

2021 Annual Nursing Report

Children's Healthcare of Atlanta



A Letter from the Chief Nursing Officer



Ever since my mom handed me a book about nurses with stories from as far back as the Civil War, I learned about nurses' dedication to other people and realized I wanted to be a part of a profession this special. To this day, I see that same fire in the hearts of our nurses here at Children's.

As I reflect on 2021, I'm blown away by our nurses' commitment to excellence—even through the challenges of a global pandemic. The results of their hard work reflect thousands of expressions of gratitude we receive from families each year.

This quality of care is also why all three of our hospitals are Magnet Recognized by the American Nurses Credentialing Center (ANCC).

The professional identity of our nurses is encapsulated in our Professional Practice Model—the true portrayal of what it means to be a Children's nurse and how we carry out our role in providing patient-centered care of the highest quality. It not only guides us in evaluating professional nursing practice at Children's, but also supports our nurses in advancing in their careers.

I am proud to share the amazing stories that reflect the excellence our nurses have continued to demonstrate in the 2021 Annual Nursing Report.

A handwritten signature in black ink that reads "Linda Cole".

Linda Cole, RN, MBA, FACHE, NEA-BC
Chief Nursing and Hospital Operations Officer



Contents

Nurses at Children’s Healthcare of Atlanta are caring and resilient, and they practice at the top of their profession. This Annual Nursing Report outlines our nurses’ steadfast contributions to superior outcomes—particularly in a time when the healthcare workforce continues to adapt to new challenges.

Introduction 4

Children’s has grown and evolved since our founding in 1915, but our Mission remains the same: to make kids better today and healthier tomorrow.

Our Nurses 8

Kids deserve heroes. Not the costumed superheroes in comic books or on the silver screen who fight fictional creatures, but the real-life men and women who answer the call to protect their health, safety and well-being. At Children’s, our nurses serve as heroes in our hospitals every day, bravely taking up their own versions of swords and shields—or stethoscopes and thermometers—and defending kids against cancer, sickle cell, heart disease, COVID-19 and more.

Excellence in Nursing 20

The Nursing Strategic Plan is a roadmap to position nursing at Children’s as a nationally preeminent workforce through the achievement of superior outcomes. Built upon four strategic focus areas, this roadmap guides us to achieve our Mission to make kids better today and healthier tomorrow.

Professional Practice 21

Our nurses at Children’s provide a safe, evidence-based, interprofessional practice environment that results in superior quality and safety outcomes.

Leadership 25

Our nurses at Children’s inspire and develop transformational leaders who serve as change agents, role models and visionaries to promote accountability and empower their teams.

Workforce 28

Our nurses at Children’s help attract, grow and retain a diverse and flexible nursing workforce who are resilient and adaptive to change.

Technology 30

Our nurses at Children’s optimize the use of technology to support care delivery, standardize nursing practice, and promote innovation and efficiency to achieve quality outcomes.

A Mission That Makes a Difference

For more than 100 years, Children's Healthcare of Atlanta has played an essential role in our community and throughout the country by innovating treatments, advocating for the best care possible for kids and supporting our patients and their families. What truly makes our Children's employees stand out from other healthcare systems is our unique skills, expertise and compassion. Together, we bring our Mission and Vision to life, and we're making a difference.

Mission

To make kids better today and healthier tomorrow

Vision

Best Care ...
Healthier Kids

Values

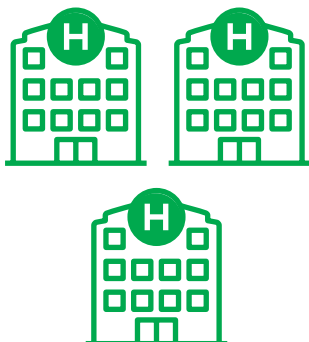
- Care about people
- Passionate about kids
- Dedicated to better

Who We Are at Children's

Children's has fought to help make sure all children have access to the specialized care they need since 1915. We not only deliver exceptional care to Georgia's kids, but we have also advanced the field of pediatrics through groundbreaking research and clinical trials. Our lifesaving medical programs have helped treat kids with complex childhood illnesses from all around the world.

Today, Children's consists of:

Three hospitals



Egleston, Scottish Rite
and Hughes Spalding

Eight

Urgent Care Centers
and facilities that
offer primary care,
sports medicine,
rehabilitation and
surgical services



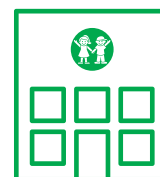
**Center for
Advanced
Pediatrics**

Marcus Autism Center

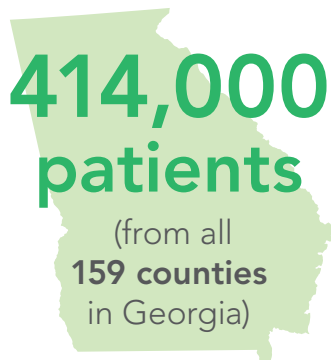


22 neighborhood locations

throughout Metro Atlanta



In 2021, staff throughout
our System managed:



215,085
EMERGENCY
DEPARTMENT VISITS

168,988
inpatient days

25,760
HOSPITAL
DISCHARGES

511,696
outpatient visits

19,623
primary care visits

153,462
URGENT CARE
CENTER VISITS

12,587
telemedicine visits



41,946
surgical procedures
(inpatient and outpatient)



68,633
calls to the Children's
nurse advice line

EGLESTON



302,974
patient visits

330 licensed beds

84,464 inpatient days

70,007 Emergency
Department visits

HUGHES SPALDING



80,100
patient visits

24 licensed beds

1,565 inpatient days

49,315 Emergency
Department visits

SCOTTISH RITE



369,467
patient visits

319 licensed beds

82,959 inpatient days

95,763 Emergency
Department visits

Better Care from the Ground Up

The towering outline of the soon-to-be Arthur M. Blank Hospital is already a striking sight. With concrete structures completed for 15 floors at the end of 2021, more are still coming. When construction is complete, the 1.5 million-square-foot hospital will rise 19 stories—transforming both the city’s skyline and the future of pediatric healthcare for generations to come.

When complete, these facilities will round out the campus, which is already home to the Center for Advanced Pediatrics and the Support Center. With miles of sidewalks and pathways—and 20 acres of green space and gardens—the finished campus will be a pristine setting for some of the most advanced pediatric healthcare in the nation.



A Testament to Teamwork

Chief Nursing and Hospital Operations Officer, **Linda Cole, RN, MBA, FACHE, NEA-BC**, and members of our nursing and clinical teams continue to work closely with our Hospital Planning team on design and operational planning for the transition to the new hospital. The team built real-life mock-ups of patient rooms, an operating room, a trauma bay, an emergency department examination room and a pre-op room in the Mission Center. Earlier this year, they continued conducting rounds of walk-throughs to test the designs, including:

- 183 participants conducted scenario-based care exercises in a mock environment to identify design and utilization improvements
- 150 team members participated in guided sessions discussing everyday roles and activities planned for the new facility
- 225 participants facilitated process improvement, mapping and identification of current and future workflows required for day-to-day operations in the new facility



A Look to the Horizon

We recognize the many Children's nurses who dedicated their time to participate in the planning of our new hospital. Each rising story of our new hospital and clinical building is a reminder that, even amid a pandemic and some of the most challenging times we have seen, hope is on the horizon.



Our Nurses

Professional Nursing Practice

The professional practice model (PPM) is a framework that serves as a guide for defining, overseeing and evaluating professional nursing practice to ensure and support the advancement of the nursing profession at Children's. The PPM, also referred to as our practice framework, represents nurses' professional identity through eight components that describe how nurses at Children's practice, collaborate, communicate and develop professionally to provide patient-centered care of the highest quality.



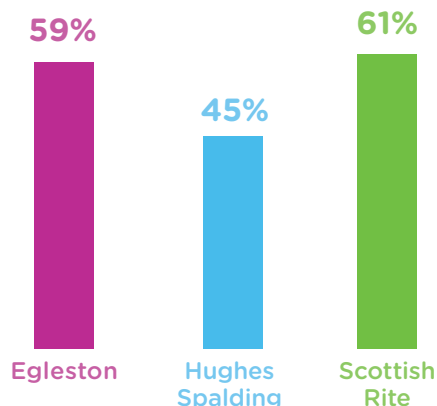
By the nature of the profession, nurses are committed to lifelong learning. Children's provides critical training and development that makes learning easy and accessible for busy nurses. In 2021, our nurses were able to take advantage of certification prep courses and participate in My Nursing Career Path to exceed targets for clinical nurse certification and Bachelor of Science in Nursing (BSN) rates.

