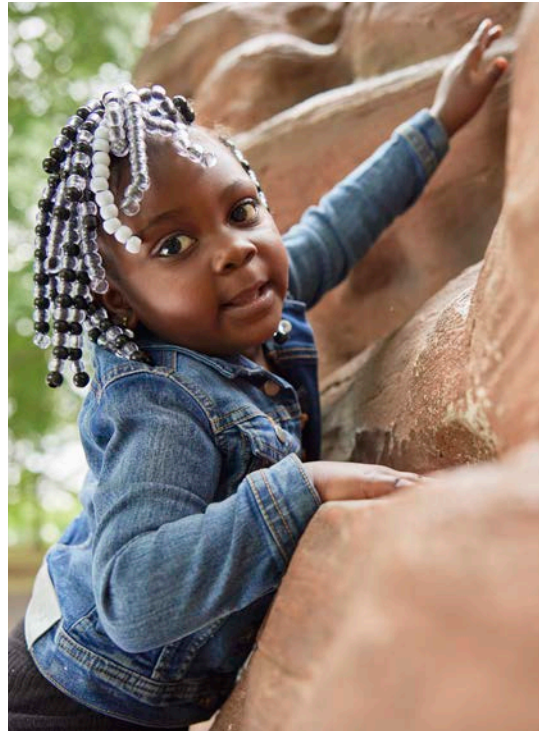
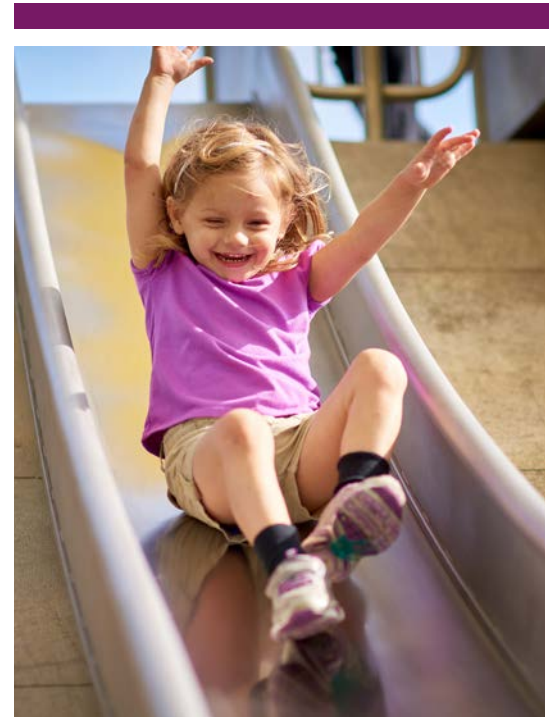




# Reaching New Heights



2023 PATIENT SERVICES ANNUAL REPORT



# Reaching New Heights

## TABLE OF CONTENTS

- From the Senior Vice President ..... 2
- Best Children’s Hospital in the Nation..... 3
- Fourth Magnet Designation ..... 5
- Architects of Excellence..... 7
- Doing More for Mental Health ..... 9
- Making Great Experiences Extraordinary ..... 11
- Revamping Interprofessional Shared Governance.....13
- Pharmacy Division Wins National Best Practice Award .....15
- Allied Health DEI Fellows Make a Difference .....17
- Specialty Care Now Offered in Centerville, Ohio .....19
- Phototherapy Telehealth Model of Care Improves  
Access for Patients at Home.....21
- Remote Patient Monitoring Team Expands Care ..... 23
- New Division Director for Research in Patient Services ..... 25
- Two Projects Receive Patient Services Research Grants..... 26
- Occupational Therapy/Physical Therapy Research Earns Awards ..... 26
- Awards and Recognition ..... 27
- Advanced Practice Providers Get Clinical Advancement Program .....31
- Nurses Who Received New Certificates in 2023 ..... 32
- Hospital Facts and Figures ..... 33
- Continued Education ..... 33



## Colleagues and Friends,

I am as proud as a new parent to share the **2023 accomplishments of the Department of Patient Services**. You know those people who carry around their “brag books,” those small albums of photos capturing every toothless milestone? I have assumed that role with this edition.

Over the year, Patient Services has indeed reached new heights, surpassing expectations while still giving our all to the patients and families for whom we are so privileged to care.



For the first time, in 2023:



- Our health system was ranked **#1 in the nation in the 2023–24 list of Best Children's Hospitals** published by *U.S. News & World Report*.
- We achieved **Magnet status from the American Nurses Credentialing Center** for the fourth consecutive time, with more exemplars, or examples of best practices, than ever before.
- We opened a **new facility for mental healthcare**, with 83 private rooms that allow for family stays.
- We **restructured our Operational Excellence leadership model and Shared Governance program**, optimizing our delivery of care.
- We improved **access to care**, our “wildly important goal.”
- We established a **Patient and Family Experience strategic plan**.
- We welcomed a **director to the Division of Research in Patient Services**, building on our legacy of being a research powerhouse.

Throughout this annual report, you will see how and why we achieved these new heights, and that we never cease in our pursuit of excellence.

## We are reaching new heights, together.



Sincerely,

A handwritten signature in black ink that reads "Barbara Tofani".

Barb Tofani, MSN, RN, NEA-BC  
Senior Vice President of Patient Services  
Chief Nursing Officer



## Cincinnati Children's Ranked Best Children's Hospital in the Nation by *U.S. News*

Cincinnati Children's was named #1 in the nation in *U.S. News & World Report's Best Children's Hospitals 2023–24 rankings*. Hospitals were ranked based on key clinical data that includes measures such as patient outcomes, diversity training and patient safety. The goal of these rankings is to identify hospitals that provide the highest quality care for children with the most serious or complicated medical conditions.

"We are incredibly proud and honored to be recognized as the best pediatric hospital in the nation," said **Steve Davis, MD, MMM**, president and CEO. "This distinction only confirms what we have always known—that we have outstanding, talented team members who are unmatched in their dedication to ensuring that all children have access to exceptional care. Our people are—and have always been—innovators, teachers, collaborators and compassionate caregivers, and they lead the way in helping kids achieve their full potential."

*Leaders rounded to share the good news around the health system.*



**Patient Services had a significant impact on this ranking.** The health system earned all points possible across the divisions for full-time nurse employees with advanced certification, which demonstrates the dedication and expertise of our nurses in their respective fields, and also influenced our Magnet redesignation (see page 5). Several areas, such as Neonatology, were recognized for having dedicated child life specialists, social workers, respiratory therapists and dietitians, as well.

Across the divisions, both the Center for Blood Diseases Institute and Neonatology earned 100% of the possible weighted outcomes. This not only reflects patient survival, but functional success and the incidence of adverse events. Our relentless focus on safety and providing the best outcomes for patients and families is embedded in our culture.



Watch a video commemorating our #1 ranking.

<https://youtu.be/4r192S1pT0o?si=PyV6Qv0YLwel4dj3>



Review the full *U.S. News & World Report* rankings.

<https://health.usnews.com/health-news/best-childrens-hospitals/articles/best-childrens-hospitals-honor-roll-and-overview>

The national rankings for specialties at Cincinnati Children's are:

The Best Children's Hospitals list also includes national rankings across 10 pediatric specialties. Cincinnati Children's has been named in the top 10 of each of these specialty areas, including being ranked #1 in four areas: Cancer Care, Diabetes and Endocrinology, Neonatology, and Urology. Cincinnati Children's has been at the forefront of discovering new treatments that allow us to better care for our patients. Some of these recent advancements include:

- **Radiation is a key tool to cure cancer, and Cincinnati Children's is pioneering the reinvention of its potential.** Our Proton Therapy Center delivers the most cutting-edge form of radiation treatment available, and our groundbreaking cancer team conducted the world's first clinical trial of FLASH proton therapy. FLASH radiation is delivered in a fraction of a second and is being evaluated for its potential to decrease side effects and increase cures.
- **The division of Endocrinology has led efforts to reduce the risk of developing diabetes following total pancreatectomy with islet autotransplantation,** a pain management procedure for children with acute and chronic pancreatitis, which only a few institutions in the United States are capable of performing. Additionally, research led by the division has made strides to enhance care for children with diabetes, working to close the health inequity gap through targeted intervention for patients with type 1 diabetes and exploring the impact of type 2 diabetes on developing brains.
- **Cincinnati Children's has the only level IV Newborn Intensive Care Unit (NICU) in Greater Cincinnati** and provides world-class neonatology care to infants at all level III NICUs in the area. In addition, treatment innovations from the Fetal Care Center are showing prenatal intervention can be effective and worthwhile for conditions such as fetal renal failure.
- **Cincinnati Children's Pediatric Urology division is home to the world's first multidisciplinary center dedicated to optimizing the health and quality of life for children born with Posterior Urethral Valves.** Leveraging a comprehensive team across several specialties, each patient is proactively followed to optimize overall health, decrease risk of ongoing kidney injury, and promote mental wellness. A number of clinical and biomarker research projects are underway through the clinic to further provide world-class care to these patients.

