

# Nursing in Maine

Northern Light Eastern Maine Medical Center



 **Northern Light**<sup>SM</sup>  
Eastern Maine Medical Center

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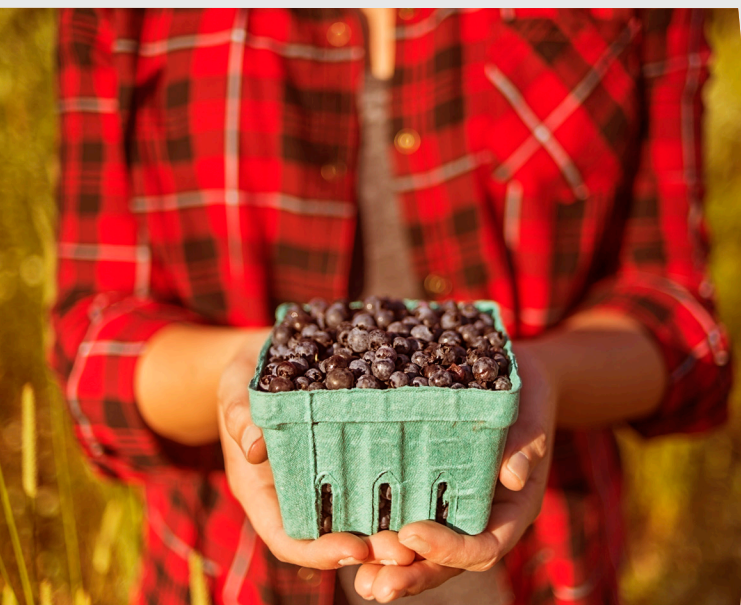
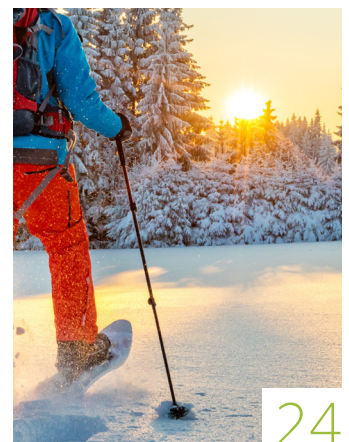
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In Maine, the saying “the way life should be” certainly rings true. From the mountains of western Maine to the rocky eastern shores, this most eastern point of the United States offers a diverse opportunity for finding your true Maine experience. Although Maine is known for its flourishing tourism industry, we guarantee that once you come, you won’t want to leave. All year round, feed your senses with a bounty of beautiful scenery, as well as world-class restaurants, museums, and entertainment. **Maine—it’s the home you’ve been waiting for.**

# Hello! It's nice to meet you.



Dear Nurse Colleague:

As chief nursing officer, I want to thank you for considering a career at Northern Light Eastern Maine Medical Center. Nurses who choose Northern Light Eastern Maine Medical Center instantly become part of a long tradition of remarkable care provided in a progressive, innovative nursing setting that is second to none in eastern, northern, and central Maine. I see how this tradition translates to quality patient care every day when I talk to our nurses and round with our patients.

This is an exciting time to join the Northern Light Eastern Maine Medical Center nursing team. There are great things happening at our Medical Center, and nurses are leading the way. We are working to strengthen our nursing practice, with a goal of supporting our commitment to provide compassionate, skilled, safe care. We are driven by our nursing strategic plan, and will achieve our goals because of the enthusiasm our nurses bring to their work. I invite all nurses to share their thoughts with me directly about how we can continually improve and provide the best patient care.

At its core, I believe nursing is about blending extraordinary skill and compassion for the benefit of our patients and families while continually improving our performance and advancing the practice of nursing. Our nursing team is built upon this foundation, and we practice in the pursuit of providing the kind of care we would expect for our family and friends.

Practicing nursing at Northern Light Eastern Maine Medical Center is a rewarding endeavor for nurses who want to work in a complex, fast-paced environment and grow professionally. I encourage you to explore this booklet to learn more about the practice of nursing at Northern Light Eastern Maine Medical Center and to determine if a career with us may be right for you. Thank you for considering Northern Light Eastern Maine Medical Center for the next step in your career.

Sincerely,

A handwritten signature in white ink that reads "Deb Sanford". The signature is fluid and cursive.

Deb Sanford, MBA, MSN, RN, Baldrige Executive Fellow  
Vice President for Nursing and Patient Care Services



# Caring for Our Communities Since 1892



## About us

Since 1892, Northern Light Eastern Maine Medical Center has stood as a beacon among the Bangor skyline, steeped in a rich history of caring for the people of northern, eastern, and central Maine. Today, we stand as a 411-bed, comprehensive referral center for more than 500,000 residents. Our neighbors count on us as a resource for healthcare and health information, as a source of support and assistance for area physicians and other healthcare providers, and as a training ground for the health professionals of the future.

We host Lifelight of Maine, a statewide medical helicopter service that transports critically ill and injured patients. As a level II trauma center, we provide neonatal intensive care, complex surgeries, and a variety of specialty services not found anywhere else in our region.

As member of Northern Light Health, an integrated health delivery system serving the state of Maine, we offer a broad range of services and providers, including acute care hospitals, a free-standing acute psychiatric hospital, primary care and specialty care, long-term care and home health agencies, and ground and air emergency transport services.

For nurses, this means that growth opportunities abound. With a wide range of clinical specialties and extensive, experienced care teams throughout the hospital, Northern Light Eastern Maine Medical Center likely has an opportunity available to match your interests.





## Modernizing our hospital

Northern Light Eastern Maine Medical Center has expanded from a single-family home on the banks of the Penobscot River to a multi-building campus housing some of the most advanced healthcare services, not just in Maine, but in the entire country. In response to the needs of our community, we recently modernized our hospital campus with a focus on bringing the latest technology to Maine. The new building was designed with the needs of patients, nurses, providers, and support staff. Our nurses contributed many hours to assist with the planning, design, and development of our Modernization Project.

