



John C. Lincoln
North Mountain Hospital

Honored by Experts. Honored to Serve.

JOHN C. LINCOLN
IS #1

Nurses speak out about work life at
John C. Lincoln North Mountain Hospital

Our Turn

John C. Lincoln



John C. Lincoln Health Network Consistently Named Among “Best Places to Work” in the Valley of the Sun.

John C. Lincoln Health Network has consistently ranked among the “Best Places to Work” in the Valley since 2003, when The Phoenix Business Journal and Best Companies AZ LLC started their surveys.

“Best Places to Work” surveys are designed to measure an employer’s work environment. Is it a positive, productive work environment that retains valued employees? Evidently so, based on the employees’ answers and the resulting awards.

Most recently, the Network was ranked second in the Extra-Large Companies category, which surveys Greater Phoenix businesses with more than 3,000 employees. The Network won similar awards in 2007 and 2006.

In 2009, Arizona Woman magazine named the Network one of the top 25 places for women to work in Arizona.



“Technology is certainly important, but it is useless without nurses who are skilled, caring and committed to providing optimum care for patients and their families. John C. Lincoln nurses are the best of the best. We are honored to work with them.”

Rhonda Forsyth,
President and CEO
John C. Lincoln Health Network

It is the policy of John C. Lincoln Health Network to maintain a work environment free from any form of harassment inclusive of discrimination based on race, color, religion, national origin, gender, age, disability or veteran status. Everyone has the right to do his or her job in a harassment-free workplace. EOE/AA.

Who we are



Honored by Experts. Honored to Serve.

John C. Lincoln North Mountain Hospital is part of John C. Lincoln Health Network, a not-for-profit organization with two hospitals, two health centers, more than a dozen physician practices and a spectrum of charitable community service programs. It includes more than 3,500 employees and a medical staff of more than 1,100 physicians. The honor and privilege of serving the people of North Phoenix is a mission that's driven our efforts for more than 80 years.

The Network's service area covers north Phoenix and north central Maricopa County. Level I trauma patients are flown in from all parts of Northern Arizona and contiguous areas of three surrounding states.

Although our focus is local, we hold ourselves to standards of health care and business excellence worthy of national recognition. From nursing care to community services to business ethics and more, we've been honored by experts with awards for practically every aspect of what we do. However, the greatest honor of all is that people trust us with their lives in moments of their greatest vulnerability. That's a privilege we take seriously.

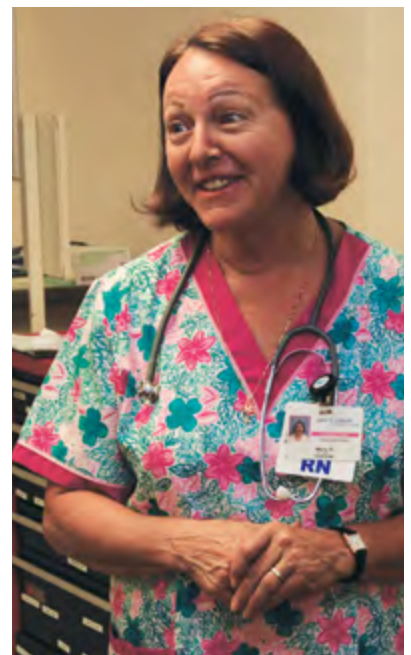
John C. Lincoln North Mountain Hospital, a 266-bed hospital at Second Street and Dunlap Avenue in Phoenix, provides a comprehensive range of services to meet patients' needs in ways few other hospitals can match. More than 815 physicians and more than 1,200 dedicated health care professionals work together at North Mountain to provide services including the following:

- **Level I Trauma Center.**
- **Accredited Chest Pain Center with PCI.**
- **Cardiac Care.**
- **Primary Stroke Center.**
- **Advanced Interventional Pulmonary Program.**
- **Inpatient Surgery.**
- **Inpatient Med/Surg/TelemetryCare.**
- **Intensive Care/Cardiovascular Intensive Care.**
- **Oncology Services.**
- **Orthopedic Care.**
- **The Birthing Center.**
- **Outpatient Surgical/Endoscopic/Nursing Services.**
- **Outpatient Diagnostic Imaging.**
- **Radiology/Digital Imaging.**
- **Pharmacy, Critical Care, Respiratory Care, Laboratory, Social Services and Nutritional Services.**
- **Volunteer Services**

John C. Lincoln
North Mountain Hospital
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602-870-6329

"This organization truly cares for its patients, employees and community. I'm proud to tell people where I work."

