

Nursing and Patient Care Services

2023–2024 Biennial Report



Children's Hospital
of The King's Daughters



LEADERSHIP



We are proud to present the 2023–2024 Patient Care Services Biennial Report for Children's Hospital of The King's Daughters (CHKD).

Since my arrival in early 2024, I've been continually inspired by the passion, resilience, and expertise of our CHKD nurses. Each day, they demonstrate a deep commitment to the children and families we serve, and our mission of providing Health, Healing, and Hope to All Children. Their care not only touches lives – it makes our community healthier and our health system stronger!

Over the last two years, we've met challenges head on and seen remarkable progress towards quality and safety goals. It was a time of transition as we welcomed Amy Sampson as CHKD's first female CEO – an exciting milestone for our organization – and marked the retirement of longtime Chief Nursing Officer Karen Mitchell. Karen's decades of service leave a legacy at CHKD, and we are so thankful for her many contributions.

We also achieved extraordinary milestones:

- CHKD's Spine Program became the first in the nation to receive Advanced Pediatric Spine Certification from DNV Healthcare.
- Our Sterile Processing Department (SPD) earned national certification for excellence in infection prevention and surgical safety.
- We completed our Level 1 Pediatric Trauma Center re-verification, reaffirming our readiness to provide expert care to critically injured children.
- We earned a Gold Safe Sleep Certification from Cribs for Kids, recognizing our commitment to safe sleep education and practices for infants in our community.
- We launched CAR-T cell therapy, a groundbreaking therapy offering new hope to pediatric cancer patients with leukemia.
- We honored numerous team members with DAISY, PHIL, and Excel Awards, celebrating exceptional commitment to CHKD's culture of excellence.

These accomplishments are a testament to the great teamwork that defines our Patient Care Services team. We will always strive to improve outcomes, invest in our teams, and keep children and families at the center of everything we do. It is truly an honor to serve alongside such an extraordinary team of professionals.

Thank you,

A handwritten signature in black ink that reads "Kristi McGowin".

Kristi McGowin, DNP, EMBA, RN, CPNP

Vice President, Patient Care Services and Chief Nursing Officer

Guiding Our Efforts

Our Vision:

CHKD nurses deliver exceptional pediatric care to our patients and their families in collaboration with other members of the healthcare team and community partners.

Our Mission:

We are engaged, professional, and compassionate caregivers who hold patients and families at the heart of our care.

Our Values:

- Compassionate care
- Empowerment
- Professional relationships



On the cover: CHKD nurse Dallas Seitz reunites with trauma patient Parker Rose.

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CHKD Nurses: More Than a Century of Care

Children's Hospital of The King's Daughters (CHKD) has a deep-rooted history of pediatric nursing care that began with Edith Nason, the hospital's first nurse. In 1896, Nason was hired by The King's Daughters, a group of civic-minded women in Norfolk, Virginia, who formed a circle dedicated to helping sick children in their community. Nason first made home visits on foot, then by bicycle, carrying medical supplies and providing care to children who otherwise had no access to treatment. Nason's work marked the beginning of organized pediatric nursing in the region and laid the groundwork for what would eventually become CHKD Health System.

Today, CHKD nurses proudly carry forward the legacy of compassionate care established by Edith Nason and The King's Daughters. Whether serving in inpatient units, operating rooms, specialty clinics, health centers, or meeting needs in the broader community, they remain steadfast in their commitment to children and families. Guided by the same values of health, healing, and hope that defined CHKD's beginnings, our nurses play a vital role in improving the health and lives of thousands of children each year across Virginia and beyond.





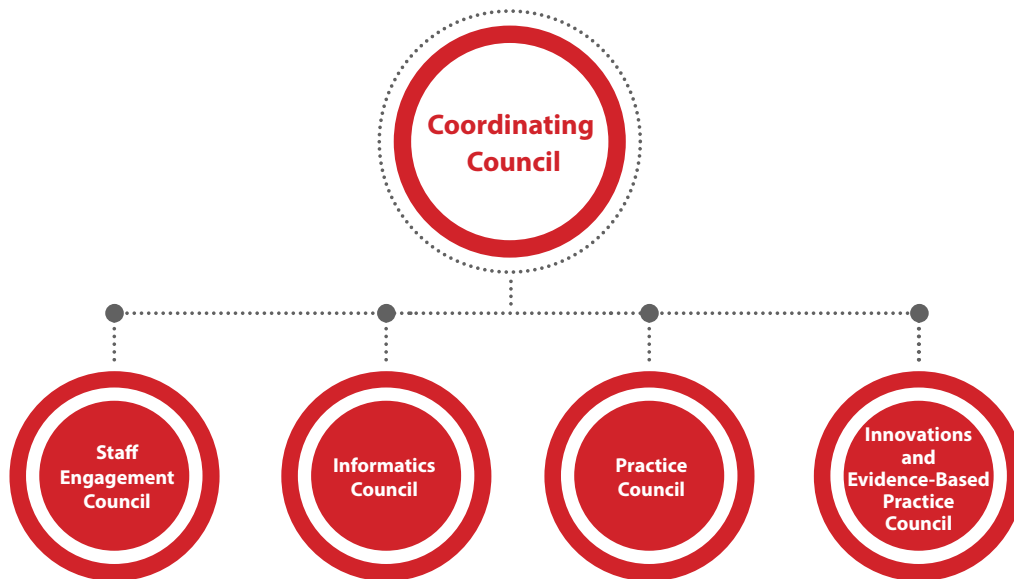
TEAMWORK

A Team Effort

Our Shared Governance Councils

Coordinating Council

The Coordinating Council brings the leaders of all the Nursing Councils within Patient Care Services together to facilitate communication and provide strategic guidance and evaluation of all council efforts.



Staff Engagement Council

The Staff Engagement Council champions our mission of promoting retention, recruitment, and professional development by identifying opportunities to recognize CHKD employees and developing strategies to increase staff involvement and satisfaction. The Staff Engagement Council plays a vital role within Professional Governance and the Patient Care Services Team.

2023-2024 Accomplishments

- **Nursing and Patient Care Services Biennial Report:** Highlighted nursing leadership, educational achievements, and contributions to patient care.
- **CHKD Cereal Drive:** Donated 14,654 servings of breakfast items to the local Food Pantry which helped provide essential meals to families in our surrounding communities.



- **Sunflower Award:** Introduced a QR code to simplify the nomination process and increase staff participation. Nominees receive a special recognition card, while winners are honored with an award presentation and a personalized Sunflower Gift Bag.
- **Professional Governance Engagement:** Connected with all Unit-Based Councils and off-campus CHKD locations to encourage and strengthen staff involvement in Professional Governance initiatives.

Employee Recognition Activities and Events

- **Staff Appreciation:** Decorated hallways for Staff Appreciation Week, Certified Nurse Appreciation, and Pediatric Nurses Week.
- **Spirit Week:** Hosted themed dress-up days to boost team spirit.
- **Employee Social:** Held a staff event at Afterglow Brewery with music, food trucks, games, and a visit from the CHKD Transport team.
- **Sunflower Awards:** Continued staff recognition through nominations and award celebrations.
- **Nursing Excellence:** Contributed to decorations and participation in the Nursing Excellence Awards.
- **Father's Day:** Collaborated with Marketing to share employee stories and photos on KDnet.
- **Summer Safety Week:** Decorated hallways and provided trauma education to staff.
- **Holiday Caroling:** Spread cheer with caroling and candy deliveries across CHKD units and offices.
- **Cereal Drive Celebration:** Rewarded the winning unit with an ice cream party.

Informatics Council

The Informatics Council works to ensure that CHKD's electronic medical record system functions in alignment with nursing roles and responsibilities and reflects best nursing practices.

2023-2024 Accomplishments

- **Inpatient - Children at High Risk (iCAHR) tool**
 - Implementation of CHKD's system for the early identification of children demonstrating signs of disease progression toward potential life-threatening complications.
- **Implementation of Capacity Management, Care View, and CCTA**
 - Teletracker was phased out with the introduction of seamlessly integrated Cerner products designed to give staff more capability and visibility of their units and patients.
- **Alaris Pump Upgrades**
 - Groundwork completed for IV pump/EMR interoperability which will save staff time and increase patient safety.
 - Refinement and consolidation of the IV drug library.
- **Mental Health Documentation**
 - Updated Mental Health and Social Work Orders and Tasks.
 - Order/task added for Coping Card completion.
 - Updated restraint site options.
 - Behavioral Event type and responses added.
 - Prolonged Restraint Huddle Task added.
- **EMR Changes**
 - Tracheostomy Check with policy hyperlink added as part of nursing safe start.
 - Dressing and Cap change history added to Nursing Handoff Mpage.
 - Neurovascular Check added to Orthopedic Admission Powerplans.

- Home Health Powerplans added for Case Management.
- Safe Sleep Environment questions added to Admission History Questionnaire.
- Additional Central Line sight options added for clear, consistent documentation across encounters.
- Pain Scale/Pain Goal updates.
- Lines/Devices: Updated Responses.
- EMR Quick Notes: updates to section names.

Practice Council

The Practice Council guides evidence-based practices throughout the Patient Care Services division. Their work is reflected in nursing policies and procedures, staff education and development, as well as patient and family education and support. The council is a conduit for frontline staff for communication of practice changes spanning product use, nursing practice changes, NI updates, and more.

2023-2024 Accomplishments

- Expanded Lippincott resources including Lippincott Professional Development, Journal CE, and Certification Prep.
- Assisted with ulnar length measurement process.
- Assisted with Allow Natural Death armband and communication process.
- Updated CVL tubing reconnection policy and practice.
- Helped with incentive spirometry policy and practice changes.
- Updated NIRS probes.
- Worked on practice guidance for ENFit conversion.

Innovations and Evidence-Based Practice (IEBP) Council

The IEBP Council promotes staff participation in evidence-based practice projects, quality improvement, and research. The council also assists with translating research findings and patient safety projects into nursing practice improvements initiatives, and provides support for unit-level initiatives.

This year marked a groundbreaking period for the IEBP Council, with remarkable progress in advancing evidence-based practices and fostering innovation across our institution.



Unit-Based Projects

Several unit-based initiatives stood out in 2024, reflecting our commitment to excellence and patient-centered care:

- **Safe Sleep Initiative:** This project focused on promoting safe sleep practices hospital-wide, improving outcomes for our youngest patients, and providing education for families and caregivers.
- **Small Baby Unit Project:** This project was a dedicated effort to enhance care for our smallest and most fragile patients. By implementing evidence-based strategies, this project aimed to improve developmental outcomes and overall health.