#1

Cancer

#1

Diabetes & Endocrinology

#1

Neonatology

#1

Urology

#2

Gastroenterology & GI Surgery

#2

Pulmonology & Lung Surgery

#3

Nephrology

#3

Orthopedics

#4

Neurology/Neurosurgery

#7

Cardiology/Cardiac Surgery\*

\* Reflects the Joint Pediatric and Congenital Heart Program ranking. The Joint Pediatric and Congenital Heart Program is a collaboration between Cincinnati Children's and Kentucky Children's Hospital, part of UK HealthCare in Lexington.

## About the Magnet Recognition Program

The ANCC established the Magnet Recognition Program in 1990 to celebrate health systems across the globe that have strong nursing leaders who align nursing goals to improve patient care. Magnet hospitals are often ranked among the best in the United States. To achieve designation, an organization must demonstrate:

- **Empirical Outcomes.**  
This component asks, “What difference did you make?” This data must be presented as a ratio that represents the impact of structure and processes on the patient, nursing workforce, organization and consumer.
- **Transformational Leadership.**  
Nurse leaders envision the future of health and develop their nurses to achieve the vision.
- **Structural Empowerment.**  
Nurses are involved in shared decision-making structures and processes that establish standards of practice and address opportunities for improvement.
- **Exemplary Professional Practice.**  
Nurses collaborate with other professionals to ensure care is comprehensive, coordinated and monitored for effectiveness through quality improvement methods.
- **New Knowledge and Innovation.**  
The organization supports and disseminate nursing research, integrate new approaches, and adopt evidence-based practices.



## Cincinnati Children’s Awarded Fourth Magnet Designation

**We did it again!** Cincinnati Children’s earned Magnet designation for a fourth consecutive time from the American Nurses Credentialing Center (ANCC). Only 10% of all United States hospitals are recognized with this achievement, and currently just 38 of them are pediatric facilities. This fourth designation pursuit was reflected in the “4-cast” theme, which had two parts: “The 4-Cast Shows Us Stronger Together,” promoted during the application process, and “The 4-Cast Confirms Our 4th Magnet Designation” once we learned of our achievement.

This is no easy feat. The application process is a four-year cycle, and institutions seeking redesignation must not only prove that they uphold high nursing standards, but that they have improved their practices since the last designation. In May 2023, ANCC evaluated our performance to determine if we meet the Magnet standards. This process was both rigorous and thorough for all involved—from the bedside nurses to the department leaders, executive team and members of the Board of Trustees.

**In addition to meeting the standards, we were recognized with 12 exemplars, or examples of nursing best practices. This is more than we have received in our Magnet designation history.**

This is the second time Patient Services Senior Vice President and Chief Nursing Officer **Barb Tofani, MSN, RN**, has overseen a Magnet application cycle. She received the phone call from the Commission for the Magnet Recognition Program® alongside Patient Services vice presidents, assistant vice presidents and leaders of the Center for Professional Excellence. “This is such an exciting time for Cincinnati Children’s, and the recognition goes to everyone at Cincinnati Children’s, because it takes all of us giving our best every day to our patients and families,” she said.



# Magnet Exemplars

## 1 Minority nurse mentoring program

This program was designed to increase the diversity in our nursing workforce. It is focused on attracting associate degree-prepared nurses of color and male nurses, who then are enrolled in the University of Cincinnati College of Nursing Bachelor of Science in Nursing (BSN) online program. They are supported with tuition reimbursement, monthly professional development opportunities and mentoring to help ensure their success as students. They also are hired into the health system while continuing their education and completing their BSN. The outcomes of this effort were that: we had 36 mentee/mentor pairs; people of color represented among our nurses increased; and 11 nurses moved from clinical nursing roles into nurse leader roles.

## 2 Certification and degree rates

**55.19%** of our nurses are certified. And **89.07%** of our nurses hold a bachelor's degree or higher (at the time of the appraisers' site visit).

## 3 RN satisfaction

When we compare ourselves to other systems, we outperform in the category of nurse satisfaction.

## 4 Interprofessional collaborative practice

Nurses coordinated to ensure that patients only need to be sedated and anesthesia induced once to accomplish all procedures. Additionally, nurses recognized that parents were more likely to bring their child to a needed follow up if they could attend multiple appointments at the same time, and they made this coordination happen.

## 5 Program transitioning adult age patients from pediatric to adult care

Nurses advocated for patients and accomplished this in an interprofessional way.

## 6 Ambulatory time to antibiotic administration for febrile neutropenic patients

Recognizing that patients with neutropenia presenting with fever are at significant risk of septic shock if treatment is delayed, nurses and educators in our Ambulatory areas implemented structures and processes to ensure timely antibiotic administration within 60 minutes from the time of initial triage.

## Inpatient satisfaction (4 exemplars in this area)

When we compare ourselves to other systems, we outperform in these categories of inpatient care:

### 7 Patient engagement and patient-centered care

### 8 Patient education

### 9 Service recovery, or the patient and family's comfort with talking about their concerns with their nurse

### 10 Courtesy and respect

## Patient satisfaction in Ambulatory areas

(2 exemplars in this area)

When we compare ourselves to other systems, we outperform in these aspects of Ambulatory care:

### 11 Patient engagement and patient-centered care

### 12 Patient education



Watch a video recap of Cincinnati Children's participation in the 2023 Magnet conference in Chicago

<https://youtu.be/T05dfvrYxPc?si=5GfjoAY50MR9nsLO>



Learn more about the Magnet recognition program:

<https://www.nursingworld.org/organizational-programs/magnet/about-magnet/why-become-magnet/>



Learn more about Cincinnati Children's awards and recognition at:

<https://www.cincinnatichildrens.org/about/awards>



## Architects of Excellence

**In architecture, form is functional in its most basic state.** Nonetheless, the possibility of excellence in design is always available for those who reach out and grab it. While the foundation of Cincinnati Children's Operational Excellence structure was built some time ago, we knew enhancements could be made so that our frontline staff was better equipped to practice at the top of their scope.

**Operational Excellence is a united approach to care delivery.**

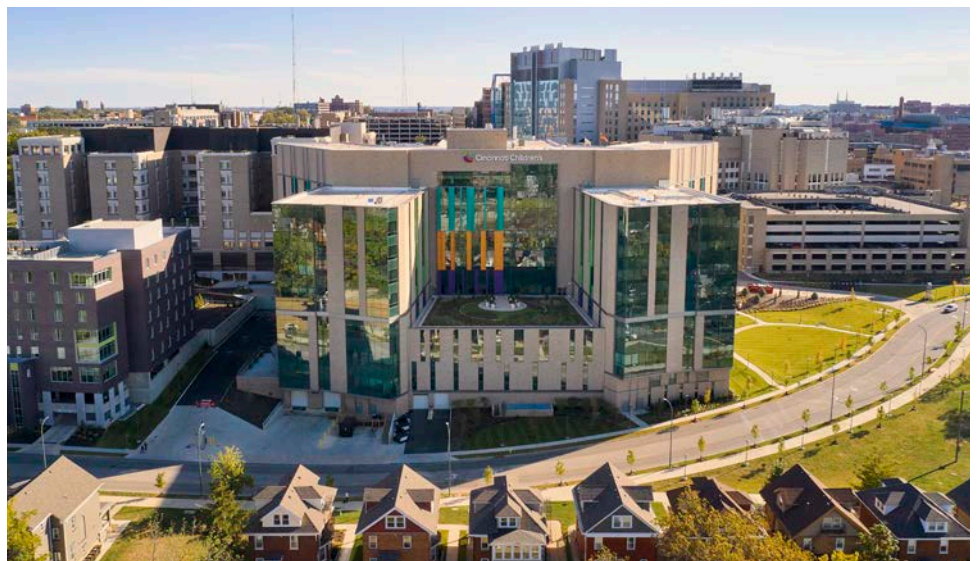
“This interprofessional model of nursing, medical and operational leaders partnering on strategic planning and decision-making positions us for the greatest success of delivering high-quality care to every patient, every time, for every encounter,” said Patient Services Senior Vice President **Barb Tofani, MSN, RN.**



Our organization has expanded exponentially in the past 15 years, increasing our number of sites of care, inpatient days, outpatient visits and employees. As we continued to grow, our leaders began to note the need for our supply, such as staff, supplies and space, to meet our growing patient demand. The drive behind our philosophy of continuous improvement has always been grounded in the health and happiness of our patients.

In early 2023, the Cincinnati Children's executive leadership team started to implement processes to execute on this vision. We partnered with the McChrystal Group, a Virginia-based consulting firm, to determine the best way to enhance our Operational Excellence structure.

