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ValleyCare Leadership: All Nurses,

Provide a Distinctively Patient-centered Perspective.

LEADERSHIP

Transformational Leadership
Marcy Feit MSN, RN, President & CEO

It has been a privilege for me to be a nurse at ValleyCare. Caring for our community and now providing leadership as the CEO is a great honor. The ability to continue to provide the outstanding care and resources to our community has been tremendously rewarding. A career as a nurse can take you on many exciting adventures. I can’t think of any better preparation for leading a patient-centered health care system than a career in nursing.

Cindy Noonan MSN, RN, COO

I am so very proud of the level of professional growth the Nursing team has made this year. They continue to impress me with their commitment to their patients, their profession and their continued desire to improve their practice. Having fully embraced a culture of caring, the Nursing team strives to be the best they can be, benefitting the patients and the community in which they serve. They make me proud to be a ValleyCare nurse.

Jessica Jordan BSN, MS, RN, NEA-BC, CIC, CNO

To lead such an extraordinary group of men and women who make up the Division of Nursing is such an honor and a privilege. Nurses at ValleyCare embody both the art and science of nursing each and every day with the competent and compassionate care that they provide to their patients and to each other. ValleyCare nurses are well positioned for tomorrow's healthcare challenges as they continually strive to achieve the highest quality, safety, reliability and satisfaction in their delivery of patient care. Working as a team, we are excited to pursue our journey of excellence as we seek Magnet designation in 2013.
Mission Vision and Values:

Mission
The Division of Nursing strives to far exceed each patient’s expectation for healthcare through delivery of safe, clinically outstanding and compassionate care.

Vision
The ValleyCare Division of Nursing is a nationally and internationally recognized provider of clinical and service excellence.

Values
- It is everyone’s responsibility to know and embrace our organizational mission, vision and goals.
- Uncompromising levels of cleanliness and safety are the responsibility of every employee. If you see a safety or housekeeping issue, fix it or report it.
- Whoever receives a complaint or request owns it. Resolve it to the patient’s satisfaction to the extent possible and appropriate. Ask others for assistance if you need it. Never “lose” a patient because they are unhappy with our services.
- Protecting the assets of ValleyCare Health System is the responsibility of every employee.
- Assisting patients and visitors is every employee’s responsibility. Patients and visitors will be escorted whenever possible to their destination.
- Take pride in your appearance and adhere to ValleyCare Health System clothing and grooming standard.
- Ensuring total confidentiality is the responsibility of every employee.
- Smile, introduce yourself, when possible address patients by name (Mrs. Jones, etc) and use respectful phrases such as “Good Morning”, “certainly,” “thank you,” “I’ll be happy to”, and “my pleasure”. Use warm, professional telephone etiquette at all times.
- It is the responsibility of each employee to foster an environment of teamwork.
- We are ambassadors of ValleyCare Health System. We always speak
More than ever, a career in Nursing means accepting new challenges and growing professionally. The Institute of Medicine’s Report (IOM): *The Future of Nursing: Leading Change, Advancing Health,* outlines the role of nurses as leaders in the future of healthcare. ValleyCare has been a proponent of the important role that Advanced Practice Nurses (APN) provide in healthcare delivery. For ValleyCare, the APN outpatient roles include staffing such diverse venues as the Walmart Clinic, Chabot and Las Positas Health Clinics and the Mobile Health Unit. Inpatient APN roles include Cardio-Vascular Surgery APN, CHF Transition Care Coordinator and Neonatal/Pediatric Clinical Nurse Specialist.

ValleyCare Health System is privileged to employ 15 Advanced Practice Nurses in many diverse roles.

