



2023 nursing annual report



a message from Chief Nurse Executive Tammy Webb

WELCOME TO THE CHILDREN'S HEALTHSM 2023 NURSING ANNUAL REPORT!

The past year has been a time of celebration and growth as our nurses fostered a culture of nursing excellence through practice, education, research, innovation and collaboration.

I'm honored and proud to share that in 2023, our commitment to excellent patient care earned us our fourth consecutive Magnet designation, the most prestigious mark of nursing excellence. This sets us apart as one of the nation's top hospitals for nursing, as only 10% of U.S. hospitals are Magnet-designated, and only 3% of U.S. hospitals have maintained Magnet through four consecutive designations. As part of this designation, our nurses were recognized with exemplars in three areas: our outstanding Bachelor of Science in Nursing rate of 96%, high engagement scores from our nurse satisfaction survey and enhanced well-being through the Resilience, Integrated Ethics, Staff Support and Engagement (RISE) Program.

Nurse-led initiatives and process-improvement efforts helped enhance the quality and safety of patient care at Children's Health. In this report, you'll learn about projects that reduced the number of hospital-acquired conditions like the fall-related injury reduction program and improved nursing medication administration practices.

As our workforce continues to grow, nursing leaders are enhancing programs to support new nurses and encourage professional development. As the nurse residency program nearly doubled in size, leaders implemented efforts to engage and connect these nurse graduates. Preceptor coaches also took initiative to address training challenges faced by nurses on the Clinical Resource Team, providing resources for team members in a centralized location.

Building on shared governance principles, our nurses are shifting to a nursing professional governance model that emphasizes the value of the nursing profession through accountability, autonomy and authority over their practice. We shared the new approach with a group of clinical nurses and managers over the summer and look forward to its systemwide launch in 2024.

Please join me in honoring our nurses who make life better for the children and families we are honored to serve.

With pride and optimism,



TAMMY WEBB, Ph.D., RN, NE-BC
Children's Health Chief Nurse Executive



messages from Children's Health nursing executives



I'm proud of the hard work and accomplishments of Children's Health nurses who make life better for children and foster a culture of nursing excellence every day. As Tammy shared, our nurses' dedication to the nursing profession sets us apart, and this was honored with our fourth consecutive Magnet designation. It takes every nurse to achieve this high honor through a commitment to excellent patient care and interprofessional collaboration. We celebrate the many contributions of our nurses as they continue to lead the way in pediatric nursing.

Brennan

BRENNAN LEWIS, DNP, APRN, PCNS-BC, NEA-BC
Vice President, Nursing Excellence



Nurses at our Dallas hospital and clinics continue to drive our practice forward and advocate for patients every day. Initiatives such as the End of Life Program and Rising Risk Care Coordinators demonstrate our nurses' passion for delivering the best, most compassionate care possible to our patients and their families. Seeing these nurses strive to improve the safety and quality of care we provide our Dallas patients inspires in me a sense of pride and gratitude.

Cassie

CASSIE DIKE, DNP, MSN, RN, NEA-BC, RNC-NIC, CCRN
Executive Vice President and Chief Nursing Officer,
Dallas Market



Our Northern Market (Plano and beyond) nurses are collaborating to make an impact across our organization with process improvements that enhanced the patient experience. Not only are they leaning into our mission of making life better for children, but they're also helping us make strides toward taking our place as one of the very best medical centers in the nation.

Josh

JOSH BOURGEOIS, MSN, RN, NE-BC
Executive Vice President and Chief Nursing Officer,
Northern Market



Registered nurses are embedded in important roles throughout Children's Health, many of which do not involve direct patient care. While they may no longer be at the bedside, their voices remain critical to achieving our nursing strategic goals. We're proud of their continued involvement in our Beyond the Bedside Program and are thankful to continue their development as professional nurses.

Barry

BARRY OWEN, MBA, BSN, RN, NEA-BC
Vice President and Ambulatory Associate
Chief Nursing Officer

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mission, vision and values

Our mission as Children's Health nurses is to support the organizational mission, "Make life better for children," by providing high-quality care based on our strong commitments to practice, education, research, innovation and collaboration.

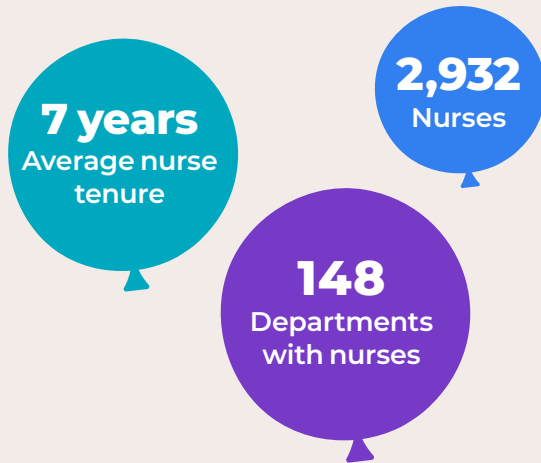
Our vision is Children's Health will be among the very best medical centers in the nation.

Our values are selfless service, passionate advocacy, commitment to excellence and unwavering integrity.

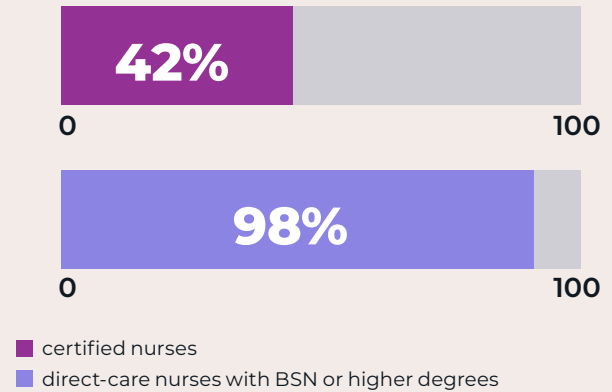


nursing by the numbers

AS OF DEC. 31, 2023



Percentage of certified nurses and direct-care nurses with BSN or higher degrees



16
Nursing research studies



Overall RN
satisfaction score



512
Clinical Nurse
Achievement Program
(CNAP) participants



69
National publications,
presentations and
posters



Children's Health nurses demonstrate nursing excellence during Magnet site visit

Children's Health was awarded a site visit by the American Nurses Credentialing Center as we outperformed the threshold of nursing excellence. This site visit was our opportunity to validate and verify the information we submitted in our Magnet document and to affirm the nursing services we provide meet the gold standard of nursing excellence.

In September, we proudly welcomed the Magnet appraisers for a three-day visit. This was a special time for our organization as all team members rallied together to demonstrate our excitement, exceptional services and commitment to our mission, vision and values. From the interprofessional welcome to meetings with our nurses, interprofessional team, leaders, executives, board members, patient families and community partners, each appraiser confirmed the work we do at Children's Health is excellent.





Magnet Ambassadors exemplify culture of nursing excellence

Our nurses who serve as Magnet Ambassadors demonstrate transformational leadership as well as a commitment to excellence and high professional standards. They serve as Magnet leaders throughout our organization, supporting and enhancing our culture of nursing excellence. Our Magnet Ambassador team was pivotal in ensuring our organization was ready to complete a successful site visit, facilitating achievement of our fourth consecutive Magnet designation.

This featured team of ambassadors was selected to be Magnet Guides. They had the unique opportunity to form meaningful connections with the appraisers as they accompanied them to visit all areas in our organization where nursing is practiced and meet with team members to validate our absolute best practices and exemplars. By the site visit's conclusion, the guides had garnered in-depth knowledge of the many ways nurses throughout Children's Health make life better for children. The site visit empowered our Magnet Guides to further advance our culture of nursing excellence. Along with our entire Magnet Ambassador team, the guides are now at work to help us achieve our fifth Magnet designation.



"Serving as a Magnet Guide was a humbling experience and filled me with pride and gratitude to be part of an organization that not only strives for nursing excellence but also lives out our mission of making life better for children."

– ASHLEY REED, BSN, RN, RNC-NIC



"Participating in Magnet helped me see this large organization is driven by 'the one.' It takes one nurse to have an idea, one council to gather data and drive the change, so one patient, and many more as well, will have a better life because of that one idea."

– JILL SHEPHERD, BSN, RN



"When I started working at Children's Health, I loved it right away for so many reasons I could not put a finger on. When I became an ambassador and learned about the Magnet model, a lightbulb went off. Children's Health is Magnet."

– ALICE FIGUEROA, BSN, RN, RNC-NIC



"Being a Magnet Guide was my favorite experience in my career as a nurse. Seeing the opportunities we have to grow professionally as nurses while improving outcomes and making life better for children was amazing."

– KELLI WILLIAMS, BSN, RN, CPN



"Being a Magnet Guide gave me the privilege of meeting inspirational team members across the organization and the opportunity to celebrate them for the exemplary work they do every single day."

– JOHANNA MULLER, BSN, RN, CPEN



"This wonderful experience allowed me to learn more about our organization and provided an in-depth view of the amazing things nurses are doing."

– HOLLEY CALDWELL, BSN, RN

celebrating our success: Children's Health recognized with fourth Magnet designation

On Nov. 15, 2023, we celebrated a call from the Commission on Magnet. During this call, Magnet Commissioner Sharon Pappas, Ph.D., RN, NEA-BC, FAAN, said she had the high honor and privilege to inform us of the Commission's unanimous vote confirming Children's Health as a four-time Magnet-designated organization.

Dr. Pappas honored our organization with recognition for our commitment to high-quality care, professionalism and engagement. Additionally, the Commission on Magnet recognized our organization with three exemplars that represent our extraordinary resources to empower our nursing team. The exemplars signify our organization's exceptional structures, processes and outcomes that others should replicate.

"This credential is testament to the countless contributions your nurses, in collaboration with other team members, have made in their commitment to provide quality patient care through innovations in professional nursing practice."

