Our Shared Governance structure at the unit and house-wide levels has been the driving force for implementation of new programs, improvements in patient care, and quality work.

Staff engagement is a primary focus of our strategic plan. Relationship-based care, our professional practice model, guides our strategic plan and day-to-day work.
I am delighted to share the mission, vision and values of patient care services at CHKD, along with highlights of our efforts and achievements in 2016. One of our most significant milestones last year was the initiation of our clinical advancement program, which recognizes nurses who have demonstrated the highest level of engagement and excellence at the bedside. Other notable accomplishments from 2016 included our contributions to CHKD’s successful Joint Commission survey and our participation in the National Database of Nursing Quality Indicators survey, which helps us benchmark our outcomes and improve our performance at the unit level. We faced staffing challenges last year and one event that required restricted staffing. As always, our nurses rose to the occasion, meeting the needs of our patients with unparalleled professionalism and dedication.

I firmly believe that our staff must feel safe and valued in order to provide compassionate and expert care. One of my heroes is Paul O’Neill, who famously led Alcoa to become the safest workplace in the world. I’ve adapted his keystone beliefs to guide my work and leadership at CHKD. I believe the following:

---CHKD employees must always be treated with dignity and respect regardless of position, pay, title, race, gender or sexual orientation.

---CHKD employees must be given the knowledge, tools and support they need in order to make a contribution to our organization that gives meaning to their lives.

---CHKD employees should be recognized for their work and contributions by someone they look up to and respect.

Embracing these values makes a difference in the work we do every day. Please enjoy our team’s report. I am inspired every day by the dedication, determination and love of patients and families that are so clearly displayed by our patient care team. It is an honor and a privilege to work with each of you.

With gratitude,

Karen K. Mitchell, MSN, RN, CCRC
Chief Nursing Officer/Vice President, Patient Care Services

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Guiding Our Efforts

■ Our Vision:
CHKO nurses deliver exceptional pediatric care to our patients and their families in collaboration with members of the health care team and community partners.

■ Our Mission:
We are engaged, professional and compassionate caregivers who hold patients and families at the heart of care.

■ Our Values:
• Compassionate Care
• Empowerment
• Professional Relationships

■ Our Philosophy Statement:
• Exceptional nursing care is grounded in evidence-based practice.
• Delivering patient-centered care requires high-functioning team members who demonstrate effective communication skills and a commitment to individualized care.
• We are responsible for following best practices and achieving quality patient outcomes.
• Nursing leadership, from bedside to administration, fosters trust, clinical inquiry and service to colleagues and patients.
• Our practice environment utilizes resources to maximize patient safety, strong working relationships and job satisfaction. As a result, we deliver the highest quality of care.
• We are internally motivated to continue our professional growth.

Staff engagement is a primary focus of our strategic plan.
Relationship-based care, our professional practice model, guides our strategic plan and day-to-day work. Our Shared Governance structure at the unit and house-wide levels has been the driving force for implementation of new programs, improvements in patient care, and quality work.
We Value Teamwork

Our Shared Governance Councils

- **Coordinating Council**
  - Allocates and prioritizes resources
  - Provides direction on strategic planning
  - Facilitates inter-council communication and collaboration
  - Evaluates council work outcomes
  - Members: CNO, chair and co-chair of each council, exec sponsor for each council, admin support

- **Informatics Council**
  - Aligns EMR function and nursing practice/EBP with change requests
  - Liaisons to bedside nurses on changes and new projects (e.g. barcoding)
  - Expert resources for the design, validation and implementation of new EMR nursing functions
  - Members: chair and co-chair, exec sponsor, unit-based committee reps, scribe

- **Practice Council**
  - Nursing Policy
  - Best practices/EBP
  - Products/value analysis
  - Patient and family education
  - Education
  - Members: chair and co-chair, exec sponsor, unit-based committee reps, scribe

- **Staff Engagement Council**
  - Recruitment/retention/CAP/Nurses Week
  - Operations
  - Unit council leadership development
  - Leadership development
  - Members: chair and co-chair, exec sponsor, unit-based committee reps, scribe

- **Quality and Safety/Research Council**
  - Interface on quality and safety projects
  - Promote research and EBP
  - Resource SG councils with measuring project outcomes
  - Members: chair and co-chair, exec sponsor, unit-based committee reps, scribe
Our Teams @ Work

**Project: 8B Patient Education**

- **Goal:** Overcome obstacles to consistent, standardized teaching for newly diagnosed pediatric cancer patients.
- **Team Members:** Nurses who work on our inpatient cancer unit, nurses who work in our outpatient cancer clinic, marketing.
- **Solution:** Development of a colorful, engaging teaching tool with child-friendly "compass points" that ensures standardization and consistency of teaching. The patient/parents must complete every step of the map prior to discharge.
- **Outcome:** The tool was presented at an international forum by Vanessa Bertini MSN, RN, CPHON, CPN, and is now being used as an example of a standardized teaching checklist for all newly diagnosed pediatric cancer patients through Children’s Oncology Group, an international research collaborative of facilities and providers who treat pediatric cancer patients.

