Our Vision
We will transform the health experience of our communities by improving health, enhancing interactions and making care more accessible.

Our Values
Integrity | Compassion | Respect | Excellence
Our Mission

Living God’s love by inspiring health, wholeness and hope.
A journey of defining the Adventist Health nurse
About three years ago, the Patient Care Executive (PCE) group started talking about how we might embark on a journey to define the Adventist Health nurse. What are our objectives and our mission and how are we accomplishing these? So together we embarked on a system wide journey that led us toward nursing excellence.

The first step was creating a foundation for nursing by defining the Adventist Health nurse and establishing unifying principles that would guide the professional practice of our 6,000+ nurses. This was accomplished through the Adventist Health Professional Practice Model (PPM) that we rolled out across the organization in 2015.

The next step was the development of a Shared Governance Council, which is called the Adventist Health Clinical Excellence Council (CEC). This council is made up of nurses from every market, and over the past 18 months, the Council has focused on improvements in several key areas. A few of these are:

- Unit Based Council Toolkit and Mentoring
- Reward and Recognition Program
- Design of a Professional Ladder to guide nurses in their career paths
- Nursing Symposium Committee, which organized the inaugural Nursing Symposium

I am proud of the improvements being made in the markets by nurses through shared governance. At Adventist Health, we continue to rely on nurses to lead and to participate in making our organization a great place to work and a great place for our patients to receive care.

My desire for Adventist Health nurses is that they will carry out their roles by being engaged with both heart and mind, and will continually grow personally and professionally. It is about our patients—their outcomes and experience. Our goal is to have a positive impact on each life we touch.

I feel honored to be part of this noble profession and to serve at Adventist Health.

Gloria Bancarz
System Chief Nursing Officer at Adventist Health
I reflect God’s love in my interactions with patients and co-workers.
Adventist Health Professional Practice Model

The Special Bond Between Nurses and Patients

The Professional Practice Model (PPM) at Adventist Health is a model that illustrates the special bond between nurses and patients as well as our engagement with the larger environment in which we work and live. It shows how exemplary nursing care aligns with our organization’s mission, vision and values.

The PPM embodies the caring relationships that we establish to support, nurture and protect our patients and their families. It is supported by the following:

- **Science of Caring:** Developed by Jean Watson to address the human connection and heart-centered relationships between nurses and their patients. These relationships are central to nursing practice and to helping patients achieve optimal health.
- **The Synergy Model:** Developed by the American Association of Critical Care Nurses, this model supports matching nursing competencies with patient needs to optimize patient care.
- **The Benner Model:** Developed by Patricia Benner to explain each nurse’s clinical and technical skills development and the progress from novice to expert nurse that is achieved through rigorous education and hands-on experience.

The Professional Practice Model illustrates the qualities that comprise nursing excellence and the behaviors that our organization values.
Living the mission every day
Our Mission Calls Us to Caring

Adventist Health nurses are living our mission every day. Whether we put on scrubs or a suit, our passion each day is to share our mission of providing health, wholeness and hope to our communities.
Blessing of the Hands

A meaningful tradition at some of our sites is the Blessing of the Hands. A chaplain or Patient Care Executive visits the nurses and pours oil on their hands. The nurses are given a special blessing—that God will use their hands to bless those whom they serve.

I am an instrument of God’s healing hands
We asked our nurses to answer three important questions about their roles at Adventist Health. Here are some of their answers.

**QUESTION 1**
What does our mission mean to you?

“Our mission reinforces my belief that God is working through my hands and my heart to provide His love.”
Gloria S., Adventist Health White Memorial

“Our mission means that every encounter I have should be filled with love and empathy.”
Debbie L., Adventist Health Hanford

“Our mission means that I am an instrument of God’s healing hands.”
Chris M., Adventist Health Simi Valley

“Our mission means that I am a visual display of God’s love through my actions and communications, both professionally and personally.”
Luwanda P., Adventist Health White Memorial

**QUESTION 2**
How do you live our mission in your role as a nurse?

“I live our mission by encouraging patients and celebrating each accomplishment as they begin their journey to physical and mental wholeness.”
Tiffany R., Adventist Health Hanford

“I reflect God’s love by listening without judgment, and showing compassion and understanding.”
Gina W., Adventist Health Sonora

“I treat everyone with empathy and respect. I realize that my role is not only to care for them and help them achieve the best health they can, but also to support them in connecting the mind, body and soul.”
Helena G., Adventist Health Castle

“I apply our mission in the ways I care for patients. I try to understand their situation and needs so I can better customize my care.”
Shelby R., Adventist Health Lodi Memorial

