

Sheena Keding, MSN, RN, CNS, PHN, ACCNS-P, CPHQ

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Professional Profile

Program & Clinical Leader | Pediatric Clinical Nurse Specialist (ACCNS-P, CPHQ)

Clinical Nurse Specialist and healthcare quality leader with 10 years of experience advancing pediatric safety, research-informed care, and interdisciplinary health improvement. Proven ability to design, lead, and evaluate high-impact initiatives across complex systems, including multi-site leadership of ACS NSQIP Pediatric and Solutions for Patient Safety programs in Northern California. Adept in evidence synthesis, clinical intervention design, outcomes analysis, and stakeholder consensus-building.

Skilled in translating data and research into sustainable practice change, I blend clinical expertise with a cross-disciplinary lens - drawing from nursing, implementation science, technology, and holistic systems thinking. I'm passionate about bridging gaps between evidence, technology, and real-world application to improve health outcomes for children, families, and communities.

Outside the hospital, I extend my impact as a school site council member and garden docent, designing hands-on garden-based wellness education reaching over 700 students. My curiosity spans AI in healthcare, functional nursing, regenerative soil practices, and holistic modalities; each informing a systems-based approach to population health, equity, and future-ready models of care.

Leadership profile: 2 years direct reports; 10 years leading matrixed, multi-disciplinary teams.

Education

California State University, Fresno

- Master of Science in Nursing,
Pediatric Clinical Nurse Specialist/Nurse Educator
- Bachelor of Science in Nursing

Fresno, CA

January 2014 to May 2015

Butte Community College

- Post-baccalaureate Undergraduate Studies in Biology
- EMT Training

Oroville, CA

September 2011 to May 2012

University Of California-San Diego

- Bachelor of Science in Biology
- Minor in psychology

La Jolla, CA

August 2004 to June 2008

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License and Certifications

	Issued- Renewal
Registered Nurse, Board of Registered Nurses, California	March 2014 - May 2027
Public Health Nurse, Board of Registered Nurses, California	March 2014 - May 2027
Human Subjects Research, Collaborative Institutional Training Initiative	2014- March 2027
Certified Pediatric Clinical Nurse Specialist (Wellness through Acute Care), AACN	2015 -September 2030
Clinical Nurse Specialist, Board of Registered Nurses, California	May 2015- May 2027
Pediatric NSQIP SCR, American College of Surgeons	May 2015 - May 2026
Certified Professional in Healthcare Quality, HQCC	2016- December 2026
Doula Certification, ExpertRating Global Certifications	Sept 2022-n/a
Adult NSQIP SCR, American College of Surgeons	February 2024 -May 2026
The Resilient Heart™: Trauma-Sensitive HeartMath Certification	July 2024-n/a
Soil Food Web Certified Laboratory Technician	February 2025 - in progress

Additional Education -Non-certified

[In progress - Ongoing] Generative AI Leader learning Path. Google Cloud.

June 30 2025. Certificate of Completion of the Functional Medicine for Nurses. Integrative Nurse Coach Academy.

May 2025. Certificate of Completion of the Integrative Nurse Coach Certificate Program. Integrative Nurse Coach Academy.

2015 Certificate of Completion of IHI Open School for Health Professions. Institute for Healthcare Improvement.

Evidence-Based Practice and Methodological Expertise Overview

- 15+ years of cumulative experience in literature appraisal, research synthesis, and evidence-informed clinical improvement.
- Applied JBI critical appraisal tools and structured evidence review frameworks to evaluate and translate clinical literature into actionable recommendations.
- Conducted focused and rapid literature reviews to guide quality initiatives, pediatric surgical interventions, and infection prevention strategies.
- Led development and dissemination of evidence-based clinical recommendations, collaborating with surgeons, nurses, and interdisciplinary teams.
- Educated and mentored clinicians on EBP methods, research design, literature appraisal, and implementation science strategies.
- Participated in IRB protocol review and served as co-investigator on pediatric nursing research.
- Analyzed program value and intervention effectiveness, including cost-benefit assessments of pediatric safety programs and strategic stewardship planning.
- Presented evidence summaries and quality outcomes to executive leaders, regional stakeholders, and collaborative networks.
- Used frameworks such as PDSA, audit-feedback, NSQIP variable analysis, and NHSN surveillance definitions to support data-driven practice change

