Nursing Annual Report 2011-2012

Children's Mercy Hospital

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Dear Colleagues and Associates,

It is with great pride and excitement that we share the 2011 and 2012 Children’s Mercy Hospital Annual Nursing Report. Our achievements and accomplishments reflect the results of effective strategic planning, collaboration, resource allocation and dedicated work teams that focused on:

- Elevating our professional profile
- Improving our clinical outcomes
- Managing and responding to unprecedented growth and change
- Creating a culture that values innovation and research
- Sustaining a positive and supportive practice environment

The success of this work was validated when we achieved our third Magnet Re-Designation in September 2012. The Magnet Appraiser’s final summary report identified 12 exemplars (and no deficiencies), including:

1. TL4: CNO’s organizational influence
2. TL4EO: Demonstration of CNO influenced organization-wide change
3. TL7: Nursing leadership values, encourages, recognizes, rewards and implements innovation
4. TL10: Input from direct care nurses is used to improve the work environment and patient care
5. SE3: The organization supports nurses at all levels to seek additional formal nursing education
6. SE3EO: The organization has met goals for improvement in formal education
7. SE11: Structures and processes are in place to identify and allocate resources with schools of nursing, consortia and community outreach programs

8. SE13: Nursing and the organization establish partnerships to address the healthcare needs of the community

9. SE15: The nursing community and the community at large recognize the value of nursing in the organization

10. EP23: Resources are available to nurses to address complex ethical issues

11. NK4: Structures and processes have been established to develop, expand and advance nursing research

12. NK6: Existing nursing practice is evaluated based on evidence

We took the time to enjoy and celebrate our achievements, but because the bar has been set high, we quickly refocused and are back to work in our pursuit of excellence.

Respectfully,

Cheri Hunt, RN, MHA, BSN, NEA-BC
Vice President for Patient Care Services / Chief Nursing Officer
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Children’s Mercy’s Mission:
Children’s Mercy provides the highest level of medical care, technology, services, equipment and facilities in promoting the health and well-being of children in the region, from birth through adolescence. Patients and their families are treated with compassion in a family-centered environment that recognizes their physical, emotional, financial, social and spiritual needs. The comprehensive health care environment provided by the hospital includes clinical services, research and teaching efforts, which are designed to serve today’s and tomorrow’s children and the community in which they live.

Children’s Mercy’s Vision:
Children’s Mercy commits to providing quality pediatric medical care with service excellence and efficiency to everyone we serve.

Children’s Mercy’s Nursing Vision Statement:
The nurses of Children’s Mercy are committed to advancing a culture of quality caring that values relationship-based care in a professional practice environment. We are nursing leaders in clinical care, education and research that positively influence the health care of children and families in our local and global communities.
Children’s Mercy Receives Third Magnet® Designation!

On September 14, 2012, Cheri Hunt, MHA, RN, NEA-BC, Vice President for Patient Care Services/Chief Nursing Officer, was notified that Children’s Mercy had received its third designation by the American Nurses Credentialing Center’s Magnet Recognition Program®. Less than 7 percent of all health care facilities in the country are recognized as Magnet® organizations. Currently, eight hospitals in Missouri and two in Kansas have been designated as Magnet® hospitals. Children’s Mercy was the first of these 10 hospitals to receive initial designation and also the first to be designated three times.

The designation process requires submission of documents demonstrating how the organization is meeting the expectations of the program through the Magnet Model®. The Magnet Model® is based on the integration of Global Issues in Nursing and Health Care in five key areas: Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; New Knowledge, Innovations and Improvements; and Empirical Outcomes. These documents are reviewed by a set of appraisers who determine if the organization has met the minimum expectations for a site visit.

The Children’s Mercy site visit was held July 9-11, 2012. During the site visit, the same appraisers who reviewed the documents came onsite to verify, clarify, amplify and evaluate the culture of the organization. They engaged with employees, volunteers and community supporters in a variety of methods including scheduled meetings, department tours and informal interactions.
At the conclusion of the site visit, the Magnet® appraisers completed a summary report that described how the organization met the expectations of the Magnet Recognition Program® and highlighted areas of excellence — or exemplars — they observed during their review and site visit. Children’s Mercy received 12 exemplars and no deficiencies — an achievement that is nearly unheard of! These exemplars were:

1. CNO’s organizational influence
2. Demonstration of CNO influenced organization-wide change
3. Nursing Leadership values, encourages, recognizes, rewards and implements innovation
4. Input from direct care nurses is used to improve the work environment and patient care
5. The organization supports nurses at all levels to seek additional formal nursing education
6. The organization has met goals for improvement in formal education
7. Structures and processes are in place to identify and allocate resources with schools of nursing, consortiums and community outreach programs
8. Nursing and the organization establish partnerships to address the health care needs of the community
9. The nursing community and the community at large recognize the value of nursing in the organization
10. Resources are available to nurses to address complex ethical issues
11. Structures and processes have been established to develop, expand and advance nursing research
12. Existing nursing practice is evaluated based on evidence

Children’s Mercy was recognized for this achievement at the 2012 ANCC National Magnet Conference® held in October at the Los Angeles Convention Center. The organization will submit its next application for re-designation in August 2015.
Professional practice models serve as the guiding foundation for nursing practice. They define how nurses practice, collaborate, communicate and develop professionally in order to provide the highest level of care for those served by the organization.