**QUESTION 3**
What makes Adventist Health nurses stand apart?

“As I assess a patient’s physical health, I also assess their spiritual state. I offer prayer when the patient is receptive to it. I make a conscious effort to sit and talk to each patient during my shift, so they see that my care and concern is for their entire well-being and wholeness.”
Gladys Q., Adventist Health White Memorial

“Being an Adventist Health nurse means we are encouraged to pray with patients and their families—to encourage both physical well-being and spiritual wholeness.”
Tiffany R., Adventist Health Hanford

“Being an Adventist Health nurse means that we are more than part of a team—we are part of a family that cares, supports and celebrates one another’s accomplishments.”
Gina W., Adventist Health Sonora
Caring is the essence of nursing
Adventist Health nurses care about our patients. They recognize the physical, emotional and spiritual needs of our patients.

Our nurses have the privilege of spending more time with patients and families than any other health professional, and they perform their roles with integrity, compassion and respect. They are leaders in delivering innovative interventions and models of care. Every day, Adventist Health nurses go above and beyond to ensure patient safety and provide high-quality care.

Adventist Health nurses believe we need to apply evidence-based best practices in our patient care. To ensure they are putting best practices to work for their patients, our nurses enrich their clinical education and experience by remaining up-to-date on current best practices.
Patient and Family as the Focus of Our Practice

Denise Montgomery, RN, has been an Adventist Health team member for 17 years. Denise was born at Adventist Health Portland, and one of her earliest memories is coming here at age five when her brother was born. Denise volunteered as a candy striper when she was a teen. She worked as an MA at Rockwood Urgent Care and the Vascular Lab before becoming a nurse and spending the last eight years in our emergency department.

Denise says a favorite part of her job is the team aspect of providing critical care for patients. “It takes everyone to get a patient through a crisis,” she says. “Someone once told me, ‘It’s not your emergency. It’s the patient’s emergency.’ Our job is to be the calm and stabilizing presence that helps them get through the crisis.”

Ruth Kovacs, RN, cares about the dignity and comfort of her intensive care unit (ICU) patients. Whether a patient is awake, sedated or intubated, she takes extra time to clean and neatly tuck in all her patients. In one instance, an ICU patient was expecting family members she hadn’t seen in a long time. After Ruth helped the patient bathe, she went the extra mile by washing the patient’s hair, putting it up and helping the patient apply makeup.
Reducing the rates of CLABSI and CAUTI through quality nursing care are a top priority for Adventist Health Nursing and Infection Prevention.

Adventist Health nurses play an integral role in keeping our patients safe. They are vital to decreasing the risks of CLABSI, CAUTI and C. Diff as well as enhancing the success of our interdisciplinary Falls Prevention Program.
Clostridium Difficile Infection (C. Diff) prevention is multifaceted and can only be accomplished through diligence and collaborative care. Led by Adventist Health infection preventionists, multidisciplinary groups of champion clinicians have developed prevention strategies, change concepts and specific actionable items that are implemented using evidence-based tools and resources.

Adventist Health approaches C. Diff prevention by addressing three primary drivers:

1. **Antibiotic Stewardship**
2. **Rapid Identification and Diagnosis**
3. **Transmission Prevention**
The Falls Prevention Program

Patient falls are the most frequently reported adverse event in adult inpatient units across health care. Falls are associated with increased length of stay, higher rates of discharge to nursing homes and greater health care utilization. Our system Clinical Excellence Council (CEC) has determined that we will become a national leader in preventing falls. In 2017, we began working to identify preventive measures and will implement them throughout all our markets in 2018.

Nursing-Sensitive Indicators

Nursing-sensitive indicators have been broadly defined by the American Nurses Association* as measures and indicators that reflect the structure, process and outcomes of nursing care. Nursing-sensitive indicators are specific to nursing and differ from medical indicators of quality. As such, nursing outcome indicators are those outcomes most influenced by nursing care. Remaining aware of the structures and processes that influence specific nursing outcomes allows Adventist Health nurses to develop and implement quality and safety improvement initiatives.