IEBP Day: A Major Highlight

The inaugural IEBP Day was the highlight of the year! This first-ever event served as a platform for collaboration, learning, and inspiration:

- **Global Participation:** Staff from across our hospital and around the world shared their research, quality improvement projects, and innovative practices.
- **Keynote Speakers:** Esteemed experts delivered presentations on critical topics, including:
 - Fundamentals of project planning.
 - Principles and strategies for quality improvement.
 - Cutting-edge insights into evidence-based practice.
- **Interactive Sessions:** Participants had the opportunity to engage in dynamic workshops and discussions that inspired new ideas and reinforced our shared mission of excellence.

The achievements of 2024 underscore the incredible dedication and creativity of our staff. As we look forward to 2025, the IEBP Council remains committed to fostering innovation, supporting research, and advancing evidence-based practices that benefit our patients and community.

Unit-Based Councils

7C Med/Surg Unit

The staff on 7C continue to demonstrate dedication by actively promoting the unit and hospital through initiatives focused on professional development, staff morale, and workflow improvements.

- Supported the Interdisciplinary Teaching Record Compliance Project.
- Participated in the Meds-to-Beds pilot and collaborated on PICU New Graduate Orientation.
- Enhanced workflows, policies, staff education, and patient satisfaction for diabetes care, including CMG use, insulin pumps, and ketone testing.
- Contributed to the Cereal Drive, raised \$557 through Anthem LemonAid, and adopted a local family for the holidays.
- Hosted morale-boosting events like a holiday party, spring picnic, sweatshirt distribution, paint night, and game night.
- Celebrated Resident of the Month, Doctor's Day, Respiratory Week, Environmental Services Day, and welcomed new residents.



5B/Hem/Onc, etc.

Quality Improvement

Over the past couple of years, our HemOnc UBC worked on a project to present at the 2024 Innovations and Evidence Based Practice Day. The goal of this project was to increase staff satisfaction as well as patient safety through encouraging more safe patient assignments. With this goal in mind, our UBC initiated our Acuity Tool Project. Our Acuity Tool Project ended up winning Runner Up at the 2024 Innovations and Evidence Based Practice Day!

Another quality improvement project that our HemOnc UBC has been working on is a Time to Admission Audit. This audit tracks how long it takes a patient to be admitted to the inpatient Hematology Oncology Unit once they arrive to the outpatient clinic and their orders to transfer units have been placed. This audit is a great opportunity for improvement through tracking how long it takes patients to transfer between units and identifying areas for change.



Additionally, in 2024 our team started a CAR-T Cell Therapy Program and became an approved center to offer this treatment. CAR-T cell therapy is a type of therapy used for certain types of cancer.

Staff Engagement

Our HemOnc UBC has many ways in which we promote staff engagement, like organizing holiday and seasonal lunches, holding events outside of work (like a pool party!), and creating a special sweatshirt for staff members. Our HemOnc UBC also sends out anniversary cards to staff members on their hire date each month. This is a way for the HemOnc UBC to continue to show appreciation for team members.

LemonAid Stand

Every year our HemOnc UBC hosts our own Anthem LemonAid Stand. This is a great opportunity for all HemOnc team members to volunteer if desired! In 2024 we raised \$500 at our Anthem LemonAid Stand.

HemOnc 200 Series

Every other month our HemOnc UBC facilitates a presentation to help encourage continuation of education in the HemOnc division. Topics can include professional development or clinical topics.



Other Initiatives

In February 2024, our HemOnc UBC hosted a Valentine's-themed Candygram event to promote staff bonding and boost morale. Staff members had the opportunity to send candy and personalized notes to their colleagues, creating a fun and festive atmosphere. Later in the year, we held a summer-themed gift basket activity, where staff engaged in a lighthearted raffle and seasonal celebration.

We concluded the year with the HemOnc Holiday Bake Sale, where baked goods were delivered to all inpatient units. Thanks to the generosity of an anonymous donor, we were able to share treats throughout the hospital and spread holiday cheer to staff across all units.

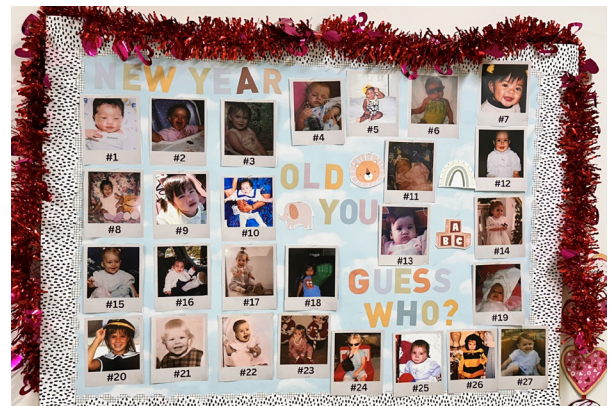
Other Community Events

Every year our HemOnc UBC helps to organize and participate in many events within our hospital as well as in the community. Some of the events include our bake sale at the St. Baldricks event, Relay for Life, and Survivor Day.

8C Progressive Care Unit

Our UBC focused on Staff Morale Projects and Events, including:

- Hot Cocoa Bar for the holidays.
- A Baby Photo Guessing Game.
- Organizing staff potlucks.
- Coordinating funds for staff experiencing life events.
- Maintaining the Staff Snack Store.
- "Safari Star" Staff Recognition Bulletin Board.



Emergency Department and MHES

- Organized morale-boosting group activities such as a dog playdate, cookout, high tea, brunch, berry picking, ED softball team, pool party, annual ED Tides game, family farm day, March Madness bracket pool, Fantasy Football League, Valentine’s Exchange, Hallowscream, Elfster gift exchange, and yearly Hospital Week events.
- Distributed work anniversary cards to staff.
- Coordinated the 2024 Holiday Toy Drive in collaboration with the Chesapeake Fire Department.
- Hired two Patient Liaisons to improve patient satisfaction in the waiting room.
- Provided 24/7 security presence in the MHES, including mental health coaches integrated into ED staff.
- Created an MHES Resource Binder through the education team.
- Designed and displayed bulletin boards and posters to celebrate various recognition weeks throughout the year.
- Trained additional staff in ultrasound-guided IV placement.

Operating Room (OR)

- Installed patient information boards in Operating Rooms to eliminate paper forms and ensure all pertinent case information is readily available.
- Celebrated the 100th kidney transplant milestone.
- Created an ICU RN report handoff sheet to improve communication during shift changes.
- Implemented a \$300,000 DLB tray system to enhance safety and quality of care for ENT patients.
- Raised over \$460 for pediatric cancer research through the annual Lemonade Stand event.

OR – Concert Drive

The OR at Concert Drive provided education to Ecolab staff, OR staff, and Environmental Services team members to improve consistency in cleanliness.



Ecolab Cleanliness Audits

- Improvements from Q1
- Areas to focus on:
 - Light switch 14%
 - Step stool 67%
 - Arm boards 67%
 - OR table control 50%
 - Cabinet handles 60 %
 - Anesthesia Machine 60 %
 - Door handles/Push plates 67%
- Increase number of Audits Quarterly

NICU

The NICU has implemented several projects over the last two years, and bedside staff have been instrumental in putting the interventions for these projects in place. All our projects have been interdisciplinary and a true team effort.

- **Skin to Skin (S2S) Project:**

- The NICU embarked on a project in 2023 to improve skin-to-skin in the small baby unit population. This project has continued through 2024, and we have worked to increase the amount of S2S that caregivers can do with their baby. Additionally, we have shortened the time to the first S2S session; this has improved from 14 days of life to 8 days of life. Additionally, beginning in 2023, we joined an international competition with other NICUs to host a “Kangarooathon” and celebrate S2S Day on May 15.

- **Small Baby Unit (SBU) CLABSI Reduction:**

- In the 2024 SBU year, the NICU reduced CLABSIs in the small baby unit population from 18% to 0%. This reduction occurred in part to several interventions, including daily Vashe baths, creation of a sepsis tool to identify patients earlier in their sepsis course, lengthening admission antibiotic courses, SBU-specific rounds by nursing leadership, hospital nail policy, nursing skills day and focused education on CLABSI reduction, and a standardized feeding protocol for SBU patients to reduce central line days.

- **Small Baby Unit Feeding Project:**

- In 2024, the NICU initiated a new project to reduce the time to full feeds in the SBU patient population. In 2023, the average time to full feeds was 33 days and in 2024, this was decreased to 15 days. This outcome was improved with the implementation of a standardized feeding protocol and standardizing nursing practices of feeding administration.

- **Golden Hour Improvement Project:**

- The NICU has worked to improve outcomes and the time to complete admission tasks for Golden Hour patients (patients <33 weeks or 1500 grams). These admission tasks include admission hypothermia and hypoglycemia, central line insertion, antibiotic administration, and time to isolette top down. One of the biggest achievements has been the time to antibiotic administration, which decreased from 1 hour and 35 minutes (January 2024) to most recently, 1 hour and 23 minutes. Additionally, the time to isolette top down decreased to 1 hour and 25 minutes (January 2024) to just 55 minutes most recently.

- **The Tiny Baby Collaborative:**

- Our Small Baby Unit was accepted into The Tiny Baby Collaborative, which is an elite group of international hospitals (roughly 35) that not only have the desire to care for 22-23 weekers, but also have the best outcomes. Without our bedside staff and team of interdisciplinary team members who care for these tiny babies, we would not have been accepted into an international collaborative like this.

- **Admission Documentation Project:**

- The NICU Teaching Documentation Workgroup has been working for the past year to improve the documentation of parent teaching done from admission to discharge. Audits were used as our means of tracking progress. Nurses were re-educated on proper documentation process and various tools such as an admission video and checklists were created to make the process easier. Currently, we are maintaining about 79% of admission teaching being documented in the first week of life which is increased from 39%. We are continuing to work on all aspects of the discharge teaching process but have shown improvement in all areas. Next steps will include improving teaching documentation throughout the entire stay.

- **Developmental Team Updates:**

- The NICU Development Team has worked diligently to create a continuum of care. We round weekly with a developmental pediatrician and neonatologist as well as members of therapy teams and follow-up clinic to discuss the ongoing development of our infants and provide medical and developmental recommendations for optimal care.
- Implementation of Munch and Learn sessions where members of the Development team provide education on a variety of NICU - specific topics by going to each pod and sometimes bedside to bedside. This education is provided monthly to both A shift and B shift staff. Some of the education provided this past year has included developmental positioning, how to utilize our social work team, safe sleep, appropriate use of developmental aides, and the importance of cycled lighting when appropriate.
- We began training for certification in Trauma Informed Care (TIC) with the goal of utilizing information and strategies to help us to become a trauma informed staff. We are working on strategies for rolling out this education to staff and have shared information and videos related to TIC in our monthly staff meetings.
- We completed a family centered care survey as part of our membership on an International Family Centered Care taskforce and will be meeting with leadership of that taskforce to discuss and implement strategies for improving family centered care in our NICU.
- We are successfully trialing a Small Talk Device in our NICU that will give families the ability to have recorded messages played for their little one when they are unable to be present at bedside.