The Penobscot Pavilion allows us to meet the advanced needs of surgical and cardiac care, infants, new mothers, and critical care patients for years to come. Our state-of-the-art surgical suites provide much-needed space to expand our capabilities in the operating room using minimally invasive and robotic surgical procedures in the safest environment. It's also home to a new NICU, as well as a completely consolidated area for all our cardiovascular needs, one of our busiest departments.





# Northern Light Eastern Maine Medical Center

Licensed Beds

411

Active Providers

363

Employees

4,000

Northern Light Eastern Maine Medical Center is the acute care specialty referral hospital and ACS-verified level II trauma center for northern, eastern, and central Maine, providing leading-edge programs in cancer, surgery, and cardiac care, among many others. We provide progressive, patient-centered care in several ambulatory and diagnostic facilities and physician practice settings.

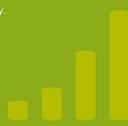
## Programs of Distinction

- Acute inpatient rehab
- Advanced surgical care
- Cancer care
- Cardiac care
- Dana-Farber Cancer Collaboration
- Family Medicine and Residency program
- Joint Care Center of Excellence
- Medical Units of Excellence
- Neonatal, pediatric, and adult intensive care
- Neuroscience Institute
- Primary care physician practices throughout the region
- Specialty care referral system
- Stroke Care Center of Excellence
- Surgical Unit of Excellence
- Thoracic surgery
- Trauma care
- Vascular care

## Our Brand Promise

### Getting better every day.

We're committed to raising quality through innovation, teamwork, and efficiency.



### Easier access.

We're committed to making health and care accessible and straightforward.



### Guiding the way.

We're committed to guiding families and individuals through the care experience.



### Seeing the individual.

We're committed to delivering care focused on the needs of each person.





# At the forefront of improving care

Northern Light Eastern Maine Medical Center nurses are actively involved in quality improvement, with the goal of enhancing care for all of our patients. From new graduate nurses to experienced nurses, everyone is encouraged to share their ideas for ensuring our patients receive the best of care.

## Shared Governance

Nurses are leading the way in developing a new shared governance model, with a goal of achieving safe, efficient, effective care in a healthy work environment and a focus on professional practice, quality, and competence. The Nursing Shared Governance Council is comprised of the co-chairs of unit councils. Each department within nursing has established their own unit councils made up of team members who have been elected by staff and includes nurses and techs. Because they are at the bedside, nurses are in the best position to identify the greatest opportunities for improvement, and are well supported in making changes to improve the patient experience as well as nursing at Northern Light Eastern Maine Medical Center.



## CUSP, A Staff Driven Safety Initiative

Since 2012, our nurses, physicians, and clinical support staff have participated in enhancing patient safety programs sprung from grassroots initiatives that resulted in safer care in many areas of the hospital.

In 2019, the safety program evolved to adopt CUSP, or Comprehensive Unit Safety Program, an approach that is used by healthcare organizations across the country to improve safety.

The goal of CUSP is to combine improved teamwork, clinical best practices, and the science of safety to address concerns. CUSP provides caregivers with training, resources, and tools to address potential safety issues, and then empowers them to make the grassroots changes necessary to improve patient care.

For example, CUSP was used to help drastically reduced hospital acquired infections nationwide. One such project, called On the CUSP: Stop BSI, reduced central line-associated bloodstream infections in 44 states by 40 percent while saving an estimated 500 lives!

## Stroke and Joint Care

Our nationally certified programs for hip and knee and stroke care show a commitment to continuous performance improvement, providing high quality patient care, and reducing risks. We have three disease-specific certifications from the Joint Commission; Primary Stroke Center, and Centers of Excellence for Total Hip Replacement, and Total Knee Replacement.

Each certification recognizes our organization's distinct achievement in delivering evidence-based care and the opportunity to keep pushing ourselves to provide better for our patients. Nurses working with these patients can expect a standardized approach to care, therefore reducing variation and errors. This structure provides a framework for consistency of care to improve patient outcomes. Both programs have a registered nurse coordinator who is involved in all aspects of patient care and provides support and continuing education to the nursing staff. Nurses play an integral role in our Stroke and Joint Care teams and their continued success.



# Professional Advancement Commitment to Excellence (PACE)

The Professional Advancement Commitment to Excellence (PACE) Program at Northern Light Eastern Maine Medical Center provides a method to promote the advancement of staff nurses while fostering an environment of clinical excellence in accordance with Northern Light Health's mission and values.

The Professional Advancement Commitment to Excellence Program includes:

- Promotion of excellence in patient care through nursing leadership, clinical expertise, knowledge development, and mentorship.
- Recognition of nurses who demonstrate advanced clinical knowledge and skill, building a pathway to new career opportunities.
- Opportunities for recognition and compensation for clinical expertise.
- Empowering nurses to take charge of their acquisition of new skills and competencies for growth.
- Mentorship opportunities for diverse specialty areas to assist in educating colleagues and improve care providing processes.

Advancement is separate and distinct from annual performance and peer review processes.

Staff nurses may apply for promotion by electronic portfolio submission to demonstrate competencies.

- Registered nurses (non-bargaining unit) levels: RN I, RN II, RN III, and RN IV.
- Staff nurses (bargaining unit) levels: SN, SN I, SN II, and SN III.

Portfolios are reviewed by a Nursing Council made up of peers and nursing leaders who make recommendations to Northern Light EMMC Vice President of Nursing.





## Our culture

Nursing at Northern Light Eastern Maine Medical Center begins and ends with remarkable care for our patients and their families. Our nurses begin their shifts by asking their patients to define what very good care means to them. Nurses write that on each patient's white board, along with the names and roles of each member of that patient's care team for that shift.

Every decision we make is based on improving patient care. Because of our focus on patient care, our nurses, who are our patients' primary caregivers, have the resources they need. We believe in evidence-based practice, good teamwork with physicians and other members of the care team, and using technology to improve care. As a tertiary care hospital, our size and scope provide nurses with an opportunity to work with complex patients and provide a higher level of care than what is offered at community hospitals. It also means that nurses have access to a robust support team.