– Magnet Executive Summary Report



Children's Health nurses recognized with exemplar for BSN rate

One of our Magnet exemplars honors the fact 96% of our registered nurses have earned a Bachelor of Science in Nursing degree. Advanced nursing education positions us to provide high-quality care encompassing health care's ever-changing dynamics and the best evidence-based understanding of practices.

Children's Health is committed to advancing nursing education because it strengthens our culture of nursing excellence. To support nurses' educational advancement, our organization offers tuition reimbursement, internal scholarships and EdAssist, an online portal used for educational coaching, discounted tuition at select schools and on-demand resources.

Cornelius Metili, BSN, RN, PMH-BC, serves as Psychiatric Resource Nurse Team Lead and is a former President of the Texas chapter of the American Psychiatric Nurses Association. With 15 years of psychiatric nursing experience, he helps patients and nurse colleagues better understand and manage behavioral care emergencies. Through this work, he realized his passion for helping others learn and is now pursuing a Master of Science in Nursing, specializing in education. "An advanced education will elevate the quality of bedside education, empowering nurses to deliver exceptional care with confidence and competence," he said.



"Nursing and Operational leadership provided the necessary support to attain an advanced nursing degree by promoting mentorship opportunities and tuition benefits and incorporating my personal advanced-degree journey into my strategic vision and goal." – Tra'von Edwards, MSN, RN, CGRN, LSSGB

"I pursued my BSN to get a better comprehensive education that provided me a global/holistic perspective that included patient education, clinical judgment to make better decisions, leadership skills, career advancement opportunities and community health." – Maudy Bustillo, BSN, RN



"Completing my BSN while working at Children's Health inspired me to obtain my MSN because of all the wonderful support I received. My advanced education has prepared me to deliver specialized, high-quality care to pediatric patients facing mental health challenges." – Leigha Williams, MSN, PMHNP-BC

"I chose to pursue an advanced nursing degree to provide a higher quality of patient care to our pediatric patients and their families. I am determined to promote excellence and advance my skills and knowledge." – Tayana Meridy, MSN, RN, MEDSURG-BC



nurse satisfaction survey scores outperform national benchmarks

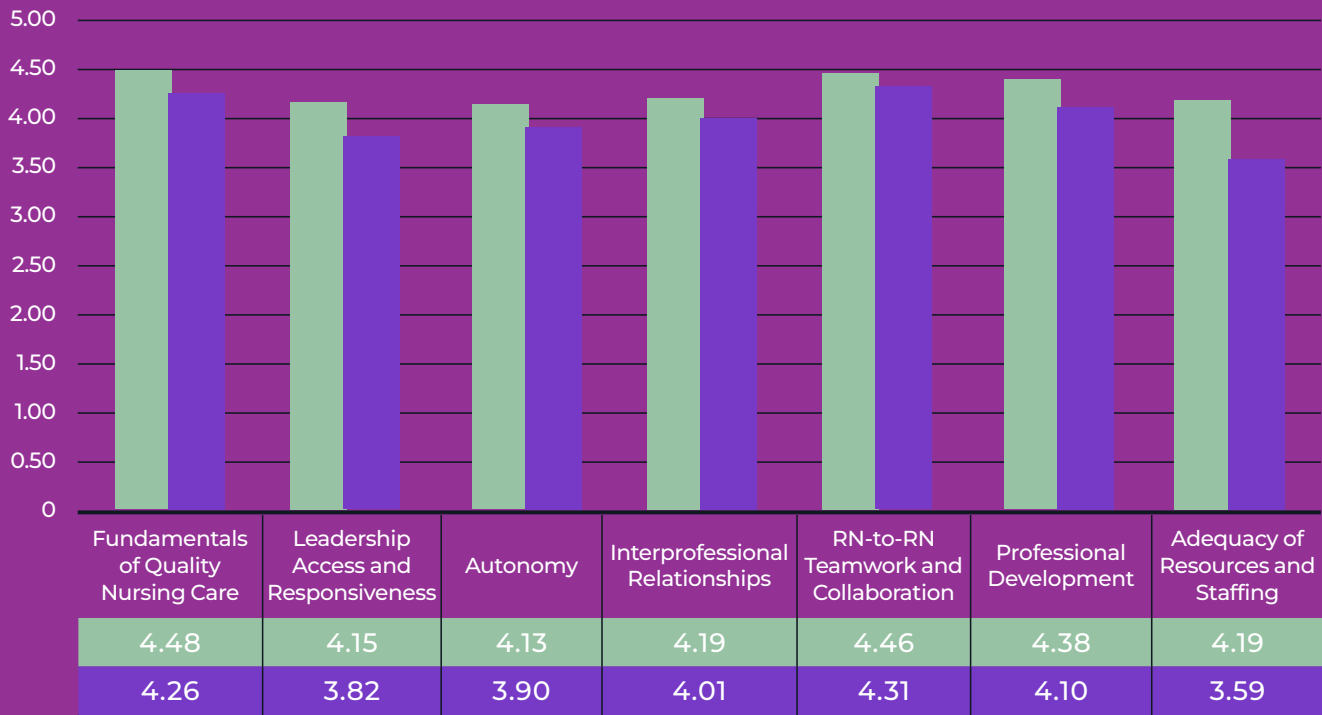
NURSING STAFF RECOGNIZED WITH AN EXEMPLAR FOR HIGH ENGAGEMENT SCORES

Nurse satisfaction is central to our achievement of quality care delivery. Nurses at every level have a substantial impact on our professional practice environment and organizational performance. Our nurses practice with accountability, autonomy and authority. They participate in shared decision making and collaborative practices with our interprofessional team. This team consists of professionals from disciplines across the organization working collaboratively with nurses to fulfill our mission.

Children's Health nurses are encouraged to participate in professional development opportunities and research to advance their education, expertise and skills. Their outstanding work is recognized with a wide variety of awards and celebrations. Nurses are cared for and make use of multiple resources supporting their well-being and designed to empower them to be their absolute best.

Our 2023 Nursing Excellence Engagement Survey shows Children's Health outperformed Gallup's national benchmark in Adequacy of Resources and Staffing, Autonomy, Fundamentals of Quality Nursing Care, Interprofessional Relationships, Leadership Access and Responsiveness, Professional Development, and RN-to-RN Teamwork and Collaboration. Our 2023 Direct Care Nurse Experience, Inclusion and Engagement data demonstrates outperformance of the national benchmark in all survey elements and a top-quartile performance in 11 out of 12 survey elements.

CHILDREN'S HEALTH RN SATISFACTION OVERALL NURSE ENGAGEMENT RESULTS



■ Children's Health Nurse Engagement
■ National Benchmark

RISE program recognized for enhancing well-being

The Resilience, Integrated Ethics, Staff Support and Engagement (RISE) program was recognized with an exemplar as a meaningful resource to address ethical issues related to clinical practice. RISE programs support the mission and values of Children's Health by helping normalize support through empowerment and interprofessional collaboration.

Shared guiding principles of the RISE programs include confidentiality, authenticity and evidence-based interventions. These programs offer one-on-one support, facilitated group sessions, just-in-time rounding, education, mindfulness and consulting. RISE team members frequently provide referrals to additional internal and external resources for those seeking support for their mental and behavioral health needs.

RISE components include the Resilience program's committee of 34 engaged stakeholders, the Integrated Ethics program's 44 cohort members and the Staff Support program's 66 interprofessional team members from across the Children's Health system trained to provide confidential, one-on-one peer support. In 2023, more than 5,500 team members interacted with RISE programs, which are available not only to nurses but also to everyone in our organization.

After listening to the RISE interview with the Magnet appraisal team during the site visit, Magnet Guide Alice Figueroa, BSN, RN, RNC-NIC, completed training to serve as a staff support member. "When I heard the stories of the extraordinary impact the RISE team had on our staff, I made it a goal to be a part of the team," Alice said.



transformational leadership

Transformational Leadership positions our nursing team to achieve organizational goals. Leaders inspire nurses to put their knowledge and expertise to work, to advocate for resources and to communicate processes that will improve care and the nurse practice environment.

Our nurses are leading through change to make life better for children and the families we serve. In 2023, our nurses demonstrated Transformational Leadership by impacting the organization through efforts that include:

- The evolution from shared governance to nursing professional governance to emphasize the value of the nursing profession through accountability, autonomy and authority over their practice.
- The launch of the DAISY Lifetime Achievement Award, which recognizes a distinguished career in professional nursing committed to professional development, patient advocacy and compassionate care.
- Interprofessional process and performance improvement initiatives led by clinical nurses.





nursing professional governance empowers nurses with new mindset

Over the summer, more than 70 clinical nurses and more than 40 managers learned about the journey to professional governance at two retreats.

Attendees gained new understanding of their role in professional governance during presentations led by Chief Nurse Executive Tammy Webb, Nursing Excellence Vice President Brennan Lewis and our Nursing Professional Governance team. They also participated in interactive sessions to spark creativity and reinforce the principles.



OLD MINDSET

- This is my job
- This is extra work
- No one cares about my voice
- Nothing will ever change
- Don't engage a new nurse until year two
- Share decision making



NEW MINDSET

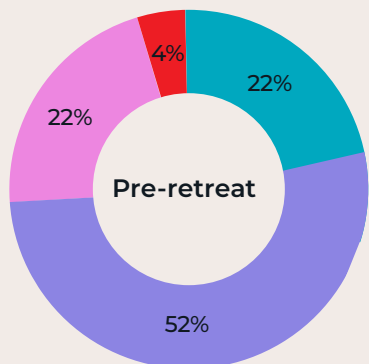
- This is my profession
- This is the work
- I care about my voice
- Change will happen
- Engage new nurses immediately
- Make decisions

Following the retreat, managers were asked, "What does professional governance mean to you?"

