



West Valley Hospital

Clinical Excellence Report



Table of Contents

West Valley Clinical Excellence Report Fiscal Year 2025

| <u>Page</u> | |
|-------------|---|
| 3 | Message from the Chief Nursing Officer |
| 4-5 | Message from Pathway Program Director |
| 6-7 | Pathway to Excellence Program Overview |
| 8 | Keys to the Pathway Standards |
| | <i>Shared Decision Making:</i> |
| 9-11 | Unit Council Summaries |
| 12-13 | Magnet/Pathways Conference |
| 14 | Caring Beyond the Bedside |
| 15 | Imaging Fun(draiser) |
| | <i>Safety and Quality:</i> |
| 16-17 | IDEAL Team |
| 18-19 | Joint Commission Survey |
| 20-23 | Pipettes and Power Tools |
| 24 | SEPS |
| 25 | Adult Mobility Protocol |
| | <i>Quality:</i> |
| 26-27 | “If you are around positive, you are positive.” |
| 28-29 | Salem Health West Valley Foundation All-In |
| 30 | Go Red Day |
| 31 | Toy Drive |
| 32-33 | Tatiana Gil |
| 34-35 | Salem Nurse Honor Guard |
| | <i>Well-Being:</i> |
| 36-37 | SERA Program |
| 38 | Marilu Hess |
| 39 | 55 under 55 |
| 40-41 | Service Excellence Awards |
| 42-50 | Star Awards |
| 51-53 | Community Events |
| | <i>Professional Development:</i> |
| 54-55 | Professional Practice Day |
| 56-57 | ONRQC |
| 58-59 | Preceptor Recognition |
| 60 | WVH Statistics |

CNO's message to nursing

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As we reflect on FY25, one truth remains powerfully clear—our people are, and will always be, essential. In a year shaped by continued change, innovation, and opportunity, every member of our health care team has stood firm, adapting with resilience and rising to meet the evolving demands of health care. I am incredibly proud of our entire workforce—nurses, providers, clinical specialists, educators, leaders and every member of our health care team—whose dedication continues to shape safer, stronger, and more compassionate care environments.

This past year, we've navigated persistent workforce challenges while doubling down on strategies to recruit, support and retain extraordinary talent. Despite national staffing shortages and changes in health care policy, our commitment to creating a supportive and engaged work environment has never wavered. We've expanded flexible work options, prioritized mental health and well-being, and invested in programs that empower every team member to thrive, such as new professionalism standards, innovative care delivery systems, and the integration of virtual nursing.

Sarah Horn, MBA, BSN, RN, NE-BC, RNC-LRN,
Senior Vice President, Chief Nursing &
Clinical Operations Officer



Technology is transforming health care at a rapid pace—and our teams are leading the charge. From integrating virtual nursing to drive positive patient outcomes, implementing care progression huddles and early mobility programs that decrease length-of-stay and reduce hospital-acquired conditions, our staff have demonstrated agility and a growth mindset. The future of health care is deeply connected to innovation, and our team is embracing these advances while maintaining human connection and compassionate care at the heart of all we do.

We've also seen a continued expansion of roles and specialization across disciplines. More team members than ever before are pursuing advanced education and certification—contributing to research, influencing policy and strengthening interdisciplinary collaboration. Our people are increasingly at the table, shaping decisions that impact patients, families, and the entire health care landscape. This is evident through our robust Professional Governance model, the publication of our Happiness Advantage research in the *Journal of Nursing Administration*, APRNs being granted medical staff membership, and our frontline staff's advocacy for penalty enhancements for violence against health care workers—culminating in the signing of Senate Bill 170 by Governor Kotek.

This year, we renewed our focus on community health and preventive care—areas where our teams remain indispensable. Through initiatives like health education, screenings, and outreach efforts, our staff are helping to build healthier communities while empowering individuals to take an active role in their well-being.

Equally important is our continued attention to team well-being. In FY25, we expanded mental health resources, strengthened peer support programs, added more Staff Engagement Resiliency Advocate (SERA) support, and embedded resiliency and well-being into our organizational priorities through our Promoting Professionalism strategic initiative. We know that when our people are supported, our patients and communities thrive.

Looking ahead, our health care profession is poised for continued transformation. As we embrace new care models, emerging technologies, and evolving challenges, our foundation remains the same—a deep and enduring commitment to patient-centered care.

To every member of our team—clinical and nonclinical—who has brought compassion, innovation, and strength to their work this year: thank you. **You are essential and extraordinary.** Together, we will continue to lead boldly, care deeply, and shape the future of health care.

With sincere gratitude,

Sarah Horn, MBA, BSN, RN, NE-BC, RNC-LRN

Senior Vice President, Chief Nursing & Clinical Operations Officer

Message from Pathway Program Director

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As we reflect on our Pathway to Excellence journey and Professional Governance accomplishments over the past year, I want to express my sincere appreciation for your continued engagement, dedication and commitment to clinical excellence.

Kelly Bodnarchuk, MBA, BSN, CENP Pathway to Excellence Program Director, West Valley Hospital

Pathway to Excellence Journey – FY25 Highlights

On Oct. 1, 2024, West Valley Hospital officially confirmed our eligibility for the Pathway to Excellence designation with the American Nurses Credentialing Center (ANCC). To guide our readiness, we conducted a comprehensive survey gap analysis, which led to the formation of a multidisciplinary Pathway Steering Council in January 2025 — co-led by a bedside nurse to ensure frontline voices are at the center of our work.

A communication plan was launched to engage and inform staff, including Pathway bulletin boards, updates at staff meetings, and purposeful rounding during Nurses Week. We proudly published West Valley Hospital's first annual report, highlighting staff excellence, professional governance and our contributions to the community.

In spring 2025, 114 team members participated in a psychological safety assessment, with results used to shape unit-level action plans. We also consulted with Providence Seaside Hospital, gaining valuable insights from their successful Pathway journey. A proposed graphic and tagline were developed in partnership with Marketing, and a system was created to track our 107 Evidence of Performance documents, including standardized templates for consistency and ease.

Our next step on our journey is to enroll in the “Pre-Intent” program which will enable us access to the Pathway to Excellence website resources and an assigned ANCC Coach to help guide us along the way.

Three of our nurses attended the 2024 Magnet/Pathway to Excellence Conference in New Orleans, returning with fresh insights, renewed inspiration and valuable connections to help advance our journey.

Professional Governance Education Series

This year, a series of educational sessions supported your ongoing leadership and professional growth, covering a variety of key topics:

- Community Relations
- Corporate Integrity
- Infection Prevention
- Joint Commission Regulatory Updates
- QPR Suicide Prevention Training
- How to Start a Unit Council and SMART Goal Writing
- Staff Engagement and Resiliency Advocate (SERA) Program
- Salem Nurse Honor Guard
- Active Listening Strategies
- Emergency Preparedness

These sessions were designed to support shared decision-making, leadership development and the promotion of a high performing, engaged workforce.



Professional Governance Council Accomplishments

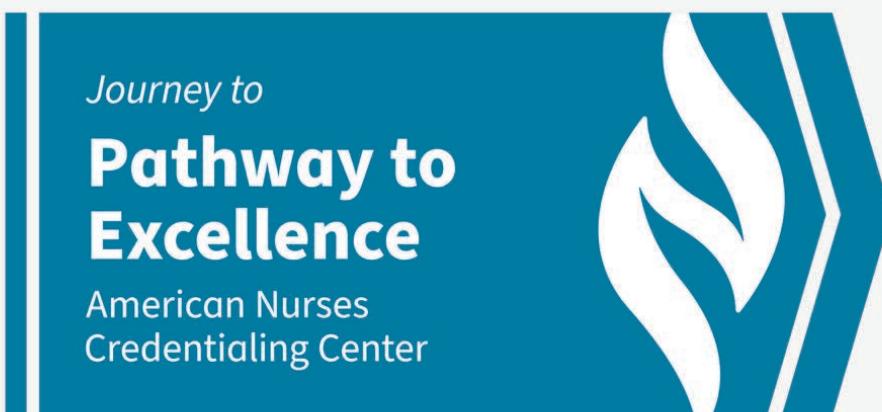
The work of our Professional Governance Councils continues to evolve and strengthen shared decision-making throughout West Valley Hospital:

- A 4SPS session was held in the fall to address structural gaps in shared decision-making.
- A new Medical-Surgical Unit Council launched in November 2024.
- A new organizational chart was introduced to improve communication from leadership to frontline teams, reinforcing transparency and the chain of command.
- Our first hospital-wide unit council project resulted in Standard Work for fridge usage and cleaning — a sustainable success that continues to meet its goals.
- New ground rules for council participation were developed to promote engagement and accountability.
- Through Caring Beyond the Bedside, staff selected the Polk County Warming Shelter as a focus for community outreach.
- A unit council project tracker was implemented to enhance coordination and visibility of council-led initiatives.

Thank you for your ongoing participation in this meaningful work. Your voice, leadership, and dedication are vital to our continued progress toward Pathway to Excellence designation and to ensuring West Valley Hospital remains a place where clinical excellence thrives.

With appreciation,

Kelly Bodnarchuk, MBA, BSN, CEN
Pathway to Excellence Program Director
Salem Health – West Valley Hospital



What is Pathway to Excellence®?

The Pathway to Excellence program is recognized globally as enabling nursing excellence, instilling a strong sense of professional pride and offers proven strategies to help ensure that the care we deliver to our patients is of the highest standards.

Achieving Pathway to Excellence® designation will demonstrate our commitment to creating an environment where our staff can excel, fostering continuous improvement, valuing and listening to feedback and providing safe and excellent standards of care for our patients and community. The framework consists of six key standards within nursing that are fundamental to creating a positive practice environment.

Salem Health Marketing developed this diagram to represent the six Pathway standards.



Application process

- Self-assessment: We conducted a survey in the spring/summer of 2024 across all West Valley Hospital units. We plan to conduct the same survey in early 2026 for comparison purposes.
- Gap analysis: Analyzed the survey results and identified gaps to improve upon. We have a dedicated Pathway to Excellence Steering Team to guide improvements. In 2026, the Steering Committee will begin monthly pre-intent meetings with ANCC.
- Organizational demographic form: We have provided ANCC with an overview of our workforce prior to commencing our journey.
- Collect and submit evidence on the six standards: We must demonstrate that we have successfully embedded the six practice standards. Each standard has 'Elements of Performance' (EOPs) which describe essential elements that must be in place.
- Pathway to Excellence® survey: An anonymous online survey will be launched for 21 days following successful submission of the elements of performance. 60% of all eligible nurses will be required to participate in the survey, with 75% of those nurses agreeing or strongly agreeing with 21 out of 28 of the questions.
- Designation: If successful with all of the above criteria, we will be notified of designation approximately 8 weeks after the survey closes.

What does this mean for me?

- Empowering staff to have a voice
- Increased autonomy and ownership of your role
- Encouraging creativity and innovation in the clinical areas
- Improved collaborative interprofessional work
- Visible and accessible leaders at every level
- Opportunities for further leadership development and coaching
- Improved staff retention and reduced turnover of staff
- Increased quality of care
- Improved patient outcomes
- Work in a positive environment that enables you to flourish and excel
- Improved work-life balance and wellbeing
- Professional development with training and development opportunities for lifelong learning

What opportunities are there for you?

- Join WVH Professional Governance. For more information, please contact tia.rodriquez@salemhealth.org.
- Participate in the upcoming self-assessments. The results will be used to drive improvement and close gaps at WVH.
- Be an Elements of Performance writer. Share your personal experiences and stories of how Pathway to Excellence comes to life at West Valley Hospital every day.
- Join the Pathway Ambassadors. Coming soon! A development opportunity to participate in successfully designating West Valley Hospital.



Salem Health Marketing developed this logo after the Pathway Steering Committee and WVH Professional Governance voted on a tag line and motto.

Key to Pathway Standards

The content in this report has been organized by the six Pathway standards to show how the excellent work we regularly do at West Valley Hospital supports our Pathway journey.

Shared Decision-Making (SDM)

Encouraging collaboration, idea-sharing, and active participation in decision-making.

 SDM

Leadership (L)

Promoting a shared governance model where leaders are accessible, accountable and invested in mentorship and succession planning.

 L

Safety (S)

Prioritizing a respectful and secure work environment, free from incivility, bullying and violence.

 S

Quality (Q)

Focusing on evidence-based, patient-centered care and continuous quality improvement.

 Q

Well-Being (WB)

Recognizing and supporting the physical and mental health of nurses while fostering a culture of appreciation.