Northern Light Eastern Maine Medical Center nurses function independently and in collaboration with other healthcare professionals to help patients attain and maintain their highest level of health and independence. Our nurses use the nursing process as a decision-making tool to assess, plan, implement, and evaluate their nursing care. Collectively, our nurses bring years of caring, skill, and experience to each of our patients. Their expertise and innovative ideas help shape the care our patients and their families receive on a daily basis. Our nurses are active in the community. They participate in events such as Northern Light Eastern Maine Medical Center Champion the Cure Challenge to support

local cancer research, Wear Red Day to raise awareness for women's heart health, and other events that benefit the community. Northern Light Eastern Maine Medical Center has a strong nursing tradition throughout the organization, with many nurses serving in leadership positions throughout the organization.

We're proud our nurses are serving as examples of nursing engagement. They are trying new ideas, breaking new ground, sharing their best ideas with others, and raising the standard for nursing care as they go. Recently, staff nurses and nursing leaders worked together to create our first ever nursing strategic plan. Our plan focuses on being the first choice for care by our patients by recruiting and retaining the best nurses, developing a self-governance model, and forming a nursing research council. It's an exciting time to be a nurse at Northern Light Eastern Maine Medical Center.

### International Nurses

Foreign-trained nursing partners are an integral part of the care team at Northern Light Eastern Maine Medical Center. Northern Light EMMC began working with international nursing agencies in 2018. At Northern Light Health, we support closing the opportunity gap, providing immigrant healthcare workers access to education and training while meeting critical labor force needs and earning competitive wages to support themselves and their families.

Northern Light EMMC currently employs nurses from Nigeria, Kenya, Philippines, Lebanon, India, Jamaica, Zimbabwe, and Ghana. Our extensive screening and interviewing process, and in-depth cultural and community support, international nurses are a thriving and valuable part of our community at EMMC.

## For those in need, our closet is open



One of our Emergency Department nurses, Danielle Coutu, RN, SAFE-A is a SAFE nurse, sexual assault forensic examiner. Dani sees patients who are in crisis and need help. She suggested adding items to the Patient Experience clothes closet for patients seen in the ED who are survivors of sexual assault, trafficking, and/or domestic violence.

Dani got her idea off the ground, after connecting with Human Resources, Patient Experience and Relations, and Northern Light Foundation, and added cotton bras, underwear, socks and shoes to the clothes closet for those patients in need.

Tori Merry, MBA, system director, Patient Experience and Relations, Northern Light Health and Eastern Maine Medical Center says, "Adding these items to our clothes closet means increasing assistance for those in need. I am very grateful for Dani and her thoughtful actions." Dani adds, "This seemed like such an easy thing to do, and I am so thankful that every person I talked to was enthusiastic about getting involved. Survivors seeking out medical and forensic care are so brave, and it means the world to me to be able to give them this extra piece of comfort."

Thank you, Dani, for recognizing a necessity that can bring patients comfort and dignity during an incredibly difficult time.

# Patient care opportunities

## Critical Care

The 20-bed Coronary Care Unit/Cardiac Surgery Unit (CCU) is an all-RN unit that provides care to cardiac surgical and cardiac medical adult patients. Cardiac surgical patients come directly from the Cardiac OR under anesthesia. Protocol-driven nursing care, along with close contact with the cardiac surgeon, allows the bedside RN to reach goals of extubation and getting the patient out of bed as quickly as possible.

Our two, 12-bed Intensive Care Units (ICU) serve the region's most critically ill patients. As a trauma center and the area's most advanced intensive care service provider, our nurses care for a great number of trauma patients. The units also see many septic patients, as well as those with post-surgical complications. Nurses, intensivists, and respiratory therapists all work closely together to care for patients. Our team also includes decentralized pharmacists, social workers, and palliative care specialists.

Our Neonatal Intensive Care Unit (NICU) has 29 private suites with space for parents to stay with their baby 24 hours a day. Individual nurse work stations are located between patient rooms for an optimal level of care at the bedside. Nurses who work in the NICU have access to the latest technology and a modern unit in the new Penobscot Pavilion that opened in 2016.

Northern Light Eastern Maine Medical Center's six-bed Pediatric Intensive Care Unit (PICU) serves children from birth to age 18. Our PICU nurses also deliver care to adults while serving in their capacity as ICU nurses. Our patient population is varied and includes trauma, cardiology, neurology, and respiratory patients, as well as children with rare genetic diseases. We have patients on ventilators and oscillators and are supported by pediatric intensivists around the clock.

The 12-bed Medical Intermediate Care Unit (IMC) provides care to cardiac, pulmonary, neurology, GI, surgical, and endocrine patients that need a higher level of care than our inpatient floors, but do not need to be admitted to the Intensive Care Unit. This unit is staffed with RNs, nursing techs, social workers, care management, respiratory therapist, hospitalist, intensivists, surgeons, decentralized pharmacists, and palliative care providers. A holistic, collaborative approach to care is taken for each patient. Our private patient rooms have ceiling lifts, individual monitors, and mobile computer workstations to aid our team in the care of our patients. This unit opened on Grant 1 in November 2021.







## Med-Surg Telemetry Specialty

Our medical and our surgical units are, in many ways, the backbone of the hospital. They are a great place to work for nurses who want a constantly evolving, fast-paced setting. Our units include oncology, respiratory, neuro/orthopedic, surgical, and telemetry floors. Each individual unit supports one of our centers of excellence: joint, stroke, bariatric, and oncology. Nursing leadership encourages and supports medical-surgical nurses in pursuing certification through the Academy of Medical-Surgical Nurses and the American Nurses Credentialing Center.

Nurses on our Grant 5 neurology unit care for a variety of patients with a focus on stroke care. It is a fast-paced, multidisciplinary unit that builds a great knowledge base and strong clinical skills to be used in any specialty. The nursing staff is a part of a dynamic team consisting of therapists, and providers from orthopedic, neurology, neurosurgery, and trauma services. Through this collaborative approach, patients and families are highly involved in learning how to optimize their health outcomes. Our unit is recognized as a Stroke Care Center by the Joint Commission.

Grant 6 serves as a respiratory specialty unit where nurses encounter patients with a diverse range of diagnoses. Nurses have the opportunity to learn and care for patients with chest tubes, tracheostomies, and ventilators. We also care for patients with COPD, pneumonia, lung cancer, cystic fibrosis, and a variety of other respiratory diseases.