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Enabling nurses to be more involved with their profession.
Recognizing the Value of Nurses and Engaging Them in Change

Adventist Health values the nursing profession. Through opportunities such as our active shared governance model, New Graduate Residency Program and Nursing Symposium, we seek to engage our nursing staff in a lifelong journey of growth and professional development.
Shared Governance: Decision-Making That Matters

Shared governance is a nursing practice model that supports the mission and vision of Adventist Health. With shared governance, nurses participate in making decisions about nursing practice, patient care and outcomes. The Adventist Health Clinical Excellence Council (CEC) provides a forum for nurses to discuss and prioritize initiatives. Patient Care Executives and the CEC collaborate to identify organizational needs, apply evidence-based concepts and implement key initiatives. The process includes touch points that facilitate listening and knowledge sharing between the nurses and hospital leadership to ensure projects stay on track. The CEC model encourages nurses to use shared governance to become champions of change management principles and LEAN process tools. Through the CEC, Adventist Health is making great strides in designing practice changes for bedside shift reporting, fall prevention, improving workplace culture and evidence-based awareness.
Contribution to Our Profession and Organization
Partnering to Keep Newborns and Mothers Together

Adventist Health shared governance provided a vehicle for PACU and the Birth Center to collaborate on a process to ensure that cesarean section patients are not separated from their babies during the recovery period unless medically indicated. “Our goal is to enhance the patient experience by encouraging bonding,” says Gina Wells, RN who works in the Birth Center. “The Birth Center RNs have the professional competencies to support the recovery of these surgical patients.”

Adventist Health Clinical Excellence Council (CEC)

The CEC consists of a Coordinating Council that includes nursing representation from all of our markets. The Coordinating Council acts as a sounding board and provides oversight for initiatives and outcomes undertaken by the other four councils. The four councils represent Professional Development, Practice, Quality, and Evidence-Based Practice & Innovation.

Nurses Collaborate to Improve Medication Safety

Each month, the Adventist Health White Memorial Shared Governance Council members come together across departments to collaborate and work on projects that impact patient care and safety, staff engagement, research and evidence–based practice. In 2016, the pharmacy team at our Roseville office decided that they needed to change the administration time for diuretics. Since White Memorial has the most developed shared governance program in our system, the Roseville team requested submission of this project to the Nurse Practice Council (NPC) at White Memorial. The NPC conducted research, collaborated with local physicians and proposed new administration times. The proposal took into account patient safety issues, nursing work flow and the impact on patient experience.

The pharmacy and physician groups agreed with the rationale provided by the NPC and accepted the proposed administration times. Thanks to the dedication and diligence of the White Memorial NPC, the diuretic administration times will be implemented enterprise-wide. This was a fantastic demonstration of the potential we have to influence our care environment.
Unit-based councils are an integral component of each market’s shared governance model. The phenomenal results and accomplishments of these councils are a tribute to the talented, caring and resourceful nurses who participate. One of the goals for 2018 is for the CEC to actively engage unit-based councils and ensure they are functioning optimally in all markets given the value they bring to nursing practice and the organization.

To recognize unit-based councils for their innovation and commitment to our mission, the CEC gives out an annual Professional Practice Models (PPM) Council Award. The entries for the awards represent a broad spectrum of improvements in the areas of quality, safety, compassion and caring.

The 2016 award was presented to the Adventist Health Glendale Oncology unit. Motivated by a commitment to inspire health, wholeness and hope, the Oncology unit-based council designed a meditation room for patients undergoing the difficult process of cancer therapy. The nurses’ goal was to create a patient experience that provided alternative therapies to assist patients in relaxing in a calming environment. Their inspiration and drive resulted in raising the funds needed to build a beautiful relaxation room in which oncology patients can find respite, relaxation and renewal.

The 2017 award was presented to Adventist Health Portland’s Short Stay/Pre-Surgery Orientation department. Throughout 2017, the department focused on improving the patient experience. After listening to patient needs and concerns, the council implemented several patient-centric initiatives, including maintaining updated patient white boards, shortening response times for patient call lights, enhancing patient discharge instructions and improving individualized care. The entire team embraced the opportunities to make a difference in patients’ lives by improving their overall hospital experience.
New Graduate Residency Program

The Adventist Health Residency program is a structured orientation and professional development program designed to facilitate the transition from new graduate to professional nurse. Supported by clinical experts, preceptors and leaders, the Nurse Residency promotes safe practice, knowledge development and self-confidence.

Following are some of the elements of the Nurse Residency Program:

- Support individuals in bridging the clinical gap and transitioning from student to nurse.
- Support the professional, social and cultural integration of nurse residents through involvement from leaders and peers.
- Integrate residents into their professional roles and assist them in understanding their impact on health care delivery.
- Guide nurses in developing critical thinking and clinical decision-making skills.
- Foster ongoing professional growth and development.