**Together, we sought out to create a culture of improvement, ownership and safety.**





## Building Foundations

To envision a path forward, we needed to understand where we stood. The McChrystal Group advised us to start with a diagnostic survey, focus groups and one-to-one interviews to uncover blockages our staff was facing. Over several months, we captured more than 5,000 employee voices across all sites of care. In these candid and confidential conversations, employees were given the opportunity to freely express their opinions on the current state of operations, without fear of retaliation. Additional development opportunities were simultaneously introduced to prepare leaders for this enhancement.

The McChrystal Group consolidated these responses into an outbrief, which was presented to leaders across the organization.

## Landscaping New Opportunities

From these preliminary findings, a new Operational Excellence structure arose. Chief Operating Officer **Evie Alessandrini, MD, MSCE**, was instrumental in creating this operational excellence structure, which now has accountability to the Health Delivery Committee.

**Within the Operational Excellence committee, there is now an enhanced focus on being a “team of teams.”**

Chief of Staff **Rich Falcone, MD, MPH**, Tofani, and Senior Vice President of Operations **Dave Krier** now oversee these divisions.

Site-of-care leadership transferred from a dyad model, consisting of one nurse leader and one physician leader, to a new arrangement that introduced operations leaders into the mix.

With this change, division leaders and Patient Services can invest more time in coaching frontline staff. while operational tasks are carried out by a team with operational expertise.

To establish alignment across teams, the Patient Services plan will remain a one year plan focusing on Patient Services Workforce. The Integrated Ops plan will transition to a five-year plan with 18-month goals/milestones.

## What’s Next on the Horizon

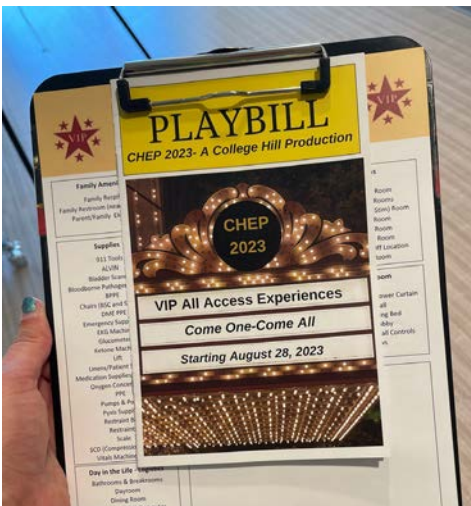
The combination of these initiatives will make us more agile and effective as an organization. As these transitions begin to become concrete, frontline staff can expect more autonomy to do what matters most: care for patients.

**We are excited to see our Patient Services employees reap the benefits of this evolution in 2024.**



Operational Excellence teams were created for each site of care:

- 1 Acute Care
- 2 Ambulatory—Primary Care
- 3 Ambulatory—Speciality Care
- 4 Critical Care
- 5 Emergency Services
- 6 Home Health
- 7 Laboratory
- 8 Mental Health
- 9 Perioperative
- 10 Radiology



## College Hill Expansion Project Playbill: What's a Broadway production without a playbill?

This playbill provided an overview of the units, a stage door page that featured pictures of College Hill leaders, and QR codes that provided a message from those leaders related to key aspects about the facility, programming, staff and patient features.

## Doing More for Mental Health

After months of preparation, our patients and staff moved into our new **William K. Schubert, MD Mental Health Center on October 18**. The new space is **68% larger** than the previous building in the College Hill neighborhood and provides **83 private rooms**, which allows families to stay overnight with their children and to be more involved in their care. This new space will help us, the largest inpatient pediatric mental health provider in the country, to improve the lives of the children for whom we care.

“Pediatric mental illness is one of the most pressing health issues of our time,” said **Steve Davis, MD, MMM**, president and CEO. “Our children deserve our best ideas, our most courageous strategies, our long-term commitment and our utmost compassion. With the opening of this facility, we have another tremendous opportunity to make a difference in the lives of our patients, families and staff in terms of improved access and the quality of care we deliver.”

The opening was the culmination of more than 18 months of rigorous preparation. While construction of the new building began even earlier, preparing staff to work in the new facility was an impressive undertaking of its own. Dozens of employees worked collaboratively across multiple teams to tackle everything that the move would require, including overall project management and support, programming and behavioral planning, onboarding, training and education, intake planning, care delivery planning, and technology needs.

### New Space, New Care Model

Expanding care, however, required more employees to ensure safe coverage, which made staffing just one of many changes that the team in College Hill had to consider in their plans. The most significant change was how staff would work together to deliver care.

“With the move to this new building, we saw an opportunity to implement a new care delivery model,” said **Krista Keehn, MS, RN**, project manager, College Hill Psychiatry. “We are moving to a dedicated charge nurse model, which is more of a traditional medical approach, not something we have used before in Psychiatry.”

### Training to Work In a New Space

Patient Services Assistant Vice President **Michele Scott, MSN, RN**, led the training of 340 staff for the opening of the new building, which took place over six weeks. The training covered three main components: building wayfinding, unit-based wayfinding, and life safety. She made the experience a ticket to Broadway, enticing participants with a VIP all-access experience.

“During one of our planning calls with College Hill leadership, **Joe Luria, MD**, vice president, Operations, and operational leader of Mental Health, asked that we make the training exciting and memorable for the staff,” Scott said. “Since the construction was a big ‘production,’ taking place at College Hill on Hamilton Avenue, I tossed out the idea of a Broadway production. We took it from there to evolve education and training into a true Broadway experience.”

Her team in the Center for Professional Excellence designed an interactive, theater-themed training program. Each trainee received a Playbill that detailed an overview of units, a stage door experience and a red carpet entrance. It was complete with QR codes that contained leader voice recordings of building features, safety information, and programming updates.



“We thought about different Broadway plays that were child and adolescent appropriate,” said Scott. “Plays like *Peter Pan*, *Seussical the Musical*, *Cats*, *Hamilton*, *Aladdin* and others. We also created a special Broadway production poster of Grover on the Hill, to recognize Grover, the new therapy dog. We also worked with Grover’s ‘mom’ to arrange a special walk of the red carpet and pictures so that he was part of the experience as well.”

At the end of each training day, staff were invited to attend a “cast and crew” event that provided fresh popcorn, other snacks and the famous College Hill lemonade. They were also able to vote on the People’s Favorite when it came to key aspects of the new building, which went to the Monarch Café.

**The training program was a smash hit with the staff, as they gave rave reviews in their post-education survey.**

### Show Time

At 10 am on move day, patients began making their way from the previous facility to the new building through hallways filled with Disney songs, a string quartet, superheroes, Disney princesses, and all sorts of treats. When they arrived on their new units, gift bags and snacks were waiting for everyone. And their staff were ready for them.

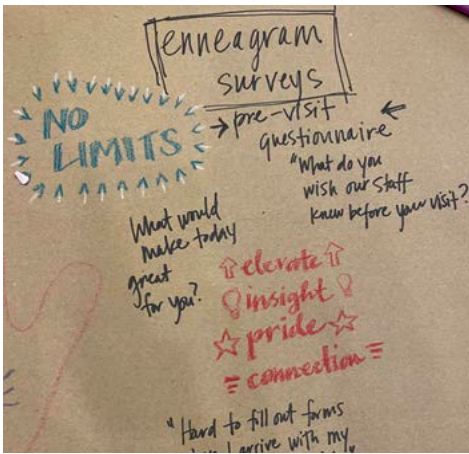
**It was a true collaborative production to change the outcome together.**



## Design highlights of the William K. Schubert, MD Mental Health Center

- **83 private rooms** for more personalized care and to enable families to stay overnight
- **Intake space** for a safe, private environment for initial patient assessments
- **Family Resource Center** to support families with mental health information and resources, and space to make calls, use a computer, or take a break
- **Cafeteria with expanded food options** for both patients and guests
- **Enhanced educational center** offering programs such as Therapeutic Crisis Intervention
- **Therapeutic treatment spaces** created around the concept of moving patients through the building much like they would experience in school, and providing them with different views throughout the day





## Making Great Experiences Extraordinary

Patients are why we are here. At Cincinnati Children's, we commit to providing children with great care and to making people feel greatly cared for.

The work to develop a strategic plan for Patient and Family Experience began in the fall of 2022 when a group of 70 committed individuals gathered to envision the future. This steering committee was composed of patients, families, providers and other frontline staff who engaged with various groups and other resources to learn what their vision of the best experience would be. The work of the steering committee was intentional in establishing a wholistic vetting process, taking into consideration the varied and layered facets of patient and family experiences in a healthcare setting.

Over the course of nine months, the team:

- Communicated directly with more than 170 kids and teens
- Surveyed over 400 families and 40 staff members
- Analyzed more than 250,000 patient and family surveys

Patient Services represented a large portion of this group. **Deneshia Smith, BSN, RN II**, Specialty Resource Nursing, contributed a voice from the bedside.