In 2010, Children’s Mercy redefined the organization’s professional practice model to more clearly articulate the Department of Nursing’s philosophy and strengthen nursing practice. Designed as a compass to demonstrate its role to guide nursing practice, it illustrates the alignment and integration of nursing practice with the mission, vision and values that Nursing has adopted.

The Hospital’s Mission Statement and the Nursing Vision Statement provide the boundaries of the diagram, demonstrating alignment between the organization and the Department of Nursing. The Quality Caring Model serves as the theoretical framework for nursing and sits in the center of the model. The four vectors extending from the Quality Caring Model depict four essential influencers of professional nursing practice: ethos, environment, ethics and equity.

Children’s Mercy’s Nursing Professional Practice Model
The remaining four quadrants of the figure link the Nursing Vision Statement to the Professional Practice Model and envelop the structures and processes within nursing that foster and support these characteristics:

- The Care Delivery System quadrant reflects the compassionate care that Children’s Mercy nurses extend to patients and their families in order to facilitate healing and hope. It represents nursing’s commitment to service excellence and the responsibility of every nurse who does not care directly for patients and their families to care for and serve those who do.

- The Leadership and Governance quadrant represents the attributes of respectful collaboration and professional partnerships. These are operationalized in the Children’s Mercy Shared Decision Making Model, Unit Councils, Hospital Councils and other committees and taskforces.

- The Innovation quadrant relates to the attribute identified in the organization’s nurses who use both experience and imagination in order to develop novel solutions to issues and problems, creating nursing excellence in the process. The Evidence Based Practice Collaborative, Patient Care Services Research, Clinical Informatics committees/departments and others collaborate continuously with direct care nurses to foster creativity and innovation.

- In the Professional Development quadrant, the structures and processes that foster nursing confidence, enthusiasm and aspiration and lead to progressive improvement are featured. Examples of the structures, which support this attribute are the organization’s professional development program, commitment to continuing education for nursing and its support of specialty certification.

In a very practical sense, it connects the dots between the committees, which provide structure and their processes and outcomes for nursing practice, collaboration, communication and professional development. Through the integration of the compass, nurses are able to evaluate their current practice and determine if they are practicing in alignment with the goals of the department.
In 2009, Children’s Mercy first announced plans to establish a new Elizabeth J. Ferrell Fetal Health Center to provide integrated, multidisciplinary services to care for infants with serious congenital birth defects before, during and after delivery. One of the goals of the Fetal Health Center involves rapid attention to the newborn’s needs by a specialized neonatal and surgical team. This type of program is one of only a few within the United States. Although Children’s Mercy is a leader in clinical care for the pediatric population, the Fetal Health Center is the organization’s first venture into an adult obstetric and fetal treatment unit.
After two years of planning, the final phase of the vision for the Fetal Health Center became a reality—delivery of the program’s first baby! And along with that reality, numerous other milestones were achieved in 2011, celebrating the success of this innovative program:

- **January 2011** Began full integration of consultation processes. Patients now have an entire medical team come to them in a single appointment instead of the patient having to attend several consultation appointments in various locations.

- **February 2011** Went live with Fetal Link, Cerner’s fetal monitoring program.

- **March 1, 2011** Completed a contracted agreement with Truman Medical Center to provide an on-call Critical Care Team for any rapid response or code event for mothers in the Fetal Health Center.

- **March 10, 2011** Maddox Hodges is the first baby born in the Fetal Health Center.

- **August 2011** First set of twins delivered in the Fetal Health Center.

- **September 2011** Children’s Mercy was selected to host 2012 March for Babies walk.

- **November 2011** Went live with bar code medication administration to include scanning of medications and to integrate bar coding for fetal monitoring.

- **December 2011** Hired a dedicated Fetal Health Center Simulation Coordinator through grant funding. Over 50 multidisciplinary simulations were completed in the Fetal Health Center in 2011 using the program’s grant-purchased Noelle simulations manikin.

- **December 2011** Performed the first EX-utero Intrapartum Treatment or EXIT procedure in the Fetal Health Center. This procedure combines a Cesarean section delivery with a surgical procedure on the baby during delivery to address an issue that would prevent the child from living outside the womb and was the first fetal surgery performed in the Fetal Health Center.

- **Throughout 2011**, Fetal Health Center nurses teamed together to develop forms and documentation for our new moms. The nursing staff also met with representatives to determine what materials the organization would purchase for patients and built the delivery kits themselves.