Novice to Expert: The Five Stages of Clinical Competence

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<tr>
<th>NOVICE</th>
<th>ADVANCED BEGINNER</th>
<th>COMPETENT</th>
<th>PROFICIENT</th>
<th>EXPERT</th>
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<tr>
<td>Student nurse, lacks situational experience and may not recognize limitations</td>
<td>Acceptable performance, recognizes limitations, responds to situations</td>
<td>Fewer limitations, anticipates and plans situations, copes with complexity</td>
<td>Holistic understanding, anticipates situations, demonstrates speed and flexibility</td>
<td>Intuitive grasp of situations, transfers knowledge from past experience to new experiences</td>
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Individualized learning plans
Clinical classes with skills validation
Residency classes
Clinical time with preceptors
Evidence-based practice project
Data from individualized assessments used to create an ongoing learning plan for the first year of practice

Orientation

Clinical Immersion

Professional Development

Nurse Residency Flowchart*

Hired

General/hospital orientation
Clinical knowledge assessment
Clinical classes with skills validation

5 DAYS

Individualized learning plans
Residency classes
Clinical time with preceptors
Looping experiences

12 WEEKS

Data from individualized assessments used to create an ongoing learning plan for the first year of practice
Evidence-based practice project
Residency classes

9 MONTHS

*Example for Medical Surgical Nurse. Other specialties will vary.
During a Clinical Excellence Council (CEC) meeting in 2016, participants decided to host an Adventist Health Nurse Symposium. The System Innovation Council funded the symposium through a $48,000 grant. A planning group from the CEC was given the responsibility of selecting speakers as well as developing the learning sessions.

The symposium was held over a two-day period in May 2017. The event brought together approximately 250 nurses from every market in Adventist Health for networking and professional development. The historic event featured nationally-known speakers who addressed shared governance, trends in nursing, professional development, scope of practice, mentoring and healthy work environments. Twenty-three attendees served as either speakers in the 11 break-out sessions or poster presenters for 15 evidence-based projects.

The nursing symposium allowed attendees to learn from each other’s experiences and be inspired to pursue excellence in nursing practice.

Following are some comments from participants:

“It was great to have frontline staff available to expose team members to some of the challenges of health care and to address solutions to those challenges.”

“The symposium was an opportunity to reach out to other nurses doing similar work and to share our experiences.”

“The symposium was amazing! I look forward to attending the next one.”

A group of Adventist Health nurses who attended the symposium met early one morning for a 3 mile run/walk.
Contribution to Our Profession and Organization
Caring for ourselves empowers us to better care for our patients.
At Adventist Health, we believe it is important for our caregivers to also care for themselves. Optimum health is best achieved by maintaining a balanced life. This means caring for our own physical, mental, social and spiritual needs as well as advancing professionally.
Nurturing Ourselves Through Our Life Activities

Nursing is a demanding yet rewarding career. We encourage and support nurses in balancing the demands of work with fulfilling life activities. Adventist Health nurses find various ways to care for themselves by participating in enjoyable activities outside of work. Following are a few of their stories.

Running for Health
The California International Marathon is a 26.2-mile event that takes place each December in Northern California. To promote a healthy lifestyle and team spirit, Adventist Health sponsored the largest corporate participation at the 2017 event. This was Adventist Health’s 11th year participating in the marathon, and we had 45 relay teams, 17 individual runners and more than 100 cheerleaders and photographers. Adventist Health provided runners and their teammates with custom running shirts and Adventist Health medals. Lacey Neufeld, RN, was one of the many nurses who participated, running as part of a relay team. “The people along the sidelines wearing the bright orange Adventist Health shirts helped me keep going,” says Lacey. “Anything we can do together as nurses outside of work builds team morale. It is even better when the activities contribute to our health.”

Kim Katri, RN, has participated in the marathon for six years. “I enjoy the experience of being on a team, which inspires me to keep active,” says Kim. “I have also done several 10k and 5k runs.”

Supporting Nurses Online
Beth Hawkes, RN, is passionate about professional development and helping new nurses. Outside of her work at Adventist Health, Beth writes a blog for nurses and serves as a career advice columnist. “I’ve been a nurse for 35 years, and I wanted to share my experience and knowledge with those who are just starting out,” says Beth.

Relaxing with Yoga and the Ocean
One of the nurses at Adventist Health Castle in Hawaii unwinds with a weekly yoga class held at a community park near the Pacific Ocean. With the relaxing sound of the ocean in the background, the instructor guides attendees to forget about work, stress and worries, and to focus on that moment. As the class ends, attendees are asked to bring good energy with them throughout the rest of the week and to share that energy with others. By cool down time, the nurse is rejuvenated in body and mind. “I love this time I make for myself because it allows me to better care for others,” she says.
Adventist Health’s Professional Ladder Program is one way we encourage contribution to self. The Professional Ladder is a structured path for career progression that promotes the growth and development of Adventist Health nursing staff. The Professional Ladder Program supports the principles of the Professional Practice Model by recognizing and rewarding nurses as they contribute to patients, the nursing profession, the community and themselves. The development of the program has been a collaborative effort among leaders and staff, and 2018 will be our first year pilot of the new program.