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Professional Experience

Kaiser Permanente, Kaiser Foundation Healthcare

Oakland, CA

Quality & Safety Improvement Consultant V, Regional Risk & Patient Safety Oct 2018 to Present

- Designed and led two region-wide pediatric safety programs — the American College of Surgeons National Surgical Quality Improvement Program (NSQIP – Pediatric) and the Children’s Hospitals Solutions for Patient Safety (SPS) — across three Northern California medical centers.
 - Guided development and implementation of pediatric surgical and inpatient safety strategies, aligning evidence-based practices with operational priorities to improve patient outcomes and reduce hospital-acquired conditions.
 - Provided day-to-day leadership for pediatric NSQIP case reviewers; mentored quality nurse consultants and supported frontline teams in data-driven decision-making and performance improvement.
 - Conducted regional analysis of SPS program participation, identifying cost–benefit misalignment and developing stewardship and sustainability strategies in partnership with Legal and executive leadership.
 - Served as regional liaison between frontline teams, clinical leaders, and external organizations to evaluate organizational readiness, drive multi-site consensus, and support the integration of evidence-based interventions.
 - Created and facilitated the Pediatric Surgical Quality & Safety Collaborative, including planning, executive presentations, education strategy, and alignment of performance metrics across medical centers.
 - Led design and implementation of regional dashboards for surgical safety and HAI prevention, collaborating with analysts to translate data into actionable insights for both executive and frontline audiences.
 - Conducted focused and rapid literature reviews to inform pediatric surgical safety practices and program direction. Applied structured evidence appraisal tools to support development of evidence-based recommendations.
 - Consulted on pediatric sentinel events and collaborated on action plan development with safety leaders, embedding best practices and system-level improvements.
 - Contributed to regional training, leadership education, and interdisciplinary capacity-building to support sustainable implementation of quality and safety initiatives.
 - Guiding multiple concurrent project streams and aligning stakeholders from frontline staff to executive sponsors.
 - Develop collaborative relationships with nursing, nursing management, physicians, analysts and quality professionals at Kaiser Permanente NCAL medical centers.

Valley Children's Hospital

Clinical Practice Specialist, Patient Care Support

Fresno, CA

October 2017 to July 2018

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- Functioned as a clinical expert in pediatric nursing practice, supporting frontline staff, physicians, and nursing leadership in evidence-based care, regulatory compliance, and outcomes improvement across inpatient and ambulatory settings.
- Led evaluation of the hospital's Nursing Professional Practice Model, engaging frontline clinicians in consensus-building and model redesign based on literature review, practice analysis, and staff feedback
- Founded and co-chaired the Interprofessional Research Council, supporting clinician-led research and dissemination of best practices
- Provided evidence-based practice education through workshops, 1:1 consultations, and department-based instruction; mentored nurses in research methods and literature appraisal. Served as co-investigator on a nursing-led research study to reduce opioid use in the Pediatric ICU.
- Participated in IRB review as a voting member, supporting ethical conduct of nursing and interdisciplinary research.
- Site Coordinator for the National Database of Nursing Quality Indicators (NDNQI), leading submission of unit-level nursing quality data and benchmarking performance.
- Founder and Site coordinator of the Chief Nursing Officer Forum
- Conducted analysis of patient satisfaction and clinical outcomes for Magnet submission; contributed as a writer for the Magnet® Program requirements and member of the Valley Children's Healthcare Magnet® Writing Team and Magnet® Clinical Integration Team.
- Supported onboarding and professional development of new graduate ambulatory nurses through curriculum development and coaching.
- Facilitated organizational readiness for regulatory surveys, including environment of care tracers and Joint Commission-aligned practices
- Mentored successor for Valley Children's NSQIP program to ensure sustainability and data integrity across transitions