Grant 6 also serves as a hematology and oncology specialty unit specializing in the care of patients with blood disorders and various types of cancer. Nurses have the opportunity to obtain chemotherapy/biotherapy certification, which allows them to

administer medications and manage the care of patients receiving these therapies. This unit also houses our Joint Replacement Center of Excellence awarded by the Joint Commission.

Our adult oncology program at Northern Light Cancer Care is the only Maine member of the Dana-Farber Cancer Care Collaborative. We offer patients and families support through the entire course of illness up to and including end of life care. Further opportunities include training in apheresis and obtaining oncology nurse certification.

Grant 4 and Penobscot Pavilion 6 are the dynamic, fast-paced cardiac telemetry units. They provide a unique opportunity to administer and manage medications that require cardiac monitoring and training to manage abnormal cardiac rhythms. We care for acute cardiac medical patients, as well as pre-op and post-op open heart surgery patients. We are a unit of preference for thoracic patients who have undergone complex surgery such as lung resection, video-assisted thoracotomy, open thoracotomy, and esophagectomy. All of our nurses receive their advanced cardiac life support certification in the first year of employment. The two units collaborate to care for our large cardiac population.

Merritt 3 Surgical is our advanced surgical post-operative specialty unit. We are one of the first surgery and weight loss centers in the country to offer robot-assisted surgical weight loss. We are a national and worldwide leader and resource for this technique. As a Bariatric Center of Excellence recognized by the American Society for Metabolic and Bariatric Surgery, our nurses provide our patients with remarkable care everyday.

## Acute Rehab

Our Acute Rehab team specializes in helping people who have experienced a disabling illness or injury. We provide medical care, education for the patient and family, and new skills necessary to improve quality of life so patients can live as independently as possible. Our nurses are specialty trained and available 24 hours a day. Our nationally-certified nurses are an integral part of our rehab team.

## Emergency Department

Northern Light Eastern Maine Medical Center's 32-bed Emergency Department serves both adult and pediatric patients. As a trauma center and regional referral center, we have a very high acuity level. The ED is self-contained and staffed with RNs, CNAs, unit secretaries, board-certified emergency medicine physicians, and highly-trained physician assistants. The department has dedicated radiology staff and equipment around the clock. Nurses enjoy a good working relationship with clinicians.

## Perioperative

As a level II trauma center, our Advanced Surgical Care service provides a full range of surgical care (with the exception of organ transplants) which includes trauma surgery, open heart surgery, minimally invasive surgery, and robotic surgery. We are the first in Maine to acquire a second-generation robot and perform a vast range of robotic surgeries. Northern Light Eastern Maine Medical Center is a Total Joint Center of Excellence, and our nationally-renowned Patient Blood Management program has virtually eliminated the need for transfusions.

Our surgical suite has 22 operating rooms, 14 of which are newly renovated and include hybrid operating rooms and a state-of-the-art perioperative suite that has dedicated pre-operative and post-anesthesia care bays. Nurses are well-supported by team leaders for each specialty and a very accessible management team. Nurses have respectful, collaborative relationships with anesthesia providers and surgeons.





## Supplemental Staffing

Northern Light Eastern Maine Medical Center added a Supplemental Staffing Unit, which provides new opportunities for nurses and helps our Medical Center respond to fluctuations in the census and changes in acuity. A great opportunity for nurses who love variety and an ever-changing environment. Opportunities for 8-hour and 12-hour shifts are available both day and night.

## Women's and Children's Health

Northern Light Eastern Maine Medical Center provides a wide a range of services for women and their children, offering a high level of obstetrical care to women of childbearing age and a family-centered care approach to their childbirth experience. The hospital's highly trained obstetrical nurses play a vital role with the maternal-fetal medicine physicians in the management of high risk pregnancies and follow-up care. Our nurses believe that each birth is unique and supports parents in their choices regarding birth plans. Best practices in prepared childbirth education, lactation, and labor management/support are well integrated in the nursing care process.





## Staffing

Staffing plans at Northern Light Eastern Maine Medical Center are based on a broad set of criteria recognized nationally to be important variables in optimum nursing care. Staffing on individual units is planned by nurse managers with input from staff, with consideration for the acuity of the patients on the unit, anticipated admission and discharge activity, and the skills and experience of the individual nurses. In addition, our nurse staffing model includes certified nursing assistants to assist nurses with their assignments and the care of their patients, creating care teams. Staffing flexes depending on patient volume and any concerns individual nurses may have regarding assignments are expected to be reviewed and addressed immediately. Along with our full-time staff, we currently have resource nurses available on most of our adult units. A resource nurse is an extra nurse available in case acuity or volume increases.

Northern Light Eastern Maine Medical Center has created additional flexibility by developing a supplemental staffing team of nurses who are assigned to different units each day based on the needs of our patients. This team allows our Medical Center to more rapidly flex staff as patient volume and acuity change.

Nurses are well supported at Northern Light Eastern Maine Medical Center. Our patients and staff benefit from an approach to staffing geared toward ensuring high quality, safe nursing care throughout the hospital.



# Orientation and wellness

Northern Light Eastern Maine Medical Center nursing pay scale is among the highest in Maine, and nurses have access to a comprehensive benefit package including:

- Dental benefits
- Employee Assistance Program (EAP)
- Employee discounts
- Employee health services
- Flexible spending accounts
- Life insurance
- Medical benefits
- Planned, earned, and paid time off
- Retirement benefits
- Special time off with pay (births, jury duty, military, and funeral leave)
- Tuition reimbursement



Healthy employees are important to the overall mission of Northern Light Eastern Maine Medical Center. That's why we

participate in Elements, a comprehensive online wellness reward program that is open for all Northern Light Health's benefit-eligible employees and their spouses. Elements aims to support you and your wellbeing, so you can live your best life at work and at home. Not only can you achieve your wellbeing goals by joining activities and tracking your progress, but you (and your spouse) can also earn up to \$400 per year.