Thoughtful planning and implementation has resulted in an expansion of services that will better serve the organization’s tiniest patients and their families. The Fetal Health Center benefits the infant, neonatal team, labor and delivery team and family being served: The neonate—rapid and anticipated treatment for their situation; the neonatal team—consistent neonatal care from the delivery room to the Intensive Care Nursery (ICN); the labor and delivery team—well-planned neonatal delivery with the highest level of neonatal resources available; and, perhaps most importantly, the family—providing a smooth transfer of their newest family member from the delivery room to ICN, direct communication from the ICN team and access to one-to-one nursing care.
Children’s Mercy Building Projects Expand Nursing Services Across the Region

2011 and 2012 were years of growth for Children’s Mercy! The added space provides patients and families with an expansion of services across the Kansas City Metropolitan area and beyond.

The Tom Watson Emergency Department at Children’s Mercy South

What began as an After Hours Clinic in 1993, the Urgent Care Center at Children’s Mercy South has experienced significant growth, along with a wealth of changes over the past 19 years. To meet the needs of the pediatric patients in Johnson County, Children’s Mercy South Urgent Care Center underwent a transition of services in 2011. After significant planning and training, The Tom Watson Emergency Department at Children’s Mercy South opened in October 2011 as a community-level pediatric emergency department. This transition provides the only full-time pediatric emergency services in the state of Kansas and is the only pediatric emergency provider in the southern half of the Kansas City metropolitan area. The expansion of services has also provided additional access to select medical and surgical specialties at Children’s Mercy South, as well as access for emergency medical services as the new facility is now able to receive ambulance traffic.

Children’s Mercy Urgent Care College Boulevard

Following the conversion of the Children’s Mercy South Emergency Department, additional space was needed to serve the urgent care needs of the pediatric population in Johnson County, Kan. New space was acquired and renovated to allow for growth and expansion near Children’s Mercy South at 5520 College Boulevard. In January 2012, Urgent Care Services were re-launched when Children’s Mercy Urgent Care College Boulevard opened on the first floor of the building. The Urgent Care Center includes eight exam rooms, two triage rooms, space for a portable x-ray machine and a room to perform basic lab work. In December 2013, the Urgent Care Center moved to Children’s Mercy Blue Valley at 6750 West 135th St., Overland Park, KS 66223.
Children’s Mercy Broadway

In 2010, with the need to expand ambulatory services and provide patients with better access to care, Children’s Mercy purchased a 10-story office building located at the corner of Broadway and 31st Street in Kansas City, Mo. This building was renovated to accommodate primary care and specialty clinics with a plan for a phased opening of services. In May 2011, the Pediatric Care Center and Adolescent Clinic moved from their respective hospital and off-site locations into Children’s Mercy Broadway. The building provides lab, pharmacy and radiology services in order to expedite care for patients seen in this facility. These clinics were joined by the Endocrinology/Diabetes and Allergy/Asthma teams in October 2012.

The relocation of these clinics has also provided additional ambulatory space at the Children’s Mercy Adele Hall Campus. In December 2012, the Hematology/Oncology Clinic moved into the space vacated by the Pediatric Care Center on the second floor of the Outpatient Center.
The Elizabeth Ann Hall Inpatient Tower

Approximately two years after breaking ground, The Elizabeth Ann Hall Patient Tower (Hall Tower) was completed to expand inpatient services within Children's Mercy Hospital. This project provided an additional 72 inpatient beds, increasing the organization’s total capacity to 354 beds. The Hall Tower includes expansion of the Pediatric Intensive Care Unit, Cancer Care Center and Elizabeth J. Ferrell Fetal Health Center, as well as additional beds in the medical/surgical units.

The Pediatric Intensive Care Unit (PICU) was the first unit in the Hall Tower to open in July 2012. The PICU, which has experienced a 67 percent increase in patient volume since 2005, expanded its capacity from 27 beds to 41 beds. The expansion includes an ECMO suite, expanded pharmacy space, dedicated family space in the patient rooms, three built-in patient lift systems and movable equipment booms.

The Fetal Health Center followed with the opening of the Elizabeth J. Ferrell Fetal Health Center in September 2012. Although the Fetal Health Center opened in the West Tower in 2011, it quickly outgrew its original space. The new Fetal Health Center provides state-of-the-art facilities for patients and families before, during and after delivery. The new space is located next to the Intensive Care Nursery, providing families with easy access to visit their new babies. In addition, a bridge was built between the Fetal Health Center and Truman Medical Center in the event that a mom would need emergency medical intervention.

The medical surgical units also saw an expansion of services with the completion of the Hall Tower, including the addition of two new units — 1 Hall Tower and 6 Hall Tower. 1 Hall is a multipurpose unit designed to care for short stay procedures and Emergency Department overflow. 1 Hall is a flexible unit and is only open in periods...
of high census and to accommodate special procedures. 6 Hall Tower is a 16-bed orthopaedic unit. Because of the growth in the orthopaedic and sports medicine programs, the previous orthopaedic unit, 5 Henson, was repurposed and the nursing staff from 5 Henson relocated to 6 Hall Tower. The expansion of 6 Hall is designed to accommodate the mobility challenges of orthopaedic patients with additional safe patient handling equipment built into the design of the unit.