“The experience was amazing,” Smith said. “I was always excited to attend the monthly sessions and I felt like everyone was heard. To work with a large group and have so many different opinions can be challenging, but not here. Patients and families and hospital employees from all backgrounds came together. It was bigger than just what one person wanted, or what leadership wanted. It was all members being heard and expressing how they felt and coming together.”



## The Strategic Plan

The strategic plan is based on six principles, each of which have specific projects aligned to them.

- 1 **We serve the child in all of us.**
- 2 **We are proactive in creating personalized connections.**
- 3 **We partner with patients. We partner with families.**
- 4 **We make great experiences extraordinary.**
- 5 **We support each other.**
- 6 **We show respect through equitable experience.**

**Eileen Clark, MSM, CCLS**, senior clinical director of the Division of Child Life and Integrative Care, had much to add to the aspect of playfulness. “My experience working clinically as a child life specialist, and a leader, brought a lens of child development to the collective design of the now-published Patient and Family Experience Strategic Plan,” she said.

Clark said she was surprised by many elements of this collaborative process. “For inspiration, we considered what experiences outside of healthcare inspire us, or ignite a sense of promise, hope and well-being,” she said. “We accepted moments of feeling emotional, raw, uncomfortable. And we kept exploring, listening, reflecting. We paid attention to feasibility and sustainability—two principles important to establishing strong practices.

“I felt a commitment from each participant, an energy that our directive and the message was clear,” Clark said, “and the communication was consistent: **We need all of your voices. Every voice matters.**”



Watch a video to learn more about the Patient and Family Experience Strategic Plan.

[https://youtu.be/1\\_E2yv5PjDw?si=iwE-GRS95\\_4r7Wup](https://youtu.be/1_E2yv5PjDw?si=iwE-GRS95_4r7Wup)



## An Ecosystem of Interaction: How We Revamped Our Interprofessional Shared Governance and Interprofessional Practice Model

“Continuous improvement is our motto here at Cincinnati Children’s,” says **Lauren Boxell, DNP, MBA**, a consultant for the Professional Practice team within the Center for Professional Excellence. The Professional Practice team supports Interprofessional Shared Governance (ISG), or shared decision-making between patient-facing roles and leadership.

It is the Cincinnati Children’s culture to continuously ask **how might we do better**, which leads to ongoing opportunities for advancing care and operations. In the past two years, members of Patient Services identified opportunities to evolve the ISG structure and the Interprofessional Practice Model (IPM) to collaborate better together across the organization for optimal outcomes.

The goal was to create structures that aligned with the organization’s priorities while also helping provide resources and support for clinicians to deliver the best care.

The Cincinnati Children’s ISG and IPM structures were last reviewed in 2015, when they were one in the same. At that time, our organization created a separate ISG structure to bring those teams together in more intentional working meetings. The new structure helped to break down silos and reduce redundancies across the system. However, as Cincinnati Children’s continued to evolve and grow, so too did the need for evaluating if our structures were meeting the goals and priorities of the organization.

### Rethinking How We Work

Throughout fiscal year 2023, Boxell, along with practice consultant **Melissa Maxfield, DNP, RNC-NIC**, spearheaded the restructuring of the ISG and IPM.

Their team researched ways in which change can be sustainably implemented for the good of patients, their families and Cincinnati Children’s employees. They started with simple conversations and a thorough review of the literature.

Together, Boxell and Maxfield designed surveys to gauge what topics were important to Patient Services members and what needed to be done to empower them to practice at the top of their scope. At the same time, they completed a comprehensive 42-article literature review on improving shared governance and professional practice models, the synthesis of which was used to curate focus groups with more than 100 employees of various professions and leadership levels. After presenting their recommendations for the revised ISG and IPM structures to clinicians and leadership, they received significant support to begin transitioning the initiative into practice.



## Progress Made

One of the first changes made was redesigning the IPM using Madeleine Leininger's Culture Care Theory, an established nursing theory that emphasizes culture and individualization of care as essential elements. In addition to Leininger's theory, the new IPM also highlights the core components of professional practice for clinicians, speaks to the importance of evidence-based practice, outlines the new ISG structure, and is encompassed by the organization's values and expectations.

### **The ISG structure was redesigned to promote best practices, shared decision-making, and serve as a way to implement the new IPM.**

Boxell and Maxfield designed a program that consists of two days of programming each month where employees gather to enrich their professional practice and optimize care delivery. One of those days, Professional Practice Optimization Day, is set up for employees to meet in their respective divisions or sites of care to participate in shared decision-making and review best practices. During the second day, Housewide ISG Day, organization-wide councils, including Comprehensive Collaborative Care, Clinical Inquiry, Professional Development and Education, Patient and Employee Experience, and Safety and Environment, meet and collaborate with other working groups across the organization to promote continuous improvement.

Within a few months of launching the new ISG and IPM structures, the Professional Practice team began to see participation rates of more than 300 employees. This includes clinical team members and representatives from departments such as Finance, Informatics and Quality Improvement. The team found it critical that a variety of departments be represented, as each initiative is dependent on areas within and outside of Patient Services.

**As a result of the cohesion that has been created across teams throughout the organization, the team has seen an increase in referrals, or suggestions from clinical and non-clinical departments around Cincinnati Children's regarding how we can further strengthen care delivery and professional practice.**

Because continuous improvement is our motto, the work does not stop here. The team is now investigating evidence-based tools they can use to evaluate this restructuring's effectiveness. As new partnerships are developed and collaborations continue to evolve, these structures will help Cincinnati Children's take one step further toward being the leader in improving child health.



## Shared Governance

**“The aim of Shared Governance is to break down silos and find alignment and partnerships where they exist,”** Boxell said. **“We strive to leverage those partnerships to help our patients, families and employees have the best experiences and outcomes possible. We do this through our collaborative approach to projects, shared decision-making, and highlighting the strengths of those we work with every day.”**



*Program resident and graduates, left to right: Alexis Gragg, CPhT, current resident; Amber Boland, CPhT, pharmacy supervisor; Bailey Squibb, MS, CPhT, pharmacy supervisor*

## Pharmacy Division Wins National Best Practice Award

The Division of Pharmacy received a Best Practices Award from the American Society of Health-Systems Pharmacists (ASHP) for developing and implementing a Pharmacy Technician Leadership Residency Program.

Only six of these prestigious awards are given each year. This year, there were more than 60 applicants. Cincinnati Children's was a unanimous choice among the judges in a blind review.

The program's creators—**Mark Thomas, MS, RPh**, chief pharmacy director, and **Ryan Craynon, PharmD, MS**, director of pharmacy operations—were honored with the other winners during ASHP's midyear clinical meeting and exhibition. They also presented during a professional poster session.



*Front row, left to right: Amber Boland, CPhT, BS; Krystle Green, CPhT, MS; Bailey Squibb, CPhT, MS; back row, left to right: Pete Shea, PharmD, MS; Robert Rose, PharmD, MS; Ryan Craynon, PharmD, MS; Mark Thomas, MS, RPh*

**This first-of-its-kind residency program was developed in-house by Thomas and Craynon about four years ago.**

“The division was struggling with technician leadership,” said Thomas.

Both Thomas and Craynon had completed a two-year pharmacy residency through an accredited ASHP program, which helped them enhance their own leadership capabilities. They decided to scale the program down to six months and focus it on what is relevant and important for technicians.

They began seeing benefits almost immediately after the program began in 2020, with positive impacts over the years on leadership, morale, experience, succession planning and staffing.

“We used to see leader roles remain vacant for up to six months,” said Craynon. “Now we’re filling the openings in six weeks because we have a deep bench of leaders who are ready to step into those roles.”

Current resident Alexis Gragg, CPhT, agrees that the program has prepared her for technician leadership. “The residency was the golden opportunity that turned my potential into a reality,” she said.

In under four years, six technicians have completed the program. Thomas and Craynon are currently recruiting for the next participants in the program, which requires 1,000 hours of work and study.

“It’s a big commitment for the participants,” said Thomas. “Of course, their absence during the program has an impact on the rest of the team, but the team has seen the value of the program, and they are enthusiastic about it.”

Some of Cincinnati Children’s peer organizations have also been enthusiastic about it, said Thomas. The team has already received requests from other health systems that want to replicate the program. And he expects there will be even more interest since the ASHP announced the award and endorsed the program as a best practice.







## Allied Health DEI Fellows Make a Difference

In order to enhance our diversity, equity and inclusion (DEI) efforts, the division of Allied Health established a DEI Fellowship Program in July 2022.

In 2023, the first group completed the inaugural year. The four fellows spent one day per week on DEI work and the rest providing clinical services in Audiology, Speech-Language Pathology, Occupational Therapy and Physical Therapy.