Valley Children's Hospital

Fresno, CA

Surgical Clinical Reviewer, Infection Prevention

May 2015 to October 2017

- Collected and abstracted clinical data on surgical patients (neonatal through young adult) Using defined variables from the American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP). Applied advanced clinical knowledge to extract and interpret data from medical records, interdisciplinary documentation, and patient interviews.
- Conducted structured literature reviews and evaluated evidence-based guidelines to inform the design of pediatric surgical quality improvement projects.
- Partner with pediatric surgeons and perioperative leadership to identify practice gaps and implement evidence-based interventions. Lead quality improvement initiatives focused on

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hospital acquired infection prevention, including data analysis, synthesis of evidence-based recommendations, implementation planning, and stakeholder education.

- Developed and delivered training to perioperative nursing staff in collaboration with the educator supporting translation of best practices into frontline adoption. Participated in hospital associated infection surveillance and infection prevention initiatives, contributing to data interpretation and prevention strategy design using best practice guidelines.
- Generated and presented outcome reports to the department of surgery and quality leadership committees to drive clinical performance improvements. Supported consensus building among surgical teams to adopt and sustain high impact clinical practice changes based on outcomes data and evidence reviews.

Community Regional Medical Center

Registered Nurse, Float

Fresno, CA

May 2014 to August 2014

- Provided direct patient care across medical-surgical, step-down, emergency units. Applied the full nursing process to diverse patient populations, including medication administration, patient education, discharge planning and interdisciplinary coordination. Demonstrated strong clinical judgment and patient advocacy, including identifying and escalating safety concerns related to IV medication administration and protocol adherence. Supported quality care delivery by recording systems level issues to nursing leadership and contributing actionable feedback aimed at improving patient outcomes.

Oroville Hospital

Medical Scribe

San Diego, CA

April 2012 to May 2012

- Supported physicians of an outpatient clinic, by documenting real-time patient encounters in the electronic health record (CPRS/VistA), enabling more direct physician-patient engagement. Ensured accurate and complete charting by consulting with providers to include clinically relevant context beyond verbal exchanges. Helped streamline documentation workflows and improve clinic throughput.
- (Position concluded upon acceptance into an accelerated Master's Entry Nursing Program; timeline disclosed at hiring.)

Salk Institute, Regulatory Biology

Research Assistant

San Diego, CA

January 2008 to September 2011

- Supported the design and execution of neuroscience/circadian rhythm research focused on melanopsin -expressing retinal ganglion cells. Applied quantitative research methods and histological analysis including histological techniques for tissue preparation and Immuno-histochemical staining of neuronal mouse tissues to identify projection patterns of melanopsin expressing retinal ganglion cells. Microscopy using Confocal Fluorescent Microscopes, & Light Microscopes was done to generate and interpret high-quality data. Participated in data analysis,

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interpretation of microscopy results, and presentation of findings at lab meetings. Managed the entire animal population (animal husbandry) to support experimental protocols.

- Contributed to literature reviews and critical appraisal of scientific studies to inform experimental design and support publication efforts. Presented evaluated literature during departmental discussions and assisted in synthesizing evidence to guide lab direction. Collaborated with graduate students and postdoctoral researchers, while supporting animal model management and experimental protocols. Results contributed to peer-reviewed publications, poster presentations, and strategic research planning.
- Research contributions include:
 - Neurologic development of the circadian center in the brain: Performed intraocular injections of viral vectors, conducted tissue harvesting and histologic preparation, and participated in fluorescent microscopy and analysis of developmental brain structures. Supported animal husbandry and synthesis of results for publication.
 - Dietary rhythms and chronic illness: Supported Experimental feeding protocols for lab animals, collected and prepared liver and brain tissue, and assisted in histological documentation of diet induced disease models Such as non alcoholic fatty liver disease.
 - Characterization of melanopsin expressing retinal ganglion cells: assisted with viral vector labeling, fluorescent and light microscopy, and neuroanatomical mapping of retinal projections to circadian and visual centers. Supported histological processing, animal care, and interpretation of results.