ValleyCare APN’s Care for Patients in Diverse Clinical Environments.
L-R Top to Bottom
MaryJo Schaarschmidt MSN, CPNP, CNS, RNC-NIC Pediatrics and NICU (3rd from left); Janine Pinks NP, PA-C, MSN--CV Program; Angelina Chau, DNP, MSN, NP-C FNP -- Mobile Health Unit (on left), Rosafel Adriano-Nogra, MSN, NP-C FNP, Chabot College Clinic

4 key messages:
- Nurses should practice to the full extent of their education and training.
- Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
- Nurses should be full partners, with physicians and other health care professionals, in redesigning health care in the United States.
- Effective workforce planning and policy making require better data collection and information infrastructure.

Exciting Times: Roles Diversify in Nursing

The Future of Nursing: Leading Change, Advancing Health
Nurse Satisfaction and Engagement:
All Nursing Division Units Combined

ValleyCare 2011
Annual RN Turnover rate - 8.5%
Shared Governance Provides the Framework for the Excellent Care ValleyCare Nurses Provide.
The ValleyCare Health System Shared Governance Structure incorporates six individual councils which interrelate to provide direct care nurses with a structure to influence change throughout their departments and the health system. The unit-based councils provide direct care nurses with a voice to the wider council structure. The councils are interrelated and are integral to the strength of the Division of Nursing.

ValleyCare Nursing Division Shared Governance Model

**Practice Council:**
Decisions related to the revision and implementation of standards of clinical practice and patient care.

**Quality Council:**
Decisions related to the advancement of quality and safety practices.

**Research Council:**
Advocacy and support for clinical research and for the use of evidence-based nursing practice.

**Nursing Operations:**
Related to strategic nursing direction; supports the council structures; deploys financial resources.

**Professional Development:**
Decisions related to the educational and professional growth.

**Advance Practice:**
Related to the advancement and excellence in advance nurse role; includes mentors to other nurses and councils.

**Unit Based Councils:**
Decisions related to the provision of patient care based on context of the individual hospital units. Patient care is provided.

**Coordinating Council:**
Coordination, integration, monitoring and communication for the activities of the other councils.
Evidence has shown that nurses will need even more skills and education in the coming years. The patient population is getting older and present with more comorbidities. Technology is booming, and companies are seeking out new applications for technology in healthcare. The Institute of Medicine (2011), in its report: *The Future of Nursing Leading Change, Advancing Health* recommends that the proportion of nurses with baccalaureate degrees be increased to 80 percent by 2020. To keep up, ValleyCare encourages all nurses to pursue a higher level of education. Many nurses have gotten the “education bug” and have returned to school to complete BSN and MSN programs. For those enrolled in school, ValleyCare reimburses the nurse $1,000 per year toward their tuition.

Percent of RNs who have BSN or greater nursing degrees

<table>
<thead>
<tr>
<th>Year</th>
<th>% of Total RNs with BSN and Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>54%</td>
</tr>
<tr>
<td>2011</td>
<td>55%</td>
</tr>
<tr>
<td>2012</td>
<td>57%</td>
</tr>
</tbody>
</table>
In the Division of Nursing’s Strategic Plan, ValleyCare commits to “develop, maintain, and strengthen its workforce as a core strategy in achieving an exceptional standard of excellence in patient care, quality outcomes and customer service.” As part of the commitment the Division supports specialty certification for advanced knowledge, skill, and practice to meet the challenges of modern nursing.

Like professionals in many other fields, the practice of the nurse is regulated; the state board of nursing awards an RN license only upon satisfactory completion of a mandatory national examination. The RN license assures the public that a nurse has the required entry-level knowledge and skills to care for patients. Beyond this foundation a specialty certification provides validation of specialized knowledge, skills and experience. Everyone in the healthcare equation—patients, employers, nurses—benefit from certification as a mark of excellence. Certification becomes an important indicator to patients and employers that a nurse is qualified and competent in a specialty and has met rigorous requirements to achieve this expert credential.

For ValleyCare’s Magnet journey, an overall certification goal of 40% has been established and the list of specialty certified nurses is growing every day. Every area of the hospital is touched by the nurses at ValleyCare who are working with, or toward, their specialty certifications.