### Audiology

Some of Audiologist **Alicia Gonzalez**'s work included participating in a quality improvement project on reducing loss to follow-up care with an emphasis on racial and ethnic diversity; evaluating options to remove barriers to increase access to hearing aids; analyzing demographic data of vestibular patients to determine if racial or ethnic inequities exist and to identify interventions for barriers to equitable care; and participating in community outreach by sharing career path information with junior and senior high students, with a focus on underserved communities.

“Through the fellowship I had dedicated time to investigate ways to improve access to care for our patients and families,” Gonzalez said. “Social determinants of health can have a large impact on the care patients and families receive, and the fellowship allowed me to focus on these other avenues that impact care so that we can work to improve it. Additionally, through my fellowship experience I was able to present at two national conferences and one local conference to spread knowledge and awareness regarding DEI and the fellowship at Cincinnati Children’s.”



*(Pictured left to right) Dave Mayhaus, PharmD, vice president, Allied Health; Jasmine Keaney, speech-language pathologist; Kelli Hobart, occupational therapist II; Yvette Sickles, physical therapist II; Alicia Gonzalez, audiologist; Kathy Sparks, project manager, Allied Health; and Barb Tofani, MSN, RN, NEA-BC, senior vice president, Patient Services*

## Speech-Language Pathology

Speech-Language Pathologist **Jasmine Keaney** spent the year researching current levels of ethnic and racial diversity within Cincinnati Children's Allied Health leadership and nationally with the goal to identify barriers to advancement; examining data to identify trends in patients who do not show for appointments or make late cancellations with the goal to develop a mitigation tool to increase appointment rate; participating in community outreach; and collaborating with the fellows to develop a standard curriculum for the FY24 incoming DEI fellows.



## Physical Therapy

**Yvette Sickles**, physical therapist II, dedicated her time to serving as an active participant in a Rapid Cycle Improvement Collaborative (RCIC) project addressing loss to follow-up care with emphasis on equitable care; developing a division-specific platform for dissemination of DEI information and enabling staff growth in cultural humility; participating in community outreach by sharing career path information with junior and senior high school students, with a focus on underserved communities; and collaborating with the other DEI fellows in the creation of a standard curriculum for the FY24 incoming DEI fellows.



“The fellowship provided an opportunity to grow in allyship and to have a broader understanding of the elements that are required to effectively acquire and maintain a level of culture competence,” Sickles said. “As a clinician, I am able to be more mindful of how I practice and how my actions may be perceived differently by varying audiences, and how to create more meaningful interactions with peers and clients.”

## Occupational Therapy

**Kelli Hobart**, occupational therapist II, served as the team lead for the RCIC project addressing loss to follow-up care with emphasis on equitable care; was an active mentor for UC Connections, including for two seniors who have both been accepted into the University of Cincinnati Occupational Therapy program; collaborated with Sickles to develop a department-specific DEI platform for dissemination of DEI information; and assisted with DEI fellow program development with a focus on recruitment, mentoring, and applications for presenting at national conferences.



*A child plays with the interactive light board in the lobby.*

## Specialty Care Now Offered in Centerville, Ohio

In our continued effort to find opportunities to expand our services to children who need our care, Cincinnati Children's opened a medical building to bring subspecialty medical care closer to residents of the Dayton area, in Centerville, Ohio. We have long cared for thousands of patients from the Centerville and surrounding areas, and before the new location opening in March, those families had to travel to long distances to receive care. This often led to missed time from school and work, and families told us that long drives can be difficult, especially when their child isn't feeling well.

We are committed to delivering specialty care closer to home for the children and families who need us and to make things as convenient as possible for those families.

"Cincinnati Children's Centerville has seen an incredible response from patients and families who had not previously had easy access to the world-class care that our health system provides," said Chief Operating Officer **Evie Alessandrini, MD**, who noted that more than 400 appointments were made for the new location in advance of the opening. "And now they no longer have to drive a long distance for care."



*The Centerville location brings subspecialty medical care closer to residents of the Dayton area.*





*The clinical team works with families when they arrive to understand what is most important for them.*

“Whether our patients need labs, X-ray, ultrasound, hearing tests, or checkups with our specialists, they can meet all of those needs at our Centerville site,” said Patient Services Vice President **Carrie Romano, DNP, RN**, who oversees the Ambulatory areas and satellite locations.

Romano also said that the team at Centerville is dedicated to service excellence and ensuring each patient achieves their optimal outcomes. “We have embraced our Patient and Family Experience strategic plan. We’ve incorporated play into our lobby by adding a large, interactive light board similar to an oversized Lite-Brite. Our nurses plan ahead for each clinic appointment and connect with families when they arrive to make sure we understand what is most important for them at that appointment.

“We do all of this together with patients and families who provide feedback and help us develop meaningful ways to deliver care,” Romano said. “It is truly a special place with an amazing team who is committed to serving Centerville and the surrounding community.”

The Centerville location has at least a dozen employees onsite daily. That includes physicians and advance practice providers, nurses, medical technicians and assistants, as well as support staff.

## Specialties at our Centerville location

The 12,990-square-foot facility improves access to a wide range of specialized pediatric care, anchored by:

- **Center for Better Health and Nutrition**
- **Ear, Nose & Throat**
- **Gastroenterology**
- **Genetics**
- **Neurology**
- **Outpatient Laboratory Services**
- **Pediatric Surgery Clinic**
- **Preventive Cardiology**
- **Urology**

Over time, we expect to add other subspecialty care at the location.

**3,391**

Patient encounters between  
March—December 2023 at  
Cincinnati Children’s Centerville



## Phototherapy Telehealth Model of Care Significantly Improves Access for Home Care Patients

Cincinnati Children’s Home Care Agency team previously offered home phototherapy treatment to newborns who were born with hyperbilirubinemia—also known as newborn jaundice. This treatment required skilled nurse visits in the patient’s home to initiate and manage home phototherapy.

Due to staffing shortages and other logistical issues, referrals for this type of care were often declined. Our inability to accept home phototherapy referrals was also having a negative impact on the capacity and flow within our newborn nurseries.

To improve access and prevent avoidable admissions, an operational excellence strategy was created to determine if the use of telehealth was a viable alternative to home phototherapy.

### Implementing the Phototherapy Telehealth Model of Care

To put this plan into action, an interdisciplinary team was created to begin the telehealth transition. This included representation from Home Care Services, Home Medical Equipment and Agency Registered Nurses, as well as the James M. Anderson Center for Health Systems Excellence and Telehealth services.

The team’s model consists of Home Care Agency nurses conducting a one-time telehealth session to educate the patient’s parents or guardians on the appropriate use of the home phototherapy blanket, review newborn care, and advise on signs and symptoms to monitor during the home therapy. Delivery of the phototherapy blanket is coordinated with the Home Care Home Medical Equipment team.

Further extending access, the team partnered with Language Access Services to build a process to quickly engage interpreters if needed. The templates and phototherapy education that are emailed to parents were also translated into Arabic, French, Nepali, Spanish and Uzbek.

### Exceeding Expectations

The total number of patients with hyperbilirubinemia cared for in fiscal year 2022 was 44. Home Care’s fiscal year 2023 wildly important goal, or “WIG,” was to increase the number of infants served with phototherapy from 44 to 88 by June 30, 2023.

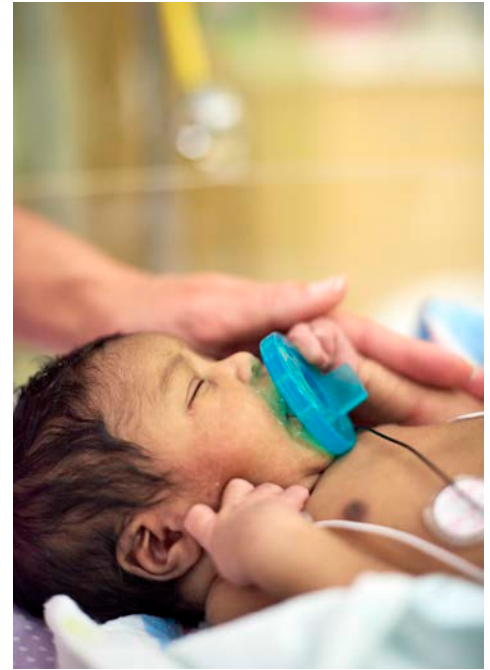
At the end of the fiscal year, this team exceeded their goal, by caring for 110 patients with hyperbilirubinemia at home using the new phototherapy telehealth model of care. This is a 150% increase from fiscal year 2022 to fiscal year 2023.

“The implementation of the new telehealth phototherapy model has significantly improved access to care for this patient population, including potential avoidable admissions and/or extended length of stays,” said **Jennifer Gold, RN, MSN**, clinical director, Home Health Agency. “Because this project was so successful, our team is currently exploring the use of telehealth in other areas so that we can continue to enhance the delivery of care to patients at home.”