Salk Institute, Plant Biology

Lab Assistant 1

San Diego, CA

October 2006 to January 2008

- Supported laboratory operations for molecular biology and cell development studies, maintaining sterile environments and preparing critical laboratory reagents and buffers using precise protocols. Applied foundational quantitative laboratory techniques, including solution preparation, autoclaving, cell plating and DNA plasmid purification. Gained hands on experience in microscopic dissection and gametogenesis induction of *Chlamydomonas reinhardtii*, including tetrad dissection and manipulation under high magnification. Developed core competencies in research methodology, experimental reproducibility, and sterile technique required for advanced biological experimentation. Contributed to the success of long-term experiments and supported principal investigators in data collection and preparation for scholarly outputs.

Pizza Pub

Supervisor

La Jolla, CA

November 2004 to October 2006

- Oversaw daily restaurant operations and led frontline staff to deliver high-quality customer service in a fast paced environment. Maintained standards for cleanliness, food safety, and operational efficiency while training and mentoring new team members. Managed cash

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handling, register balancing, and coordinated opening/closing procedures. Promoted a positive team culture through role modeling, coaching, and reinforcing high performance and professionalism. Contributed to increased customer satisfaction and smooth shift transitions through consistent oversight and team alignment.

Applied Research & Scholarly Projects

Collaboration with Dr. Amy Hester (Developer of the Hester-Davis Fall Risk Assessment Tool)
2023–Present

Project: Prevention of baby drops in maternal–child health units

- Contributed focused literature review on circadian rhythms, caregiver sleep pressure, and infant safety.
- Co-author of poster presentation accepted for AWHONN 2024.

Co-Investigator with C. Cooper at Valley Children's Healthcare

June 2015 – June 2017

Project: Retrospective Analysis: Sedation Guidelines in PICU

- Led development of research design and data collection protocol for pre/post implementation study.
- Conducted structured chart reviews and contributed to automation of data extraction workflows.
- Coordinated with biostatistics consultants and began manuscript draft for future publication.

Principal Investigator at Fresno State Graduate Nursing Program

August 2014 – May 2015

Project: Master's Thesis: Circadian Rhythms & Mechanical Ventilation

- Designed and conducted original research study examining correlation between circadian cycles and discontinuation of mechanical ventilation.
- Performed chart review, data synthesis, and statistical analysis; presented findings at university research symposium.
- Awarded “Outstanding Presentation” at the 7th Annual Graduate Research and Creative Activities Symposium

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Professional Presentations and Publication

Yermekov, A. & Keding, S (2025, November). Conversational AI for Automated Post-Surgical Follow-Up: An Agentic System for NSQIP Data Collection. [Digital poster]. AIMED25 Global Summit, San Deigo, CA.

Keding, S. (2024, December). Barriers and facilitators of evidence-based practice in the Portuguese context: Role of formal nursing leaders [Video commentary]. JBI Evidence Implementation Digital Commentary Series. <https://journals.lww.com/ijebh/pages/video.aspx?v=62>

Keding, S. (2024, July). Pediatric fall prevention [Video commentary]. JBI Evidence Implementation Digital Commentary Series. <https://journals.lww.com/ijebh/pages/video.aspx?v=56>

Schaffer, Bush, Hamilton, Ingle, Keding & Hester (2024, June). Newborn drops prevention: State of the science [Poster presentation]. AWHONN Convention, Phoenix, AZ.

