

# 2024 Nursing ANNUAL REPORT

Norton Children's Hospital



NORTON  
Children's

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# Message from the vice president and chief nursing officer

Our annual report gives us an opportunity to reflect on our accomplishments from the past year. I beam with pride knowing the hard work, dedication and passion our team brings every day. The past couple of years have presented unique challenges in health care. We have not been immune to the postpandemic workforce shortages, supply chain disruptions or soaring patient volume experienced by children's hospitals across our nation. Through collaboration, innovation and our team's unwavering commitment, we are starting to see signs of stability.

A significant accomplishment we achieved together was stabilizing our workforce. In 2022, our two-year nursing strategic plan was dedicated exclusively to rebuilding, restoring and retaining our workforce. Since that time, hundreds of new nurses have joined our team and, in the true spirit of nursing, our experienced nurses rallied to support, train and enculturate them into our Norton Children's Hospital family.

Reaching for Zero remains our North Star and drives us to constantly improve. We remained vigilant in setting the standard for quality and caring for our patients and families. We redesigned our onboarding processes and provided additional education, training and refined processes to hardwire best practices and strengthen our safety culture. Our outcomes reflect that all these efforts are making a difference.

We have so much to be proud of and celebrate! This is the first Norton Children's Hospital annual report in over a decade. The stories included demonstrate and recognize the nursing excellence that exists within our walls every day. Here are a few examples:

- We kick-started our Magnet journey! In early 2024, we announced our commitment to apply for Magnet status. This elite honor is based on nursing research conducted and replicated over the past 40-plus years. Hospitals demonstrating Magnet standards outperform in nursing-specific quality outcomes and patient experience, and have a work environment that promotes nursing excellence. Only about 10% of hospitals nationwide achieve this special recognition.
- Norton Children's Hospital "reimagined" our professional governance structure, providing enhancements that help support direct-care nurses being involved in decisions affecting their practice. We now have a stronger and more robust structure that empowers nurses to own our practice and results.
- We launched Lead for Care, a six-month program focused on developing nurses as bedside leaders. Participants are partnered with an experienced mentor and develop their "leader within" by leveraging a variety of learning modalities. More than 50% of our participants move on to expand their roles and/or involvement in the organization.



Erik Martin, DNP, R.N., CENP, FAAN, FAONL

*Vice President, Patient Care Services  
Chief Nursing Officer  
Norton Children's Hospital*

- Caring can be tough, and we heard your concerns. We made your well-being a high-priority goal and in alignment with that, we implemented Code Lavender. This evidence-based, real-time wellness intervention supports teams during difficult and stressful circumstances. It offers a variety of options to promote self-care and encourage the team to take a moment to reflect and honor the situation.

These are just a few of our successes. They are the result of many individuals coming together to achieve greatness. It is an honor to work alongside this amazing team that inspires me every day. On behalf of our entire leadership team, thank you for all you do to care for our patients, their families and each other.

# Message from your Magnet Program director

Through your leadership, exceptional patient care and focus on innovation, 2024 was a remarkable year at Norton Children's Hospital. I have no doubt we will continue to improve care and positively impact our community.

In this publication, you will see just a few examples of how your care makes a difference. These examples highlight the five components of the Magnet model and showcase our Nursing Professional Practice Model in action; both are foundational to the care and service we provide.

The five components of the Magnet model are:

- Transformational leadership
- Structural empowerment
- Exemplary professional practice
- New knowledge, innovations and improvements
- Empirical outcomes

Join me in celebrating our many accomplishments and the opportunities that lie ahead as we continue along our Magnet journey.



**Sherri Stephan, MHA, BSN, R.N.**

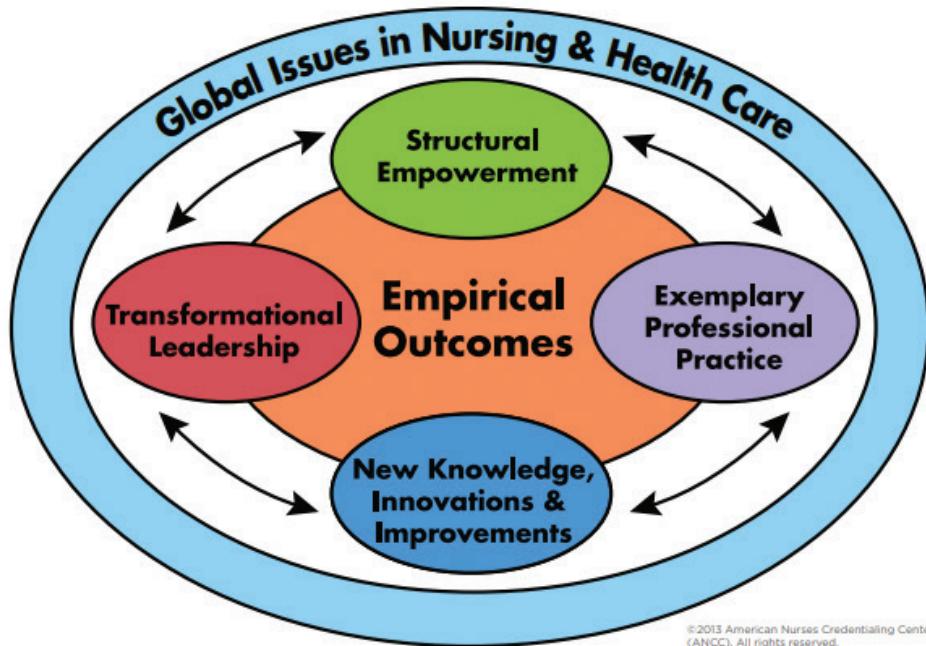
*Director, Magnet Program*

## Why Magnet?

Magnet designation is the highest health care achievement where nurses are the foundation. Magnet designation validates and celebrates organizations where nurses' voices are empowered and heard. Nurses are involved in decision-making, problem-solving and collaborating with interprofessional teams. The organization exemplifies and showcases the great value nurses bring to it, highlighting nursing excellence in practice through the work nurses do every day to produce quality patient outcomes.

—Created by Norton Healthcare Magnet Steering Council

### The Magnet Model

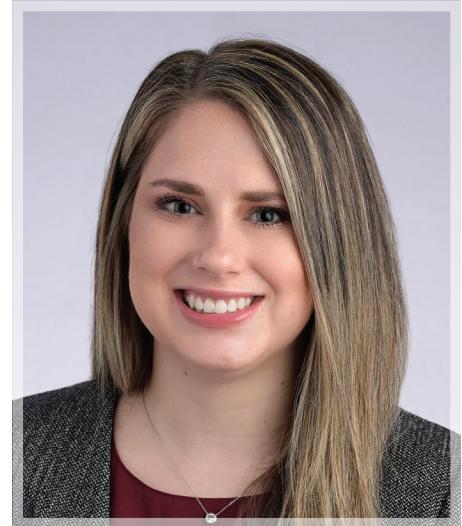


# Message from your Nursing Congress leaders

The Professional Practice Model is part of the culture of care at Norton Children's and guides the members of our Nursing Congress in the creation and implementation of projects that are grounded in evidence-based practice and advocacy. The Professional Practice Model and our professional governance structure ensures clinical bedside nurses have a voice and the opportunity to partner in the decision-making and practice changes that impact their work environment and the care they give.