Children’s Mercy Cancer Center has also benefited through the completion of the Hall Tower. 4 Henson expanded into 4 Henson Hall with the addition of 15 dedicated Bone Marrow Transplant rooms. This expansion will help the Cancer Center expand the interdisciplinary program to provide the next generation of cancer treatment to children.

The Hall Tower expansion also includes the Lisa Barth Interfaith Chapel and Garden which holds a library, family gathering rooms and outdoor garden. The Chapel is named for Lisa Barth, a nurse at Children’s Mercy for more than 24 years, who lost her battle with cancer in June of 2008. Lisa was known for not only providing exceptional care for patients, but for supporting the emotional and spiritual needs of her patients and their families.

Children’s Mercy East

Children’s Mercy East, an outpatient facility located in Independence, Mo., opened on October 22, 2012. Children’s Mercy East is a three story, 55,000 square-foot building, designed to serve the families of Eastern Jackson County. Approximately 12 percent of all outpatient visits and 10 percent of all emergency room and urgent care visits made to Children’s Mercy were by families living in Eastern Jackson County. The opening of Children’s Mercy East provides subspecialty and urgent care services in a more convenient and easily accessible location. Urgent Care Services are available from noon to 10 p.m. seven days per week, coinciding with the urgent care services provided at the Children’s Mercy Blue Valley (previously College Boulevard) and Children’s Mercy Northland locations. Subspecialty services available at this location include:

- Cardiology,
- Ear, Nose and Throat,
- Endocrinology,
- Gastroenterology,
- Hearing and Speech,
- Neurology,
- Orthopaedics,
- Sports Medicine and
- Rehabilitation Medicine.

Radiology and Laboratory services are also available on site.
Nursing Ethics Forum Supports Ethical Decision Making Through Education Initiatives

The Children’s Mercy’s Nursing Ethics Forum (NEF) was established in the late 1980s based on discussions surrounding many issues arising from changes in health care. Today, it continues as a unique forum of nurses representing all levels of nursing, generations of nurses and all areas of the hospital with a mission of promoting the awareness and education of ethics and nursing.

In 2011, NEF was in the middle of a three-year strategic plan which started in 2010 with the redefining of membership to an "active participation" focus. This year’s focus is the ongoing education of members with the opportunity to explore and investigate ethical issues affecting nurses, health care, community and society, as well as the beginning development of an initiative called "Taking Ethics to the Bedside." In addition, NEF continues active collaboration with the Hospital Ethics Committee, Children’s Mercy Pediatric Bioethics Center and the Center for Practical Bioethics.
In 2012, NEF continued to make progress on the strategic plan by focusing on educating Children’s Mercy nurses in all settings with an emphasis on the issue of moral distress and its impact on nurses ó personally and professionally.

NEF areas of focus for continued development included:

- Development and maintenance of an NEF webpage within the internal Nursing website to provide nurses throughout the organization with ethics resources.
- Establishment of ongoing committees to expand NEF activities.
- Development of a poster to promote awareness of the availability of NEF and the Ethics Committee for all staff to increase utilization when ethical dilemmas arise or need for ethical discussions are warranted.
- Campaign to promote increased awareness of the updated American Nurses Association Code of Ethics for Nurses.
- Focus on self-care to enhance efforts of Provision 5 of the ANA Code of Ethics for Nurses ó ‘Duty to Self and Duty to Others’.
- Development of educational programs to promote ethics awareness, thinking and decision-making to enhance practice.
- Encouragement/Facilitation of unit specific ethics activities.

To provide ongoing education of members, NEF keeps members connected to opportunities for ethics education within the organization as well as locally, regionally and nationally. At monthly meetings, members volunteer to provide education and opportunities for ethical discussion through a designated “Sacred Thirty Minutes.” During this time a member brings forward subjects present in nursing, medical and popular literature ñ books, movies or current events, both in health care and society.

In addition, an annual retreat for NEF members is held each fall to help focus on education and strategic planning to re-energize and focus the efforts of NEF. In the spring of 2011, the NEF co-chairs attended the first National Nursing Ethics Conference in Los Angeles, Calif. They participated in various sessions that addressed the ethical issues facing nurses now and in the future, as well as learned from national nursing ethics leaders and networked with other nurses who participate in ethics education and activities.

Annual programs sponsored by NEF provide opportunities for education of other nurses and staff throughout Children’s Mercy. NEF provides one of the monthly Ethics Brown Bag series presentations/discussions sponsored by the Children’s Mercy Pediatric Bioethics Center, as well as an annual hospital-wide program related to ethical issues impacting practice in the clinical setting. NEF’s presentation for the Ethics Brown Bag Series iPlaying Nicei in the Sandbox: Promoting Workplace Civility (2011) and iGot Balance? ñ Achieving Ethical Harmony between Home & Worki (2012) provided stimulating ethics discussion not only for nurses, but for all health care professionals. The NEF’s annual hospital-wide programs featured speakers and facilitated discussion with attendees to identify moral distress situations in the workplace and strategies to improve and prevent moral distress. These programs were iMoral Distress in the Clinical Settingî (2011) and iMoral Distress and Self-Careî (2012).

