

Nursing in Maine



 **Northern Light**SM
Eastern Maine Medical Center

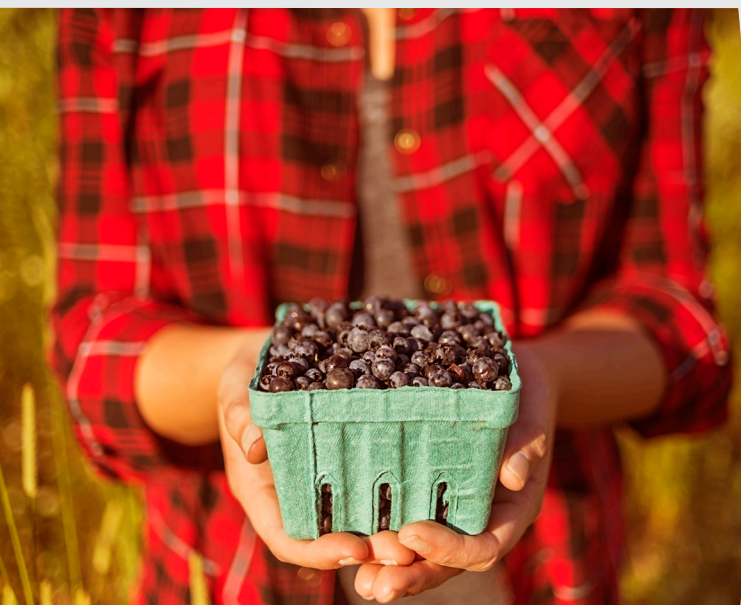
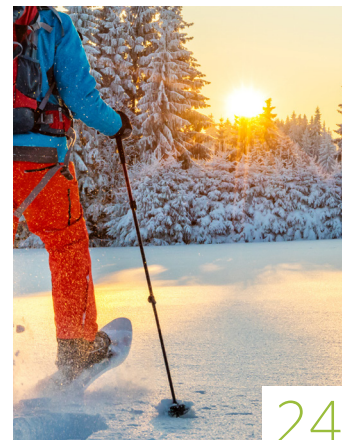
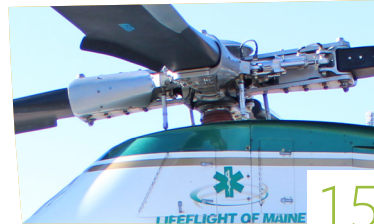
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In Maine, the saying “the way life should be” certainly rings true. From the mountains of western Maine to the rocky eastern shores, this most eastern point of the United States offers a diverse opportunity for finding your true Maine experience. Although 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 black ink that reads "Deb Sanford". The signature is fluid and cursive, with the first name "Deb" and last name "Sanford" clearly legible.

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 the healthcare demands of infants, new mothers, those who depend on expert surgical and cardiac care, and more.

The new building includes the latest technology and was designed with the needs of patients, nurses, and other staff in mind. Nursing staff are active with various teams to make sure the transition to the new space is safe and smooth. Our nurses have contributed many hours of time and attention to assist with the planning, design, and development of the project, including participating in a research study with the University of Rhode Island to simulate safety scenarios in preparation for a transition to a new space.



Northern Light Eastern Maine Medical Center

Licensed Beds

411

Active Providers

448

Employees

4,457

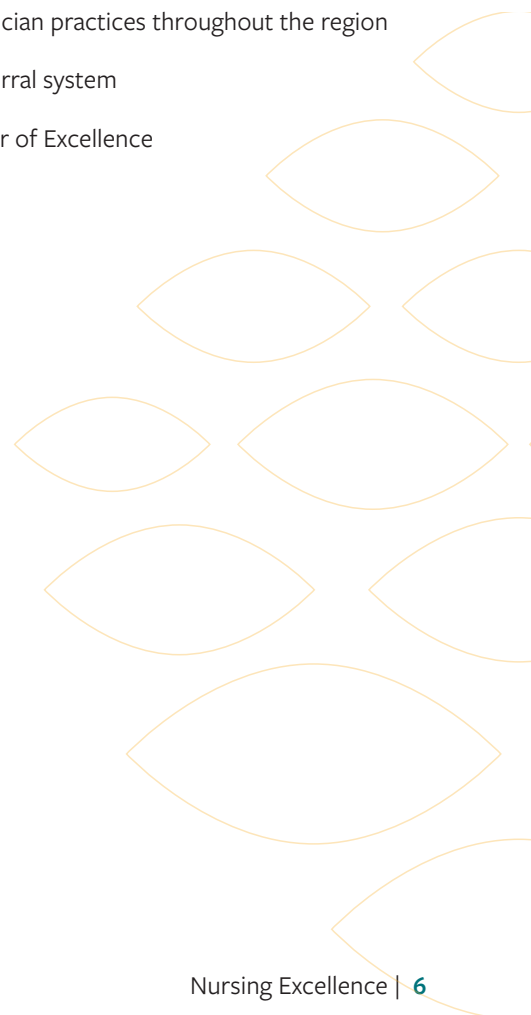
Northern Light Eastern Maine Medical Center is the acute care specialty referral hospital and ACS-verified level II trauma center for northern, eastern, and central Maine, providing leading-edge programs in cancer, surgery, and cardiac care, among many others. We provide progressive, patient-centered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