Mary Reagan, RNC, has worked at John C. Lincoln for nine years.





Magnet Nursing Thrives at John C. Lincoln North Mountain

North Mountain is the first hospital in the greater Phoenix area in central Arizona to receive Magnet designation (2004) and redesignation (2009) from the American Nurses Credentialing Center, keeping it's quality in the nation's top 2 percent.

Magnet evaluators noted *"full development, dissemination and enculturation of the Forces of Magnetism."* Nursing leadership was cited as a special strength, and they quoted CNO Susan Kelley, RN, MS, NEA-BC, *"A framework for nursing excellence translates into excellent patient care."*

Their report said, *"This was evident throughout the organization. The CNO is extremely visible and accessible. She practices situational leadership and consistently seeks participation and feedback in all areas of assessment, planning, implementation and evaluation."* Evaluators noted, *"During the visit, the pride and enthusiasm of the entire staff was evident...the staff repeatedly shares stories of trusting their family to the care of their peers."*

Autonomous nursing care is defined by Magnet as "the ability of a nurse to assess and provide nursing actions as appropriate for patient care based on competence, professional expertise and knowledge." Evaluators identified North Mountain Hospital as exemplar in this area, saying *"The site visit validated that nurses use independent judgment to resolve patient care issues... physicians reinforced that a primary reason for this being their preferred hospital."*

The Beacon Award for Excellence in Critical Care

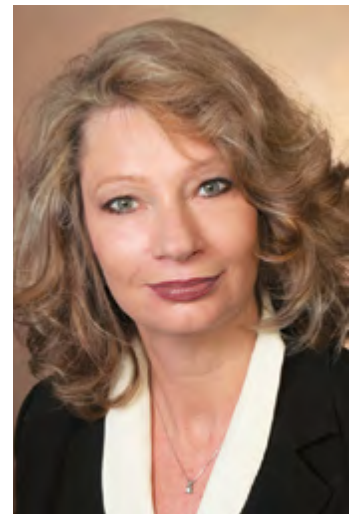
The North Mountain Intensive Care Unit is first in Arizona to twice receive the Beacon Award for Excellence in Critical Care from the American Association of Critical-Care Nurses, in 2007 and 2009. Only about 300 of the nation's 6,000+ critical care units have been so honored. In 2010, North Mountain's Cardiovascular Intensive Care Unit earned a Beacon Award, making North Mountain the only hospital in the state with two Beacon-winning critical care units.



"It's exciting to be recognized at a national level for all the hard work and excellent care we provide," said Susan Hopf, RN, CVICU clinical director. "What makes us special," added Robbi Johnson, RN, ICU clinical director, "is our team approach, the collaborative atmosphere we have built, and our commitment to our patients and their families."

"Before I came here, I worked as a traveler, but now I've found my professional home. John C. is where I want to be."

Taryn Mermis, RN, was first a teacher; she returned to school to become a nurse.



Susan Kelley, RN, MS, NEA-BC
John C. Lincoln North Mountain

"I worked here for a year, then decided I'd save money and time by working at a hospital closer to my home in the East Valley. Three months later, I was back here at John C. This is where I belong."

Peggy Collins, RN



North Mountain Nurses Rank it with the Best

Nurses like working at North Mountain. They rank their workplace as tops in a variety of ways, not the least of which is by staying on the job.

North Mountain participates in NDNQI's Nurse Satisfaction Survey on a biennial basis and nurses consistently rate high satisfaction scores on this survey. In 2009, survey results were in the top quartile in the categories of Decision-Making, Autonomy, and Nursing Administration under the Adapted Index of Work Satisfaction, and in the top quartile in the categories of Professional Development and Nursing Administration under the Adapted Nursing Work Index.

Every two years since 2004, John C. Lincoln has used the Morehead Employee Opinion Survey to examine employee perceptions toward their workplace. *(Note: A 97th percentile ranking means only three percent of employees nationwide were happier with their workplaces than are the co-workers at John C. Lincoln.)*

This organization cares about its customers.	97%
This organization values employees from different backgrounds.	98%
Employees' actions support this organization's mission and values.	96%
This organization contributes to the community.	97%
Physicians and staff work well together.	96%
My work unit is adequately staffed.	97%
This organization cares about employee safety.	95%
Communication between work units is effective in this organization.	98%
This organization cares about quality improvement.	96%
I would stay with this organization if offered a similar job elsewhere for slightly higher pay.	97%
This organization provides career development opportunities.	95%
I have confidence in senior management's leadership.	96%
I would recommend this organization as a good place to work.	99%
Overall, I am a satisfied employee.	98%

Nurse Advantages

"Supportive, upbeat co-workers here make CCU a great place to work. Clinically, my co-workers are strong, caring and simply the best."