3,553
Children's nurses

316 advanced practice
registered nurses

8.6 average years
of service

Clinical Nurse Certification Rate:



Clinical Nurse Advancements by Campus

139 nurse advancements

- **73** at Egleston
- **59** at Scottish Rite
- **1** at Hughes Spalding
- **6** at neighborhood locations

Clinical Nurse Advancements by Level

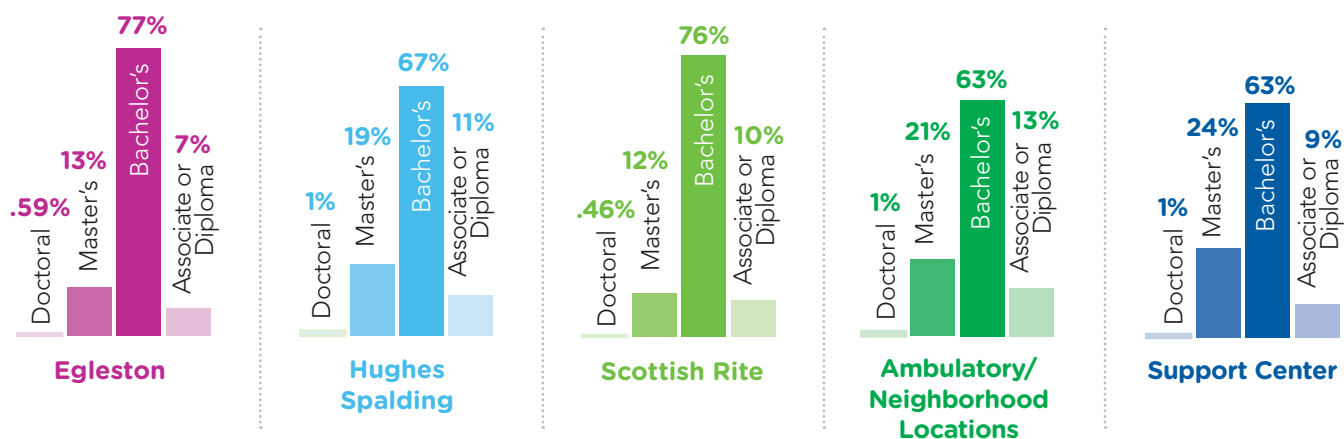
94 nurses advanced
to Clinical Nurse 3

45 nurses advanced
to Clinical Nurse 4



Highest Nursing Degree by Campus:

In 2021, the percentage of Children's nursing staff with a Bachelor of Science in Nursing increased by 5 percent compared to 2020. Similarly, the percentage of Children's nurses with a bachelor's degree or higher increased by 2.6 percent in 2021 compared to the previous year.



Magnet Recognition

The American Nurses Credentialing Center's (ANCC) Magnet Recognition Program® recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice.

Eggleston and Scottish Rite received Magnet designations in 2018 and 2019 respectively, and Hughes Spalding received Pathway to Excellence designation in 2019. Magnet Recognition is a pure result of our nurses' unwavering commitment to excellence in healthcare. As a Magnet-designated organization, Children's is a trusted place for families and a destination for exceptional pediatric care.



Co-hosting the Magnet and Pathway to Excellence Conference

In November 2021, Children's co-hosted the **American Nurses Credentialing Center (ANCC) Magnet and Pathway to Excellence Conference** in our backyard at the Georgia World Congress Center in Atlanta. There, Children's CEO, **Donna Hyland**, and Chief Nursing and Hospital Operations Officer, **Linda Cole, RN, MBA, FACHE, NEA-BC**, along with nurses representing departments across the System, brought the Children's spirit to all attendees.

Over 50 Children's volunteers served in various capacities as presentation facilitators, registration assistants, bookstore associates and wayfinding guides. Our Children's volunteers were the initial warm welcome to the city for conference attendees from across the U.S. and other countries.

Children's nurses attended educational sessions where they learned about initiatives and projects being conducted across the country, such as dual nurse roles, incorporation of virtual reality for onboarding and training of new nurses, including a session by some of our own experienced nurses. Director of Clinical Learning and Simulation Center, **Caroline Rooke, MS, BSN, RN, NEA-BC**, and Clinical Educator, **Sarah Younker, MSN, RN, NP-BC, CCRN**, presented, "Evaluating Post-Construction Clinical Risk Using Simulation," sharing how Children's applied Simulation-based Clinical Systems Testing (SbCST) to evaluate post-construction clinical risk in a pediatric subspecialty ambulatory center.



As part of the recognition in Atlanta, ANCC honored Hughes Spalding on stage for its 2019 Pathway to Excellence® designation—a prestigious recognition for demonstrating the highest levels of patient safety, quality and patient satisfaction.



At the end of 2021, Egleston and Scottish Rite submitted applications for Magnet Redesignation, signifying our continued commitment to nursing excellence at Children's. In 2022, Egleston and Scottish Rite will complete the writing phase of the redesignation journey, documenting more than 180 examples of nursing excellence across both campuses.

Awards and Recognition

At Children's, our nurses consistently demonstrate excellence in nursing practice, patient and family experience and their dedication to Children's values. We value their extraordinary attention to detail and the compassionate care they provide to patients and staff. Through a variety of celebrations and awards, we aim to recognize their hard work and achievements—both personal and professional—every chance we get.

Atlanta Journal Constitution (AJC) Nurse of the Year Award

Each year, the AJC asks the Atlanta community to share stories of nurses who have gone above and beyond the call of duty to feature in the AJC Nursing Excellence Awards. This year, more than 100 nominations flooded in from colleagues, supervisors, patients and families. An independent panel of judges selected 10 nurse honorees, including one of our Children's nurses.

Children's is proud to celebrate our Top 10 honoree and 124 nominees



2021 AJC Nurse of the Year Award Honoree

Laura Toops, BSN, RN, CCRN, Assistant Nurse Manager, Egleston CICU

Laura was selected as an honoree after one of her patient families nominated her for the outstanding care she provided to their infant daughter, who was diagnosed with Trisomy 18 in utero.

For the first four months of the infant's life, and through many scary moments in this difficult case, Laura spent quality time with the patient and family, always taking time to explain often-hard-to-understand diagnoses before her shift, and calmly, professionally and precisely getting everything the patient needed. After the patient lost her battle at four months old, Laura coordinated with the family and gathered heartfelt letters from all members of the care team to place in her casket.

"Our family is forever blessed, changed and inspired by our stay at Children's," the patient's mother said. "Thank you, Laura, for helping our family make the best we could out of a very difficult and emotional situation. I know for certain your coworkers are inspired by you, and your positivity and kindness will never be forgotten."