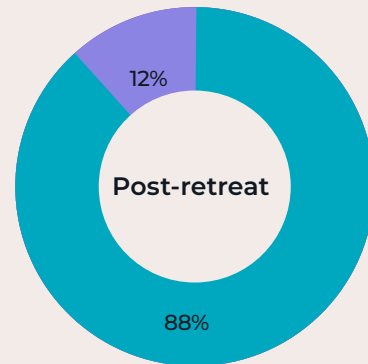
SAMPLE RESPONSES:

- "Empowering our nurses to commit to excellence, growth and development."
- "Removing barriers for my clinical nurses to have a voice."
- "Empower nurses to make decisions and drive their practice."
- "It is the best way to get clinical nurses involved in owning their practice and being a voice to make change."

I KNOW HOW TO SUPPORT CLINICAL NURSES IN PROFESSIONAL GOVERNANCE



■ Strongly agree
■ Agree
■ Disagree
■ Neither agree or disagree



PICU nurse honored for a transformational career at the bedside

Forty-three years after starting her nursing career at Children's Health, Jonda Leitch, BSN, RN, became the organization's first recipient of the DAISY Lifetime Achievement Award. It recognizes nurses who have devoted their life's work to compassionate care.

Recipients have accomplished a distinguished career that promotes a positive image of professional nursing. They also engage in professional development of themselves and other nurses, advocate for improved patient care and are recognized by the broader nursing community as transformational nursing leaders with 25 or more years of experience.

"Jonda exemplifies the success built by a lifetime at the bedside," said Alison Kell, MSN, RN, CCRN, NPD-BC, Children's Health Nursing Recognition Program Manager.

Jonda shared wisdom she learned along the way:

- "Be curious, always. Listen well.
- Look for an experienced nurse who has qualities you admire and let them become a part of your practice.
- Love well, be kind. You are getting a peek into a family's life, and that is an honor."



Plano and Dallas nurses help drive improvements

Clinical nurses on the Children's Health campuses in Plano and Dallas put their performance improvement skills into action at the unit level, contributing unique insights that improve patient care and the employee experience.

PLANO EMERGENCY DEPARTMENT REDUCES TRANSFER TIME

Leaders partnered with process improvement experts with the Toyota Production System Support Center, a division of Toyota Motor North America. They found opportunities to reduce the time between an admitted Emergency Department (ED) patient's bed assignment and the patient's transfer to Acute Care Services (ACS). For seven weeks, members of the ED team, ACS, administrative supervisors and Environmental Services representatives collected data from clinical employees to identify key barriers to reducing the ED-to-ACS admission time.

Now, care teams see patient progress on status boards in real time, reducing the time spent on communication between departments. Leaders also acted on clinical nurses' recommendations for efficiencies in additional processes.

The project reduced process time by 30% from Q4 2022 to Q4 2023, despite an 8.4% increase in ED to ACS admissions.



DALLAS NURSES EMPOWERED TO LEAD THROUGH CHANGE

Clinical nurses are making a difference on the Dallas campus by participating in the organization's new management system that started in 2023. The program seeks to improve outcomes through enhanced communication, standard work and team member engagement. This new approach encourages professional development and allows clinical nurses to influence change by providing their perspectives and solving problems directly related to their daily work.

Fifty independent True North huddles and visual management boards were established across the Dallas campus. The True North huddles help align teams to ensure everyone is working toward the same goals. This helps nursing units solve problems collaboratively with interprofessional teams, track progress of their respective initiatives and share evidence-based practices with other units. The initiative positively contributed to our culture of safety, leading to better outcomes for our patients.

As a result:

- The Dallas Campus celebrated more than one year without a Serious Safety Event, resulting in a rate reduction of 85% year-over-year.
- The Good Catch rate improved by 47% in 2023, as documented in SafeLink, our safety event reporting system.

structural empowerment

Structural Empowerment demonstrates our commitment to a robust practice environment. It signifies there are structures and processes in place to support nurses to be the absolute best they can be. Nurses are active in professional organizations, are encouraged to develop professionally and have a voice in decisions that affect their work.

Children's Health encourages nurses to be deeply engaged in their practice starting with our nurse residency programs and extending to nurses who work beyond the bedside. Our success in 2023 is demonstrated by:

- The reaccreditation of our nurse residency program, which nearly doubled its enrollment from 2022 to 2023.
- Record-breaking involvement in professional organizations and scholarly initiatives.
- The formation of special interest groups to support nurses who work beyond the bedside.

nurse residency program achieves significant growth and earns reaccreditation

In 2023, the Nurse Residency program achieved reaccreditation for 10 years by the Commission on Collegiate Nursing Education (CCNE), highlighting the program's role in advancing nursing at Children's Health. With expansion that nearly doubled the number of residents, the program's growth addresses current and future staffing needs, increases engagement and contributes to evidence-based practice.

"Nurse residency graduates develop into future nursing leaders at the bedside," said Tiffany Montgomery, MSN, RN, NPD-BC, Transition to Practice and Clinical Onboarding Director. "They are among the most engaged nurses at Children's Health."

Program leaders enhanced engagement through several initiatives, including a nurse residents' mixer and the new Rising Star Award, recognizing nurse residents for their leadership potential and contributions to the organization.

"2023 was a year of growth without sacrificing connection," Tiffany said.

Leaders supported residents' professional development through personalized education and interactive training. They piloted individual learning plans, offering one-on-one sessions and tailored support. In Dallas, they split cohorts to provide smaller classroom gatherings. In Plano, the Transition to Practice leadership expanded seminar offerings to the Plano campus, reducing travel of the Plano nurse residents to Dallas.



building national presence through involvement in professional organizations

Children's Health nurses were more involved in professional organizations and scholarly projects in 2023 than ever before, with 55 nurses presenting at 23 national conferences and one state conference.

"Active involvement in professional organizations is crucial, as it fosters advancements in nursing practice, continuous learning, networking and advocacy," said Lindsey Patton, Ph.D., APRN, PCNS-BC, Senior Director of Nursing Research and Evidence-Based Practice (NREBP).

Attendance at the Society of Pediatric Nurses (SPN) conference increased from six nurses in 2022 to 23 nurses in 2023. Nurses continued enhancing our national presence through networking and presenting 10 posters and three podium talks. Additionally, SPN awarded Maria Leal, BSN, RN, CPN, and Melissa Ruffini, BSN, RN, CPN, with \$2,500 to support their study, "Exploration of Central Venous Catheter Protective Devices in the Pediatric Population: A Mixed Methods Study."

Connections made at SPN contribute to our systemwide goal of increasing nursing certifications. Misty Daugherty, BSN, RN, CPHQ, Program Director of Nursing Professional Governance, spoke with Certified Pediatric Nurse (CPN) representatives who increased the number of CPN champion roles from three to 10 on our Dallas campus.

To support our nurses' professional development and scholarly aspirations, the NREBP Team collaborated with evidence-based practice (EBP) and the research council to launch workshops helping nurses prepare abstracts, posters and presentations.



*If you want to lift yourself up,
lift up someone else.*

Booker T. Washington



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2023 NURSING ANNUAL REPORT

advisory cabinet gives voices to beyond the bedside nurses

Nurses who work Beyond the Bedside (BTB) are influencing the organization through a newly created BTB Advisory Cabinet. In 2023, approximately 15 BTB nurses volunteered for the cabinet, which helps BTB nurses form special interest groups and provide feedback to Chief Nurse Executive Tammy Webb and Ambulatory Associate Chief Nursing Officer Barry Owen.

Beyond the Bedside launched in 2021, connecting non-clinical nurses to the nursing strategic plan and emphasizing the impact of professional nurses beyond direct patient care. Leaders identified more than 175 Children's Health nurses whose work is important to patient care but who no longer serve at the bedside.

TO ENGAGE BTB NURSES:

- BTB-specific, small-group, in-person conversations with the Chief Nurse Executive, called Talks with Tammy
- Recognition in town halls and CNE forums
- Including BTB nurses in the "Nursing News" email distribution list
- Adding a BTB representative to CNE Advisory Cabinet
- Featuring BTB nurses in the "Nurses Connect" podcast
- Creating a BTB Nursing Excellence Award and adding to Nurses Week recognitions

In 2023, CNE Tammy Webb presented on the success of the program at the American Organization for Nursing Leadership (AONL) conference, and the initiative was also published in the AONL journal, "Nurse Leader."

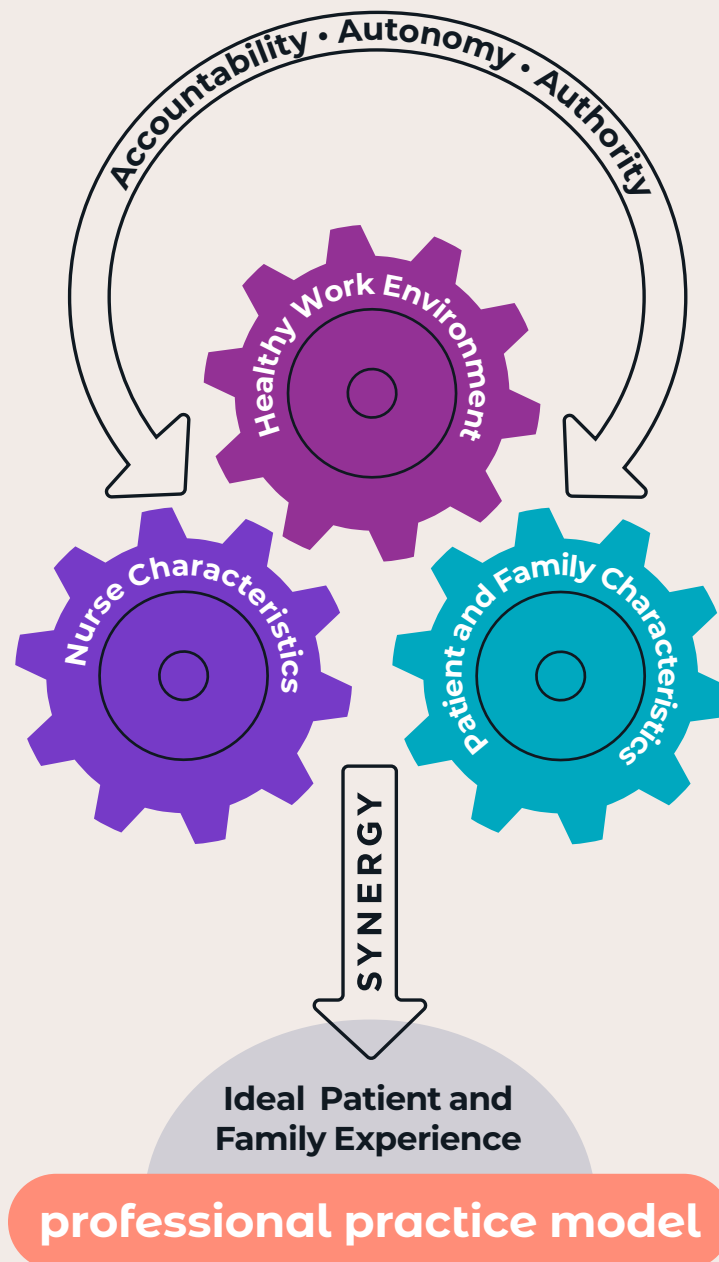


exemplary professional practice

Exemplary Professional Practice is driven by robust implementation of our Professional Practice Model. It influences how we collaborate and communicate with patients and our interprofessional team, and compels professional development.