Kragel, E., Bhattacharjee, S., Linda, B., Keding, S., & Yamout, S. (2023, July). Reducing Rates of Post-Operative Pneumonia Diagnosis in a Tertiary Pediatric Care Center. [Poster presentation]. ACS Quality and Safety Conference

Matsunaga, R. & Keding, S. (2022, July). Inter-Rater Reliability (IRR) Trigger Tool for ACS NSQIP. [Poster presentation]. ACS Quality and Safety Conference

Cooper, C. & Keding, S. (2017, July-October). Evidence Based Practice: Promoting Quality Healthcare. [Formal lecture]. Valley Children's Hospital Resident InTERACT Scholarly Activity.

Keding, S. & Murrietta, M. (2017, July) Selecting the Sampled Procedures: What's the Correct Case? [Poster abstract submitted – not accepted]. ACS Quality and Safety Conference.

Keding, S. (2015, May). Examining the Relationship between Circadian Rhythms and Discontinuation of Mechanical Ventilation. [Poster presentation]. 7th Annual Graduate Research and Creative Activities Symposium, Fresno, CA. Award Winner – Outstanding Presentation.

Keding, S. (2014, October). Plan for Reducing CAUTI: Increase awareness and Provide Education. [Formal Presentation]. Children's Hospital Central California, CAUTI Task Force.

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Panda, S., Keding, S., Hatori, M. (2010, November) Comprehensive Map of Melanopsin-Retinal Ganglion Cells in Mouse. [Poster Presentation]. 40th Society for Neuroscience Annual Meeting, San Diego, CA.

Brown, T. M., Gias, C., Hatori, M., Keding, S. R., Coffey, P. J., Gigg, J., ... & Lucas, R. J. (2010). Melanopsin contributions to irradiance coding in the thalamo-cortical visual system. *PLoS biology*, 8(12), e1000558.

Panda, S., Hatori, M., Keding, S. R., & Le, H. (2009). Cellular circuitry of melanopsin function. *Journal of Vision*, 9(14), 24-249.

Keding, S., Hatori, M., Le, H., & Panda, S. (2009, December). Comprehensive Labelling of Melanopsin Expressing Retinal Ganglion Cells and Mapping Their Central Projections in Mouse. [Poster Presentation]. 49th Annual Meeting for American Society for Cell Biology, San Diego, CA.

Hatori, M., Le, H., Vollmers, C., Keding, S. R., Tanaka, N., Schmedt, C., ... & Panda, S. (2008). Inducible ablation of melanopsin-expressing retinal ganglion cells reveals their central role in non-image forming visual responses. *Plos one*, 3(6), e2451.

Community Volunteer

[April 2025-Ongoing] Elementary School Garden Docent Program Lead - Design and develop projects, curriculum, and annual goals to educate 700 students bi-monthly during the academic year.

[May 2025-Ongoing] Engaged in applied learning and prototyping of AI-supported tools for healthcare quality, with a focus on improving surgical safety, clinical communication, and patient outcomes.

School Site Counsel Member Quarry Trail Elementary (Fall 2024-Ongoing)

Girls Who Code (2019) - Elk Grove elementary schools, CA, teaching 3-5th grade computer coding from a National curriculum called Girls Who Code.

Ronald McDonald House - Fresno, CA: Prepare and Serve food to families utilizing the Ronald McDonald House services at VCH.

Community Food Bank - Fresno, CA: Serving packaged foods for the holidays to members of the community in need. Support packing, filtering, and organizing donated food items.

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Pediatric Flu-Vaccination Clinic - Fresno, CA: Organized a vaccination clinic during flu season to provide the opportunity for walk-in service to pediatric clients and their families. Administered flu vaccination, both IM and intranasal and provided education.

American Lung Association - Fresno, CA: Open Airways for School. Provided education to pediatric population at local elementary schools. This program is designed to teach the children the importance of managing their own asthma. Increasing the understanding of their illness.

SAFE Balance Screening - Fresno, CA: Performed orthostatic blood pressure screening, depression screening