At a Glance

- Recently opened the Penobscot Pavilion, a modern facility which includes a state of the art NICU and OR space, that positions the organization to continue serving the northern two-thirds of the state for generations to come
- Offers incredible opportunities for growth—employees perform at the highest level while serving a diverse patient population
- Leader in clinical research in Maine with projects focusing on Alzheimer's, cancer, obesity, patient portals, coronary disease evaluation and treatment, diabetes, cholesterol, and more

Programs of Excellence

- Acute inpatient rehab
- Advanced surgical care
- Cancer care
- Cardiac care
- Family medicine and residency program
- Joint Care Center of Excellence
- Neonatal, pediatric, and adult intensive care
- Primary care physician practices throughout the region
- Specialty care referral system
- Stroke Care Center of Excellence
- Thoracic surgery
- Trauma care
- Vascular system



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.

Most wired

Technology is improving the efficiency of care delivery and creating a new dynamic in patient interactions. We are a member of Northern Light Health, which was awarded 2017 HealthCare's Most Wired® from the American Hospital Association. Northern Light Eastern Maine Medical Center is leading the way by introducing new, interactive technology that benefits patients in the newly built Penobscot Pavilion. Our CareAware Connect provides nurses with immediate notice of alerts and alarms right on hospital-owned smartphones, wherever they are on the unit.

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.

A Staff Driven Safety Initiative

Since 2012, our nurses, physicians, and clinical support staff have participated in enhancing patient safety program born out of safety protocols in the airline industry. This staff-driven initiative allows participants to create new, hardwired safety tools that enhance communication and streamline information systems that improve patient safety measures. With participation from our nurses, the program has improved processes that resulted in safer care in many areas of the hospital.

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.

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.

Extra help for patients in need



Sometimes, the care that patients receive at Northern Light Eastern Maine Medical Center is just the tip of the iceberg. Some patients struggle with serious financial problems, and when these patients have a major life event or health issue, they don't always know who they can turn to for help.

That's where Walter Moore, RN, charge nurse, Cardiac Cath Lab, comes in. Walter was once made aware of a patient who just had a baby at the hospital, but was living in poverty. Walter dug

into "Blake's Closet," which he stocks with supplies for patients in need, and gave the patient and her newborn some household goods to get them off to the right start. He also collected money to help them out.

This isn't an unusual thing for Walter, as all of his colleagues know. He collects money and gifts, organizing holiday events for several families at Northern Light Cancer Care every year. In fact, he spends many hours collecting and picking up items for Blake's Closet, and delivering these items to departments throughout the year to help patients in need.

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.





Med-Surg Telemetry Specialty

Our Medical-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 orthopedic and neurology unit care for a variety of patients. 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 has been awarded both a Joint Replacement Center of Excellence and 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 are a unit of preference for thoracic patients who have undergone complex surgery such as lung resection, video-assisted thoracotomy, open thoracotomy, and esophagectomy. 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.

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. 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. It's a good opportunity for nurses with at least one year of experience who are interested in a wide range of clinical areas to enjoy more variety in their work day. 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 Virgin Pulse, a comprehensive online wellness rewards program that is open for all of Northern Light Health's benefit-eligible employees and their spouses/domestic partners. Eligible employees and their spouses/domestic partners are able to earn up to \$400 in cash rewards annually, which can be deposited into a bank account or used at the Virgin Pulse online store to purchase products or visa gift cards.

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: Computer orientation
- Days 4-7: 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 are involved in community events such as Camp Survivor and assist with duties at the Ronald McDonald House.

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 aimed at assisting new graduate nurses in the transition from academics to practice. Northern Light Eastern Maine Medical Center partners with the Vizient/AACN Nurse Residency Program™, which operates at more than 350 healthcare organizations nationwide. Since its establishment in 2002 through 2017, more than 72,000 new graduate nurses have participated in the program. Notably, The Institute of Medicine recently 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. To date, the Vizient/AACN Nurse Residency Program has reduced turnover rates among first-year nurses achieving an average retention rate of 95%, exceeding the national average of 75%.