Karen Stocker, RN, CCRN has worked in CCU for more than two years.

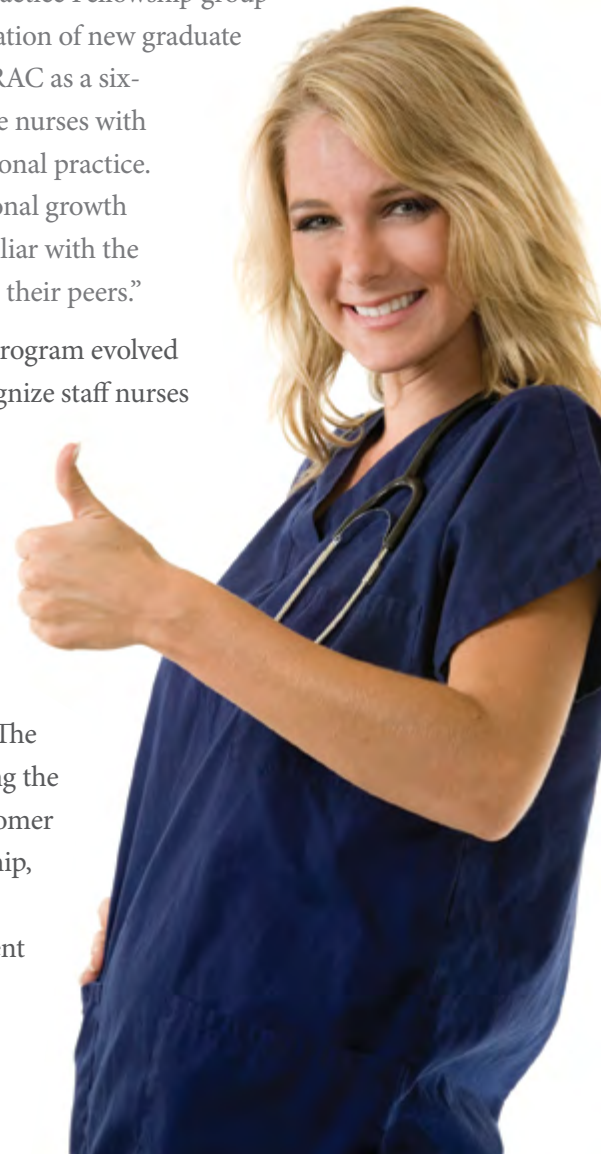


■ **TRAC – Transitioning Registered Nurses Across the**

Continuum: "Transitioning Registered Nurses Across the Continuum," or TRAC, started in January 2009 on the surgical telemetry unit on 4 West. TRAC is a research project, designed to determine whether a centralized, program with group socialization and enculturation or a decentralized orientation program is more effective in increasing new nurse satisfaction, sense of belonging and retention. According to Bonnie Frazier, RN, MS, PCCN, clinical director on 4 West, "Successful graduate orientation is crucial to success of the nurse and to health care organizations. Our Evidence-Based Practice Fellowship group reviewed literature pertaining to training and orientation of new graduate nurses. After study and evaluation, they designed TRAC as a six-week structured curriculum to support new graduate nurses with trained preceptors during their transition to professional practice. Interdisciplinary involvement and monthly professional growth enhancement sessions help new nurses become familiar with the organization, voice their concerns and socialize with their peers."



■ **Nurse Exemplar Awards:** The Nurse Exemplar program evolved during North Mountain's journey to Magnet to recognize staff nurses who use their experience in conjunction with expanded opportunities and authority to improve patient care processes, and to maximize their personal skills and professional development. "We recognize nurses for things they do that go above and beyond expectations," says Rob Carnahan, RN, MS, chairman of the Nurses Week Committee which manages the Exemplar program. The Nursing Exemplar areas of recognition are Advancing the Profession; Clinical Care, Community Service, Customer Service, Research/Evidence Based Practice, Leadership, Patient Advocacy, Innovation/Creativity, Positive Attitude, Precepting/Mentoring, Teaching and Student of the Year.