Our nursing orientation program is designed to provide nurses with the information and education they need to get off to a great start. All nurses who are new to Northern Light Eastern Maine Medical Center complete a seven-day orientation in addition to unit-specific orientation. The first seven days include:

- Day 1: Human resources/general orientation
- Day 2: Clinical orientation
- Day 3: Clinical Documentation
- Days 4-6: Hands-on skill sessions, policies, and competencies

Nurses are matched up with a preceptor upon start. Unit-specific orientations are tailored to the needs of every nurse, and the length may vary based on a nurse's clinical experience and skills. Nurses will talk with unit leadership frequently and meet with a clinical educator routinely throughout the process.

## When you need extra support

Sometimes unexpected events occur in the life of a nurse. In order to continue to meet the needs of our patients, we may need to seek extra help during difficult times. To address this need, Northern Light Eastern Maine Medical Center recently began developing a staff-driven Peer Support Program. Based on a proven national model, we provide tools to help our healthcare teams feel well supported during and after trying times, so we can be in the best mindset for our patients.



## Student Nurse Externship Program

Northern Light Eastern Maine Medical Center offers a paid Student Nurse Externship Program for nursing students. As a student nurse extern, nursing students are introduced to an environment that fosters excellence in all areas of nursing. This ten-week summer extern program provides nursing students with educational opportunities to improve their nursing skills in a collegial relationship with RNs while providing summer employment. It is an opportunity to gain a better understanding of the professional practice of nursing in the clinical setting.

Under the direction and supervision of a registered nurse, nurse externs provide direct patient care, gain hands-on experience, and enhance their assessment skills. Externs are introduced to various specialties of interest through a clinical rotation model. Examples of areas of interest include operating room, PACU, and critical care. This program helps students develop organizational and time management skills. Nurse externs have the opportunity to attend the committees governed by Northern Light Eastern Maine Medical Center's nurses. Educational in-services are presented throughout the ten-week program to further supplement the learning process. In addition, externs learn more about the role of the nurse as a community member through their involvement with Adventures for Healthcare camp and by participating with volunteer activities in our community.

Successful completion provides an opportunity for those externs that excel to be awarded scholarships for their senior year in college if there is a commitment to practice at Northern Light Eastern Maine Medical Center after graduation.

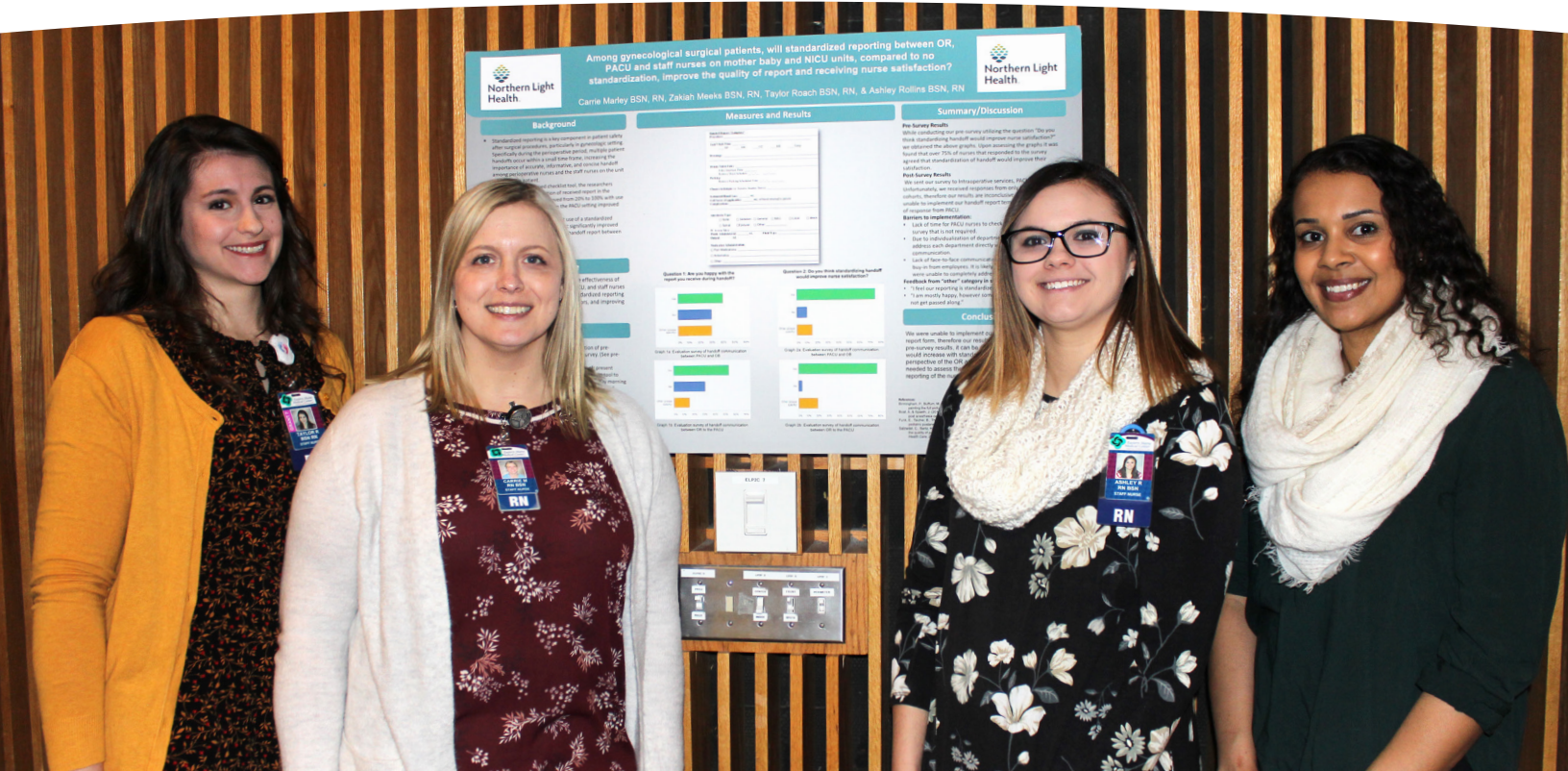


# Nurse Residency Program

The Nurse Residency Program at Northern Light Eastern Maine Medical Center is an evidence-based, 12-month program designed to assist new graduate nurses in the transition from academics to practice. In 2010, the Institute of Medicine (IOM) published The Future of Nursing report identifying actionable measures that will transform the nursing profession – specifically highlighting the importance of nurse residency programs for nurses entering the transition-to-practice. These recommendations are still important for higher levels of education and training and a seamless academic progression. Northern Light Eastern Maine Medical Center works alongside our community educators and educational organizations to improve academic transition and promote the need for continued professional development in the profession of nursing.