- **Unit-based Education:**

- Mock Codes: The NICU has held many interdisciplinary mock codes with debriefs during both A and B shifts. Scenarios for the mock codes were created based on relevant patient diagnoses (i.e. septic shock, supraventricular tachycardia, tracheostomy decannulation) or safety alerts occurring at the time of the mock code (i.e. unplanned extubation).
- Skills and Training: All nursing staff participate in an annual skills day where they participate in a mock code and receive training on resuscitation skills. Additionally, all nursing staff attended a class on tracheostomy and gastrostomy tube care, which included a mock code and review of emergency scenarios.

Engagement Activities:

Neonatal Nurse's Week: Neonatal Nurses' Week was held in both September 2023 and September 2024. For both years our Staff Engagement Council has celebrated the hard work and tireless efforts of our nurses. We planned a little treat or event for every day each week. We provided an ice cream bar and a coffee bar. Management and the Family Advisory Council put together sweet treats for the staff. Each year we have a wear your favorite NICU t-shirt day and a fun game that allows the staff to win a prize. We also decorate the walkway with pictures of our NICU grads and how far they have come (with permission from family), as well as lots of pictures of our staff and the things we have accomplished throughout the years.

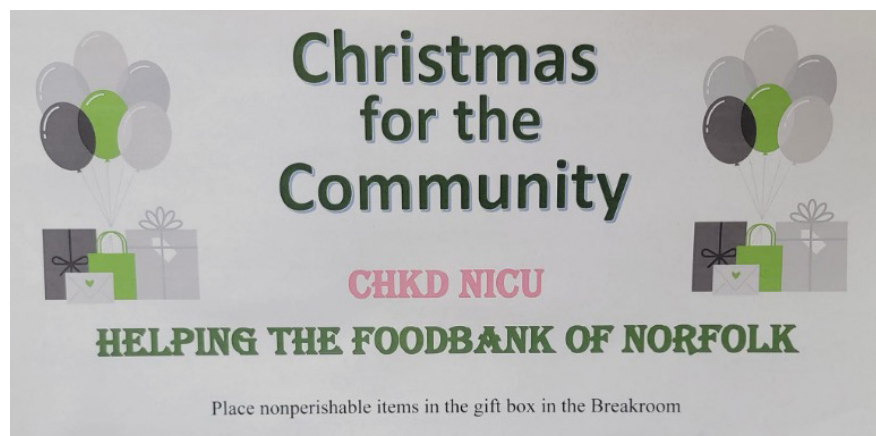
T-Shirts: Over the last two years we have done many unit-wide t-shirts to get the staff ready for the holidays, neonatal nurses' week, or just a change in the seasons. Some of the shirts are even designed by the staff in a unit - wide contest with the winner getting a free t-shirt!



NICU Night/Days Out: Throughout 2023 and 2024, SEC created many events for the staff to come to outside of work. Many of these events allowed for spouses, friends, and children to come and join in the fun. In 2023, we went to the Plant Bar as well as the Tides game. In 2024, we did an outing to Circuit Social and a Beach Day Trip. Our most attended events were the Tides Game and the Beach Day Trip. For 2025, our goal is to host two more outings for the staff to get together!

Christmas Activities: During Christmas, the SEC always puts on the “5 Days of Christmas.” Throughout this period, we always host fun events like cookies and cocoa, a sock exchange, bauble bobbing, tacky sweaters, PJ days, and more. We always look forward to this time of year and spend a lot of time talking to our management about ways to make it better.

Christmas for the Community: For the last two years, we’ve made it a priority to give back to our CHKD community during the holiday season. In 2023, we organized a mass donation of goods to the Foodbank of Southeastern Virginia, one of our valued partner organizations.



Craft Cart: The Craft Cart was a new venture in 2024. We always had a little rolling cart but it was always overflowing and never organized. The nurses and the care partners LOVE to create crafts for our babies and their families. This new cart allowed for much more of that to continue. We make name signs for every baby that is admitted (since they are always listed as BB or BG) and for monthly milestones and holidays, each baby gets new footprints and handprints so that their parents can get a visual of their growth goals. It is such a joy in the unit and you will often find the cart roaming throughout as nurses pass it off for the next craft.

Appreciation and Recognition: In 2024, one of our SEC members brought to our attention World Kindness Day. For this SEC provided cards that anyone could use to write a message to someone and it really was a hit. This truly took off in our unit and we started adding a new section to our welcome board with sticky notes where anyone could write a message to someone and thank them for being kind during a rough shift or recognize them for going above and beyond. We take these sticky notes off the board right before each staff meeting so that our management can acknowledge these individuals during the meetings.

PICU



Performance Improvement:

- Led the DKA Process Review Workgroup.
- Collaborated with leadership on the AMN Healthcare traveler transition.
- Developed, managed, and implemented PICU supply room renovations.
- Oversaw and managed the beginning and ongoing phases of PICU renovations.
- Participated in the implementation of the New Graduate Nurse Residency Program in the PICU.
- Standardized PICU documentation to improve accuracy and efficiency.
- Implemented PICU PIVIE huddles for all Grade 3 and Grade 4 infiltrates.
- Improved patient assessment processes through targeted initiatives.
- Enhanced PRN medication practices as part of a performance improvement project.
- Collaborated with the Quality Department on the Throughput Project.

Staff Accomplishments:

- **Grace Figures, BSN, RN**
 - CCRN
 - Daisy Award Nomination
- **Gayle Calceta, NCP**
 - Sunflower Award Nomination
- **Mary O'Connor, MSN, RN**
 - Graduated, MSN, FNP
- **Katherine Monaco, BSN, RN**
 - CAP- CN3
- **Briana Jones, MSN, RN, CCRN**
 - CAP- CN4
 - Nominated for Nursing Excellence Award
- **Ilana Nix, MSN, CPNP-AC**
 - Nominated for Excellence in Advance Practice Nursing Award
- **Lotte Jones, CPNP-AC**
 - Nominated for Excellence in Advance Practice Nursing Award

We developed our own award for the PICU, called the PICU Petunia. The staff submits nominees and then votes anonymously and picks a PICU staff member who has gone above and beyond throughout the previous quarter. The winner receives a Petunia pin, an engraved name plate, and their picture on a plaque displayed in the unit.

- **Lindsey Anderson**, BSN, RN- PICU Petunia Award, Spring 2024
- **Dinasty Barnes**, BSN, RN- PICU Petunia Award, Winter 2024

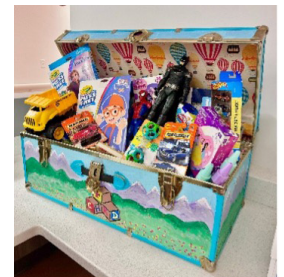
Staff Engagement Activities:

- Collected toy donations to support one of our own families in need.
- Participated as PICU bedside RNs in facilitating “PICU Bootcamp” education sessions.
- Hosted a staff engagement breakfast to promote connection and morale.
- Celebrated with a PICU Holiday Party for team bonding and festive fun.
- Organized a PICU Pumpkin Carving event to encourage creativity and team spirit.
- Provided a “Thankful for You” breakfast from leadership to show appreciation.
- Coordinated Holiday Secret Santa and mug exchanges to spread cheer among staff.

Neuroscience

Policy and Procedure

- Designed NSU patient room whiteboards.
- Created a policy for the NSU Prize Box to support infection prevention.
- Developed a policy for the NSU Playroom.
- Contributed regularly to the weekly NSU Newsletter.
- Awarded Super Safety Unit of the Year 2024.



Contributions

- Raised over \$700 for CHKD patients through the 2024 CHKD Run/Walk Fundraiser.
- Participated in the Staff Engagement Council's Annual Cereal Drive.
- Purchased four sound machines for patient rooms, and provided staff Christmas gifts.
- Maintained and donated to the NSU Clothes Closet to support patients and families in need.

Staff Morale

- Celebrated staff birthdays with Twisted Sister cupcakes.
- Organized themed lunches and staff gifts for Pediatric Nurse's Week.
- Hosted brunch for dayshift and dinner for nightshift during Neuroscience Staff Week.
- Coordinated a Secret Santa gift exchange.
- Maintained a book exchange cart for staff.
- Provided a snack cart for ongoing staff appreciation.



Staff Outings

- Organized social events including a Friendsgiving Feast, Game Night, Ladies Night at The Cavalier, family and pet-friendly outings, and the NSU Staff Pool Party.

Neuroscience Unit (NSU) Grand Reopening

Exactly seven years after first opening its doors in 2017, the Neuroscience Unit celebrated a major milestone with the grand reopening of its beautifully renovated space on January 31, 2023.

The updated unit now features 15 telemetry-monitored inpatient beds, including a dedicated Neuro Research Room to support ongoing clinical advancements. Six fully equipped EEG rooms with hardwired monitoring capabilities ensure high-quality care for patients with a range of neurological conditions.

Additional enhancements include five ceiling-mounted lift systems to promote patient safety and staff support, a welcoming family lounge, and a thoughtfully designed sensory playroom created with the needs of our neurodivergent patients in mind.



Innovative Research and Gene Therapy for Neuromuscular Conditions

- **Elevidys Gene Therapy and Research at CHKD's Neuroscience Unit**

On August 3, 2023, the Neuroscience Unit at CHKD made history by administering **Elevidys gene therapy** to the first pediatric patient in Virginia – and one of the first in the nation. This groundbreaking treatment, targets **Duchenne Muscular Dystrophy (DMD)**, a progressive neuromuscular disease.

- **Specialized Nursing and Research Expertise**

The Neuroscience Unit (NSU) nursing staff at CHKD plays a critical role in delivering cutting-edge therapies and ensuring patient safety. Our nurses are trained to administer complex medications and infusions while strictly following research protocols and maintaining detailed, accurate documentation. To support clinical research efforts, all NSU nurses involved in research studies must complete the **Good Clinical Practice for Clinical Trials** certification through the **Collaborative Institutional Training Initiative (CITI) Program**. This certification is renewed every three years, ensuring our team stays current with best practices in clinical research.