2021 AJC Nurse of the Year Award Nominees

NAME		
Kelly Allen, BSN, CPN, RN	Mary Claire Gelinas, BSN, RN	Carrie Nichols, MSN, CPHON
Charlotte Arnold, BSN, RN	Lindsey Goldberg, MSN, RN, CPNP-AC	Dele Oluwadare, BSN, RN
Melanie Beaty, MSN, RN, NE-BC	Shelby Gray, BSN, RN	Danielle Pandoli, BSN, RN
Emma Beckwith, BSN, RN	Amanda Grindle, MSN, RN, CNLA	Laney Perdue, BSN, RN
Tanya Benny, BSN, RN	Emily Guhde, BSN, RN	Madison Pollitt, BSN, RN
Manisha Bhakta, BSN, RN, CPN	Dawn Harris, BSN, RN	Ashley Potts, BSN, RN
Jaime Blood, BSN, RN	Jennifer Harris, BSN, RN, CPN	Merrell Pressley, BSN, CPNPA
Diana Bosier, ADN, CPN	Wanda Harris, BSN, RN	Lisa Remshik, BSN, RN
Alexis Bourgeois, BSN, RN	Aaron Harrison, BSN, RN	Alina Reyes, BSN, CPN
Reaganne Brown, BSN, RN	Nicole Herrin, BSN, RNC-NIC-NCC	Bettina Roberts, ADN, CPN
Sarah Brown, BSN, RN	Taylor Hess, BSN, RN, CPEN	Jan Robertson, ADN, RN, CRRNA
Leslie Brunson, BSN, NE-BC, RN	Estrella Hessing, ADN, CPN	Linnea Roe, BSN, RN, CPN
Kindra Bussie, BSN, RN	Megan Hixson, BSN, RN	Caroline Schaefer, BSN, RN
Savannah Byrd, BSN, RNC-NIC	Marykate Hodor, BSN, RN CERT	Teresa Sheffer, AND, RN
Aly Carboni, BSN, CPN, RN, CPNA	Martha Hummer, BSN, RN	Stacyann Shields Walters, BSN, RN
Christine Carlton, BSN, CPN, RN	Jeannie Jankowski, BSN, RN	Christine Simon, BSN, RN
Dawn Clay, BSN, CPN, RN	Kate Johnson, BSN, RN	Juan Squires, BSN, RN, CPN
Cinnamon Coffey, BSN, RN	Shari Joseph, BSN, RN, CCA	Natalie Stephens, BSN, RN, RNC-NIC
Pamela Conine, BSN, CPN, RN	Jen Kaplan, MSN, RN CERT, RN-BC	Kaitlyn Sterling, BSN, RN
Kristen Cranmer, MSN, RN, CPNP-AC	Caitie Kennedy, BSN, RN	Casey Stillwell, BSN, RN, CPEN
Dawn Croft, BSN, RN, CPEN, CRT	Lynn Kichowski, BSN, RN	Cheryl Stone, CCRP
Glenda Culpepper, BSN, RN, CPN	Maci Kyle, BSN, RN	Katie Thompson, ADN, RN, CPN
Ashley Dalpiaz, BSN, RN, CCRNA	Sharon Lawton, ADN, CPN	Maryellen Trzeciecki, BSN, RN
Jenna Daughtrey, BSN, RN, CPN	Delicia Lee, BSN, RN, CPNA	Connie Upton, NICN, RNC-NIC
Rebecca Dills, BSN, RN	Michele Litman, BSN, RN CERT, CPN	Sarah Van Pelt, BSN, RN, RNC-NIC
Shannon Dunlap, BSN, RN, ANP-BC	James Ludemann, BSN, RN, CPHON	Pat Ward, BSN, RN
Tiera Duvall, BSN, RN, CPN	Alyssa Mahan, BSN, RN, CCRN	Gloria Watkins, BSN, RN
Lauren Eagens, BSN, RN, CPN	Patrycja Mahdavi, BSN, RN, CCRNA	Carie Watt, BSN, RN, NE-BC
Abby Fallis, BSN, RN, CPEN	Menika Marshall, BSN, RN, CPN	Felicia Wendel, BSN, RN
Jenny Fancher, BSN, RN, NCC	Katie Mavros, BSN, RN, CPNA	Hayley Whaley, MSN, RN,
Marybeth Fazio, MSN, RN, CPN	Annalynn Mayfield, ADN, RN	Autumn Williams, BSN, RN
Kristine Feldhaus, BSN, RN, CPN	Kny McCloud, BSN, RN	Jordan Wilson, BSN, RN
Spring Foster, BSN, RN	Sabrina McCoy, BSN, RN	Karen Wilson, BSN, RN
Hannah Galt, BSN, RN, CRRNA	Katie McGinty, BSN, RN, CPN	Rita Wilson, ADN, CPHONA
Gwen Gangloff, BSN, RN	Ellen McMickle, BSN, RN	Jessica Wright, BSN, RN, RNC-NIC
Veronica Garman, BSN, RN, CPN	Yolanda Menefee, ADN, LPN	Breanna Yonz, BSN, RN CERT, CCRNA
Natali Gavrielov, BSN, RN	Angelica Stewart (Miller), BSN, RN	Kathryn Zimmerman, BSN, RN
Mary Claire Gelinas, BSN, RN	Beka Miller, BSN, RN	
Lindsey Goldberg, MSN, RN, CPNP-AC	Morgan Miller, BSN, RN	
Shelby Gray, BSN, RN	Aly Mirai, BSN, RN CERT, CBC	
Veronica Garman, BSN, RN, CPN	Nancy Morris, LPN	
Natali Gavrielov, BSN, RN	Allyson Navia, BSN, RN	

March of Dimes Heroes in Action

The March of Dimes (MOD) recognizes nurses each year throughout Georgia for their compassion for patients, leadership in quality and patient safety, and commitment to being a role model in the healthcare setting. Among the 209 finalists selected across the state, we are proud to announce 20 Children's nurses across six professional categories were included on the list. Of the finalists, two Children's nurses were selected as winners for their categories at the March of Dimes Heroes in Action Awards Ceremony.

2021 March of Dimes Winners



2021 March of Dimes Heroes in Action Award winners, Shalandra Brown and Mary Fran Petty, with Cindy Henderson, Director of Critical Care, Linda Cole, Chief Nursing and Hospital Operations Officer, and Mary Beth Gleeson, Manager of Clinical Operations.

Care Management Category Shalandra Brown, MSN, RN, CCM Case Management

This category recognizes nurses in a role helping to coordinate care along a continuum.

Pediatric Category Mary Fran Petty, MSN, RN, CPN Scottish Rite TICU

This category recognizes nurses specializing in the care of children working in Pediatric Intensive Care Unit (PICU), general pediatric units, pediatric clinics and pediatric rehabilitation.

2021 March of Dimes Finalists

AWARD CATEGORY	FINALIST
Care Management	Shalandra Brown, MSN, RN, CCM, Case Management Susanne Hanada, BSN, RN, Trauma Team
Education and Research	Eva Bozeman, BSN, CPN, Clinical Educator, System Transport Team Nicole Edwards, BSN, RN CERT, Simulation Educator, Egleston PICU Lindsey Stacy, BSN, CPEN, Egleston Emergency Department
Leadership	Laura Jones, RN, BSN, NE-BC, Emergency Services
Neonatal	Becca Capra, BSN, RNC-NIC, Egleston NICU Passion Jones, BSN, RNC-NIC, Egleston NICU Katie Lee, BSN, RN CERT, Scottish Rite NICU Susan Mojcik, ADN, Egleston NICU Sarah Van Pelt, BSN, RNC-NIC, Scottish Rite NICU
Pediatric	Aly Carboni, BSN, CPN, RN CERT, Egleston 5 West Kate Glasscox, BSN, CPON, Aflac Clinic Patrycja Mahdavi, BSN, CCRNA, Egleston CICU Chrissy McIndoe, BSN, RN, CPN, Egleston 5 West Hannah Ohara, BSN, CPN, Egleston 5 West Mary Fran Petty, MSN, RN, CPN, Scottish Rite TICU Michelle Thornton, ADN, CPN, Egleston 5 West
Rising Star	Haley Derogatis, BSN, RN, Scottish Rite TICU Steven Waldrop, MSN, CHES, Egleston NICU

Hope and Will Award

Each month, the Hope and Will Award is presented to Children's employees who go beyond the call of duty by demonstrating outstanding customer services, exemplary attitude and spirit, exceptional skills, and a strong commitment to Children's.

Tina Green, BSN, RN, Clinical Nurse, Scottish Rite

Tina is known for going above and beyond to help our patients have the best experience possible. Recently, one of Tina's patients was admitted to Children's with a very difficult diagnosis. This patient was extremely disheartened by the news and began to withdraw and refrain from speaking and engaging with others, but that didn't stop Tina from trying.

"Tina was determined to connect with the patient and began to build a rapport with him over the next few days," Tina's nominator said. "Soon, she was able to gain his trust and created a special bond."

The patient's family was very appreciative of Tina's kind gesture and actions. They even submitted a letter to Children's expressing their gratitude for how quickly she bonded with their son, for the cookbook she created and for ultimately putting their son at ease.

Tina is an inspiring example of what it looks like to go above and beyond for a patient. By living out our Values and being Dedicated to Better, she was able to connect with this patient and make a profound difference in his care.



Hope and Will Award winner, Tina Green, BSN, RN, Clinical Nurse, Scottish Rite



2021 Hope and Will Award Winner, Amelia St. John, with Cheryl Head, VP Nursing and Hospital Operations Egleston, Kay Stewart-Huey, VP Heart Center, and Kim Woodall, APP Director.

Amelia St. John, MSN, RN, CPNP-AC, Nurse Practitioner, Cardiology, Egleston

Amelia is known for being Dedicated to Better—always looking for ways to deliver quality care in the most efficient and effective way possible. Recently, when an opportunity arose to improve outcomes for our patients, she went the extra mile to see it through.

