Kaiser Permanente Nursing Professional Practice
Introduction to the Voice of Nursing

Copyright 2015
Kaiser Permanente
Kaiser Permanente Nursing Professional Practice Introduction to the Voice of Nursing

INTRODUCTION: OUR JOURNEY TO EXTRAORDINARY NURSING CARE INTENSIFIES
At Kaiser Permanente, nurses are the cornerstone of the health care team. We deliver expert care while putting patients, families, and members at the center of everything we do. Our professional nursing practice is based on trust and compassion, and is supported by a health care team and inter-professional process that helps our members achieve their health and wellness goals. We want nurses to be supported in every way and to provide them with the groundwork for their nursing practice by unifying efforts across the care continuum.

We recognize the enormous challenges facing the current health care environment. Much of the changing direction is driven by the 2010 enactment of the Patient Protection and Affordable Care Act (PPACA) and the release of the Institute of Medicine report entitled “The Future of Nursing: Leading Change, Advancing Health.” These same challenges have invigorated nursing at Kaiser Permanente to intensify our efforts in achieving extraordinary care for our patients and families.

In early 2008, the National Nursing Leadership Council (NNLC) agreed to unite and align our then 45,000 – now 50,000 – nurses under a single vision, set of values, and nursing model across all regions and the continuum of care. It would standardize practice where there is evidence, and elevate professional nursing at Kaiser Permanente. The ultimate aim was that regardless of where patients entered the system, they would know they were being cared for by a Kaiser Permanente nurse. It would be the first time such a vision was set forth in our sixty-five year history.

Four years later, the model was rigorously reviewed again and updated to a professional practice model that was informed by the American Nurses Association Standards of Professional Nursing Practice (2010), the American Academy of Ambulatory Care Nursing Standards (2010), and the American Nurses Association Code of Ethics. These standards, which are based on research and expert contributions, are widely respected as a guide for carrying out nursing responsibilities in a manner consistent with quality in nursing care and the ethical obligations of the profession. Kaiser Permanente nurses use these national standards as the foundation for their practice and the guide to directly improve the care experience. This is about creating healing and caring environments for our patients and families, and a collaborative work environment where clinical practice can thrive.

By using this professional practice model, we ensure that our practice is consistent regardless of where it takes place within the Kaiser Permanente health care system. By consistently applying this model, we minimize variations that can create risk, gaps in care, missed or overlooked needs, or incomplete care. And, through a holistic assessment of patients’ needs, including body, mind, and spirit, we can develop the plan of care in collaboration with the patient and family.

Establishing a professional practice nursing model across all settings requires a long-term commitment and entails transforming the organizational culture. This is a journey – one that requires continual exploration, evaluation, and innovation; and by fulfilling the expectations of our professional practice nursing model, we can help our patients and their families experience Extraordinary Nursing Care. Every Patient. Every Time.
THE KAISER PERMANENTE RN ROLE STATEMENT
This statement establishes a unifying position that is relevant to the role of all registered nurses at Kaiser Permanente, at all levels, and across the care continuum. (Approved by the National Nursing Leadership Council, 2011.)

The Kaiser Permanente registered nurse’s role is based on our nursing model, vision, and values. It combines the art and science of nursing, with the goal of helping individuals and their communities attain, maintain and restore health whenever possible. The art of nursing is based on a framework of human dignity, comfort, and caring through relationships. Nurses embrace and advocate for the patient and family in a patient-centered, holistic manner to include healing, spirituality, empathy, and compassion. The science of nursing utilizes critical thinking, evidenced-based education/research, and successful practices in caring for patients and communities throughout the health care continuum.

Using the Nursing Process as a basic tenet, nurses continue to assess, plan, implement, and evaluate individualized care to meet the unique needs of patients and their environment to attain the highest level of health and function. Nurses provide patients, families, colleagues and their communities with appropriate information and education to make informed individualized decisions regarding health care throughout the life span, including health promotion, prevention of disease, chronic care, and attainment of a dignified death.