Encouraging Nurses’ Advancement and Professional Growth

The Professional Ladder Program enhances career opportunities and enables nurses to progress to positions of greater responsibility. Nurses advance from RN I to RN IV by gaining experience, demonstrating professional behaviors and participating in a variety of leadership activities across the four domains in the Professional Practice Model. Becoming an RN III or RN IV is a goal for nurses who are working towards advanced degrees or certificates and are interested in taking leadership roles—either at the bedside or as part of the organization’s management team. These level III and IV nurses are our future leaders.
Levels of Competency Within the Professional Ladder Program

**RN1**
An "advanced beginner" who is a newly graduated, licensed RN or a Residency Program participant.

**RN2**
A "competent" nurse who is an experienced RN, a new hire or graduated from a Residency Program.

**RN3**
A "proficient" nurse who has in-depth knowledge of nursing practice, is able to respond to most situations with confidence, speed and flexibility, perceives the 'big picture' in nearly every clinical situation, anticipates typical events in clinical situations and modifies plans to adapt rapidly to changing situations, and provides leadership and mentoring to team members.

**RN4**
An "expert" nurse whose intuition and skill is derived from a comprehensive knowledge base grounded in experience. Expert nurses operate from a deep understanding of the total situation. They collaborate with other caregivers to advocate for patients and obtain and coordinate resources to maximize outcomes. Their performance is developed through extensive problem solving in a variety of complex circumstances.

Helping those in need is part of the culture of our organization. Many Adventist Health nurses are actively involved in their communities, using their time and talent to make a difference in the lives of others.
Meeting One School’s Educational Need

Fill the Backpacks

Helping the homeless is nothing new for Rosemary Earl, RN. She works with a group at Adventist Health White Memorial that regularly provides assistance and hope to the homeless. One day, a retired ER doctor said something that gave her a different focus, "We help the adults a lot, but who helps the children?"

Rosemary talked to the hospital chaplain who sent her to Second Street Elementary School in Los Angeles, where she met Principal Cristina Muñoz. The principal told Rosemary that she had 38 homeless children who lived in garages, shelters, cars, parks or on someone’s floor. Rosemary decided, "We have to help them!" She took the leap and declared that she would adopt those 38 kids. This was the start of the "Fill the Backpacks" project. The teachers wrote down the school supply needs of every K-6th grader. Once Rosemary got the word out to senior citizen and community groups, every single backpack was filled. "When you see so many children who are not eating correctly, not sleeping in a warm bed, and going without pajamas—you can only imagine what these kids go through," says Rosemary. "I just had to do something!"

Rosemary returned to Second Street Elementary School with fully loaded backpacks. Principal Muñoz told her to put them on the empty desks, and then she said, "I want you to think about the children you’re helping to educate. They will be so happy and so grateful." Rosemary could only respond, "Oh boy, that makes me happy too!"
Contributing to the health of our community
Contribution to Our Society and Community

Healing Hands Provide Foot Care

Julie Kline, RN, recently joined four colleagues for a project with the local Seventh-day Adventist Church. The church had partnered with the Life Hope Centers to provide a one-day health clinic to the community. Julie’s team provided foot washing, wound assessment, moisturizing and clean socks.

“The simple act of kneeling and washing our clients’ feet had a profound effect on me and my team, as well as the clients we served,” says Julie. Many of the clients poured out their worries, and some were referred for additional care. “We distributed hugs, shared tears and wondered at the resilience of people who have so little and are so grateful for simple human compassion. One weeping client told us she thought there was no compassion left in the world,” adds Julie. The team identified 10 clients who needed assistance with scheduling physician appointments, purchasing shoes, obtaining medical equipment or receiving financial counseling.

The team provided care for more than 10 hours. At the end of the day, they all agreed that if they had helped only one person, they would feel satisfied. “We left with full hearts and a renewed purpose to find more ways to give back and make our community an even better place to live,” says Julie.
Our Nursing Metrics

6,000+
Adventist Health Nurses

15% Baby Boomer

40% Millennial

45% Generation X
Nurses with BSN Degrees

- 53% Nurses Nationwide
- 46% Adventist Health Nurses

Goal to Improve

300 new grads hired in 2017

800 of our 6,000+ nurses have less than two years of experience

Average age of nurses: 41

Average tenure: 7 years