 WB

Professional Development (PD)

Providing nurses with mentorship, learning opportunities and career growth to support lifelong learning.

 PD

Unit councils are the heart of Professional Governance



The work unit councils do is valued and important. They are frontline decision-makers that influence the practice and operations of their own clinical areas. Within a professional governance structure, these councils evaluate practice issues, identify improvement opportunities, and develop solutions grounded in evidence-based practice and frontline experience. They typically lead work related to clinical standards, workflow optimization, patient safety, quality outcomes, competency development and staff engagement.

Unit councils also collaborate with leadership and other councils to ensure that decisions are consistent across departments and aligned with organizational priorities. By giving bedside staff a voice in shaping policies, processes, and practice environments, unit councils strengthen accountability, professional autonomy and shared ownership of patient care outcomes.

“Unity is strength...
when there is teamwork and collaboration,
wonderful things can be achieved.”
– Mattie Stepanek

Emergency Department

The West Valley Hospital Emergency Department UDC uses evidence-based practice to engage in process improvement, team collaboration and advocacy to empower our peers to optimize the function of the department. Our unit has had a year of growth and change, with increased staff and new leadership, we continue to prioritize staff satisfaction and retention.

FY25 key bodies of work:

- Wellbeing: Held bi-monthly teambuilding activities driven by staff requests and suggestions, some activities included: axe throwing, game night and a river float.
- Leadership: Developed process for Press Ganey feedback, increased visibility and awareness for staff. Developed scripting for addressing pain.
- Quality: Direct bedding, triage at the bedside, and decreased length-of-stay and left-without-being-seen metrics.
- Safety: Standardized process for prescription drug destroyer use. Met expected metrics, now in sustain and operate.
- Shared Decision-Making: Held our first unit council elections and onboarded new unit council members.
- Professional Development: Increased CEN rates on the unit, coached staff and provided resources.



Med-Surg, Care Management and Inpatient Rehab

The Med/Surg/Swing collaborative UDC has created the foundation for the unit council by creating a charter and mission statement. The UDC consists of nursing, techs, therapists and care management. Together we have worked on large and small projects:

- Creating and maintaining a UC information board on 15-bed unit.
- Creating a process for staff to contact UDC members.
- Created a process by which bedside nurses attend weekly interdisciplinary team meeting for patients.
- Educated staff on appropriate use of after-visit summary to include presenting illnesses before being part of the swing bed program.
- Created a process for collaborating with med/surg/swing bedside staff to submit and provide support for quick and easy/Lean projects.
- Began a 5S project for better use of room space.
- Began working with leadership on a comprehensive respiratory management process for CPAP supply kits, standardized process for qualifying patients for home oxygen and education on appropriate oxygen titration.
- Created color-coded checklist for all services to complete patient transfer and discharge room checks.
- Organized a well-being BBQ event for all staff.



Outpatient Rehab

For the Fiscal Year 2025, Outpatient Rehab:

- Wrote, edited, finalized and accepted both their charter and their mission statement
- Planned and held a baby shower as a resiliency project.
- Implemented quarterly celebrations to recognize birthdays and work anniversaries.
- Acknowledged an ongoing problem with patients waiting for transportation after the clinic closes. We were able to work with other departments and established a standard work that the whole building can use to ensure timely transport and safety for patients.
- Assembled a basket to donate to the West Valley Foundation for their All-In fundraising campaign. Items were donated by staff members and promoted a healthy lifestyle.
- Designed a new onboarding training and mentoring program for schedulers using a model similar to the preceptor weekly documentation.



As part of their resiliency project OP Rehab held a baby shower for Daniel Kenagy.

Surgical Services

In fiscal year 2025, the WVH Surgery Unit Council made several key accomplishments that strengthened teamwork and patient care. The council created and approved a Unit Council Charter, clearly outlining its goals, structure and purpose. This helped define the group's role in promoting shared decision-making and ensuring all staff have a voice in unit improvements.

To improve communication, the council launched a Microsoft Teams page where staff can access updates, meeting notes and resources. The Unit Council implemented bedside use of the Pediatric ALS Medication Guide, giving staff and providers easy access to the Lexicomp tool. Together, these achievements show the council's commitment to collaboration, professional growth and high-quality patient care.



Infusion and Wound Care

In FY25 infusion and wound care developed a teams site and unit council charter. They created a low census call-off rotation list and standard work so when low census days do occur employees are called off with equity. They also identified a gap in communication when Salem Hospital employees are scheduled at West Valley Hospital and last-minute schedule changes occur. They created a phone list with Salem Hospital employee phone numbers, so they are now easily accessible when schedule changes do occur.



Magnet/Pathways Conference 2024 New Orleans

Salem Health sent 30 staff from diverse clinical and professional roles and specialties to New Orleans for the 2024 ANCC Magnet and Pathway to Excellence Conference. It was an excellent conference this year, including Salem Health's own Nancy Bee and Tricia Shoun delivering an outstanding presentation on the Salem Health Staff Engagement & Resiliency Advocate (SERA) program to a standing-room-only crowd of over 1,600. Nancy Bee and Tricia Shoun made Salem Health proud with their exceptional presentation and standing ovation from the packed theater. See page 36 for the full write-up.



Three West Valley Hospital employees attended the Magnet/Pathways conference this year.



From left: Lisa Burk, RN, Emergency Department;
Jocelyn Krayem, Nurse Executive, Medical Services Manager;
Tia Rodriguez, Clinical Excellence Coordinator; and
Kathryn Burkholder, RN, Infusion and Wound Care

The ANCC Magnet/Pathways Conference is the major annual gathering for nursing professionals from Magnet and Pathways-designated and Magnet and Pathways-aspiring organizations. Hosted by the American Nurses Credentialing Center (ANCC), the conference celebrates excellence in nursing practice, leadership, innovation and patient care outcomes. Attendees participate in keynote sessions, evidence-based presentations, leadership development workshops, and poster sessions that highlight best practices from leading healthcare systems around the world.

The event serves as a networking hub where nurses share strategies to elevate professional practice, improve workplace culture, and advance quality and safety. It also provides updates on Magnet and Pathways standards, emerging trends in nursing, and initiatives that strengthen shared governance, staff empowerment, and clinical excellence. The conference culminates in recognition ceremonies that honor organizations and nurses who exemplify Magnet and Pathways principles.

While in NOLA SH employees attended a dinner cruise on the Mississippi River on the Creole Queen. The food was good, the music was excellent, the views were amazing and the company was fantastic!



Caring Beyond the bedside

In 2010, the “Nurses Give Back” program launched under the approval of Salem Health’s Practice Council, Chief Nursing Officer and Nurses Week Committee. The program was born from attendance at the 2009 American Nurses Credentialing Committee (ANCC) National Magnet® Conference in Kentucky. Nurses unanimously voted to forego their traditional Nurses Week gift and instead donate those monies along with volunteerism to charitable organizations. This spirit of volunteerism supports the mission, vision and values of Salem Health Hospitals and Clinics to support our community. This year West Valley Hospital, along with A6E, choose Polk County Warming Center as their charity.



From left: Jeremy Gordon, Polk County Commissioner; Tia Rodriguez, Clinical Excellence Coordinator; Savannah Ross, A6E unit council co-chair; Jena Hendricks, A6E Manager; Matt Smucker, Polk County Chaplain; and Craig Pope, Polk County Commissioner

Polk County Warming Center exists to provide a place of warmth, safety and hospitality on our coldest nights. The warming centers are temporary shelters that open during freezing temperatures (32°F or below) between Nov. 1 and March 31, providing warmth and safety for residents. They are open to all residents of our county who are in need of a safe and warm space for the night. Families and pets are welcome. The locations rotate. free transportation to and from shelters is available via Cherriots, and free Lyft rides can be requested.



Since the Polk County Warming Center rotates locations, the trailer is kept stocked with supplies and can be moved to any location.

Imaging fun(draiser) earns \$750 for Camp Odakoda

by Emily Sweet, Internal Communications Lead

Staff from Salem Hospital and West Valley Hospital Imaging Services, along with scheduling, Salem Health Medical Clinics and a radiologist from Salem Radiology Consultants helped their leadership and leads “cool off” this summer during their annual picnic in the park on Aug. 20. Staff could buy tickets to toss, chuck or lob a water balloon, all in the aim of Caring Beyond the Bedside. As you can see below, they more than hit their target

Great aim by Penrose, daughter of Brittany Katsinis, ultrasound technician, on Karl Kamper, Systems Director of Clinical Support Operations. Jonathan Fetterley, Imaging Director (left), waits his turn.



“Camp Odakoda has been our charity event for the past several years,” said Linda Gerig, data coordinator. Camp Odakoda is the only overnight camp in the Pacific Northwest that is specifically designed for children with Autism or Asperger’s Syndrome. It offers a one-week summer camp experience for 10- to 18-year-olds, where campers can “grow, expand their social experiences, enjoy their uniqueness, take pride in their strengths and just have fun!”

In addition to raising funds, Salem Health staff from both campuses volunteer each year at the camp. But the summer fun(draiser) didn’t end with water. Some came hungry for victory, ready to chow down in the picnic’s first annual hot dog eating competition.



Before and during photos of May Steiner, West Valley Hospital Imaging Manager, and Roxanne Lambert, Salem Hospital Mammographer, while they get water balloons thrown at them.



Last year, the teams’ *Throw a Pie for Autism* fundraiser raised \$705 and staff spent an afternoon volunteering at the camp, helping with medication check-in on the first day. This year’s events raised \$750, which they’ll present to Misty Moxley, executive director of Camp Odakoda.

“We would like to thank everyone who was a contestant and to those who made donations,” Linda said. “Imaging staff truly took one for the team to help an important cause. ... This is all for the kids. Camp Odakoda is an awesome place for children with special needs to experience the outdoors and make new friends, and it also gives some respite time to their caregivers. We couldn’t have picked a better way to support this camp.”

IDEAL Team

Inclusion, Diversity, Equity and Learning

IDEAL and HWA initiatives

In FY25, the IDEAL team made significant strides in cultivating the organization's commitment to inclusion, diversity, equity and learning (IDEAL), as well as in fostering a respectful and safe work environment through the Harmful Words and Actions program. The team worked closely with a variety of departments and teams, reflecting the organization's ongoing commitment to building a more inclusive, respectful, and safe culture for employees and patients alike.

IDEAL monthly calendar: Celebrating diversity and educating the workforce

A hallmark of the IDEAL team's work is the IDEAL Monthly Calendar, which highlights key holidays, commemorative events and awareness days relevant to employees and the communities they serve. In FY25, more than 348 holidays and commemorations were featured, including 70 educational articles shared via Daily Dose to help employees learn about these observances. Some of these dates were also highlighted through staff events at Salem Hospital, West Valley Hospital and the Salem Health Medical Clinics.

The IDEAL team also made improvements to the IDEAL calendar by introducing a new format. Rather than continuing to work with an external vendor, the IDEAL team created a new IDEAL calendar, including a weekly calendar. The weekly calendar allows us to provide more context for each date on the IDEAL calendar in a format that makes sense.

We continued publishing IDEAL monthly calendar highlights on Leadership Link a few days before each new month, ensuring that leaders could preview and share them with their teams.

This year, the team also conducted IDEAL-specific trainings for 262 members of the workforce at the request of area specific managers. These trainings are available through the IDEAL Training Catalog. Participant feedback was overwhelmingly positive, citing increased engagement, learning, and motivation to be more inclusive.

Promoting Professionalism

In FY25, the promoting professionalism change leaders tasked the IDEAL team with implementing training for the entire workforce, more than 7,000 people. This included development of the training curriculum and materials, collaborating interdepartmentally, training other trainers, managing registration, assignment completion, conducting hundreds of training sessions, and the development and implementation of virtual training for new hires. We also created and maintained a SharePoint site that provides resources to health care team members on promoting professionalism.

P

Pause: Take a moment to breathe and collect your thoughts.

E

Express: Acknowledge shared commitment. Clearly state what you observed and express your feelings without making accusations.

A

Ask: Seek to understand, inquire about the other person's perspective.

C

Collaborate: Work together to find a solution and suggest alternatives for better future outcomes.

E

Ensure: Ensure commitment to the agreed solution. Discuss the impacts and consequences if the conflict is not resolved.

HWA: Promoting a safe and respectful work environment

Salem Health continued to focus on preventing Harmful Words and Actions (HWA). The HWA Sub-Committee, with twenty-seven members, met bimonthly to work with nursing leaders, frontline teams, clinical partners, security, and medical groups. Together, they continue to create a work environment that actively condemns harassment and violence.

