Loving-Kindness)** Practice kindness, compassion, and calmness with yourself and others.
 - 2 **Inspire (Faith-Hope)** Be authentically present with yourself and others, and support the patient's beliefs and hope.
 - 3 **Trust (Transpersonal)** Cultivate your own spiritual practices, moving beyond ego to connect with yourself and others on a deeper level.
 - 4 **Nurture (Relationship)** Develop and maintain caring, trusting relationships with yourself and others.
 - 5 **Forgive (Holding Space)** Allow expression of both positive and negative feelings; listen authentically.
 - 6 **Deepen (Creative Self)** Use creative problem-solving and artistry in the caring process.
 - 7 **Balance (Learning)** Engage in teaching/learning that fits the other person's needs, focusing on health and wellness.
 - 8 **Co-Create (Caritas Field)** Create a healing, supportive environment at all levels—physically and spiritually.
 - 9 **Minister (Humanity)** Revere assisting with basic physical and spiritual needs as a sacred act.
 - 10 **Open (Infinity)** Be open to the unknown, miracles, and the spiritual mysteries of life and death.
-

Caritas Embrace (Loving-Kindness)

Sustaining humanistic-altruistic values by practice of loving-kindness, compassion and equanimity with self/others.



The Caritas Embrace is more than a gesture. It is a philosophy made visible—a sacred pause in the rhythm of clinical excellence where science and soul meet.

At Cedars-Sinai, where innovation, precision and leading-edge medicine define the standard, the Caritas Embrace reminds us that the heart of nursing is not technology alone, but human connection. It reflects the art of Caring Science—the intentional practice of presence, compassion and authentic connection in every encounter. It is the quiet recognition that healing is not only about curing disease, but about honoring dignity, alleviating suffering and affirming the wholeness of each person entrusted to our care.

In the Caritas Embrace, we see the embodiment of Caring Science principles: loving-kindness in action, deep listening without interruption, clinical competence delivered with humility, and the courage to remain fully present in moments of vulnerability. It calls on nurses to integrate evidence-based expertise with reflective practice—to lead with both intellect and heart.

It calls on each of us to reflect on our daily practice:

To see beyond the diagnosis.

To connect beyond the task.

To care beyond expectation.

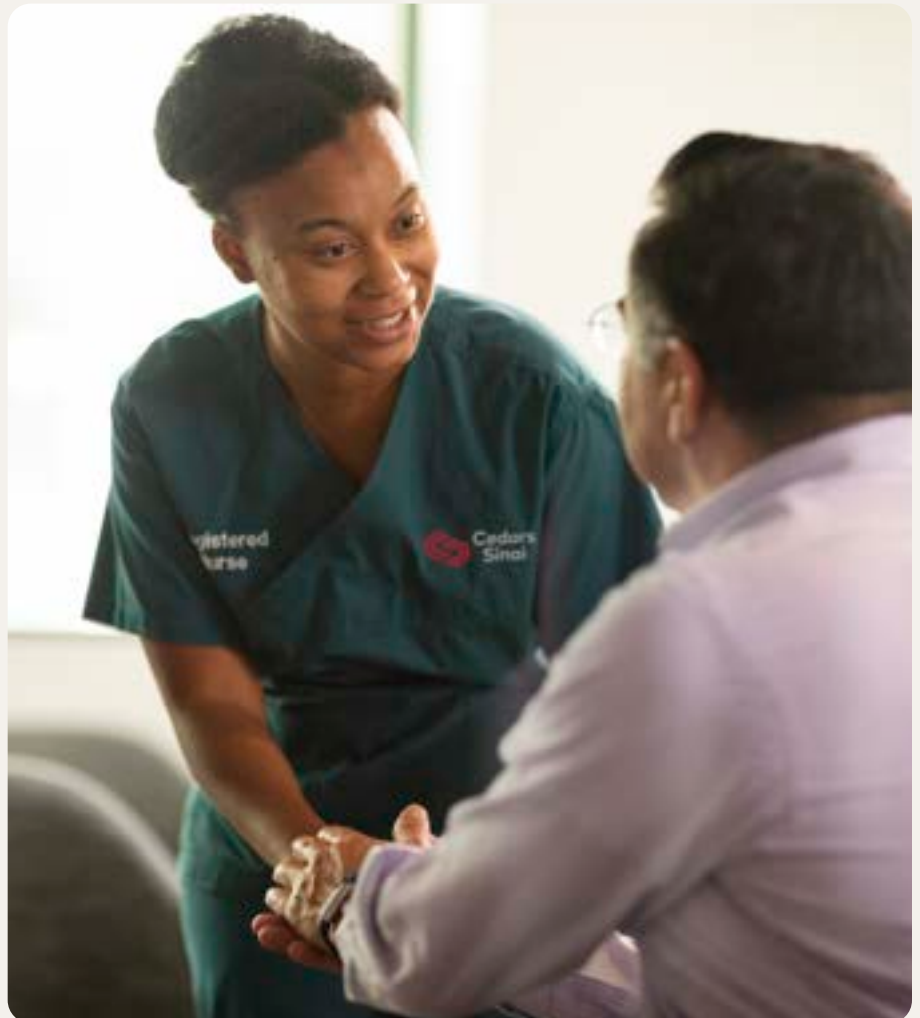
Nursing care excellence is distinguished by outcomes and innovation, and also by the intentional cultivation of humanistic care. The Caritas Embrace is a visible affirmation that our pursuit of clinical distinction is inseparable from our dedication to compassion.

In embracing Caritas, we reaffirm who we are as nurses—stewards of science, guardians of dignity and champions of healing in its fullest sense.

Excellence at Cedars-Sinai is not only achieved. It is felt.

Sharing Moments of Inspiration: The SMILE Initiative

In the **Alternate Care Unit (ACU)**, caring is a shared professional ethos that shapes every interaction and sustains a culture grounded in human connection. Guided by Caring Science, the team launched the SMILE Initiative (Sharing Moments of Inspiration, Laughter and Empathy) from April to June 2025, transforming a physically constrained environment of shared rooms and curtain dividers into a space of dignity, gratitude and relational healing. By sending each patient home with a personalized, handwritten thank-you card at discharge, staff members offered recognition and empathy that extended beyond clinical care, allowing patients to feel genuinely seen and valued. This simple, intentional practice contributed to notable gains in patient experience measures, including substantial increases in perceptions of loving-kindness in care, dignity in having basic needs met and overall ratings of care. For the team, SMILE created opportunities to reflect together during huddles, share stories of impact and reconnect with the meaning of their work—exemplifying Magnet principles of Transformational Leadership, Structural Empowerment and Exemplary Professional Practice as compassionate innovation became part of the unit's identity.



Leading With Innovation: Excellence in Emergency Geriatric Care

In Cedars-Sinai's Emergency Department, caring for older adults is a shared professional ethos—uniting calm presence, respect and whole-person focus with rigorous, evidence-based geriatric practice. Through geriatric-sensitive protocols, tailored communication and environmental adaptations, the team partners closely with older adults and families to understand goals, reduce fear and support safe transitions of care—reflecting a deeply relational approach to emergency nursing. This sustained commitment to age-friendly, team-based care was nationally recognized on Sept. 6, 2025, when the department received the **Excellence in GED Care Award** from the American College of Emergency Physicians, affirming that its practices meet and exceed national standards for geriatric emergency departments and exemplify the Magnet principles.

Nursing Workforce Program—YED Internship/NextGen

At Cedars-Sinai's Geri and Richard Brawerman Nursing Institute, nurturing the nursing workforce is treated as a direct act of caring for patients, the community and the profession's future. The Youth Employment and Development (YED) internship, part of NextGen Healthcare Pathways, welcomes high school students—many from Fairfax High School in Los Angeles—into paid, mentored roles across hospital departments, combining classroom learning with real work experience and high school credit to help them envision themselves in healthcare careers. Within the institute, YED interns are thoughtfully placed in nursing and education environments, where supervisors cultivate genuine mentoring relationships, introduce students to diverse nursing roles and support their academic and professional goals—reflecting Magnet-aligned Structural Empowerment through clear pathways for advancement, internal mobility and “homegrown” RN pipelines supported by tuition assistance and future role development. In this way, Caring Science is woven into talent pipelines and professional development structures, creating an institute culture where caring for current and future nurses—intellectually, financially and emotionally—is understood as foundational to sustaining exemplary nursing practice at Cedars-Sinai.



Structurally Empowered Career Opportunities

The YED Internship Program exemplifies the institute's commitment to a "homegrown" workforce. Interns support administrative nursing tasks, education and research while earning income that can help offset tuition. The long-term goal is to convert these roles into RN positions supported by tuition assistance and pipeline loans. BNI's culture of inclusion and belonging comes to life when supervisors invest in real mentoring relationships, and together with interns, co-create an environment where young people can imagine themselves as future nurses. This work aligns strongly with Structural Empowerment, as Cedars-Sinai invests in clear structures and pathways for career advancement and internal mobility into nursing.

At the Geri and Richard Brawerman Nursing Institute, the workforce and the workforce and internship programs propel the future of nursing with care, innovation and intention. By integrating Watson's 10 Caritas Processes into talent pipelines, credentialing systems and professional development structures, and by aligning with Magnet domains that emphasize Structural Empowerment and Exemplary Professional Practice, leaders help ensure nurses at Cedars-Sinai are highly skilled and deeply supported. The result is an institute culture where caring for nurses and future nurses is foundational to caring for patients.

Caritas Inspire (Faith and Hope)

Being authentically present, enabling a faith/hope/belief system; honoring the subjective inner-life world of self/others.



Caritas Inspire is a call to lead with intention, to practice with purpose and to embody the highest ideals of Caring Science in every moment of care.

At Cedars-Sinai, where nursing excellence is defined by both clinical mastery and human connection, Caritas Inspire reflects the dynamic energy that transforms routine care into meaningful healing. It honors the belief that nursing is not only a profession, but a moral and spiritual commitment to serve humanity with compassion, courage and integrity.

Caritas Inspire moves beyond a single interaction. It ignites a renewed dedication to loving-kindness, authentic presence and reflective practice. It challenges us to ask not only what we do, but how we do it. Are we fully present? Are we creating spaces of trust? Are we elevating every encounter into an opportunity for healing?

Through Caritas Inspire, we recognize that excellence is not static. It evolves through self-awareness, lifelong learning and the willingness to lead by example. It calls on nurses to be innovators and healers, scientists and advocates—to integrate evidence-based practice with the art of deep human connection.

This inspiration is contagious. When one nurse embodies Caritas Inspire, it strengthens teams, uplifts patients and families, and shapes a culture where caring is both visible and measurable. It reminds us that leadership in nursing is not confined to titles; it lives in everyday acts of empathy, ethical courage and compassionate service.

Caritas Inspire invites reflection:

How will I show up today?

How will I elevate the experience of those in my care?

How will I sustain the spirit of Caring Science within myself and my colleagues?

Nursing excellence is not only demonstrated in outcomes and innovation—it is illuminated through inspired caring. Caritas Inspire affirms that when we lead with heart and grounded science, we do more than deliver care.