**Project: Support U**

- **Goal:** Reduce the likelihood that caregivers involved in adverse events will suffer complex, difficult-to-process emotions resulting in "second victim syndrome," which can share symptoms with PTSD.
- **Team:** CHKD leaders, mental health experts and volunteer caregivers who are trained to provide support to their peers.
- **Solution:** Development of a comprehensive support program designed to help caregivers recognize and help peers in need of support.
- **Outcome:** As of January 2017, 104 healthcare providers have been trained as peer supporters. More than half of these are from nursing.

**Project: Trauma Center Readiness**

- **Goal:** Strengthen care for pediatric trauma patients and support CHKD’s efforts to achieve designation as a level 1 pediatric trauma center.
- **Team:** Executive leadership, surgeons, emergency management and RNs from the PICU, ED and other areas.
- **Solutions:** Hired trauma CPES. Developed a wide variety of professional educational opportunities, including a regional conference, advanced trauma training courses and online newsletter and references. Revised trauma patient identification, trauma team roles, trauma alerts/announcements and trauma order sets. Developed trauma nurse/ED tech leader group in the ED. Began mock trauma simulations.
- **Outcomes:** CHKD application for level 1 pediatric trauma designation is currently under review.
Thanks to the efforts of a dedicated workgroup from our Shared Governance Council and our inspired leadership, CHKD established a significant clinical advancement program in 2016 that encourages, values and rewards professional development and advancement for the clinical nurse.

The program was developed by nurses to reflect our six-pillar model of relationship-based care. To be considered for advancement, nurses submit detailed portfolios enumerating activities and achievements in each pillar of relationship-based care.

Awareness for the program was raised through an extensive campaign of town hall forums, print publications, intranet postings and one-on-one meetings. Members of the workgroup and the CPES group were trained to guide the applicants in the portfolio development process and serve as mentors. In the program’s first year, 28 nurses met the stringent qualifications for advancement.

**Nursing Excellence: Clinical Advancement Program Recognition**

November marked an important milestone in nursing here at CHKD. The Clinical Advancement Program (The CAP) is very proud to announce the first group of clinical nurses who, through their hard work and commitment have demonstrated excellence in leadership, professional practice, care delivery, team work, resources and outcomes - the domains of our relationship based care nurse practice model. Thank you to our strong team of CAP mentors and panel of reviewers who did extraordinary work in laying the foundations of the program and supporting our first applicant group. Let us celebrate their successful advancement! For more information about CAP go to, chkd.org/Careers/Nursing-at-CHKD/Clinical-Advancement-Program-(CAP).

Listed below are the nurses who advanced through CAP this year.

**Clinical Nurse 3**
- Genevieve Alberts, OR
- Belinda Bordeaux, VAT
- Afton Britt, OR
- Marcia Craver, OR
- Sherrie Davis, RSU
- Rachel Doyle, 8B
- Lynsey Edbauer, ED
- Elena Jarrett, ED
- Jenifer Keech, OR
- Barbara L’Abbe, OR
- Morgan Pittman, NICU
- Francine Reed-Barnes, ED
- Rebecca Roenker, ED
- Debra Sandberg, OR
- Melanie Saria, TCU
- Aileen Schmidt, RSU
- Cindy Shelton, RSU
- Cecilia Sotomayor, ED
- April Whitley, NICU
- Sherman Woodland, OR

**Clinical Nurse 4**
- Hillary Absher, 8B
- Ilana Anderson, PICU
- Teresa Black, CCBOC
- Christopher Cannon, Transport
- Amanda Holt, 7C
- Sarah Hutton, PACU-DS
- Pam Johnston, 8B
- Ann Vick, OR