In FY25 our team enhanced the HWA visual alert sign by adding helpful information to the back of the sign. Working collaboratively with clinical units and the QSPE council, our team developed a sign that will be better suited to keeping staff safe by bringing visibility to recent patient behaviors. It also includes universal precautions to guide staff in keeping themselves safe.

The culture at Salem Health has evolved to encourage reporting and addressing issues in the moment. Staff are empowered to act against workplace violence, echoing, “No more, no longer,” supported by executive sponsors like our CEO, who continues to advocate for employee rights and champions the importance of a safe work environment. Sustaining strong leadership commitments has been crucial in advancing the culture, providing the necessary support and resources to ensure that initiatives like the HWA program are successful.



Closing systemic inequity gaps

In FY25, in response to guidance from the IDEAL Advisory Council to provide Trauma-Informed Care resources, the IDEAL team developed and launched a Trauma-Informed Care Resource Guide and SharePoint site. This resource is available under “Tools and Resources” and provides staff with centralized, easy-to-access tools and guidance to deliver trauma-informed, culturally responsive care — reinforcing our commitment to patient and staff well-being.

A year of growth and impact

FY25 was a year of immense progress for the IDEAL and HWA teams. Their work not only strengthened organizational culture but also provided essential tools, resources and support for staff and leaders alike.



WVH successfully completes first-ever Joint Commission Survey

by Cheri Blevins, Manager of Regulatory and Patient Safety

We're proud to share that West Valley Hospital has officially received accreditation from The Joint Commission — a major milestone that reflects our commitment to safe, high-quality patient care.

While the accreditation process involved a lot of behind-the-scenes work from our leadership teams — refining workflows, rounding and tracking scorecards — it wouldn't have been possible without the dedication and excellence of our frontline staff. Your professionalism, compassion and focus on patient safety every single day are what truly make this recognition meaningful.

What is Joint Commission Accreditation?

It's a nationally recognized symbol of quality and safety in health care. It means we're meeting rigorous standards and continuously striving to improve — all in service of our patients and community.

This achievement is a reflection of the culture we've built together — one of teamwork, integrity, and pride in what we do.

- Only five clinical citations
- Only nine life safety citations
- ZERO condition-level findings

For a first-time survey, this is an exceptional outcome. The absence of any condition-level findings is a powerful testament to the high standards, preparedness and dedication of our entire team.

This success didn't happen by chance — it was the result of months of hard work, collaboration, and a shared commitment to excellence. From refining policies and procedures to ensuring our environment of care meets the highest standards, every department played a vital role. This achievement reflects more than compliance — it reflects our culture of safety, our passion for quality, and our deep commitment to the patients and community we serve.

Thank you to every team member who contributed to this incredible milestone. Your efforts, big and small, made this possible — and we couldn't be prouder.

Let's take a moment to celebrate this success — and carry this momentum forward as we continue to grow and serve with excellence.

We did it — and we did it together. Please take a moment to celebrate this win. It's a proud moment for all of us, and we're grateful for everything you do to make West Valley Hospital a place where exceptional care happens every day.

We at West Valley Hospital have been systemizing with Salem Hospital over the last two years. While many of the activities have been subtle — and some more robust — the standing up of the command center in response to the arrival of The Joint Commission stood out as exemplary!

Our modest conference room was turned into a full-fledged Command Center in what seemed like a matter of minutes. It was mind blowing to witness, quite honestly. West Valley Hospital very much appreciates the system support and couldn't be more proud of the work and outcomes we accomplish with the synergy that comes from the system as a whole.

Very well done, Salem Health Hospitals & Clinics!

Chris Compton, West Valley Hospital Emergency Department Manager



Pam Cortez, Systems Director of Quality & Safety;
Jessica Rickerd, Clinical Regulatory Specialist;
Michelle Riley, Clinical Regulatory & Patient Safety Specialist;
Bijal Mehta, Regulatory Specialist; Pollyanna Bisquera, PMO Project Manager;
Shilo Sullivan, Patient Safety & Clinical Support Specialist;
Leah Mitchell, Executive VP of Operations & Chief Integration Officer;
Dana Hawkes, Director Regulatory, Patient Safety & Clinical Support Services; and
Cheri Blevins, Manager Regulatory & Patient Safety.

Pipettes and power tools: Lab undergoes major remodel

While we haven't confirmed the date of the last remodel, one long-term staff member — who has been with us for 25 years — reports that no other remodel has occurred during her entire tenure.

According to Jaime Rouse, Salem Health Director of Lab Services: "The renovation started because we had to have a replacement of our chemistry analyzers. To fit them in a space what was needed to best serve West Valley Hospital and Polk County community, we need this space to fit and the infrastructure to support it."

Project specifications

- Financial investment: Approximately \$700,000 invested in construction and about \$700,000 in equipment upgrades

Improved efficiency and capacity

- Upgraded analyzers have significantly reduced manual work, allowing scientists to focus on complex tasks such as microscopic analysis and problem-solving.
- Use of the latest gold-standard technology has led to faster and more accurate results for patients.
- Keeping more testing local improves turnaround time for results and enhances care in the community.

Facility upgrades

- Replacement of water lines
- Upgraded electrical infrastructure
- Addition of network lines and floor drains
- Installation of a new, larger, door and installation of additional door
- Complete replacement and upgrade of casework, flooring and countertops
- Reconfiguration of work areas to improve workflow

Expanded testing capabilities

- Larger analyzers have enabled additional local testing for: Vitamin B12, folate, high-sensitivity CRP and expanded urine drug screens



West Valley Hospital Lab employees in their newly updated space

Equipment upgrades (all analyzers upgraded within the past 3 years)

- Sysmex XN — Hematology testing (2022)
- Stago (two of them) — Coagulation testing (2024 and 2025)
- Genexpert — Molecular testing (2024)
- Sysmex UN — Urinalysis (2024)
- RapidPoint — Blood gas analysis (2023)
- Alifax — Sedimentation rate testing (2022)
- BacT — Blood culture incubation (2024)
- Pro and Pure — Chemistry testing (2025)
- BioFire — Blood culture ID (2025)
- Refrigerators — New units installed in 2024 and 2025
- Microscope — 2024
- Reverse osmosis water system — 2025

Example efficiency gains

- Serum chemistry pregnancy tests
 - Pre-upgrade: 27 minutes on-analyzer time
 - Post-upgrade: 9 minutes
 - This has improved response time for emergency care
- Routine outpatient chemistry testing
 - Previously: Several hours to complete large batches
 - Now: Completed in under one hour

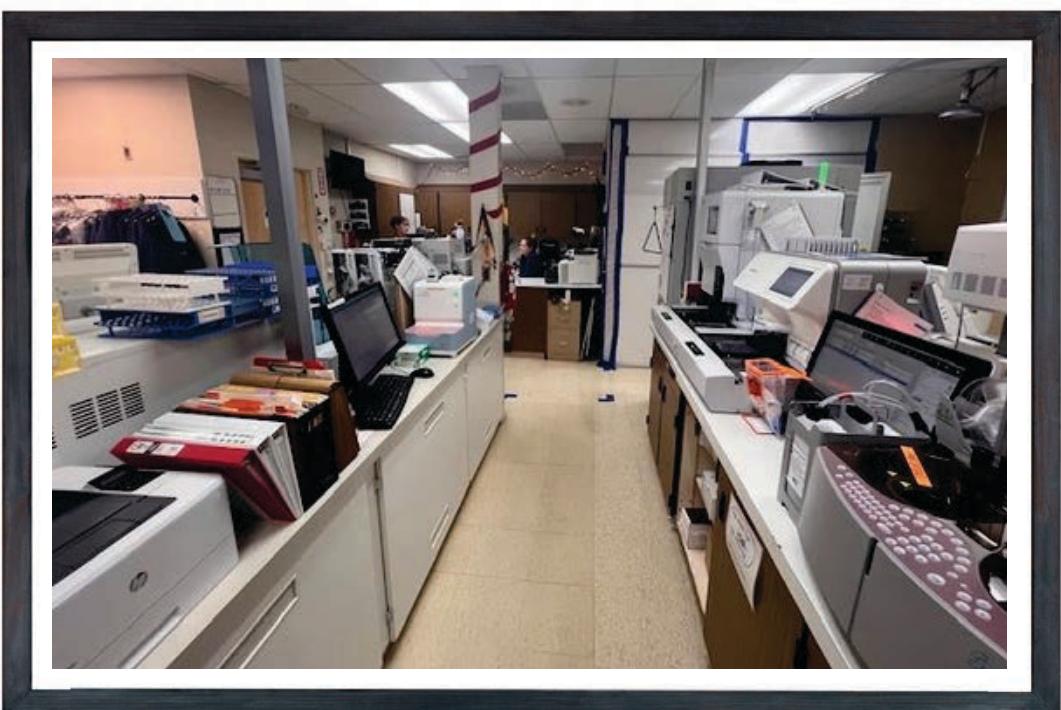
Fun facts

- West Valley Hospital Lab (as part of Salem Health) was MLO Lab of the Year in 2024.
- The type of team able to accomplish that is the same team that was resilient during the construction process. They continued to provide high-quality patient care in extremely confined spaces with loud construction noise, and they did it without complaint.
- West Valley Hospital Lab has about 40 employees.
- West Valley Hospital Lab supports eight other Salem Health clinics.



From L to R- Jamie Rouse, Director of Laboratory Services, Karl Kamper, Director of Clinical Support Operations
Christine Clarke, SHMG Chief Medical Officer, Reid Sund, SHMG Chief Financial Officer
Kate Hainsworth, WVH Laboratory Manager, Sarah Horn, Senior VP, Chief Nursing & Clinical Operations Officer
Cheryl Nester Wolfe, SH President and CEO, James Parr, VP of Operations and Chief Financial Officer

Before



After



Salem Health: Two emergency rooms, one emergency physicians group

by Chris Compton, West Valley Hospital Emergency Department Nurse Manager

Dec. 1, 2024, marked a milestone in which Salem Emergency Physicians (SEPS) began providing medical staff coverage for the West Valley Hospital Emergency Department. Benefits to both patients and staff continue to become evident. SEPS' on-call providers have successfully ensured adequate physician coverage, establishing a more structured process than before. Furthermore, SEPS providers from the Salem Emergency Department have backfilled open shifts, improving coverage, reducing the need for locum providers, and fostering cross-location collaboration by sharing effective practices.

Comradery also blossoms in the setting of reunion. Specifically, many of the staff at West Valley Hospital previously worked in Salem and the excitement and lively conversations between the SEPS providers and these staff has been wonderful to witness. Additionally, leadership meetings and information technology meetings have been combined which has provided a platform for ongoing systemization between the two Salem Health Emergency Departments.

While these are just a few of the key examples of the benefits being realized, globally speaking, having one medical group partnered with the system's emergency services allows for ongoing synergy, shared decision making, and a common understanding that all center on patient safety and the best outcomes for those that we serve in our community. In Dallas, we very much appreciate the opportunity to work alongside of SEPS and look forward to continuing to add to the amazing and ever-growing list of benefits being realized daily.

4 THINGS ABOUT SALEM HOSPITAL ED

SEPS has held the contract with Salem Hospital for over 50 years

SEPS started in 1973 with only 3 physicians. Now we have 38 ED Physicians and 11 APPs staffing SHED

SEPS values employee wellness and work-life balance, and has dedicated teams in place to make sure all our staff feel supported

SEPS hosts the BEST Holiday Party in the country! See you there!

5 THINGS ABOUT WEST VALLEY ED

While we are a rural hospital, we are a part of SH so we almost always have their support when we need them and they are only 20 minutes away which is ideal for our very sick patients.

We are a community hospital. We see tons of patients who tell us things like "back in the day" they gave birth in our hospital and are so grateful to have such a well run facility in our small community. (PSA, we no longer have OB services so please head to L&D at Salem if having symptoms of labor. Thank you!)

Accessible. While we are a community hospital many of the patients we see tell us that they drive well over an hour to come to us. Both because our wait times are generally excellent and because they know we provide quality care.

Our nurses! Even as a rural hospital we have very experienced nurses who can do any Emergency Medicine task needed and have great clinical gestalt. They make West Valley the best place to work.

Our physicians. We are lucky enough to have minimal physician turnover the past few years because our docs have found a place that they enjoy practicing medicine. The environment at West Valley Emergency Department feels like you are seeing your friends at work everyday and the staff are generally extremely supportive of one another.