We transform it.

Expanding Access: A New Era in Surgery Clinics

In Cedars-Sinai's surgery clinics, teams in general surgery and plastic surgery transformed their practice to ensure adolescents could access the same expert, compassionate surgical care as adults, affirming that age should never be a barrier to needed treatment. After earning adolescent health designation through bariatric surgery reaccreditation, nurses, medical assistants and leaders partnered with organizational and quality colleagues to expand clinic eligibility to patients 14 years and older. Pairing this operational change with six targeted Lippincott-based trainings on pediatric and adolescent health, helped staff build new competencies while staying grounded in trusting relationships with teens and their families. This collaborative shift reimaged clinic workflows, communication styles and teaching moments so that adolescents felt genuinely welcomed and understood—aligning with Magnet domains by giving frontline teams the education, voice and structures needed to influence the scope of service and deliver developmentally appropriate, evidence-based surgical care to a broader, more diverse patient population. Today, serving patients aged 14 and older has become a routine expression of the clinics' identity, a learning-oriented, inclusive culture that weaves Caring Science into operational decisions and consistently says yes to young people who once would have been referred elsewhere.



Caritas Trust (Transpersonal)

Being sensitive to self and others by cultivating own spiritual practices; beyond ego-self to transpersonal presence.



Caritas Trust is the quiet foundation upon which all healing relationships are built. It is the sacred covenant between nurse and patient, colleague and colleague, leader and team—a promise that at Cedars-Sinai, every interaction is grounded in integrity, respect and unwavering commitment to excellence.

Trust is not assumed; it is earned. It is cultivated through consistency, transparency and accountability. In the practice of Caring Science, trust emerges when presence is authentic, communication is compassionate, and clinical expertise is delivered with humility and confidence. It lives in the steady hands of a nurse, the honest conversation at the bedside, and the follow-through that assures patients and families they are never alone.

At Cedars-Sinai, nursing excellence depends on this trust. It empowers patients to share their fears. It strengthens interdisciplinary collaboration. It fosters psychological safety within teams, where every voice is valued and every concern is heard. Trust transforms a clinical encounter into a healing partnership.

Trust invites reflection:

Do my actions align with my words?

Do I create spaces where vulnerability is honored?

Do I model reliability and ethical courage in moments that matter most?

In every shift, every decision, every touchpoint, trust is either strengthened or diminished. Through intentional caring, professional integrity and steadfast compassion, Cedars-Sinai nurses safeguard that trust—knowing it is essential to both patient outcomes and human dignity.

Trust is more than confidence in skill. It is confidence in heart.

And in that confidence, healing begins.

MEPRA: Cultivating Moral Resilience and Caring Science Leadership in the ED and ICU

In the fall of 2025, amid the constant hum of Cedars-Sinai's Emergency Department and ICUs, 26 nurses chose to say yes, to themselves, to one another and to the patients whose stories they carry home in their hearts. They stepped into MEPRA, the Mindful Ethical Practice and Resilience Academy, a three-month, evidence-based journey led by Cynda Rushton, PhD, from Johns Hopkins, and supported by Emergency Department philanthropic funds dedicated to nurse development.

Facing daily moral adversity at the bedside, they found in MEPRA a gentle space to name moral distress, reconnect with their moral compass and build moral resilience through self-awareness, self-regulation and compassionate reflection, living our belief in Excellence in Human Caring, Caring Science and the Caritas Trust by deepening trust in themselves, one another, and their relationships with patients and families.

Over 12 weeks, MEPRA evolved from a curriculum into a trusted family, where nurses shared hard stories, practiced pausing before difficult conversations and aligned actions with values, discovering that resilience comes from connection and mutual trust rather than "toughing it out." With "beyond excellent" evaluations and participants calling it a lifeline, Nursing executive directors and Caritas Coaches asked how to sustain this spirit, and in November 2025, leaders entered a condensed MEPRA immersion to explore aligning policies with values, responding to staff suffering with integrity, and creating environments where ethical concerns can be discussed safely.

Now, in 2026, nursing leadership is inviting the original cohort to reunite and share how MEPRA continues to shape their practice—the quiet pause before entering a difficult room, the courage to speak up, the choice to offer self-compassion after a hard shift, and how this trusted "family" has subtly reshaped ED and ICU culture. Across rounds, huddles and everyday conversations, MEPRA now lives on in our commitment to Caring Science and the Caritas of guided expression of loving-kindness, presence, trust and creative problem-solving—revealing ED and ICU nurses as clinicians and leaders who meet moral adversity with courage, and who care for one another as faithfully as they care for their patients.

Caritas Nurture (Relational)

Developing and sustaining loving, trusting, caring relationships.



Caritas Nurture is the gentle strength at the heart of healing—the intentional act of cultivating growth, comfort and wholeness in every person and every moment of care. It is where clinical excellence meets compassionate presence, and where the science of nursing is carried forward by the art of human connection.

To nurture is to notice. To listen deeply. To respond with empathy and skill.

It is found in the reassuring touch before a procedure, the patient teaching that builds confidence, the mentorship that shapes the next generation of nurses, and the self-care practices that preserve our own resilience. Nurturing extends beyond the bedside—it strengthens teams, fosters professional growth and sustains a culture of excellence.

Caritas Nurture invites reflection:

How am I fostering growth in those I serve?

How do I create a healing environment through my words and actions?

How do I nurture my own wellbeing so I may continue to care for others?

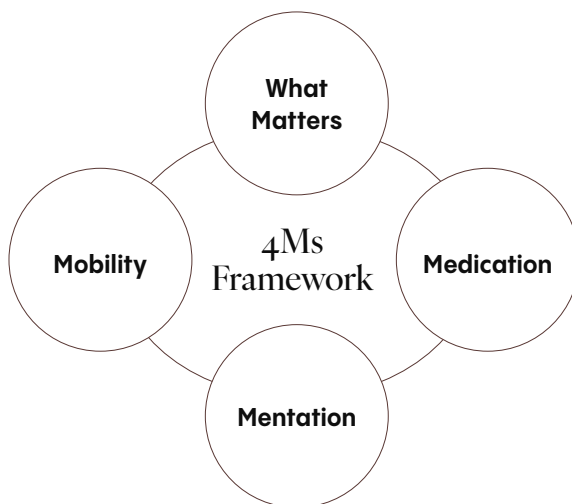
At Cedars-Sinai, nursing excellence is sustained because we invest in trust, knowledge, collaboration and compassion. Through Caritas Nurture, we affirm that caring is not a single act, but an ongoing commitment to cultivate hope, resilience and dignity in every encounter. When we nurture with intention, we do more than care. We help healing take root.

Empowering Nurses With Podcasts: Advancing the 4Ms Framework

Cedars-Sinai Medical Center has cultivated a culture where curiosity, creativity and deep respect for older adults shape everyday practice. Within this environment, nurses are encouraged to ask what truly matters to their patients, to advocate for safe medications, to protect cognition and to promote mobility as part of whole-person care. The unit’s spirit is collaborative and forward-thinking. Education is not an afterthought but a living expression of care, embedded in how nurses learn, grow and practice together.

Guided by this culture, a team of Nurse Professional Development Practitioners (NPD-P) and geriatric experts came together to reimagine how to teach and sustain the 4Ms Framework: What Matters, Medication, Mentation and Mobility, in daily nursing practice. Rather than relying solely on traditional classes, they chose a format that reflects the unit’s belief in meeting nurses where they are: short, engaging podcasts with expert voice-overs and music, accessible across the institute.

This work embodies engaging in genuine teaching-learning experiences and practicing loving-kindness and equanimity. By designing learning that is respectful of nurses’ time, diverse learning styles and real-world constraints, the team created an educational environment that feels supportive rather than burdensome, reinforcing a culture where nurses feel valued, capable and motivated to deliver age-friendly, relationship-centered care.



What Matters

Know and align care with each older adult’s specific health outcome goals and care preferences including, but not limited to, end-of-life care, and across settings of care.

Medication

If medication is necessary, use age-friendly medication that does not interfere with What Matters to the older adult, Mobility or Mentation across settings of care.

Mentation

Prevent, identify, treat and manage dementia, depression, and delirium across settings of care.

Mobility

Ensure that older adults move safely every day in order to maintain function and do What Matters.

The 4Ms Framework is an initiative of the John A. Hartford Foundation and the Institute for Healthcare Improvement (IHI) in partnership with the American Hospital Association (AHA) and the Catholic Health Association of the United States (CHA).

Leading Sepsis Care With Compassion: Nursing Operations, Caring Science and Magnet Excellence in Action

In Nursing Operations, the Sepsis Clinical Program reflects a culture where compassion, reliability and emotional support are as essential as clinical precision. Teams across units know they can count on Nursing Operations not only for operational expertise, but also for a steady, caring presence that centers patients and staff in moments of high acuity and stress.

Unit Culture and Caring Science

As a Nurse Professional Development Practitioner, Charles Blakeley, MSN, RN, NPD-BC, is recognized for his focused presence, deep listening and steadfast advocacy for patients with sepsis and the nurses who care for them—a way of leading that was honored with the Off the Chart Award, presented by the Simms/Mann Family Foundation, on April 9, 2025. Through sepsis education, debriefings and ongoing emotional support, he has helped rebuild the program so that nurse compliance with sepsis procedures rose from 40% at baseline to 69%, surpassing the national benchmark of 59% and translating compassionate, relationship-centered leadership into measurable improvements in timely, lifesaving care. This work exemplifies Magnet-aligned Exemplary Professional Practice and Transformational Leadership, showing how a just culture of learning, emotional safety and high standards can elevate both clinical outcomes and the lived experience of nurses across the organization.

Nurse Compliance With Sepsis Procedures, Rose From

40%–69%

Surpassing the
National Benchmark of

59%

Caring Science in Action: Safeguarding Patients Through Collaboration



In the Anesthesia Pre-Procedural Evaluation Center (APEC), careful preparation is treated as an expression of caring, with nurses and advanced practice providers approaching each chart review as an opportunity to safeguard patients and families, not merely completing a task. When a nurse noted a family history of malignant hyperthermia, the team responded by promptly escalating to the APEC anesthesiologist, securing a targeted anesthesia consult and restructuring the schedule so the patient became the first case of the day—steps that allowed the team to plan trigger-free anesthesia, optimize time and resources and create a calmer, safer environment tailored to the patient's unique risk. This thoughtful, relationship-centered response exemplifies Magnet-aligned Exemplary Professional Practice and Structural Empowerment, demonstrating how frontline clinicians are trusted to speak up, influence care plans and co-create a pre-procedural experience where vigilance, interprofessional collaboration and emotional presence work together to prevent harm.

Succession Planning

Building trusting relationships: Investing in nurses' futures signals trust, support, and long-term commitment between the organization and nursing.

Succession planning is a critical component of the Cedars-Sinai strategic plan, as it is essential to securing transformational leaders at all levels of the organization.

The Future of Nursing 2020-2030 report notes that "nurses in every setting are wired to be leaders of teams, of communities, of systems ..."