In 2019, Amelia began working on a quality improvement initiative, as part of a joint effort with the Pediatric Acute Care Cardiology Collaborative. The goal of the collaboration was to help reduce the amount of time a cardiac patient had to be with a chest tube post procedure. Lowering the amount of time a patient has a chest tube can reduce a patient's mobility, increase their need for medication and can affect when they are able to leave the hospital.

After many months of intense focus, Amelia's hard work paid off. By applying the new protocol she was working on, the average chest tube duration decreased from 57 hours to 44 hours from November 2019 through May 2020.

"It was a huge victory! And, a true testament to the kind of person she is—someone who is passionate, driven and dedicated to really making a difference."

2021 DAISY Awards

The family of Patrick Barnes created the international DAISY Award for Extraordinary Nurses in his memory to recognize and thank nurses, the often “unsung heroes,” for the gifts they give their patients and families every day. Nurses at Children’s are nominated for the DAISY Award in recognition of their commitment to the highest standards of nursing excellence and for making a significant difference in the lives of the patients and families they serve.

2021 DAISY Award Winners

NAME	ROLE	CAMPUS
Christina Dekarski, BSN, RN, CPN	Clinical Nurse	Scottish Rite
Rebecca Dills, BSN, RNC-NIC	Clinical Nurse	Egleston
Jessica Falletta, BSN, RN, CPN	Clinical Nurse	Egleston
Margaret Gettis, DNP, CPNP-PC, EBP-C	Nurse Scientist	Scottish Rite
Sydney Gilleland, LPN	Licensed Practical Nurse	Center for Advanced Pediatrics
Sarah Herold, RN, ADN, CPN	Clinical Nurse	Scottish Rite
Amy Kersey, RN, CPN	Clinical Nurse	Scottish Rite
Ashley Morris, BSN, RN, CPN	Clinical Nurse	Scottish Rite
Alyson Myers, BSN, RN, CPN	Clinical Nurse	Urgent Care
Merrell Pressley, MSN, RN, CPNP-AC, CCR	Clinical Nurse	Egleston
Sarah Rasmussen, BSN, RN	Clinical Nurse	Hughes Spalding
Maria Thatcher, BSN, RN	Clinical Nurse	Scottish Rite
Sarah Van Pelt, BSN, RNC-NIC	Clinical Nurse	Scottish Rite
Brooke Wightman, BSN, RN	Clinical Nurse	Scottish Rite
Sarah Woznicki, BSN, RN	Clinical Nurse	Egleston



Communicating with Care and Consideration

Maria Thatcher, BSN, RN, Clinical Nurse, Scottish Rite, demonstrates what it means to be Dedicated to Better by going above and beyond so that our patients and their families receive the best possible experience while in our care.

Maria was born and raised in Venezuela and is a native Spanish speaker who has found her passion helping Spanish-speaking families. Her nominator had a Spanish-speaking patient who was experiencing trouble communicating with the iPad interpreter. Even during an extremely busy day, Maria stopped what she was doing and jumped in to assist. She spent time with the patient and the patient's family to explain what this procedure would entail and even provided them with her contact number to call if they had any questions or needs.

This is not the only time Maria has helped her co-workers with a Spanish-speaking patient and family. She is well-known on her team as always going beyond her badge and patient list to step in as a helping hand to aid with communicating when needed. Whether it is helping to calm the nerves of a worried parent by speaking to them in their preferred language, getting on the patient's level to help ensure proper understanding of a procedure, or helping her fellow nurses to guarantee their Spanish speaking families get the best education possible, Maria makes it a priority that Spanish-speaking patients and families feel comfortable and supported. She is a true patient-advocate and a huge asset to her team. She goes above and beyond every shift, which makes her a true DAISY Award role model to Children's patients, families and her co-workers.



Maria Thatcher receiving her DAISY Award during a surprise ceremony in March 2021.

2021 Team DAISY Winners

The Team DAISY Award honors groups of two or more people, led by a nurse, who identify and meet patient and patient family needs by going above and beyond the traditional role of nursing. Employees nominate groups for Team DAISY Awards across the System, and campus leaders and the Nurse Engagement Councils vote on a winning team.

TEAM	MEMBERS	CAMPUS
Team CICU	Bekah Miller, Merrell Pressley, Allison Kruse, Kristen Christensen, Sindhu Sony, Shelby Corder, Sara Holmes, Danielle Pandol	Egleston
Team Dunlap	Shannon Dunlap, Charma Allen, Grace Cronin, Shawanda Edwards, Anitra Hill, Tammy Jackson, Niambi Lavender, Estrella Lozada, Lakeeda Lovejoy, Melissa Redmond, Cortney Trawick, Maria Brown, Bethany Exum, Sade Graham, Kahlan Higgs, Sade Jackson, Traketa Taylor, Kourtni Barrett Sydney Carter, Nicole DeCaestecker, Esmeralda Diaz, Razan Ghawi, Linda Henderson, Leslie Inskeep, Dionne Jackson, Amy Ostrowski, Rachel Patterson, Alison Phillips, Erica Pittmon, Emily Rudderow, Cassie Simon, Taylor Smith, Anona Southern, Shaunte Williams-Stewart, Cassie Prochaska, Shanta Hughley, Belena Butler, Joy Hun	Ambulatory Central Staffing Office

DAISY Leader Winners

NAME	ROLE	CAMPUS
Lauren Eagens, RN, BSN, CPN	Assistant Nurse Manager	Center for Advanced Pediatrics
Beth Kiel, BSN, RN, CPN	Nurse Manager	Urgent Care
Michelle Thornton, ADN, RN, CPN, TNCC	Assistant Nurse Manager	Egleston

Leading with a Humble Heart

Lauren Eagens, RN, BSN, CPN, Assistant Nurse Manager, CPG-PACS, Center for Advanced Pediatrics, has exhibited excellence in every role she has held at Children's—from a licensed practical nurse to a registered nurse and now an assistant nurse manager. Lauren began as an assistant nurse manager during a significant period of transition for her department, with multiple employees and leaders changing roles and care coordination duties transferring from case management to nursing. Lauren handled her new responsibilities seamlessly. In the first few days of her new role, she was tasked with helping to hire a new clinical operations manager.

Lauren has exceeded expectations while adjusting to her new leadership role. Her peers describe her as extremely approachable and receptive to ideas, the embodiment of what it truly means to lead by example. Lauren carefully listens to concerns and feedback from her team—such as how to redefine the charge nurse role and resourcing in her practice—and translates ideas into tangible changes, demonstrating she is a fierce advocate for her team and her patients.



Lauren Eagens, Leader DAISY Award winner



Research

In 2021, the challenges of COVID-19 continued, but nurses at Children's had a productive year for research and evidenced-based practice (EBP). Our nurses have excelled in dissemination of their work this year, continuing to publish, present and write for grant funding. With more than 45 completed studies and over 40 publications for nursing and allied health, nurses at Children's were able to implement multiple cost-effective practice changes. Highlights include:

- **Nurses' perceptions of rooming-in for caregivers of infants with CCHD. January 2021**
Author: **Jennifer Nelson, PhD, OTR/L, BCP, CNT**, Allied Health Scientist, Department of Research and EBP for Nursing and Allied Health
- **Sexual behaviors and human papillomavirus vaccine non-initiation among young adult cancer survivor. February 2021**
Author: **Brooke Cherven, PhD, MPH, RN, CPON**, Nurse Scientist AFLAC Cancer Center, Department of Research and EBP for Nursing and Allied Health
- **Risk of Disseminated Gonococcal Infections with Terminal Complement Blockade. February 2021**
Author: **Sara Graciaa, MSN, CPNP-BC**, AFLAC Cancer Center
- **Variability in qualifications for principal investigator status in research studies by nurses: A call for clarification. April 2021**
Authors: **Brandi Middour-Oxler, DNP-CPNP-BC**, Nurse Scientist Department of Nursing and Allied Health Research; **Christina Calamaro, PhD, PPCNP-BC**, Director of Research and EBP for Nursing and Allied Health; **Margaret Gettis, DNP, CPNP-BC**, Nurse Scientist Department of Research and EBP for Nursing and Allied Health
- **Caring for adults with autism spectrum disorder in the emergency department: Lessons learned from pediatric emergency colleagues. May 2021**
Authors: **Brandi Middour-Oxler, DNP-CPNP-BC**, Nurse Scientist Department of Nursing and Allied Health Research; **Christina Calamaro, PhD, PPCNP-BC**, Director of Research and EBP for Nursing and Allied Health
- **Environment and Culture, A Cross-Sectional Survey on Drivers of Burnout in Pediatric Intensive Care. June 2021**
Author: **Christina Calamaro, PhD, PPCNP-BC**, Director of Research and EBP for Nursing and Allied Health
- **Oral chemotherapy: An evidence-based change for safe handling of patient waste. June 2021**
Authors: **Temima Oratz, BSN, RN, EBP-BC**, AFLAC; **Brooke Cherven, PhD, MPH, RN, CPON**, Nurse Scientist AFLAC Cancer Center, Department of Research and EBP for Nursing and Allied Health; **Margaret Gettis, DNP, CPNP-BC**, Nurse Scientist Department of Research and EBP for Nursing and Allied Health
- **The Association of Workload and Outcomes in the Pediatric Cardiac ICU. August 2021**
Author: **Christina Calamaro, PhD, PPCNP-BC**, Director of Research and EBP for Nursing and Allied Health
- **The effect of live versus recorded music on mechanically ventilated and sedated patients: An exploratory randomized control trial. September 2021**
Authors: **Elizabeth Collier**, Lead Music Therapist, Department of Family Services; **Margaret Gettis, DNP, CPNP-BC**, Nurse Scientist Dept of Research and EBP for Nursing and Allied Health
- **Improving assessment for CF pediatric palliative care: Initial development of the ADAPT-CF Communication Guide with children and caregivers. November 2021**
Author: **Brandi Middour-Oxler, DNP-CPNP-BC**, Nurse Scientist Department of Nursing and Allied Health Research
- **Impact of caloric prescriptions and degree of malnutrition on incidence of refeeding syndrome and complications in patients with eating disorders: A retrospective review. November 2021**
Author: **Margaret Gettis, DNP, CPNP-BC**, Nurse Scientist Department of Research and EBP for Nursing and Allied Health

Despite limited conference attendance, nursing and allied health professionals were still able to present virtually. Highlights include:

- **Combining Safety Practices to Create a Standardized Nursing Hand-Off Practice. February 2021**
CHOP Cardiac Conference
Authors: **Becky Service, BSN, RN**, Assistant Nurse Manager, Egleston CICU
- **Decreasing the Frequency of Peripheral Venipuncture by Drawing Outpatient Labs Through Central Lines. October 2021**
APHON 45th Annual Conference and Exhibit *Recipient of the People's Choice Award
Authors: **Temima Oratz, BSN, RN, EBP-BC, AFLAC**; **Brooke Cherven PhD, MPH, RN, CPON**, Nurse Scientist AFLAC Cancer Center, Department of Research and EBP for Nursing and Allied Health; **Melissa Gleason, BSN, RN, CPHON**, Clinical Nurse 3, AFLAC Cancer Center; **Kimberly Falgoust, BSN, RN**, Manager AFLAC Clinic
- **Nurse Led Nasojejunal Tube Placement: A Practice Change for Clinical Nurses in a Pediatric HCT Unit. October 2021**
APHON 45th Annual Conference and Exhibit
Authors: **Jasmine Bates, BSN, RN**, Clinical Nurse 2, AFLAC; **Temima Oratz, BSN, RN, EBP-BC, AFLAC**; **Brooke Cherven, PhD, MPH, RN, CPON**, Nurse Scientist, AFLAC Cancer Center, Department of Research and EBP for Nursing and Allied Health
- **Initiation of a Buprenorphine Program for Targeted Adolescent Patients with Sickle Cell and Chronic Pain. October 2021**
APHON 45th Annual Conference and Exhibit
Authors: **Robin Pitts, MSN, FNP-BC, AFLAC** Scottish Rite Clinic; **Beth Eggleston, BSN, RN**, Assistant Nurse Manager, AFLAC Scottish Rite Clinic
- **Overview of Sleep and Impact on Teen Mental Health. November 2021**
23rd Annual CHOP APP Conference Virtual Podium
Authors: **Christina Calamaro, PhD, PPCNP-BC**, Director of Research and EBP for Nursing and Allied Health
- **What's that Swell? Diagnosis and Management of Pediatric Lower Extremity Swelling. 2021**
Virtual Podium National Association of Pediatric Nurse Practitioner Conference
Author: **Rachel Swerdlin, DNP, APRN, CPNP-PC**, Clinical Program Manager, Vascular Anomalies Clinic

The Department of Nursing and Evidenced Based Practice continues to excel in external research funding. Highlights for both extramural and intramural funding include:

- **Dudley Foundation: \$20,000. January 2021**
A Novel Simulation to Prepare Caregivers of Children Diagnosed with a Critical Congenital Heart Defect.
Authors: **Kathy Murphy MSN, CPNP-BC**, Clinical Nurse Specialist, Sibley Heart Center; **Leslie Brunson, MSN, RN**, Manager Clinical Operations Transplant; **Laura Castillo, BSN, RN**, Clinical Nurse 2 AFLAC; **Kendall Haney, MSN, RN**, Clinical Nurse Coordinator, Heart Institute; **Brittany McKemie, BSN, RN**, Clinical Nurse 3, Heart Center; **Kathryn Morgan, BSN, RN**, Clinical Nurse 3, Cardiac Center; **Ashley Pierson, BSN, RN**, Clinical Cardiac Coordinator
- **EMORY School of Medicine Dean's Imagine, Innovate, and Impact (I3) Teams Award: \$50,000. June 2021**
Gut Microbiome and its Association with Growth Trajectories in Infants with Congenital Heart Disease
Authors: **Christina Calamaro, PhD, PPCNP-BC**, Director of Research and EBP for Nursing and Allied Health; **Amelia St. Johns MSN, CPNP-AC**, Sibley Heart Center
- **National Science Foundation: \$263,000. September 2021**
Development of a Lighted Infusion Line to optimize care and decrease complications of critically ill infectious patients in isolation.
Author: **Christina Calamaro, PhD, PPCNP-BC**, Director of Research and EBP for Nursing and Allied Health
- **Johnson Quickfire Challenge: \$50,000; Dudley Foundation: \$30,000. November 2021**
Patient-Nurse Communication APP: Improving care for the Limited English Proficiency Patient
Authors: **Christina Calamaro, PhD, PPCNP-BC**, Director of Research and EBP for Nursing and Allied Health; **Imelda Reyes, DNP, CPNP-PC**, MercyCare; **Margaret Gettis, DNP, CPNP-BC**, Nurse Scientist Department of Research and EBP for Nursing and Allied Health; **Theresa Kiblinger, DNP, CPNP-AC**, Nurse Practitioner for the Department of Surgery, Scottish Rite

Excellence in Nursing

Building nursing excellence through professional practice, leadership, workforce and technology.

The Nursing Strategic Plan is a roadmap to position nursing at Children's as a nationally preeminent workforce through the achievement of superior outcomes.

Built upon four strategic focus areas that ladder back to our System strategy, this roadmap guides us to achieve our Mission to make kids better today and healthier tomorrow.

The 2020-2022 Nursing Strategic Plan, centered on these four focus areas:



Professional Practice

Provide a safe, evidence-based interprofessional practice environment that results in superior quality and safety outcomes.



Leadership

Inspire and develop transformational leaders who serve as change agents, role models and visionaries to promote accountability and empower their teams.



Workforce

Attract, grow and retain a diverse and flexible nursing workforce who are resilient and adaptive to change.



Technology

Optimize use of technology to support care delivery, standardize nursing practice, and promote innovation and efficiency to achieve quality outcomes.

Professional Practice: Provide a safe, evidence-based, interprofessional practice environment that results in superior quality and safety outcomes.

Center for Advanced Pediatrics Rapid Response Team

When the Center for Advanced Pediatrics opened in 2018, the Ambulatory Rapid Response Team (ARRT) was created to assist in management of emergencies at the Center for Advanced Pediatrics. The creation of and participation in our ARRT was a nurse-driven innovation, leading to increased nurse autonomy and leadership skills for team members. The team is made up of 13 nurses and 1 respiratory therapist who have made an incredible impact. ARRT's mission is to respond, assess and implement interventions to help stabilize deteriorating patients at the Center for Advanced Pediatrics until they can proceed with their patient visit or be transferred via EMS. There are two team members on call Monday through Friday during clinic hours, and they provided support to the clinic staff, patients and families in emergent scenarios. In 2021, the team responded to 40 calls at the Center for Advanced Pediatrics. The ARRT presence at the Center for Advanced Pediatrics has increased overall nurse confidence in managing patient emergencies in the building.