Inpatient therapy and medical-surgical nursing collaborate to improve mobility for West Valley Hospital swing bed patients

Trent Dunlop PT, CEEAA, West Valley Hospital Inpatient Therapy Supervisor;

Michelle Mott RN, Assistant Nurse Manager, West Valley Hospital Medical-Surgical Unit; and

Josh Joyce, RN, Staff Nurse West Valley Hospital Medical-Surgical Unit

West Valley Hospital inpatient therapy, in partnership with West Valley Hospital medical-surgical nursing, implemented the adult mobility protocol to enhance patient mobility, improve safety and optimize functional gains outside of therapy sessions. Key objectives included accurate mobility assessments by nursing staff, clear interdisciplinary communication on mobility expectations and consistent documentation in the medical record. Training initiatives began in October 2025, with nursing leadership and therapy teams conducting phased education sessions. A designated “RN Mobility Champion” was identified and trained to support ongoing adherence to best practices.

The implementation of the protocol has led to measurable improvements in patient mobility and safety. Falls decreased by 75% from Q1 to Q2 of 2025, reflecting the effectiveness of interdisciplinary collaboration and enhanced patient engagement in mobility activities. Accurate assessments and documentation have strengthened care coordination, and the success of this initiative reinforces the value of teamwork in achieving positive patient outcomes.

| <u>Adult Mobility Protocol</u> | | | | | DATE: _____ |
|---------------------------------------|--|---|---|---|---|
| Mobility Level | 1 BED | 2 Lift | 3 Transfer | 4 Ambulate | Ind |
| Current Level of Ability | Bedbound | Pt able to maintain sitting eob without help | Pt able to stand at eob, and shift weight in standing at eob | Pt able to march in place, take a step forward and back with each foot with supervision | Pt able to walk independently |
| Activity Indicated at this Level | ROM, turn q2 hours, sitting position in bed as able, especially for meals | Mechanical lift to chair. Schedule around meal time if possible | Oob with staff assist, 4x/day for meals and BSC for toileting | Supervised walking 4x/day in hallway, to BR. Use baseline device as needed | Walks at least 4x/day to BR and in hallway. Document once per shift |
| <u>Out of Bed</u> | | | | | |
| # of Staff _____ | <ul style="list-style-type: none"> • Gait Belt • Brace • Walker • Prosthesis • Cane • Mechanical Lift • Bathroom • BSC • Up to Chair • Walk in Hall • Distance _____ • Precautions _____ | | | | |

'If you are around positive, you are positive.'

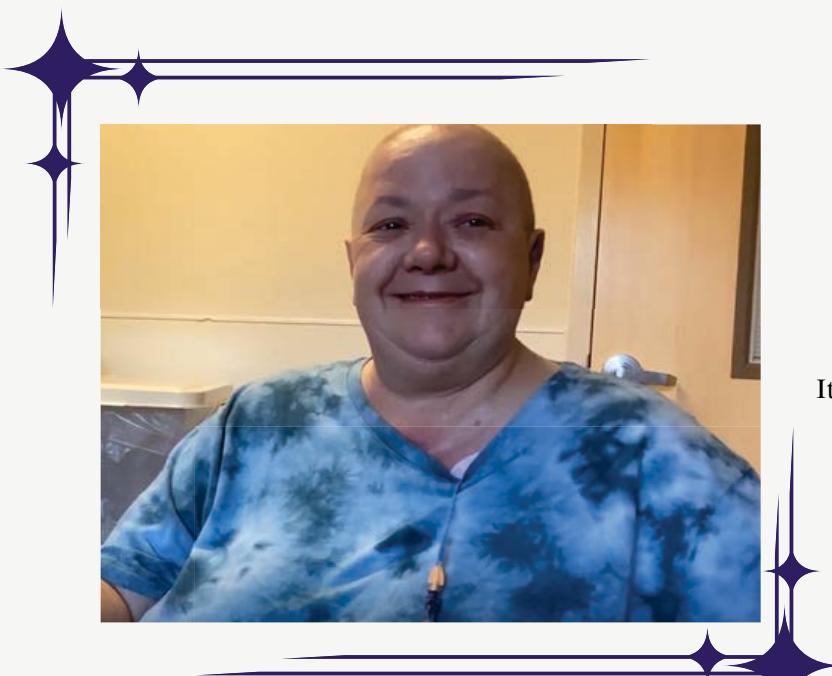
We would like to share a patient story that demonstrates how our interdisciplinary team at the West Valley Hospital swing bed unit embodies the Salem Health mission of "Improving the health and well-being of the people and communities we serve" and "Care with Respect".

Tina Jamieson was hospitalized at Salem Hospital on January 14 for altered mental status and shortness of breath. She had recently been diagnosed with cutaneous angiosarcoma of the right leg and had started chemotherapy in an attempt to save her leg. On admission, she was diagnosed with an infected infusion port which led to bacterial endocarditis, methicillin-susceptible staphylococcus aureus bacteremia with septic emboli to brain and left hand, acute respiratory failure due to a pulmonary embolism in her right lower lobe, blood clots in both her legs, and her MRI was positive for a new stroke. She had significant deficits but was highly motivated to return to her prior level of function and agreeable to rehab.

She transferred to the swing bed unit on January 31 for ongoing therapy and IV antibiotics until March 6. On admission she required assistance of two people for all mobility and was unable to walk. She required maximum assistance for all her basic activities of daily living. Her stay was complicated due to medical instability, which impacted her participation with therapy and slowed her progress.

Through an interdisciplinary team approach, she began to stabilize in mid-February and saw progress in her mobility and ADLs. Her therapists were recommending continued rehab to optimize function before she could return home. Unfortunately, her insurance had a strict 30-day benefit and was planning to end her rehab stay on March 2. This was a full week short of her therapy recommendations and the end of her antibiotics, and only two weeks after she began to really make progress.

The team rallied to complete caregiver training and secure all the necessary durable medical equipment (DME) for a premature home discharge. During a team meeting it was decided she had progressed to the point of tolerating inpatient rehab and a referral was made. The inpatient group accepted her, pending insurance authorization — which was not a guarantee. The team continued to prepare for a home discharge, but in the final hour, inpatient care was authorized. She transferred to the Inpatient Rehab Department at Salem Hospital for continued rehab. When she left West Valley Hospital, Tina was able to stand and walk short distances with a platform walker and perform her ADLs with minimal assistance of one person. It was significant and impressive progress.



What Tina had to say about
West Valley Hospital:
"This feels special.
It just feels like a special place.
It's a healing place.
It's not just a hospital.
It's more.
It's more than just a basic hospital."

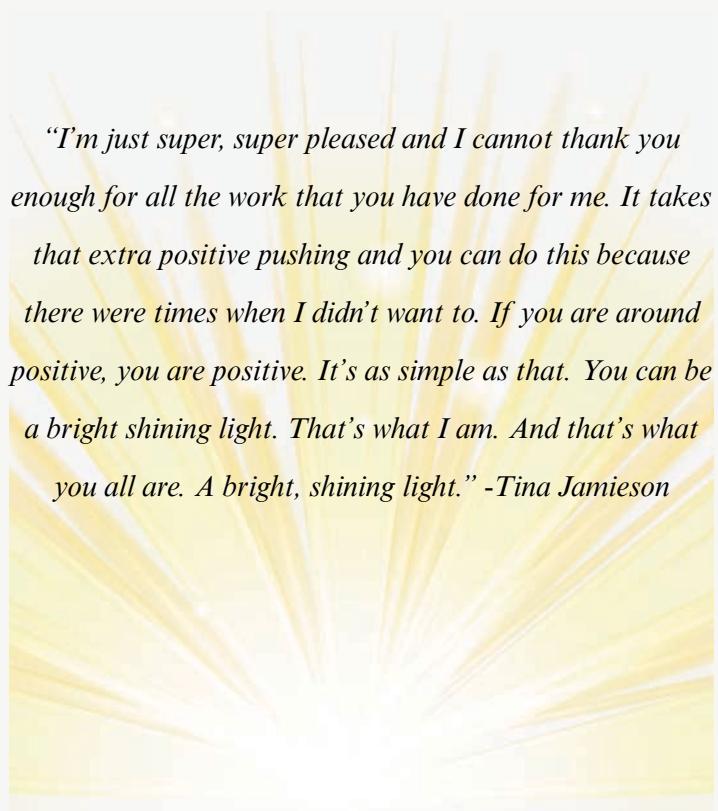
In our opinion, this is how the system is supposed to work! Tina received the correct level of care in the correct setting to prepare her for the next step in her recovery. She has a long way to go but with our help she will likely achieve her goals.

We could not be prouder of the team of therapists, care managers, nurses, and providers who were involved in Tina's care and this success story. They are compassionate, dedicated, tenacious, skilled and always put the patient first providing "Care with Respect".

We are proud and humbled to be part of this team and an organization who lives their mission.

Trent Dunlop, PT
West Valley Hospital Inpatient Therapy Supervisor

Kimberly Bowen, SLP
West Valley Hospital Therapy Manager



Mission

To improve the health and well-being of the people and communities we serve

Vision

Working together, we will reimagine care

Values

Excellence, Accountability, Integrity, Caring and Teamwork

All-in for the West Valley Foundation raises over \$31,000

by Micheal Seraphin, SH Development Officer

The Salem Health West Valley Foundation's 2025 All In Fundraiser proved to be an inspiring and impactful event that rallied the community together to support crucial healthcare initiatives in Polk County. Held on Friday, Feb. 28, the fundraiser gathered community leaders, health care professionals, and supporters of the Foundation, all united in their commitment to making a lasting difference in the lives of local residents.

Proceeds from the event will directly benefit a range of programs and services which includes removing barriers to health care access, raising awareness and improving education on the risks of illicit street fentanyl use, and providing scholarships for Polk County students pursuing degrees in health care. In addition to raising awareness about fentanyl, the All In fundraiser also funds scholarships for Polk County residents pursuing degrees in healthcare disciplines. These scholarships open doors for local students to pursue careers in the medical field, ultimately helping to grow the workforce of health care professionals in the community and ensuring that the area's health care needs are met for years to come.

The West Valley Hospital Connections Van, which removes barriers to health care access for residents, also benefits from the funds raised at the event. The van travels throughout Polk County, providing essential medical services to individuals who might otherwise struggle to access care due to distance, mobility issues or financial limitations. This program continues to play an essential role in improving health care equity for underserved populations in the region. Lastly, the event raised funds to support ongoing programs that provide essential health care access to the people of Polk County. From preventive care to emergency services, these programs are vital in improving the health and well-being of the community, ensuring that everyone in the region has the opportunity to live a healthy life.

The 2025 All In Fundraiser was a remarkable success, demonstrating the power of community collaboration and generosity. The Foundation's commitment to improving health outcomes in the region is stronger than ever, and this event showcased the incredible impact that can be made when the community comes together to support a common cause.



WVH and the Polk County Medical Clinics donated 9 baskets, including this table and chair handmade by Mindy Close's husband.





Jennifer Ball, Care Manager, and Joanna Peterson, Licensed Clinical Social Worker, learn how to play blackjack.

Mandy Graham, Surgery Assistant Nurse Manager, plays craps.



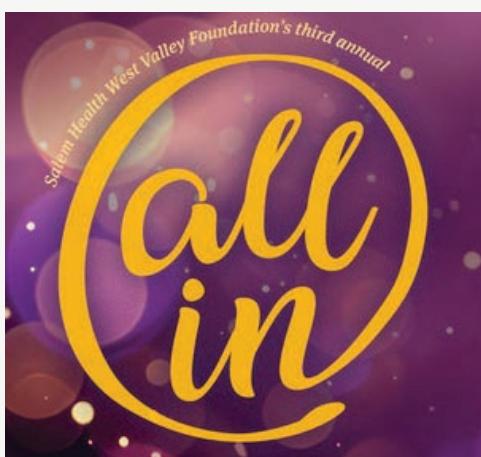
Pharmacists Kristi Harmon and Tiffany Duell play blackjack.



Nora Parnell, Surgical Services, RN, and Tia Rodriguez, Clinical Excellence Coordinator, show off their winning raffle prizes.