Succession pathways, development and evaluation cycles are recommended for various roles and levels across the continuum of nursing practice.

In addition to the activities listed below, there are many exciting professional growth opportunities that are currently in development.

The Human Resources Talent Management team is working on developing tailored pathways to help nurses strengthen their skills and abilities within their current role, while also improving candidacy for potential future roles. At Cedars-Sinai, our goal is to continually offer opportunities for nurses to grow professionally and personally, as well as expand their skills in leadership and clinical practice.



Succession Planning for All Levels of Nursing Practice

Leadership Level	Identification and Calibration	Education and Professional Development Opportunities	Evaluation
CN I	Acceptance into Nursing New Graduate Residency Program	Nursing New Graduate Residency Program	Ongoing Evaluation Program Graduation Learning Needs Assessment
CN II	Clinical Ladder Application	Preceptor Course* Charge Nurse Course* Clinical Quality Course*	Annual Evaluation Advancing Through Clinical Ladder Program Learning Needs Assessment
CN III	Clinical Ladder Application Specialty Certification*	Rising Star Program	
CN IV	Clinical Ladder Application DISC Assessment**	Crucial Conversations** Emotional Intelligence*	
Assistant Manager	Acceptance Into Role	Emerging Leaders Program LinkedIn Learning Modules	
Advanced Practice / NPD Practitioner	Acceptance Into Role	LinkedIn Learning Modules Master's Academic Preparation	
Associate Director	9-Box	LinkedIn Learning Modules Master's Academic Preparation AONL Leadership Course	Annual Evaluation Annual 9-Box Learning Needs Assessment
Executive Director	9-Box	LinkedIn Learning Modules AONL Leadership Course	
Executive CNO	9-Box	LinkedIn Learning Modules Executive Coaching	

*Recommended for CN I and CN II

**Recommended for CN IV level and above; however, can be taken at any level if identified need

Caritas Forgive (Holding Space)

Allowing for expression of positive and negative feelings—authentically listening to another person’s story.



Caritas Forgive is the courageous practice of the willingness to release judgment, to extend compassion, and to begin again with humility and strength. It reflects the deeper truth of Caring Science: that healing is not only physical, but relational and spiritual.

In the complexity of healthcare, we are human. We strive for excellence, yet we encounter moments of imperfection, misunderstanding and vulnerability. Caritas Forgive does not diminish accountability; it elevates it. It calls on us to respond to errors, conflicts and disappointments with integrity, reflection and a commitment to growth. It invites us to replace blame with learning, silence with dialogue and shame with support.

At Cedars-Sinai, nursing excellence is sustained by emotional intelligence and moral courage. Forgiveness fosters psychological safety within teams. It strengthens trust between colleagues. It allows us to extend empathy to patients and families navigating fear, grief or regret. Most importantly, it asks us to offer compassion to ourselves—recognizing that self-forgiveness is essential to resilience and professional longevity.

Caritas Forgive invites reflection:

How do I respond when mistakes occur?

Do I create space for honest conversation and healing?

Am I as compassionate with myself and my colleagues as I am with those in my care?

Forgiveness is not weakness.
It is a strength rooted in wisdom.
It is the choice to heal rather than harden.

Through Caritas Forgive, we reaffirm our shared humanity and our shared commitment to growth. In extending grace, we preserve dignity. In embracing humility, we deepen connection. And in choosing forgiveness, we sustain a culture where excellence and compassion rise together.

A Journey of Compassion: Caring Science in Postpartum

On the postpartum unit, caring for new families is not simply a responsibility but the foundation of the unit's culture. Each birth is regarded as a sacred experience, and nurses foster an environment of calm assurance, compassion and mutual trust—where parents can begin their journeys with confidence and support. Recognizing that many families carry emotional wounds following childbirth, such as anxiety, grief or trauma, the team embeds Caritas rounding into daily operations as an evidence-based, relationship-centered practice that advances the principles of Caring Science and the Magnet domain of Exemplary Professional Practice—to bring presence, empathy and intentional connection to every encounter.

Through this structured yet deeply human approach, nurses engage families in meaningful dialogue that supports physical recovery and emotional restoration. These moments of authentic connection provide space for the expression of fear, grief or uncertainty, reinforcing the integration of spiritual and emotional dimensions within healing.

Through these bedside visits, nurses offer a safe and nonjudgmental space for parents to express their emotions and begin healing in mind, body and spirit. One mother, struggling after an unexpected cesarean birth, found renewed strength and meaning through ongoing, reflective dialogue with her nurse, transforming her feelings of inadequacy into empowerment.

Caritas Rounding in Daily Practice

Caritas rounding exemplifies the alignment of clinical excellence and human caring, strengthening both patient experience and outcomes. By embedding presence, empathy and intentional listening into standard practice, the postpartum unit has cultivated a healing environment where emotional safety is valued as highly as physical recovery—affirming Cedars-Sinai's commitment to whole-person, evidence-informed nursing care.





Building Trust, Learning and Safety: A Just Culture in Action

6 South transformed its response to safety events by shifting from blame to learning, creating a psychologically safe environment where staff members could speak openly about mistakes and emotions, while leaders listened with empathy and curiosity. Through redesigned onboarding, confidential debriefings, team-led root cause analyses and routine recognition of “good catches,” the unit embedded a just culture that balances accountability with support, and actively involves frontline nurses in system improvement. By October 2023, Glint Culture of Safety scores for items such as focusing on learning rather than blaming, feeling that mistakes are not held against staff and overall support rose above benchmarks—signaling stronger trust, fairness and openness in daily practice. Shared through conference posters and professional presentations, this work demonstrated how Caring Science and just culture together can heal both patients and the clinicians who care for them.

Building Care Through Collaboration: ED Patient Satisfaction Journey

In Cedars-Sinai's Emergency Department, collaboration is treated as an expression of caring, ensuring that even in a high-acuity setting, patients feel known, heard and supported rather than just "the next case." Through structured bedside rounding, peer coaching, shared decision-making, wellness and recognition activities, nurses and leaders created visible, relationship-centered teamwork that supported both staff resilience and patient trust. These practices, grounded in a commitment to listen, clarify and coordinate care at the bedside, exemplified Magnet alignment by linking clear roles, strong communication and staff wellbeing to the lived experience of patients and families. The impact was evident in FY24: the patient experience item "Staff Worked Together to Care for You" improved by 5.3%, reaching a 60.9% top-box score, signaling that patients could see and feel the unit's strengthened collaborative culture.

60.9%

Top-Box—Staff Worked Together

↑ 5.3%

Year-Over-Year
improvement in FY24



Caritas Deepen (Creative Self)

Creatively solved problems and sought solutions through caring processes; full use of self and artistry of caring, healing practices via use of all ways of knowing/being/doing/becoming.



Caritas Deepen is the invitation to go beyond the surface, to move past tasks and routines into meaningful connection and intentional presence. It reflects the essence of Caring Science: that true healing unfolds when we engage not only with clinical expertise, but also with curiosity, compassion and reflection.

To deepen is to listen more closely.

To seek understanding before assumption.

To strengthen knowledge, skill and self-awareness in every encounter.

At Cedars-Sinai, nursing excellence is elevated when we deepen our relationships with patients and families, collaborate with colleagues and remain committed to lifelong learning. It is in this depth that trust grows, resilience strengthens and care becomes transformative.

Caritas Deepen asks us: How will I go further today—in skill, in presence, in heart? Because when we deepen our caring, we deepen our impact.

Triumph in Infection Prevention: The NICU Team's Commitment to Safety

In the Neonatal Intensive Care Unit (NICU) at Cedars-Sinai Guerin Children's, infection prevention is treated as a daily expression of love and vigilance—uniting nurses, physicians and advanced practice providers around a shared promise to protect the tiniest patients. The team framed its fiscal year 2025 goal, to reduce nosocomial bloodstream infections from 1.007 to 0.9 per 1,000 patient days, as a collective commitment, weaving safety into every interaction with families and into line care, hand hygiene and peer-to-peer reminders. Education became engaging and relational through annual HAI-audit competencies for every nurse: one-on-one coaching by assistant nurse managers and clinical nurse IVs, skills labs that turned infection-prevention content into interactive games, and March of Dimes parent classes that invited families into the work of hand hygiene and line awareness. Alongside these teaching and learning efforts, the team sustained an antibiotic utilization rate below 20%, reinforced CLABSI bundle elements, implemented new ventilators, reduced blood-culture contaminants and strengthened the "bare below the elbows" policy. They did this by engaging frontline nurses and families as true partners in quality improvement. Rather than simply reaching the target, the NICU more than halved its BSI rate, achieving 0.51 infections per 1,000 patient days, and in doing so demonstrated a culture that refuses to accept preventable harm, and consistently translated Caring Science into measurable gains in safety and outcomes for the most fragile patients.

The team sustained an
antibiotic utilization rate below

20%



Prevention Through Progress: CLABSI and CHG Bathing Success

Across Cedars-Sinai, teams caring for patients with central lines reframed CLABSI prevention as a daily act of caring, not just regulatory compliance, especially after the FY24 CLABSI Standardized Infection Ratio exceeded 0.7 and chlorhexidine [CHG] bathing compliance stalled at 83%. In FY25, the Healthcare-Associated Infection Taskforce convened nurses, physicians, infection-prevention specialists and educators to renew the “why” behind universal CHG bathing and bundle adherence—inviting honest dialogue about refusals and barriers, and providing relationship-based education through job aids, FAQs, updated patient materials, and an AI avatar that engaged patients and families in the science of CHG. The team also created visible structures of support and accountability, nursing escalation pathways for CHG refusals, quarterly executive CLABSI/CHG scorecards and monthly unit-level reports—cultivating a more transparent, learning-focused environment where safety performance was shared, understood and actively improved by frontline staff. As this culture shift took hold, Cedars-Sinai’s CLABSI SIR fell below 0.6, and CHG bathing compliance rose to 87% by June, reflecting fewer central line infections and aligning with Magnet standards as nurses were equipped and encouraged to see infection prevention as integral to preserving dignity and life.

The 8 South AI Voice-Dictation Revolution



On 8 South, nurses embraced an AI-powered voice-dictation tool as a way to protect time for human connection, ensuring technology would lighten documentation rather than diminish presence at the bedside. Guided by Caring Science and structured change management, the team integrated the Aiva Nurse Assistant into existing workflows, prioritized robust hands-on training, and used creative gamification so staff could experience the tool as supportive, not burdensome. Nurses and nursing assistants began documenting in real time through natural speech, spending less time at computer terminals and more time listening, teaching and comforting—which in turn helped co-create a calmer, more responsive healing environment for patients and families. Over a six-month pilot involving 90 nurses and 33 nursing assistants, Press Ganey patient experience measures rose dramatically, with “attention to needs” and “attitude toward requests” reaching the 99th percentile, and “kept you informed,” emotional support and overall care climbing into the mid-90s and high-90s percentiles—earning national interest and dissemination at ACNL, AONL, AHA, AMIA and CCCC forums as a Magnet-aligned example of New Knowledge, Innovations and Improvements.