Through a collaborative practice environment, the registered nurse connects to and establishes therapeutic patient-centered relationships with the patient, family and other members of the health care team. The nurse and physician, as leaders, work in partnership to coordinate the care provided to the patient and advocates for quality, safe health care for the individual patient and the patient populations they serve.

The values of professionalism, compassion, teamwork, excellence, integrity and patient- and family-centered care are evident.

KAISER PERMANENTE NURSING VISION
Kaiser Permanente nurses advance the art and science of nursing in a patient-centered healing environment through our professional practice and leadership.

Extraordinary Nursing Care
   Every Patient
   Every Time

This is about a cultural change from task-based to professional practice based care. This transition is a long-term process – one in which leaders continually set short-term goals to keep moving forward. This allows the leaders to make their progress forward and stop to reflect and celebrate along the way. Leaders must look at change not as an event but as a journey.
KAISER PERMANENTE NURSING VALUES

Professionalism

Patient and Family Centric

Compassion

Teamwork

Excellence

Integrity

### PROFESSIONALISM

**Values**

We believe in the value of our profession and maintain standards of excellence when it comes to the delivery of care.

**Principles**

- We continually seek knowledge in nursing practice and exemplify professional performance.
- We are accountable for maintaining competencies in our practice.
- We are responsible for coordinating the identification of patient-centered outcomes through expert communication with the patient, the family, and all members of the interprofessional health care team.
- We each contribute to the professional development of peers, colleagues, and others.
- We deliver care based on our national standards which are baselines for quality nursing care in all practice settings and specialties.

**Behavior (Examples)**

- Systematically enhances the quality and effectiveness of nursing practice (performance improvement).
- Attains knowledge and competency that reflects current nursing practice (competency).
- Communicates with the patient and family regarding patient care (nursing communication).
- Collaborates in creating an individualized plan that indicates communication with and involvement of the patient and family (care planning).
- Provides leadership in the professional practice setting and the profession (leadership).
- Teaches others to succeed by mentoring, coaching, and/or precepting (life-long learning).
### PATIENT AND FAMILY CENTRIC

<table>
<thead>
<tr>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honoring the essential role of the patient and family in all aspects of care, we create memorable moments through extraordinary care.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>• We believe that patient-centered care is the core of a high-quality health care system and a necessary foundation for safe, effective, efficient, timely, and equitable care.</td>
</tr>
<tr>
<td>• We advocate for the patient.</td>
</tr>
<tr>
<td>• We maximize patients’ opportunities for choices, and we respect those choices.</td>
</tr>
<tr>
<td>• We treat each patient as an individual to be cared for, not a medical condition to be treated.</td>
</tr>
<tr>
<td>• We engage patients and families as our partners in care delivery and understand that they have knowledge and expertise that is essential to the delivery of quality care.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Behavior (Examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demonstrates appropriate and timely collaboration with the patient, family, and members of the health care team (interprofessional rounds).</td>
</tr>
<tr>
<td>• Customizes education to assist the patient’s ability to promote and maximize his or her skills in self-care (patient- and family-centered care).</td>
</tr>
<tr>
<td>• Collaborates with members of the health care team in creating a care plan, focused on outcomes and decisions related to care that indicates communication with patients, families (care planning).</td>
</tr>
<tr>
<td>• Treats each patient and family member with dignity and respect (healing environment).</td>
</tr>
</tbody>
</table>
### Compassion

<table>
<thead>
<tr>
<th>Values</th>
<th>Principles</th>
<th>Behavior (Examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>We realize the difference we make in the lives of our patients and their families when they are most vulnerable and we focus on providing individualized care with a personal touch.</td>
<td>• We believe that care should be provided in a healing environment of caring, sensitivity, and courtesy.</td>
<td>• Addresses emotional and spiritual needs, as well as physical needs (healing environment).</td>
</tr>
<tr>
<td></td>
<td>• We take a holistic approach to meeting our patients’ needs – body, mind, and spirit.</td>
<td>• Provides age-appropriate care in a culturally competent manner and takes into account the patient’s and family’s wishes (healing environment).</td>
</tr>
<tr>
<td></td>
<td>• We treat each patient with dignity and respect, as we would want to be treated.</td>
<td>• Maintains kind and caring relationships with peers and colleagues (therapeutic relationships).</td>
</tr>
</tbody>
</table>