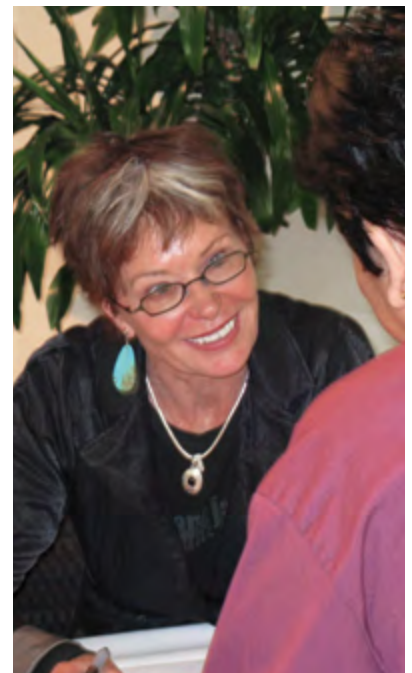




Patient Care at John C. Lincoln North Mountain Hospital

A number of factors and initiatives contribute to the high quality of patient care at John C. Lincoln North Mountain Hospital. Among them are:

- **Caring Theory:** In 2007, North Mountain formally adopted Jean Watson's Human Caring Theory as its professional model of practice. Since then the entire organization has assimilated the mantra, "We Always Care for You." An interdisciplinary team of co-workers has led this program, looking for ways to integrate the nursing theory into all aspects of professional practice. North Mountain has participated in Watson's Caritas Consortium and has celebrated several in-person visits from Dr. Watson herself.
- **Transforming Care at the Bedside:** North Mountain's medical/surgical unit on 6 West partnered in August 2009 with the American Organization of Nurse Executives to start an innovative program called "Transforming Care at the Bedside," or TCAB. Supported by the Robert Wood Johnson Foundation and the Institute for Health Care Improvement, TCAB is designed to empower nurses to redesign work processes to achieve better clinical outcomes, improve the quality of patient care and reduce staff turnover. The goals of the TCAB are to reduce adverse events and unanticipated deaths, to reduce harm from falls and to improve reliability of evidence-based care.
- **Research and Evidence Based Practice:** North Mountain promotes an evidence-based practice environment to promote positive outcomes. It offers nurses an Evidence-based Practice (EBP) Fellowship, during which they can learn about research and EBP through an interactive learning practicum guided by a PhD nurse researcher that results in a full-fledged EBP project.
- **Nurse participation in decision-making:** North Mountain nurses at all levels are empowered to participate in decision-making that impacts patient care and the work environment. Nurses are also encouraged to participate in various committees that impact decisions made about nursing practice and quality improvement. Nursing leadership – from charge nurses to clinical directors to the Chief Nursing Officer – has an 'open door' policy that enables staff to offer input and feedback in a timely and accessible format.



"We are the light in institutional darkness, and in this model we get to return to the light of our humanity."

Jean Watson,
PhD, RN, AHN- BC, FAAN
Watson Caring Science Institute



"I realized I could semi-retire and leave the stress of running a hospital behind. I'm working three days a week and remembering why many years ago I became a nurse in the first place. The nursing function here is first and foremost in organizational priorities. That's the way it should be."

Fred Nelson, RN, was CEO of a hospital in Michigan when he made the decision to get back to the bedside.

Why Choose North Mountain?

John C. Lincoln Health Network offers:

- ▶ **Highly competitive salaries along** with a variety of pay incentive programs.
- ▶ A work environment where **respect and support** are the norm.
- ▶ **PRIDE** (Professional Recognition Incentives for Development and Excellence).
- ▶ **National certification differential.**
- ▶ **BSN differential.**
- ▶ **Consistently low patient-to-RN ratios.**
- ▶ **Flexible scheduling.**
- ▶ **Extensive benefit packages** starting the first of the month following the date of hire for nurses working at least 20 hours per week.
- ▶ **Educational opportunities to help nurses advance in their careers.**
Many classes are held on the hospital campus, including RN to BSN and master's programs in collaboration with Grand Canyon University and specialty training courses for nurses.
- ▶ **Educational cost reimbursement** for degree programs, specialty training courses and Continuing Education that is among the most generous in Arizona, prepaying nurses as much as \$5,250 per year for tuition.

Educational programs available for nurses at John C. include:


- ▶ **RN to BSN:** Gives those who became a nurse through an associate's degree program the opportunity to earn their bachelor's or master's degree through a collaborative program between John C. Lincoln and Grand Canyon University. Classes are held at both hospitals and tuition assistance is available.
- ▶ **Specialty Training Courses:** For nurses interested in specialized training in areas such as CCU, ED, telemetry and OR.



Just a click away

**Just for Nurses
on JCL.com**

Nurses have their own portal on the John C. Lincoln Health Network Web site. Check it out at JCL.com


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