Nursing Professional Governance: Caring Science in Action

Transition From Shared Leadership to Nursing Professional Governance: Creative Problem-Solving Through Shared Decision-Making

NPG codesigned structures and councils (unit, divisional, housewide) that allow nurses to shape their practice environment, policies and CARE Request outcomes together. Governance is framed as a mindset of curiosity, collaboration and shared decision-making that makes the work environment more healing, transparent and emotionally safe.

Cedars-Sinai’s move from Shared Leadership to Nursing Professional Governance (NPG) reflects a Caring Science-guided shift from “meetings” to a mindset of shared, healing-focused decision-making.

In 2021, Shared Leadership brought nurses, leaders and interprofessional partners together through housewide and unit-based councils, using CARE Requests so frontline realities could shape housewide decisions. Over time, nurses voiced that while they valued formal voice, the model needed to be more agile, inclusive of quieter staff and clearly linked to measurable outcomes.

In late 2024, housewide chairs, executives and clinical nurses engaged in deep listening and redesign, revisiting bylaws and roles to strengthen equity, clarity and shared accountability. This Caritas-guided work co-created a new Nursing Professional Governance model that launched in July 2025, bringing 35 unit councils together into nine divisional councils and one housewide Nursing Excellence Council. NPG is now understood not as a standing meeting, but as a daily practice of curiosity, collaboration and creating a healing space where nurses at every level influence patient care, the work environment and outcomes.

To honor nurses’ time and voices, the prior eight-hour Shared Leadership Day evolved into NPG Day, a single, protected structure where participants move through housewide, divisional and unit work. Together they review data, prioritize CARE Requests, align projects with the Nursing Strategic Plan, and design changes that can be tested and spread.

Leadership development is woven directly into NPG Day as an expression of Caring Science. Using Maria Williams O’Rourke’s Tenets of Professional Practice, nurses explore their roles as Practitioners, Scientists, Leaders and Transferors of Knowledge, turning governance into a living classroom rather than an administrative task. Drop-in self-learning sessions and on-demand resources extend this support, affirming that caring for nurses’ intellectual and professional growth is itself human caring.

Through this transition, NPG now embodies Caritas by nurturing helping, trusting relationships, engaging in genuine teaching-learning, and co-creating a transparent, emotionally safe environment where nurses’ insights help build a more healing system for patients, families and colleagues.

Shared Leadership Council Member and Chair Pre- and Post-Leadership Development Survey Results

Nurse Empowerment
Strongly Agree/Agree

84.1%–89.5%

Satisfaction With Professional Practice
Strongly Agree/Agree

79.5%–83.8%

Identify Self as a Leader
Strongly Agree/Agree

69.5%–89.6%

Council Action Request for Excellence (CARE) Forms

CARE Forms are a Caring Science–guided way for frontline nurses and interprofessional colleagues to name what is hard, protect what is working, and co-create solutions that make the work environment more healing for patients and staff. They embody care by nurturing helping–trusting relationships between bedside teams and leaders by creating a shared field where concerns, ideas and recommendations can be safely voiced and acted on.

In this way, CARE Forms transform governance from a distant process into a relational practice of listening, responsiveness and shared decision-making, ensuring that every concern becomes an opportunity to strengthen trust and design a more caring, safe and supportive system.

A Culture Guided by Caritas and Magnet

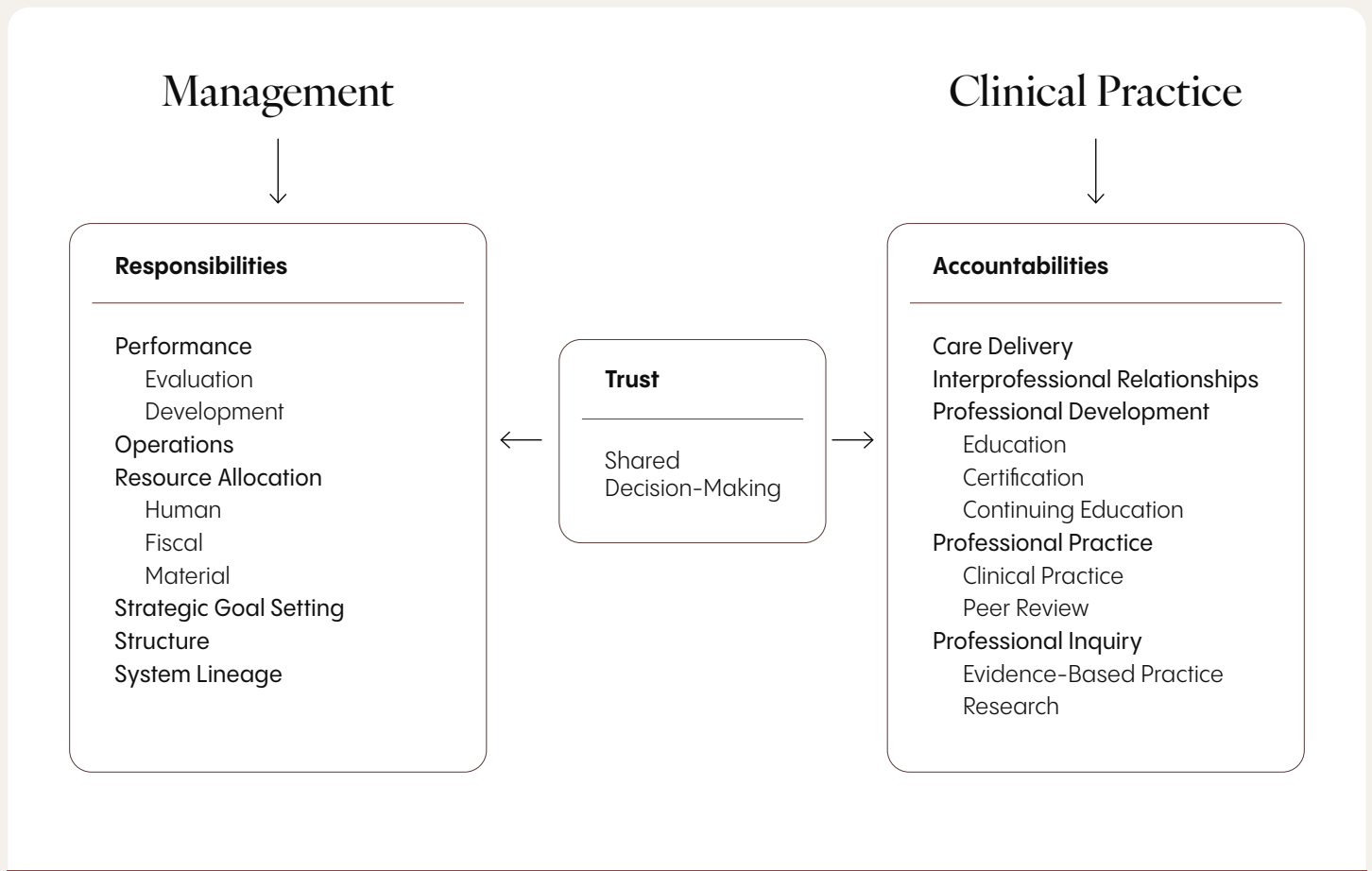
Today, NPG stands as a visible expression of Magnet Structural Empowerment and Exemplary Professional Practice at Cedars–Sinai. Units elect chairs and co-chairs, divisional leaders collaborate across departments, and nurses report feeling more engaged, more informed and more heard at the divisional level, with broader participation and stronger collaboration in governance meetings. Across inpatient and ambulatory areas, NPG councils lead projects that reduce hospital-acquired pressure injuries, improve CLABSI and CAUTI outcomes, strengthen sepsis bundle compliance, increase workplace violence reporting, and enhance patient experience measures such as discharge timeliness and comfort—demonstrating that frontline insight, when supported by structure, can transform systems.

Ultimately, professional governance is about what Cedars–Sinai chooses to be: a community where nurses are trusted as thinkers and leaders; where Watson’s Caritas Processes shape how meetings are opened, how feedback is given and how conflict is navigated; and where structures like NPG turn shared leadership into a meaningful, energizing and healing way to practice nursing. In this culture, organizational excellence and human caring are inseparable. Each council day, each CARE Request and each leadership development session becomes a small but powerful act of saying to nurses, “Your voice matters, your wisdom is needed, and together we are shaping a future of care that honors patients, families and caregivers alike.”



Nurses throughout the organization are involved in shared governance, decision-making, structure and processes that establish standards of practice and address opportunities for improvement. Nursing contributions are acknowledged by Magnet-designated organizations in substantive ways that enhance and support the value and image of nursing within the organization and the community at large.”

The Magnet Model



Nursing Innovation: Transforming Care Through Innovation

The Nursing Innovation Program at the Geri and Richard Brawerman Nursing Institute embodies a vision that honors the sacred work of nurses as co-creators of healing environments where technology and human caring unite in service to humanity. Rooted in the belief that nurses possess the wisdom, creativity and compassionate presence to transform healthcare, this initiative recognizes that true innovation emerges not from technology alone, but from the authentic, caring consciousness that nurses bring to their practice.

Our Vision: A Bold Journey Toward Wholeness

At the heart of our work lies a profound commitment—to establish an Innovation for our Nursing Transformation Center, a sanctuary where nurses stand at the forefront of designing and implementing technological advancements that honor the whole person. Here, in this sacred space, nurses explore questions that matter deeply: How can we create devices and tools that truly serve patients at the bedside? How might artificial intelligence become an ally, freeing nurses to be more fully present with those in their care? How do we extend our caring reach to underserved communities, honoring the dignity and belonging of every human being?

This center is a living embodiment of Unitary Caring Science—a hub where the brilliance of nursing minds integrates academic knowledge, business innovation and community wisdom, always guided by the ethical foundation of caring that defines the profession. It will also house practical frameworks such as the Cedars-Sinai Innovation Igniter, translating innovation theory into tools, templates and processes that nurse leaders can use to operationalize caring innovation at the point of care.

Advancing Scholarly and National Voice

- Published and prepared multiple peer-reviewed articles and a textbook chapter that define Cedars-Sinai's nurse-led innovation framework and its application to AI in practice.
- Delivered national podium presentations that position Cedars-Sinai nurses as thought leaders in human-centered digital transformation and design thinking.

Embracing Technological Possibilities With Human Wisdom

- Advanced and validated the NIDIA nurse-driven AI early-warning model, reducing false alarms and strengthening timely, compassionate responses to patient deterioration.
- Expanded VR and multilingual digital education programs that deepen clinical skill, support pain management, and improve CHG adherence and CLABSI outcomes.

Fostering a Culture of Creative, Caring Innovation

- Built a robust innovation pipeline through the Nursing Ideation Station, Innovation Challenge and Innovation ERG, honoring frontline nurses as inventors and change agents.

Building Bridges, Partnerships and Recognition

- Secured industry, philanthropic and competition partnerships—including GE, NurseHack4Health, ANA Innovation Awards and Johnson & Johnson—that affirm Cedars-Sinai as a trusted innovation collaborator.
- Earned prestigious honors such as the ACNL Innovation and Technology Award, recognizing the impact of Nursing Innovation leadership and teams.