Solutions for Patient Safety Hospital of the Month

In September 2021, Children's was named the Hospital of the Month by Solutions for Patient Safety (SPS), a network of more than 145 children's hospitals who collaborate and study each other's safety successes and failures to improve patient safety and quality care for children.

This honor recognizes the outstanding work of our Children's teams to reduce healthcare acquired conditions through teaching, learning and seamless collaboration with pediatric hospitals throughout the country. Children's has achieved this honor based on our high employee participation in several SPS-sponsored learning sessions, our overall improvement in preventing adverse drug events, pressure injuries and unplanned extubations, and our substantial contributions to learning by sharing 100 percent of our internal data for patient outcomes and process reliability related to healthcare acquired condition prevention and management.

This recognition is particularly remarkable during a pandemic, demonstrating that our care teams have continued to go above and beyond in dedication to our Mission and pediatric patient safety despite many hurdles in response to COVID-19.

“In times where we are so resource constrained and challenged with high census, this organization still provides exemplary quality of care, and it is due to the tireless efforts of our teams and leadership,” said Renee Watson, Senior Director of Quality and Patient Safety.



Innovative Use of Accuryn Urine Monitoring System in Pediatrics

Clinical nurses in the Pediatric Intensive Care Unit (PICU) at Scottish Rite and Egleston care for high acuity, critically ill patients requiring the use of urinary catheters to accurately monitor urine output as part of their plan of care or treatment plan. Patients with urinary catheters are at risk for urinary retention and backflow of urine into the bladder, which increase the risk of catheter-associated urinary tract infections (CaUTI).

The practice of monitoring intra-abdominal pressure (IAP) was a multi-step, complex process that required multiple supplies. Once initiated, accurate monitoring was a challenge, as IAP measurement with traditional urinary catheters resulted in frequent issues related to drain line clearance and required the nurse to disconnect and reconnect the catheter line, both of which can increase the risk for CaUTI in patients with urinary catheters.

In 2021, Scottish Rite PICU Quality Administrative Resource Nurse **Lisette Wannemacher, BSN, RN, CPN**, raised these concerns to the CaUTI HAC team. Wannemacher reviewed current best practices for IAP monitoring with the use of urinary catheters as both a CaUTI prevention practice and to improve accuracy of monitoring urine output, and found Potrero Medical's Accuryn® Monitoring System, a new product that could improve the efficiency and accuracy of urinary monitoring in ICU patients.

The Accuryn Monitoring System is a smart sensing platform that helps to accurately monitor vital signs such as urine output (UO) and IAP in real time. Traditional urinary catheters have issues draining urine from the bladder, causing inaccurate UO measurements. The Accuryn Monitoring System uses active drain line clearance to automatically clear the drainage line as needed. While the Accuryn Monitoring System was identified as a best practice for measuring IAP and complete bladder drainage in adults, Wannemacher found that this system was not currently used for pediatric patients.

In March 2021, the CaUTI HAC team decided to implement an innovative trial using the Accuryn Monitoring System in the Scottish Rite PICU. In April, Wannemacher led the trial of the new monitoring device in the Scottish Rite PICU.

Scottish Rite is the first organization within a pediatric population to exclusively use the two one-way valves and active drain clearance system.

A post-trial evaluation by the nursing staff in the PICU indicated that the innovative device provided more accurate urine output monitoring and a more efficient way to monitor IAP since it requires less equipment and fewer steps to set up and maintain during use, and PICU staff decided to move forward with the purchase of the Accuryn Monitoring Device. Wannemacher worked with Director, Critical Care Services **Cindy Henderson, MSN, RN, NE-BC** and Director, Cardiac Services **Bonnie Miller, BSN, RN, NE-BC** to purchase 29 device monitors for the system. The new devices were implemented into practice in July 2021 in the following units:

- Scottish Rite PICU
- Egleston PICU
- Egleston Cardiac Intensive Care Unit (CICU)
- Egleston Cardiovascular OR (CVOR)

Wannemacher and the CaUTI HAC team's leadership in bringing this innovation to Children's has decreased the risk of CaUTI development and reduced CaUTI rates in the vulnerable PICU patient population.

As a result of feedback from the Scottish Rite PICU's innovative use of the Accuryn Monitoring System, Potrero Medical further partnered with Wannemacher to develop smaller catheter sizes in July 2021 to better serve the pediatric population. The pediatric catheter sizes will be available beginning in 2022.



Lisette Wannemacher, BSN, RN, CPN

Improving Workplace Safety for Nurses

Children's is committed to the promotion of a safe environment for all staff, patients and visitors. Disruptive behaviors, including verbal abuse, threats, physical aggression and acts of violence, will not be tolerated.

In 2021, the Disruptive Caregiver workgroup, an interprofessional group composed of clinical nurses, nurse leaders, security, clinical risk management, social work, house supervisors, patient representatives and patient access, identified key improvement goals and initiatives aimed at reducing workplace violence in the clinical care environment and improving staff safety when responding to disruptive and violent behaviors by parents, caregivers or visitors.

Managing Disruptive Caregivers/Visitors Workgroup

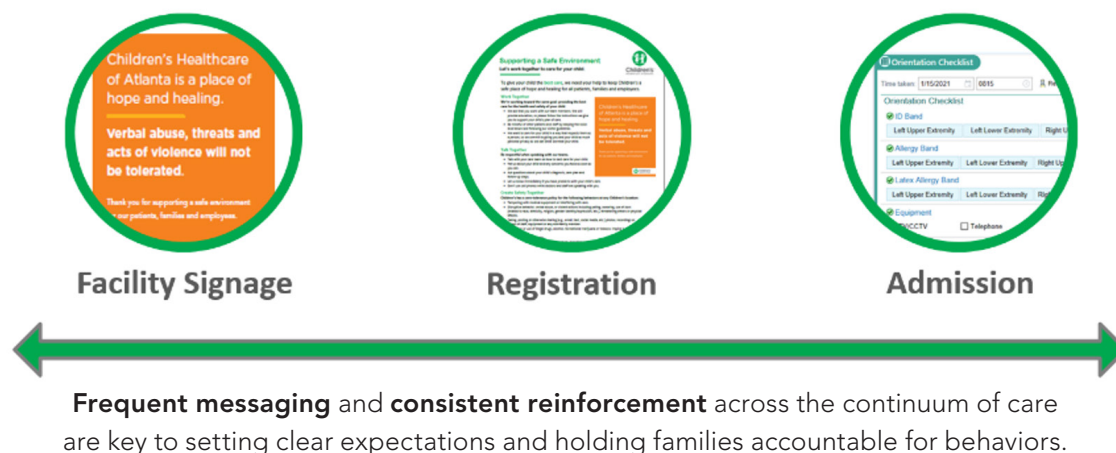
NAME	ROLE	DEPARTMENT
Melanie Bankston, BSN, RN, CPN	Clinical Nurse	Scottish Rite 4 South
Melanie Beaty, MSN, RN, NE-BC	Nursing Practice and Magnet Director	Scottish Rite Nursing Admin
Ashley Benson, BSN, RN	Clinical Risk Manager	Risk Management
Colette Bernstein, BSN, RN, CPN	Clinical Nurse	Scottish Rite 2nd Floor
Alison Bolt, MS, RN	Clinical Operations Manager	Egleston Aflac Inpatient
Katie Brasuk, MSN, RN, CCRN	Assistant Nurse Manager	Egleston PICU
Claire Doughtie	Patient Experience Learning Specialist	Patient Experience
Melissa Ensley, RN, BSN, CPHON	Assistant Nurse Manager	Scottish Rite 5 South
Rudy Fox	Security Manager	Scottish Rite
Angela Hawthorne, MS, RNC-NIC, CPN, NE-BC, NPD-BC	Clinical Nurse Expert	Scottish Rite NICU
Sam Hembree, BSN, RN, CPN	Clinical Nurse	Scottish Rite 2nd Floor
Cindy Henderson, MSN, RN, NE-BC, CPPS	Director, Critical Care	Scottish Rite PICU/TICU
Caitlin Ivie BSN, RN, CPHON	Simulation Coordinator	Clinical Learning
Adella Kelly, MSA	Patient Representative Manager	Risk Management
Heather Kersch, BSN, RN, CPEN	Administrative Resource Nurse	Emergency Department
Jessica Konter, PT, DPT	Physical Therapist	Egleston Rehabilitation
Anne Lawton, BSN, RN, CPN	Assistant Nurse Manager	Egleston CACU
Margareta Oliver	Security Supervisor	Egleston
Moe Schmid, MA, MSN, RN, CCM	Trauma Program Manager	Trauma Operations
Kelly Smith, BSN, RN, CPN	Education and Quality Manager	Ambulatory
Kathy Stancil, MSN, RN, CNL	Radiology Sedation Manager	Radiology
Michelle Thornton, BSN, RN, CPN	Assistant Nurse Manager	Egleston 5 West
Cara Van Treek, BSN, RN, RNC, NE-BC	Clinical Operations Manager	Scottish Rite NICU
Stephanie Welling, BSN, RN, CPN	Assistant Nurse Manager	Scottish Rite PICU
Wilma Wheeler, MSW, LCSW	Social Work Manager	Social Work