### Teamwork

<table>
<thead>
<tr>
<th>Values</th>
<th>Principles</th>
<th>Behavior (Examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>We respect the collective contributions of each member of the team and view our team members as our partners in success.</td>
<td>• We collaborate with the patient and his or her family members, as part of the care delivery team.</td>
<td>• Interacts effectively and sensitively with all members of the health care team (nursing communication).</td>
</tr>
<tr>
<td></td>
<td>• We provide appropriate knowledge and information to patients, caregivers, and families.</td>
<td>• Collaborates with the patient, family, and the entire health care team to provide seamless care to our patients (transitional care).</td>
</tr>
<tr>
<td></td>
<td>• We treat each member of the health care team with compassion, caring, and respect at all times.</td>
<td>• Participates on unit-based teams/committees to identify problems and find solutions (collaborative work environment).</td>
</tr>
</tbody>
</table>
## Excellence

### Values
We embrace the art and science of nursing by integrating the ANA’s “Scope and Standards of Practice” with compassionate care and an evidence-based practice.

### Principles
- We base our practice on the foundational documents of our profession.
- We use evidence-based data to inform our practice in order to achieve the best outcomes for our patients.
- We continually evaluate the quality and effectiveness of our nursing practice, share a commitment to the advancement of nursing knowledge, and look for ways to improve.
- We seek and implement innovative technology to maximize the delivery of safe and efficient care.
- We are cognizant of our role as resource stewards in the provision of cost-effective care.

### Behavior (Examples)
- Uses clinical decision making and critical thinking skills during the nursing process (problem solving and decision making).
- Promotes patient safety by proactively reporting errors, near misses, or systemic hazards, and participating in their resolution and improvement (patient safety and just culture).
- Demonstrates quality by developing the care plan using the nursing process in a responsible, accountable, and ethical manner (care planning).
- Accepts individual accountability to achieve quality outcomes at all times (leadership).
- Demonstrates a commitment to continuous, lifelong learning for self and others (IOM - The Future of Nursing).
## INTEGRITY

<table>
<thead>
<tr>
<th>Values</th>
<th>Principles</th>
<th>Behavior (Examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>We acknowledge the autonomy and dignity of the patient and promote the patient’s right to choose and control his or her environment.</td>
<td>- We use the nine provisions in the ANA Code of Ethics to guide our professional behaviors.</td>
<td>- Integrates ethical provisions in all areas of practice (Code of Ethics for Nurses).</td>
</tr>
<tr>
<td></td>
<td>- We hold integrity as the rule in the care of the patient.</td>
<td>- Models and reinforces ethical behavior in self and others in accordance to the Principles of Responsibility (compliance).</td>
</tr>
<tr>
<td></td>
<td>- We behave with openness and honesty in all our relationships.</td>
<td>- Delivers care in a manner that preserves and protects patient autonomy, dignity, and rights (ANA Code of Ethics).</td>
</tr>
</tbody>
</table>
THE KAISER PERMANENTE NURSING MODEL
At the heart of the Kaiser Permanente Nursing Professional Practice Model is the patient and family. The nurse-patient/family relationship is the cornerstone of nursing practice and leverages the powerful role human relationships play in creating caring and healing environments. It honors the unity of the whole human being – mind, body, spirit – and is the lens through which Kaiser Permanente nurses look to ensure that they meet the needs of the patient and families.

Six nursing values are embedded in our discipline/practice and help to demonstrate what it means to be a Kaiser Permanente nurse. The values that underpin our work are: Professionalism, Patient and Family Centric, Compassion, Teamwork, Excellence, and Integrity. Our practice and the work of nursing are organized by four key pillars: Quality and Safety, Leadership, Professional Development, and Research/Evidence-Based Practice.