Leading Through National, Organizational and Community Engagement

- Shared Cedars-Sinai's caring innovation story at major national conferences and forums, while helping shape standards through ANA and University of Iowa innovation councils.
- Anchored innovation in recognition, mentorship and community outreach through internal councils, Wambi implementation, an adopted elementary school and the First Annual Nursing Innovation Forum.

A Living Expression of Caring Science

This work reflects the essence of Caring Science: honoring nurses as whole human beings with boundless creative potential, fostering authentic relationships between technology and humanity, and creating healing environments where innovation emerges from love and presence rather than mere efficiency. Through scholarship, AI, VR, ideation pathways, national leadership and community outreach, nursing innovation at the Geri and Richard Brawerman Nursing Institute is cultivating a transpersonal caring consciousness that transforms systems while preserving the dignity and sacredness of each encounter.

Together, we are writing a new story—one where nurses lead transformation, where technology serves the sacred work of healing, and where every innovation honors the infinite worth of each person served. With gratitude for nurses whose caring consciousness illuminates the path forward.



Caritas Balance (Coaching)

Engaging in transpersonal teaching and learning within the context of a caring relationship; staying within others' frame of reference; shifting toward coaching model for expanded health/wellness.



Caritas Balance is the steady center that sustains excellence—the harmony between science and compassion, action and reflection, giving and renewal. It reflects the heart of Caring Science: that to care well for others, we must also care wisely for ourselves.

In the fast pace of healthcare, balance is intentional. It is the discipline of prioritizing what matters most, the awareness to pause amid complexity, and the courage to set boundaries that protect our wellbeing. It honors both clinical precision and emotional presence, recognizing that neither can thrive without the other.

At Cedars-Sinai, nursing excellence is strengthened when balance guides our practice—when teamwork distributes strength, when leaders foster supportive environments, and when nurses cultivate resilience through self-care and mutual support.

Am I creating space to renew my energy and purpose?

Do I integrate knowledge, compassion and mindfulness in my daily work?

How do I sustain myself so I may continue to serve with excellence?

Balance is not the absence of challenge. It is the presence of alignment. Through Caritas Balance, we sustain the strength, clarity and heart required to deliver extraordinary care—today and for the future.

Fast Track to Excellence: PACU's Transformative Protocol

The Post-Anesthesia Care Unit (PACU) advances a culture of excellence, efficiency and deeply humanized care, where nurses, physicians and leaders work in concert to create recoveries that are safe, calm and patient-centered. Viewing innovation as an expression of compassion, the team partnered with physician leadership to design and implement a Fast-Track Protocol that reimagined traditional recovery processes through a simple set of questions: Does this reduce suffering, and does this support our patients and staff? Grounded in that lens, the PACU streamlined assessments, clarified early-discharge readiness criteria, strengthened handoffs, and initiated discharge planning earlier so eligible patients could move smoothly and comfortably through recovery. Patients now experience less waiting and uncertainty, families benefit from a more predictable and transparent process, and staff members practice in a more harmonious, efficient environment where clinical vigilance and genuine presence can coexist. This work reflects a commitment to trusting, collaborative relationships and meaningful patient and family education, and it exemplifies Magnet principles by uniting evidence-based innovation with a sustained focus on dignity, safety and shared accountability for healing.





Moving Toward Excellence: Neuroscience ICU Early Mobility Initiative (8 Saperstein)

On 8 Saperstein, the Neuroscience ICU team treats early mobility as an expression of hope and human connection—uniting nurses, advanced practice providers and therapists in a shared commitment to help each patient move toward their best possible recovery. Recognizing that inconsistent mobility practices were constraining outcomes and confidence, the team codesigned a neuro-specific early mobility workflow, integrated BMAT and safe patient handling and mobility devices into daily practice, and appointed mobility champions to coach peers at the bedside, all while engaging families in realistic, compassionate goal setting. Using the AACN Healthy Work Environment Assessment Tool to guide and measure change, they created a more collaborative and supportive culture, with aggregate HWEAT scores improving from 4.83 to 4.96, “true collaboration” rising from 4.58 to 4.77, and “authentic leadership” from 4.77 to 4.91. For 8 Saperstein, this initiative affirms that technical nursing excellence and Caring Science are inseparable, and that mobility, when grounded in trust and teamwork, becomes healing in motion for patients, families and staff alike.

Advancing Excellence in GI Endoscopy: Teamwork, Efficiency and Staff Wellbeing

In Cedars-Sinai's GI Lab, nurses, technicians and leaders approached high-volume, complex endoscopy as both a technical and human endeavor, asking how workflows could better protect patients while reducing physical and emotional strain on staff. Using a Time and Motion Study as a catalyst, the team examined task burden, codesigned ergonomic "Ergo Endo" initiatives, and implemented equipment and positioning changes that honored staff wellbeing as central to safe, precise care. Continuous education, feedback loops and shared decision-making engaged frontline clinicians as partners in testing and refining new processes—aligning with Magnet domains of Structural Empowerment, Exemplary Professional Practice and New Knowledge, Innovations and Improvements, the lab translated data into humane, efficient practice and then disseminated its work through podium, panel and poster presentations at the SGNA 52nd Annual Course and national webinars. For the GI Lab, this journey affirmed a core belief: that excellence in endoscopy flourishes where ergonomics, teamwork and Caring Science are woven together—creating a resilient environment in which both patients and staff experience the benefits of truly thoughtful, evidence-informed care.



The BEST Mentorship Program

Ongoing professional mentoring, growth tracking, leadership development and clinical ladder advancement are all structured teaching and learning relationships grounded in care.

The BEST Program deepens Cedars-Sinai's commitment to nurse mentorship by providing a formal platform for staff to monitor and track their professional growth and goals. Formal mentoring, like the BEST Program, increases staff satisfaction, supports retention efforts, promotes professional development and the growth of future leaders, builds trust and allows for goals to be more easily tied to the Nursing Strategic Plan. The BEST Mentorship Program provides mentors to individuals who otherwise may not have the connections or knowledge to identify and engage potential mentors on their own.

Cedars-Sinai has an established BEST Mentorship Program. BEST stands for Building Excellence, Success and Trust.

The BEST Program is digital and includes two online platforms:

New Graduate RN Residency—Designed to support new graduate RNs in the New Grad RN Residency Program.

Professional Mentoring—Designed to support nurses seeking mentorship for career development, leadership growth and advancement along the clinical ladder, including those participating as NPG members, mentors, ERG members and nursing overall, both inpatient and ambulatory.

Now that the BEST Mentorship Program is digital, signing up is easy. Nurses can visit cshsconnects.org, register, and complete a brief profile to be matched with a mentor or select a mentor directly, depending on the platform.

**A Beacon to
Empower to
Strive and
Thrive**

"A mentor empowers a person to see a possible future and believe it can be obtained."

—Shawn Hitchcock

Supporting and Encouraging Professional Mentoring in the Ambulatory Nursing Department

Professional mentoring is a strategic imperative for high-functioning ambulatory nurses at Cedars-Sinai. As the complexity of outpatient care continues to grow, so does the need for nurses who are not only clinically competent but professionally confident, adaptable and engaged.

We believe that a structured mentoring relationship is one of the most powerful tools available to develop a resilient, fulfilled workforce. When experienced nurses invest in the growth of their peers and newer colleagues, the entire department benefits: knowledge is transferred, best practices are reinforced and a culture of continuous learning takes root.

Mentoring also directly addresses the retention challenge. Nurses who feel supported, seen and purposefully developed are more likely to stay, and more likely to bring noticeable effort to their work. In an ambulatory environment where patient volumes are high and care coordination is complex, that engagement is not a luxury; it is a patient safety issue.

We further recognize that mentoring is mutually beneficial. Engaged mentors sharpen their own leadership, communication and clinical reasoning skills. They gain renewed purpose in their role. In this way, investing in a mentoring culture is an investment in the ambulatory nursing culture, not just in those being mentored.

For these reasons, we are committed to actively supporting, resourcing and celebrating professional mentoring within ambulatory nursing. This means equipping mentors with the tools and frameworks they need, and holding ourselves accountable to sustaining a standard where growth is expected and supported at every level.

We believe that a structured mentoring relationship is one of the most powerful tools available to develop a resilient, fulfilled workforce.

Empowered Excellence: Celebrating Cedars- Sinai's Highly Educated and Certified Nursing Workforce

Today's healthcare environment requires a new way of thinking, being and providing care. Cedars-Sinai nurses are empowered to think outside the box and drive transformational change. As a result, Cedars-Sinai remains strong and well positioned for the future.

Cedars-Sinai nurses surpassed the national goal and in 2025, 95% of all clinical nurses held a BSN or higher degree in nursing—79% of all nurses had obtained a BSN and 16% had achieved a graduate degree in nursing (MSN, PhD, DNP).

It has become an expectation at Cedars-Sinai that when you are eligible, you obtain a specialty certification. In 2025, 63% of eligible nurses at Cedars-Sinai had obtained a specialty certification in their area of expertise, far exceeding Magnet hospitals' average of 51% certified nurses and 34% in non-Magnet hospitals.

Each March 19, Cedars-Sinai Medical Center hosts a joyful, heart-centered event that both celebrates our certified nurses and lovingly encourages those who are still discerning their certification journey. The Nursing Professional Development Committee carefully co-creates this experience, designing a space of recognition, inspiration and support where nurses can feel seen for who they are and who they are becoming.

Certified Nurses Day™ is an international celebration of nurses who have chosen to deepen their practice through specialty certification, honoring both their advanced expertise and their **commitment to human caring**. Grounded in Caring Science, this day recognizes the courage, curiosity and dedication it takes to keep learning for the sake of patients, families and colleagues.

95%

of Cedars-Sinai Clinical Nurses
Held a BSN or Higher

63%

of Eligible Nurses Obtained
a Specialty Certification



Practice Transition Accreditation Program

At Cedars-Sinai's Geri and Richard Brawerman Nursing Institute, the New Graduate RN Residency Program embodies teaching and learning through caring by surrounding new nurses with compassionate, evidence-based support as they enter practice. Through PTAP-accredited curricula, simulation and specialty rotations, residents learn in an environment that honors their uniqueness, invites questions and treats growth as a shared journey rather than a test. The Transition to Practice Advisory Committee and Mentorship Program further reflect building trusting relationships and co-creating a healing professional space where new graduates can thrive.

In January 2024, the New Graduate RN Residency Program at Cedars-Sinai was recognized with its second Distinction by the ANCC Practice Transition Accreditation Program (PTAP)—the highest recognition awarded by the program. PTAP is recognized as the gold standard internationally for residency and fellowship programs that support nurses transitioning into new practice settings.

The Geri and Richard Brawerman Nursing Institute at Cedars-Sinai developed the New Graduate RN Residency Program as part of its commitment to ensuring the successful transition of new graduate nurses into the practice environment.

Transition to Practice Advisory Committee

Since receiving their first PTAP with Distinction recognition in January 2021, leaders of the New Graduate RN Residency Program at Cedars-Sinai have continued to improve and expand the program.

