



NURSE SCHOLARS ACADEMY

“At Kaiser Permanente, our nurses play a critical role in transforming how we care for our patients. The Nurse Scholars Academy is dedicated to the advancement of nursing excellence and leadership in pursuit of total health for our members and the communities we serve.”

Janet A. Liang
President
Kaiser Foundation Hospitals and Health Plan
Northern California Region

2016 BY THE NUMBERS: NURSE SCHOLARS ACADEMY



151 DEGREE
PROGRAM SCHOLARS



113
BACHELOR OF SCIENCE IN NURSING
(RN-BSN) SCHOLARS



33
MASTER OF SCIENCE IN NURSING
(CLINICAL NURSE LEADER) SCHOLARS



5
DOCTOR OF NURSING PRACTICE
(EXECUTIVE LEADER) SCHOLARS



61 CARITAS COACHES



77 HEARTMATH®
CERTIFIED TRAINERS



1,344 ATTENDEES
CARITAS CONSORTIUM



20 PARTICIPANTS
EQUINE LEADERSHIP
PROGRAM



106 NURSE MANAGERS /
ASSISTANT NURSE MANAGERS
MIDDLE MANAGEMENT
PROGRAM



85 RESIDENTS
NURSE RESIDENCY PROGRAM



11 NURSE EXECUTIVES
ADVANCED LEADERSHIP
DEVELOPMENT PROGRAM



2 FELLOWS
NURSE EXECUTIVE
FELLOWSHIP PROGRAM

NURSE SCHOLARS ACADEMY

Priscilla Javed, DNP, RN, Regional Director Professional Practice
Michelle Teng, MPH, Program Lead Consultant

The Future of Nursing Is YOU



POSITION NURSES
AT THE FOREFRONT
OF ADVANCEMENTS IN
PROFESSIONAL PRACTICE
AND INNOVATIONS
IN PATIENT CARE

OFFERING GENEROUS
FINANCIAL ASSISTANCE
FOR EACH OF OUR
DEGREE PROGRAMS

PROVIDING LEADERSHIP
DEVELOPMENT AND
EXECUTIVE TRACK
PROGRAMS

Gregory A. Adams, Executive Vice President and Group President, Kaiser Foundation Hospitals and Health Plan, made a five-year commitment in 2014 to support the future of nursing at Kaiser Permanente. His vision is to have the best-educated nursing workforce in the country.

Inspired by this vision, Janet A. Liang, President, Northern California Kaiser Foundation Hospitals and Health Plan, led the formation and launch of the Kaiser Permanente Northern California Nurse Scholars Academy in December 2015. Through her continued support, the Nurse Scholars Academy had a successful inaugural year.

The Nurse Scholars Academy supports registered nurses in gaining practical skills, knowledge, and experience that are critical for success in today’s complex health care environment.

Nurse Scholars Academy Six Areas of Focus



ACADEMIC DEGREE
PROGRAMS



NURSING PROFESSIONAL
DEVELOPMENT



ADVANCING NURSING
PROFESSIONAL PRACTICE



ORIGINAL NURSING
RESEARCH



EVIDENCE-BASED
PRACTICE



CARING-HEART SCIENCE
INTEGRATION

NURSE SCHOLARS ACADEMY LEADERSHIP



1. Jim D’Alfonso, DNP(c), RN, Ph.D. (h.c.)
2. Priscilla Javed, DNP, RN
3. Peggi Winter, DNP, RN
4. Dan Weberg, Ph.D., RN
5. Antonetta Yun, MPA
6. Peggy Hilden, BA

Why Establish the Nurse Scholars Academy?

The Nurse Scholars Academy provides the infrastructure to advance nursing professional practice, develop highly educated nurses, and create talent pipelines for all areas of nursing practice. This innovative approach reflects Kaiser Permanente’s commitment to our registered nurses and their professional development.