Throughout 2023, nurses across the organization took the initiative to address challenges and bring about meaningful change. They demonstrated their commitment to professional nursing by:

- Creating training solutions for preceptors and nurses on the Clinical Resource Team.
- Developing an End-of-Life program through an interprofessional initiative that provides terminal patients and their families an environment more comfortable than the intensive care unit (ICU).
- Implementing Care Coordinators to educate families and prevent disease escalation for mid-acuity patients.



two preceptor coaches create solutions for clinical resource team

Nurses on the Clinical Resource Team (CRT) lack a dedicated unit to gather and receive just-in-time training, so Lauren Kellum, BSN, RN, and Raji Pathak, BSN, RN, CPN – selected for the first preceptor coach roles on the CRT – developed solutions to connect, train and support CRT preceptors and nurses.

“CRT doesn’t have a lot of our own supplies because we float,” Raji said. “So, we created a robust education closet just for CRT.”

For easy access, the closet is centrally located and includes training supplies, medical equipment and mannequins to help nurses practice skills and allow preceptors to work on competencies with orientees. Additionally, Lauren and Raji filled skills gaps and leveraged engagement opportunities by creating a sedation training video, launching a CRT-specific Teams channel and introducing a quarterly award to honor CRT nurses. “It’s hard not to have a home base,” Lauren said. “We have about 100 nurses, and we want to be able to recognize one another because we don’t see each other often.”



pulmonary nurses collaborate with interprofessional team for improved end-of-life care

An interprofessional team collaborated to establish an End-of-Life (EOL) program providing a more comfortable environment for patients and families experiencing loss. The program operates on the pulmonary unit, where nurses spearheaded the effort so health care professionals with additional EOL-specific training can provide a better experience for patients and families navigating this difficult time. The EOL program also offers relief for providers and staff who experience moral distress because of intense emotions and inexperience with the end-of-life process.

The program provides a more peaceful setting than the ICU for patients experiencing final moments with their family. At this stage, patients can be transferred to the pulmonary unit from ICU to receive palliative care. An example of the interprofessional team’s valuable collaboration was their support of an 8-year-old patient at the end of his life and his family. Nurses, palliative care providers, Child Life specialists, social workers and Spiritual Care staff created a personalized environment, offered counsel, and incorporated cultural and spiritual aspects of the family’s Indian and Hindu heritage.

“Our nurses go above and beyond every day, and this was no exception,” said Christina Smith, BSN, RN, CPNS, CPPS, Advanced Clinical Nurse, Inpatient Pulmonary and Integrated Therapy Unit. “They sought to anticipate what the family needed throughout the hardest days of their lives and ensured all their physical, cultural and spiritual needs were met.”



Care coordinators address challenges for rising-risk patients

The Enterprise Care Management team established a Rising Risk Program to help mid-acuity patients navigate medical conditions and prevent disease escalation. Once the clinic refers a rising-risk patient, a licensed registered nurse care coordinator collaborates with the patient family to define and address their care needs.

A rising-risk patient falls between low- and high-risk criteria with some medical complexities that could lead to a poor outcome if not managed properly. These patients might be using specialists as primary care providers, missing appointments, forgetting medicine refills or facing other challenges.

The Rising Risk care coordinator thoroughly investigates each family's specific issues to provide health coaching, goal setting and education for 40 to 60 days.

ED Visits	↓ 21.1% decrease
Inpatient/Observation Visits	↓ 26.4% decrease
No-Show Rate	↓ 27.8% decrease

"Feedback from families has been overwhelmingly positive," said Christa Combs, BSN, RN, CCM, Senior Director of Enterprise Care Management. "They are so grateful to have extra support navigating health care."

The role launched in the Gastroenterology Clinic and has since expanded to include Diabetes, Renal and Pulmonology.





new knowledge, innovations and improvements

New Knowledge, Innovations and Improvements enhance our professional practice and improve our outcomes. Nurses are active in research and adopt evidence-based practices (EBP) to deliver quality care. Innovation is promoted, and daily, we look for new ways to improve our nursing care delivery.

In 2023, nurses improved the patient experience and enhanced professional practice by:

- Adopting evidence-based practices to implement a Health Literacy program that addresses one of the top social determinants of health.
- Improving health equity by removing language barriers through the adoption of on-demand interpretation via bedside hand-held devices.
- Modifying an Emergency Department role to provide support to staff and offer more efficient patient care.

health literacy champions help peers educate patients and families

Evidence suggests implementing health literacy strategies can increase patient understanding and decrease Emergency Department visits and re-hospitalizations. However, health care professionals often fail to employ health literacy techniques. To combat some of these issues, an institutional review board (IRB)-approved implementation science study titled, “Communicate to CARE” (Clear communication, Achieve understanding with teach-back, Receptive to our patient family needs, Empathetic care delivery) was completed in the Ear, Nose and Throat clinic. Health literacy champions emerged as keys to improving the ways clinicians help patients understand their health and how to care for themselves through better clinician adoption of health literacy practices. This led to a second IRB-approved study titled, “Implementing Health Literacy Practices in Pediatric Ambulatory Care: A Mixed Methods Study Using the iPARIHS Framework,” which implemented more health literacy champions.

Nurses in this role are embedded in individual clinics to influence the team and help improve the ways they communicate with patients and families, ultimately helping families navigate the complex health system more easily and making health information easier for patients and families to understand. This is especially important as social determinants of health (SDOH) data shows health literacy is among patients' and families' top needs.

2023 HEALTH LITERACY STUDY HIGHLIGHTS:

- Trained 26 health literacy champions across 16 clinics
- Trained 216 team members in health literacy practices
- Formed a health literacy learning community

on-demand interpreters remove language barriers for nurses

Nurses recognized the challenges posed by language barriers in patient care and facilitated the addition of the On-Demand Interpretation (ODI) to the Rover, a hand-held, bedside device used in care delivery.

The resource was added to the Rover through an EBP project to enhance seamless communication, remove barriers to interpretation services and consider updated and evidence-based measures for interpretation services. Nurses identified the challenge, reviewed the literature, identified barriers and collaborated with Language Services and other key stakeholders to integrate ODI into practice.

ODI contributes to health equity, a key priority at Children's Health. The service gives fair and equal access to interpretation and alleviates language barriers so nurses can communicate well with our diverse patient population. The innovative addition of ODI to Rovers also exemplifies the unwavering commitment of nurses to prioritize patient well-being in every aspect of their practice.



Plano Emergency department improves processes with flex nurse

Emergency Department leaders in Plano improved the patient and team member experience with a new flex nurse role. Leaders identified the need to adjust the role and responsibilities of the nurse assigned as the second triage nurse. Charge nurses utilize the flex nurse role as a resource to the department by providing support to staff and offering more efficient care to patients. Clinical nurses on a triage committee defined this role and outlined the expectations.

THE FLEX NURSE:

- Assists with initial triage.
- Completes primary assessments and suicide ideation screening and initiates standing delegation orders (physician-prepared, written instructions that address specific patient needs).
- Temporarily acts as a resource to other areas based on departmental needs.

THE PROCESS IMPROVEMENTS CONTRIBUTED TO:

- A 6.2% improvement in the left-without-being-seen (LWBS) rate from 2022 to 2023.
- A 47-minute reduction in door-to-provider time.
- A 2023 year-end RN turnover rate reduction of 9.3%.





empirical outcomes

Empirical Outcomes validate the difference nurses make and confirm our commitment to our mission. The measurement of empirical outcomes is key to our culture of nursing excellence.

In 2023, our nurses demonstrated the value of empirical outcomes by tracking data to improve patient safety. A sampling of our results:

- Hospital-acquired conditions (HACs) in the pediatric intensive care unit decreased by 43%.
- Neurosurgery had zero injury-related falls in 2023 after the launch of a falls-prevention program.
- Adverse drug events (ADEs) reduction of 80% from 2022 to 2023.

HAC-down smackdown reduces hospital-acquired conditions in PICU

As hospital-acquired condition (HAC) rates rose within the pediatric intensive care unit (PICU), the department's nursing leadership team created a competition to engage a staff of more than 300 people in hospital initiatives addressing the challenge.

For the yearlong HAC-Down Smackdown, teams encompassing all PICU disciplines were headed by nursing team leaders. An interprofessional leadership team developed a scoring system whereby teams earned points by participating in HAC-focused initiatives and lost points when a hospital-acquired condition or safety event occurred. Quarterly recognition and awards were given, including overall winner and most valuable players.