Mackenzie Phillips, BSN, R.N.  
*President, Nursing Congress*



Becca Shade, R.N., BSN, ABLS  
*Vice President, Nursing Congress*

## Nursing Professional Practice Model: Our foundation of care

The Norton Healthcare Nursing Professional Practice Model has "care" at its center because caring is at the core of everything we do. Nurses at Norton Children's embrace and live out Kristen M. Swanson's Theory of Caring every day. The elements of maintaining belief, knowing, being with, doing for and enabling guide our daily practice and interactions with patients and families. For this reason, the theory is prominently displayed in our Nursing Professional Practice Model along with our guiding principles of evidence-based practice, advocacy, integrity, empowerment, respect, and equity and inclusion.

### Nursing Professional Practice Model



- Our nursing professionals live out Kristen Swanson's Theory of Caring.
- **Maintaining belief** – A perspective of hope and belief that the patient can handle the challenges that could await
- **Knowing** – No assumptions, but clarity and understanding the patient's point of view
- **Being with** – Showing up and being there for the patient
- **Doing for** – Helping the patient with tasks they normally would do for themselves
- **Enabling** – Giving the patient room to heal

**Evidence-based practice** – Providing holistic quality care based on current research and knowledge

**Advocacy** – Safeguarding, valuing, mediating and championing social justice within provision of care

**Integrity** – Soundness of moral character and honesty

**Empowerment** – Supporting professional governance, open leadership communication and team relationships

**Respect** – Intentional act of showing consideration for others' interests and well-being

**Equity and inclusion** – Freedom from bias and ensuring a sense of belonging to all

# Transformational leadership

## Supporting caregivers

**Stacy Flanders, DNP, R.N., CCRN-K, NE-BC**

*Director, Patient Care Services  
Norton Children's Hospital*

**“** Transformational leadership to me is about inspiring and motivating our employees to be their best, embrace growth and change, and be committed to providing patient care in a safe, caring and compassionate way. It is about leading with a clear vision, encouraging new ideas and innovation, collaboration, and creating a positive, supportive environment where employees feel valued and empowered. Ultimately, this type of leadership leads to engaged employees and exceptional patient outcomes.”

### Code Lavender

**T**ransformational leadership at Norton Children's Hospital can be seen in the efforts of our leaders to support employees and reduce burnout to improve employees' overall well-being. An example of this is the implementation of Code Lavender.

Code Lavender is a program designed to provide immediate and ongoing support to health care providers in times of emotional distress. It is one of the tools leaders use at Norton Children's to support our employees' overall well-being and minimize burnout.

Physicians, nurses, advanced practice providers and ancillary employees at Norton Children's Hospital often face difficult situations that can have a significant emotional

and physical impact on their overall well-being. These include situations such as patient deaths, trauma, codes, ethical care and social dilemmas, and workplace violence from patients and family members, as well as extremely busy shifts or learning of a serious illness or death of a co-worker.

Code Lavender was piloted in our pediatric intensive care unit, and then expanded to all of Norton Children's Hospital on July 1, 2024. Employees are encouraged to call or request a Code Lavender response whenever they feel a need exists. Leaders respond with a “Code Lavender cart” filled with drinks, snacks, relaxation tools, inspirational/motivational cards, and other self-care items such as lotions, lip balm, face masks, shower



steamers, tissues and much more. The items in the cart are intended to help the team decompress and take some much-needed time to care for themselves. We offer chaplain support and facility dog visits as well. Leaders can coordinate additional debriefings with the team when necessary.

Through the Code Lavender response, leaders provide support for our teams, encourage self-care and acknowledge the emotional toll that sometimes results from working in health care.

# Structural EMPOWERMENT

## Professional governance

Erin R. Kirk, R.N., MSN, CPN

Director, Patient Care Services

Norton Children's Hospital

**N**orton Children's Hospital's professional governance structure and Nursing Congress are based on the principle of structural empowerment. At Norton Children's Hospital, structural empowerment is the framework that allows professional advocacy, collaboration, critical thinking and advancement of the nursing profession within our hospital, ambulatory care settings and beyond. This framework ensures that the perspectives of all our nurses and their unique skill sets are considered so we can work collaboratively to develop effective solutions and continuously improve the quality of care we provide.

"Our professional governance structure ensures the voice of clinical nursing is present, and that bidirectional communication exists naturally within the culture of our organization. Clinical bedside staff are supported by leaders at all levels to make decisions that influence their own nursing practice, thus improving overall engagement, satisfaction and quality outcomes for the patients and families we serve."

Erik Martin, DNP, R.N., CENP, FAAN, FAONL

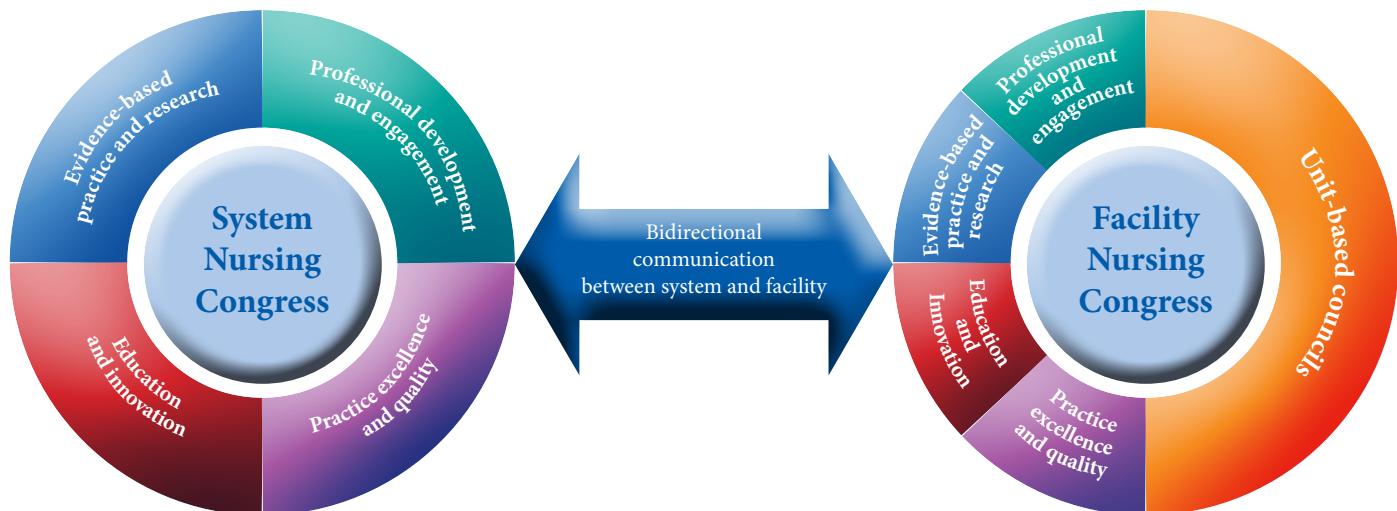
Vice President, Patient Care Services

Chief Nursing Officer

Norton Children's Hospital

**“**The most successful professional governance models promote professional accountability and clinical decision-making while fostering healthy team communication. At its core, professional governance provides an avenue for nursing to 'own' our practice and the outcomes we achieve. Norton Children's Hospital is approaching our one-year anniversary of reimagining our professional governance structure. It has been incredibly rewarding to see the evolution as we grow and mature, and I could not be more proud of what we're accomplishing together."