Trent Dunlop, Inpatient Rehab Supervisor, and his wife visit with Coleen Moosman, Licensed Physical Therapist Assistant

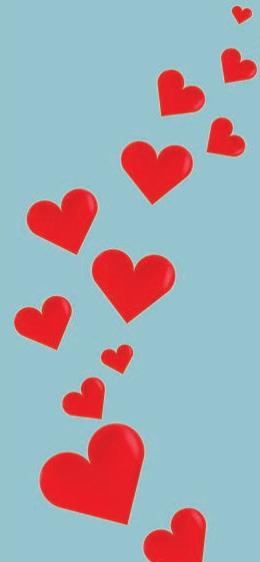




The nation goes red in February



Go Red Day is an annual event held on the first Friday of February to raise awareness about heart disease, particularly in women. Organized by the American Heart Association, the day encourages people to wear red to show support for the fight against heart disease, which is the leading cause of death among women in the United States. Go Red Day aims to empower women to take control of their heart health through education, lifestyle changes, and regular medical checkups. The event also helps raise funds for research and community programs focused on heart disease prevention and treatment. By wearing red and spreading the message, participants help shine a light on an often silent but deadly condition.



2024 toy drive

Thank you to all the staff for making the toy drive such a success this year! Salem Health employees donated more than 200 toys! In efforts with the toy drive, the Foundation organized a fantasy football league for staff that raised \$5,000.

Both the toys and funds were distributed to multiple organizations all over Marion and Polk counties. The Polk County organizations included Polk County CASA (Court Appointed Special Advocates) and the Polk County Sheriff's Office.



Tarah Lavery, Salem Health Event Coordinator, delivering toys to CASA of Polk County.



The Polk County Sheriff's Office received toys and a check from the Salem Health Foundation.

A provider's own health struggles help her treat patients with empathy

by *Emily Sweet, Internal Communications Lead*

With a listening ear — and penchant for data — FNP Tatiana Gil helps patients feel heard and seen.

OMSI was the ticket.

A field trip to Portland's beloved Oregon Museum of Science and Industry inspired a young Tatiana Gil, FNP, to enter the medical field. "Ever since I was in elementary school, I knew I wanted this," she said.

Unfortunately, as she grew, she discovered she had health problems of her own with autoimmune conditions. After many providers, multiple hospital stays and seeing other sick kids, her dream of working in health care was solidified.

Empathy born from struggles



Her challenges weren't over, however. As Tatiana entered high school and into college, she began to help care for her father after his severe heart attack and quadruple bypass, balancing her own conditions and school. "I thought I wasn't going to be able to achieve my goal," she said. Nevertheless, she persisted, thanks to her inner drive and strong support from family and friends.

Originally from Newport, Tatiana now lives in Independence with her fiancé, Mark, and their Siberian husky, Zeus. Today, she serves as a Family Nurse Practitioner at Salem Health Medical Clinic – Independence.

And her own struggles with illness make her perfect for the job. As someone who has been through the health care experience, and as a family member of someone who has, I know how awful it is to be dismissed," Tatiana said. "I can ensure a high quality of care for everyone and make them feel that they're listened to and cared about."

Tatiana with Zeus celebrating her graduation



Tatiana and her fiancé, Mark, at the Colosseum in Rome

A listening ear for all ages

Tatiana brings her empathy to some of her littlest patients, not much older than she was when she first traipsed through the halls of OMSI.

The Salem Health Medical Clinic – Independence has a contract with the city's Central School District to provide walk-in and urgent care for elementary, middle and high school students. Tatiana has always enjoyed pediatrics, and working with kids in a town where her family lives is a good fit. "I love the staff I work with, they're very supportive," she said. "Everyone at this clinic cares about the kiddos."

Whether the children have private insurance, Oregon Health Plan or no insurance, in which case grants help cover their care, it's nice to provide well-child visits, treat cold symptoms and ear infections, give sports physicals and more. Still, many in the area don't know they're there — or that any Central School District student can come in without an appointment.

"Kids can be neglected in the health care system because there's not a lot of resources," Tatiana said. But it's not just children. At Salem Health Medical Clinic – Independence, Tatiana is a primary care provider for all ages, from 2 days to 92 years and beyond.

From a familiar story to breakthrough

One story sticks with her. A patient had been struggling with symptoms for five months. Seeing provider after provider, she kept getting dismissed. Her doctors would say she was just "stressed." No stranger to this tale, Tatiana listened, tested and soon saw the signs and symptoms others had missed. Her patient was anemic. Tatiana started her on iron supplements and in just a few weeks, she returned, glowing. "She told me they felt truly listened to, and even her husband noticed she was a whole new person," Tatiana said. "I know what it's like to have a horrible experience in health care. There are good days and bad days with the way I feel, but I believe it helps me be a more understanding provider. My goal in life is to make a difference, and I'm able to make that difference."

But it's not just her empathy that rises above. Her brain likes to solve puzzles. "Every encounter with a patient is like a puzzle," she said. She's always analyzing, what can she do better? How can she do something different? What's the medical research?

Always exploring and growing

In her free time, Tatiana likes to travel, cook and bake. One of her favorite recipes is Tennessee southern cornbread, with cream corn, cheddar cheese and jalapenos, "depending on the crowd."

She also enjoys kayaking, exploring the outdoors and has sketched and painted in acrylic and watercolor since high school. "It was my stress relief in grad school," she laughs. And still is today.



Tatiana at
Silver Falls
State Park

The Salem Nurse Honor Guard (SNHG) honors nurses who have dedicated their lives to caring for others. At the end of life's journey, the Guard pays tribute to these professionals through a ceremony that includes reciting the Nightingale Pledge, laying a rose of respect, performing a final call-to-duty, and, when the call goes unanswered, ceremonially releasing the nurse from service by extinguishing a Nightingale lamp and presenting both the lamp and rose to the family.



Although more than 250 honor guard chapters existed nationwide in 2023, none were in Oregon or Washington. That changed in the fall of 2023, when Dana Hart contacted the National Honor Guard Coalition for guidance in delivering a tribute for an emergency room colleague at Salem Hospital. The ceremony was so meaningful that Dana partnered with retired Salem Hospital nurse Lori Phillips to pursue funding from the Salem Hospital Foundation. Their efforts provided resources for capes, printed recruitment cards, and a gathering to recruit nurse volunteers.

Fiscal year 2025 proved highly productive for the SNHG. In the first two quarters, Dana, Lori and Nancy Dunn built the infrastructure needed to recruit and onboard 22 nurse volunteers. They filmed a video to introduce the tribute to new volunteers and to help families understand what the ceremony entails. On Feb. 25, 2025, they officially launched Oregon's first Honor Guard chapter at the Professional Governance Congress. By the end of the fiscal year, the Guard had conducted three tributes. On May 31, they celebrated this milestone with a luncheon and presented each member with an SNHG logo pin.

Every tribute has generated deeply meaningful testimonials from families, churches, and attendees, often accompanied by photos and videos that serve as treasured memories. Nancy also publishes each tribute on the intranet communication "Daily Dose," and through social media venues, ensuring the stories of service and compassion reach others.

SH Professional Governance Congress February 25, 2025



Pictured above, from left: Mindy Close, Lorna Dryden, Kelly Bodnarchuk, Taylor Sherbrick, Katie King, Kelly Peterson, Lori Phillips, Nancy Dunn, Dana Hart, Lisa Burk, Elizabeth Brown, Tami Wheeldon, Ginger O'Reilly, and Jill Munger. Not Present: Britni Young, Brittaini Hawthorne, Cris Hatzenbibler, Jackie Chandler, Melissa Bosvert, Jennifer Chanthalangs, Kristie Lawrence, Lori Erni and Lisa Haddock.

Our mission

The Salem Nurse Honor Guard recognizes men and women who have dedicated their lives to nursing. At the end of life's journey, we pay tribute to those nurses who have devoted their professional lives to caring for the vulnerable. The Nightingale Tribute and a final Call to Duty is performed in their honor.

A Nurse's Prayer

Give me strength and wisdom
When others need my touch;
Their hearts yearn for so much.
Give me joy and laughter,
To lift a weary soul;
Pour in me compassion,
To make the broken whole.
Give me gentle, healing hands,
For of those placed in my care;
A blessing to those who need me.

This is the Nurse's Prayer.



Lisa Burk



Mindy Close



The Salem Nurse Honor Guard's first official tribute, March 2025

From left: Tami Wheeldon, Katie King, Nancy Dunn, Kelly Peterson, Lori Phillips, Ginger O'Reilly, Brittaini Hawthorne, Lisa Burk, Jackie Chandler.

Scan QR code to view the
Salem Nurse Honor Guard
Mock Tribute Video:



Honor guard symbols

In our ceremonies we use the following three symbols:

The white rose symbolizes purity, innocence, reverence and remembrance. Often used to honor fallen soldiers or individuals with a high level of respect.

The Nightingale lamp symbolizes the light and hope that nurses bring to their patients, and the nursing profession. It's used in honor guard ceremonies to honor nurses who have died.

The ringing of the bell is a time-honored signal used as a tolling bell or call to duty. In the nurse honor guard, the ringing of the bell is used for roll call. When there is no answer, we officially release them of their nursing duties

The SNHG Tribute Table



SERA program gains national recognition

Salem Health innovation was highlighted on a national stage on Oct. 31, 2024, when Nancy Bee, Director Critical Care, and Tricia Shoun, System Operations Supervisor, delivered an outstanding presentation about Salem Health's SERA (Staff Engagement and Resiliency Advocate) program at the 2024 Magnet® /Pathways Conference in New Orleans. Their presentation session was delivered to a packed theater of over 1600 nurses and health care professionals from around the country and received a standing ovation.

Being chosen to present at the annual conference is a tremendous honor that is reserved for a handful of noteworthy projects out of thousands of applicants each year, and to then deliver a presentation that fills an auditorium, resonates with attendees, and sparks enthusiasm is even more special.

“What’s so great about the Magnet conference is the sharing of information and innovation,” said Nancy Dunn, Clinical Practice Advisor. “A great new idea or practice can literally make its way around the world after being shared at the Magnet Conference, and the positive impacts that ripple out from that one presentation can be immense.”





In the audience were 30 Salem Health peers who attended this year's conference. "It was an incredibly proud moment for all of us at Salem Health to see our work and innovation featured at a national level, especially to see it receive thunderous enthusiasm, support and interest," said Sarah Horn, Salem Health Chief Nursing Officer. "It was extremely validating to see an innovative, original idea from our organization spark such interest, and we wish the feeling in that auditorium could have been bottled up and brought back to Oregon to share with everyone at Salem Health."

The SERA program started in 2019, as a means to try something new in supporting staff resiliency and well-being. What started as one position supporting the ED has grown to a team of six supporting all service lines with their only purpose being to proactively and confidentially support staff as they navigate the stress and challenging situations inherent within health care professions. The SERA team model has delivered impressive results in key metrics like emotional exhaustion and turnover, to say nothing of the countless anecdotal successes provided by the team.

Please take a moment to recognize Nancy and Tricia for so excellently representing Salem Health and spreading this great work, and the SERA team for their continued excellence.



The SERA Team is (from left):

Jeff Brown, ED/PMC, D5 SERA

George Escalante, Adult Health SERA

Carla Padilla, Womens & Childrens SERA

Heidi Schaap, Critical Care and Womens & Childrens SERA

Fred Preston, Salem Health Surgical Services and West Valley Hospital, Lead SERA

John Abraham, Critical Care SERA

Marilu Hess's retired after 18 years of service to West Valley Hospital. Marilu has been the heart of the Surgery Department as the Surgical Flow Coordinator since 2007. For many years she wrote the hospital newsletter, the Pulse, which would highlight anniversaries, birthdays, new employees, marriages, graduations, births, etc. If anyone was "in the know," it was Marilu — and it would be in the Pulse. If you ever had a procedure or surgery at West Valley Hospital, Marilu was the one calling you and giving you your pre-op instructions with a smile in her voice. We are excited for her next chapter of life, which will include lots of time spent with family and grandchildren, who you see here nestled on the family laps!

Just a few of the Hess

family: Marilu with her husband, Mark, and their grandchildren—Everett, baby Reese and Walker



The WVH Surgical Services Team (current and former) celebrated Marilu's retirement at the Independence Gilgamesh

Congrats, Marilu! I started my health care journey as a volunteer in West Valley Hospital surgery and your kindness and expertise during my short time there still impacts my care today as an RN. Thank you for sharing your time and generosity with your coworkers and patients! Happy retirement!

Sophia Hayden



Marilu was pivotal in helping me when I first started at Salem Health! An amazing LPN and coworker. Congratulations on a well-deserved retirement and enjoy those beautiful grandbabies!!