Our Nurse Residency Program, a required component of the new graduate curriculum, consists of a four-hour workshop once a month, an evidence-based practice project, and additional simulation sessions throughout the year. The monthly workshops include a seminar topic focused around one of three program components: leadership, patient outcomes, and professional roles. Workshops also include facilitated small group discussions. These discussions allow residents an opportunity to discuss the clinical application of the seminar topic as it relates to their own experiences to gain insight and develop confidence in practice. These facilitated groups, called pods, also serve as a source of peer support throughout the program. By the end of the program, nurse residents will make the transition from advanced beginner to competent professional nurse in the clinical setting.



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.

Our Education and Training Center 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 the University of Maine, Husson University, Eastern Maine Community College, and St. Joseph's at both undergrad and graduate level.

We also partner with Kaplan University 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.

Partnerships with Nursing Schools

Dedicated Education Unit

In order to continue to meet the needs of our patients in our region, Northern Light Eastern Maine Medical Center has created educational partnership with the University of Maine, Husson University, and Eastern Maine Community College 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.

Although it is early in our DEU program, we look forward to taking the best practices learned and roll the program out throughout the hospital.



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.

Nurse Excellence Award



Each year, Northern Light Eastern Maine Medical Center proudly recognizes its exceptional nursing staff by awarding one nurse the annual Nurse Excellence Award. The award is a public commendation given to a staff nurse who demonstrates clinical excellence, commitment to our Medical Center, and continued professional development. More important to the honoree, however, is that this special recognition is from their peers.



Lisa Buzzell, RN, staff nurse, ICU, is the 2018 recipient of the Nurse Excellence Award. Lisa joined Northern Light Eastern Maine Medical Center in 1990 after receiving a bachelor's degree in Nursing from the University of Maine at Fort Kent. After ten years as a staff nurse on Grant 5 Neuro, Lisa moved to the Intensive Care Unit and has since set high standards of nursing professionalism. Always available to assist her co-workers, Lisa actively orients new staff, and shares her knowledge of neurological disorders as an instructor during training events. Lisa has gained the respect of her peers and she is an advocate for team approaches in care that improve patient outcomes. Lisa shows effective problem solving along with excellent critical thinking for complex patients in the ICU. Lisa exhibits caring behaviors during each interaction with her peers, patients, staff, and family members, who often comment about how Lisa advocates for her patients while radiating a calming spirit.



Randy MacDonald, RN, staff nurse, Emergency Department, is the 2017 recipient of the Nurse Excellence Award. Randy joined Northern Light Eastern Maine Medical Center as a new graduate from nursing school in July 2001. Fresh out of school, he joined the Emergency Department and has been a valuable part of the team ever since. Randy is a role model for other nurses and is actively involved in several partnerships for our future nurses. Recently Randy has taken on the role of relief charge nurse, and he has excelled in this role. He is also involved in many of the department's changes and projects.

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.



Rowena David, CNOR, MSN, RN, Associate Vice President
Patient Care Services Perioperative Services

Rowena brings 27 years of leadership experience, working for 16 years at the University Of Cincinnati Medical Center as a member of the perioperative leadership team. She started as a charge nurse, progressing to becoming the director of the main hospital as well as the ambulatory surgical center. Rowena earned her BSN from University of the Assumption, an archdiocesan Catholic University in the Philippines and Master of Science in Nursing from University of Phoenix. Rowena is a member of Sigma Theta Tau and an active member of the executive council for the Philippine Nurses Association of America. Rowena chose to continue her professional career here at Northern Light Eastern Maine Medical Center because of the spirit she sees in her peers. “There is a genuine spirit of commitment to help people succeed in this organization. Employees also demonstrate a sense of pride and purpose that is noticeable as I walk through the door.”

Our Nurse Leaders



Kim Demers, MBA, BSN, RN, NEA-BC
Associate Vice President, Patient Care Services for
Med-Surg/Telemetry and Clinical Education Services

Kim has been a nurse for 20 years, starting as a staff nurse at Northern Light Eastern Maine Medical Center before becoming a float nurse at UMass University Campus. After a few years, she returned to Northern Light Eastern Maine Medical Center as a house supervisor and then a nurse manager before accepting her current position. Kim has enjoyed working at our Medical Center because she can do what she loves every day. “I am passionate about providing care to patients and families in communities across the state of Maine. It brings me great joy to work in a state-of-the-art medical center and be able to touch the lives of those in need every day.”