Our team works closely with:

- Clinical Research Coordinators
- Novel Therapeutics & Gene Therapy Research Coordinators
- NSU Attending Physicians

Together, we care for patients with a wide range of **neurological and neuromuscular disorders**, including:

- Migraines
- Epilepsy
- Duchenne Muscular Dystrophy (DMD)
- Spinal Muscular Atrophy (SMA)
- Limb-Girdle Muscular Dystrophy (LGD)
- CLN2 disease (ceroid lipofuscinosis type 2), also known as **tripeptidyl peptidase 1 (TPP1) deficiency**

Our patient population spans from **infancy to adulthood**, reflecting the unit’s diverse expertise and comprehensive care model. In 2023 and 2024, the Neuroscience Unit hosted **163 research visits**, reflecting our growing role in pediatric neuroscience and neuromuscular research.

Neuroscience Research Studies 2023-2024

Research Study	Treatment	Administration	Category
Amgen	Episodic and Chronic Migraines	Subcutaneous	Monoclonal Antibody
Brineura	CLN2 or TPP1 deficiency	Intraventricular (implanted device with accessible port into the CSF)	Enzyme Replacement Therapy
Elevidys	Duchenne Muscular Dystrophy	Intravenous	Gene Therapy
Embark	Duchenne Muscular Dystrophy	Intravenous	Gene Therapy
Emergene	Limb Girdle Muscular Dystrophy	Intravenous	Gene Therapy
Endeavor	Duchenne Muscular Dystrophy	Intravenous	Gene Therapy
Envision	Duchenne Muscular Dystrophy	Intravenous	Gene Therapy
FibroGen	Duchenne Muscular Dystrophy	Intravenous	Gene Therapy
Lundbeck	Episodic and Chronic Migraines	Intravenous	Pharaceutical
Onyx	Spinal Muscular Atrophy	Intravenous	Gene Therapy
Teva	Episodic and Chronic Migraines	Subcutaneous	Pharaceutical
Topaz	Spinal Muscular Atrophy	Intravenous	Gene Therapy
Sapphire	Spinal Muscular Atrophy	Intravenous	Gene Therapy
Scholar Rock	Spinal Muscular Atrophy	Intravenous	Gene Therapy
SRK	Spinal Muscular Atrophy	Intravenous	Gene Therapy
Zolgesma	Spinal Muscular Atrophy	Intravenous	Gene Therapy
245-1403	Spinal Muscular Atrophy	Intravenous	Gene Therapy

7D

2023-24 Accomplishments Include:

- Updated privilege levels and behavioral precautions policies.
- Created 7D-specific float policy for staff.
- Created 7D-specific iPad and snack policy for patients.
- Created a shift checklist for staff (ensure items stocked, cleaned, charged, etc.) for better flow.
- Held staff outings and a holiday party.
- Created and sold a Mental Health-themed t-shirt & sweatshirt.



PACU/Day Surgery

2023-24 Accomplishments Include:

- Created a new Perioperative Mission Statement in 2024:
 - Mission: To provide safe, comprehensive, and compassionate surgical care, tailored to the unique needs of each child, ensuring empowerment of families with knowledge and support throughout their surgical journey.
- Created a Preoperative checklist for staff for weekend call shifts when Day Surgery is not open to prepare outpatients for surgery.
- Prepared a Day Surgery airway box for unexpected airway emergencies in pre-op.
- Designed the Parent Navigation Tool, parent-driven tool used by families to keep track of their surgery team from registration through to discharge from PACU.
- Created an “Important Information” board for parents that is displayed in the Surgery Waiting Room.
- Held a beach cleanup event at Oceanview Community Beach.
- Raised over \$500 dollars for pediatric cancer research at annual lemonade stand.

Rehab

2023-24 Accomplishments Include:

- Fostered a positive environment for both staff and patients on the Acute Rehabilitation Unit.
- Organized staff outings over the past two years to boost morale and strengthen working relationships.
- Volunteered at CHKD events such as the Run/Walk registration and the Fall Festival for children with special needs.
- Planned, decorated, and organized the walkway for Spirit Week each year to promote National Rehabilitation Awareness Week, celebrating patients and staff contributions.
- Presented recent projects and accomplishments at Shared Governance Day on June 6, 2023.
- Collaborated with Nursing Informatics to add rehab-specific goals and interventions to the EMR, similar to IPOC.
- Continued to develop and implement new ideas and projects that support unit growth and a positive work environment.



RSIU



Transport

Technology & Operational Enhancements

- Implemented ZOLL Dispatch, a Computer-Aided Dispatch (CAD) system to improve response times and operational efficiency through automated response assignments and real-time, map-based fleet monitoring.
- Integrated ZOLL Dispatch with the ZOLL EMS solution suite to streamline communication between dispatchers and crews and optimize resource utilization.
- Installed 5G Wi-Fi routers in three ambulances to improve connectivity for remote charting, EKG uploads, and real-time vital sign transmission to the cloud – enhancing speed and accuracy of patient care reports.

Team Rebranding

- Rebranded the EMS team as the **Mobile Intensive Care Unit (MICU)** to better represent the advanced level of care provided by skilled paramedics, nurses, and respiratory therapists.

Transport Volumes

- Completed **1,585 transports in 2023**, with Riverside Regional Hospital as the top customer (124 patient transfers).
- Completed **1,550 transports in 2024**, with CHKD Tech Center leading (170 transfers from the urgent care center).

Trauma

- In October 2024, CHKD received successful designation renewal during our triennial trauma center designation site visit by the Virginia Office of EMS. We continue to be the regions only Pediatric Level 1 Trauma Center.
- Trauma Services has provided injury prevention education throughout the Hampton Roads community with a specific focus on child passenger safety. In 2023, a partnership between CHKD's Child Passenger Safety Program, Trauma

Services, and Mileone Auto brought multiple car seat distribution and education events throughout Hampton Roads and Northeast North Carolina.

- In 2023, 128 new cars seats were distributed and expertly installed by Certified Child Passenger Safety Technicians from CHKD and the community.
- In 2024, 104 new car seats were distributed and expertly installed by Certified Child Passenger Safety Technicians from CHKD and the community.
- In October 2023, Trauma Services participated in the 33rd annual Children's Festival providing child passenger safety education and booster seat demos.
- In the Spring of 2023, CHKD was awarded a grant from the United Way. These funds allowed for the free gunlock program which began in the ED to expand to CHKD pediatrician offices and CHKD Urgent Care Centers. More than 16,000 gunlocks have been distributed since July 2023.
- In 2024, Stop the Bleed training was expanded into the community to include students at Grassfield High School, staff at Chesapeake Bay Academy, and Girl Scouts of the Colonial Coast.
- A partnership with CHKD's Emergency Management allowed for the Stop the Bleed program to be combined with the Active Threat Course beginning in October 2024. This collaboration has prepared more than 75 clinical and nonclinical staff members to recognize and respond to bleeding emergencies.
- In our continued efforts to grow and strengthen our relationships with our EMS community partners, Trauma Services provided pediatric trauma education to EMS providers at the 2023 Tidewater Healthcare Education Expo and to Norfolk Fire & Rescue and Virginia Beach EMS in the spring and summer of 2024. Every May during EMS week, Trauma Services provides EMS providers with goody bags and a raffle prize.
- In May 2023, the 7th Annual Eastern Pediatric Trauma Conference was held in-person with nearly 100 in attendance. The 8th Annual conference was held on campus at Waitzer Hall in May 2024, and a virtual option was introduced. More than 200 attendees participated.
- Trauma Services and CHKD's Transport Team represented CHKD at the 37th & 38th Annual Grand Illumination Parade in Downtown Norfolk.

Respiratory Therapy

Staffing & Coverage

- Current team includes 37 respiratory therapists and approximately 13 travelers.
- Coverage provided across all areas of the hospital, with staffing by acuity and shift:
 - PICU: 2 therapists
 - NICU: 3-4 therapists
 - General Care: 1-2 therapists
 - Emergency Department: 1 therapist
 - Charge therapist on each shift

Unit-Based Council (UBC)

- Launched a Respiratory Care UBC in 2024, creating a platform for staff to engage and address department-specific issues.
- UBC discussions have led to actionable improvements, including the implementation of bedside report to enhance shift change accountability.

Recognition & Certifications

- **Phil Award Recipient:** Kristen Thomasson, December 2023
- **Advanced Certifications – Neonatal-Pediatric Specialist (2023–2024):**
 - Taylor Carr
 - Amelia Herbert
 - Taylor Moneypenny
 - Jessica Salmon
 - Kate Gordon

Expanded Role: Patient Education

- With the closure of the Transitional Care Unit, a patient educator role was added to the respiratory team.
- Natalie Monson now leads education efforts for parents of tracheostomy patients and provides asthma education for families of admitted asthma patients.

NICU Quality Initiative: Unplanned Extubations

- In response to an increase in unplanned extubations in the NICU during 2023 through late 2024, the team joined an SPS initiative to reduce these events.
- After research and collaboration with NICU nursing, changes were made to both the ET tube securement method and process.
- These efforts significantly reduced unplanned extubation rates, demonstrating strong interdepartmental teamwork.

ECMO

The CHKD ECMO program has been active since June 2018, when the hospital became a member of the Extracorporeal Life Support Organization (ELSO), an international nonprofit consortium that supports ECMO providers through education, guidelines, research, and a comprehensive patient registry. Since joining ELSO, CHKD has supported 61 patients with ECMO, consistently achieving strong outcomes compared to the global ELSO community. In 2021, CHKD was recognized as a Silver Level Center on the Path to Excellence in Life Support, and in 2024, the program advanced to Gold Level Center of Excellence, reflecting a strong commitment to quality care, education, patient satisfaction, and clinical excellence.



TEAMWORK

In recent years, the ECMO team – alongside intensivists, surgeons, nurses, respiratory therapists, perfusionists, pharmacists, and ECMO specialists – has expanded its capabilities, including successfully managing an awake, extubated ECMO patient participating in early mobility. The team has also launched quarterly multidisciplinary M&M rounds to review cases and foster improvement and introduced a Journal Club to support continuing education and collaborative learning.

Looking ahead, the program is initiating quality projects focused on transitioning to Bivalirudin as the primary anticoagulant and reducing pressure injuries in the sickest patients. An education program for bedside nurses caring for ECMO patients is nearing completion, with implementation planned for early 2025, along with enhanced didactic and hands-on training for PICU providers.