References:
The ValleyCare Extension of the Chabot College Nursing Program has been in existence since 2003. ValleyCare approached the predicted nursing shortage head on by partnering with Chabot College to provide classroom and clinical facilitation for a cohort of students.

Because of the economic downturn, the nursing job market has taken a surprising turn; many new nurses are unable to find employment. However, ValleyCare continues this valuable partnership and is committed to facilitate the development of new nurses into a highly skilled competent work force. The environment in which these students are trained is one of rigor and nurturing. The students complete course work at the Mertes Feit Education Center, while fulfilling their clinical commitment on the ValleyCare Nursing Units. Upon completion of the program nurses are well prepared and can work in any clinical environment.

Nurses whom ValleyCare hires from the program are very familiar with the hospital routines and policies which has proven to foster a successful transition.

Beyond the ValleyCare Chabot partnership, ValleyCare nurses provide mentoring to a variety of other nursing programs including ADN, BSN, LVN-to-RN, RN-to-MSN, MSN and Clinical Nurse Leader MSN. ValleyCare provides clinical sites to Cal State East Bay, Ohlone College, University of San Francisco, Samuel Merritt University, Cal State Dominguez Hills, and Holy Names University, among others.
Growing Our Own: Professional Development Programs

The literature supports providing direct care nurses with opportunities for professional growth. Such growth is critical for maintaining engagement. In addition to encouraging continuing college education, ValleyCare’s Nursing Division has created multiple internal programs to facilitate professional growth.

Critical Care Training Program

ValleyCare’s CCU Training Program has been extremely effective. Two cohorts of nurses now have been selected for this rigorous didactic and clinical program. The first cohort completed the program in Fall 2011, amid expressions of excitement and passion for their new career path. The second cohort is due to complete in fall 2012.

New Graduate Training Program

The New Graduate Program augments a new nurse’s academic education with professional, clinical experience. The program which has been partially supported by grant funding, enhances a novice nurse’s clinical experience through a highly structured program. The curriculum includes mentored clinical time, didactic instruction, as well as skill practice through the use of lab and simulation.
Shared Governance Provides the Structure...

High Performing Nurses Provide the Care

Chelsea Noonan RN, Rachel Cason-Flores RN, Vee LaFredes RN, Nicollete Quane RN

QUALITY

Exemplary Practice
ValleyCare’s Total Joint Program received the Joint Commission Gold Seal of Approval in 2012.

Lactation Services recently received the International Board Certified Lactation Consultant (IBCLC) award, which recognizes maternity facilities worldwide that hire International Board Certified Lactation Consultants.

ValleyCare received The Maternity Care Excellence Award from Health Grades. This 5-star rating is given to those hospitals that provide consistent high-quality care for women and their babies during pregnancy, delivery, and the first few days after delivery.

American College of Cardiology Foundation’s NCDR ACTION Registry–GWTG (Get With the Guidelines) Platinum Performance Achievement Award for 2012. This is the fifth year in a row ValleyCare has received GWTG recognition for treatment of cardiac patients.
TeamSTEPPS®

Master TeamSTEPPS® trainers, Dr. John Nunes, Gina Teeple BSN, RN, Shelley Barnhill BSN, MA, RN and Mary Jo Schaarschmidt MSN, CPNP RN from the Maternal Child Division, trained all ValleyCare departments in improved communication techniques. TeamSTEPPS® an Agency for Healthcare and Research Quality program has been shown to improve teamwork and communication, to reduce medical errors and to improve patient outcomes. The successful implementation of the TeamSTEPPS® Program at ValleyCare was presented at the 2012 Cynosure Health Summit.

Transition Coach Program

With the support of grant funds from the Betty Irene Moore Foundation, ValleyCare is aggressively pursuing care improvements for the Congestive Heart Failure (CHF) Patient. A recent milestone has been through the creation of the position of CHF Transition Care Coordinator Staci Valdix. Focused education has empowered ValleyCare CHF patients to recognize worsening symptoms, so patients may be proactive in soliciting help from their primary care providers, thereby avoiding unnecessary future admissions to the hospital. The program has resulted in improvements in inpatient and outpatient care and has received positive feedback from patients.