Danielle Ottinger

Congratulations, Marilu! So excited for you. Your work family will miss you immensely!
Mandy Graham

Congratulations, Marilu! It has been a joy to get to know you over that last couple of years! Have the best time with your loved ones! You will be missed!
Cassandra Peters

Sarah Horn, Senior Vice President, Chief Nursing & Clinical Operations Officer

To mark Medical Laboratory Observer's (MLO) 55th anniversary, MLO magazine introduced the "55 Under 55" recognition, spotlighting outstanding professionals in the laboratory industry who have made significant contributions to their organizations' success. Nominations listed professional achievements and how nominees are bettering their professional field. Winners were chosen by Medical Laboratory Observer's editorial team and staff.

We are proud to announce that two of our very own leaders, Kate (Kathleen) Hainsworth, MBA, MLS(ASCP), Manager of Salem Health Laboratories-Dallas, and Karl Kamper, MBA, MT(ASCP), FACHE, System Director of Clinical Support Operations, have been honored with this distinction.



Kate Hainsworth, Manager, Salem Health Laboratories – Dallas

Salem Health Hospitals & Clinics

Age: 47

Hometown: Danville, California

Alma mater: Weber State University

Number of years of experience: 19

Someone You Look Up to in the industry: So many! Dr. Jennifer Hayes, Michael Carney, Jamie Rouse, Jenny Clow, Izzy Rodriguez-Snowden, Karl Kamper

Favorite hobby: Reading

Favorite movie of all time: Gone with the Wind and Anchorman

Favorite band or musician: REM

Favorite thing about working in a lab: The people! We do the same thing every day, and every day is different. I get to work with some of the greatest people I've ever met and do it while striving to have a positive impact on patients' lives every moment of the day.



Karl Kamper, System Director, Clinical Support Operations

Salem Health Hospitals & Clinics

Age: 47

Hometown: McMinnville, Oregon

Alma mater: Brigham Young University and University of Utah

Number of years of experience: 22

Favorite hobby: Being a musician and gardening

Favorite movie of all time: Disney's Encanto

Favorite thing about working in a lab: I value that clinical diagnostics brings hope and healing by providing answers that support our patient's health and wellbeing.

Service Excellence Awards 2025

The Star Award program was created in 2009 to provide Salem Health staff an opportunity to recognize their peers: employees, medical staff and volunteers.

Award categories include Role Model for Excellence, Leader in Practice and Teaching of Excellence, Team Award, Stop-the-Line, Excellence Above and Beyond and the Hero award. Those nominated for Excellence Above and Beyond and Hero awards are also considered for the Service Excellence Award, presented at an annual awards banquet. Previous winners become part of the selection committee for two consecutive years to uphold the integrity for the award.

For 2025, the theme was Eras of Excellence and attendees were encouraged to dress in sparkles and sequins, just like Taylor Swift. The night included a video of how Salem Health has evolved over its Eras of Excellence. It was written by Chief Communications and Community Relations officer, Leilani Slama, and produced by Marketing's video producer, Jered Hritz.



WVH employees Mandy Graham, Surgical Services Assistant Nurse Manager, and Joanna Peterson, Medical Services Social Worker, were both recognized with the Service Excellence Awards.



From left: Joanna Peterson
Rachael Matthews, West Valley Hospital Care Manager
Jennifer Ball, West Valley Hospital Care Manager
Robin Schmidlin, Care Coordinator
Robin was honored for 35 years with Salem Health!



Mandy Graham (on left) with
Tamara Shalashov, Salem Health
OR RN

Other West Valley Hospital employees honored for their years of service included:

5 Years:

Cindy Bittick, Lab

Monica Blair, Lab

Jolyn Brown, Emergency Department

Jubilee Cable, Imaging

Ashley Cameron, Emergency Department

Andrew Chapman, Lab

Sara Futi, Advanced Wound Care

Maria Gonzales, Lab

Kate Hainsworth, Lab

Jenn Joyce, Inpatient Therapy

Amy Knowles, Inpatient Therapy

Alyssa Miller, Emergency Department

Rafael Quevedo, Medical Services

Lori Roark, Lab

Petra Runckel, Pharmacy

Tifanie Stambaugh, Nutrition Services

Joanna Stephenson, Lab

Wenonah Will, Imaging

Jenn Williams, Lab

Nancy Yoder, Lab

10 Years:

Fernando Gonzalez, Medical Services

Brenna Pronenko, Surgical Services

Melinda Stamy, Nutrition Services

15 Years:

Nichole Dyer, Emergency Department

Kyle Miller, Emergency Department

Annette Siegfried, Outpatient Rehab

Nick Tungate, Nutrition Services

20 years:

Jinhee Jeoung, Advanced Wound Care

30 years:

Mary Hanslits, Pharmacy

35 Years:

Robin Schmidlin, Medical Services

Phillip Segura, Outpatient Rehab



Nancy Yoder-
5 years



Nick Tungate-
15 years



Nichole Dyer-
15 years- pictured at the Service
Excellence Awards with her
husband Jake

STAR AWARDS



The 'Excellence Above and Beyond' award includes specific examples of how the nominee demonstrates consistent above-and-beyond service that exceeds expectations. These recipients are considered for the Service Excellence Award presented at Salem Health's annual awards banquet.



Eva Hellesto, Occupational Therapy Assistant,
West Valley Hospital Inpatient Therapy

Eva Hellesto is an Occupational Therapy Assistant and has been with West Valley Hospital Inpatient Therapy for approximately 2.5 years. Over the last year she has repeatedly volunteered to represent our department on several committees including the Outreach Council and the Falls Committee. Through the Outreach Council, Eva has facilitated department participation in the Xmas Building Block Donation, working a weekend at Food Share Oregon, and more recently the Grace House Donation Drive to create starter kits for refugees. It has been awesome to have Eva promote this type of humanitarian work within our department. Eva has a passion for fall prevention and has begun work on the Falls Committee. She has joined with a sense of curiosity on "What does this committee do and how can I help?" I appreciate Eva's willingness to represent our Team and help implement fall reduction work at West Valley Hospital.

Eva is also our one-person Resiliency Committee. She makes sure everyone gets a birthday card on their special day. She often plans and coordinates special events for our Team including baby showers and potlucks, which promotes teambuilding and collaboration. Most recently Eva has started First Wednesday which an opportunity for our Team to get together outside of work at a local restaurant and enjoy each other's company.

She does all this work with a smile, eagerness and humility. She is a role model employee and person.

Colleen Moosman is a Physical Therapy Assistant at West Valley Hospital Inpatient Therapy. She has been with the program through challenging times of growth from six to 25 beds, including multiple moves to accommodate construction. She helped onboard contract and permanent staff as the department increased in size from a three to 22 team members. She also has helped develop policies and standards to set a foundation for a program that was finding its place in the Salem Health continuum.

Colleen continues to be a steady force within our department. She exemplifies the vision statement of Salem Health, “Working together, we will reimagine care.” Colleen is an outstanding therapy representative on the Unit Based Council. Her knowledge of the past helps guide the council in prioritizing necessary work to improve the quality of care and patient experience. She does this with a confident and collaborative approach with the IDT while keeping our patients at the center of the work. She has a strong moral compass to guide the work with a dedication to West Valley Hospital’s swing bed program’s success. She readily volunteers for additional work beyond patient care when the need arises.

Colleen also excels in patient care and demonstrates “Care with Respect” during all her patient encounters. There are many examples but two stand out. Colleen was working with an 88-year-old homeless female who fell and suffered a femur fracture. This patient had resources available to her but chose to live out of her car because she “prefers to camp.” Colleen provided all the appropriate patient education of the resources available and the potential consequences of her choices but did so in a way to allow the patient to retain her autonomy and dignity. In the end the patient chose to return to her car. Colleen utilized some of her treatment time, in a very skilled therapeutic way, help the patient reorganize her car to allow access to all necessary items and create a space for the newly needed walker. This patient contacts Colleen to this day to let her know how she is doing and just stay connected.

The other example that comes to mind is a patient who had a lower extremity weight bearing restriction and lived in a second-floor apartment. He was unable to climb the flight of steps while maintaining his restriction. Insurance had declined any further rehab and his discharge date fast was approaching. Colleen devised an ingenious assistive device that the patient was able to kneel on with his restricted leg. This allowed him to safely climb the stairs to his apartment. The patient was able to safely return home with caregiver support on time! Colleen went above and beyond to meet the needs of the patient and provide a safe discharge plan in a very difficult situation.

Colleen is a shining star for the West Valley Hospital program and is deserving of a Star Award.



Colleen Moosman, Physical Therapy Assistant,
West Valley Hospital Inpatient Therapy

Saraya Guilmette is our Rehab Aide at West Valley Hospital Inpatient Therapy. The title and job description do not do justice to the skill and value she brings to our team and department.

Saraya had been a CNA for 11 years before joining our team. Her experience in patient care, mobilizing patients, and providing ADLs support has been invaluable to our therapists. She breezed through the 40 hours of on-the-job training and quickly went to work supporting our therapists. She is often the second set of hands when managing our most difficult patients who suffer from obesity; mental health issues; behavioral problems; or multiple lines due to infections, IV ABO, or medical complications. She does it without hesitation and with a smile. I hear daily from our team how Saraya is instrumental in the care of our patients, and the patients repeatedly tell me how they love her. She leaves a positive impression which promotes and sustains patient participation. With her background in nursing, she is able to help bridge the gap between our two departments, which improves collaboration.

Saraya also is responsible for our regulatory audits and maintaining our environment of care. She does this with a high degree of detail in a timely manner which keeps us “survey ready” every day. It gives me peace of mind knowing Saraya is overseeing these very important areas of our work.

Lastly and most surprising to me is how Saraya has taken the initiative to source our supplies and equipment from the most cost-effective vendor. This is not something she has to do but she regularly will ask me “Hey, I found this item on _____, and it is significantly cheaper. Is that OK?” Of course, it is OK, and thank you. She has even advised me not to purchase a piece of equipment due to space constraints which saved us significant amount of money. She is clear and honest with her communication which helps the team and our department run more efficiently and effectively.

She is our rehab aide but she is more than that. She is an administrative assistant, an expert auditor, therapist extender and part-time traffic controller. She keeps us moving forward and running smooth.



**Saraya Guilmette, Rehab Aide,
West Valley Hospital Inpatient Therapy**



**Bethany Kleiber, Physical Therapist,
West Valley Hospital Inpatient Therapy**

Bethany Kleiber exemplifies excellence in everything she does for West Valley Hospital Inpatient Therapy. Bethany is an outstanding clinician, and has received her neurologic clinical specialist certification, which shows her dedication to the practice of physical therapy but also identifying and treating neurologic conditions. She is a clinical leader in our department and a go-to resource for all members of the interdisciplinary team. She collaborates with her teammates and willingly provides advice and recommendations they need to support them in managing difficult cases. But that only tells part of the story. Bethany is also amazing with our patients. She willingly accepts some of our most challenging patients due to either physical deficits, behavioral problems, mental health issues or all of the above. She has a unique way of engaging them to determine their individual goals and developing a plan to achieve them. Her approach is firm, honest and compassionate — to which they respond.

One patient comes to mind that Bethany was instrumental in his success. He was homeless, severely morbidly obese, actively using drugs, and required total assistance for all mobility on admission. He was not interested in being at West Valley Hospital or participating with therapy. He had significant behaviors that interfered with our staffs' ability to manage his care. Bethany was able to connect with him about his past, his love of rap music and his goals for the future to encourage him to engage in his therapy. Which he did! After 33 days, he was able to walk with assistance and discharge to a facility that could manage his care. I don't believe this would have been possible without the dedicated, caring and skilled care Bethany provided. This is one of many examples.

Bethany has also done a significant amount of work outside of patient care to help streamline the documentation process within our department. Specifically, Bethany developed documentation templates for justifying the need for custom wheelchairs that includes all the insurance-required elements. This entailed a significant amount of work and focus on details to ensure the templates meet all the requirements. This has saved our team an exorbitant amount of time and ensures our documentation is thorough to improve chances of authorization. She accepts this extra work without hesitation.

Bethany is a mentor for all members of our team and is a strong advocate for clinical education. She has volunteered to help coordinate Professional Therapy Student Clinical Rotation for West Valley Hospital. She has done an excellent job of identifying clinical instructors for available students as well as supporting them during the clinical instruction process. She is the preceptor for our preceptors.

I would like to nominate Michele Chiu for a star award for continually going above and beyond for her patients and our department every day.

Michele is a relatively new hire with West Valley Hospital Inpatient Therapy, but has demonstrated on multiple occasions that we are lucky to have her.