In addition to the live education programs, NEF developed a five-part email series for nurses on moral distress and its personal and professional impact, as well as resources and self-care strategies to prevent and/or manage moral distress. Plans are underway to create an online educational module for nurses who utilize the information from the live presentations and the email series.

NEF also provides consultation to other hospitals and nursing groups related to this model, including a poster presentation at the Society of Pediatric Nursing National Conference, podium lecture at the annual meeting of American Society for Bioethics and Humanities and visits to NEF meetings with follow-up discussions with hospitals locally and nationally. In 2011ñ2012, Angie Knackstedt, BSN, RN-BC, Education
Specialist and NEF co-chair, completed the first Pediatric Bioethics Certificate Course offered by the Children’s Mercy Pediatric Bioethics Center and participated as a faculty member for the course, addressing ethics topics such as Moral Distress and ethical issues associated with Immunization, Growth Hormone and Social Media. In 2012, Angie continued in a faculty role and two additional Children’s Mercy nurses, Charlotte Jacobsen, MSN, RN and Julie Sarowski, BSN, RN, were able to participate in the program.

Pediatrics presents unique and heightened challenges for ethical decision-making in practice. In an effort to support Children’s Mercy nurses in addressing complex ethical situations, the hospital and the Department of Nursing have created a culture of open discussion of ethical struggles and a series of hospital, departmental and unit-based structures to support the resolution of ethical quandaries in practice. This foundation has provided nurses with the resources and instilled in them the wisdom and skills needed to make sound ethical judgments for optimal patient care and to collaborate with other health care professionals to create an environment that supports ethical decision-making and practice.

Children’s Mercy Serves as Corporate Sponsor for March for Babies®

Each year, nearly a half million infants are born too early. The March of Dimes® is dedicated to helping families have healthy, full-term babies. To support their activities and research, The March of Dimes® March for Babies® serves as a primary funding source for the organization and raises awareness of the challenges these infants face. In 2012, Children’s Mercy served as the citywide corporate sponsor for the March for Babies®. Karen Cox, RN, PhD, Executive Vice President and Co-Chief Operating Officer, served as the citywide chair of the event.

The March for Babies® has a special connection to Children’s Mercy. The Intensive Care Nursery is the only Level IV nursery in the region and provides critically ill newborns onsite access to the care they need to survive and thrive. The addition of the Elizabeth J. Ferrell Fetal Health Center has further improved the care given to these tiny patients by providing state-of-the art specialized services before, during and after delivery for healthy mothers facing fetal health issues. Since opening in March 2011, more than 160 babies with complex birth defects have been delivered at the Fetal Health Center.

Children’s Mercy’s patient Levi Pierson served as the 2012 March of Dimes Ambassador. Through a fetal echocardiogram, Levi was diagnosed prenatally with a critical heart defect that would require heart surgery soon after delivery. Recognizing that a full-term pregnancy would strengthen Levi for his post-delivery surgery, Levi’s mom, Traci, was followed closely by the Fetal Health team and delivered in the Fetal Health Center. Levi’s surgery was completed eight days after delivery and just 16 days after his birth he was able to go home with his family.

To engage the entire organization in the event, Children’s Mercy provided employees multiple opportunities to participate in the March for Babies® while raising money for the March of Dimes®. A t-shirt design contest was held and t-shirts with the winning design were sold to raise funds. Blue Jeans for Babies® was held the month of April. Employees could donate $5 to wear jeans on a Friday or $20 to wear jeans every Friday in April. Employees were also able to wear their March for Babies® t-shirts on Fridays to show support for the event. Five directors donated their garage parking spots as an additional fundraiser. Employees parking in the offsite parking lot could donate $5 for a chance at winning one month of...
parking in the employee onsite parking garage. Employees were also encouraged to create their own March for Babies® teams to raise money and participate in the walk.

The walk serves as a point of reconnection for families, patients and health care providers. For the past two years, the Intensive Care Nursery has hosted the NICU reunion as a part of the walk festivities. All current and former Intensive Care Nursery patients and families were invited to attend.

The walk was held in the Power and Light District on Sunday, May 6, 2012. The event featured family-friendly activities including music and games hosted by Radio Disney’s Rockin’ Road Crew. More than 100 teams and 650 companies participated in the walk. More than 600 Children’s Mercy employees participated. Children’s Mercy raised more than $100,000 for the March of Dimes®, exceeding the corporate goal by more than $25,000.
Leadership and Governance