Strategic Focus on Nursing

Jim D’Alfonso, DNP(c), RN, Ph.D. (h.c.), Executive Director the Nurse Scholars Academy, is leading this strategy to transform nursing care and promote innovation. The Nurse Scholars Academy is able to co-create new programs that foster leadership development and support academic progression in nursing. This aligns with Northern California’s strategic focus on employees as our most important resource.

Institute of Medicine Report

The 2010 Institute of Medicine (IOM) report focused on the intersection between quality of care and patient outcomes, as well as on workforce readiness, training, and education levels of registered nurses. The Nurse Scholars Academy addresses many IOM recommendations.

Triple/Quadruple Aim

Nurse scholars in all of our programs address the Triple Aim (improving population health, enhancing the patient experience, and reducing costs). As important, the Nurse Scholars Academy also addresses the added aim of a caregiver’s total health (mind, body, and spirit).

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KAISER PERMANENTE’S NURSES
ARE AN INTEGRAL PART OF
LEADING AND CO-CREATING
NEW CARE SYSTEMS AND
CLINICAL BEST PRACTICES.

—JIM D’ALFONSO, EXECUTIVE DIRECTOR

”

ACADEMIC PROGRAMS

Michelle Teng, MPH, Program Lead Consultant
Jonalyn Wallace, DNP, RN, Academic Relations Director

Supporting Academic Progression in Nursing



60 SENIOR LEVEL
BACCALAUREATE
NURSING STUDENTS
WERE SELECTED TO
PARTICIPATE



MORE THAN 15 ETHNICITIES
WERE REPRESENTED



INTERNS REPORTED
SPEAKING MORE THAN
13 LANGUAGES

NURSING STUDENT WORK-STUDY INTERNSHIPS

The Nurse Scholars Academy collaborates with five universities and the region’s 21 medical centers to provide a clinical immersion experience for senior-level baccalaureate nursing students. This internship aligns with Kaiser Permanente’s commitment to developing a better-prepared, more-diverse future nursing workforce. Interns report increased confidence, competence, as well as feeling better prepared to transition into practice safely and effectively.

Selected from Hundreds of Applicants

A total of sixty students were selected from hundreds of applicants to participate in the program. Those chosen demonstrated strong academic skills, diversity, and multilingualism. The cohort represents more than 15 ethnicities and speaks more than 13 languages.

Clinical Immersion Experience

The paid internship takes place during the students’ summer break before they complete their senior level curriculum, and at a time when they are not distracted with classes or other clinical practicums. Participants work three shifts per week under the supervision of a Kaiser Permanente registered nurse preceptor. During the experience, the intern is able to apply their knowledge and gain valuable skills and insight into professional nursing practice.

Diverse Exposure to Total Health

Placed in a broad range of clinical environments, work-study interns can rotate through general medicine, perioperative services, maternal child health, procedural units, emergency medicine, and intensive care units. Interns are also placed in quality and risk, infection prevention, and clinical education settings. Work-Study interns report that the program exposes them to new clinical situations, and improves their time management skills. Exposure to our integrated health system provides opportunities to better understand Kaiser Permanente’s mission and vision of Total Health.

ACADEMIC DEGREE PROGRAMS

Through unique academic partnerships, the Nurse Scholars Academy supports innovative academic programs that develop our current and future leaders. Nurse scholars admitted to a degree program receive generous financial assistance from Kaiser Permanente. These programs promote a sustained culture of lifelong learning and position our people to innovate care delivery solutions in health care.

RN-BSN

Samuel Merritt University offers a five-semester RN-BSN program designed for working Kaiser Permanente nurses. Customized with a Caring Science curriculum, this program supports evolution of our professional practice. To date, 113 Kaiser Permanente registered nurses have enrolled in this program. There are more than 60 registered nurses beginning classes next spring.

MSN

The Masters of Science in Nursing with a Clinical Nurse Leader focus is offered through the University of San Francisco (USF). Designed to transform front line care delivery, this program creates microsystem leaders focused on quality, evidence-based practice, and care experience. Early next spring, the addition of 15 MSN scholars will bring the total number to 48.