Samantha Foss , MBA, BSN, RN, CEN, NE-BC
Associate Vice President, Patient Care Services
for Staff/Patient Flow and Acute Rehab

Samantha (Sam) has been a nurse for almost 20 years, previously working for St. Joseph Hospital, and Mayo Regional Hospital, with experience in the Med-Surg, ICU, ED, and Transfer Center. She was a travel nurse for five years, and her leadership experience includes nurse manager, house supervisor, and charge nurse. Sam earned her BSN and MBA from Husson University and is enrolled in the MSN-DNP path at Purdue University. In 2013, she published an article entitled, “Does EMS Activation of Heart Catheterization Labs Have an Impact on Door-to-Balloon Times?” for EMSWorld.com. In 2018, Sam was given the nursing excellence award for Transformational Leadership at Northern Light Eastern Maine Medical Center. Sam pushes herself and her co-workers to always improve as nursing professionals. “I embrace change, keep an open mind and never limit what I can do. I believe we can do anything we put our minds to.”



Edward Heise, MHA, BSN, RN
Associate Vice President, Patient Care Services
for the Emergency Department and Critical Care Services

Ed oversees clinical operations for the ICU, CCU/CSU, Emergency Department, Trauma Services, and LifeFlight. He has strong leadership skills with experience in clinical operations, capital expenditures, and strategic development. Before coming to Eastern Maine Medical Center, Ed managed four emergency departments, with his most recent role being the director of Emergency Services at Howard County General Hospital in Maryland. “I am grateful for the opportunity to bring my previous ED experiences to Eastern Maine Medical Center and look forward to helping the organization improve the care we provide to the community.”

Our Nurse Leaders



**Allen L'Italien, BSN, RN, OCN,
Executive Director, Northern Light Cancer Care**

Allen is responsible for patient care services, including various diagnostic services provided by Northern Light Eastern Maine Medical Center's Breast and Osteoporosis Center, pediatric oncology, breast surgical oncology, medical oncology and hematology, radiation oncology, oncology research, inpatient oncology, cancer genetics counseling, and cancer outreach. He has been working in healthcare for more than 45 years. After spending three years at a major hospital in Hartford, Connecticut, he began his career at Northern Light Eastern Maine Medical Center as a nurse's aide. Allen has held the positions of charge nurse, department head, and business manager for Cancer Care as an outpatient service before he accepted his current position. He enjoys working at Northern Light Eastern Maine Medical Center because he has been able to help expand its cancer services to truly make a difference in the lives of those affected by cancer in Maine.



**Aida Poblador-Stevens, MSN, RN
Associate Vice President for Patient Care Services for
Women's and Children's Services**

Originally from the Philippines, Aida has been a nurse for more than 40 years. She began her nursing career in Boston at Hebrew Rehabilitation Center for the Aged, and later worked at Beth Israel Hospital where she developed clinical expertise in acute medical nursing. Aida held leadership and educator roles at Anaheim Memorial Hospital, Boston Medical Center, and Cambridge Hospital where she started her involvement in women's and children's services. She has worked in many hospitals across the country, primarily in New England. Aida enjoys being at the director level at Northern Light Eastern Maine Medical Center because she can be an active member of a leadership team that strives to our Medical Center the best.

Our Nurse Leaders



Ann-Marie Williams, MBA, BSN, RN
Associate Vice President of Patient Care Services
for Care Management and Transfer Center

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,
Physican 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."

Welcome to Bangor, Maine





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.

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





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)
- Annual American Folk Festival held on the Bangor Waterfront
- Outdoor summer concerts at the 16,000-seat Waterfront Pavilion
- Division I basketball, concerts, and other activities at the Cross Insurance Center
- Cultural opportunities at the Penobscot Theater, University of Maine, and Husson University



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:

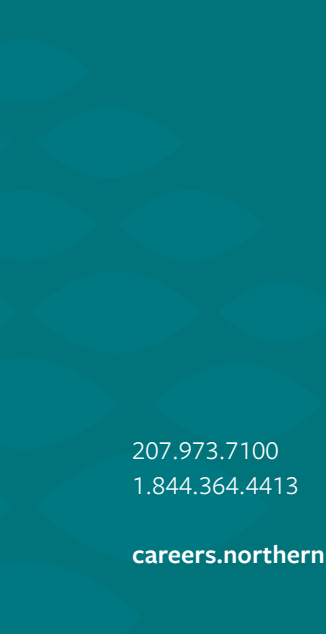
- www.visitbangormaine.com
- www.downtownbangor.com
- www.maineretourism.com



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. Feel free to contact us directly with questions:

Northern Light Health
System Nurse Recruitment
207.973.7100
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207.973.7100
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EOE/M/F/Vet/Disabled

Data and content within this book updated as of February 2019.