This infrastructure establishes practices, processes, and systems through which our vision is achieved. It lays the foundation that makes care transformational practice possible and aligns nursing with Kaiser Permanente’s mission.
The model is designed to standardize and move nursing practice forward, and is the framework within which a nursing theory, such as Caring Sciences, can be practiced. It describes how nurses practice, collaborate, communicate, and develop professionally. It is important that each nursing group identify how this model can support their professional practice.

The model’s schematic design demonstrates how each component is aligned and integrated to support nursing practice across the continuum and to meet the needs of our patients and their families. It also demonstrates the contribution nursing makes in fulfilling Kaiser Permanente’s mission and vision.

As you begin your inquiry into the model’s various components, you will find that they have many common touch points. The six nursing values call out those touch points. Each value is further described by principles (essential qualities or elements) and example behaviors (the manner in which we function or perform) in order to further clarify those values that best exemplify Kaiser Permanente nursing.

The purpose of this introduction paper is to inform all stakeholders and other interested parties of this effort, to invite further inquiry, and to generate a common understanding of the various elements that comprise the Kaiser Permanente Nursing Professional Practice Model.

Every component of the Kaiser Permanente Nursing Professional Practice Model is described in greater detail in the sections below. Nurses are invited to conduct additional research and learn more about the various elements if they wish.

Patient and Family Centric
At the core of patient- and family-centered care – which is at the heart of our model – lies human interactions. Patients come to us during some of their most vulnerable times, looking for support, comfort, and hope. It is not enough simply to provide the right clinical care – nurses must provide that treatment in collaboration with the patient and his or her family. Treatment must respect diversity and meet both clinical and non-clinical needs.

Incorporating the patients and families directly into the planning, delivery, and evaluation of health care is key to patient- and family-centered care and, importantly, improves quality and safety.

Key Concepts:

- **Dignity and respect.** Nurses listen to and honor patient and family perspectives and choices. Patient and family knowledge, values, beliefs, and cultural backgrounds are included into the plan of care.
- **Information sharing.** Nurses communicate and share information with patients and families in ways that are affirming and useful. Patients and families receive timely, complete, and accurate information in order to participate effectively in decision-making.
- **Participation.** Patients and families are encouraged and supported in participating in care and decision-making at the level they choose.
- **Collaboration.** Patients, families, nurses and other members of the health care team collaborate in the plan of care.
Establishing patient- and family-centered care requires a long-term commitment. It is a journey that requires continual innovation and evaluation of new ways to collaborate with patients and families.

**Discipline of Nursing**
Nursing is the protection, promotion, and optimization of health and abilities, prevention of illness and injury, alleviation of suffering through the diagnosis and treatment of human responses, and advocacy in the care of individuals, families, communities, and populations. (American Nurses Association, Scope and Standards of Practice, 2010 Edition, pg. 1) Nursing knowledge, created in practice and grounded in empirical evidence, defines the discipline of nursing (Meleis, 2011).

All nurses visibly demonstrate the KP nursing vision and values, and their care activities are organized around patient and family needs and priorities.

Three basic connections are foundational to the discipline of nursing: nurses’ relationship with patients and their families, their relationships with members of their health care team, and their relationships with “the self.”

In this model, nurses form the basis for a healing interaction when they use the art of active listening to understand the needs of the patient, family member or staff member. In this respect, building relationships is the foundation upon which the nurses communicate compassion through a caring touch or an act of kindness. Understanding the role that relationships play in care delivery and treating each interaction as a chance to personalize the care experience are key elements that support this model.

**Professional Practice of Nursing**
The only way to change what isn’t working today is to drive improvement actively; Kaiser Permanente nurses are in a unique position to support and improve the future of health care and achieve the organization’s mission. Nurses who exemplify a commitment to professional practice are the ones who demonstrate a dedication to patient- and family-centered care, remain actively involved in current care standards, respectfully communicate with their team at all times, participate in continuous process improvements, are accountable for their own practice, provide honest and appropriate feedback toward the development of fellow nurses, mentor new nurses, and advocate for the profession of nursing as a whole.