Staci Valdix NP, RN
Laura Zhang PharmD, Mary K. Dunn MSN, RN, and Jennifer Berg BSN, RN, were chosen for the well respected UCSF Change Agent Program. The UCSF Center of Health Professions Change Agent Program is funded by the Gordon and Betty Moore Foundation. The multidisciplinary program is designed to measurably improve quality and safety in participating Bay Area hospitals by equipping participants with the leadership and change management skills needed to affect and sustain positive change. The participants represent two cohorts, Laura and Mary K. completed their program in June 2012, Jennifer will complete the program in December 2012.

On May 9, 2012, Shannon Stewart BSN, RN-C was awarded the 2012 Laverne Rose Nurse of the Year. As always the selection of the award was a difficult one. All the nominated candidates are recognized for their:
- Leadership skills
- Professionalism
- Mentoring
- Exemplary Clinical Skills
- Patient advocacy
- Patient education

Congratulations to Shannon and all the 2012 candidates.
Division of Nursing Professional Practice Model

A Professional Practice Model depicts a conceptual framework in which registered nurses deliver care and the environment in which that care is delivered. Members of the Nurse Practice Council collaborated over many months on the ValleyCare model’s content and design. The model shows the tenets of education, quality, leadership, safety, and patient-centered focused care (Culture of Caring) that support nursing practice. The nurse, guided by these principles, is able to provide exemplary care to the patient, family, and community.

Division of Nursing Care Delivery Model

The Nurse Practice Council created the model for our care delivery system in their council meeting. The nurses were trying to exemplify how the registered nurse, prepared through education and professional competency, involves the patient and their family, in care delivery and decision making. The nurse through, assessment and planning, prioritizes and coordinates patient care and collaborates with the interdisciplinary team.
Nurses Volunteering: Here at Home...

In line with the Nursing mission and vision at ValleyCare, nurses actively volunteer within the community, nationally and internationally. ValleyCare is well represented throughout the world, from our CNO Jessica Jordan MS, RN, NEA-BC, CIC, who has volunteered through the American International Health Alliance for Health Care Projects in Russia, Azerbaijan, and Kosovo, to the direct care nurses who have volunteered their time in Haiti, Ethiopia, and Ghana. ValleyCare Nurses actively volunteer in so many ways that highlighting each would be impossible. This is just a highlight of two of the projects for which our nurses have volunteered.

**4th Annual Colon Cancer 5K Walk**

Recently the ValleyCare Perioperative department’s Ambulatory Surgery Center organized and hosted the 4th Annual Colon Cancer 5K Walk. This grass roots effort to get the word out about the risk of colon cancer, was the brainchild of two Gastroenterologist (GI) Nurses, Amber Alton RN and Debra Lewis RN. Amber and Debra had heard of the idea at a professional conference. They returned inspired to excite the community about recognizing the risk factors and symptoms of colon cancer. The annual event raises funds for education in the community on the topics of Gastroenterology.
And.. Beyond Our Borders.

Alliance for Smiles
Many ValleyCare Nurses share their high level of skill and expertise by joining international health care volunteer missions. Patty Stowers RN, CPAN has participated in many trips with the Alliance for Smiles organization, including trips to Baiyin, Harbin and Wenzhou, China; Bangladesh; and Ghana in Africa.
A recent trip to Ghana involved a reunion of sorts. Patty had been the Post Anesthesia Care Nurse caring for a patient receiving a cleft lip and palate surgery. She had the privilege of showing the patient his new “face” for the first time. This poignant moment was captured on film and became the cover for the 3rd edition of the ValleyCare Nurse Magazine.
Upon her return to Ghana to participate in yet another mission, the patient walked back to the “surgical hospital” to express his gratitude to both the Surgeon and Patty.
Research and Evidence-Based Practice
Informs and Guides Nursing Care