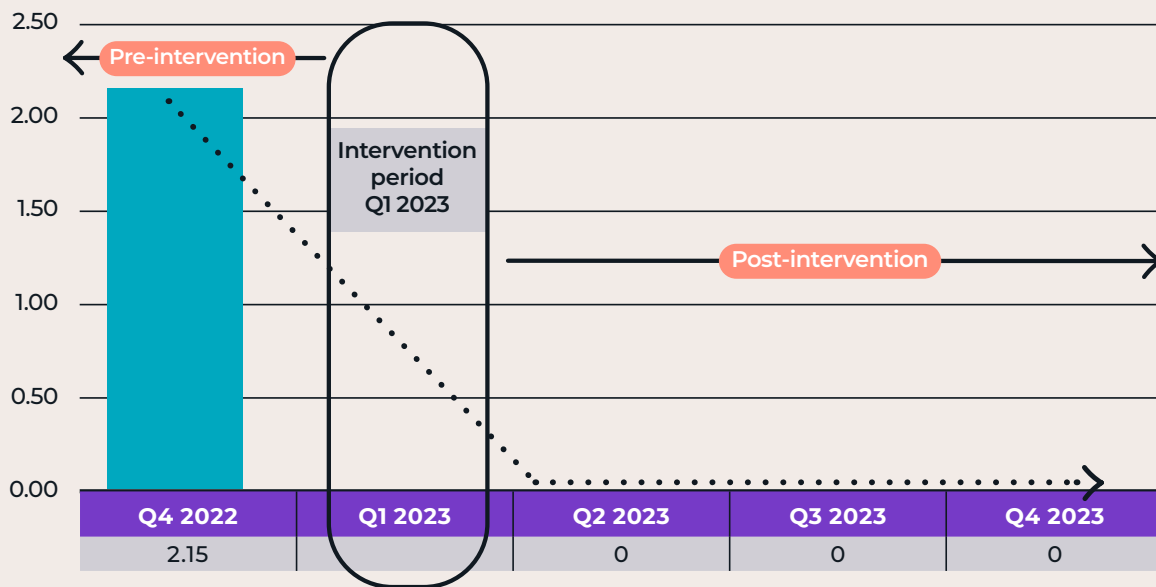
RESULTS:

- In Q1 and Q2 2023, HACs decreased by 43% compared to the same time period in 2022
- Average staff attendance in unit-based HAC committees increased by 93% from 2022 to 2023
- An increase in staff adherence to evidence-based practice bundles
- The creation of several unit-based HAC reduction initiatives

interprofessional program seeks to prevent injuries from falls

Nurses are improving patient safety through an interprofessional fall-prevention program. The nurse-led program initially focused on addressing falls related to patient bed type, a top reason for falls. Team members piloted a bed-safety initiative, which launched in February 2023 in the Dallas Neurosurgery department. Aligning to best practices, patients younger than 24 months old were required to be placed in a crib instead of a normal patient bed. Fall prevention team members conducted daily audits to ensure they were in cribs and reinforce safety education with families. As a result, Neurosurgery had zero injury-related falls in 2023.

NEUROSURGERY D10 FALLS INJURY RATE



nurse-led, quality-improvement initiative reduces adverse drug events

The need to address increased adverse drug events (ADE) led to a collaborative, multi-pronged solution. Using the newly developed Nursing Medication Safety Council, nurse leaders engaged clinical nurses in a quality-improvement initiative designed to enhance safe administration of medications by nurses. Also, oversight of medication-safety initiatives across the organization were centralized with a group of medication safety officer leaders representing three key areas: physician, pharmacist and nurse. Nurses used data to identify barriers related to medication administration and used this information to standardize practices in alignment with evidence-based practices. Leaders updated education and competencies, and they engaged preceptors to ensure nurses received consistent training during onboarding.

In addition, a six-month campaign, "I Got Your Back," reiterated the importance of two nurses working together when administering a high-risk medication or procedure. Both nurses independently verify and follow the correct steps to keep the patient safe. These initiatives contributed to the reduction of the total number of ADEs by 80% from 2022 to 2023.

recognition

Recognition fosters a culture of gratitude for our nurses' many contributions. Our recognition programs honor nurses for their hard work and dedication through peer- and patient-family-nominated awards for excellence in nursing. Children's Health nurses are recognized within our organization and through local, regional and national awards. We are committed to honoring and supporting the crucial roles our nurses play in patient care.



NURSING RECOGNITION HIGHLIGHTS FROM 2023

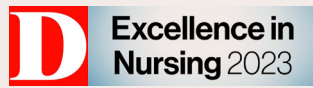


2 nurses were named to Texas Nurses Association's 25 Outstanding Nurses



THE GREAT 100 NURSES
Dallas • Fort Worth

4 nurses recognized as DFW's Great 100 Nurses



12 nurses awarded with 2023 *D Magazine* Excellence in Nursing Award



825 nurses nominated for a DAISY Award
24 nurses honored with a DAISY Award
2 nurse leaders honored with a DAISY Award
1 nurse honored with a DAISY Lifetime Achievement Award
1 nursing team honored with a DAISY Team Award

ORGANIZATIONAL AND DEPARTMENTAL RECOGNITION



Nationally ranked in 10 pediatric specialties by *U.S. News & World Report*



Magnet recognized with fourth consecutive designation



Nurse Residency program re-accredited for 10 years by the Commission on Collegiate Nursing Education



Simulation program accredited in teaching/education by the Society for Simulation in Healthcare



West Coast University Valued Partner award

individual recognition

TEXAS NURSES ASSOCIATION 25 OUTSTANDING TEXAS NURSES

This annual Texas Nurses Association award recognizes nurses who create a culture of care, support, healing, health and wellness, and innovative improvements and contribute to their communities.

- Tera Holland, BSN, RN, CPN
- Janna Berg, BSN, RN, CPN

2023 DFW GREAT 100 NURSES

DFW Great 100 Nurses celebrates nurses who are nominated by their peers for being role models, leaders, community servants and compassionate caregivers.

- David Campbell, MSN, RN, NPD-BC
- Misty Daugherty, BSN, RN, CPHQ
- Dianna “Kim” Jernigan, BSN, RN, CDCES
- Jordan Schools, BSN, RN, NPD-BC, CPN

2023 D MAGAZINE EXCELLENCE IN NURSING AWARD

D Magazine's annual Excellence in Nursing Award recognizes nurses who have bettered patients' and families' lives, their community or profession through skill and spirit.

- Kelly Bonilla, BSN, RN (direct care)
- Christine Dufour, BSN, RN, CNN (direct care)
- Cherie Harland, BSN, RN, CPN (direct care)
- Laura Hatton, J.D., BSN, RN, CCRN (direct care)
- Lainey Segovia, BSN, RN, CCRN (direct care)
- Ashley Utley, BSN, RN, CPN (direct care)
- Rose Anne De la Cruz, BSN, RN, CPN (leadership)
- Amy Linton, MSN, RN, CPON (leadership)
- Christina Reyna, BSN, RN, CPN (leadership)
- Kendel Richards, BSN, RN (education)
- Chasity Rivers, MSN, RN-BC (education)
- Martha Shaw, BSN, RN, CPN, NPD-BC (education)

MAY SMITH NURSING EXCELLENCE

Named for our hospital founder, the May Smith Nursing Excellence Award honors those who exemplify nursing characteristics outlined in the Children's Health Professional Practice Model and recognizes nurses practicing beyond the bedside, transformational nurse leaders and interprofessional collaborative partners.

- Brittany Ross, BSN, RNC-MNN, Advocacy/Moral Agency
- Kristina Northam, BSN, RN, BMT-CN, Advocacy/Moral Agency
- Margarita Ramos, BSN, RN, CCRN, Caring Practices
- Gabriela Barajas, BSN, RN, Caring Practices
- Lilivette Velez, BSN, RN, Clinical Inquiry
- Annie Eads, BSN, RN, Clinical Inquiry
- Emily Walsh, BSN, RN, Clinical Judgement
- Crista Salinas, BSN, RN, Clinical Judgement
- Janna Berg, BSN, RN, CPN, Collaboration
- Deborah Swain, BSN, RN, CPN, Collaboration
- Courtney Fields, BSN, RN, Facilitation of Learning
- Sally Lewis, BSN, RN, CPN, Facilitation of Learning

- Samar Abuhandarara, BSN, RN, Response to Diversity
- Catherine Valenski, BSN, RN, CPN, Response to Diversity
- Kris Noel, BSN, RN, Systems Thinking
- Johanna Muller, BSN, RN CPEN, Systems Thinking
- Rebecca Palmer, MSN, RN, CPHQ, Beyond the Bedside
- Kristin Ritchie, BSN, RN, CPN, Transformational Nurse Leader
- Adriane Kreher, MBA, RN, CPN, Transformational Nurse Leader
- Maya Ilarraza, Clinical Support Tech, True Collaboration
- Kelly Hutchinson, Program Coordinator, True Collaboration

THE DAISY AWARD FOR EXTRAORDINARY NURSES

The DAISY award honors those who provide extraordinary, compassionate patient care, clinical skill and leadership. In 2023, we made several improvements to our DAISY recognition program, including a shift to a clinical, nurse-led selection process within the organization's nursing professional governance structure, increasing frequency from quarterly to monthly, expanding to the Plano campus, having leaders and peers celebrate with recipients during on-unit award presentations and the addition of three new DAISY awards (Leader, Lifetime Achievement and Team).

This year, 825 nurses were nominated by patients, family members and other health care professionals, and 27 nurses and one team won for their exemplary work.