## Nursing Congress Model



## Council wins: 2024 highlights

- Pediatric intensive care unit: Quality improvement project to develop professional integrity
- Emergency department: Run for the Undies Drive, a clothing drive seeking donations, especially underwear, for trauma patients, and creating an opportunity to spread pediatric trauma awareness
- Sixth floor: Hand hygiene project to increase knowledge of the patient zone vs. the health care zone

## Professional growth at the bedside and beyond

Nurses are essential to the care we provide. Nurses at Norton Children's Hospital are dedicated professionals who lead the way in bringing innovative, compassionate care to the bedside.

We support our nurses to be lifelong learners and advocates for the children and families we serve. When nurses

have opportunities to advance their knowledge and skills, they become more confident, and the quality of patient care grows right along with them.

We support professional growth for nurses across the spectrum, from those who are just beginning their nursing careers to the experienced nurses who have dedicated many years to patient care. In addition to new employee onboarding, other programs are available to support professional growth. Here are few examples:

**NORTON HEALTHCARE ENCOMPASS NURSE RESIDENCY PROGRAM:** This program was designed to assist new nursing graduates in developing the skills necessary to be successful in their career. It includes learning opportunities and workshops on important topics such as critical thinking skills, leadership abilities, communication skills, patient safety and quality outcomes, evidence-based practice and career development.

**IGNITE LEARNING SERIES:** This collaborative program for nurses and advanced practice providers offers an interactive learning experience leveraging high-fidelity simulation.

Learning opportunities include a variety of topics that affect pediatric care and services. Continuing education credits are offered.

**LEAD FOR CARE:** This program is designed to advance leadership skills among front-line clinical nursing staff, promoting and empowering their professional growth toward becoming a bedside leader. Research has shown that when leadership skills are deployed at the bedside, it leads to a reduced likelihood of medical errors and serious safety events. It also is linked to improvements in work experience, professional growth and job satisfaction. Nominations for this six-month program are for nurses who are working at the bedside and are engaged, motivated and ready to grow and expand their knowledge and skills. More than 200 nurses have completed Norton Children's Hospital's Lead for Care program.



## PROFESSIONAL CERTIFICATIONS

Norton Healthcare offers financial support and resources for nurses who are interested in pursuing a certification relevant to their area of practice. Eligible certifications must be accredited by the Accreditation Board for Specialty Nursing Certification (ABSNC), National Commission for Certifying Agencies (NCCA), American National Standards Institute (ANSI) ISO 17024 or another recognized accreditor.

## NORTON HEALTHCARE CLINICAL ADVANCEMENT PROGRAM

This program encourages and supports the continued professional growth and development of direct care nurses. It also provides opportunities for nurses to be recognized and rewarded for their clinical achievements; advancing their skills, knowledge and education; and their involvement in philanthropy and community leadership.

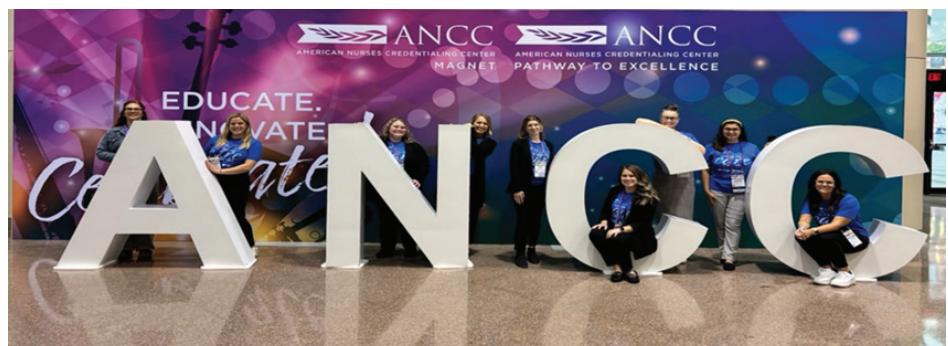
## LEADER ONBOARDING (FORMERLY N THE KNOW)

This systemwide program helps new leaders learn necessary skills as they transition into formal leadership positions.

## Professional organizations

At Norton Children's, we recognize the importance of clinical nurses belonging to and participating in professional organizations. It provides our teams with opportunities to learn and expand their clinical skills and knowledge.

- Norton Children's Hospital sponsored eight nurses to attend the 2024 American Organization for Nursing Leadership (AONL) Annual Conference.
- Danielle Brooks, MSN, APRN, NP-C, neonatal intensive care unit, Norton Children's Hospital, was named to AONL's Young Professional Voices 2024 cohort.
- Norton Children's sponsored eight nurses from Norton Children's Hospital and Norton Children's Medical Group to attend the 2024 American Nurses Credentialing Center (ANCC) National Magnet Conference.



# PROFESSIONAL GROWTH

**C**ontinuous learning and professional growth is encouraged at Norton Children's. We recognize there are many paths to increasing clinical skills and knowledge, including formal educational programs to earn advanced degrees and specialty certifications. We would like to acknowledge and congratulate our Norton Children's Hospital employees who earned a bachelor's degree or higher in 2024.