DNP

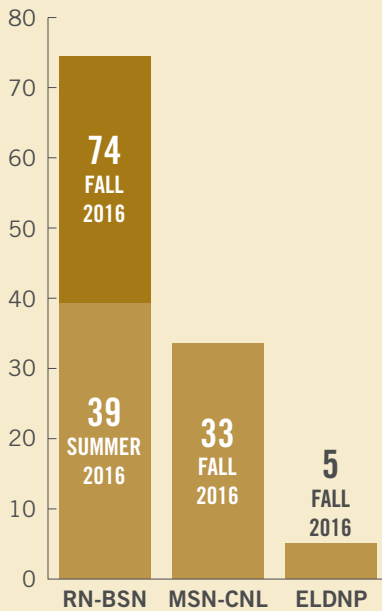
The Executive Leadership Doctor of Nursing Practice (ELDNP) is offered at the USF campus in San Francisco. This program advances the potential of nurse executives by honing their ability to translate evidence into practice. There are five nurse executives currently in the program. Next spring, 12 additional scholars will begin in the program. The program is conducted using a blended learning approach. Nurse executives meet twice per semester for a three-day teaching intensive in downtown San Francisco and complete other work online.

Ph.D.

The Nurse Scholars Academy will launch Ph.D. academic partnerships next year. Developing scholars who are experts in practice innovation, Caring Science, and nursing research is essential to the future of our organizational success. These degree programs will prepare the next generation of nurse scientists in Northern California to conduct original research that helps promote high-quality, affordable care for our members.



151 NURSE SCHOLARS



OUR PROFESSORS GIVE US
REAL WORLD NURSING
INSIGHT, AND THE BEST PART
IS THAT WE LEARN ALONGSIDE
OUR FELLOW KAISER
PERMANENTE COLLEAGUES!

— MSN-CNL SCHOLAR

THIS EXPERIENCE HAS SHAPED
MY CURRENT AND FUTURE
POTENTIAL AS A NURSE LEADER
AT KAISER PERMANENTE.
I AM SO GRATEFUL FOR
THIS OPPORTUNITY.

— ELDNP SCHOLAR



NURSING DEVELOPMENT PROGRAMS

Peggi Winter, DNP, RN, Regional Director Professional Development and Interprofessional Education
Peggy Hilden, BA, Health Care Education Management Co-director

New Opportunities for Personal and Professional Growth for Nurses



85 TOTAL RESIDENTS



PERIOP 101
6 MONTH PROGRAM
BLENDED LEARNING
5 RN RESIDENTS

MATERNAL CHILD HEALTH
13 WEEK PROGRAM
10 LEARNING MODULES
24 RN RESIDENTS

VIZIENT NEW RN
12 MONTH PROGRAM
CLASSROOM LEARNING
56 RN RESIDENTS

NURSE RESIDENCY PROGRAMS

We have launched three residency programs open to new graduate nurses and incumbent staff. The curriculum provides registered nurses the necessary talent to enter a new specialty. The program also supports new graduate registered nurses during initial transition to practice. These programs support new nurses in Maternal Child, Perioperative Services, as well as in other nursing specialties. The Nurse Residency Programs will help our region meet current and future workforce needs.

Periop 101

Periop 101 is based on Perioperative 101 by the Association of Operating Room Nurses (AORN). Periop 101 delivers a standardized, evidence-based core curriculum that uses a blended model of didactic and clinical environments. This is a six-month program and there are five incumbent registered nurses currently enrolled.

Maternal Child Health

The Maternal Child Health Residency is based on a didactic course developed by the Association of Women’s Health, Obstetric and Neonatal Nurses (AWHONN). The course is offered in ten modules over 13 weeks. These modules provide a foundation for nurses who are inexperienced in maternal-child health. Registered nurses learn to care for perinatal patients using evidence-based practices and standards. There are 12 new graduate registered nurses and 12 incumbent registered nurses in the program.