- April Castleman, BSN, RN, CPHON, BMTCN
- Erica Regier, BSN, RN, CPN
- Abigail Derosier, BSN, RN
- Jessica Loggins, BSN, RN, CPN
- Juli Nascimento, BSN, RN, CPN
- Diane McMahan, BSN, RN
- Ana Ruiz, BSN, RN
- Allison McDaniel, BSN, RN
- Sally Derrick, BSN, RN, CPN
- Kayla Sparwasser, BSN, RN, CPN
- Peyton Hasse, BSN, RN
- Hope Bostrom, BSN, RN, CPN
- Sean Smock, BSN, RN, CPN
- Carina Arias, BSN, RN
- Liliana Marquez Ocampo, BSN, RN
- Melody Weaver, BSN, RN
- Allison Bui, BSN, RN
- Kristen McClain, BSN, RN, CPN
- Graziella Dutreuille, BSN, RN
- Tonya Smith, BSN, RN
- Janel Lin, BSN, RN
- Tasha Barksdale, BSN, RN
- Miguel Villalobos, BSN, RN, CCRN
- Devon Johnson, BSN, RN

THE DAISY LIFETIME ACHIEVEMENT AWARD

The DAISY Lifetime Achievement Award is presented to a nurse who has dedicated their life to advancing the profession of nursing. This award recognizes those whose work has made a significant and lasting impact and has improved the lives of countless patients and families.

- Jonda Leitch, BSN, RN

THE DAISY TEAM AWARD

The DAISY Team Award recognizes nurse-led teams going above and beyond to provide exceptional, compassionate care to their patients.

- Plano Emergency Department

THE DAISY NURSE LEADER AWARD

The DAISY Nurse Leader Award was created to shine a light on nurses in leadership roles who create an environment where compassionate, skillful care thrives.

- Caitlin Reaves, BSN, RN, CPN
- Marshall Stephenson, MBA, BSN, RN, CCRN

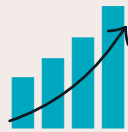


publications, presentations and research studies

Children's Health nurses integrate research and evidence-based practice (NREBP) into their everyday work. Knowledge obtained from research enhances nursing practice and care delivery, allowing us to fulfill our mission. Nurses throughout our organization disseminated nursing research and evidence-based practice, advancing our nursing profession and strengthening the image of nursing.



26
new projects
initiated by NREBP



33.7%
increase in number
of projects



18.9%
increase in nurse
involvement in EBP



8.7%
increase in nurse
involvement in research



96 nurses attended conferences
(41 for professional development and
55 for dissemination of work)



30 poster presentations at EBP
and Research Virtual Poster Fair



Attendance at **23**
national conferences

publications

Children's Health nurses are bolded.

1. Taylor B. Teplitzky, M.D., Ashley F. Brown, M.S., CCC-SLP, BCS-S, Rebecca L. Brooks, MSN, APRN, RNIC, PCNS-BC, **Candice H. Bailey, BSN, RN**, published in Laryngoscope titled, "Mortality Among Children with a Tracheostomy". <https://doi.org/10.1002/lary.30123>
2. Hema Desai, Courtney E. Jones, Jennifer L. Fogel, Karli A. Negrin, Nancy L. Slater, Kimberly Morris, Lisa R. Doody, Katherine Engstler, **Andrea Torzone, MSN, APRN, CPNP, PCNS-BC**, Jodi Smith, Samantha C. Butler published in Cardiology in the Young titled, "Assessment and management of feeding difficulties for infants with complex CHD". <https://doi.org/10.1017/S1047951122004024>
3. **Penny Williams, M.S., BSN, RN, Lindsey Patton, Ph.D., APRN, PCNS-BC, Tammy Webb, Ph.D., RN, NE-BC, Zara Sajwani-Merchant, Ph.D., RN, EBP-C**, published in Nurse Leader titled, "Engaging Beyond the Bedside Nurses in a Large Pediatric Health Care System". <https://doi.org/10.1016/j.mnl.2023.01.007>
4. **Lori Batchelor, Ph.D., MHA, RN, CPN, NEA-BC**, Pelletier, J., published in Pediatric Nursing titled, "Reduction of health care-associated respiratory viral infections during a pandemic: A case report" 49(1), pp7-11, 20. <https://www.proquest.com/openview/1f893a0bbe6696cdf4a7d77da1e1cb2/1?pq-origsite=gscholar&cbl=47659>
5. **Mayra G. Garcia, DNP, APRN, PCNS-BC, EBP-C, Hayden Dutton, MSN, RN, CPN, Bailey Cochrum, MSN, RN, CPN**, and Peng Chen, MPH, CPH, BS (2023) published in Journal of Pediatric Surgical Nursing titled, "Probiotics and Antibiotic-Associated Diarrhea in Pediatric Complicated Appendicitis, Prospective Controlled-Comparison Trial". <https://doi.org/10.1097/JPS.0000000000000385>
6. Michelle Caraballo, M.D., Marisa Abbe, Ph.D., **Jerithea Tidwell, Ph.D., APRN, PNP-BC, PCNS-BC, Hayden Dutton, MSN, RN, CPN, Mayra G. Garcia, DNP, APRN, PCNS-BC, EBP-C, Gemmarie Punzalan, BSN, RN, CPN, Alison Axon, BSN, RN, CPN**. (2023) published in Journal of Pediatric Nursing titled, "Steering the Titanic: One Tertiary Care Children's Hospital's Experience Navigating Safe Sleep for Hospitalized Infants". <https://doi.org/10.1016/j.pedn.2023.06.011>
7. **Zara Sajwani-Merchant, Ph.D., RN, EBP-C**, Deborah Behan, Ph.D., RN-BC, Chad Swank, Ph.D., PT, Kathryn Daniel, Ph.D., RN (2023) published in Journal of Stroke and Cerebrovascular Diseases titled, "Caregiver experiences of Social Support Following Stroke". <https://doi.org/10.1016/j.jstrokecerebrovasdis.2023.107253>
8. Carol J. Howe, Ph.D., RN, CDCES, FAAN, **Brennan Lewis, DNP, APRN, PCNS-BC, NEA-BC**, Shelby Edmondson, M.A. (2023) published in Journal of Nursing Care Quality titled, "Barriers and Facilitators to Implementing Health Literacy Practices in a Pediatric ENT Clinic: A Mixed-Methods Study". <http://dx.doi.org/10.1097/NCQ.0000000000000744>
9. Elizabeth Froh, Lindsey Tarasenko, Jennifer Hayakawa, **Lindsey Patton, Ph.D., APRN, PCNS-BC**, Danielle Sarik, Teri Hernandez published in Journal of Pediatric Nursing titled, "National Collaborative Maximizes Pediatric Hospital-based Nurse Scientist Impact and Resources through Strategic Networking". <https://doi.org/10.1016/j.pedn.2023.09.021>

national presentations and posters

Children's Health nurses are bolded.

Vizient/American Association of Colleges of Nursing Clinical Workforce and Nurse Residency Program National Conference: **Tiffany Montgomery, MSN, RN, NPD-BC** and **Jill Hesler, MSN, RN, CPN** presented a podium presentation titled, "Pivot or Persevere: Engaging Partners to Collaborate for Program Evaluation" and poster and SPARK presentation entitled, "Increase Nurse Residency Diversity Through ADN Apprenticeship".

American Association of Neuroscience Nurses Conference: **Shelley Burcie, BSN, RN** and **Angelica Morris, BSN, RN** presented a poster titled, "Minimal Stimulation as a Nursing Practice: A Qualitative Exploratory Descriptive Study".

Synova NICU Leadership Forum: Courtney Campbell, MSN, APRN, NNP-BC, C-NPT, **Jeanne Gaines, MSN, RN, CPN, RNC-NIC, Kymeone Lanehart, MSN, RN, RNC-NIC, Lisa Mason, DNP, MHA, MBA, RN, NEA-BC, FACHE**, David Haggard, DNP, APRN, NNP-BC, NEA-BC, C-NPT, and Roumillat, Jessica MA, LCSW presented a podium presentation titled, "LEAP: Leading Engagement Accountability and Positivity".

Rebecca Palmer, MSN, RN, CPHQ, Jerithea Tidwell, Ph.D., APRN, PNP-BC, PCNS-BC, Kymeone Lanehart, MSN, RN, RNC-NIC, Jeanne Gaines, MSN, RN, CPN, RNC-NIC, Sushmita Yallapragada, M.D. MSCI FAAP, Courtney Campbell, MSN, APRN, NNP-BC, C-NPT, and Lisa Mason, DNP, MHA, MBA, RN, NEA-BC, FACHE presented a podium presentation titled, "TRACE: A Robust Event Review Process Aimed at Addressing Safety in a Level IV NICU".

Jeri Tidwell, Ph.D., APRN, PNP-BC, PCNS-BC, Rebecca Palmer, MSN, RN, CPHQ, Charmaine Shaw, BSN, RN, RNC-NIC, and Sushmita Yallapragada, M.D., MSCI FAAP presented a podium presentation titled, "Reach Out and Touch Someone: Creating Communication Networks Within a Level IV NICU to Improve Patient Care Delivery".

Jeanne Gaines, BSN, RN, CPN, RNC-NIC, Kymeone Lanehart, MSN, RN, RNC-NIC, Whitney Lewis, BSN, RN, CPN, Lisa Mason, DNP, MHA, MBA, RN, NEA-BC, FACHE, and Jerithea Tidwell, Ph.D., APRN, PNP-BC, PCNS-BC, FCNSI presented a poster presentation titled, "Sweet as 'PIIE'-NICU Family Experience".

Rebecca Palmer, MSN, RN, CPHQ, Jeri Tidwell, Ph.D., APRN, PNP-BC, PCNS-BC, Kym Lanehart, MSN, RN, RNC-NIC, Sushmita Yallapragada, M.D., MSCI FAAP, and Courtney Campbell, MSN, APRN, NNP-BC, C-NPT presented a poster presentation titled, "Improving the Peripheral IV Infiltrations and Extravasations (PIVIE) Rate Within a Level IV NICU: Interventions and Line Management for Early Identification".

Alexis Williams, M.N., RN, Jerithea Tidwell, Ph.D., APRN, PCNS-BC, FCNSI, Jeanne Gaines, MSN, RN, Elaine Beardsley, MN, ACCNS-P, and Peng Chen, MPH, CPH, B.S. presented a poster presentation titled, "Implementing a Quiet Room in a Level IV NICU: Evaluating Impact on Nurse Burnout".