Program leaders established a Transition to Practice Advisory Committee that includes former new graduate nurses, Nursing Professional Development (NPD) practitioners, nurse leaders and human resources representatives. Together, this committee aligns both the Nursing New Graduate Residency Program and our fellowship programs with PTAP standards, tracks quarterly goals and quality outcomes, and explores continuous improvement initiatives based on program needs.

Expansion of the New Graduate RN Residency Program

The New Graduate RN Residency Program expanded from 164 nurse residents in 2024 to 222 new nurse residents in 2025. This expansion represents a significant investment in nursing. It not only helps Cedars-Sinai Medical Center meet current nurse staffing needs, it also invests in the future of nursing and builds long-term organizational capacity.

In addition, the program now trains and orients new graduate nurses in expanded specialty areas, including the Post-Anesthesia Care Unit.

Training Enhancements

The New Graduate RN Residency Program has also implemented innovative training initiatives.

The program has included a skills station centered on implicit bias training. This skills station, in collaboration with the Office of Diversity, Inclusion and Wellness, includes a simulation focused on care for transgender patients. A new Departure Lounge Tour was added, in collaboration with the Alternative Care Unit leadership team, to expose the nurse residents to hospital flow initiatives to better increase the throughput within the medical center. The program also established a self-scheduled, after-hours IV Skills Station in the Women's Guild Simulation Center for Advanced Clinical Skills, allowing participants to practice and refine IV insertion skills independently.

BEST Mentorship Program

New graduate nurses also have the opportunity to participate in Cedars-Sinai's BEST Mentorship Program for new graduate RNs. After completing their clinical precepted shifts, new graduates can elect to be paired with a mentor for six months.

The BEST Mentorship Program provides new graduate nurses with professional guidance and additional support as they navigate their first year of practice, helping to promote confidence, professional growth and long-term success.

Cedars-Sinai's Geri and Richard Brawerman Nursing Institute

Cedars-Sinai's Geri and Richard Brawerman Nursing Institute stands at the heart of our journey to fully integrate Caring Science into nursing practice, education and workforce development. Grounded in Watson's Theory of Human Caring, BNI creates a learning environment where every pipeline, scholarship and innovation, from youth internships and tuition-supported career pathways to the 4Ms educational podcast series, is designed to honor the whole person and elevate Excellence in Human Caring. By intentionally balancing evidence-based teaching with presence, mentorship and reflective practice, BNI helps nurses and future nurses experience loving-kindness, authentic connection and professional growth as inseparable elements of their daily work.

Presenting Our Work

2024 Cedars-Sinai Annual Research Conference

Making a Difference: The Economic Power of Care in Nursing

73

Abstracts Accepted

18

Podium

55

Poster

2025 Cedars-Sinai Annual Research Conference

Empowering Nurses: Embracing Technology and Innovation

97

Abstracts Accepted

18

Podium

79

Poster

Publication

(Printed in Professional
Nursing Journals)

34

Presentations

(Podium and Posters
presented outside of
Cedars-Sinai Health System
locally, nationally and
internationally)

16

518

Pre- & Post-Nursing
Licensure Students

170

New Graduate RNs
Trained FY25

473

Nursing CEUs Offered

\$1M

Total State Educational Grant Funding Obtained



In a national sample of 32 health systems and 2,391 NGNs, Cedars-Sinai contributed 66 NGN responses, allowing us to compare our outcomes to a broad benchmark and understand how our investments in transition-to-practice translate into confidence, readiness and intent to stay.

Cultivating Confident New Nurses: NGN Benchmarking Insights Fuel Caring Science–Driven Residency Improvements

Cedars-Sinai's participation in Nursing Catalyst's "2025 National Survey on Transition to Practice Investments & Outcomes" confirms that our Nurse Residency Program is a mature, highly resourced model that outperforms many peer institutions in building early confidence, while also revealing targeted opportunities to strengthen support beyond the first year. In a national sample of 32 health systems and 2,391 NGNs, Cedars-Sinai contributed 66 NGN responses, allowing us to compare our outcomes to a broad benchmark and understand how our investments in transition-to-practice translate into confidence, readiness and intent to stay. The report reinforces that clinical confidence is the most powerful lever for retention—nationally, highly confident new graduates are 39% more likely to stay, and systems that only "add more resources" without redesigning support still experience a second-year "post-residency cliff" in turnover. Cedars-Sinai's NGNs echo national themes, prioritizing more specialty-specific training, protected one-to-one mentoring time, gradual workload ramp-up and hands-on technology training (including AI-enabled decision support and virtual collaboration skills), as the most valuable enhancements for both current practice and the future of nursing. These insights are now guiding refinements in our Geri and Richard Brawerman Nursing Institute residency curriculum and early-career supports, aligning transition-to-practice work with our Caring Science commitment to balance learning, nurture professional identity, and co-create a supportive environment where new nurses can envision and sustain a thriving future at the bedside.

Caritas Co-Create (Caritas Field)

Creating a healing environment at all levels; subtle environment for an energetic and authentic caring presence.



Caritas Co-Create is the shared act of shaping healing together, united in partnership, purpose and possibility. It reflects the core of Caring Science: that care is not delivered to someone but created with them.

To co-create is to honor every voice. To invite collaboration.

To recognize that wisdom lives in relationship.

Nursing excellence flourishes here when we move beyond hierarchy and toward partnership—when patients are empowered as active participants in their care, when interdisciplinary teams innovate together, and when ideas are welcomed as catalysts for transformation. Co-creation fosters trust, strengthens outcomes and builds a culture where everyone contributes to healing.

Caritas Co-Create invites reflection:

Am I listening as much as I lead?

Do I welcome diverse perspectives to shape better solutions?

How am I partnering with those I serve to design their healing path?

When we co-create, we move from transaction to transformation, from individual effort to collective impact.

Through Caritas Co-Create, Cedars-Sinai nurses embody excellence not as a solitary pursuit, but as a shared commitment to building the future of caring, together.

Scan Away the Anxiety

Caring Science informs a shared professional culture in which nurses and leaders intentionally build authentic, trusting relationships and sustain a healing environment for patients and staff. In response to staff isolation and anxiety related to floating, Neurosurgery 8 North and Nursing Operations partnered to develop Bridging the Gap, an initiative that combines a standardized huddle introduction with a mobile Unit Expectations QR Code available to all inpatient areas. At the end of every huddle, charge nurses now formally welcome floating RNs, CPs, NCTs and MHWs using a consistent script that emphasizes inclusion and orients them to key resources. The QR code then offers rapid access to unit focus, patient ratios, POCR schedules, rounds, key contacts and core expectations, reinforcing real-time questions and support at the bedside. Grounded in compassion and relational awareness, this joint practice advances the Magnet domain of Structural Empowerment by ensuring that every nurse, regardless of home unit, has the information and sense of belonging needed to practice with confidence. Early feedback reflects reduced anxiety, more efficient workflows and strengthened collaboration across units, exemplifying Magnet Exemplary Professional Practice and translating Caring Science from theory into a sustainable, organizationwide practice change.





Championing Safety and Innovation: Emergency Medication Kits for Cedars-Sinai @ Home

Cedars-Sinai @ Home has cultivated a culture where safety, readiness and collaboration are understood as expressions of caring—bringing true hospital-level care into patients' homes while preserving dignity and minimizing fear. When regulatory constraints limited clinicians' ability to carry medications, nurses, physicians, pharmacists and EMS partners formed a multidisciplinary safety community and designed emergency medication kits to be placed proactively in each enrolled patient's home—ensuring critical therapies are immediately available when acute events arise. This approach strengthens trust across distances, supports clinicians in the field, and transforms the home environment into a safer, more reassuring space where patients and families know help is both nearby and well coordinated. The team's work was highlighted at the World Hospital at Home Congress in Vienna, Austria. The work exemplifies Magnet-aligned New Knowledge, Innovations and Improvements by adapting hospital emergency-readiness principles to an advanced, scalable, home-based care model that integrates evidence, regulation and human connection.

Celebrating Pediatric Nursing Excellence

On 2 Saperstein Pediatrics, caring for children and families defines the unit's professional identity—uniting play, comfort and clinical excellence in a consistently warm, family-centered environment. Nurses build trusting partnerships with parents and caregivers, use age-appropriate education and therapeutic play to reduce fear, create a setting where children feel safe to be themselves, and families feel heard and supported. This culture of compassionate, developmentally attuned care was nationally recognized on April 10, 2025, when 2 Saperstein Pediatrics received Platinum-level distinction through the inaugural Pediatric Nursing Excellence Award from the Society of Pediatric Nursing—affirming the unit's strong engagement, clear values and principles, exemplary care delivery, and commitment to continuous improvement as defined in the Pediatric Nursing Excellence Model.



2024 Magnet Nurse Engagement Survey at Cedars-Sinai Medical Center

93%

of our nursing units/
departments outperformed
the benchmark

25

years as the longest
continuously designated
Magnet hospital in California

As the largest sector of the healthcare workforce, working on the front lines of patient care, we know that excellence in patient and organizational outcomes is only possible when we create the conditions where professional nurses can flourish. Cedars-Sinai Medical Center pride ourselves on maintaining high levels of nurse satisfaction and engagement. The ANCC Magnet Recognition Program evaluates nursing satisfaction across seven categories to assess the health of the practice environment for nursing within an organization. The survey results shown on this page include responses for 3286 out of 4243 (77%) eligible nursing respondents at Cedars-Sinai Medical Center from the 2024 Magnet Nurse Engagement Survey completed in October 2024 by Glint. At Cedars-Sinai Medical Center, 65 of 70, or 93% of eligible nursing units/departments outperformed the benchmark in three of four categories. Not only did we meet the standard requirement set by Magnet, we exceeded it by over 40%. This result is evidence of the strong Magnet culture we have developed over our 25 years as the longest continuously designated Magnet hospital in California.

Overall, Cedars-Sinai Medical Center nurse satisfaction responses **outperformed the benchmark in all seven categories.**

Magnet Nurse Engagement Category	Percentage of Units Outperforming the Benchmark for Each Category
Adequacy of Resources and Staffing	96%
Autonomy	94%
Interprofessional Relationships	91%
Leadership Access and Responsiveness	90%
Fundamentals of Quality Nursing Care	90%
RN-to-RN Teamwork and Collaboration	90%
Professional Development	87%

Caritas Minister (Humanity)

Reverentially assisting with basic needs as sacred acts, touching mind, body and spirit of another; sustaining human dignity.



Caritas Minister is the sacred calling to serve with reverence, humility and heart. It reflects the deeper dimension of Caring Science—the recognition that nursing is not only a profession, but a moral commitment to honor the dignity, beliefs and humanity of every person entrusted to our care.

To minister is to be fully present. To offer comfort in vulnerability.

To uphold hope in moments of uncertainty.

At Cedars-Sinai, nursing excellence is elevated when we approach each encounter as meaningful—tending not only to physical needs, but to emotional and spiritual wellbeing. Through Caritas Minister, we remember that even the smallest act of kindness can carry profound healing power.