Vizient Residency at Kaiser Permanente

The Vizient RN Residency Program is a nationally recognized program to support new graduate nurses as they transition into practice in the acute care hospital setting. 56 registered nurse residents benefited from the use of this program’s evidence-based curriculum that focuses on three key areas:

- + Leadership
- + Quality Outcomes
- + Professional Role



EQUINE LEADERSHIP PROGRAM

The Equine Leadership Program is an experiential leadership development and team-building program. We pilot-tested the program with 20 participants. The experience begins with pre-work completed with a leadership coach. Next, employees travel to the EquuSatori center in Sebastopol, CA. Over two days, participants work inside the stable with horses and outside the stable with faculty. Overall, this program helps to refine leadership skills in a structured learning environment. It also helps to keep teams aligned and efficient. We will use this baseline experience to co-create courses in 2017 with EquuSatori that link to the American Organization of Nurse Executive (AONE) Nurse Executive Competencies.

ILLUMINATION PROGRAM

The Nurse Scholars Academy, the Kaiser Permanente Community Benefit Program, and the University of San Francisco School of Nursing partnered to present the Illumination Program for nurses and the local community. Held in April, the year’s program was titled “Core of Caring, Authentic Praxis, and Social Justice.” More than 56 attendees engaged in a spirited and open dialogue. Guest speakers included Jean Watson, Ph.D., RN, of the Watson Caring Science Institute, Father Timothy Godfrey from the University of San Francisco, and Robert Browning from HeartMath. Presenters explained that all registered nurses have a responsibility to gain a deeper understanding of how they affect patient care outcomes through their words, actions, and intentions. This program helps to broaden community understanding of the role of registered nursing in modern health care.

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HAVING JUST COMPLETED
HEARTMATH® TRAINING,
IT WAS A VERY GOOD
APPLICATION OF THE
CONCEPTS AND TOOLS
PRESENTED THERE.

— EQUINE LEADERSHIP PROGRAM PARTICIPANT

IT HELPED ME TO UNDERSTAND
WHAT CARING SCIENCE IS,
AND HOW IT WILL MAKE
A DIFFERENCE FOR KAISER
PERMANENTE MEMBERS
AND PATIENTS.

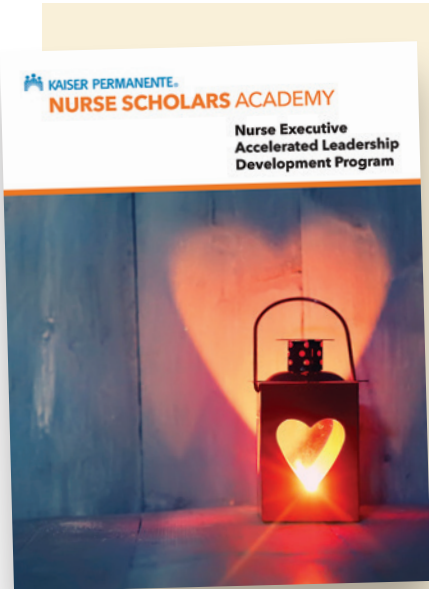
— ILLUMINATION SERIES PARTICIPANT

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ADVANCING PROFESSIONAL PRACTICE

Priscilla Javed, DNP, RN, Regional Director Professional Practice
Jonalyn Wallace, DNP, RN, Academic Relations Director

Advancing Nursing Practice in Northern California



98 RN ATTENDEES
ON-SITE CERTIFICATION
PREP COURSES



PROFESSIONAL CERTIFICATION

The Nurse Scholars Academy encourages Kaiser Permanente nurses to become nationally certified within their area of specialty. Nationally certified registered nurses report greater job satisfaction, validation of clinical knowledge, and access to broader career opportunities.

Reimbursement for National Certification

National certification reimbursement is available to registered nurses in Northern California through a variety of programs. Reimbursement varies based on eligibility, but frequently covers the entire cost of certification.