Society of Pediatric Nurses Annual Conference: **Christina Smith, BSN, RN, CPNS, CPPS, Brennan Lewis, DNP, APRN, PCNS-BC, NEA-BC, and Annie Tolliver, MSN, RN, CPN** presented a podium presentation titled, "Reducing Alarm Fatigue Across a Healthcare System".

Misty Daughtery, BSN, RN, CPHQ presented a podium presentation titled, "Instill Confidence and Empower Clinical Nurses to Lead Shared Governance Councils".

Janna Berg, BSN, RN, CPN, Jill Hanks, BSN, RN, CPN, Tera Holland, BSN, RN, CPN, and Heaven Harvey, PCT presented a podium presentation titled, "Bridging Gaps in Our Care of Patients with Autism by Building Better Connections".

Janna Berg, BSN, RN, CPN, Jill Hanks, BSN, RN, CPN, and Tera Holland, BSN, RN presented a poster titled, “Looking Below the Surface: Learning to Recognize Human Trafficking and Raising Awareness by Connecting with Passionate Peers”.

Lilivette Velez, BSN, RN, and Kaylan House, BSN, RN presented a poster titled, “Increasing Retention for New Graduate Float Pool Nurses through Mentorship”.

Caitlin Roush, BSN, RN, CPN presented a poster titled, “Bringing On-demand Interpretation onto iPads in Patient Rooms”.

Melissa Ruffini, BSN, RN, CPN presented a poster titled, “Teaming up to Tackle Total Parental Nutrition”.

Christina Reyna, BSN, RN, CPN presented a poster titled, “Creating a Customized Discharge Checklist for the Technology-dependent Population”.

Ayehubirhan Shenkute, BSN, RN, CPN, CRRN, and Dawn Penner, BSN, RN, CRRN presented a poster titled, “Neurogenic Bowel Program in Pediatric Patients with Spinal Cord Injury”.

Karen Barajas, BSN, RN, Madyson Roehrig, BSN, RN, and Priscilla Aponte, BSN, RN, presented a poster titled, “L.A.P.S. Not Apps: Evaluating the Use of Electronic Devices in a Level IV Neonatal Intensive Care Unit”.

Hayden Dutton, MSN, RN, CPN, Natalie Denson, MSN, RN, NEA-BC, Mayra Garcia, DNP, APRN, PCNS-BC, EBP-C, and Kiele Samuel, MSN, RN, CPN presented a poster titled, “All Eyes on Our Patients: Utilization of a Watcher Program to Prevent Escalation Events”.

American Academy of Ambulatory Care Nursing Annual Conference: **Ashley Sewell, BSN, RN** presented a poster titled, “Implementation of Health Literacy Strategies in a Pediatric ENT Clinic”.

Susan Webber, MSN, RN, CPN, CEN, CPEN, TCRN presented a poster titled, “Utilizing Patient-Initiated Call Program to Assist with Self-Care in Pediatric Patients after Hospital Discharge”.

Pediatric Endocrine Nurses Society National Conference: **Jennifer Brown BSN, RN** presented a poster titled, “Effects of Untreated Hypothyroidism”.

Tamera Sigmund, BSN, RN, Linda Jackson, MSN, RN, Murray Raymond, BSN, RN, and Adha Choudhary, M.D., presented a poster titled, “After-Hours Nursing Care of an Ill Child Living with Diabetes”.

FULD National Institute Evidence-Based Practice Summit: **Lindsey Patton, Ph.D., APRN, PCNS-BC** presented a podium presentation titled, “Adoption and Sustainment of Central Line-associated Bloodstream Infection Bundle in a Pediatric Intensive Care Unit: An Implementation Science Formative Evaluation”.

Zara Sajwani-Merchant, Ph.D., RN, EBP-C, Erin Hunter-McPhan, BSN, RN, Misty Daugherty, BSN, RN, CPHQ, Lindsey Patton, Ph.D., APRN, PCNS-BC, and Martha Shaw, BSN, RN, CPN, NPD-BC presented a poster titled, “Safety Precautions Development through EBP for Pediatric Inpatient Setting”.

American Pediatric Surgical Nurses Association Scientific Conference: **Mayra G. Garcia, DNP, APRN, PCNS-BC, EBP-C, Hayden Dutton, MSN, RN, CPN, and Bailey Cochrum, MSN, RN, CPN** presented a podium titled, “Probiotics and Antibiotic-associated Diarrhea in Pediatric Complicated Appendicitis: Prospective Controlled-Comparison Trial”.

Texas Clinical Nurse Specialist Annual Conference: **Ann Gosdin M.S., APRN, CNS, CPNP-PC** presented a podium titled, “Clinical Nurse Specialist Involvement in Promoting Safety of Pediatric Patients Utilizing Safety Huddles”.

American Organization for Nursing Leadership Annual Conference: **Tammy Webb Ph.D., RN, NE-BC** presented a podium presentation titled, “Nursing Leaders Recognize Importance of Beyond the Bedside Nurses”.

American Organization for Nursing Leadership Professional Governance Leadership Conference: **Brennan Lewis, DNP, APRN, PCNS-BC, NEA-BC,** and **Misty Daugherty, BSN, RN, CPHQ** presented a podium presentation titled, “The Journey from Shared Governance to Nursing Professional Governance”.

Misty Daugherty, BSN, RN, CPHQ presented a poster presentation titled, “Instill Confidence and Empower Clinical Nurses to Lead Shared Governance Councils”.

International Society for Pediatric Innovation PEDS 2040 Conference: **Sunni Yates, MADR, BSN, RN, CCRN-K, Mary Hawes, MSN, MBA, RN, Jamie Becker, Ph.D., ABPP,** and **Sheena Noland, MSN, APRN, FNP-C** presented a poster titled, “High-risk Behavioral Health Patient Management”.

World Congress of Pediatric Cardiology and Cardiac Surgery: Sarah T. Plummer, M.D., Sonali S. Patel, Ph.D., Schiller A, Elhoff J, Smith A, Becker E, **Alexandra Birely, MSN, APRN, ACCNS-P,** Del Grippo E, Alaina K. Kipps, Lay A, Patel T, and Hanke S. presented a poster titled, “Readmissions from a Pediatric Acute Care Cardiology Unit (ACCU): Results from the Pediatric Acute Care Cardiology Collaborative (PAC³) and Pediatric Cardiac Critical Care Consortium (PC4)”.

Alexandra Birely, MSN, APRN, ACCNS-P, Lyndsey Hunter-Adamson, M.D., Sonali S. Patel, Ph.D., Ashley E. Neal, M.D., and Alaina K. Kipps, M.D., M.S. presented a poster titled, “Understanding the Current Status and Opportunities in Onboarding Pediatric Cardiology Advanced Practice Providers”.

Andrea Torzone, MSN, CPNP, PCNS, Krista Carey, BSN, RN, CCRN, Amy Hadley, BSN, RN, CCRN, Maddie Herrera, BSN, RN, CCRN, Michelle J. Moore, MSN, RN, C-NPT, Deniro Brown, MSN, RN, CCRN, and **Jean Storey, MSN, RN, NEA-BC** presented a poster titled, “Clinical Coaching: An Innovative Model to Accelerate Clinical Development”.

Krista Carey, BSN, RN, CCRN, Catherine Ikemba, M.D., Sushmita Yallapragada, M.D., David Schindel, M.D., **Kymeone Lanehart, MSN, RN, RNC-NIC, Deborah Jensen, MSN, RN, NPD-BC, Deniro Brown, BSN, RN, CCRN, Jerithea Tidwell, Ph.D., APRN, PNP-BC, PCNS-BC,** Luis Zabala, M.D., and **Andrea Torzone, MSN, APRN, CPNP, PCNS** presented a poster titled, “A Nursing Dyad Model to Optimize Care for Conjoined Twins with Single Ventricle Heart Disease”.

Leslie Lewis, DNP, CPNP-AC, Anju Patel, PA-C, Jenny Morris, LSA, Jessica Wright, PA-C, Elizabeth Elias, BSN, RN, MPH, Ryan Davies, M.D., Camille Hancock Friesen, M.D., and **Andrea Torzone, MSN, CPNP, PCNS** presented a podium titled, “Sustained Reduction In Pediatric Cardiac Surgical Site Infection: Single Center Experience Using a Multidisciplinary High-Reliability Team”.

Association of Pediatric Hematology/Oncology Nurses National Annual Conference: **Amy Linton, MSN, RN, CPON** presented a podium titled, “How Are We Doing? Exploring Emotional Intelligence in Pediatric Hematology/Oncology Nursing Teams”.

Amy Linton, MSN, RN, CPON presented a concurrent session titled, “How Are We Doing? Exploring Emotional Intelligence in Pediatric Hematology/Oncology Nursing Teams”.

Janelle Heygster, MSN, RN, CPHON, Kristina Northam, BSN, RN, BMTCN, and **Deborah Echtenkamp, MSN, APRN, CPON, FAPHON** presented a presentation titled, “Escaping Educational Challenges: Practical Application of Escape Room Learning Strategies for the Pediatric Hematology/Oncology Nurse”.

Deborah Echtenkamp, MSN, APRN, CPON, FAPHON and Kathy Perko, M.S., PPCNP-BC, CHPPN, CPON, CPLC, FPCN presented a presentation titled, “Facilitated Discussion and Networking with Peers Related to Palliative Care Issues in Pediatric Hematology/Oncology care”.

Deborah Echtenkamp, MSN, APRN, CPON, FAPHON presented a podium titled, “Teachable Moments: Memorable Lessons Learned from Our Nurse Colleagues”.

National Association for Healthcare Quality Next Conference: **Rebecca Palmer, MSN, RN, CPHQ** presented a podium titled, “Improving Coordination with Quality Improvement Through Creation of a Virtual Quality Board”.