## Patient and family feedback

Comments like this one highlight the importance of the phototherapy telehealth model of care to our patients and families.

“My experience with Cincinnati Children’s Home Care Agency was extraordinary. When my son was diagnosed with hyperbilirubinemia, it appeared as if we might be admitted for phototherapy treatment. Having the option to provide this care in our home was not only convenient, but also empowering for us as new parents. It was clear that everyone in Home Care, from the coordinator to the delivery driver, was focused on my son’s care. For that, my wife and I are eternally grateful.”



Access is multi-dimensional and required across the care continuum.



### What is Our WIG?

WIG is short for “Wildly Important Goal.” The concept comes from Sean Covey’s and Chris McChesney’s book, *The 4 Disciplines of Execution*, which elevates the idea that you can achieve more when you focus on less.

At Cincinnati Children’s, we are focusing on improving access to care—a shared commitment that will have a big impact across our system and for our patients.

**Access is multi-dimensional and required across the care continuum.**

<b>Timeliness</b>	Care is available in an acceptable timeframe. We must balance supply and demand and be transparent about wait times.
<b>Convenience</b>	Care options align with patient preferences. We must offer digital tools, locate services close to home and be available beyond traditional hours to meet preferences.
<b>Ease</b>	Navigating care options and locations is straightforward. We must coordinate care and scheduling, streamline points of entry and provide clear wayfinding.
<b>Equity</b>	Patients of all backgrounds feel supported in obtaining care. We must proactively identify and remove barriers related to language, ability to pay, transportation and more.
<b>Appropriateness</b>	The care we deliver matches the level of the patient’s need. We must provide opportunities for triage and offer pathways for emergent appointments.





## About the RPM Program

As of 2023, the RPM team works with 10 different divisions throughout the health system, including:

- 1 **Cardiology**
- 2 **Complex Care**
- 3 **Gastroenterology**
- 4 **General Pediatrics/  
CHECK Clinic**
- 5 **Genetics**
- 6 **Neonatology**
- 7 **Nephrology**
- 8 **Pain**
- 9 **Pulmonology**
- 10 **Transplant**

## Remote Patient Monitoring Team Expands Accessibility of Care

In response to increased research surrounding the expanded use of Remote Patient Monitoring (RPM), Cincinnati Children's established its RPM team in 2017. In the seven years it has been active, the team has attained monumental success that proves indispensable to helping the organization achieve its goals of accessibility. The team has seen a notable number of achievements in just the past year.

Each division has its own unique set of goals, to which the RPM team makes sure to carefully tailor its efforts. Together, the division and RPM team monitor expected and improved outcomes for patients within a defined set of conditions.

Over the program's lifespan, the team has helped 2,400 patients receive accessible, timely care that keeps them aligned with their care plans and out of the health system. There are numerous benefits to RPM, including increased accessibility for families who are burdened by travel to the health system, decreased wait times for in-person appointments and decreased risk of infection for patients who are immunocompromised.

We are proud to say that RPM has now become a standard of care of the organization. Each division has embraced the technology's plentiful possibilities, staying keen on collaboration for the good of our patients. To make this possible, the RPM team continues to create standard educational documents for both providers and patients.

### Planning for the Future

In the continuous pursuit of health equity, the RPM team plans to expand to RPM+ in the coming years. This new phase of the program will be used to minimize the length of stay for acute care patients, who typically stay in the health system for three to seven days.

**We cannot wait to see what this team accomplishes in 2024!**

## Success Seen in the Past Year

In recognition of their excellence in clinical practice, the RPM team was invited to Cincinnati Children's internal Quality Improvement Expo to showcase their remarkable milestones, as listed below:

### Engagement Outcomes:

#### 2,000th patient

In 2023, the RPM team enrolled its 2,000th patient

#### 575

In November of 2023, the team saw a record-breaking number of unique patients enrolled in RPM, at 575

#### 96.55%

Through targeted efforts, the team increased the number of eligible patients enrolled in the program from 86.96% to 96.55%

#### 4 minutes and 7 seconds

Average time to respond to a patient concern

#### 11,961

Total patient encounters

#### 65,591 minutes

Time spent by nurses engaging in patient communication or care plan creation

### Division Specific Outcomes:

#### 50% reduction

Post-operation pain medication prescriptions decreased by 50%, from 20 doses to 10 doses

#### 0 in-person weight checks

The RPM team was able to eliminate in-person weight checks for a number of failure-to-thrive patients being seen in general pediatrics

### Patient Family Experience Outcomes:

#### 91.8%

91.8% of patient families who took a post-visit survey rated the RPM team a 9 or 10 out of 10

The RPM team not only received high scores from the survey, but also heartwarming anecdotes from families explaining how much they appreciated RPM.

“The ability to use RPM has been a lifesaver for us and has helped us in more ways than one,” said one patient family. “From the financial aspect of not having to travel 4 hours each way to Cincinnati Children's quite so often, to the emotional aspect of relief and comfort of having another set of eyes watching her numbers with us. RPM has drastically improved our journey; I can't imagine going through all of this without them!”

### Utilization Outcomes:

#### Decreased by 10 days

Inpatient stays for patients on ventricular assist devices decreased by 10 days

- The median readmission rate decreased by 14%

#### Decreased by 2 days

Inpatient stays for peritoneal dialysis patients decreased by 2 days

- The median readmission rate decreased by 25%

#### Decreased by 1.3 days

Inpatient stays for FTT patients decreased by 1.3 days

- The median readmission rate decreased by 33%



## New Division Director for Research in Patient Services

**Lisa Pompeii, PhD, MS** joined Cincinnati Children’s in January 2023 as the new division director for Research in Patient Services. She came from the Baylor College of Medicine in Houston, Texas, where she served as a professor in the Department of Pediatrics and co-director of the Center for Epidemiology and Population Health.

Pompeii has held faculty and clinical positions at other institutions, such as The University of Texas Health Science Center, where she was associate professor in the Division of Epidemiology, Human Genetics and Environmental Sciences; Duke University Medical Center, where she served as assistant research professor in the Division of Occupational and Family Medicine; Procter & Gamble, where she was an occupational health nurse; and the University of Cincinnati, where she served as a staff nurse and team leader in the ENT, Orthopedics and Oncology unit.

**Pompeii is an occupational health nurse and injury epidemiologist.** She is a fellow of the American Association of Occupational Health Nurses (AAOHN) and currently serves as associate editor for research for AAOHN’s journal, *Workplace Health & Safety*. She has served as principal investigator on numerous federally funded studies focusing on worker health and safety, specifically among healthcare workers in adult and pediatric settings, as well as minority and vulnerable populations. She also has served as study section member for the National Institute for Occupational Safety and Health’s extramural research program, and recently served as principal investigator of PEDSnet at Texas Children’s Hospital. Pompeii is widely published and has given lectures, presentations and research seminars around the world.

She holds a bachelor’s degree in nursing from the University of Cincinnati, a Master of Science in Public Health/Occupational Health from the University of North Carolina at Chapel Hill, and a doctorate in Epidemiology from the University of North Carolina at Chapel Hill.

Under Pompeii’s leadership, we will accomplish our vision in Patient Services to establish expertise in research and evidence-based practice that improves the health and well-being of children and families.

Research in Patient Services	
Faculty	<b>7</b>
Joint appointment faculty	<b>7</b>
Research fellows and post docs	<b>2</b>
Research graduate students	<b>8</b>
Total number of publications	<b>45</b>
Total annual grant award dollars	<b>\$3,498,744</b>



## Two Projects Receive Patient Services Research Grants

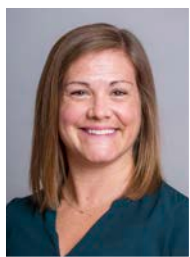
This year, two projects were selected to receive the Cincinnati Children's Patient Services Research Grant. The grant was established to promote research within Patient Services that aligns with organizational priorities.

The winners are awarded up to \$10,000 to help fund their research projects. Funds may be used for equipment, instruments, incentives for subjects, or services such as statistical support and transcription services.

Applicants for this grant went through a rigorous selection process that consisted of a letter of intent, a research proposal and budget plans for their project. The following projects received funding:



**Cara Werner, MA, CCC-SLP** for her project, “**Surgical Intervention for Velopharyngeal Insufficiency: A Comparison of Outcomes**”



**Ashley Pinger, PT, DPT** (top) and **Grace Sagester, OTD, OTR/L** (bottom) for their project, “**Therapy BRIDGE Program: A Pilot Study**”



## Occupational Therapy/Physical Therapy Research Earns Awards



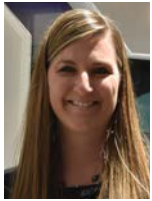
**Mark Paterno, PT, PhD**, senior clinical director, Division of Occupational Therapy and Physical Therapy, was awarded a **Falk Medical Research Trust Catalyst Award for biomedical research**. This \$300,000 grant will fund work focused on the identification of the most important factors linked to outcomes in patients who suffer a lower extremity musculoskeletal injury, in preparation to optimize care for this population.