Nurses’ knowledge of the health care delivery system is a source of professional power. When coupled with clinical expertise and strong collaborative skills, this knowledge allows nurses to play an active role in ensuring that the care delivery process remains focused on patients and their families.
KEY PILLARS WITHIN THE MODEL

Four pillars support the work of nursing and are instrumental in helping us tackle our objectives. These pillars are:

- Quality and Safety
- Leadership
- Professional Development
- Research and Evidence-Based Practice

Quality and Safety

As part of the KP Nursing Strategy, our goal is to become the best in class in health care quality and safety through nursing practice. We do this by identifying evidence-based practice, surfacing successful practices, decreasing variation, ensuring reliability, and leveraging technology, innovation and clinical decision support to improve systems performance. As a result, KP nurses play a key role as part of the care team in transforming care through enhanced quality, cost effectiveness, and improved access.

The experience of care, as perceived by the patient and family, is a key factor in health care quality and safety. Bringing the perspectives of patients and families directly into the planning, delivery, and evaluation of care, and thereby improving its quality and safety, is what patient- and family-centered care is all about.

Leadership

Nursing leadership is defined as the ability to mobilize others to do the extraordinary. Kaiser Permanente recognizes all nurses as leaders and engages them in transforming values into actions, visions into realities, obstacles into innovations, separateness into alignment, and risks into rewards. It begins with individual self-awareness. It’s about fostering a culture in which nurses are able to turn challenging opportunities into remarkable successes. In a leadership environment, individuals take ownership for their work and are empowered to align their own beliefs and actions with the vision, values and model.

At Kaiser Permanente, nurses embrace progress, lead by example and advocate for the patient when another voice is needed. Leadership means having the ability to inspire others with clarity of purpose, confidence and ability to influence others, and a focus on what matters most: creating a consistently superior care experience for our patients and families.

Professional Development

Professional development is the educational and experiential journey every nurse takes to gain the knowledge, skills, and judgment required to practice as a professional nurse. Going beyond the need to remain competent, Kaiser Permanente nurses embrace a philosophy of lifelong learning, which leads them to seek opportunities to learn about current trends and practice changes. They use lifelong learning as a means to achieve extraordinary care for their patients, achieve professional goals, and advance the art and science of the nursing profession. Kaiser Permanente is dedicated to providing and promoting a culture of learning and innovation needed to thrive in a complex and rapidly changing health care environment.
Research and Evidence-Based Practice

Research is normally defined as a systematic investigation, including development, testing and evaluation, designed to develop or contribute to generalized knowledge. Traditionally, research is systematic in that it is implemented via a study design that is methodical, logical, and described in enough detail to be replicable. The product of research should apply to most, if not all, of the individuals in the population. Generally, knowledge generated from research is organized into a theory or model that is intended to guide practice. This theory or model should describe or explain a concept or relationship as usually appears in the world. Kaiser Permanente nurses use the best possible empirical knowledge to guide their practice.

Evidenced-based practice is the art of taking that generalized knowledge and applying it specifically to an individual or group of individuals. It is a complex process that includes the experiential knowledge or clinical expertise as well as the individual patient’s values and preferences. Also critical to the evidence-based practice process is the expertise of the clinician. An expert nurse uses critical thinking skills to assess and evaluate the validity of using any nursing process on a particular patient or group.

While the research may demonstrate that a specific intervention is the most likely for a successful or positive outcome, if that intervention is inconsistent with the patient’s wishes it is probable that it should not be implemented, for such an implementation would be a violation of one of the principles that is foundational to our model – the patient’s right to make his or her own decisions about his or her care.