In serving with intention and compassion, we embody care as both science and sacred trust.

The Sacred Art of Presence: Healing Beyond Cure

In an age of remarkable technological achievement, it is easy to measure success in healthcare by what we can do. Yet the deeper question is not only what we do, but how we are present when we do it. Watson's Caring Science reminds us that nursing is not merely a set of tasks—it can also be a moral, relational and spiritual practice rooted in presence, trust and human connection. At its heart lies a simple but transformative truth: Every clinical encounter is also a sacred encounter.

To be present is to offer more than skill. It is to offer the self. It is to see not a diagnosis, but a person with stories, relationships, fears, hopes and faith. In that moment of presence, trust is born, and trust becomes the foundation upon which healing can begin, even when cure is beyond reach.

When we neglect the whole person, mind, body and spirit, we risk a subtle but profound error. We may succeed in alleviating pain yet inadvertently deepen suffering. For suffering is not only physical. It raises questions of meaning, belonging and dignity. A healthcare system that treats the body but overlooks the soul may relieve symptoms while leaving the person unseen.

By contrast, when caregivers attend to the whole person, something extraordinary occurs. Patients are no longer confined by the walls of the hospital. They are reconnected to what gives their life meaning, to family and community, to identity and memory, and to one's faith. In this expanded space, healing takes on a deeper and more enduring form.



Rabbi Dr. Jason Weiner, BCC
Senior Rabbi and Director of
the Spiritual Care Department

This vision also calls us to a more collaborative model of care. True healing emerges when medical, psychological and spiritual perspectives are integrated. Each discipline brings its own wisdom, and together they offer a more complete response to human need. In such collaboration, the patient becomes a respected partner and care becomes a shared moral endeavor.

Cedars-Sinai's Nursing Department, in its pursuit of a seventh Magnet designation, embodies this calling. It affirms that excellence is not only technical but human, not only measurable but meaningful. For even when a cure is not possible, healing remains within reach—whether relational, emotional or spiritual.

Accelerating Time to First Kangaroo Care in the NICU

31%

Decrease in Time
to First Skin-to-Skin
Infants Born After 32 Weeks

35%

Decrease in Time
to First Skin-to-Skin
Infants Born 28-32 Weeks

In the NICU at Cedars-Sinai, skin-to-skin holding is treated as more than a technique; it is a tender promise to every baby and family that they will be welcomed with warmth, presence and touch as soon as it is safely possible. Guided by Caring Science and Watson's Caritas Processes, the NICU team lives by building trusting relationships with parents and by ministering to humanity—honoring the dignity, vulnerability and hope within each fragile newborn and family, as they set a shared goal to shorten the time to first kangaroo care by 30%.

A multidisciplinary group of nurses, physicians, occupational therapists and informatics partners came together to listen deeply, identify barriers and redesign how skin-to-skin is supported and documented. Through weekly developmental rounds, a streamlined Epic flow sheet, and a unit dashboard that made each baby's first hold visible, they turned data into a compassionate call to action, ensuring that every team member could see how their care brought parents and infants into healing contact sooner. Over two years, their efforts led to a 31% decrease in time to first skin-to-skin for infants born after 32 weeks and a 35% decrease for infants 28-32 weeks, allowing many families to cradle their babies earlier, and feel more grounded and connected in the NICU environment.

For the tiniest and sickest infants born before 28 weeks, the story is more complex: time to first kangaroo care increased by 14%, reflecting the intense medical needs and barriers that can delay safe holding for this population. The team received this not as defeat, but as an invitation to deepen their ministry of caring, continuing to sit with parents in their longing, celebrate every small step toward touch and seek new ways to safely bring these babies close, embodying Caritas Minister (Humanity) by tending to the human spirit even when progress is slow. In this way, the Cedars-Sinai NICU culture shines through, a community that unites evidence and empathy, remains transparent about what still needs to heal, and stays steadfast in its commitment to care for each baby and family with unwavering compassion, presence and humanity.

In collaboration with key stakeholders, nursing has led the necessary changes needed to keep our patients safe and their dignity intact.

Caring for Basic Human Needs and Maintaining Dignity in the Ambulatory Setting

At Cedars-Sinai, our nurses provide safe, high-quality, person-centered care. That's why when a patient falls, in any setting, nurses look for evidence-driven ways to continuously improve the care we provide. Given the complex nature of our patients we treat in our ambulatory setting, falls can even happen in clinic, and they have taken it upon themselves to look for best practices from both the inpatient setting, partner hospitals and the literature—to develop fall risk assessment tools that truly match the unique types of patients we care for across the many different specialized clinics. By doing so, we can address our patient's basic human need of being able to mobilize in the safest way possible to help ensure that we prevent a fall and maintain their dignity.

In collaboration with key stakeholders, nursing has led the necessary changes needed to keep our patients safe and their dignity intact. They have revised their fall screening risk assessment, fall interventions, and created new education materials to ensure all staff members understand and can implement these best practices. To date, the ambulatory care areas are continuing to assess and implement the right interventions to meet our patients' basic human needs, as well as their dignity—by keeping the patient at the center of the care we provide.



Caritas Open (Infinity)

Assisting with basic needs
reverentially, as sacred acts.



Caritas Open is the invitation to remain receptive to possibility, to wonder, and to the unseen dimensions of healing that unfold in the art of Caring Science. It is the practice of approaching each encounter with curiosity rather than certainty, with humility rather than assumption.

To be open is to believe that more is possible.

To be open, you allow miracles to occur.

To recognize that healing does not always follow a linear path. To trust that presence itself can create change.

At Cedars-Sinai, nursing excellence is strengthened when we remain open to new evidence, innovative practice, the lived experiences of our patients, and the profound human moments that cannot be measured but are deeply felt.

Caritas Open invites you to pause and reflect:

What quiet miracles have you witnessed at the bedside? When has hope emerged against the odds?

How has simple presence transformed fear into peace?

In the art of Caring Science, miracles are often found in resilience restored, in trust rebuilt, in dignity preserved. When we remain open, we do not merely observe healing; we participate in it.

Share Your Story. Shape Our Caring.

The art of Caring Science is written in moments. In the quiet presence at the bedside. In the courageous conversation. In the compassionate act that changes the course of someone's day. It is written by you.

We invite you to scan the QR code and share the experiences that have shaped your practice, the miracles you have witnessed and the lessons that have deepened your understanding of care. Your story matters. Your perspective carries wisdom.

When you add your voice, you strengthen our collective commitment to excellence. You help illuminate what caring looks like in action at Cedars-Sinai. You inspire colleagues, affirm purpose and elevate the human connection at the heart of our work.

Every reflection shared becomes part of a larger narrative—one that guides growth, fosters innovation, and sustains a culture where science and compassion rise together.

**The art of Caring Science is a story
still being written.**

Scan. Reflect. Contribute.

And help transform the future of care
at Cedars-Sinai one story at a time.



Beacon Award for Excellence

The AACN Beacon Award for Excellence is a prestigious, unit-based recognition for nursing excellence, awarded by the American Association of Critical-Care Nurses (AACN). It recognizes hospital units that set the standard in clinical excellence, improved patient outcomes and healthy work environments, offering the award levels Gold, Silver and Bronze.

Units	Year Achieved	Beacon Award Level
6 South—Advanced Heart Failure	2023-2026	Gold
4 South—Oncology	2025-2026	Silver
6 North—Transplant and Surgical PCU	2025-2026 2022-2025	Gold Bronze
4 Saperstein—Cardiac ICU	2024 2025	Gold Silver
5 Saperstein—Surgical and Trauma ICU	2022	Silver
6 Saperstein—Cardiac Surgery ICU	2023	Silver
8 Saperstein—Neuroscience and Surgical ICU	2025	Gold

DAISY Awards



Celebrating nurses who provide extraordinary, compassionate and skillful care every day...

The DAISY Award for Extraordinary Nurses is an international program that rewards and celebrates nurses' extraordinary clinical skill and compassionate care. The awards are given out to nurses who exhibit compassionate bedside care, courage, integrity and excellent nursing skill to their patients and families. Daily, Cedars-Sinai nurses provide extraordinary care that some nurses view as "just part of the job," so Cedars-Sinai Medical Center honors these brilliant nurses for the difference they have made in their patients' lives. The 2025 and 2026 DAISY Awardees are listed below.

Award Name	Award Winner
Individual DAISY Award	Rachel Martin, RN
	Alicia Guzman, RN
	Abigail StaCruz, RN
	Aidan Mahoney, RN
	Maria Joanna "Jo" Galicia, RN
	Rachna Sharma, RN
	Bascha Leeba Abend, RN
	Anna Eulano, RN
	Rachelle Chua, RN
	Jonathan Aguilar, RN
	Nancy Moldawer, RN
	Ashton Beamon, RN
	Flor Cortes-Winchester, RN
DAISY Team Award	3 Saperstein
BEE Award	Clara Arzate, CP

Simms/Mann Institute & Foundation

Off the Chart Award Recipients,
2024 and 2025



Year	Recipient
2024	Lloyd Ryan Dimayuga, BSN, RN, CVRN Clinical Nurse, Advanced Heart Failure PCU
2024	Manny Monroy, RN, BSN, CEN, MICN Clinical Nurse, Emergency and Trauma Department
2024	Mary Nhieu, BSN, RN-BC, CNIV Clinical Charge Nurse, General Surgical Services
2024	Jocelyn Uy, MSN, RN-BC Associate Director, Alternate Care Unit, Medical Surgery
2025	Charles Blakeley, MSN, RN, CCRN, TCRN Sepsis Clinical Program Coordinator, Nursing Operations
2025	Jennifer Marie Gidaya, BSN, RN, MedSurg-BC, Caritas Coach® Clinical Nurse, Medical-Surgical; Nursing Professional Development Practitioner; New Graduate RN Residency Program Site Coordinator
2025	Jimmy Nguyen, MSN, RN-BC Associate Director, Medical Division, Advanced Heart Failure Progressive Care Unit
2025	Herson Portillo, BSN, RN, BMTCN Assistant Nurse Manager, Hematology Oncology, Bone Marrow Transplant and Hospice

It's time to recognize YOU, our fabulous Cedars-Sinai Nurses!

Cedars-Sinai's Nursing Awardees Celebrated During National Nurses Week:

National Nurses Week is celebrated annually from May 6, also known as National Nurses Day, through May 12, the birthday of Florence Nightingale, who is the founder of modern nursing.

During National Nurses Week, Cedars-Sinai recognizes all nurses who have significantly contributed to advancing the patient and nursing experience, as well as the profession of nursing. It is our nurses' commitment to providing the highest level of quality care to our patients that makes a difference every day.