A few examples include:

Michele was treating a patient who was hoping to be discharging to a new apartment on the ground floor, which was great. He had been ambulatory but was now needing use of a power wheelchair. The problem was the patient had not seen his new apartment and was not sure if his new wheelchair would fit through the front door or if he would be able to access the bathroom. Michele took the initiative on her own time to drive by the apartment and take measurements to ensure he would be able to enter the home. While she was there, the patient's nephew arrived and provided her access to measure the interior doors to verify the apartment was wheelchair accessible. This provided the patient a great deal of peace of mind and confirmed for the interdisciplinary team that the discharge plan was appropriate.

Michele was the primary therapist for a Vietnamese patient who was having a difficult time eating. She did not like the food, resulting in very poor intake. Michele took the time to consider the patient's cultural differences and work with leadership and the dietary team to find options to meet the patient's nutritional needs. She ultimately was able to provide Nutrition Services a list of foods that she would eat to meet her dietary needs.

Finally, Michele completed an evaluation on a patient who is a new paraplegic (thoracic compression fracture resulting in severe spinal cord compression) and had to undergo a laminectomy and fusion. On evaluation, Michele was concerned about the stability of the patient's spine and why there was not an order for a brace to be worn when out of bed. She reached out to the neurosurgeon on call to ensure nothing was missed. Sure enough, the surgeon DID want the patient in a brace. Michele was able to place the order and facilitate the fitting. Michele's thorough detailed work made sure the patient got what they needed and prevented further injury.

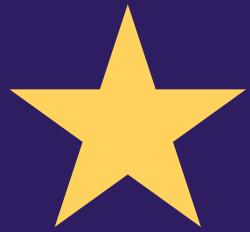
Michele is a relatively new physical therapist and a new employee with Salem Health, but she is already demonstrating Salem Health values. "Care with Respect" and "No Harm is Acceptable".



Michele Chiu, Physical Therapist,
West Valley Hospital Inpatient Therapy

Team Awards

The team star recognizes the achievements of three or more individuals who work together to achieve our vision of reimagining care together. These stories include how the team comes together to accomplish the outcome, what the team achieved and specific examples of how each team member contributed above and beyond their regular duties to make the team successful.



'West Valley Hospital is blessed to have them.'

*West Valley Hospital emergency team recognized by fellow employee for saving her life
by Michelle Mott, West Valley Hospital Medical Services Assistant Nurse Manager*

I am writing this Team Award nomination to express my deepest gratitude and to highlight the expectational care I received when I was brought to West Valley Hospital Emergency Department. This was a tough situation because they are my coworkers, and I would consider them my friends.

On Dec. 30, my day started off like any other day. I was at the vet's office and suddenly started to have chest pain. It quickly escalated to extreme chest pain, lightheadedness, and I became very diaphoretic. I knew at that point I needed to get to the emergency department.

When I arrived at West Valley Emergency Department, I was met by Nicole Dombroski at Registration, in which she saw that I was in extreme distress and immediately notified the nursing team without any hesitation. Luca Costigliola promptly assessed my symptoms and took me directly to an exam room. Things began to move very quickly.

My care team included Dr. Goldberg; Luca Costigliola BSN, RN; Jaime McKnight BSN, RN; Lindsay Comella-Swails BSN, RN; and Aidan McCaslin, Clinical Tech. This team took control and got all the crucial tests completed very quickly. They were able to put aside the personal aspect of things while they focused on my care and treatment. As anticipated, they got on the phone with Salem Hospital to initiate the necessary transfer for cardiac intervention.

When I was told that I was unable to be transferred to Salem for my cardiac care, I was terrified, and my uncertainty was noticeable. The team acted swiftly and confidently in addressing the transfer barriers and secured a transfer to a nearby facility. Their ability to calmly assess the situation, explain what was happening with the required transfer, and provide the necessary treatment brought me reassurance and comfort when I needed it the most. They all truly went above and beyond.

This crew deserves the team award without a doubt, and West Valley Hospital is blessed to have them. They provide first class care for the community, and they all played a role in saving my life that day.

These employees received a Team Award for this story:

Jaime M. McKnight

Lindsay Comella-Swails

Aidan McCaslin

Dr. Corey Goldberg

Nicole Dombroski

Luca Costigliola

'The way West Valley Hospital cares for their patients is impressive'

submitted by Kate Hainsworth, WVH Lab Manager

On Oct. 24, West Valley Hospital had a patient with multiple antibodies who needed blood urgently. Providers and caregivers determined it was not in the best interest to transfer the patient. Fernando, Rachel, and Lauren did a wonderful job of advocating for the patient. Victoria stopped her admin duties and went and drew that patient quickly. Pam focused on completing the testing. Stephanie handled the complex ordering in our system (specimen being handled at two different labs). Melissa, at Salem Hospital, continued the mission and helped coordinate the continued testing, antibody ID and transfer of the special units back to West Valley Hospital. Aitanna helped accept the specimen into Salem Health blood bank. Elizabeth performed the additional testing and screened units for the patient. From the time the need was recognized until the time the patient had blood ready at West Valley Hospital was approximately six hours. Having blood ready for a patient with multiple antibodies at West Valley Hospital within six hours is an amazing accomplishment and could not have been done without this mission-driven group. The way West Valley Hospital cares for their patients is impressive.

These WVH employees received a Team Award for this story:

Fernando Gonzalez, Medical Services

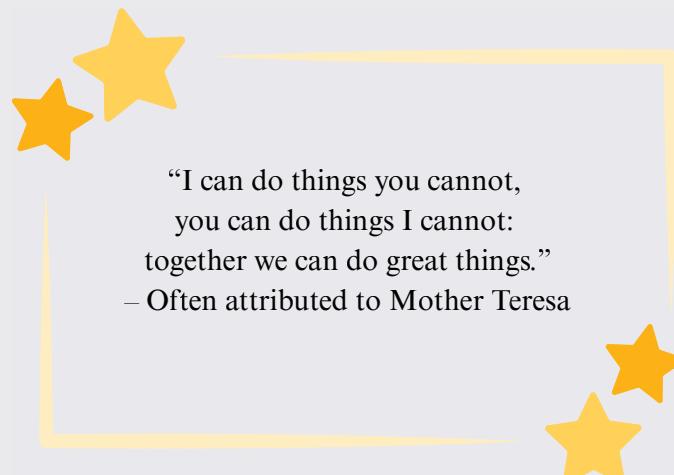
Lauren Slowik, Laboratory

Pamela S. Murphy, Laboratory

Rachael Matthews, Medical Services

Stephanie K. Lairson, Laboratory

Victoria A. Ruman, Laboratory



Other West Valley Hospital employees nominated for this award last year include:

Tonja Boyd- Laboratory



This Team received an award for surviving 'the Great Flood of 2025,' which was featured on the Daily Dose

Amy E. Craven, Environmental Services Casey Dunn, Imaging Conner Loop, Medical Services
Daniel Strouse, Maintenance Gabriella Diaz Lopez, Medical Services
Joanna Peterson, Medical Services Scott P. Day, Volunteer Services Kate D. Hainsworth, Laboratory
Nicole Clark, Medical Services Victoria A. Ruman, Laboratory

Did you survive the Great Flood of 2025?

When two closets flooded unexpectedly the morning of Wednesday, April 9, at West Valley Hospital, a team sprang into action to help quell the tides. Clinical Nurse Cassandra Peters, RN, shares more . . .

The Great Flood of West Valley Hospital

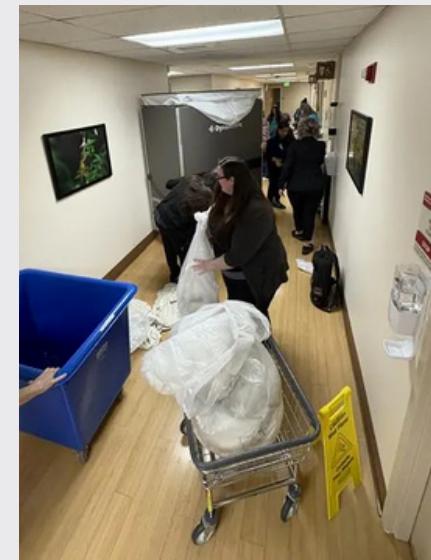
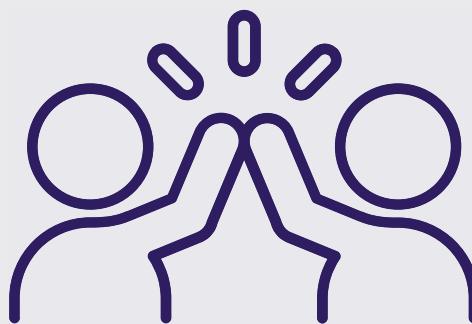
A huge shout out to this amazing team — so many not pictured! — for the quick action and many hands that helped clean up the spontaneous flooding that happened Wednesday morning!

The flooding occurred in the back hallway by the public restrooms and pharmacy (pictured below) as well as the main hallway between the North and South Medical-Surgical Units and main entrance.

Did you know that from start to finish it only took 28 minutes to return to normal operations? Best team EVER!



All hands on deck



Role Models for Excellence

Nominees for this award demonstrate excellence to their peers and often accept tasks outside of their job description. A few ideas of what this might look like include:

- Participates on a hospital committee outside of job requirements.
- Helps in another department outside of job description.
- Goes beyond normal assigned responsibilities within the department on a consistent basis and inspires others to do the same.
- Encourages patients to be more actively educated and involved regarding their medical condition and treatments.
- Receives a written thank you note from a patient.
- Uses Lean tools to improve processes.
- Ongoing unpaid community outreach that supports the health of our community.

Daniel Kenagy, Outpatient Rehab
Alex Morales, Environmental Services
Casey Johnston, Emergency Department

Matthew E. Martin, Imaging
Josh K. Joyce, Medical Services
Nickolas Kingston, Medical Services
Michelle Thoreson, Inpatient Therapy
Kara Scott, Advanced Wound Care
Kathryn Brennan, Inpatient Therapy
Kerry Muldowney, Inpatient Therapy

Leader in Practice and Teaching of Excellencee

Nominees excel within their expected job functions and beyond, including professional development and helping others learn and grow in their chosen field. Some examples are:

- Completes non-required courses to further expertise in the work role.
- Demonstrates leadership qualities by taking on non-required additional unit leadership responsibilities.
- Completes preceptor training (if applicable) and serves as a mentor/preceptor.
- Participates in satisfaction improvement action planning and implementation.
- Teaches classes to improve performance of a team on core measures.
- Receives nationally recognized certification beyond job requirement.
- Improves department processes and customer service initiatives without prompting.



Jenn Joyce, Inpatient Therapy
Claire M. Barnes, Inpatient Therapy

150 years strong

The City of Dallas celebrated its 150 birthday in 2024 and West Valley Hospital was there to celebrate with them. Every year on the last weekend of July, Dallas celebrates Dallas Days. It is a full weekend of events including music, food, art in the park, a car show and of course, the parade. This year's theme was Happy Birthday to celebrate the city's 150th birthday. Participants were encouraged to decorate and/or dress up in a happy birthday or western theme.



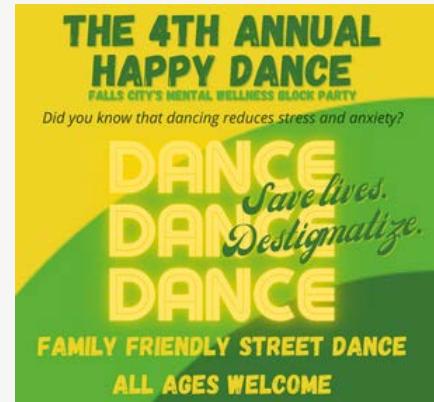
The Connections van all decked out



WVH and SH RNs celebrating the City of Dallas' 150th birthday



Tia Rodriguez, Clinical Excellence Coordinator, with her daughter, Madison



This was the 4th annual Happy Dance in Falls City sponsored by Falls City Thrives. Falls City Thrives empowers the community of Falls City to live with dignity by working to address issues of housing, downtown revitalization, volunteerism, and personal health faced by the Falls City community. Salem Health has had a booth with information and giveaways all four years.

The 68th Annual Dallas Community Awards Banquet was held at West Haven Vineyards. As you may have guessed from the pictures, the theme was 80's Prom. The Community Awards Banquet recognizes individuals and organizations in Dallas who have made a meaningful impact in the community.



Mandy Graham, Tia Rodriguez and Cassandra Peters and her husband Brice enjoy their evening at West Haven Vineyards.