Evidence-based care is a professional process that starts with evaluation of the evidence. If the evidence is sufficient, the process then includes integration of clinical expertise with patient values and preferences. It is through the implementation of research where indicated and evidence-based care processes that the Kaiser Permanente nurse can ensure that the best possible outcomes are achieved.
ENVIRONMENTS

By doing the work described above, nursing can create the following ideal environments for our members, patients and their families.

Caring Environment

Caring is the essence of nursing practice. Patients and families expect caring and compassionate nurses. Our focus in nursing is on building authentic, personal connections with each patient and family, which helps us keep them at the center of all care decisions. Nurses create caring environments by treating each patient with respect and dignity, and listening with intent. Nurses keep in mind the whole person: body, mind and spirit as we develop a plan for care in collaboration with the patient and family.

By consciously acknowledging that all human beings respond to acts of kindness and compassion, we can elevate the way we view our daily practice. This approach has the power to shift the way we view our routine from a task-based perspective to one of doing the right thing for the patient in the moment. By realizing the impact human caring can have on each patient’s perspective of their care experience, one can understand how human-to-human relationships ultimately become the measure by which our patients evaluate their care.

Collaborative Work Environment

Collaboration is a true partnership with all members of the health care team, the patient and their family. A collaborative working environment provides better patient outcomes and creates a culture where clinical practice can thrive. Being collaborative is a high level of achievement in excellent interpersonal dynamics within the team setting.

Key concepts:

- Valued leadership and influence of both parties
- Acceptance of separate and combined areas of practice and expertise
- Reciprocal respect
- Mutual trust
- Commonality of goals and interdependent responsibility for outcomes
- High degree of team cohesiveness
- Open and timely communication
- Shared decision-making and problem-solving
- Effective conflict management

Healing Environment

Patients tell us that they consider health care environments to be “healing” when care is attentive to mind, body, and spirit; when they feel they have a relationship with the clinician; and when they are actively involved in their own care decisions. The environment plays a subtle yet powerful role in healing.

As nurses, we must recognize that those tasks and scenarios that seem routine to us are often perceived very differently by those for whom we care. Remembering that our patients are in an unfamiliar environment and are sick, scared, and/or vulnerable is an important step toward creating a healing environment. How the healing environment is defined will vary from interaction to interaction. For some, it could mean actively engaging with the patient or providing education on a new diagnosis or treatment. For
others, it might simply mean delivering care in a comfortable, quiet setting. A healing physical environment is just one of several key aspects of being patient and family centric.

The goal of creating such environments is to reduce patient and family stress and to promote healing. Researchers are developing a new understanding of how the environment affects patients, and studies are testing the way in which health care surroundings interrelate with medical care, illness, and patient attributes. Research has shown that the mind, brain and nervous system can be directly influenced, positively and negatively, by sensual elements in the environment. Healing environments can be created in any setting: hospital, clinic, or home.

Key Concepts:

- The physical environment can include wall colors, artwork, pet visits, music, lighting or the types of linens that touch the patient.
- The clinical care they receive, which is evidenced based, can include massage therapy, healing touch, guided imagery, nutrition.
- The way the patient and family is treated with courtesy, respect, dignity, and maintaining a thoughtful and intentional presence.
- Patient- and family-centered care in which information/education are provided, choices are honored, and the patient and family are included in the plan of care.

Essentially, an intentional caring relationship between the nurse, the patient, and the patient’s family is the core of the healing environment.

ALIGNMENT WITH ORGANIZATIONAL PRIORITIES

In all of nursing’s work, we ensure that we align our goals and priorities with those of the organization, including:

**Total Health**

Total Health is a state of complete physical, mental and social well-being for all people. We are committed to helping our members, workforce, and communities achieve Total Health through the services we provide and by promoting clinical, educational, environmental, and social actions that improve the health of all people.

**Population Health**

Kaiser Permanente is committed to measuring and improving the health of populations and individuals while broadly sharing what we have learned with the diverse communities we serve.