In 2021, the Disruptive Caregiver workgroup's initiatives focused on the following goals:

- Create and maintain a zero-tolerance culture for disruptive and violent behaviors
- Establish behavior expectations at first-encounter points of care, and provide resources for real-time repartnering
- Make early identification and escalation automatic, and provide clear role accountability in the response process
- Establish leader involvement in response process to support, identification and follow-up
- Create process that allows for real-time communication across disciplines and care settings
- Improve standardization and use of resources when managing disruptive behaviors

Setting Behavior Expectations

Knowing first-encounter points of care are critical opportunities to proactively partner with families and communicate expectations for behavior required to maintain workplace safety, the workgroup partnered with the Scottish Rite and Egleston Quality and Patient Safety Councils to develop a multi-step process focused on setting expectations with families at first-encounter points through facility signage, admission handouts and documentation in the electronic medical record (EMR).



Escalation and Response Plan

The workgroup developed a new Disruptive Caregiver Response plan that includes an involved staff and leader response based on types of disruptive or aggressive behaviors. The plan walks each role through the appropriate response actions, including who to notify, what to communicate, how to document and where to report the event.

Education and Training for Leaders and Staff

To support the new and revised processes, the workgroup partnered with the Clinical Learning team to create a comprehensive Managing Disruptive Caregivers training program for leaders, clinical staff and providers across the System. Over 600 hospital and ambulatory leaders and response team members completed a 90-minute instructor-led training course, and over 5,000 clinical staff and providers were trained through the Managing Disruptive Caregivers Computer-based training.

The workgroup's efforts to reduce workplace violence and improve staff safety led to a 19.6 percent reduction in the percentage of caregiver-associated workplace violence events across the system in 2021.

Leadership: Inspire and develop transformational leaders who serve as change agents, role models and visionaries to promote accountability and empower teams.

School Nurse Conference

The School Nurse Conference, hosted by Children's, is offered each year to school nurses throughout the state. After having to cancel the in-person event in 2020, **Colette Bernstein, RN, BSN**, and **Michelle Walker, BSN, NPD-BC, CPN**, led a virtual conference in 2021 with the help of the Strong4Life team and outside partners (including the Department of Education and the Department of Public Health). The "Back to the Basics" themed event reached 227 school nurses throughout the state and focused heavily on resilience and behavioral and mental health. The event also served as a way to connect school nurses to the numerous programs Children's offers to support schools (including Project S.A.V.E., Challenge and Teens in the Driver Seat). School nurses were excited for the opportunity to learn more about strengthening their own resilience, understanding mental health issues, and improving communication techniques with students, parents and teachers. Attendees received a follow-up in the mail with posters for their clinics and a Children's lunchbox.

School nurses are the eyes and ears inside schools, and they are vital to the Children's family in keeping Georgia's students healthy. (Many Children's patients are referred to Children's through their school nurses.) Children's is proud to be a resource for our community, to help school nurses stay up to date on education and to do everything we can to prepare for our patients in their schools.

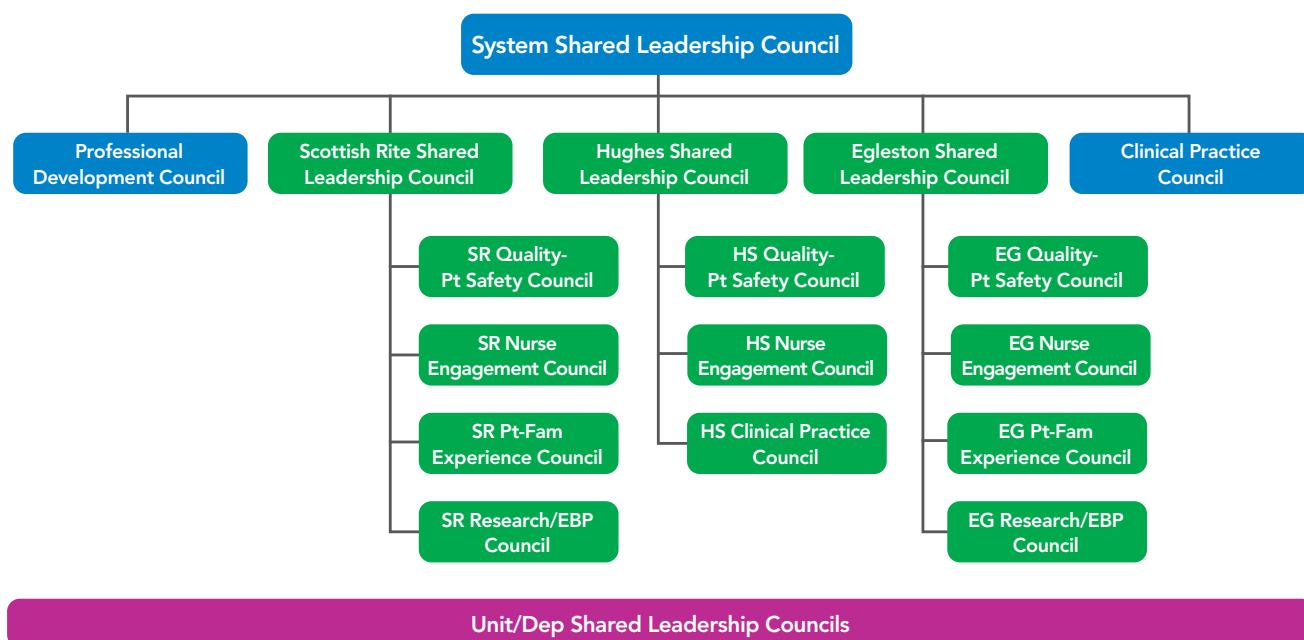


Shared Leadership

Shared Leadership is a collaborative governance structure where clinical nurses and interprofessional members share in decision-making that impacts professional practice and the work environment.

Through Shared Leadership, members are responsible and accountable for defining, implementing and evaluating professional practice. The structure of Shared Leadership is part of the Leadership component of our Professional Practice Model (PPM), where nurses share in decisions that affect nursing practice.

Children's Shared Leadership structure includes councils at the system, campus and unit levels that work to ensure nurses and interprofessional collaborative partners have an active role in making decisions that impact professional practice.



In 2021, Shared Leadership members spent the months of February through April rounding at all locations to connect with their peers on the challenges of the past year and provide an informal environment to share feedback and resources on how nursing excellence is demonstrated at Children's. Utilizing our Professional Practice Model (PPM), Shared Leadership members selected five of the eight components that best represented difficulties nursing had faced in 2020: Healthy Work Environment/Resilience, Development, Leadership, Nursing Practice and Engagement.

Over 200 Shared Leadership members participated in facilitating these rounds and were able to talk with staff about what was going well, while also sharing opportunities for improvement. From these suggestions, actions were taken on multiple items, including: creating tactics to encourage staff use of Respite Rooms, discussions on bringing back in-person Resiliency Retreats, creation of a certification tool kit to help guide nurses through certifications and other development opportunities, approval for nurses to attend conferences, the addition of Behavioral and Mental Health representation in Shared Leadership, and creation of a Shared Leadership newsletter that will begin distribution in 2022.

Unit Level Leadership Initiative

When the Second Floor at Scottish Rite began caring for the Pulmonology patient population in March 2021, the staff on the unit had to learn and adapt to these changes. With the previous General Pediatric population, charge nurses on the 35-bed unit utilized a staffing grid when making patient assignments to decide how many nurses would be needed, typically using a maximum of nine nurses and assigning these nurses four to five patients each. The complexity of this new population, however, did not fit the ratios used for the General Pediatric population. The unit that had previously cared for these Pulmonology patients had a separate Acute Care Unit within the unit, where the nurses caring for these more complex patients were only assigned two to three patients. Nurses on the floor had concerns regarding the patient ratio from the old population still being utilized after this change and went to their management team to voice these concerns. **Dawn Cowart, MSN, RN, CPN**, Manager of Second Floor, was immediately receptive to the staff's concerns and quickly escalated the issue, getting approval from **Angela Vangarelli, MSN, RN, CPN, NE-BC**, Director of General Patient Care, and **Lorisa Williams, MPS, BSN, NEA-BC, NPD-BC**, Scottish Rite's VP of Nursing and Hospital Operations at the time, to implement a new staffing model.