Our Nurse Residency Program, started in 2016, has helped more than 400 first year nurses. A required component of the new graduate curriculum, the program includes education and skills development sessions, simulation experiences, evidence-based practice, and performance improvement projects with a significant focus on professional development. This program is self-driven and allows flexibility for the nurse resident to select the education components they need the most. Education sessions are focused on some specific clinical scenarios, leadership, patient outcomes, and professional roles.

Mentoring and networking opportunities are available to all nurse graduates within their unit monthly. This allows for facilitated discussion of clinical components, and application of education sessions they have participated in as it relates to their own experiences. These discussions provide an opportunity for residents to gain insight and develop confidence in practice. Nurse residents establish a network of support and resources within their unit and, by the end of the program, they make the transition from advanced beginner to competent professional nurse in the clinical setting and understand the need for a lifelong commitment to professional development and the provision of high-quality safe care for our communities.



# Educational opportunities

Northern Light Eastern Maine Medical Center recognizes that nurses are lifelong learners. We support their continued growth through education and research because we know that it results in better patient care. This is accomplished by creating an atmosphere that stimulates learning and by testing new ideas for the improvement of nursing practice.

## Nursing education

Our Clinical Education department provides ongoing in-house education and facilitates numerous conferences and seminars. The Bangor area features a number of colleges and universities. Financial aid in the form of tuition reimbursement or loans may be available to regular full-time or regular part-time employees (after one year of continuous service).

As a teaching medical center, Northern Light Eastern Maine Medical Center is affiliated with several educational institutions. We offer a variety of clinical sites and experiences, including core clinical rotations for students from Beal College, Eastern Maine Community College, Husson University, and St. Joseph's College, and University of Maine, at both the undergrad and graduate level. We also partner with Purdue University Global to provide continuing education opportunities to nurses interested in furthering their education.

Northern Light Eastern Maine Medical Center supports nurses in their journey to pursue a BSN by partnering with local colleges and universities to offer a free course. This opportunity is geared toward nurses who may find it challenging to take the first step toward earning a four-year degree. Nurses can continue their education at the institution where they take the free course or at another local college or university. We also offer loan repayment programs to practicing nurses at our Medical Center.

## Supporting our nursing staff

We don't want our team members to just show up to work every day, we want them to thrive. That is why we're passionate about investing in our people and encouraging their personal and professional growth.

In addition to continued clinical training and professional skills workshops, we offer career advancement in which CNAs can grow to a CNA II or CNA III level. This ladder recognizes and rewards professional development among our team of CNAs, while giving them an opportunity to stay and grow in their profession.

We know life can get busy, and with work and family pulling you in a lot of directions, it can be hard for staff to advance their education and careers. Northern Light Eastern Maine Medical Center has launched a Work to Grow program for nursing and certified nursing assistants (CNAs).

- The Nursing program includes tuition reimbursement and paid time to go to school with 16 hours of work at the hospital.
- The CNA program is open to current staff and community members and offers a 5-week paid course toward a CNA certificate.
- More than 125 people have or are in the process of going through our CNA program while we just graduated our first participant in our nursing program.



## Nurse Sponsorship Program Graduate seizes opportunity to fulfill her dream

Brittney Johnson had wanted to be a nurse since she was a little girl, following in her mother and aunt's footsteps. But after having her son prematurely and having to drop out of nursing school, she wasn't sure she would ever be able to get her degree. She had been working in healthcare since she was 16 as a Certified Nursing Assistant and a Medical Assistant. She so badly wanted to become a registered nurse but two kids, a car payment, and a mortgage made it impossible to return to school, or so she thought.

Brittney heard about Northern Light Eastern Maine Medical Center's Nurse Sponsorship Program. "This was the answer to my prayers. I would be able to continue providing for my family and fulfill my dream of becoming a nurse," says Brittney. She graduated from Beal College's 14-month program in 2022 and is now working as a licensed RN in the pool staffing department. "I am so grateful for the support I received from EMMC staff." Her well-rounded experience and education makes Brittney a stand-out nurse at EMMC.



# Teaching, learning, and researching



## Simulation Laboratory

Anticipating the needs of a patient whose health is rapidly declining can be frightening for some nurses. At the Northern Light Health Simulation Lab, conveniently located at our main hospital campus, nurses strengthen their skills in a safe learning environment by practicing scenarios that require sound critical thinking and clinical management they would not be able to test elsewhere.

Through the use of high fidelity mannequins which have human body functions and responses, nurses can practice care for patients who are clinically unstable utilizing real equipment they use every day. There is also opportunity for nurses to collaborate in a multi-disciplinary approach to increase understanding of team member's roles and improve team dynamics to positively impact safe patient care.

As a tertiary care center, we leverage the knowledge of clinical experts throughout the Medical Center to develop in-depth best practice simulations that improve nurses' competencies in a variety of areas. Some of the areas include obstetrics, pediatrics, neonatology, trauma, cardiology, and oncology. Many specialized services also engage in simulation to refine their team care of our sickest patients.

Our board-certified simulation specialists construct a variety of educational activities for nurses at every level of professional practice in one of our five spacious simulation bays. Our educational learning lab includes rooms allowing for streaming live video and debriefings with video playback after each simulation. By discussing lessons learned, nurses increase their education, collaboration, and communication among all care team members. After a simulation experience, nurses often comment on their increased confidence, and greater satisfaction in their careers, which translates to a more positive environment for everyone.

## Dedicated Education Unit

In order to continue to meet the needs of our patients in our region, we have created educational partnership with Eastern Maine Community College, Husson University, and University of Maine, to connect with students in nursing school and prepare them for a future in direct patient care.