Senior Nursing Leadership

Cheri Hunt, MHA, BSN, RN, NEA-BC, Vice President for Nursing/Chief Nursing Officer
Betty Boyd, RN, Director of Nursing, Ambulatory Services
Stacy Doyle, MBA, RN, NEA-BC, FACHE, Director of Nursing, Emergency Services
Kathy Hulse, MSN, RN, CPHQ, Assistant Director of Nursing, Ambulatory Services
Susan Mecklenburg, MHA, RN, Director of Nursing, Surgical Services
Becky Paulsen, MS, RN, CPN, Director of Nursing, Medical Surgical Services
Mary Ann Riesco, MS, RN, CCRN, Director of Nursing, Critical Care Services
Janis Smith, DNP, RN, Director of Clinical Informatics and Professional Practice
Sue Stamm, MSN, RN, CPNP, Director of Nursing, Hematology Oncology Services
2011/2012 Promotions

Penny Bopp, MSN, RN, CPN, General Surgery, Urology, Burn and Gynecology Clinic

Penny graduated with a Diploma in Nursing from Lutheran Medical Center School of Nursing, St. Louis, Mo., in 1999. Shortly after graduation, she began working at St. Maryís Hospital in Clayton, Mo., in a level 3 NICU as a direct care nurse. In 2002, Penny relocated to Kansas City, Mo. and worked at MCI and North Kansas City Hospital as a direct care nurse in the NICU and postpartum units. In 2004, Penny began working at Truman Hospital ñ Lakewood as a NICU, Post Partum and Labor Delivery nurse and relief charge nurse. In 2007, Penny started working at Childrenís Mercy as a direct care nurse in the Surgery Urology Clinic. Penny became the Urology Intake Nurse and was the preceptor for new hires in 2008. Penny graduated with her Master of Science in Nursing Administration in 2012, from the University of Mary and was promoted to Nurse Manager for the General Surgery, Urology, Burn, Gynecology Clinic in July 2012.

Devin Bowers, MSN, RN, NE-BC, Nursing Department Director, Pediatric Intensive Care Unit

Devin graduated from the University of Missouri ñ Columbia in 2001, with a Bachelor of Science in Nursing. She began her nursing career at Childrenís Mercy as a graduate nurse, caring for hematology/oncology patients on 4 Henson. In late 2006, Devin assumed the role of Assistant Nurse Manager of the Inpatient Float Pool. One year later, Devin was promoted to Nurse Manager of both the Inpatient Float Pool and Internal Transport. Devin completed her masterís degree in Nursing Leadership and Healthcare Systems from the University of Missouri-Columbia in 2007. In the summer of 2010, Devin accepted a position as the Interim Nurse Manager for the Pediatric Intensive Care Unit (PICU) and was promoted in early 2011 to the Nursing Department Director of the PICU.
Lindsey Bradbury, BSN, RN, CCRN, Assistant Nursing Department Manager, Pediatric Intensive Care Unit

Lindsey graduated from University of Kansas with a Bachelor of Science in Nursing in 2007. After graduation she began working at Children's Mercy as a direct care nurse in the Intensive Care Nursery. After relocating to Denver, Colo., in 2008, she worked in the Cardiac Intensive Care Unit at Children's Hospital Colorado where she moved into a Core Charge Nurse role in 2009. Lindsey returned to Childrenís Mercy as an Assistant Nursing Department Manager in the Pediatric Intensive Care Unit in June 2012.

Denise Brewster, MSN, RN, CPNP, Assistant Director, Professional Practice

Denise graduated with a Bachelor of Science in Nursing from Central Missouri State University in Warrensburg, Mo., in 1990. Upon graduation, she began working at Childrenís Mercy as a direct care nurse in the Infant-Toddler Care Unit. Denise returned to school to pursue a Master of Science in Nursing degree in 1994. She worked as a Telephone Triage Nurse while completing her studies, graduating with her Master of Science in Nursing as a Pediatric Nurse Practitioner in 1997 from the University of Missouri-Kansas City. After completing her masterís degree, she began working as a Nurse Practitioner in the General Pediatrics Department at Childrenís Mercy. In 1999, Denise transitioned to Emergency Medical Services working in the Minor Care Clinic. Denise worked as an inpatient Pediatric Nurse Practitioner with the hospitalist group from 2002 to 2004. In 2004, Denise returned to Emergency Services while also working in Primary Care as a Pediatric Nurse Practitioner at Cockerell and McIntosh Pediatrics. Denise returned to Childrenís Mercy full time in 2007. In 2008, Denise followed her family to Oakland, Calif., working with the Department of Anesthesiology for one year before returning to Kansas City and her previous position. Denise became the Emergency Department APRN Coordinator in May 2011. In March 2012, Denise accepted the position of Assistant Director of Professional Practice and has worked to improve APRN orientation, credentialing processes and competency evaluation, while providing general support to the large APRN group at Childrenís Mercy.
Elizabeth Cook, MSN, RN, Ambulatory Nurse Manager, Pediatric Care Center

Graduating with a Bachelor of Science in Nursing from Research College of Nursing/Rockhurst University in 1997, Liz began her nursing career working at Research Medical Center in the Obstetric Float Pool. After several years, Liz left Research Medical Center and began working at North Kansas City Hospital in the Neonatal Intensive Care Unit (NICU) as a direct care nurse, as well as the Educator for the NICU and Mother/Baby Units. Liz completed her Master of Science in Nursing at Walden University in 2007. In 2008, she accepted a position at National American University as a Nursing School Clinical Coordinator. Liz joined Children’s Mercy in 2010 as a nurse in the outpatient float pool and was promoted to Nurse Manager of the Pediatric Care Center in 2011.