2025 and 2026 Cedars-Sinai Nursing Awards

Award Name	2025 Award Winners	2026 Award Winners
Keith L. Black, MD, Neurosurgery Nursing Award	Maryellen Ngo, RN, SCRN, CCRN, CNRN, 8 Saperstein	Rachelle Tache, MSN, NP-BC, Neurosurgery
Elliott E. Blinderman, MD, Neurosurgical Nursing Award	Ha Da Yeong, BSN, RN, 8 North	Vidamarie Mojica, BSN, RN, CCRN, 8 Saperstein
Lillian Klapper, RN Orthopaedic Nursing Excellence Award	Alan Gutierrez, BSN, RN, ONC, 7 North	Hazel Tirona, MSN, RN, CNOR, Operating Room
Tower Urology Nursing Practice Excellence Award	Myra San Andres, BSN, RN, CMSRN, 8 South	Sung Ryee, BSN, RN, CPAN, PACU
Soraya Melamed Hem/BMT Excellence in Oncology Nursing Award	Ludmila Zamihovsky, BSN, RN, CMSRN, 4 South	Ben Issler, BSN, RN, OCN, 4 South
ISP Nursing Award	Chen-Hsi Cheng, BSN, RN, 3 Saperstein	Julian Bernal, BSN, RN, CVRN, 5 North
Maggie Stempson Carter Award	David Karcher, MSN, PMH, CNS-BC, Medical	Jerry Rodriguez, RN, ONC, 7 North
Jean Mayer Family Foundation: Advanced Heart Disease Nursing Excellence Award (Acute Care)	Jordan Shiozaki, BSN, RN, CVRN-BC, 6 South	Tracy Lazaro, MSN, RN-BC, 6 North
Jean Mayer Family Foundation: Advanced Heart Disease Nursing Excellence Award (Ambulatory Care)	Rebecca Bleiker, MSN, RN, CCTC, MCS	Bryan May, MSN, RN, CCTC, Advanced Heart Transplant
Ralph Parsons Nursing Practice Excellence Award	Donald Brezavar, BSN, RN, Smidt Heart Institute	Danika Laurel, BSN, RN, PCCN, 6 North
Donna Fletcher Nursing Informatics Excellence Award	Elfinesh Ivery, MSN, RN, CMSRN, 8 North	Dulce Baranda, MSN, RN-BC, Employee Health
Dawn Alexander Patient Experience Nursing Excellence Award (NICU)	Jenny Kouyoumdjian, RN, NICU	Emma Brown, MSN, RN, CCRN-K, NICU
Brigitte Failner Orthopaedic Continuing Nursing Education Award	Eli Begler, BSN, RN, CMSRN, 7 North	Cherry Fos, BSN, RN, CMSRN
Naomi Tashman, RN, Scholarship Award	Tatiana Gonzalez, BSN, RN, 7 North	<i>None for 2026</i>

2025 and 2026 Cedars-Sinai Nursing Award Winners

Award Name	2025 Award Winners	2026 Award Winners
Learning Tree Endowment Nursing Practice Excellence Award	Felipa Mercado, BSN, RN, NICU	Joan Bacall, RN, RNC-NIC, NICU
Magnet Award: Empirical Outcomes	Rapid Response Team, Nursing Operations	Aileen Espiritu, DNP, RN, NEA-BC, 8 North
Magnet Award: Exemplary Professional Practice	John Magno, BSN, RN, 7 Saperstein	Rheema Nisperos, BSN, RN, GERO-BC, ACU
Magnet Award: Transformational Leadership	Jeffrey Lopez, MSN, RN, PHN, NE-BC, 5 South	Lindsay Williams, PhD, RN, NEA-BC, Cedars-Sinai @ Home
Magnet Award: Structural Empowerment	Golda Morales, MSN, RN, NEA-BC, 8 South	Mischa Irwin, MSN, RN, CCTC, AMB-BC, CTC
Magnet Award: New Knowledge and Innovation	Natalie Kustner, MBA, BSN, RN, CEN, ED	Lanye Halliday, BSN, RN, 3 Saperstein
Nursing Professional Development Practitioner Excellence Award	Eunice Santos, MSN, RN, PCCN, NP-BC, 6 South	Iris Hernandez, MSN, RN, NP-BC, 5 North
Inpatient Pediatric Services Nursing Practice Excellence Award	Elizabeth Asher, MSN, RN, CCRN, PICU	Mitchell Oberstein, MSN, RN, CPN, Pediatrics
Inpatient Women's Services Nursing Practice Excellence Award	Alfiya Tuaveva, BSN, RN, RNC-OB, Labor and Delivery	Stacy Jordan, BSN, RNC-MNN, Postpartum
Inpatient Critical Care Nursing Practice Excellence Award	Desiree Ong, MSN, RN, CCRN, WCC, 5 Saperstein	Christopher Ragasa, BSN, RN, CCRN, 8 Saperstein
Inpatient Medical Services Nursing Practice Excellence Award	Yves Itzko, MSN, RN, CMSRN, 3 South	Joemar Rosario, BSN, RN, PCCN, 5 North
Inpatient Surgical Services Nursing Practice Excellence Award	Ryan Trias, MSN, RN, CMSRN, ACU	Christian Gutierrez, RN, 8 South
Nursing Operations Nursing Practice Excellence Award	Michael Neal, BSN, RN, Float Pool	Lauren Urban, MSN, RN, ACCNS-AG, Float Pool
Perioperative Services Nursing Practice Excellence Award	Nombert Valencia, RN, Operating Room	Marivic Casabar, BSN, RN, CMSRN, 5 Pavilion

2025 and 2026 Cedars-Sinai Nursing Award Winners

Award Name	2025 Award Winners	2026 Award Winners
Emergency Services Nursing Practice Excellence Award	Geraldine Castro, MSN, RN, CEN, ED	Lauren Spina, MSN, RN, CEN, MICN Travis Fisher, BSN, RN, CEN, MICN
Ambulatory Nursing Practice Excellence Award	Jocelyn Dayaon, BSN, RN, Spine	Rimma Shvarts, BSN, RN, PCCN, Employee Health
Cancer Services Nursing Practice Excellence Award	Bianca Morales, MSN, RN, BMTCN, 4 South	McKenzie Klee, BNS, RN, OCN, Radiation Oncology
Dorskind Family Community Nursing Excellence Award	Alexis Bobbitt, BSN, RN, CNRN, 8 North	Lupe Patrice Ceballos, MSN, RN, CCRN, 5 Saperstein
Dorskind Family: Sue and Al Dorskind Oncology Nursing Practice Excellence Award	Neda Soleimani, BSN, RN, BMTCN, 4 South	Ana Clara Brones, BSN, RN, 4 South
Dorskind Family Women's Health Award	Jennifer Um, BSN, RN, RNC-OB, Labor and Delivery	Jennifer Um, BSN, RNC-OB, Labor and Delivery
Patient Relations Care Navigation Award of Excellence— Outpatient RN	<i>New Donor Award for 2026</i>	Elaine Butterworth, BSN, RN, Pediatric Orthopedics
Patient Relations Care Navigation Award of Excellence— Inpatient RN	<i>New Donor Award for 2026</i>	Melissa Rue, MSN, RN, CCRN, Rapid Response Team
Patient Relations Lifetime Achievement Award	<i>New Donor Award for 2026</i>	Madeline Lerman, RN, Patient Relations
Zifkin Family Nursing Scholarship Award	Ana Sherina Hemedes, BSN, RN, CMSRN, 8 North	Veranika Mejbaryan, LVN
	Jenna Hernandez, BSN, RN, PCCN, 6 South	Mana Manoukian, MSN, RN, AGCNS-BC
	Philip Rieff, BSN, RN, CCRN, 8 Saperstein	Natalie Soto, BSN, RN-BC
	Morgan Setness, BSN, RN, ACU	Yadanar Aye, BSN, RN, PCCN
	Anupa Roshan, MSN, RN, NPD-P, BNI	Jerome Tadeo, BSN, RN, PCCN

2025 and 2026 Cedars-Sinai Nursing Award Winners

Award Name	2025 Award Winners	2026 Award Winners
Zifkin Family Nursing Scholarship Award (cont'd)	<i>Additional Scholarships Awarded for 2026</i>	Joash Sarceda, CNA, 4 Saperstein
	<i>Additional Scholarships Awarded for 2026</i>	Jessica Ojeda, BSN, RN, CEN, 4 Saperstein
Zifkin Family Nurse of the Year Award	Lorraine Sheffield, MSN, RN, CCRN, 7 Saperstein	Jocelyn Uy, MSN, RN-BC, ACU/CDU

2025 and 2026 Friends of Nursing Awards (also honored during the Nursing Week Awards)

Award Name	2025 Award Winners	2026 Award Winners
Friends of Nursing	Nirmeen Haniss-Youssef, PA, Cardiology	Alejandro Urena Chavez, MA, Neuroscience
	Alberto Mallari, CP, 6 South	Deanna Dilibero, PharmD, Heart Transplant
	Shouri Lahiri, MD, Neurology	Diana Llamas-Garcia, SAA, 5 North
	Bazil Soliman, OR	Mark Ococho, Care Coordinator, Case Management
	Farzin Samadi, MD, Private MD	Darren Morris, MD, Hospitalist, ISP

Congratulations to the Cedars-Sinai Medical Center Neuroscience ICU Team

Winner of the 2025 All-Pro Nursing Team Award by *American Nurse Journal*



Closing Statement

Reflections From Our Caring Science Advisory Chairs



As Caritas Coach leaders, we want to say thank-you to our incredible nursing staff for their integration of Watson's Caring Science and Excellence in Human Caring into their nursing practice—we see it, we feel it and we honor it!

We have a vision of what we believe Watson's Caring Science at Cedars-Sinai can become, and we want to highlight some of our goals and initiatives that we have underway:

- 1 Over the next one to two years, the Caritas Coaches will form the Cedars-Sinai CALM Network, which will focus on strengthening and sustaining a culture of Excellence in Human Caring by embedding Watson's Caring Science and wellbeing practices into organizational structures, education and daily practice. The CALM Network will serve as the umbrella structure for Watson's Caring Science and wellbeing initiatives:
 - a We will open membership to all employees with three levels of engagement, empowering staff from all disciplines to promote caring values, mindfulness and wellbeing within their own units and departments.
 - b Organizationwide wellbeing offerings—such as sound baths, healing circles, mindfulness activations and educational booths—will be complemented by member-focused opportunities to deepen engagement.
- 2 We will also enhance how Watson's Caring Science is introduced, accessed and reinforced across the organization. This includes:
 - a Updating New Employee Orientation HealthStream modules and videos.
 - b Expanding intranet and SharePoint resources.
 - c Increasing visibility through participation in high-profile, organizationwide events.

These efforts ensure that staff members across roles and disciplines are introduced early and consistently to the principles of human caring and mindfulness.

Together, these initiatives position Watson's Caring Science not as an add-on, but as an integrated, measurable and sustainable foundation for how Cedars-Sinai supports staff wellbeing, professional practice and human connection—now and into the future.

Caritas Coach Leadership

Heather Johnson, MSN, RN, PCCN-K, Caritas Coach

Associate Director, 3 Saperstein Universal Care Unit and Centralized Monitoring Center

Yvonne Kidder, MSN, RN, NPD-BC, Caritas Coach

Assistant Nurse Manager, Cedars-Sinai @ Home Program

Elaine Suris, MSN, RN, CNOR, Caritas Coach

Associate Director, Perioperative Services