Innovations Support Patient Care

INNOVATE

New Knowledge and Innovations
Hypothermia Protocol:  
-Nurses chillin’ to save lives

Nurses questioned how to further improve outcomes of cardiac arrest patients. Nurses delved into the literature and into the AACN and AHA archives. They found that the International Liaison Committee on Resuscitation and the American Heart Association recommend that comatose survivors of ventricular fibrillation or ventricular tachycardia after out-of-hospital cardiac arrest (OHCA) undergo therapeutic hypothermia. Since then the nurses and physicians have worked collaboratively to write Therapeutic Hypothermia After Cardiac Arrest (HACA) Protocol for use at ValleyCare Health System. Due to the innovation and passion of our nurses ValleyCare can now provide patients with this advanced treatment.

Simulation:  
-Proven to foster highly reliable teams

Research shows that using either low or high fidelity simulation, combined with team training, improves team performance and patient outcomes, especially in critical situations. The Maternal Child Department regularly schedules multidisciplinary and interdepartmental drills and low fidelity simulation. Simulations include maternal, neonatal and pediatric emergency scenarios. All interdisciplinary departments that support patients in the Maternal Child participate to improve team work and to increase patient safety. The department has observed results that are consistent with the literature, including quantitative improvements in response time and qualitative improvements surrounding comfort and individual performance.
Medication Administration Check
MAK Barcoded Medication Administration Technology

Implementation of the Medication Administration Check (MAK) bar coding medication administration technology is now implemented throughout the inpatient department of the health system. This innovative technology helps prevent medication errors through bar coding technology. A unique barcode exists on the patient’s ID band, the nurse’s badge and each of the patient medications. The nurse uses a scanner to assure the right patient is given the right medication, at the right dose, by the right route and at the right time. If any of the criteria is not met the nurse is alerted to not provide the medication. Implementing MAK is another step in using modern technology to improve quality and patient safety.

Smart Pump Technology

ValleyCare has invested in Smart Pumps, some of the newest technology to prevent medical errors. During the Spring and Summer of 2011, the CADD Epidural Pump and the LifeCare PCA Pumps were introduced and implemented. The Medfusion3500 Syringe Pump library, used in the pediatric/neonatal population, was recently expanded to encompass Anesthesia medications for use in the OR. “Smart pumps” are medication administration pumps specifically designed to decrease chance of medication errors. The pumps increase safety through multiple technologies including hard stop medication dosing, bar coding, and department specific libraries. The pumps interface with software so hospital administrators can run reports for continuous quality improvement.
ValleyCare Nurses in Print

The online Nurse Network is a an innovative way for ValleyCare Nurse Educators to communicate important information with busy direct care nurses. The network can keep nurses informed and is available to nurses on hospital every computer which facilitates ease of access.

ValleyCare Nurse Magazine

Valley Care Nurse Magazine was an idea introduced by the Advanced Practice Council, as a way to get direct care nurses more actively involved in publishing. The magazine has helped encourage the novice writer to feel confident that as nurses we all have a story to tell.
Empirical Outcomes:
Measurements of Quality Care

What Have We Done to Improve Patient Care?

Grace Villalpando, RN

FACTS

Empirical Outcomes
Data is collected to provide healthcare practitioners with a guide on their progress toward excellence in care delivery. These quality measures impact the health and well being of our patients. The following graphs show ValleyCare’s progress in some areas of care delivery. Many of these quality measures are publicly reported and benchmarked against nationwide data.

Nurse Sensitive Indicators are quality measures that focus on how care delivery is affected specifically by nursing interventions. Through implementing Standards of Practice and evidence-based care, ValleyCare nurses strive to enhance patient care and satisfaction, thus improving our outcome measure scores.
Hospital Acquired Pressure Ulcers

Employee Vaccine Rates