New Grad Residency Program

CHKD offers a comprehensive New Graduate RN Residency Program designed to support newly licensed registered nurses (RNs) as they transition from student to professional nurse. Since starting the program in 2019, roughly 475 new graduate nurses have completed the NGRP program at CHKD.

Program Highlights:

- **Monthly Professional Development Sessions:** These sessions focus on enhancing clinical skills, expanding nursing knowledge, and fostering professional growth.
- **Networking Opportunities:** The program facilitates connections among peers and nurse leaders, promoting a supportive community and collaborative environment.

Program Goals:

- **Enhance Knowledge, Skills, and Abilities:** Equip new nurses with the competencies required for effective patient care.
- **Facilitate Transition and Socialization:** Ease the adjustment into new roles and the hospital environment.
- **Increase Job Satisfaction and Engagement:** Promote a fulfilling and committed nursing career.
- **Improve Retention Rates:** Encourage long-term employment within CHKD.

NGRP Core Competencies:

- Patient and Family Connection
- Quality and Safety
- Informatics and Healthcare Technologies
- Evidence-Based Practice and Quality Improvement
- Personal, Professional, and Leadership Development



CHKD Overall Outcomes						
as entered in ELSO data registry						
Patient Category:	Total Runs:	Survived ECLS:		Survived to discharge/transfer:		ELSO Survival:
Adult						
Cardiac	1	1	100%	0	0%	47%
Pediatric						
Pulmonary	24	20	83%	19	79%	62%
Cardiac	7	6	86%	6	86%	56%
ECPR	6	4	67%	4	67%	41%
Neonatal						
Pulmonary	19	15	79%	13	68%	72%
Cardiac	4	4	100%	4	100%	45%
Total	61	50	82%	46	75%	54%



PROFESSIONAL PRACTICE

CHKD's Nursing Education and Advancement Programs

Clinical Advancement Program

CHKD's clinical advancement program (CAP) encourages, values, and rewards professional development and advancement for the clinical nurse. To be considered for advancement, nurses submit detailed portfolios enumerating activities and achievements in each pillar of relationship-based care.

Listed on the following pages are nurses from the Patient Care Services division who advanced through CAP.

2023 CAP

Clinical Nurse 3

Aaron Kondor - OPSC
 Alexandra Egress - 5B
 Amanda Kautz - CCBDC
 Ashley Corpuz - PACU/DS
 Autumn Shands - PACU/DS
 Barbara L'Abbe - OR
 Chelsea Kipp - NICU
 Chloe Batton - NICU
 Christopher Cannon - Transport
 Cindy Shelton - RSIU
 Denisa Vaughan - 5B
 Eliza Navarro - 7C
 Hannah Estes - 7C
 Hannah Harris - NICU
 Jamalia Thomas - RP
 Jean Ortega - Rehab
 Jennifer Pribesh - PACU/DS
 Kasey Gipson - NICU
 Kellie Blackwelder - OPSC
 Kelly Wiggins - 7C

Kristin Sales - PACU/DS
 Leah Spicer - NICU
 Madison Farrar - Inpt Rehab
 Mariellen Poynter - NICU
 Megan Perry - PACU/DS
 Megan Yeo - ED
 Rachel Snyder - NICU
 Rebecca Roenker - ED
 Sheryl Spillane - PACU/DS
 Venezia Laguerre - NICU
 Yvonne Swisher - NICU

Clinical Nurse 4

Afton Britt - CDSC
 Audrey Nolasco - Transport
 Belinda Bordeaux - VAT
 Cecilia Sotomayor - ED
 Erin Arthur - PACU/DS
 Hannah Shaw - OR
 Jacqueline Hedrick - 5B
 Jenifer Keech - PASC

Jennie Spears - ED
 Karen Hancock - NICU
 Katherine Colvin - CDSC
 Kathleen Bailey - NICU
 Kelly Ann Talley - Transport
 Lisa Calascibetta - PACU/DS
 Lisa Stephens - NICU
 Lynne Enneking - OPSC
 Mackenzie Ketchum - 5B
 Margaret Beaver - 7C
 Maria Giddens - CDSC
 Maureen Lowther - 5B
 Morgan Pittman - NICU
 SaFonya Miller - PACU/DS
 Sarah Davis - 8C
 Taryn Mathers - NICU
 Taylor Hannah - NICU
 Teresa Black - CCBDC
 Tiffany Minor - PASC

2024 CAP

Clinical Nurse 3

Aaron Kondor - OPSC
 Alexandra Egress - 5B
 Ashley Corpuz - PACU/DS
 Ashley Montoya - PACU/DS
 Autumn Shands - PACU/DS
 Barbara L'Abbe - OR
 Chloe Batton - NICU
 Christopher Cannon - Transport
 Delani Beilsmith - ED
 Denisa Vaughan - RP
 Eliza Joy Navarro - PACU/DS
 Hannah Estes - 7C
 Hannah Harris - NICU
 Hannah Min - ED
 Heather Killion - CCBDC
 Jamalia Thomas - RP
 Kasey Gipson - NICU
 Katherine Lombardi - PACU/DS

Katherine Monaco - PICU
 Madison Farrar - Rehab
 Megan Yeo - ED
 Rachel Milcarek - PACU/DS
 Rebecca Roenker - ED
 Sheryl Spillane - PACU/DS
 Yvonne Swisher - NICU

Clinical Nurse 4

Afton Britt - CDSC
 Amanda Kautz - CCBDC
 Audrey Nolasco - Transport
 Belinda Bordeaux - VAT
 Briana Jones - PICU
 Erin Arthur - PACU/DS
 Hannah Shaw - OR
 Jean Ortega - Rehab
 Jenifer Keech - PASC
 Jennie Spears - ED

Jennifer Pribesh - PACU/DS
 Julianne Bell - ED
 Katherine Colvin - PASC
 Kathryn Graham - Transport
 Kristin Sales - PACU/DS
 Leanne Elliott - OR
 Lisa Calascibetta - PACU/DS
 Lisa Stephens - NICU
 Marci Manwiller - NICU
 Margaret Beaver - 7C
 Maureen Lowther - 5B
 Morgan Pittman - NICU
 SaFonya Miller - PACU/DS
 Stacy Divers - NSU
 Taryn Mathers - NICU
 Taylor Hannah - NICU
 Teresa Black - CCBDC
 Tiffany Minor - PASC
 Venezia Laguerre - NICU

Certifications

2023

Kendra East, BSN
 Kasey Gipson - Certified Neonatal Intensive Care Nurse (RNC-NIC)
 Evgeniya Goncharova, BSN
 Karen Hancock, MSN
 Amanda Kautz - Certified Pediatric Nurse (CPN)
 Sabrina LaFountain, BSN
 Alexis Mares, BSN
 Lauren Matthews, BSN
 Monica May Lombos, MSN
 Madison McGrath - Certified Pediatric Nurse (CPN)
 Zachary Miers, MSN
 Rebekah Mooneyhan, BSN
 Alison Nati, MSN
 Amy Peacock, MSN
 Sakira Perser, BSN

Pamela Plucinski, DNP
 Mariellen Poynter, MSN
 Kendra Pyle, BSN
 Blake Reeder - Certified Pediatric Nurse (CPN)
 Andrew "AJ" Scott, MSN
 India Seymore, AND
 Anna Simon, DNP, MBA
 Rachel Snyder, MSN
 Jonathan St. Julien
 Aubrey Todd, MSN
 Alicia Vasquez, AND
 Alexis Yeiter, BSN

2024

Crystal Barreto - Extremely Low Birthweight Certification (C-ELBW)

Chloe Batton - Certified Neonatal Intensive Care Nurse (RNC-NIC)

Anna Eckhardt, DNP

Robert Ericson - Certified Pediatric Hematology Oncology Nurse
(CPHON)

Kasey Gipson - Extremely Low Birthweight Certification (C-ELBW)

Paige Jarvis, BSN

Briana Jones - Certified Critical Care Nurse (CCRN)

Jaemie Katipunan , MSN

Amanda Kautz - Certified Pediatric Hematology Oncology Nurse
(CPHON)

Amy Key, BSN

Heather Killion - Certified Pediatric Hematology Oncology Nurse
(CPHON)

Venezia Laguerre - Certified Neonatal Intensive Care Nurse (RNC-NIC)

Jennifer Mann - Certified Pediatric Hematology Oncology Nurse
(CPHON)

Lisa Miller, MSN

Bailey Moore, LPN

Mary O'Connor, MSN

Michelle Rice, BSN

Laura Stewart , MSN

Erin Stricklan , MSN

Denisa Vaughan - Certified Wound Ostomy Nurse (CWON)

Jasmine Washington - Certified Pediatric Hematology Oncology
Nurse (CPHON)

Hope Williams, MSN

Patrick Willis, BSN

Competency Assessment

The “Reimagining Competency Assessment and Management” project at Children’s Hospital of The King’s Daughters (CHKD) began in 2022 to address inconsistencies in nursing competency management, which previously relied on an individualized, paper-based tracking.

To standardize this process, the Clinical Practice & Education Specialists (CPES) implemented the Donna Wright Model. They developed an electronic checklist for core competencies, initially trialed in a few departments before expanding. This change improved consistency and accountability across departments.

Surveys collected from preceptors highlighted areas for improvement, such as login challenges. As a result, modifications were made, including Single Sign-On (SSO) integration. Changes have been made to the core competencies and unit-based competencies directly related to feedback received from the surveys completed by preceptor. We continue to explore any potential link between this change to job satisfaction for preceptors and overall job satisfaction. The project continues to evolve through monthly meetings, surveys, and collaboration with department leaders, ensuring ongoing competency development and process refinement.

Nursing Continuing Professional Development (CNE)

Each year, CHKD supports the professional growth of its nurses through the provision of various professional development opportunities. CHKD is an approved provider of nursing continuing professional development through the Virginia Nurses Association, which is accredited by the American Nurses Credentialing Center’s Commission on Accreditation.

In 2023, CHKD facilitated 297 nursing continuing professional development activities, awarding over 10,381 contact hours to 3,587 nurses. In 2024, CHKD offered 290 individual professional development activities and awarded more than 11,476 contact hours to 4,457 nurses.



CARE DELIVERY

Honoring Exceptional Care Delivery

Social Comments

Throughout 2023 and 2024, families of patients posted on the CHKD Facebook page, sharing their appreciation and acknowledging many staff and departments by name.