Our goal is to improve our ability to monitor population health in order to support surveillance, member reporting, population and individual care management, member engagement, and research. We do this by creating strategies that advance the health of the Kaiser Permanente population in part by measuring member-reported health status and risk behaviors over time; conducting pilot health assessments for targeted populations within selected regions and clinical areas; understanding evolving Population Health issues and measurement needs; and supporting and consulting on
development of programs across regions to improve access to services that promote total health.

Healthy Communities
We believe that Healthy Communities are more than simply the absence of illness. They are the environments that support the physical, emotional, and spiritual well-being of those who live, work, and play there. We support innovative efforts to bring nutritious foods and safe physical activity to local schools, workplaces, and neighborhoods.
**MOVING FORWARD**

To move forward on this journey to extraordinary nursing care, every patient, every time, we must engage nurses everywhere and embed this vision, set of values, and model into everything we do. To do this effectively, all stakeholders need to be involved in the following suggested activities:

- Identify the champion for this work in each setting (usually the CNO/CNE, DONP, ambulatory leader).
- Identify a project manager and project team members.
- Contact National Patient Care Services to identify a consultant to work with project teams.
- Gain support from senior leadership for this work.
- Create forums or weave into existing meetings to engage staff in the discussion on professional practice
  - nursing vision
  - values
  - nursing professional practice model
- Keep the vision, values and professional model visible: top of agenda/minutes, on posters in departments.
- Identify ways to recognize and reward nurses who exemplify the vision and values, such as the Daisy Award Program. Also use the Kaiser Permanente nursing pin and participate in the National Nursing Extraordinary Nurse Award Program.
- Develop your “story” to share with nurses about why this work is important and what it means to you. Invite others to share their stories. Use the book *Caring: Making a Difference One Story at a Time* and use one of these amazing stories to open a meeting.
- Use the Voice of the Patient Video stories to engage nurses on how their professional practice can help meet the needs of our patients and members.
- Go to The Voice of Nursing website: [http://nursingpathways.kp.org/](http://nursingpathways.kp.org/)
  Materials will continue to be developed and included on this website to further support all regions.
SUMMARY

Today’s conditions present the greatest opportunity yet for nurses to become influential leaders in our health care system. Nurses must become full partners with physicians, pharmacists and other health care professionals to create innovative change.

Nurses have to step up and take a greater leadership role. Nurses themselves must become the leaders in creating change. They must embrace the current uncertainty and become drivers of change for our organization and profession.

“It is vitally important that the Kaiser Permanente nursing vision, values, and model come alive with every patient encounter. We must take bold action to become the Best Health Care system in the nation. It will require all 45,000 [now 48,000] of us to work together, individually and collectively, to bring these words to life every day and in every interaction with our patients and with one another.”

(Marilyn Chow, 2009)

Achieving a consistent, superior care experience requires an integrated approach that encompasses our engagement of the patient, family, staff, physicians, and other members of the health care team. This is about creating a culture of extraordinary nursing practice at Kaiser Permanente – one that is driven by an inspirational vision, animated by powerful core values, and guided by a shared professional practice model.

**Kaiser Permanente nurses advance the art and science of nursing in a patient-centered healing environment through our professional practice and leadership.**

**Extraordinary nursing care. Every patient. Every time.**

This is who we are and what we stand for as the nurses of Kaiser Permanente. Our patients and members are counting on it. And you all have the power to make our vision a reality.
Bibliography and Recommended Readings


**Contributors:**

Stephanie Leach  
*Consultant, National Nursing Policy*  
*National Patient Care Services*

Anna Omery, RN, PhD, NEA-BC  
*Senior Director, Clinical Practice*  
*Southern California Patient Care Services*

Peggi Winter, RN, MSN, MA, NE-BC  
*Director, Nursing Professional Development and Education*  
*National Patient Care Services*

**Author:**

Linda Leavell, RN, PhD  
*Executive Director*  
*National Patient Care Services*

**Editors:**

Marilyn P. Chow, RN, PhD, FAAN  
*Vice President*  
*National Patient Care Services*

Yasmin Staton  
*Senior Communications Consultant*  
*Brand Communication*