*If you received a bachelor's degree or higher in 2024 and were not included in this list, please accept our sincere apologies and our congratulations. Norton Children's is working to improve the documentation and reporting of educational degrees, so that going forward everyone is recognized for their accomplishments.*

## Nurses who earned academic degrees in 2024

### NORTON CHILDREN'S HOSPITAL AND NORTON CHILDREN'S MEDICAL CENTER

Aganon, Amber	Bachelor of Science in Nursing	Radcliff, Carson	Bachelor of Science in Nursing
Aguilar, Angela	Bachelor of Science in Nursing	Riley, Maddy	Bachelor of Science in Nursing
Baluyot, Shania K.	Bachelor of Science in Nursing	Robinson, Maddie	Bachelor of Science in Nursing
Caudill, Gabriella	Bachelor of Science in Nursing	Rodriguez Solis, Alexis J.	Bachelor of Science in Nursing
Curtis, Kailey	Bachelor of Science in Nursing	Sagrecy, Maddy	Bachelor of Science in Nursing
Darwish, Nadia	Bachelor of Science in Nursing	Santos, Brenda	Bachelor of Science in Nursing
Davis, Sarah	Bachelor of Science in Nursing	Schmitt, Regan	Bachelor of Science in Nursing
Dishman, Ashley	Bachelor of Science in Nursing	Schumacher, Abby	Bachelor of Science in Nursing
Donnelly, Brianna	Bachelor of Science in Nursing	Self, Brianna	Bachelor of Science in Nursing
Eckert, Rachel	Bachelor of Science in Nursing	Shereyk, Hollie	Bachelor of Science in Nursing
Featherstone, Sydney	Bachelor of Science in Nursing	Shoffner, Crystal	Bachelor of Science in Nursing
Finley, Alexis	Bachelor of Science in Nursing	Smith, Alayna	Bachelor of Science in Nursing
Fry, Emily	Bachelor of Science in Nursing	Smith, Chloe	Bachelor of Science in Nursing
Gettelfinger, Carissa	Bachelor of Science in Nursing	Smith, Destiny	Bachelor of Science in Nursing
Glass, Brianna	Bachelor of Science in Nursing	Smith, Karigan	Bachelor of Science in Nursing
Goldsmith, Kaley	Bachelor of Science in Nursing	Stone, Kamryn	Bachelor of Science in Nursing
Griffin, Kennedy	Bachelor of Science in Nursing	Striegel, Lexi	Bachelor of Science in Nursing
Grimm, Kaitlin	Bachelor of Science in Nursing	Thornberry, Amanda	Bachelor of Science in Nursing
Hallam, Micala	Bachelor of Science in Nursing	Ugander, Annika	Bachelor of Science in Nursing
Hawthorne, Skylar	Bachelor of Science in Nursing	Wainscott, Kylie	Bachelor of Science in Nursing
Hubbard, Jeremiah	Bachelor of Science in Nursing	Weining, Abby	Bachelor of Science in Nursing
Jackson, Elizabeth	Bachelor of Science in Nursing	Weisbach, Amy	Bachelor of Science in Nursing
Jago, Sophie	Bachelor of Science in Nursing	Wheeler, Britianny	Bachelor of Science in Nursing
Jean-Charles, Bertha	Bachelor of Science in Nursing	Winbigler, Mary	Bachelor of Science in Nursing
Johmann, Molly	Bachelor of Science in Nursing	Witcher, Avery	Bachelor of Science in Nursing
Johnson, Leslie	Bachelor of Science in Nursing	Woford, Savanna	Bachelor of Science in Nursing
Kraus, Jordan	Bachelor of Science in Nursing	Woods, Mariah	Bachelor of Science in Nursing
Kunkel, Emily	Bachelor of Science in Nursing	Woolbright, Mara	Bachelor of Science in Nursing
Lemmel, Hannah	Bachelor of Science in Nursing	Yamboo, Marayah	Bachelor of Science in Nursing
Loftus, Chloe	Bachelor of Science in Nursing	Dean, Haylie	Master of Science in Nursing
Mattingly, Katherine	Bachelor of Science in Nursing	Stewart, Sheronda	Master of Science in Nursing
Meade, Riley	Bachelor of Science in Nursing	Thrana, Grace	Master of Science in Nursing
Medlock, Katie	Bachelor of Science in Nursing		
Meinhart, Sophia	Bachelor of Science in Nursing		
Miles, Haylee	Bachelor of Science in Nursing		
Mills-Maggard, Madison	Bachelor of Science in Nursing		
Miracle, Payton	Bachelor of Science in Nursing		
Mitchell, Karina	Bachelor of Science in Nursing		
Moats, Emily	Bachelor of Science in Nursing		
Oberhausen, Brayden	Bachelor of Science in Nursing		
Pate, Isabella	Bachelor of Science in Nursing		
Perkins, Alyssa	Bachelor of Science in Nursing		
Phan, Tammy	Bachelor of Science in Nursing		
Pierce, Brooklyn	Bachelor of Science in Nursing		

# Certifications and specialty program completions

Thank you to the many dedicated Norton Children's nurses who have earned a specialty certification or completed a specialty training program. Many programs offer opportunities for nurses to advance their knowledge and skills, and they all are important to the care we provide.

We want to thank you for going above and beyond what is required in your role. Your expertise and commitment to professional growth allows Norton Children's Hospital to continually improve care and services.

*Norton Children's is working to automate our tracking of nurses with specialty certifications, and if you are not listed, we offer our sincere apologies. Each of our nurses is valued and appreciated!*



## Professional nurse certifications

### MAGNET RECOGNIZED CERTIFICATIONS

Alex McMahan	Trauma Certified Registered Nurse (TCRN)
Alicia Hanna	Critical Care Registered Nurse (CCRN)
Allie Overfield	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Allyson Steinfeld	Certified Pediatric Nurse (CPN)
Amanda Graham	Critical Care Registered Nurse (CCRN)
Amanda Lawson	Critical Care Registered Nurse (CCRN)
Amanda Stotts	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Amber Gelnett	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Amber Hancock	Certified Pediatric Nurse (CPN)
Amber Thorpe	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Andrea Miller	Critical Care Registered Nurse (CCRN)
Andrea Timperman	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Angie Frazier	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Anna Vogt	Certified Pediatric Nurse (CPN)
April Glass	Certified in Neonatal Pediatric Transport (C-NPT)
April Loveall	Certified Pediatric Nurse (CPN)
Arpha Corpuz	Critical Care Registered Nurse (CCRN)
Ashley Green	Oncology Certified Nurse (OCN)
Ashley Johnson	Critical Care Registered Nurse (CCRN)
Ashley McDaniel	Critical Care Registered Nurse (CCRN)
Ashley Nelson	Certified Professional in Healthcare Quality (CPHQ), Certified Professional in Patient Safety (CPPS)
Ashley Peterson	Progressive Care Certified Nurse (PCCN)
Ashley Reitzel	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Avery Pryor	Critical Care Registered Nurse (CCRN)
Barb Furey	Certified Pediatric Nurse (CPN)
Becca Luhrsen	Certified Pediatric Nurse (CPN)
Beverly Brangers	Certified Pediatric Nurse (CPN)
Bri Hans	Critical Care Registered Nurse (CCRN)
Brooke Schroeder-Fleig	Critical Care Registered Nurse (CCRN)
Callie Allison	Certified Pediatric Nurse (CPN)
Carey Hascamp	Certified Pediatric Nurse (CPN)
Carie Cassidy	Certified Pediatric Emergency Nurse (CPEN), Certified Emergency Nurse (CEN)
Carle Davidson	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Caroline Flowers Schifano	Critical Care Registered Nurse (CCRN)
Caroline McGaha	Critical Care Registered Nurse (CCRN)
Catherine Elenkberry	Critical Care Registered Nurse (CCRN)
Chanley Hill	Critical Care Registered Nurse (CCRN)
Charles Howard	Critical Care Registered Nurse (CCRN)
Charmaine DuToit	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Chelsea Archuleta	Certified Pediatric Nurse (CPN)
Cheri Nicolson	Critical Care Registered Nurse (CCRN)
Christy Densford	Certified Pediatric Nurse (CPN)
Claudia Meredith	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Courtney Pate	Certified Pediatric Nurse (CPN)
Courtney Stejbach	Critical Care Registered Nurse (CCRN)
Crews, Tamara	Critical Care Registered Nurse (CCRN)
Daulton Walls	Certified Professional Caring for Extremely Low Birth Weight Infants (C-ELBW)
Dawn Williamson	Critical Care Registered Nurse (CCRN)
Dawn Williamson	Critical Care Registered Nurse (CCRN)
Debbie White	Certified Pediatric Oncology Nurse (CPON), Registered Nurse-Board Certified (RN-BC)
Dawna D. "Dee Dee" Six	Trauma Certified Registered Nurse (TCRN)
Destiny Fullen	Critical Care Registered Nurse (CCRN)
Don Santay	Certified Professional Caring for Extremely Low Birth Weight Infants (C-ELBW)
Donna Callahan	Certified Pediatric Nurse (CPN)
Elise Hyde-Ferrell	Trauma Certified Registered Nurse (TCRN)
Elizabeth Newton	Critical Care Registered Nurse (CCRN)
Elizabeth Ottersbach	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Emily Crase	Trauma Certified Registered Nurse (TCRN)
Emily Wuensch	Critical Care Registered Nurse (CCRN)
Erik Martin	Certified in Executive Nursing Practice (CENP)
Erika Shell	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Erin Buckles	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Erin Kirk	Certified Pediatric Nurse (CPN)