Extracorporeal Life Support Organization Conference: **Laura Hatton, J.D., BSN, RN, CCRN, Erin Tresselt, Ricardo Medrano, BSN, RN, CCRN, Donna Taylor, RRT-NPS, Laxmi Raman, M.D., and Margarita Ramos, BSN, RN, CCRN,** presented a podium titled, “Incorporating the ABAS (Adaptive Behavior Development System) to Follow Cognitive and Developmental Milestones of Patients After ECLS”.

National Association of Neonatal Nurses Annual Conference: **Kathleen Ellis, Ph.D., RN, CCRN-K, CNE** presented a podium titled, “Influences and Impact of the Microbiome on Infants in the NICU”.

American Nurses Credentialing Center National Magnet Conference: **Tiffany Montgomery, MSN, RN, NP-BC, and Lindsey Patton, Ph.D., APRN, PCNS-BC** presented a poster titled, “Transformational Partnerships to Embed Evidence-Based Practice”.

Lori Batchelor, Ph.D., RN, CPN, NEA-BC, and **Ayehubirhan Shenkute, BSN, RN, CPN, CRRN,** Multidisciplinary Fall Team presented a poster titled, “Pediatric Care: Reducing Furniture Falls with an Image”.

Nicole Bizzack, BSN, RN, Amber Dayton, BSN, RN, Angelica Rodick, BSN, RN, Ashley Collins, BSN, RN, Georgina Hernandez, BSN, RN, and Amber Albiar, BSN, RN presented a poster titled, “Quality Improvement Process to Decrease Time to Antibiotics”.

Air Medical Transport Conference: Archana Dhar, M.D., FAAP, and **Carol Hasty, M.S., RN** presented a podium titled, “Transport Teams in Crisis: A Multicenter Survey of Pediatric-Neonatal Transport Teams That Can Be Applied to Yours”.

Jayne Pemberton, BSN, RN, NREMT-P presented a podium titled, “HIE? That’s Cool! What is Hypoxic-Ischemic Encephalopathy of a Newborn and How is it Treated?”.

Children’s Hospitals Neonatal Consortium Annual Symposium: **Rebecca Palmer, MSN, RN, CPHQ, Emilie Vannguyen, BSN, RN,** Christopher Sawyer, M.D., **Katie Doerge, MSN, RN, RNC-NIC,** Jami Miller, M.D., Katie Liu, M.D., **Jerithea Tidwell, Ph.D., APRN, PNP-BC, PCNS-BC, Emily Zimmerman, BSN, RN, Kymeyone Lanehart, MSN, RN, RNC-NIC,** Robin Pham, D.O., Herrin Charles, M.D., and Dariya Vedanta, M.D. presented a poster titled, “Optimizing Peri-Operative Glucose Management at Children’s Health NICU”.

Rebecca Palmer, MSN, RN, CPHQ, Courtney Campbell, MSN, APRN, NNP-BC, C-NPT, Kathryn Deavilla, Pharm.D., BCPPS, Collin Strunk, Pharm.D., BCPPS, Kymeyone Lanehart, MSN, RN, RNC-NIC, Jeanne Gaines, MSN, RN, CPN, RNC-NIC, NEA-BC, Katie Doerge, MSN, RN, RNC-NIC, Jerithea Tidwell, Ph.D., APRN, PNP-BC, PCNS-BC, Charmaine Shaw, BSN, RN, RNC-NIC, Sharica Whitten, BSN, RN, RNC-NIC, Karisma Patel, Pharm.D., BCPPS, BCIDP, Sarah Firmani, Pharm.D., BCIDP, Magdalena Solecki, BSN, RN, Heather Whiteman, MSN, APRN, NNP-BC, Alice Figueroa, BSN, RN, RNC-NIC, and Sushmita Yallapragada, M.D.-MSCI presented a poster titled, “Managing Sepsis in a Level IV NICU: Collaborating and Engaging Multidisciplinary Teamwork and Discussion for Early Identification and Interventions”.

American Psychiatric Nurses Association Annual Conference: **Madison McQueen, BSN, RN, Kelly Bonilla, BSN, RN, and Rebecca Puchkors, MSN, RN, PMH-BC, CA-SANE** presented a poster titled, “Are You High? Staff Attitudes and Knowledge Recognizing and Treating Substance Use in Adolescents”.

Interprofessional Education Collaborative Virtual Poster Fair: Carin Adams, Ph.D., RN, CPN, **Lori Batchelor, Ph.D., RN, CPN, NEA-BC**, Jennifer Dolinta, Ph.D., RN, CNE, NPD-BC, and Joy Spadchene, Ph.D., RN, CNE presented a poster titled, “Narrowing the Practice Gap: A Collaboration Among Nursing, Healthcare Administration and a Hospital Practice Partner”.

nurse investigator-led research studies

Children’s Health nurses are bolded.

*PI/Site PI/Co-Investigator(s)

Completed Studies in 2023:

Minimal Stimulation as a Nursing Practice: An Exploratory Descriptive Study

Location: Pediatric Intensive Care Unit

Shelley Burcie, BSN, RN*

Angie Morris, BSN, RN *

Communicate to CARE in the Pediatric Ambulatory Setting: An Implementation Science Framework Study to Drive Meaningful Practice Interventions

Location: Ambulatory Services/ Ear Nose and Throat Clinic

Brennan Lewis, DNP, APRN, PCNS-BC, NEA-BC*

Carol Howe, Ph.D., RN, CDCES, FAAN*

Adoption and Sustainment of Central Line-Associated Bloodstream Infection Bundle in a Pediatric Intensive Care

Location: Pediatric Intensive Care Unit

Lindsey Patton, Ph.D., APRN, PCNS-BC*

Carol Howe, Ph.D., RN, CDCES, FAAN*

Lori Batchelor, Ph.D., RN, CPN, NEA-BC

Nursing Leaders Influence on Clinical Nurses: Impact of an EBP Leadership Development Program

Location: Systemwide

Lindsey Patton, Ph.D., APRN, PCNS-BC *

Active 2023 Studies:

Unit Interest Survey Instrument Development

Location: Systemwide

Tiffany Montgomery, MSN, RN, NPD-BC *

Danielle Walker, Ph.D., RN, CNE*

Nurses’ Perceptions Regarding Influence over Professional Practice in a Large Pediatric Health Care System

Location: Systemwide

Tammy Webb, Ph.D., RN, NE-BC *

Misty Daugherty, BSN, RN, CPHQ*

Brennan Lewis DNP, APRN, PCNS-BC, NEA-BC*

Exploration of Central Venous Catheter Protective Devices in the Pediatric Population:

A Mixed Methods Study

Location: Gastroenterology

Maria Leal, BSN, RN, CPN*

Melissa Ruffini, BSN, RN, CPN*

Quineka Smith, BSN, RN, CPN

Lindsey Flores, BSN, RN, CPN

Zara Sajwani-Merchant, Ph.D., RN, EBP-C

Decannulation Predictor Models – Keeping the Trach Safe Instrument Development

Location: Pulmonary Services

Rebecca Brooks, MSN, APRN, PCNS-BC*

Danielle Walker, Ph.D., RN, CNE*

Ashley Sewell, MSN, RN, CPN

Candice Bailey, BSN, RN

Christina Smith, BSN, RN, CPN, CPPS

Perception of Hiring Managers and Nursing Candidates During the Hiring Process:

A Qualitative Study Location: Multi-site

Tiffany Montgomery, MSN, RN, NPD-BC *

Karen Asante, BSN, RN, CPN

Zara Sajwani-Merchant, Ph.D., RN, EBP-C

Fathers Caring for Chronically Ill Children and Chronic Sorrow

Location: Systemwide

Lori Batchelor, Ph.D., RN, CPN, NEA-BC *

Child and Parent Pre-Anesthesia Anxiety and Effects on Post-Hospitalization Behavior Change

Location: Pre-surgical Services

Ann Johnson, Ph.D., APRN, CPNP-PC *

Anu Cherian, MSN, APRN, CPNP-PC/AC

Bonita Conley, MSN, APRN, PPCNP-BC

Brenda Fields, MSN, APRN, CPNP-PC

Ashley Smith, MSN, APRN, FNP-C

Heather Sweeney, MSN, APRN, CPNP-PC

Sharon Koruthu, MSN, APRN, CPNP-PC

MacKenzie Ezzell, BSN, RN, CPN

Caitlyn Reaves, BSN, RN, CPN

Assessing Wellbeing of Pediatric Nurse Leaders Using a Mixed Methods Approach

Location: Systemwide

Elaine Beardsley, M.N., ACCNS-P *

Lindsey Patton, Ph.D., APRN, PCNS-BC *

Kathleen Ellis, Ph.D., RN, CCRN-K, CNE *

Mayra Garcia, DNP, APRN, PCNS-BC, EBP-C

Chelsea Reynolds, MSN, RN, CPN, NE-BC

Zara Sajwani-Merchant, Ph.D., RN, EBP-C

Brennan Lewis, DNP, APRN, PCNS-BC, NEA-BC

Amy Six-Means, MLIS

Jennifer Watt, MSN, APRN, CNS

Caitlin Deville, PT, MPT, D.Sc.

Pauline Chen, MPH, CPH, B.S.

Implementing Health Literacy Practices in Pediatric Ambulatory Care:
A Mixed Methods Study Using the iPARIHS Framework

Location: Ambulatory Services

Carol Howe, Ph.D., RN, CDCES, FAAN *

Penny Williams, M.S., BSN, RN *

Lindsey Patton, Ph.D., APRN, PCNS-BC *

Emily Carsey, MHA, BSN, RN, AMB-BC

Jordan Gamboa, BSN, RN

Brittney Saldierna, MSN, RN, CPN

Diana Montoya, BSN, RN, CPN, NPD-BC

A Quantitative Assessment of the Pupillary Light Reflex in Pediatric Seizure

Location: Neurology

Afsaneh Talai, M.D.

Jennifer Watt, MSN, APRN, CNS *

Preparing New Graduate Nurses: An Investigation of Nurse Residency
Programs on Improving Nurse Quality and Safety

Location: Multi-site

Tammy Webb, Ph.D., RN, NE-BC *



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our nurses**