Fun for the Whole Herd was the theme for the 2024 Polk County Fair. Salem Health has been the sole sponsor for the first aid booth for many years. It provides a reliable, easily accessible place for visitors to receive basic medical assistance. Staffed by trained personnel, the booth offers support for minor injuries, heat-related concerns, and general health needs throughout the event. We also provide basic health information, handouts and giveaways to children and adults.



PACK WELCOME WEEK WESTERN OREGON UNIVERSITY



Every year Western Oregon University and the Monmouth Business Association hold a Welcome to MI Town Celebration. The event is held at Main Street Park during the Welcome Week at WOU. The event features booths from local businesses and there is music, food and lots of free giveaways.

From left: Carrie Larson, Staff Recruiter;
Lindsay Comella-Swails, RN, West Valley Hospital Emergency Department;
Javier Manriquez, Community Recruitment Specialist

Professional Practice Day

West Valley Hospital has their first presentation EVER

Salem Health Hospitals and Clinics celebrated Professional Practice Day (PPD) on Oct. 3, 2024. This annual event is an opportunity for staff to share new knowledge across the organization with their excellent quality improvement and clinical innovation projects, and engage in professional development by gaining experience with abstract writing, developing posters and presenting.

In 2024, there were nine projects that participated. Each participant went through the process of writing, refining and submitting a formal abstract to the PPD Committee for review and scoring, and then going through the same process with developing a professional poster. Additionally, a handful of top-voted projects were selected to provide podium presentations during Opening Congress in November. A sincere thank you goes out to all participants!

This year's event was held in Creekside Overflow at Salem Hospital as a poster session with hors d'oeuvres, raffle prizes, and information tables from professional governance councils and other groups that support professional growth, advancement of clinical practice, and innovation in the organization like Clinical Education, Kaizen Office, Library Services, The Foundation and Magnet. These changes brought record crowds and made for a great experience for those that participated.



Lindsey Spencer, RN, West Valley Hospital Emergency Department, and Tia Rodriguez, Clinical Excellence Coordinator, with the first-ever West Valley Hospital PPD poster presentation

The Emergency Department professional practice day presentation initially started as a 4SPS to improve their left-without-being-seen (LWBS) metric. A triage nurse was added three days a week, which decreased door-to-triage times and LWBS rates. Additional goals of decreasing door-to-room times and length-of-stay times, however, were not being met, so the focus turned to placing patients directly in a bed or chair (direct bedding) after triage instead of returning to the waiting room. (See the next page for a copy of the full abstract and page 57 for a copy of the poster presentation.)

Accelerating Access: The Power of Direct Bedding in the ED

Lindsey Spencer, MSN, RN, CEN

Tia Rodriguez, MSN, RN

Background-

Research shows that delays in care can increase patient harms, decrease patient and provider satisfaction scores, and decrease revenue and cost savings. A previous test of change (TOC) added a dedicated triage nurse three shifts a week which resulted in a reduction in door to triage times and left without being seen (LWBS). However, it was found that after the TOC patients were being quickly triaged but were still waiting in the lobby even when there were open rooms. So, although there was a decrease in door to triage times and LWBS rates there was not a relevant decrease in patient door to room (DTR) and length of stay (LOS) times despite having open beds.

Project Purpose-

The purpose of this project was to decrease patient DTR and LOS times by having the triage RN place patients directly in a chair or bed (direct bedding) without having to go back to the waiting room. Timely access to care will also have the added effect of increasing patient, provider, and RN satisfaction.

Methods-

This project occurred in a ten bed ED in a critical access hospital with multi-occupancy rooms. The stakeholders included the ER leadership team, frontline ED RNs, and registration.

Beginning February 12th, 2024, a TOC was implemented to direct bed patients upon arrival. Between the hours of 0800-1200 the triage or charge RN completed the triage process at the bedside when the department had capacity. Data for DTR and LOS times were measured and compared pre- and post-intervention for all ED patients.

Results-

Pre-intervention data for January 2024 showed the average DTR as 28 minutes and an average LOS of 154 minutes. During the TOC in February, March, and April the average DTR time was 19 minutes and average LOS decreased to 138 minutes. The May, June and July averages continued to be improved with an average of 21.79 minutes for DTR time and 147.92 minutes for LOS despite a large increase in volumes.

| Month | DTR Time | LOS Time | Volume |
|----------|----------|----------|--------|
| January | 28 | 154 | 1676 |
| February | 18.66 | 140.93 | 1537 |
| March | 18.00 | 138.32 | 1712 |
| April | 17.73 | 119.37 | 1667 |
| May | 18.2 | 145 | 1905 |
| June | 22 | 158 | 1814 |
| July | 25.19 | 140.77 | 1825 |

Conclusion-

Direct bedding and bedside triage reduced DTR and LOS as expected and should be a standard practice. Limitations for this project were staff resources including providers, unpredictable patient volumes and acuities, and limited bed capacity. Further recommendations include expanding triage RN coverage, investigating additional slow DTR time causes and focusing on provider utilization.

ONRQC 2025

Once again, WHV has their first presentation EVER



Salem Health is part of the Oregon Nursing Research & Quality Consortium (ONRQC), which includes leaders in research and evidence-based practice from Salem Health, OHSU, VA Portland Healthcare System, Providence Health & Services, Legacy Health and Peace Health.

Salem Health was proud to host ONRQC's annual evidence-based practice conference for the third year in a row. The conference, "Practical Approaches to Evidence Based Practice," was held on April 14, 2025 in the Wedel Auditorium. The conference engaged clinical staff using examples of evidence-based practice, to improve nursing care and patient outcomes.

Participant outcomes included:

1. Describe the essential components of an evidence-based practice model.
2. Recognize two ways to incorporate clinical inquiry into professional practice.
3. Identify three ways to decrease harmful patient events.

Brianna Revard, MBA, BS, Clinical Practice System Supervisor, Salem Health, welcomed over 100 nurses from across the state of Oregon and Washington with an opening message.



Elizabeth Bridges, PhD, RN, CCNA, FAAN, past president of the American Association of Critical Care Nurses and retired professor from the University of Washington School of Nursing/University of Washington Medical Center, delivered the opening and closing keynote speeches. Dr. Bridges is well known for her presentations on the integration of evidence into practice, and she shared her expertise in creating a culture of inquiry. She was very well received by the attendees and praised for her warmth, relatability and engaging presentation style.

The conference included a session on the essential components of an EBP model, presented by consortium members, Katie Beam, DNP, APRN, ACNS-BC, of PeaceHealth and Kate Oppegaard, PhD, APRN, ACCNS-AG, of the VA Portland Health Care System. Additionally, Dr. Frances Chu, PhD, MLIS, MSN, RN, delivered a presentation on Implementation Science.

Six additional nurse speakers shared clinical inquiry examples from hospitals within the consortium, chosen by ONRQC's abstract review committee.



Lindsey Spencer, WVH ED RN, presented and represented West Valley Hospital for the first time ever at ONRQC.

There were fifteen poster presentations, including two other posters from Salem Health.



Accelerating Access: The Power of Direct Bedding in the ED

Authors

Lindsey Spencer, MSN, RN, CEN
Tia Rodriguez, BSN, RN

Background

After triage, patients were waiting in the lobby despite having open ED rooms. This created delays in care resulting in increased length of stay (LOS).

Purpose

- To utilize open rooms to complete bedside triage (direct bedding)
- Decrease patient door to room (DTR) times
- Decrease length of stay (LOS)

Methods

- Collected data for DTR and LOS times for all WV ED patients
- 2/12/24 Implemented a test of change (TOC) to direct bed patients between the hours of 0800-1200 3 days a week
- Compared pre- and post-TOC data for DTR and LOS times

Results

- TOC compliance 100%
- DTR and LOS improvements are consistent despite increased volumes



This poster was made possible by a grant from the Salem Health Foundation.

Direct bedding with bedside triage decreases door to room (DTR) times and length of stay (LOS)



Reduced DTR times - Reduced LOS - Positive patient feedback



Take a picture to download Abstract



Salem Health
Hospitals & Clinics

Conclusions

- Direct bedding and bedside triage reduce DTR and LOS times as expected
- Direct bedding and bedside triage should be a standard practice

Implications for Clinical Practice

- Standardize direct bedding with bedside triage
- Expand direct bedding hours beyond 0800-1200 to all times of day
- Create triage RN position with full time coverage
- Investigate additional DTR time delays
- Focus on provider utilization and work-flow

Acknowledgements

A special thanks to WV ED leadership- Nancy Bee, Director, Chris Compton, NM, and Michele Guastella, ANM, for championing this project. To all WV ED staff and Access Services for your support. To Nora Parnell for your attention to detail.

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Poster Contact

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Preceptor recognition event 2025

Honoring our many outstanding preceptors

On May 13, with generous sponsorship by the Salem Health Foundation, our organization proudly hosted the annual Preceptor Education & Recognition Event 2025, to say thank you to the amazing staff who help guide and mentor the next generation of health care team members.

With more than 80 attendees, the event brought together preceptors, leaders, and supporters in a lively atmosphere filled with fancy lights and music, gratitude, and camaraderie.

After the welcome from the clinical education team, the audience were treated to a series of amazing prize drawings and a special video segment that highlighted the impact and dedication of our preceptor community.

A standout moment of the afternoon was an inspiring presentation by Fred Preston, our Lead Staff Engagement and Resiliency Advocate. Fred delivered a powerful session on emotional intelligence, highlighting how self-awareness and meaningful recognition can strengthen team cohesion, inspire others, and in turn lead to an even more impactful precepting experience. His message resonated deeply with attendees.

One of the most anticipated moments of the day was the Preceptor of the Year Award Ceremony, where outstanding individuals were honored for their exceptional mentorship, leadership, and dedication to the development of the skills and professional character of our Salem Health team.

This event was a celebration of the exceptional standard that our preceptors set for our organization. Congratulations to all 69 individual nominees and your incredible contribution to a continued tradition of excellence.



We extend our gratitude to all preceptors for the dedication and commitment to training staff. Their efforts play a vital role in shaping the future of our health care system and ensuring the delivery of an exceptional experience every time for Salem Health patients.

West Valley Hospital employees that were nominated this year:

Bethany Kleiber
from Inpatient Rehab



Jamie Glendinning from the
Medical-Surgical Unit



Praise for Jamie

From Leadership:

“Jamie Glendinning is a key contributor to our department and team's success. Her extensive knowledge in various aspects as a clinical tech, coupled with her collaborative approach, makes her an invaluable resource. Jamie's kindness, compassion, and sense of humor add a personal touch to her professional interactions. She provides an organized mentorship that fosters continuous learning and growth. As a leader, I feel proud to have Jamie on our team, and I sincerely appreciate her expertise. Thank you, Jamie, for the exceptional support you have given our staff. You are truly valued and appreciated!”

From her Coworkers:

“Jamie's knowledge, patience, and unwavering dedication to precepting new staff has made a lasting impact on our new staff. Jamie continues to create a learning environment that is not only educational but also supportive and fun and always encouraging.”

“Jamie always takes the time to explain complex concepts, answer questions thoughtfully, and provide constructive feedback that helps new staff grow both professionally and personally. Beyond her clinical expertise, it is her compassion and professionalism that stands out. Watching her interact with patients and colleagues is inspiring.”

West Valley Hospital FY25 Statistics

- 25-bed critical access hospital
- On our first Pathway to Excellence journey
- 300+ employees
- Medical Services Unit
 - 55 employees
 - Humpty Dumpty recognition award recipients
 - 11,152 days since a CLABSI (Central Line-Associated Bloodstream Infection)
 - Over 12,000 days since a CAUTI (Catheter-Associated Urinary Tract Infection)
 - Over 1,027 days since a MRSA (Methicillin-Resistant Staphylococcus Aureus) Bacteremia
- Diagnostic Imaging procedures- 111,326
- Emergency Department- 20,806 patient arrivals
- Laboratory-
 - 30 Employees
 - 9 WV Lab locations throughout the system
 - Over 147,000 lab samples collected with 350,031 procedures performed
 - Over 37,000 lab patients seen throughout the WV Lab system, including EKG services
- Patient meals and meal equivalents served- over 36,700
- Outpatient Rehab- 14,988 patients visits in Dallas and Monmouth
- Advanced Wound Care- 2,038 patient visits
- Infusion- 3,691 patient visits
- Surgeries- 136



Photo credit to Kimberly Bowen, WVH Rehab Manager

A rainbow is the product of physics working for your appreciation of beauty.

-Kyle Hill



A portion of the West Valley Hospital Professional Governance members during lunch





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