Lena Cox, MBA, MSN, RN, CPN, Assistant Nursing Department Manager
3 Henson/3 West

Lena graduated with a Bachelor of Science in Nursing and a minor in Psychology from Washburn University in December 2004. After graduation, she began working at Children’s Mercy as a direct care nurse on 3 Henson and 3 West. Lena became a Core Charge Nurse on 3 Henson and 3 West in 2008. She graduated with her Master of Science in Nursing Administration and Master of Business Administration with an emphasis in Health care from The University of Mary in 2011. In October 2012, Lena accepted the position of Assistant Nursing Department Manager for 3 Henson and 3 West.
**Shanon Fucik, eMBA, BSN, RN, CPN, Director, Patient Care Resources**

Shanon completed a Bachelor of Science in Nursing from the University of Kansas and an Executive Master of Business Administration from the Henry Bloch School of Management at the University of Missouri-Kansas City. Shanon worked as a direct care nurse on 2 Henson, before assuming the role of Nurse Manager. Shanon left Childrenís Mercy for a short time, but returned to her position as Nurse Manager in 2008. In December 2012, Shanon was promoted to the Director of Patient Care Resources. Shanon is responsible for nursing departments that provide specialized care to patients that are inpatient, as well as outpatient, including Wound Care, Vascular Access, Palliative Care, Float Pool, Internal Transport, Hospital Shift Supervisors, Staffing and Scheduling and 1 Hall. She is also the Project Manager representing Childrenís Mercy in a national patient safety collaborative called the Solutions for Patient Safety which focuses on reducing harm to patients by using quality science methodologies. Shanon is a member of the American Nurses Association, American Organization of Nurse Executives, the Missouri Organization of Nurse Leaders and the Society of Pediatric Nurses.

**Cindy George, MSN, RN, CNN, Nursing Department Director, Dialysis**

Cindy has worked in the field of nephrology for 38 years. She began her career at St. Lukeís Hospital as an Extracorporeal Technician in the Dialysis Unit. She remained there for 26 years, obtaining her certification as a Certified Clinical Nephrology Technician and working her way up the ladder to become Director of the Dialysis Program. Wanting a career change, Cindy came to Childrenís Mercy in 1999. Inspired by the professionals in the Nephrology Department and by the desire to have more responsibility for direct patient care, she obtained her nursing degree in 2008 and shortly thereafter, was promoted to Assistant Nurse Manager of the Dialysis Unit. In 2011, she completed her Master of Science in Nursing from the University of Mary. Following completion of her masterís degree, she was promoted to Nursing Department Director for the Dialysis Program.
Kristina Goin, BSN, RN, CPN, Nursing Department Director, In-Patient Float Pool/ Internal Transport

Kristina graduated with a Bachelor of Science in Nursing from Graceland University in 2004. After graduation, she began working at Children’s Mercy as a direct care nurse on 5 Sutherland and 5 Henson. In 2006, Kristina transferred to the Inpatient Float Pool where she was promoted to the night Core Charge Nurse for the Inpatient Float Pool in August 2010. In January 2012, Kristina became the Nursing Department Director for Inpatient Float Pool and Internal Transport.

Caryl Goodyear-Bruch, PhD, RN, NEA-BC, Director, Professional Resources and Leadership Development

Caryl is a Clinical Nurse Specialist and completed her PhD in nursing in 2005 with a minor in physiology, her MSN from California State University, Long Beach in 1988 and her BSN in 1979. Caryl is a Past President of the American Association of Critical-Care Nurses. Caryl has had a variety of positions including charge nurse, CNS, staff educator and acting nurse manager and has lectured on several topics including neuromuscular blockade, hemodynamics, oxidative stress, healthy work environments, evidence-based practice and leadership. Prior to coming to Children’s Mercy in 2010, she was employed by the University of Kansas Hospital as a critical care CNS and the University of Kansas as a clinical associate professor. Caryl was promoted to Director of Professional Resources and Leadership Development in 2012. In addition to her day job, Caryl is also the Assistant Program Director and Program Faculty for the AACN CSI Academy. Caryl considers her professional home to be AACN and is dedicated to enhancing the local chapter’s efforts to support nurses. Her contribution to the Greater Kansas City Chapter AACN includes past president, treasurer, scholarship chair and education co-chair. Caryl’s national AACN contribution includes Board of Directors, 2003-2006 and Certification Corporation Board of Directors, 2005-2006, as well as President-elect in 2008 and President in 2009. Caryl was certified in critical care (CCRN) for more than 20 years and is currently certified as Nurse Executive, Advanced through ANCC. Caryl’s passion is the nurse; supporting nurses in their optimal contribution to patient care.
Pamela Hensley, MSN, RN, CPN, Nursing Department Director, 5 Sutherland

Pam began her career at Childrenís Mercy in 2002, as a direct care nurse on the Hematology/Oncology Inpatient Nursing Unit. She worked as a direct care nurse at Childrenís Mercy South, as well as the Gastroenterology Clinic and Integrative Pain Management Clinic. She has 21 years of experience in pediatric nursing and has worked in various positions in Texas prior to moving to the Kansas City area. These positions include direct patient care, clinical instruction, case management and management. Pam received her Bachelor of Science in Nursing from Texas Tech University in 1991 and received her Master of Science in Nursing from the University of Mary in 2012. She was promoted to Nursing Department Director of 5 Sutherland in 2012. Pam co-directs the department with Kelli Rafols.