This new model enabled the unit to staff for a shift based on the acuity of the patients rather than a set grid that did not best represent the amount of care the patient would need from a nurse.

“Being able to use an additional nurse during shifts with more complex patients made a huge difference in the delivery of care and staff morale,” said Kelly Jakaitis, BSN, RN, CPN, Clinical Nurse on Second Floor, who was frequently in charge during this time. “Dawn valued our insight and supported our desire to make sure we were delivering the best care possible to our patients.”

Dawn was able to demonstrate exactly what it means to be a good leader by listening to her staff, empowering them to speak up, and advocating for their concerns quickly and efficiently. This was done not only to help provide quality patient care, but also help the nurses in her department felt safe and supported. Now the Director of General Patient Care, Dawn continues to use her leadership role to promote autonomy and accountability for her staff.



Workforce: Attract, grow and retain a diverse and flexible nursing workforce who are resilient and adaptive to change.



Pediatric Nurses Week

After limited events for nurses to engage with one another last year at the start of the COVID-19 pandemic, the System's Engagement Councils were eager to celebrate our nurses during Pediatric Nurses Week in 2021. Reflecting on the struggles of the past years, the councils decided to remind nursing staff that they were and still are "The Greatest Nurses on Earth." With this circus theme in mind, members of the campus Shared Leadership Engagement Councils began planning a circus to celebrate the week and to remind staff what it means to be a Children's nurse. Scottish Rite Shared Leadership Engagement Council's chair-elect, **Natalie Adcock, BSN, RN, CPN**, Clinical Nurse, who took part in the planning and implementation of this event, emphasized the importance of raising morale and getting people back involved and invested.

"This isn't just about having a party; we wanted to

show appreciation to our nurses, engage them and get them involved. It was time to bring the fun back to pediatric nursing that was taken from us during the pandemic."

The celebrations were a huge success, with hundreds of nurses attending across the system. Nurses re-engaged with one another while playing carnival games, eating staple circus foods and attempting to win the most tickets to be entered into raffles for prizes. Leadership embraced the event, manning many of the games and even taking whip cream pies to the face to help lift spirits. The week allowed for nursing staff to be reminded how appreciated and valued they truly are, and how being a Children's nurse makes you one of "The Greatest Nurses on Earth."





Ambulatory Preceptor Workshop

When leaders in our Ambulatory setting began mapping out their 2021 focuses from our Nursing Strategic Plan, **Marnell Dujour, BSN, RN, CPN**, Clinical Educator, and **Jackie Peterson, BSN, RN, CPN, NPD-BC**, Clinical Educator, leaned into the goal of leveraging existing workforce experience through the creation of the Ambulatory Preceptor Workshop. When reviewing the system preceptor program and feedback from their staff, they realized there were opportunities to specialize the course to better fit the wide array of disciplines in the Ambulatory setting.

“Most of our registered nurses are telehealth nurses, and precepting a nurse who primarily provides nursing care over the phone looks a lot different from precepting a nurse on the floor in the hospital,” states Dujour. “We also utilize medical assistants, ortho and radiology technicians, dental assistants and hygienists, and our patient access staff. Our world looks a lot different, and we needed a program that could take that into consideration.”

International Nurses Program

During the summer of 2021, at the height of the pandemic, Children’s partnered with three international nursing agencies to help address the shortage of nursing staff. **Gina Dobrasz, MS, RN**, Clinical Operations Consultant, developed Children’s first, formal International Nursing Program and partnered with Clinical Learning to help with successful onboarding and transition into American nursing practice.

Children’s has currently hired over 35 nurses from overseas, with two who have already arrived and started practicing at the bedside. The remaining nurses will continue to arrive in 2022, as they are cleared by their national embassy and the U.S. Department Bureau of Consular Affairs. These nurses will work side-by-side with our nurses in high-vacancy units, such as the NICU, PICU, Emergency Department, Surgical Services and General Pediatrics. We look forward to the expertise and experience these nurses bring to Children’s, and we will continue to recruit and hire into 2022.

Marnell, Jackie, and their team of nursing leaders and educators used the system preceptor course as their framework, and modified content to provide their staff an avenue to learn how to be effective preceptors in the Ambulatory setting and, therefore, offer their new hires the best training experience possible.

On Oct. 12, 2021, the first Ambulatory Preceptor Workshop was launched and included 17 participants consisting of various roles and clinic locations, including: registered nurses, licensed practical nurses, research coordinators, physician practice education coordinators, medical assistants, registration associates and practice operations coordinators. With the success of their first workshop and the positive feedback from the staff who attended, classes for 2022 are set up with staff already interested in attending.

Technology: Optimize use of technology to support care delivery, standardize nursing practice, and promote innovation and efficiency to achieve quality outcomes.

In 2021, the System continued building upon our robust technology foundation to support nursing practice and improve care through a number of initiatives:

- Replacement of Voalte phones (TC-51 clinical smartphones) with Apple iOS devices (iPhones) throughout the System to improve call quality and user experience for nurses
- Optimization of Nursing Workflow and implementation of Epic Care Plans
- Education for nurses and leaders for the rollout of Epic Grand Central in 2022

Epic Care Plans

In January 2021, the Epic Care Plan Steering Committee and Epic Care Plan Workgroup were formed to develop and plan for the implementation of the Epic Care Plan activity at Egleston, Scottish Rite and Hughes Spalding. Launching Epic Care Plans is the first step in a multi-year process to build enhancements and optimizations within Epic for clinicians.

The Epic Care Plan activity helps to:

- Address gaps in patient care due to inconsistent documentation
- Support better care coordination between disciplines
- Provide a platform to a one-stop view for the patient's problems, goals and interventions
- Identify problems and show progression towards achieving goals

Since this was a significant change for staff, the Epic Care Plan Workgroup was formed to include the direct feedback and expertise of frontline clinicians in the development of each care plan.

The Epic Care Plan Workgroup included frontline clinicians from across Children's campuses, including Egleston, Hughes Spalding and Scottish Rite. This interprofessional group of clinical nurses, nurse educators, respiratory therapists, social workers, case managers, child life specialists, physical and occupational therapists, and clinical informaticists worked together to build the outlines and content for Children's foundational 21 Epic Care Plans. With their expertise and prior assessments, documentation was kept within the flowsheets as much as possible. In November 2021, the Epic Care Plan activity was launched with boots on the ground support from IS&T, Epic superusers and department champions. The launch of Epic Care Plans supports continuity of care, drives interprofessional collaboration, maintains patient satisfaction and engagement, and meets regulatory compliance standards. We continue to maintain strong compliance and adoption; over the last three months, 99 percent of patients admitted had at least one care plan initiated within 24 hours of admission.

In 2022, we will continue to build enculturation with Epic Care Plans, monitor regulatory readiness with the upcoming triennial Joint Commission survey, and move to the next phase of workflow optimizations within Epic.

Technology priorities for 2022 will focus on the implementation of several initiatives designed to improve clinician efficiency, support research and quality outcomes, prepare for the opening of Arthur M. Blank Hospital, and drive innovation.





While our community continued to see uncertainty brought on by the pandemic, Children's nurses were unwavering at being a shining light to those patients and families going through some of their darkest times. Not only was nursing excellence shown throughout their work, but also through encouraging and supporting each other.

In 2022, aligning with our Workforce focus area of the Nursing Strategic Plan, we aim to improve support for staffing and a changing workforce through the work completed by the Clinical Staffing Guiding Team. We

will also continue our Magnet redesignation journey by completing document writing for our Egleston and Scottish Rite campuses, with Egleston submitting their document in 2022, and Scottish Rite submitting in early 2023.

Additionally, our Hughes Spalding campus will begin document preparation for Pathway redesignation in 2022. We're also thrilled to welcome many new opportunities for nurses to get involved in making decisions by joining our Shared Leadership councils through elections occurring this summer.



Children's nurses, we **thank you** for your resiliency, providing the highest quality of care and continuing to be a part of the Children's family this year.