**Congratulations to all!**
Nurses who recently earned certifications

- **016 Certifications**
  - **7C**
    - Lyanne Acevedo Velazquez, BSN, RN, CPN
    - Rochelle Davis, BSN, RN, CPN
    - Claire Harris, BSN, RN, CPN
  - **8B**
    - Rachel A. Doyle, BSN, RN, CPHON
    - Deborah Vance-Rodriguez, BSN, RN, CPN
    - Katrina Washington, BSN, RN, CPN
  - **8C**
    - Chasity Barnes, BSN, RN, CPN
    - Justyna Dlugolecka, BSN, RN, CPN
    - Kaitlin Loyer, BSN, RN, CPN
    - Lorraine Studor, BSN, RN, CPN
  - **ED**
    - Kristen Duffy, BSN, RN, CPN
    - Rebecca L. Roenker, BSN, RN, CPEN
    - Cecilia A. Sotomayor, BSN, RN, CPEN
  - **NICU**
    - Heidi Alvarez, BSN, RNC-NIC
    - Karen S. Hancock, BSN, RNC-NIC, CPN
    - Heather Murphy, MSN, RN, NP-C
    - Christina Stafford, ADN, RNC-NIC
    - Laura Warner, BSN, RNC-NIC
  - **NP & ED**
    - Melissa Horton, MSN, RN, CPN
    - Kristal Sullivan, BSN, RN, CPEN, CLNC
  - **Nursing Informatics**
    - Marti Bevan, MSN, RN-BC, BBA

- **OR**
  - Ann D. Vick, BSN, RN, CNOR, CPN

- **PACU**
  - Lisa M. Calascibetta, BSN, RN, CPN
  - Heather L. Cligon, RN, CPN
  - Jessica Cloud, ADN, RN, CPN
  - Malea Drummond, BSN, RN, CPN
  - Rachael Horbeck, BSN, RN, CPN
  - Alison Kiernan, BSN, RN, CPN
  - SaFonya Miller, BSN, RN, CPN
  - Ann R. Purser, BSN, RN, CPN
  - Randy Vedros, ADN, RN, CPN
  - Nancy Wood, BSN, RN, CPN

- **PASC**
  - Mary Macera, ADN, RN, CPN

- **PICU**
  - Ilana Anderson, MSN, RN, PNP-AC, CCRN
  - Lotte Van der Bijl, MSN, RN, PNP-AC, CCRN
  - Sandra Goodnow, ADN, RN, RNC-NIC, CPN
  - Cassandra Langless, BSN, RN, CCRN

- **RP**
  - Kelly Foster, BSN, RN, CPN
  - Robyn Hilbert, BSN, RN, CPN

- **RSIU**
  - Sherri Davis, BSN, RN, CPN
  - Francine M. Reed-Barnes, ADN, RN, CPEN
  - Cindy Shelton, RN, CPN

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**Nursing Degrees and Certifications**

<table>
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<tr>
<th>Degree</th>
<th>Description</th>
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<tr>
<td>ADN</td>
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<tr>
<td>MSN</td>
<td>Masters of Science in Nursing</td>
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<tr>
<td>CPN</td>
<td>Certified Pediatric Nurse</td>
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<tr>
<td>CPHON</td>
<td>Certified Pediatric Hematology Oncology Nurse</td>
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<tr>
<td>CPEN</td>
<td>Certified Pediatric Emergency Nurse</td>
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<tr>
<td>RNC-NIC</td>
<td>Registered Nurse Certified in Neonatal Intensive Care</td>
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<tr>
<td>PNP</td>
<td>Pediatric Nurse Practitioner</td>
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<td>PNP-AC</td>
<td>Pediatric Nurse Practitioner in Acute Care</td>
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<tr>
<td>CCRN</td>
<td>Critical Care Registered Nurse (Certification)</td>
</tr>
<tr>
<td>CLNC</td>
<td>Certified Legal Nurse Consultant</td>
</tr>
<tr>
<td>CHKD CN4</td>
<td>Clinical Nurse 4. Expert RN, who meets all CN3 requirements and participates in hospital or division-level activities that model exceptional leadership in care delivery and evidence-based practice.</td>
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Improving Outcomes

Patient care services is committed to improving outcomes under all five pillars of strategic importance for CHKD. 2016 activities and initiatives to improve outcomes ranged from fun team building and staff engagement activities to the development of algorithms and process maps using principles of lean management. On this page, we highlight two of hundreds of steps we took in 2016 to strengthen our outcomes and quality of care.

PIV Infiltrate Project

To decrease rates of grade 3 and 4 PIV infiltrates in the PICU, PICU nurses collaborated with members of the vascular access team to create an algorithm for grading and treating PIVIEs. The goal of the program is to identify grade 1 and 2 PIVIEs early and effectively treat them before the condition can progress. After developing the algorithm (shown in part here), the team developed motivational educational materials for nursing staff, and tested nurses on knowledge gains before and after education. For the first two quarters of fiscal year 2017, the rate of grade 3 and 4 reported PIVIEs was 31 percent. The rate has decreased in the third quarter down to 8 percent of reported grade 3 and 4 PIVIEs in the PICU. This project is now being rolled out hospital-wide.