Congratulations to Teresa Black (pictured at center), a longtime registered nurse with CHKD's hematology and oncology program who was named a 2023 Health Care Hero by **Inside Business**. Teresa has worked for decades to make life better for CHKD pediatric cancer patients, their families, and the community! The 2023 winners pictured with Teresa are, from left to right, Dr. Carl St. Remy, pediatric orthopedic surgeon and medical director of CHKD's spine and scoliosis program; Sarah Mielke, a CHKD volunteer for the past 23 years; Teresa; Dr. William Owen, pediatric hematologist and oncologist, and medical director of the sickle cell program at CHKD; and Dr. Carl Petersen, chief of mental health services.



Rayanne Maurice

So many familiar faces. I love the oncology (hemonc) team. They are wonderful people with beautiful souls. 🧡🧡🧡🧡

[Like](#) · [Reply](#) · [Message](#)

Lewis C McNeal

My 23 weeker survived thanks to the amazing nurses and staff at CHKD.

[Like](#) · [Reply](#) · [Message](#)

Denise Baumgarten Shetty

CHKD hematology oncology has a special place in my heart because they treated my son for Wilms tumor when he was eight he is now 37. I am a former CHKD nurse.

[Like](#) · [Reply](#) · [Message](#)

Angela Flanigan

The neuroscience floor is our favorite floor 🥰 everyone, during every visit, has always been amazing.

[Like](#) · [Reply](#) · [Message](#)

Hannah-rose Carmona

We are here now and yall are beyond amazing!!!! 🥰... thank you for doing your job above and beyond and being a light in a scary time for our munchkins ❤️

[Like](#) · [Reply](#) · [Message](#)

Julie Drake Oglesby

So many wonderful nurses at CHKD! A nice place to work as well! So proud of all that you do!

[Like](#) · [Reply](#) · [Message](#)

Amanda Mizelle

Love our nurses at the CHKD Craniofacial Clinic! Sweet, caring people and so glad they're ours.

[Like](#) · [Reply](#) · [Message](#)

Susis Wright Webb

We were blessed with so many wonderful, loving nurses that went above and beyond their calling! Thank you CHKD nurses!!

[Like](#) · [Reply](#) · [Message](#)

CHKD Celebrates 20 Years of Student Nurse Extern Program

From May to July 2024, Children’s Hospital of The King’s Daughters (CHKD) proudly hosted 18 student nurse externs as part of its longstanding Nurse Extern Program. Celebrating its 20th year, the program continues to provide valuable hands-on experience for nursing students while allowing them to earn as they learn.

Throughout the summer, each extern was placed in one of CHKD’s many specialized units, working closely under the guidance of a dedicated nurse preceptor. The program is designed to expand students’ clinical knowledge, strengthen their confidence, and offer a unique opportunity to learn in a supportive, pediatric-focused environment.

For two decades, CHKD’s Nurse Extern Program has played a vital role in shaping the next generation of compassionate, skilled nurses.



 Shaquana Bethea TCC 8C	 Kelly Clark Sentara Rehab	 Brandelyn Clements Sentara NICU	 Allison Coleman JMU PICU	 Meghan Cosby TCC NICU	 Alexia Digges LSU Neuroscience
 Kathryn Doss Sentara MHES	 Kurstie Gant Nazareth College NICU	 Princess Hicks VPCC PACU/DS	 Olivia Ladehoff JMU ED	 Caroline Morgan ECU ED	 Madison Peluso JMU 5B
 Evelyn Robins JMU 7D	 Madeline San Diego JMU PACU/DS	 Ella Smith USC PICU	 LaQuinta Thibodeaux Sentara 7C	 Madeline Wrubel USC NICU	 Oneida Zavala Enamorado New York University 7C

CHKD Expands Academic Partnerships to Advance Pediatric Nursing Education

Over the past two years, Children’s Hospital of The King’s Daughters (CHKD) has significantly expanded and strengthened its academic partnerships with nursing schools, reinforcing its commitment to educational excellence and the development of highly skilled pediatric nurses.

These growing collaborations are designed to enhance clinical training, support workforce development, and meet the increasing demand for pediatric care providers. CHKD’s continued investment in academic innovation reflects its mission to advance pediatric healthcare through education and professional growth.

Key Accomplishments (2023–2024):

- Strengthened formal affiliation agreements with several nursing schools, with a focus on graduate-level programs.
- Expanded geographic reach to support local and regional workforce development.
- Hosted a total of 1,102 student nurses at the main hospital – 458 in 2023 and 644 in 2024 – across ADN, BSN, and MSN programs.
- Provided 83 student nurse preceptorships – 41 in 2023 and 42 in 2024.
- Supported clinical placements for graduate-level specialties, including Neonatal and Pediatric Nurse Practitioner, Nurse Anesthetist, Nursing Leadership, Nursing Education, and Nursing Informatics.

Through these academic partnerships, CHKD is helping shape the future of pediatric nursing by creating meaningful learning experiences and cultivating a strong pipeline of skilled, compassionate professionals dedicated to children’s health.

Nursing Excellence Awards 2023-24

CHKD proudly recognizes outstanding nursing practice and dedication through the 2023 and 2024 Nursing Excellence Awards.

2023:



Jacquelin Hedrick, 5B
Outstanding New Nursing
Employee



Heather Bradley, NICU
Outstanding New
Graduate Nurse



**Tiffany Minor, Concert
Drive Surgery Center**
Excellence in Collaboration



Shannon Jones, NICU
Excellence in Commitment
to CHKD

2023 (continued):



Marti Bevan, Nursing Informatics

Excellence in Nursing Administration



Katelyn Hildreth, Clinical Practice and Education

Excellence in Nursing Professional Development



Heather Bamford, CCBDC

Excellence in Clinical Inquiry



Renee Freeman, Diabetes Program

Excellence in Response to Diversity



Leah Spicer, NICU

Excellent Facilitator of Learning



Katherine Monaco, PICU

Excellence in Clinical Judgement



Anne Kesner, Chaplaincy Services

Excellent Friend to Nursing



Teresa Black, CCBDC

Edith Nason Excellence in Nursing

2024:



**Lydia Rudiger, 11th Floor
Children's Pavilion**

Excellent New Graduate
Nurse



Danielle Clement, 5B

Excellence in Relationship
Based Care



**Blake Reeder,
Neuroscience**

Excellent Nurse Preceptor



**Amanda Pellerito,
Neuroscience**

Excellence in Nursing
Leadership



**Erin Stricklan, Clinical
Practice and Education**

Excellence in Nursing
Professional Development



Ilana Nix, PICU

Excellence in Advanced
Practice Nursing



Ritika Kaloji, 7D

Excellent Friend to Nursing



Karen Via, Craniofacial

Edith Nason Excellence in
Nursing Practice

DAISY Award Winners

Individual

2023



Hannah Wheeler
7C



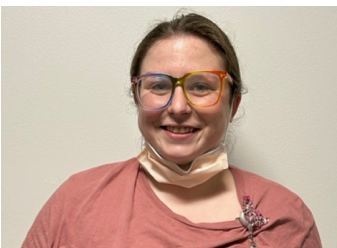
Alyssa Steiner
Neuroscience



Kylani Rabens
5B



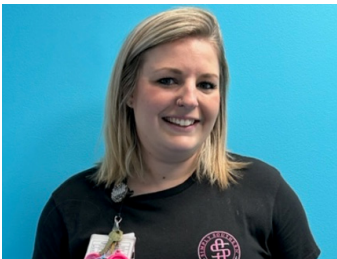
Yasmine Lopez
Resource Pool



Michelle Sheppard
Neuroscience



Lorraine Oliver
CP 11th Floor



Amanda Kautz
CCBDC



Maggie Calderwood
8C



Jonathan St. Julien
NICU



Katie Harris
7C



Chelsie Walker
Child Advocacy



Adria Branchesi
ED



Pamela Ackerman
Gastro



Dana Culbertson
7C



Amy Wilson
NICU



Alex Lunsford Resource
RSIU

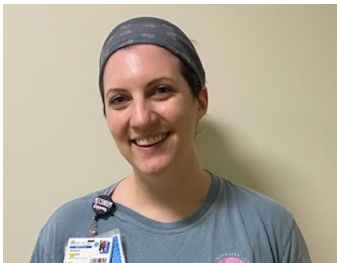


Hannah Harden
NICU

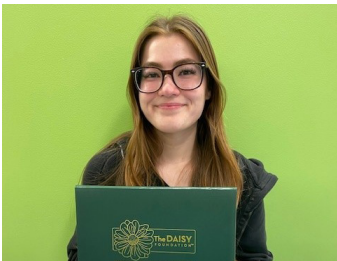
2024



Molly Lowther
5B



Michelle Enriquez
NICU



Alexis Yeiter
5B



Jessica Garcia
Gastro



Joyce Spence
Partial Hospitalization
Program



Drew Kee
Resource Pool



Morgan Kasulaitis
NICU



Anna Lisa Felt
7C



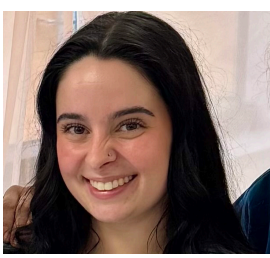
Kendra East
NICU



Heather Bamford
CCBDC



Garrett Swanger
NICU



Brianne Barboza
Neuroscience



Bradi Sabo
5B



Chloe Koehr
7C

Team:



7D Nurses
2024

Leader:



Jennifer Pierson
2023



Lisa Urquhart
2024

PHIL Awards

PHIL Award Winner



Kristen Thomasson
2023

2023-2024 Sunflower Awards



January 2023
Jonathan “Andy” Carter
Athletic Trainer (Clinical Outreach)



April 2023
Ebony Johnson
Nursing Care Partner (7C)



December 2023
Samantha Marsh
Physical Therapist (Oyster Point)



January 2024
Laurann Jones
Food Service Worker (KD Café)



April 2024
Alexus Parker
Office Supervisor (Pediatric Associates of Williamsburg)



July 2024
Melanie Sears
Medical Social Worker (CHKD Main Hospital)



August 2024
Sabrina Davis
Housekeeper (CHKD Main Hospital)

Celebrating Growth and Innovation at CHKD's Children's Pavilion: 2023–2024 Milestones



From new program launches to community recognition, the past two years have marked significant progress and celebration at CHKD's Children's Pavilion. As a center for pediatric mental health care, the Pavilion continues to expand services, strengthen partnerships, and foster a vibrant, healing environment for patients and families.

2023 Highlights

The year began with major milestones, including the one-year anniversary of Unit 7D and the official opening of the Partial Hospitalization Program (PHP). In January, CHKD's Child Advocacy Center (CAC) staff were invited to Richmond by the Virginia Attorney General to contribute to statewide efforts addressing human trafficking. Their input helped identify service gaps and define the evolving role of CACs in protecting vulnerable children.