## Professional nurse certifications (continued)

Frances Price	Certified Pediatric Oncology Nurse (CPON)	Lisa Browder	Certified Pediatric Nurse (CPN)
Freddie Boroughs	Certified Nurse, Operating Room (CNOR)	Madisen Bowling	Critical Care Registered Nurse (CCRN)
Ginger Baumgardner	Certified Pediatric Nurse (CPN)	Madison Lauter	Certified Pediatric Nurse (CPN)
Gloria Keltner	Certified Pediatric Nurse (CPN)	Martha Wingate	International Board Certified Lactation Consultant (IBCLC)
Hannah Garcia	Critical Care Registered Nurse (CCRN)	Mary Margaret Luttrell	Critical Care Registered Nurse (CCRN), Certified Pediatric Nurse (CPN)
Hannah Garner	Certified Pediatric Hematology/Oncology Nurse (CPHON)	Megan Conway	Critical Care Registered Nurse (CCRN)
Hannah Highbaugh	Critical Care Registered Nurse (CCRN)	Melanie Hess	Certified Pediatric Emergency Nurse (CPEN)
Hannah Newton	Critical Care Registered Nurse (CCRN)	Melanie Mullins	Psychiatric-Mental Health Nurse-Board Certified (PMH-BC)
Heather Hartlage	Certified Hospice and Palliative Pediatric Nurse (CHPPN)	Melissa Davis	Certified Pediatric Nurse (CPN)
Heidi Wentworth	Certified Diabetes Care and Education Specialist (CDCES)	Melissa Ward	Psychiatric-Mental Health Nurse-Board Certified (PMH-BC)
Hilary Nolat	Certified Pediatric Nurse (CPN)	Melton, Nancy	Certified Pediatric Nurse (CPN)
Kiersten Hodge	Certified Diabetes Care and Education Specialist (CDCES)	Mia Coulter-Nellums	International Board Certified Lactation Consultant (IBCLC)
Holly Morris	Certified Pediatric Nurse (CPN)	Michael Smith	Certified Hospice and Palliative Pediatric Nurse (CHPPN)
Icy Mathai	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)	Morgan Fryman	Certified Pediatric Nurse (CPN)
Jamie Barnett	Certified Professional in Infection Control (CIC)	Morgan Martin	Critical Care Registered Nurse (CCRN)
Jasmina Dizdarevic	Critical Care Registered Nurse (CCRN)	Nicola Jones	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Jaymie Beaty	Critical Care Registered Nurse (CCRN)	Nita Schroeder	Certified Professional in Infection Control (CIC)
Jennifer Moss	Critical Care Registered Nurse (CCRN)	Olivia Lancaster	Certified Pediatric Nurse (CPN)
Jennifer Thomas	Certified in Executive Nursing Practice (CENP)	Paige Ayres	Critical Care Registered Nurse (CCRN)
Jeremy Ramsey	Certified Pediatric Hematology/Oncology Nurse (CPHON)	Pennie Berry	Certified Pediatric Nurse (CPN)
Jessica Siepler	Critical Care Registered Nurse (CCRN)	Rachel Neuymayer	Critical Care Registered Nurse (CCRN)
Jessica Vanhoose	Critical Care Registered Nurse (CCRN), Certified Pediatric Nurse (CPN)	Rachel Pike	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Jill Anderson	Certified Pediatric Nurse (CPN)	Rebecca MacGillivray	Critical Care Registered Nurse (CCRN)
Jill Masden	Certified Pediatric Nurse (CPN)	Rebekah Hoerner	Certified Pediatric Nurse (CPN)
Joy Comingore	Certified Pediatric Nurse (CPN)	Rebekah Smith	Critical Care Registered Nurse (CCRN)
Jordan Weiter	Trauma Certified Registered Nurse (TCRN)	Sable Iglesias	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Judy Spalding	Certified Pediatric Nurse (CPN)	Samantha Padgett	Critical Care Registered Nurse (CCRN)
Kat Kelly	Certified Pediatric Nurse (CPN)	Sami Bacci	Critical Care Registered Nurse (CCRN)
Katherine Reissen	Certified Pediatric Nurse (CPN)	Sarah Johnson	Certified Pediatric Nurse (CPN)
Katie Stark	Certified Pediatric Nurse (CPN)	Savannah Malone	Critical Care Registered Nurse (CCRN)
Kayla Hepke	Certified Pediatric Hematology/Oncology Nurse (CPHON)	Shannon Hogan	Certified Pediatric Nurse Practitioner (CPNP)
Kelly Williams	Trauma Certified Registered Nurse (TCRN)	Sharon Grimes	Certified Pediatric Nurse (CPN)
Kelly Zink	Certified Professional in Infection Control (CIC), Certified Professional in Healthcare Quality (CPHQ)	Shawn McLeod	Trauma Certified Registered Nurse (TCRN)
Kelsey Castanon	Critical Care Registered Nurse (CCRN)	Shelley Hays	Certified Pediatric Nurse (CPN)
Kerry McKeahan	Certified Pediatric Emergency Nurse (CPEN)	Shelly Guagenti	Certified Pediatric Nurse (CPN)
Kiersten Stovall	Critical Care Registered Nurse (CCRN)	Stacie Gibson	Psychiatric-Mental Health Nurse-Board Certified (PMH-BC)
Kim Sheehan	Certified Pediatric Nurse (CPN)	Stacy Flanders	Critical Care Registered Nurse (CCRN), Nurse Executive-Board Certified (NE-BC)
Kim Thompson	Certified Pediatric Nurse (CPN)	Stacy Ladd	Certified Pediatric Nurse (CPN)
Kimberly (Brooke) Thompson	Critical Care Registered Nurse (CCRN)	Stephanie Childress	Trauma Certified Registered Nurse (TCRN)
Kristen Lytle	Critical Care Registered Nurse (CCRN)	Stephanie Cline	Certified Hospice and Palliative Pediatric Nurse (CHPPN)
Kristie Payne	Certified Pediatric Nurse (CPN)	Stephanie Gordon	Critical Care Registered Nurse (CCRN)
Kristina Booker Ables	Certified Pediatric Nurse (CPN)	Stephanie Nunn	Certified Nurse, Operating Room (CNOR)
Kristina Inclan	Certified Pediatric Nurse (CPN)	Susan Craycroft	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Kristina Schroeder	Certified Pediatric Nurse (CPN), International Board, Certified Lactation Consultant (IBCLC)	Susan Webb	Critical Care Registered Nurse (CCRN)
Krystin Sapp	Trauma Certified Registered Nurse (TCRN)	Suzanne Hedgpeth	Certified Pediatric Nurse (CPN)
Lauren Curry	Critical Care Registered Nurse (CCRN)	Tatyanna Hiserote	Critical Care Registered Nurse (CCRN)
Lauren Estes	Psychiatric-Mental Health Nurse-Board Certified (PMH-BC)	Taylor Bergman	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Lauren Johnson	Critical Care Registered Nurse (CCRN)	Teresa Munson	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Lauren Podvin	Critical Care Registered Nurse (CCRN), Certified in Neonatal Pediatric Transport (C-NPT)	Terri Wells	Certified Nephrology Nurse (CNN)
Lauren Striegel	Critical Care Registered Nurse (CCRN)	Tracy Skaggs	Trauma Certified Registered Nurse (TCRN)
Leanna Magner	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC), Certified Professional Caring for Extremely Low Birth Weight Infants (C-ELBW)	Usha Varughese	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Lesley Hass	Certified Pediatric Nurse (CPN)	Vicki Gordon	Certified Pediatric Nurse (CPN)
Lexie Cross	Certified Pediatric Nurse (CPN)	Veronica Cook	Certified Pediatric Hematology/Oncology Nurse (CPHON)
Lindsey Simpson	Certified Pediatric Hematology/Oncology Nurse (CPHON)	Whitney Abell	Trauma Certified Registered Nurse (TCRN)
		Whitney Matlley	Trauma Certified Registered Nurse (TCRN)