We offer nursing clinical rotations through a Dedicated Education Unit (DEU) where student nurses are immersed in real life clinical care scenarios. They receive a high quality learning experience, and have mentors to help guide them as they care for patients. On floors where we offer the DEU, staff nurses may become preceptors and have the opportunity to take students on. This provides an enhanced educational opportunity for the nurses who guide the students in their clinical work.

## Nursing Research

Our Nursing Research/Evidence-based Practice Council was established in 2018 to guide and provide oversight for the implementation of nursing research, and Evidence-based Practice projects that consider the integration of empirical evidence, clinical expertise, and target population preference. The vision of the group is to create a culture of awareness, inquiry, and empowerment for nursing research and evidence-based practice that will ultimately result in ongoing promotion and education; implementation of nursing research and evidence-based projects; quality outcomes and cost-effective patient care; and dissemination of work through conferences and publications.

We also encourage nurses to take part in our annual Research Expo, which gives them a platform to present projects and learn from other investigator's research, forge new collaborations, learn about groundbreaking projects, and offer continuing nursing education credits.

# DAISY Award

Each year, we are proud to honor outstanding nurses with the DAISY Award — an international recognition program that celebrates the skillful, compassionate care nurses provide to patients and families every day. The DAISY (Diseases Attacking the Immune SYstem) Award was established in memory of J. Patrick Barnes, who died at 33 of an autoimmune disease. These extraordinary nurses were selected by a committee of peers to receive the DAISY Award.

## DAISY Nurse Leader Award

Jacqueline Pushard, BSN, RN | ICU & PICU

**Ruth Dow, RN**  
Grant 5

**Ashley Wilcox, BSN, RNC-NIC**  
Neonatal Intensive Care Unit

**Morgan Russell, BSN, RN**  
Intensive Care Unit

**Katherine “Kat” Danforth, RN**  
Operating Room

**Lucy Bartlett, RN**  
Cardiac Intensive Care Unit

**Elizabeth Boudreau, RN**  
Care Manager

**Casey Soo, BSN, RN**  
Grant 7

**Nicole Dunton, BSN, RN**  
Float Pool

**Melony Fitts, RN**  
Interventional Services

**Sarah Robinson, BSN, RN**  
Emergency Department

**Ashley Page, RN**  
ICU & Acute Care Unit

**Kurt Pike, RN**  
Grant 6

**Caleb Gagnon, RN**  
Intermediate Care Unit

**Jill Sisco, RN, CCRN-CSC**  
Pediatric Intensive Care Unit

**Emily Worcester, RN**  
Operating Room

**Annie Bryer, RN**  
Merritt 3



# Our Nurse Leaders



## **Deb Sanford, MBA, MSN, RN, Baldrige Executive Fellow** **Vice President for Nursing and Patient Care Services**

Deb has been a nurse for more than 30 years, starting as a staff nurse at the University of Rochester, Strong Memorial Hospital before quickly becoming a nurse leader and program manager. Deb has been with Northern Light Health for more than 20 years and has held several clinical and leadership positions. Deb started at Northern Light Health in 2002 as director of Medical Informatics. She has also held the positions of administrator for Patient Care Services at Northern Light Eastern Maine Medical Center, vice president for Patient Care Services, performance improvement and compliance officer at Acadia Hospital, and vice president of organizational effectiveness at Northern Light Health before accepting her current position at Northern Light Eastern Maine Medical Center. “Have the passion, take the action, and magic will happen” – Bar Refaeli. This is Deb’s motto, and it is a motto she strives to implement at the Medical Center.



## **Brenda Farnham, MBA, BSN, RN, OCN** **Associate Vice President of Oncology Services**

Brenda Farnham began her career at Northern Light Eastern Maine Medical Center 33 years ago as a transporter and nursing technician. She earned her bachelor’s degree in Nursing and a master’s degree in Business Administration from Husson University. Brenda has 31 years of nursing experience spanning critical care, medical, pediatric, and radiation oncology. After obtaining her MBA, Brenda progressed from clinical supervisor to nurse manager and into her current role. Brenda is on the board of directors for Northern New England Clinical Oncology Society (NNECOS) and Sarah’s House. She is a Husson University Alumni Hall of Fame 2009 Inductee, 2018 RTLS Innovator Recipient, 2020 Champion the Cure Challenge Honorary Chair, and 2020 NNECOS Distinguished Service Award Recipient. Brenda says, “I have high expectations for providing high quality, safe, and efficient patient care to the folks in our greater region. I am proud to work with a team that shares the same passion.”



## **Eric Quint, MBA** **Associate Vice President of Patient Care Services Perioperative Services**

Eric has a long and progressive leadership history within health care and human services. He possesses strong leadership skills with a special emphasis on business development and operational improvements. His focus on building a strong team to support the clinical operations is a key element in his success. In this position, Eric is responsible for executing the strategic vision of Northern Light Eastern Maine Medical Center, “Making Healthcare Work for You”, oversight for Perioperative Services, including planning, directing and coordinating organizational initiatives to improve patient access and flow through our surgical and endoscopy suites. Under his leadership, we will expand our Surgical Navigation processes into a risk stratification model that will develop into a Perioperative Surgical Home Model, with the vision to improve patient outcomes and their experience. Eric earned a BS in Accounting from the University of Maine and his MBA with a focus on Healthcare Management. He is also Certified as a Six Sigma Green Belt.



**Christopher Laird, MSN, MBA, CCRN-K, CNML, CENP**

Associate Vice President of Critical Care, Respiratory Medicine, and Clinical Education

Chris recently joined Northern Light Eastern Maine Medical Center from the University of California-San Francisco, Benioff Children’s Hospital, relocating with his wife. Chris began his career in nursing after completing his undergraduate degree in nursing at the University of Alaska in 2002. Quickly going into critical care, he has held several positions in organizations throughout the United States as he completed his graduate degrees in nursing and business administration from Grand Canyon University and has received certifications in Critical Care and as an Executive in Nursing Practice. Chris works to focus on service excellence, organizational process improvements, and healthy working environments to improve the quality of care within his service lines.