The Dr. Ralph and Marian Falk Medical Research Trust was created by Marian Falk in 1979 to support “medical research to improve treatments of the past and eventually find cures for diseases for which no definite cure is known.”



**Paterno** was further recognized, along with **Staci Thomas**, clinical research coordinator IV, Division of Sports Medicine, and two colleagues from the Division of Physical Therapy at The Ohio State University College of Medicine, who received a 2022 award for **Excellence in Clinical Science from the *Journal of Orthopaedic Research*** at the 2023 Orthopaedic Research Society meeting in Dallas, Texas. They received the award for their article, “Confidence, Ability to Meet Return to Sport Criteria and Second ACL Injury Risk Associations after ACL-Reconstruction,” published in the January 2022 issue of the *Journal of Orthopaedic Research*.

## 2023 Awards and Recognitions



### B. Robison-Sporck Outstanding Nursing Award

Jean Schott, BSN, RN,  
CPN



### Susan R. Allen Excellence in Nursing Leadership Award

Margot Daugherty, MSN,  
RN



### University of Cincinnati College of Nursing Torch of Excellence Nursing Award

Brenda Demeritt, MHA,  
RN, CPN



### Carol McKenzie Award for Excellence in Advanced Practice Nursing

Julie Dversdall, MSN,  
APRN, CPNP



### Managing Success Award

Brian Schumacher,  
MHA, BSN



### Medical Assistant Anchor Award

Tiara Hood



### Patient Care Assistant/ Monitor Tech High Five Award

Dana Jordan, PCA II



### Curtis Sheldon Compassionate Caregiver Award

Shyla Miller, speech  
pathologist III (individual)



### Ann Brandner Award (Social Work)

Julie Harmon, clinical  
counselor III



### Behavioral Health Specialist Performance Recognition Award

Tonya Baker, BHS III



### Cole-Montgomery Award (Health Unit Coordinator)

Christen Powell, HUC II



### Eubanks Zenith Award (Respiratory Care)

Mary White



### Robert E. Davis Award of Excellence (Patient Escort)

Gloria Johnson Randle



### Registered Dietitian of the Year

Cindy Taggart, RD



### Curtis Sheldon Compassionate Caregiver Award

Social Work Team in Pediatric Primary  
Care (team)



### Ruth Lyons Child Life Award

Ashleigh Hoying, CCLS



### David G Huschart Pharmacist Excellence Award

Dawn Butler, PharmD



### Barbara Jean Black Award for Technician Support Excellence (Pharmacy)

Katie Cegelka, CPhT



### Xavier Mentor of the Year

Kathy Sparks, PMP, MBA

### Mount Saint Joseph University Awards (see feature on page 29)

Distinguished Nurse Researcher Award  
Karen Burkett, PhD, APRN

Distinguished Nurse Educator Award  
Michele Scott, MSN, RN

Nursing Student Award and  
Scholarship Winner

Stephanie Herber, MSN, RN, CCRN, CNL



**Patient Education Advocacy Award:  
Fetal Care Center Centering Steering  
Committee:**

(left to right) Heather Strief, Dani Pridgett, Mounira Habli, Angela Ervin

**Daisy Leadership Award**



**April:**  
Brad Wolfe, MSN, BSN,  
CPN



**October:**  
Anna Lee, BSN, CCRN



**Daisy Team Award**

**StarShine Hospice & Palliative Care  
Team,** led by Kim Foster, BSN, NPDC

**Team members:** Michelle Rudisell,  
Michelle Spaulding, Kayla Combs,  
Emma McCarthy, Julia Schrand, Sara  
Koetting, Kim Kunkel, Denise Gaige

**2023 Sunflower Award  
Recipients (Respiratory Care)**

**January:** Christina Tipis, RT

**February:** Makala Bice, RT II

**March:** Kerri Landis, RT III

**April:** Jenny Fields, RT III

**May:** Michael Zerby, RT

**June:** Lindsay Tuttle, RT

**July:** Lauren Lampkin, RT

**August:** Ping-Hui Liu, RT

**September:** Amber Bargar, RT

**October:** N/A

**November:** Mallorie Bell, RT II

**December:** Taylor Addison, RT

**2023 DAISY Recipients**

**January:**

Renee Fischesser, RN  
*Cancer and Blood Diseases  
Institute Outpatient Clinic*

**February:**

Matt Krabacher, BSN, RN II  
*Hematology/Oncology*

**March:**

Kayla Heines, BSN, CPN, RN II  
*Outpatient Cardiology*

**April:**

Morgan Radcliff, BSN, RN  
*Gastro/Colorectal Surgery Unit*

**May:**

Amanda Huschart, RN II  
*Hematology/Oncology*

**June:**

Emily Hoff, RN II  
*Pediatric Intensive Care Unit (PICU)*

**July:**

Allison Elsner, BSN, CPN, RN II  
*Anesthesia Imaging*

**August:**

Steve Rogers, RN II  
*PICU*

**September:**

Carrie Goddard-Roaden, BSN, RN,  
*Care Management*

**October:**

Courtney McCauley, RN III  
*Newborn Intensive Care Unit (NICU);  
Olivia Voskuhl, RN II  
NICU*

**November:**

Maria Graham, RN III  
*Cardiology Clinic*

**December:**

Holly Skeens, MSN, APRN  
*Psychiatry*



(Pictured left to right:) Karen Burkett, PhD, APRN; Stephanie Herber, MSN, RN IV; and Michele Scott, MSN, RN at the awards ceremony



## Three Cincinnati Children’s Nurses Win Mount St. Joseph Awards

Congratulations to **Karen Burkett, PhD, APRN**; **Michele Scott, MSN, RN**; and **Stephanie Herber, MSN, RN IV, CCRN, CNL**, who were each honored during the 2023 Leadership in Nursing Awards from Mount St. Joseph University (MSJ) at the 28th annual event. MSJ organizes this ceremony every year to recognize nurses in the tristate area who go above and beyond in their role and demonstrate exceptional leadership. During the ceremony, four nursing students are also awarded scholarships to support their growth and development.

### Distinguished Nurse Educator

Scott, assistant vice president, Patient Services, was the recipient of the Distinguished Nurse Educator, which is reserved for a nurse who excels in four areas:

- **Advancing nursing knowledge through research, publications and/or presentation**
- **Employing creative, innovative and inclusive teaching strategies**
- **Collaborating with clients and healthcare professionals to enhance wellness**
- **Demonstrating commitment to community through active involvement**

Scott was recognized for being a master at creatively brainstorming ways to train and lead teams (see “Doing More for Mental Health,” on page 9). She is also heavily involved in the recruitment and retention of diverse, minority nurses. Knowing that we are better together at Cincinnati Children’s, Scott serves as co-chair for the Patient Services Diversity Collaborative and sits on the Retention sub-group within that team.

## Distinguished Nurse Researcher

Burkett received the Distinguished Nurse Researcher Award, given to a nurse who has done at least two out of these four:

- Contributed significantly to evidence-based nursing practice
- Encouraged the development and effective use of nursing research among practicing clinicians
- Disseminated research results through presentations and/or publications
- Received funding support from local, regional and national agencies

Burkett has accomplished all four. She is a nurse practitioner in the Division of Developmental and Behavioral Pediatrics, core faculty for Leadership Education in Neurodevelopmental Disabilities, and assistant professor at the University of Cincinnati College of Nursing. Her research on health disparities among children with developmental disabilities and autism spectrum disorder (ASD) has had tangible impact on children in the Cincinnati area.

Findings from her studies have been integrated into social services programs to ensure that children with developmental disabilities have access to healthcare, including mental health services. Burkett found that low-income children are often vulnerable and overlooked for these types of services, which can be transformational in their early years.

She recently led three intervention studies with Head Start to reduce barriers to care for preschoolers at-risk for developmental delays. These studies used peer navigators, teachers and healthcare providers to convince more parents to get their at-risk children evaluated.

Burkett also has a strong sense of cultural competency and inclusivity. Other studies she has co-led have helped to increase ASD awareness and successful intervention in Spanish-speaking and African American communities.

## Doctor of Nursing Practice Scholarship

Herber is a top-tier registered nurse IV who was chosen for the Doctor of Nursing Practice (DNP) scholarship. She implemented a DNP scholarly project to reduce the number of days Pediatric Intensive Care Unit (PICU) patients are on ventilators. Previously, she led innovative, evidence-based practice changes in the PICU, which were implemented across Cincinnati Children's, as well as in other hospitals in the U.S.