February brought the launch of the GAP Integrated Mental Health Clinic for pediatric residents and the relaunch of the Bridge program as the Bridge Crisis Clinic. That same month, CHKD initiated a key partnership with EVMS Psychiatry and Behavioral Sciences to support transitional-age youth and improve continuity of care as patients move from pediatric to adult psychiatric services.

In April, the CAC was honored by the Victim Witness Assistance Program (York/Poquoson) with an award for Outstanding Services to Crime Victims.

May marked Mental Health Month, celebrated with a series of events and activities that engaged over 100 participants across the Pavilion's service lines. By July, CHKD had launched its Psychiatry Fellowship Program and admitted the first patient to the Neurodevelopmental Treatment (NDT) unit, a critical step in addressing complex developmental and behavioral health needs. October saw the one-year anniversary of the Pavilion's inpatient unit and the first annual Halloween Parade, both of which were celebrated again in 2024!

2024 Highlights

The momentum continued into 2024. In January, the Pavilion celebrated the two-year anniversary of Unit 7D and the one-year anniversary of the PHP. In May, as part of Mental Health Month celebrations, CHKD held its Rising Star Awards, recognizing team members making exceptional contributions to mental health care.

October marked the two-year anniversary of the inpatient unit and the second Annual Halloween Parade, now a cherished tradition, and in December, the Pavilion wrapped up the year with a festive Winter Scavenger Hunt, led by Chaplain AJ Byers, bringing joy and community spirit to patients and staff alike.

Looking Ahead

CHKD's Children's Pavilion continues to grow as a leading center for pediatric mental health, driven by innovative care, strong community partnerships, and a dedicated team. These milestones from 2023 and 2024 reflect not only achievements but the hospital's unwavering commitment to improving the lives of children and families across the region.



IMPACT

Support U

In all medical settings, errors and adverse events occur despite everyone’s best efforts. It’s not uncommon for team members involved in stressful cases to experience a range of complex feelings similar to post-traumatic stress disorder.

Fortunately, early peer-to-peer support often helps those involved in adverse events cope with their stress. CHKD has offered Support U, a three-tiered model of support for team members who have experienced the kind of event that can lead to second victim syndrome, job-related stress, and burnout.

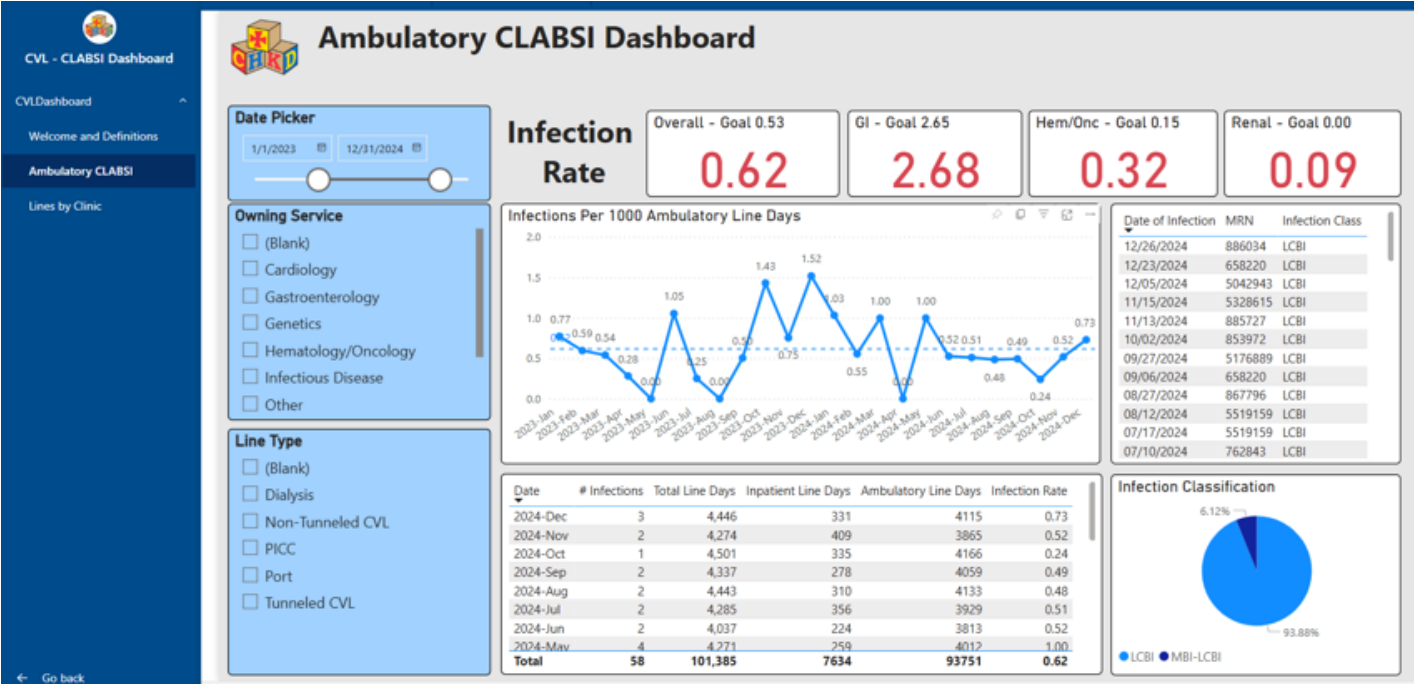
Support U was launched in 2016, and we have trained 208 peer supporters who remain active. More than 300 peer encounters have been documented, along with multiple other informal interactions.

Ambulatory CLABSI Project

Summary: A quality improvement project focused on decreasing central line-associated bloodstream infections (CLABSI) in our ambulatory patient population through problem solving and root cause analysis. We started by focusing on the patient population with the highest rate of infection, the intestinal failure population with the goal to spread any interventions to other specialty areas.

Interventions

- Collect accurate ambulatory patient central line information
- Calculate ambulatory CLABSI (A-CLABSI) rates for GI, HemOnc, and Renal areas and display on PowerBI dashboard



- Test and implement a new Central Line Education Program which includes the following elements:
 - Initial education
 - Caregivers view videos (created with Marketing and made available on CHKD YouTube playlist for central line care)
 - 1.5 to 2 hours hands-on education with vascular access team member

- Teachback/demonstration using caregiver checklist
- Review post-discharge follow-up plan
- Handouts created for various components of central line care given to families prior to discharge with a central line
- Post-discharge Follow-up
 - 24/48 hours, 7 days, 14 days, 30/45 days, 90 days
 - If admitted with CLABSI during this time, education begins again
 - 90-day follow-up survey
 - Coordinated with case management, GI social work, NICU and home health agencies
- Central line issues log workflow
- Electronic A-CLABSI huddle workflow
- Currently working to further automate the collection of central line information through the electronic medical record to improve efficiency and accuracy in data collection, line day calculation and infection rate calculations for both inpatient and ambulatory populations.

Safe Sleep



Dear CHKD Employees

This month, we celebrate our Gold Certification in Safe Sleep at CHKD! With over 1,300 infant lives lost annually to Sudden Unexpected Infant Death Syndrome (SUIDS), CHKD is committed to spreading awareness and enhancing practices to create a safer environment for our youngest patients.

Safe Sleep Overview

Led by our Safe Sleep Sub-Committee, this initiative aims to create a robust safe sleep environment through education, policy updates, and community outreach.

Key Achievements

- **Policy Revision & Training:** Safe sleep policies have been revised, with mandatory annual training for all staff.
- **Outreach Efforts:** Quarterly social media campaigns to increase community awareness.
- **New Tools:** A Smartsheet process for tracking data, sleep sack accessibility, and safe sleep signage.

Shared Learnings & Improvements

- **Data Monitoring:** Unit-specific dashboards to track compliance.
- **Incident Reports:** Addressing non-compliance to ensure continuous improvement.
- **Enhanced EMR Documentation:** Improved reporting in electronic medical records.

Safe Sleep Events



Next Steps

- **Increased Sleep Sack Availability:** Ensuring every infant has access to a HALO Sleep Sack.
- **National Advocacy:** Attending the National Conference for Safe Sleep in 2025.

Supporting Ambulatory Excellence: CHKD Launches Outpatient Preceptor Program

In the summer of 2023, CHKD's Physician Practice Management team launched the Outpatient Preceptor Program – a tailored initiative designed to meet the unique needs of the ambulatory care environment. With a focus on personalized support and professional development, the program aims to create a more effective and engaging orientation experience for new team members.

Built around four core objectives, the program seeks to:

- Provide meaningful support during the early stages of employment.
- Customize orientation to match each new hire's background and experience.
- Offer development opportunities for existing staff.
- Improve retention of new hires through a stronger onboarding experience.

At the heart of the program are the preceptors – seasoned team members who work closely with leadership to streamline orientation processes and deliver learner-centered training. By tailoring teaching methods to individual learning styles, preceptors are helping new hires transition smoothly and confidently into their roles.

Since its launch, over 200 team members from ambulatory settings have completed the preceptor course. One such participant, Nurse Erika Elliot, reflected on how the training helped her shift her teaching approach. Midway through orienting a new hire, Erika realized she had been teaching in her own preferred learning style. After adjusting to match her preceptee's style, she noticed a marked improvement in engagement and understanding.

The Outpatient Preceptor Program exemplifies CHKD's commitment to fostering a supportive and growth-oriented work environment – one where both new and experienced team members can thrive.

Outpatient Preceptor Professional Development Day

The Physician Practice Management Ambulatory Education department hosted their first-ever Outpatient Preceptor Professional Development Day in the fall of 2024. Preceptors enjoyed learning alongside their colleagues and leaders and having their hard work celebrated.

Development topics were chosen from the Outpatient Preceptor Program evaluation data and included education on precepting neurodivergent colleagues and how the key principles for building trusting relationships can be used to provide negative feedback when necessary. A panel of leaders and preceptors shared the lessons they learned.



PPM Ambulatory Services – Accomplishments for 2024

CHKD Becomes First in the Nation to Earn DNV's Advanced Pediatric Spine Certification

In February 2024, CHKD's Spine Program achieved a historic milestone by becoming the first hospital in the nation to receive DNV's Advanced Pediatric Spine Certification (APSc). This prestigious designation recognizes CHKD's exceptional commitment to safety, quality, and comprehensive care for pediatric spine patients.

The certification affirms that CHKD not only meets but exceeds nationally established standards in pediatric spine care. At the heart of this success is the hospital's Enhanced Recovery After Surgery (ERAS) protocol, which guides the care of patients undergoing Posterior Spinal Fusion (PSF) surgery for spinal deformities. This evidence-based approach helps ensure better outcomes, reduced complications, and a smoother recovery for young patients.