# Professional nurse certifications (continued)

## OTHER CERTIFICATIONS, SPECIALTY TRAINING AND CREDENTIALS

### Car seat certification

Krista Broxon  
Teresa Rogers  
Andrea Kellogg  
Carrie Brown  
Teresa Rodgers  
Certified Child Passenger Safety Technician (CPST)  
Certified Child Passenger Safety Technician (CPST)

### Trauma nursing

Stephanie Childress  
Dee Dee Six  
Whitney Abell  
Jessica Acevedo  
Keleigh Bacon  
Jordan "Jo" Brown  
Destiny Durand  
McKenzie Goff  
Nicole Greenwell  
Madison Lauter  
Whitney Mathley  
Shawn McLeod  
Alex McMahan  
Cassie Parish  
Gabi Ranaudo  
Krystin Sapp  
Trauma Nursing Core Course (TNCC), Trauma Nurse Lead (TNL) program  
Trauma Nursing Core Course (TNCC)  
Trauma Nursing Core Course (TNCC), Trauma Nurse Lead (TNL) program  
Trauma Nursing Core Course (TNCC), Trauma Nurse Lead (TNL) program  
Trauma Nursing Core Course (TNCC), Trauma Nurse Lead (TNL) program  
Trauma Nursing Core Course (TNCC), Trauma Nurse Lead (TNL) program  
Trauma Nurse Lead (TNL) program  
Trauma Nurse Lead (TNL) program  
Sexual Assault Nurse Examiner (SANE), Trauma Nurse Lead (TNL) program  
Trauma Nurse Lead (TNL) program  
Trauma Nursing Core Course (TNCC), Trauma Nurse Lead (TNL) program  
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Trauma Nurse Lead (TNL) program  
Trauma Nursing Core Course (TNCC), Trauma Nurse Lead (TNL) program  
Trauma Nursing Core Course (TNCC), Trauma Nurse Lead (TNL) program

### Gastroenterology

Tanya Lyons  
Sherrell Smith  
Society of Gastroenterology Nurses and Associates (SGNA)  
Society of Gastroenterology Nurses and Associates (SGNA)

### Poison control

Alicia Brogan  
Barbara Chenault  
Brad Chevalier  
Jessica Purser  
Sara Reinke  
Lois Taurman  
Michelle Vitals  
Jay Vowels  
Certified Specialist in Poison Information (CSP)  
Certified Specialist in Poison Information (CSP)

### SANE-A certification

Joelle Hirst  
Sexual Assault Nurse Examiner Adult/Adolescent (SANE-A)

### SANE certification

Alex Rayman  
Joy Storm  
Sharon Grimes  
Shelby Olsen  
Tish Liter  
Amber Pritchett  
Chelsea Brown  
Terra Clark  
Danielle Daniels  
Danielle Brooks  
Erica McMann  
Allison McClellan  
Nicole Greenwell  
Shanna Blocker  
Emmaline Wuensch  
Hannah Belk  
Terra Clark  
Allison McClellan  
Shelby Hodgkins  
Kim Rohr  
Allison McClellan  
Shelby Hodgkins  
Sexual Assault Nurse Examiner (SANE)  
Sexual Assault Nurse Examiner (SANE)

### Burn care

Amelia Roehrig  
Anne Marie Beaven  
Andre Birk  
Jessica Brooks  
Megan Frascella  
Hannah Heightchew  
Whitney Mulkins  
Larissa Neville  
Jordan Schwartz  
Becca Shade  
Advanced Burn Life Support (ABLS)  
Advanced Burn Life Support (ABLS)



# Exemplary professional practice

Amber Gelnett, BSN, R.N., CPN

Assistant Nurse Manager,  
Critical Care Float Team  
Norton Children's Hospital

**E**xemplary professional practice is a hallmark of nursing care in Magnet-designated organizations. As we continue our Magnet journey, we want to recognize the many ways our nurses contribute to high-quality care, excellent patient outcomes and a culture that truly embraces safety.