In-Person Certification Prep Courses

The Nurse Scholars Academy offered two certification review courses. In total, 61 nurse leaders participated in a two-day review course in Oakland. Seven of the attendees were from community safety-net hospitals. In addition, a second review course was offered to 37 Kaiser Permanente nurse educators. This two-day program helped prepare attendees to be certified in nursing professional development.

Online Certification Prep Courses

Registered nurses in pursuit of advancing their clinical knowledge may have access to certification preparation courses located online in KP HealthStream. More than 32 courses cover a variety of popular national certifications. These include, CCRN, CNOR, RN-NIC, as well as many more. Online courses are available so that working registered nurses can study at a time most convenient to their busy schedules.

More information about certification in Northern California can be found on our website at:

kp.org/nursescholars

LEADERSHIP DEVELOPMENT PROGRAMS

We launched two nurse executive programs, the Nurse Executive Accelerated Leadership Development Program (NEALDP) and the Nurse Executive Fellows Program (NEFP). Both develop the leadership skills and competency of high-potential registered nurse leaders in Patient Care Services (PCS), Quality, and Continuum care. Candidates identified through the local talent management process are invited to apply. The programs support internal succession planning and prepare identified talent for advancement into future nurse executive positions. The first cohort enrolled 11 NEALDP and two NEFP candidates.

Nurse Executive Accelerated Leadership Development Program

Participating nurse leaders in the NEALDP complete an 18-month curriculum. The American Organization of Nurse Executives (AONE) competencies are the foundation for the program. The curriculum focuses on a specific AONE competency each month. Supplemental reflective learning activities from the text, “FYI: For Your Improvement,” are used to enhance participants’ learning experience and competency development. NEALDP candidates are assigned a senior-level mentor who engages in monthly sessions to guide the participants learning and professional development.

Nurse Executive Fellows Program

NEFP candidates complete a one-year program unless advancement opportunities occur sooner. Customized medical center assignments based upon their previous experiences and self-assessment results help tailor learning to individual needs. Fellows rotate through a maximum of three campuses to support their individualized learning development plans. Nurse executives within the region actively support fellow professional growth through on-site clinical leadership practicums. Each participant is assigned an executive coach for mentorship using the FYI text as a guide.

Measuring Success

- Program outcomes focus on ensuring that participants are prepared to successfully transition into available Kaiser Permanente Nurse Executive roles. The programs are demonstrating promising results so far:
- + Four of 11 nurse leaders participating in the NEALDP were promoted
 - All 11 continue to be engaged in the program to date
 - + Both NEFP candidates were promoted:
 - Shanthi Margoschis: Chief Nurse Executive for Central Valley
 - Lisa Cowan: Regional Director for Maternal Child Health



Shanthi Margoschis, DHA, RN
NEFP 2016 Fellow



Lisa Cowan, DNP, RN
NEFP 2016 Fellow



NEALDP
18 MONTH PROGRAM
STRUCTURED MENTORING
AONE COMPETENCY FRAMEWORK



NEFP
TALENT MANAGEMENT
12 MONTH PROGRAM
3 EXECUTIVE ROTATIONS

NURSING RESEARCH AND EVIDENCE-BASED PRACTICE

Dan Weberg, Ph.D., RN, Regional Director Research and Practice Innovation

Sustaining a Legacy of Innovation

2016 KNOWLEDGE SHARING



27 PUBLICATIONS



32 POSTER PRESENTATIONS
29 US
3 INTERNATIONAL



30 PODIUM PRESENTATIONS
24 US
6 INTERNATIONAL

The generation and implementation of new knowledge into the practice of nursing is critical to the profession. Daniel Weberg, Ph.D., RN, previously at Kaiser Permanente national offices, has joined as the new Regional Director Nursing Research and Practice Innovation. This role has been designed to support the advancement of original nursing research as well as to drive the implementation of evidence-based practice. Daniel Weberg will also develop stronger research partnerships with the Northern California Division of Research. Overall, we are developing nurse scientists who are helping to sustain our legacy of innovation.