Since 2006, Herber has been a nurse in intensive care, caring for the most vulnerable adult and pediatric patients. She continues to succeed in her career at Cincinnati Children's thanks to her commitment to nursing excellence. Mount St. Joseph awarded her with this scholarship to ensure that experts like her stay in the field and continue to help our communities.





## Cincinnati Children's APP CAP Goals

The aims of the Cincinnati Children's APP CAP are to:

- Formally recognize and reward advanced performance
- Promote APP engagement and increase interest in seeking professional and leadership opportunities
- Improve APP satisfaction, retention and recruitment

## Advanced Practice Providers Get Clinical Advancement Program

This year, our advanced practice providers (APPs) got a clinical advancement program (CAP). This program provides a process for career advancement for APPs who progressively contribute to excellent clinical practice, fulfill mentorship/teaching/leadership roles and accomplish academic achievements.

The APP CAP application requires APPs to demonstrate contributions and accomplishments across five domains:

- Clinical service
- Teaching/mentoring
- Research and scholarly activity
- Leadership
- Professionalism

Achievement of an increasing point requirement across the five domains allows APPs to advance from Level 1 (entry level or new to Cincinnati Children's) to Level 2, 3 or 4:

**Level 2** (≥3 years clinical practice): competent practice, competent preceptor, beginning contributions to improvement initiatives or scholarly activity

**Level 3** (≥5 years clinical practice): clinical mentor, proficient preceptor, involvement/leadership on improvement initiatives or scholarly activity

**Level 4** (≥7 years clinical practice): clinical expert, expert preceptor, demonstrates leadership on improvement initiatives or scholarly activity

Advancement applications are submitted to and approved by an APP CAP review committee, which includes two co-leads and additional members with diverse representation from all areas (outpatient/inpatient/critical care, anesthesia, psychiatry, APRN/physician assistants, various levels of experience). Clinical advancement is accompanied by an annual bonus.

### FY23 Clinical Advancement Achievement

Level	Anesthesia	Surgery	Pediatrics	Total
2	6	8	44	58 (14%)
3	8	5	27	40 (10%)
4	7	14	39	60 (15%)
<b>Total</b>	<b>21 (13%)</b>	<b>27 (17%)</b>	<b>110 (70%)</b>	<b>158 (39%)</b>



## Nurses Who Received New Certifications in 2023

Kaylee Achor	Brittani Fessel	Elaine Main	Tiffany Scherer
Olubanke Adesanya	Jennifer Fletcher	Kayla Malehorn	Abigaile Schiller
Edwin Allgeier	Keneth Frost	Ashley Manocchio	Connie Schmitz
Emma Anderson	Julie Fugazzi	Adrienne Martin	Jeffrey Schroer
Melanie Baker	Jillian Gatchett	Emilie Martin	Meagan Schweiger
Emily Baldrick	Lorraine Gates	LaShonda McAdams	Amber Seitz
Emily Bautista	Katelyn Gellenbeck	Natalie McCall	Sabrina Shalash
Michelle Baxter	Rubina Ghasletwala	Emma McCarthy	Elizabeth Shaw
Guy Beck	Ashley Gibbs	Courtney McCauley	Dusti Snider
Traci Beiersdorfer	Rebecca Gibson	McKenna Menees	Hannah Sorrell
Hannah Bessler	ZoEtta Grace	Erin Miller	Amanda Stahler
Cortney Bezold	Briana Grant	Jennifer Moretz	Taylor Stammer
Jenna Bomske	Jessica Green	Hannah Morgan	Erin Stephens
Emily Booth	Maegan Hampton	Jessica Murray	Elizabeth Stout
Melissa Bowman	Kelli Harding	Vickie Neyer	Meghan Sweeney
Jamie Brandewiede	Camryn Hill	Katelynn Nichols	Andrea Taney
Austin Brown	Rebecca Holtkamp	Hannah Nickoson	Taylor Thamann
Malorie Butz	Aaron Hope	Renee Niehaus	Nicole Thomas
Cody Byrd	Anne Horne	Mary Oelerich	Julia Thompson
Lindsey Callahan	Melinda Howell	Maureene Ogolla	Amanda Thorne
Christian Campbell	Brandy Hudson	Cheyenne Orth	Allison Treft
Morgan Carelly	Abigail Hurley	Amanda Ozolins	Jessica VanHoose
Anna Carroll	Katherine Johnson	Shannon Pace	Connie Walder
Tasia Clark	Leah Kathmann	Rose Papiernik	Crystal Walker
Britt Cole	Miranda Ketteler	Tena Pham	Erika Welch
Kayla Combs	Charlotte Koch	Morgan Pond	Grace Wells
Libby Cox	Julia Kohler	Lydia Powell	Taylor Wiggins
Grace Crawford	Matthew Krabacher	Carrie Rayburn	Rachel Wilson
Brianna Daria	Haley Krause	Susan Rayburn	Shannon Wilt
Avery Davis	Margaret Krieger	Melissa Reed	Karla Winburn
Ashton Denier	Margaret Kroeger	Audrey Robinson	Bryan Woods
Ashley Dermody	Amanda Lang	Alyssa Rohde	Shelbi Yoe
Jenna Dooley	Anne Lawson	Richard Rowland II	Kimberly York
Rosanna Eifert	Donna Le	Sarah Rudd	Jessica Zhao
Heather Engle	Lisa Leesman	Kelly Ruehr	Katherine Zix
Martin Erson	Hui Liu	Elisabeth Ryan	
Emma Fanelli	Kimberly Lohbeck	Heidi Salyer	



## Hospital Facts & Figures (FY23)

Admissions (includes short stay):	<b>33,116</b>
Outpatient visits:	<b>1,445,961</b>
Total patient encounters:	<b>1,652,584</b>
# of RN employees:	<b>4,686</b>
# of advanced practice providers (APPs):	<b>595</b>
# of clinically advanced APPs: (see feature at on page 31)	<b>158</b>
Total employees:	<b>18,589</b>
RN skill mix:	<b>87.63%</b>
RN turnover rate:	<b>10.1%</b>
APP turnover rate:	<b>3.2%</b>
RN vacancy rate:	<b>7.7%</b>

## Nursing and Allied Health Continuing Education

### RN Professional Development:

- 3,915** Number of certified direct care RNs
- 78%** Of our leadership team (clinical director and above) who are certified
- 17%** Of certified RNs serving in leadership roles (AVP and above)

### RN Clinical Advancement:

- 49.43% (1,614)** RN
- 33.44% (1,092)** RN II
- 16.35% (534)** RN III
- 0.76% (25)** RN IV

### Nursing Grand Rounds:

- 141** Number of Nursing Grand Rounds presentations
- 1,121** Number of RNs who attended Nursing Grand Rounds live stream
- 3,505** Number of RNs who watched recorded Nursing Grand Rounds
- 4,626** Total Nursing Grand Rounds attendance for calendar year 2022

### Student Information:

- 301** (62 ADN, 239 BSN)  
Number of undergrad cohort groups
- 1,865** Number of undergrad students completing clinicals, includes role transition
- 247** Number of graduate students completing clinicals
- 353** Number of Allied Health students completing clinicals
- 2,495** Total number of students in Patient Services for 2023

### Highest Nursing Degrees Overall For RNs

Head Count: Highest Degree for All RNs	# Of RNs	Percentage
No Degree	48	1.02%
ADN	352	7.51%
Diploma	84	1.79%
BSN	2,872	61.29%
MSN	1,253	26.74%
Doctorate	77	1.64%
<b>Total</b>	<b>4,686</b>	

### Highest Nursing Degrees for RNs Providing Direct Care

Head Count: Highest Degree for Direct Care	# Of RNs	Percentage
No Degree	47	1.20%
ADN	322	8.22%
Diploma	66	1.68%
BSN	2,508	64.03%
MSN	941	24.02%
Doctorate	33	0.84%
<b>Total</b>	<b>3,917</b>	

### Nursing Degrees for RNs in Leadership Roles (Clinical Director and Above)

Head Count: Highest Degree for Direct Care	# Of RNs	Percentage
No Degree	0	0
ADN	0	0
Diploma	0	0
BSN	19	24.35%
MSN	45	57.69%
Doctorate	14	17.94%
<b>Total</b>	<b>78</b>	

### Highest Nursing Degrees for RNs in Leadership Roles (Assistant Vice President and Above)

Head Count: Highest Degree for All RNs	# Of RNs	Percentage
No Degree	0	0
ADN	0	0
Diploma	0	0
BSN	4	23.52%
MSN	6	35.29%
Doctorate	7	41.17%
<b>Total</b>	<b>17</b>	



---

# 2023 PATIENT SERVICES ANNUAL REPORT

[cincinnatichildrens.org](http://cincinnatichildrens.org)