**“** Exemplary professional practice by design is a demonstration of a facility's competence and commitment to continuously enhance in one's profession. At Norton Children's Hospital, we encourage our nurses and interdisciplinary personnel to become involved in professional nursing governance to ensure our bedside care teams continue to enrich the high-quality level of patient-centered care we provide to our patients using evidence-based practice. All our teams at Norton Children's Hospital strive to act with integrity and accountability, advocate as appropriate, and collaborate among disciplines to achieve the goal of respecting every person and providing safe, exceptional care to our patients.”

## Nurses make a difference!

In response to seeing a growing number of newborns who are smaller than usual, Daulton Walls, RN-BSN, MBA, assistant nurse manager, neonatal intensive care unit (NICU), proposed implementing a tiny baby unit by designating a specific area within the Norton Children's Hospital NICU. “Tiny babies” are those weighing less than 2 pounds, 12 ounces (1,250 grams). These tiny babies are at high risk for neurological problems and other long-term health issues and comorbidities. Research shows that tiny baby units support the delivery of safe, high-quality care for these fragile babies and improved their outcomes.

Daulton began by organizing a group of NICU team members to create a structure, set goals and develop an implementation plan that included education regarding the rationale for a tiny baby unit. Daulton also garnered support from Norton Children's Hospital leadership to change the staffing grids and provide the financial support needed to implement a tiny baby unit. It took this dedicated interdisciplinary team over a year to prepare and plan for opening the new unit. Bedside/clinical nurses were instrumental in the process design, planning and product reviews, as well as the development and implementation of nursing education.

On April 1, 2024, the tiny baby unit opened with 12 dedicated beds and a team of nurses trained to provide the highly specialized care required for our tiniest patients. To ensure the high-level care and maximize outcomes for these at-risk and vulnerable infants, the tiny baby unit follows these best practices:

- Standardized delivery room management
- Predelivery huddle
- Ongoing neuroprotective care to support and protect the baby's developing brain. Neuroprotective interventions consist of creating a healing environment that takes sensory stimulation into consideration.
  - » Reducing noise
  - » Optimizing lighting to help regulate sleep cycles
  - » Proper positioning and handling
- Early and frequent parental involvement
  - » Skin-to-skin holding
  - » First holding within three days of life



## Safety is a priority

Norton Children's Hospital is committed to ensuring a safe environment of care for everyone. This includes our patients, their families and visitors, as well as our dedicated nurses, physicians, and other care and service providers. Addressing workplace violence in health care is complicated. Patients and families often are in crisis and may feel vulnerable. Additionally, providing care requires close physical proximity to the patient and frequent interactions with caregivers. Due to this complexity, Norton Children's decided on a multifaceted approach, including Welle Training for workplace safety, early identification and response to potential threats of violence, and targeted efforts to improve care for patients with behavioral health care needs.

### WELLE TRAINING

In 2024, Norton Healthcare implemented Welle Training for all employees. Our Welle program includes six levels based on an employee's department and potential risk level. The Welle training program is rooted in incident prevention with a focus on early recognition of escalating behaviors and verbal de-escalation methods. The program also includes physical interventions and strategies for employees in high-risk areas. Welle safety training offers employees the necessary skills to respond in high-risk situations that place our patients and team members at risk.

### SAFETY ASSESSMENT TEAM MEETINGS

Once a potential high-risk situation has been identified with a parent, family member, guest or patient, an interdisciplinary group convenes to discuss the situation and develop a safety plan. This plan consists of immediate and ongoing actions and goals to maintain a safe environment for everyone while minimizing disruptions in patient care.

### CARING FOR BEHAVIORAL HEALTH PATIENTS

According to the Children's Hospital Association, from 2016 to 2021, children's hospitals across the nation saw a 31% increase in mental health inpatient visits for children and teens ages 3 to 18.

Norton Children's Hospital has experienced an increase in children and adolescents presenting with behavioral health needs. As a result, we often have an overflow of about 10 behavioral health patients a day on our medical floors. The overflow of patients has led to increased employee injury and workplace violence incidents.



While you are visiting our facility, we ask that you partner with us so that together we can help your child heal.

# Caring for behavioral health patients

## BEHAVIORAL HEALTH CARTS

Caleb Fulkerson, R.N., BSN, assistant nurse manager, transitional care unit, was instrumental in improving care for patients at risk for agitation or aggressive behaviors. Caleb recognized that staff were spending too much time locating the necessary equipment and supplies to maintain safety and provide the appropriate care for these patients. Having the necessary items easily available in these situations reduces the risk of patient and staff injury and improves care. Caleb wanted to ensure that nurses were spending less time gathering supplies and more time caring directly for the patient. The 7 East behavioral health cart went live in June 2024. Since then, other Norton Children's Hospital inpatient units have adopted this practice and created their own behavioral health carts. Thank you, Caleb!

## STOPLIGHT PROTOCOL

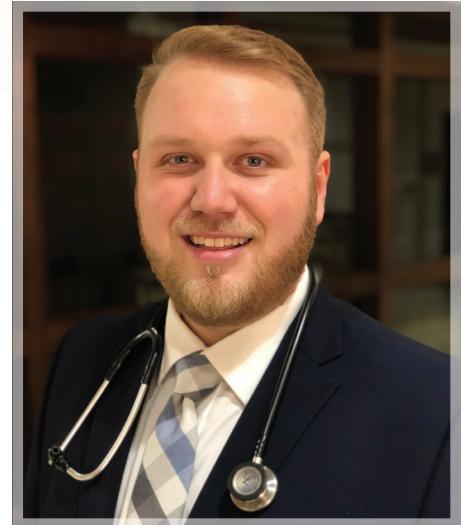
In addition to the behavioral health cart implementation, an interdisciplinary team was formed in 2024 to address the growing behavioral health crisis. The team created a new Stoplight protocol to increase staff awareness of patients at risk for agitation and aggression. As part of this process, the team developed educational tools with a focus on trauma-informed care, as well as reinforcing the de-escalation skills learned in Welle Training.

## BEHAVIORAL HEALTH EXPERTISE

To provide much-needed support for our nurses and patients, a behavioral health nurse or health associate is assigned each day to assist with the care of these patients.

## WHAT'S NEXT IN 2025?

- The creation of a new pediatric screening tool in our Epic electronic medical records system to identify patients who are at risk for agitation and aggression
- An updated physician order set
- A new pediatric behavior risk precaution
- Implementing a Behavioral Emergency Response Team (BERT)



Caleb Fulkerson, R.N., BSN  
Assistant Nurse Manager, Transitional Care Unit



## DAISY Award

The DAISY Award is an internationally recognized program that honors nurses for exceptional and compassionate care. Named in honor of a patient, DAISY stands for "Diseases Attacking the Immune System" and is sponsored by the DAISY Foundation, which raises funds for nursing research. Nominations are most often submitted by patients, their families, physician providers, fellow nurses and others on the care team.

In 2024, Norton Children's Hospital had more than 400 DAISY Award nominations. This is a testament to the care and support our nurses provide. Nurses touch the hearts and lives of so many, often on someone's most difficult day. The DAISY Award recognizes the many ways nurses make a difference.