Nurse Scientists at Work

Gretchen Summer, Ph.D., RN and Anita Catlin, Ph.D., RN are supporting our front line nurses and nursing students as they generate, implement, and disseminate research. These nurse scientists mentored registered nurses in developing more than 62 presentations, posters, and articles. In addition, Northern California nurses published over 27 peer-reviewed articles in professional journals, demonstrating the influence our nurses have as leaders in their discipline. Engaging our nurses in the process of translating evidence-based practice and generating original research helps advance Kaiser Permanente’s nursing professional practice.

Delivery Science Research Fellow

This year, the Nurse Scholars Academy and the Kaiser Permanente Northern California Division of Research have partnered to support new nursing research fellows. Hannah Jang, Ph.D., RN, Delivery Science Postdoctoral Research Fellow, is working with Daniel Weberg to initiate a formal research collaboration with the Northern California Division of Research. Hannah Jang has been working with Kaiser Permanente Northern California nurse leaders to identify critical health care delivery challenges within our care system.



Developing a Future Nurse Scientist

We also welcomed Daniel Linnen, MS, RN, this year to the Nursing Research team. Gabriel Escobar, MD, Regional Director Hospital Operations Research in the Northern California Division of Research, is mentoring Daniel Linnen as a Ph.D. student in the emerging area of big data analytics and machine learning. Both Hannah Jang and Daniel Linnen will create new knowledge that informs clinical practice. This will help lead Kaiser Permanente care delivery into the future.

Collaborative Research Fellowship

Hannah Jang is working with Richard Grant, MD, Director Delivery Science Fellowship Program in the Northern California Division of Research, to implement innovative research and quality improvement projects within the field of nursing care. Daniel Weberg is working with Hannah Jang to expand her professional knowledge and relationships with key stakeholders within Kaiser Permanente. Together, these nurse scientists are working to present and translate research findings into Kaiser Permanente’s integrated care setting. Hannah Jang’s initial fellowship work will focus on delirium care.

Building Research Infrastructure

The Nurse Scholars Academy is excited to begin growing our nursing research infrastructure. In the coming year, we will explore a more formal nursing research fellowship, an evidence-based practice fellowship program, and will expand the Nurse Scholars Academy to include Ph.D. programs. Together, these will enhance our ability to generate new evidence through original nursing science research, as well as transform that evidence into practice through translational science methodology.



Daniel Linnen, MS, RN
Doctoral Research Fellow
Division of Research



Hannah Jang, Ph.D., RN
Delivery Science Postdoctoral
Research Fellow
Division of Research

CARING-HEART SCIENCE

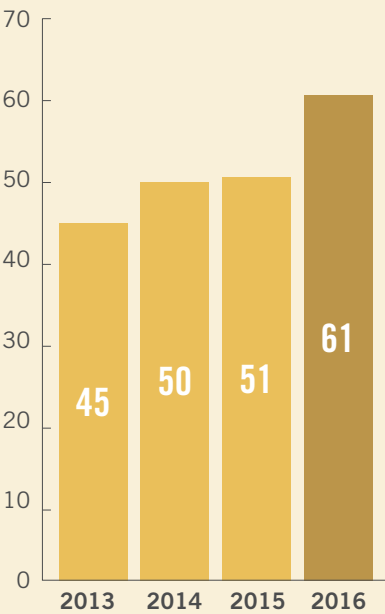
Priscilla Javed, DNP, RN, Regional Director Professional Practice
Elizabeth Winstead, BA, Program Lead Consultant
Linda Ackerman, MS, RN, Regional Caring Science Leader

Integrating Caring Science and Heart Science



Kaiser Permanente nurses at the 2016 Caritas Consortium

CARITAS COACHES



Caring Science promotes healing nurse-patient relationships through the application of Dr. Jean Watson’s 10 Caritas Processes. Heart Science’s foundation in Northern California is the HeartMath® Resiliency Advantage program. Through this foundation, we build respectful trusting relationships with patients, families, members of the health care team, and our communities. We also learn to take better care of ourselves along the way. Together, Caring-Heart Science provides an integral theoretical basis to our nursing professional practice model.