Quality Boards

Quality boards are high-visibility tools that provide real-time feedback for all staff members on each unit’s key performance indicators under the organization’s strategic plan. Each unit designs its own quality board to reflect recent achievements, current opportunities for growth and improvement and the day’s priorities. The goals of quality boards reflect the higher priorities of the organization, showing each individual how they can contribute to the overall success of the organization as a whole.
A Wealth of Resources

- Blood Culture Kits
- Ostomy Kits

“The Legacy” Newsletter is a monthly publication of the nursing practice and education department and is distributed to clinical departments. The newsletter provides pediatric-specific information and staff development information on a variety of different topics.

Patient care resources like these save time and improve quality and safety of care by standardizing frequently performed tasks and reducing errors.
Honoring Exceptional Care Delivery

Nursing Excellence Award 2016
Amanda Holt, BSN, RN, CPN, 7C
Amanda was nominated for her collaborative professional practice and inspiring mentorship. She is an outstanding advocate for her patients and consistently provides compassionate care. She was one of the first nurses at CHKD to become a Certified Pediatric Nurse and is now a CPN champion. Amanda goes above and beyond in her efforts to orient new caregivers to her unit. She provides a welcoming environment and encourages a questioning attitude. The door to her office is always open. Amanda also serves on the skin care team and is an active member of the Patient Care Council. She is also involved in the 7C Unit Based Council. Amanda is an outstanding nurse and a beautiful example of what a real patient advocate looks like.

Ambulatory Nursing Excellence Award 2016
Keyanda Thompson, RN, Child and Family Guidance and Consultation
Keyanda consistently demonstrates commitment, caring, empathy, compassion and professionalism in demeanor, dress and conversation. She also has a quiet and understanding presence with children and parents, often able to coax a reluctant or fearful child into cooperation. She maintains her composure in the face of unusual or inappropriate patient behavior and somehow always maintains a smile. Parents repeatedly state how helpful she is. Keyanda is an exceptional nurse, a compassionate, committed and skilled clinician and a genuinely positive and caring individual who consistently exceeds expectations in whatever she undertakes. Keyanda is a quietly shining star who defines nursing excellence.

Leader of Nursing Excellence Award 2016
Rachel Andam-Mejia, MSN, RN, Director of Units 7C, 8C, & 3C
Rachel is a role model for relationship-based care and evidenced-based practice. She routinely encourages colleagues to exercise clinical inquiry and accountability and inspires others to engage in critical thinking and problem-solving; empowering them to lead and mentor new staff. She strives to improve outcomes and education throughout the hospital through leadership that fosters staff engagement and reinforces the values and philosophies of the nursing division. Her enthusiasm to learn and teach is only surpassed by her ability to translate a big picture goal to boots-on-the-ground, patient-centered practice.

Ambulatory Care Leader of Nursing Excellence Award 2016
Addie McDuffie, MS, RN, CPNP, Gastroenterology
A Pediatric Nurse Practitioner in the gastroenterology department for 18 years, Addie blazed a trail for midlevel providers at CHKD. She is a natural leader who served as president of the national Association of Pediatric Gastroenterology and Nutrition Nurses (APGNN). She is very active in teaching and mentoring, frequently putting articles in patient charts to enhance care and share knowledge. She is actively involved in GI's Pediatric Endoscopy Database System Clinical Outcomes Initiative, participating in research studies and implementing quality improvement efforts. She has also contributed to more than 20 publications. Addie is always learning new things and incorporating them into practice. She is dedicated to her job and to doing it the right way. She never cuts corners and gives 110 percent every day. Addie is always pleasant, kind, compassionate and professional and a tireless advocate for patients and families.
CHKD participates in the international Daisy Awards program to honor the work of extraordinary nurses. CHKD nurses honored with Daisy Awards in 2016 include:

Megan Burkart, MSN, RN, FNP-C, CPN, Unit 8C

Natasha Kerrick, BSN, RN, PICU

Michelle Iguban, BSN, RN, Unit 7C

Betsy Moran, BSN, RN, Princess Anne Surgery Center

Naomi Peart, BSN, RN, Emergency Department

Michelle Deguzman, RN, CPHON, Cancer and Blood Disorders Center

Amanda Holt, BSN, RN, CPN, Unit 7C

Sandra Goodnow, RNC-NIC, CPN, PICU

Malea Drummond, BSN, RN, CPN, PACU/Day Surgery

Alex Saucedo, BSN, RN, Unit 8C

Donna Shifflett, BSN, RN, CNOR, Operating Room

Lyanne Acevedo-Velazquez, BSN, RN, CPN, Unit 7C

Lindsey Jernigan, BSN, RN, Unit 8B

Leeanna Kane, RN, Unit 7C