Thank you to all our Norton Children's Hospital nurses for providing great care, and congratulations to our DAISY Award nominees and 2024 winners!

### January

Sydney Exton, BSN, R.N.

### February

Faith Lee, R.N.

### March

Caroline Schifano, BSN, R.N., CCRN

### April

Amanda Stotts, BSN, R.N., CCRN

### May

Amber Bowman, ADN, R.N.

### June

Brooke Smith, ADN, R.N.

### July

Nicole Kent, BSN, R.N.

### August

Daisy Robinson, R.N.

### September

Vanessa Bodner, ADN, R.N.

### October

Jacque Mabry, BSN, R.N.

### November

Kayla Matala, ADN, R.N.

### December

Maddy Adams, BSN, R.N.



# 2024 PROJECTS, PUBLICATIONS and PRESENTATIONS

Author/presenter	Presentation or publication	Title	Organization/location
Erin Kirk, R.N., MSN, CPN	Podium	Empower and Retain Nurses Through Mentor-enabled Leadership Development	2024 Annual American Organization for Nursing Leadership Conference
Mary Beth Wright, BSN, R.N., and Cassidy Coffey, BSN, R.N.	Podium	Our Safe Sleep Journey	Eighth National Cribs for Kids Conference
Alli Overfield, BSN, CPHON, and Ariana Barnes-Clizbe, R.N.	Podcast	Pediatric Nursing: Care That's "Just for Kids"	Norton Healthcare: "Plugged In to Nursing"
Erin Kirk, R.N., MSN, CPN, and Erik Martin, DNP, R.N., CENP, FAAN	Podcast	Elevating Nurses Through Leadership: A Look at Norton Children's Hospital's Program	Becker's Healthcare
Erin Kirk, R.N., MSN, CPN	Publication	Shifting a Culture From Bedside Nurse to Bedside Nurse Leader Through a Mentor-enabled Leadership Development Program	American Organization for Nursing Leadership Nurse Leader Journal vol. 22, October 2024
Cara Lowery, R.N., MSN MBA CPST	Poster	Nova Glucometers in the Emergency Department	Research!Louisville conference
Stephanie Nunn, DNP, R.N., CNOR	Poster	Specimen Handling, Ordering, and Processing as an Impactful Quality Improvement Project	Research!Louisville conference
Dawn Williamson, BSN, R.N., CCRN	Poster	Nurturing Hearts and Healing Hands: The Crucial Role of Familial Support for Critical-Care Nurses	2024 American Association of Critical-Care Nurses National Teaching Institute Conference

# New KNOWLEDGE and INNOVATIONS

Kylee Chaffin, MSN, R.N.

Chair, Research and Evidence-based Practice Council

**E**vidence-based practice and research are necessary to provide the highest quality of patient care. In alignment with our Professional Practice Model, the nurses at Norton Children's Hospital are consistently looking for ways to improve care, as well as enable children and families to be autonomous and move forward in their care journey. Through our professional governance structure, ideas are brought forth for consideration, fostering collaboration and innovation.

We would like to acknowledge and thank our nurses who led improvement initiatives at Norton Children's Hospital in 2024. You truly make Norton Children's Hospital a great place to work and receive care!

**“** By having a Research and Evidence-based Practice Council at Norton Children's Hospital, we are promoting changes in practice that start right at the bedside! We support staff members who have ideas to improve care in the creation of a successful project. Supporting innovation at the bedside benefits everyone at Norton Children's Hospital.

We currently are working on the first-ever Norton Healthcare/Norton Children's systemwide project to address barriers to bedside handoff. This work will help us build processes that promote closed-loop communication for patients, caregivers and staff.”

## Project LightN

Project LightN launched in 2022 in response to the growing documentation requirements experienced by nurses, providers and other caregivers across the Norton Healthcare/Norton Children's system. Erik Martin, vice president, patient care services and chief nursing officer, Norton Children's Hospital, is the executive sponsor for this project.

Nursing documentation is cumbersome and can take away from precious time with our patients. Project LightN includes three work groups charged with determining documentation needs that support patient care and team communication. They also provide input on content and possible solutions, and ultimately vote on recommended changes.

These three groups are:

- Best Practice Advisory Analysis task force
- Guardrails Group task force
- Bedside Nurse Team

We extend our special thanks to the Norton Children's Hospital nurses participating on the Bedside Nurse Team:

**Carol Cox, BSN, R.N.** – Outpatient preoperative/postoperative

**Lauren Curry, MSN, APRN, FNP-BC, CCRN** – Jennifer Lawrence Cardiac Intensive Care Unit

**Shelly Guagenti, BSN, R.N., CPN** – Nurse manager, medical/surgical sixth floor

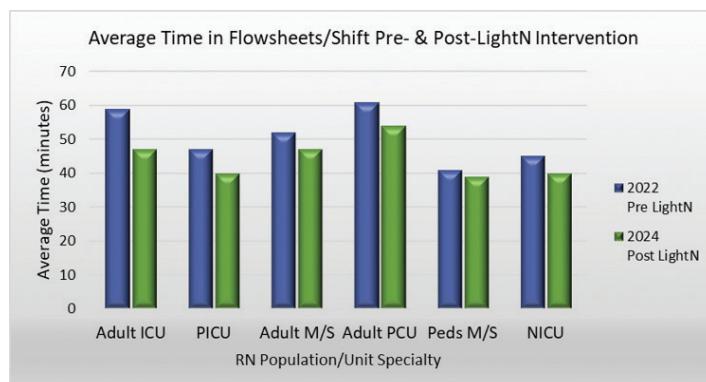
**Ashley Kellogg, ADN, R.N.** – Neonatal intensive care unit

**Macy Kraft, DNP, R.N.** – Assistant nurse manager, medical/surgical sixth floor

**Kim Sheehan, ADN, R.N., CPN** – Assistant nurse manager, outpatient preoperative/postoperative

**Susan Webb, MSN, APRN, PCNS-BC, CCRN** – Pediatric intensive care unit

As of 2024, 25 best practice advisories have been retired and 59 rows have been reduced in nursing flowsheets. Nurses at Norton Healthcare are spending six fewer minutes per shift documenting in flowsheets — a 12% reduction. As the chart demonstrates, the neonatal intensive care unit has experienced the largest reduction in average time in flowsheets for the pediatric population, and this work continues.



# 2024 highlights: RECOGNITION, FUN and GIVING BACK

- New nine-bed epilepsy monitoring unit opened in February
- Tiny baby unit opened in April
- Centers for Medicare & Medicaid Services recertification for heart and kidney transplants
- Redesignation as Level I Pediatric Trauma Center
- 100th pediatric heart transplant performed
- Visit from Kentucky Gov. Andy Beshear
- Safety Week
- Reaching for Zero: Celebration of Excellence
- Nurses Week and Employee Month
- Annual Employee Service Awards
- Bike to Beat Cancer
- End-of-summer cookout on the patio
- Halloween costume contest
- Christmas party