CARING SCIENCE

Caring Science is a humanistic lens that gives language to the discipline of nursing. By seeing the whole person (mind, body, and spirit), we are able to provide more authentic nursing care. This approach to care delivery shifts us away from the task-oriented role of the registered nurse that has become commonplace in modern practice.

Caritas Coaches

Today, we have 61 Caritas Coaches who will help us integrate Caring Science into practice in Northern California. Caritas Coaches assist with translating Dr. Watson’s theory into nursing professional practice for both staff nurses and nurse leaders. Recently, all Caritas Coaches attended a summit to establish a renewed vision and to create a regional strategic plan. We are now implementing this strategy to advance Caring Science at Kaiser Permanente in Northern California.

Caritas Consortium

The 6th Annual Kaiser Permanente Caritas Consortium was held in September to celebrate our collective commitment to Caring Science. Over the four-day program, more than 1,340 Kaiser Permanente employees and community partners gathered together to learn, grow, and connect to our nursing legacy.

HEART SCIENCE

Heart Science allows us to better care for ourselves, which influences our relationships with patients, families, and members of our health care teams. Using tools to manage stress, we build our resilience, and experience positive renewing feelings more often.

New Trainer Resources

We hold monthly calls for all HeartMath® Certified Trainers in the region. During these calls trainers come together to be re-inspired, and share best practices. In addition, all new certified trainers now have an experienced HeartMath® trainer assigned to them as a mentor.

Custom Animated Videos

HeartMath® created a custom animated video for Kaiser Permanente on their Resiliency Advantage program. The video titled “Caring for Self” is complete and is being shared with regional trainers.

Chief Nurse Executive Training

All Chief Nurse Executives participated in a 4-hour training program, followed by individual coaching sessions. HeartMath® centering practices and additional coaching now supplement all monthly Regional Nursing Leadership Council meetings. In addition, a group of 16 nurse executives recently participated in a project to measure the impact of HeartMath® practices on their ability to thrive.

Heart Science at Middle Management Program

HeartMath® is now integrated into the Kaiser Permanente Middle Management Program for nurse managers and Assistant Nurse Managers. 106 nurse leaders were trained this year. Participants learned new ways to support self-care, improve their personal resilience, and enhance their leadership practice.

Local Certified Trainers

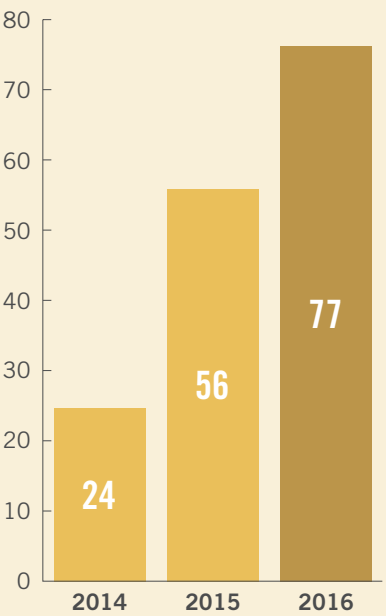
Here are two examples of how our HeartMath® Certified Trainers are influencing their local medical centers:

- + **San Leandro Medical Center:** Quick Coherence® and other HeartMath® techniques are used during daily clinical activities such as huddles and staff meetings to support staff resiliency and enhance care experience for patients.
- + **South Sacramento Medical Center:** HeartMath® training sessions have been offered to groups of registered nurses, physicians, and other employees. These workshops provide an opportunity to learn resiliency techniques and promote wellness in our interdisciplinary teams.



Dr. Jean Watson with Kaiser Permanente Nurses

HEARTMATH® TRAINERS



The healing lounge model presented by San Leandro Medical Center at the 2016 Caritas Consortium