**Mikele Neal, BSN, RN**

Associate Vice President for Patient Care Services for Women’s and Children’s Services

Mikele has been an RN for 22 years. She earned a Bachelor of Science in Child Development/Family Relations from the University of Maine and a Bachelor of Science in Nursing from Husson University. In 2022, Mikele will receive her Master of Science in Nursing and Executive Leadership from Purdue University. A Maine native, she has worked as a CNA and a staff nurse at Northern Light Eastern Maine Medical Center. In 2004 she became a nurse manager for Pediatrics, Pediatric Sedation. Then, in 2013, the NICU was added to her responsibilities as a nurse manager. Mikele, her husband and two children live in Hampden. “I love EMMC. This is the hospital that me and my family go to for care. I make it my mission to provide the best experience for our patients with high quality, safe care.”



**Ann-Marie Williams, MBA, BSN, RN**

Associate Vice President of Patient Care Services Med-Surg/Telemetry, Acute Rehabilitation, Care Management

Ann-Marie has been a nurse for more than 22 years, starting as a charge nurse for Brewer Rehab and Living Center, and then becoming a staff nurse at Northern Light Eastern Maine Medical Center. Soon after, Ann-Marie became a nurse care manager and was then promoted to case management manager until she accepted her current position. She has certifications in nursing case management, case management, leadership development, healthcare leadership, and she is an accredited case manager. Ann-Marie has been working at Northern Light Eastern Maine Medical Center for 21 years, and she enjoys working with her team because of their dedication to improving healthcare.





**Tammy Violette, BSN, RN, Clinical Director,**  
**Physician Practices, Medical Group**

Tammy has been a nurse for 15 years, with experience in Med-Surg, the Emergency Department, Transfer Center, and Primary Care. Tammy earned her BSN from Husson University, and is enrolled in the MSN program at St. Joseph's College with a concentration in nursing administration. She began her career at Northern Light Eastern Maine Medical Center as a nursing assistant before moving into the role of staff nurse, staff nurse 1 with charge responsibilities, and then as a clinical supervisor for five years at a primary care practice. Tammy's current role includes providing clinical leadership across all primary and specialty care practices within Northern Light EMMC Medical Group. "I enjoy the collaboration that occurs across our organization. There is satisfaction in working as a team that ensures our patients receive high quality, safe, patient first care."



**Shannon Jagger, MSN, RN-BC, NE-BC, CPPS**  
**Nurse Manager II of Nursing Excellence**

Shannon started her career at Northern Light Eastern Maine Medical Center seven years ago on Grant 6 Respiratory, where she later became and Assistant Manager. She then went on to become the Nurse Manger of Acute Rehabilitation, Wound & Intrastromal Service, and served as the clinical lead for organization wide quality improvement projects such as CAUTI and Pressure Injury reduction. She received her BSN from the University of Maine in 2014 and returned in 2021 to obtain her MSN. "I owe the success of my career to opportunities provided at NL EMMC and I am grateful for the commitment this organization has taken towards investing in the future of nursing."



**Kevin Morgan, BSN, RN**  
**Nurse Manager II of Interventional Services**

Kevin has been an RN for 17 years and has spent his entire career at Northern Light Eastern Maine Medical Center. He grew up in California but relocated to attend the University of Maine Nursing Program. A nurse manager for 10 years, Kevin has also worked in cardiac telemetry, cardiac critical care, and clinical education. "I try to make my department the best place anyone has ever worked by promoting teamwork, a patient-first mentality, focus on safety and by supporting employees in any way I can."



# Welcome to Bangor, Maine







## The great outdoors

Living in the Bangor area allows easy access to four spectacular seasons full of activities in the greater Bangor area and throughout the region. Outdoor opportunities in the region are truly world-class and include:

- Hiking and camping in Baxter State Park and Acadia National Park
- Skiing at Sugarloaf USA, Sunday River, and other local mountains
- Snowmobiling on one of the best trail systems in North America
- Hiking, running, biking, snowshoeing, and skiing in the Bangor City Forest, which provides over five miles of biking and walking trails
- Biking in Acadia National Park
- Summer recreation in the Moosehead Lake region
- Outstanding state parks and family camping
- Premier hunting and fishing opportunities
- Some of the best kayaking, canoeing, and white water rafting in the eastern US

## A higher quality of life

The choice to live in greater Bangor is a decision to pursue a high quality of life. Bangor is a beautiful, safe, affordable small city offering the educational, cultural, and athletic opportunities of the nearby University of Maine as well as exceptional opportunities for outdoor adventure. It offers urban amenities with the ability to quickly escape to nature. Our school system has been recognized for student achievement. From sushi to snowshoeing, we've got it all.







## Experience culture

Bangor is about more than just outdoor activities. From Thai food to Japanese hibachi to wood-fired pizza, the restaurant scene is diverse. A casino and craft breweries are just a couple examples of many downtown entertainment options. Our size and role as the urban center for a vast geographic region results in an abundance of cultural offerings, including:

- Bangor Symphony Orchestra (America's oldest community orchestra)
- Maine Savings Amphitheater, a premier outdoor concert venue along the Bangor waterfront attracting some of music's biggest names
- Division I basketball, concerts, and other activities at the Cross Insurance Center
- Cultural opportunities at the Penobscot Theatre, Gracie Theatre and Collins Center for the Arts



## Out and about

Best of all, Bangor is easy to access, with flights out of Bangor International Airport to cities in the Midwest, Northeast, and Florida, as well as regular bus service to Portland and Boston. Learn more about the extraordinary quality of life Bangor offers by visiting:

- [www.visitbangormaine.com](http://www.visitbangormaine.com)
- [www.downtownbangor.com](http://www.downtownbangor.com)
- [www.maine tourism.com](http://www.maine tourism.com)





## We would like to meet you.

Are you interested in learning more about the remarkable nursing opportunities at Northern Light Eastern Maine Medical Center? Discover more about us or apply for a position by visiting [careers.northernlighthealth.org](https://careers.northernlighthealth.org). Feel free to contact us directly with questions:

Northern Light Health  
System Nurse Recruitment  
207.973.7100  
[talent@northernlight.org](mailto:talent@northernlight.org)

207.973.7100  
1.844.364.4413

**[careers.northernlighthouse.org](https://careers.northernlighthouse.org)**

EOE/M/F/Vet/Disabled

Data and content within this book updated as of July 2023.