Central to the program is CHKD's Spine Program Coordinator, a registered nurse who plays a critical role in patient education and support. The coordinator leads a monthly Spine Class and provides individualized guidance for every spinal fusion patient – from preoperative preparation to inpatient care and recovery at home.

This national recognition reflects CHKD's continued leadership in pediatric orthopedic care and its unwavering commitment to delivering the highest quality outcomes for children and families.

CHKD Dermatology Department Revamps Orientation and Looks Ahead to 2025

In 2024, the CHKD Dermatology Department focused on improving the orientation process by enhancing resources for both preceptors and orientees. The team took great pride in these improvements and was invited to participate in a preceptor panel, sharing valuable guidance on the precepting process. Topics included proper documentation, fostering open communication between preceptors and orientees, and outlining steps for terminating orientation if necessary.

Looking ahead to 2025, the department is investing in advanced education. One of the nurses will attend the VCU Wound Care Conference to deepen expertise in wound care management. This education will help the team better support patients' wound care needs through improved supply management and patient education.

PPM Clinical Supervisor Collaborative Strengthens Leadership Across Ambulatory Care

The Physician Practice Management (PPM) nursing clinical supervisors have created a collaborative that connects ambulatory clinical supervisors throughout the health system. This group meets monthly to share best practices, discuss strategies to effectively support their supervisees, and enhance supervisory skills. The collaborative is supported by divisional nursing leadership and serves as a vital forum for connection and professional growth.

Current projects include developing a new clinical training and competency tool and creating a shared orientation and job role resource. Looking ahead, the team is planning to launch a mentorship program aimed at supporting new clinical supervisors as they take on leadership roles.



CHKD Vascular Access Team (VAT) Success

In 2024, CHKD's Vascular Access Team (VAT) continued to deliver high-quality, full-service support across the health system. This skilled team – comprising 7 registered nurses and 2 VAT technicians – provides comprehensive services including lab draws, peripheral IV (PIV) and ultrasound-guided PIV (USGPIV) placement, PICC insertions, port access/deaccess, dressing changes, line troubleshooting, line recommendations, and removals.

Over the year, VAT achieved significant milestones:

- **423 PICC lines placed**, with continued growth in volume
- **99.83% overall PICC insertion success rate**
- **99.67% success rate** for patients over age 2
- **100% success rate** for patients under age 2
- **Average of 35 PICC placements per month**

The team also onboarded a new PICC inserter and began training NICU PICC nurses on ultrasound-guided PICC placements, helping to build internal capacity and enhance patient care in critical areas.

These achievements reflect the VAT's commitment to excellence, precision, and ongoing professional development in providing safe and effective vascular access for CHKD's patients.

Talent Acquisition Impact for 2023 and 2024

Over the past two years, the Talent Acquisition (TA) team at CHKD has demonstrated an unwavering commitment to driving recruitment excellence, scaling hiring efforts, and creatively engaging top-tier talent across the region. Despite fluctuating labor market conditions, the team's strategy of combining recruitment events, a robust referral program, and data-informed sourcing has produced great hires!



Recruitment Events:

TA has consistently executed over 140 events per year since 2022, showcasing a reliable and proactive presence in the talent market.

Applicant Growth:

The total number of applicants rose from 28,439 in 2023 to 30,434 in 2024, a 7% increase, driven by strong event marketing, increased brand visibility, and grassroots efforts, such as the referral program.

Hires by Category:

The team filled hundreds of roles across Clinical, Advanced Practice, Mental Health, and Support Services, with particularly strong momentum in hard-to-fill and non-clinical areas.

Referral Program Success:

Referrals accounted for 17% of all hires, outperforming industry averages. Over 4,438 referrals were submitted from 2022 to 2024, resulting in 630+ hires.

Retention Wins:

Referrers and referees show high retention rates (82% and 76% respectively), confirming that the team isn't just hiring – they're hiring for fit.

Celebrating Talent Acquisition:

These achievements reflect more than just data – they highlight the resilience, innovation, and teamwork of CHKD’s Talent Acquisition professionals. From scaling Emergency Department staffing, to mobilizing hiring events, to building partnerships with schools and internal stakeholders, the TA team continues to adapt quickly to shifting hiring needs, and build authentic connections with both candidates and departments. CHKD had 222 referral-based hires in 2024 alone!

Recruitment Events

2023: 142 events
2024: 146 events

Applicant Trends

CHKD saw a 7% increase in overall applicant volume year-over-year. This upward trend indicates a growing interest in CHKD roles – a significant win for visibility, outreach, and event strategy!

Total Applicants in 2023: 28,439
Total Applicants in 2024: 30,434

Applicants & Hires (2023–2024)

- Top hiring categories:
- Clinical: 305 hires (160 in 2023, 145 in 2024)
 - Clinical/Non-Nursing: 200 hires
 - Advanced Practice: 55 hires



Visual Highlights

Hires by Category (2023 vs 2024)



CHKD Sports Medicine: 2023-24 Review of Innovation, Growth, and Impact

Over the past two years, CHKD's Sports Medicine Program has made significant strides in patient care, clinical volume, research, education, and outreach. With a focus on holistic support for pediatric and adolescent athletes, the team has demonstrated both regional leadership and national impact.

Clinical Excellence and Growth

The Sports Medicine Program experienced steady growth in volume, with 100,774 combined visits and surgical cases in 2023, and increasing to 104,819 in 2024. This growth reflects the community's trust in CHKD's specialized care for young athletes—from elementary school through college.

Elevating Expertise Through National Presentations

CHKD providers have represented the health system on national platforms, presenting research that advances understanding and improves patient outcomes.

Beth Ackerman, PT, DPT, SCS, was a featured presenter at multiple conferences, including the Virginia Athletic Trainers' Association Annual Meeting and the Virginia Sports Medicine Symposium, discussing psychological readiness for return to sport and milestone-based ACL rehabilitation. At the Combined Sections Meeting (CSM) in Boston, she also presented research on the timeline for return to running after ACL reconstruction.

Dana Reesman, ATC, presented at the 2024 Pediatric Research in Sports Medicine (PRISM) Conference in Anaheim on the use of iontophoresis with dexamethasone. This study was supported by a wide interdisciplinary team across CHKD.

Other notable podium presentations at CSM 2024 included Nikki Cronshaw's work on psychological readiness for return to sport (in collaboration with Arcadia University) and a data-driven presentation on ACL recovery timelines led by Beth Ackerman.

Advancing Knowledge Through Research and Publication

CHKD Sports Medicine continued to contribute to scholarly literature in pediatric orthopedics and sports medicine. Highlights include:

- Dr. Joel Brenner's ongoing advocacy for youth mental health, publishing on topics like mindfulness and burnout in young athletes.
- Publications in *The Youth Athlete*, *Sports Health*, and *Pediatrics* covering overuse injuries, psychological factors in sport, and injury prevention strategies.

The team also contributed to clinical education through chapters and articles aimed at helping other practitioners understand sports specialization and athlete well-being.

Recognition and Awards

Several members of the CHKD Sports Medicine team were honored for their contributions:

- Dave Lehan, CHKD outreach athletic trainer, received the VSHL Sports Medicine Advisory Committee Larry Johnson Award for promoting safety in interscholastic sports.
- Sara Pittelkau, Call Center Manager, received the 2023 MAATA Service Award.
- Dr. Carl St. Remy was named a 2023 Healthcare Hero.
- Rose Schirle, PT, received the 2023 Excellence in Sports Medicine Award.
- The 2024 Excellence in Sports Medicine Award was awarded posthumously to Heather Formisano, who was remembered for her decade of dedicated service to CHKD and its mission.

Expanding Programs and Services

In 2024, the Mindfulness Program was rebranded into the broader Mind and Body Wellness Coaching Program, offering tailored fitness and wellness coaching to young athletes and teams. The program now includes organizational coaching, individual sessions, and group-based interventions to promote mental and physical well-being.

A major new resource launched in April 2024 was the **CHKD Sports Medicine Hotline** – a direct line available Monday through Friday from 6:00 a.m. to 10:00 p.m. to assist athletes and families needing urgent injury support. This initiative supports fast, accessible care in collaboration with athletic trainers, urgent care centers, and CHKD's Emergency Department.



INJURED?
Same-Day or Next-Day Appointments
757-668-PLAY (7529)

CHKD's comprehensive Sports Medicine Program specializes in athletes from elementary school to college. We work closely with our certified athletic trainers to ensure timely evaluation and treatment of injuries and offer appointments every day in various locations across the region for athletes who require immediate attention. We also collaborate with CHKD's Urgent Care centers and the Emergency Department at our main hospital to make sure injured athletes receive the most appropriate level of care when they need it.


CHKD.org/SportsMedicine

 **Sports Medicine**

Locations for CHKD Sports Medicine and Orthopedics Appointments

- CHKD Health Center at Oakbrook
507 Oakbrook Drive, Chesapeake, 23523
- Children's Pavilion
408 Graham Drive, Norfolk, 23507
- CHKD Health Center at Kempsville
171 Kempsville Road, Norfolk, 23502
- CHKD Health Center at Landstown
1104 Landonman Centre Way, Virginia Beach, 23455
- CHKD Health Center at Oyster Point
11700 Risk Landing Drive, Newport News, 23606
- CHKD Health Center at Tech Center
680 Oyster Point Road, Newport News, 23606

Locations for CHKD Urgent Care

- CHKD Urgent Care at Volvo Parkway
807 Volvo Parkway, Chesapeake, VA 23130
- CHKD Urgent Care at Loehmann's Plaza
3800 Virginia Beach Boulevard, Virginia Beach, VA 23462
- CHKD Urgent Care at Tech Center
680 Oyster Point Road, Newport News, VA 23606

CHKD Emergency Department
Children's Hospital of The King's Daughters
501 Children's Lane, Norfolk, 23507

Another proud moment came when Ashley Koto, PT, was selected to join the U.S. Women's Gymnastics Team in France for the 2024 Summer Olympics, highlighting CHKD's influence on a global stage. She was featured on WAVY-TV 10!



Looking Ahead

CHKD's Sports Medicine Program continues to grow, not only in volume but in influence. The program's focus on research, education, and patient-centered care ensures young athletes receive the best support possible – physically, mentally, and emotionally.

As we look to the future, CHKD remains committed to advancing pediatric sports medicine through innovation, evidence-based practice, and a deep dedication to helping every athlete reach their full potential.