Kathy Hulse, MSN, RN, CPHQ, Director, Ambulatory Services

Kathy began her career at Childrenís Mercy in May 1992, as a Senior Nurse Technician. She graduated nursing school from Penn Valley Community College in 1992 and began working as a direct care nurse on 5 North. Kathy transferred to the Teen Clinic in 1997 to work as a triage nurse. She graduated from UMKC with her Bachelor of Science in Nursing in 2001 and transferred to the Quality Department. Kathy was promoted to the Clinical Operations Manager for Orthopaedics in 2004 and to Assistant Director of Ambulatory Nursing Services in 2007. She graduated from the University of Kansas in 2010, with her Master of Science in Nursing with a focus on Organizational Leadership. Kathy was promoted to Director of Ambulatory Nursing Services in 2012.
Monica Keith, MSN, RN, Assistant Nursing Department Manager, Same Day Surgery/PACU

Monica began her career at Children’s Mercy in January 1998, as a Care Assistant in the Pediatric Care Center. After graduating with a Bachelor of Science in Nursing from Saint Luke’s School of Nursing in 2001, she began working in the Same Day Surgery/Post-Anesthesia Care Unit as a peri-operative staff nurse. Monica became a Core Charge Nurse in SDS/PACU in July 2007 and was promoted to the Assistant Nursing Department Manager of SDS/PACU in January 2011. Monica obtained her Master of Science in Nursing in May 2012 from University of Mary.

Lindsey Koebel, BSN, RN, CPN, Assistant Nursing Department Manager, 2 Henson

Lindsey began working as a Student Nurse Technician at Children's Mercy on 2 Henson in 2003. She remained on 2 Henson as a direct care nurse after graduating from Johnson County Community College with her Associate Degree in Nursing in 2003. She continued to work on 2 Henson while obtaining her Bachelor of Science in Nursing from The University of Kansas in 2008. Lindsey became a Core Charge Nurse on 2 Henson in 2009. In 2012, Lindsey was promoted to Interim Assistant Nurse Manager and then to Assistant Nursing Department Manager for 2 Henson and the Burn Unit in December 2012.
Amy Latimer, BSN, RN, CPN, Nursing Department Director, 6 Hall

Amy began working as a Care Assistant at Children’s Mercy on 5 Sutherland Tower in 2001 and continued working as a Student Nurse Technician throughout nursing school. Amy graduated with a Bachelor of Science in Nursing from Avila University in 2004. She remained on 5 Sutherland and 5 Henson as a direct care nurse until she became a Core Charge Nurse on 5 Henson in 2006. Amy then assumed responsibilities as one of the Unit Education Coordinators for 5 Henson and 5 Sutherland in 2009. Amy was promoted to Assistant Nurse Manager for 5 Sutherland and 5 Henson in 2010. In May 2011, Amy graduated with her Master of Science in Nursing Administration from the University of Mary. Amy was promoted to Nursing Department Director of both units in November 2011. In October 2012, the patients and staff of 5 Henson moved to the newly built Hall Tower on the 6th floor. Amy moved with them as the Nursing Department Director for 6 Hall.

Andrew B. Loehr, MSN, RN, CPNP, Nursing Department Director, Emergency Department

Andy graduated with a Bachelor of Science in Nursing from Truman State University in 1999. He began working at Children’s Mercy in 2000 as a direct care nurse on 4 North. He transferred to critical care in April 2001, where he worked as a direct care nurse in the Pediatric Intensive Care Unit and then in Critical Care Transport. After graduating with his Master of Science in Nursing, Pediatric Nurse Practitioner, from the University of Missouri–Kansas City in 2006 andy attained an advanced practice nurse position in Hematology/Oncology. In 2008 andy was promoted to the role of Director of Transport Clinical Services and remained there until 2011, when he assumed responsibilities as the Interim Department Director of the Emergency Department while maintaining his role in Transport. Andy formally accepted the Nursing Department Director position for the Emergency Department in January 2012.
Susie Loehr, BSN, RN, CPON, Nursing Department Director, 4 Henson

Susie obtained her Bachelor of Science in Nursing from the University of Kansas in 1998. That same year, she began her career at Childrenís Mercy as a direct care nurse on 4 North, focusing her nursing practice on Hematology/Oncology. In April 2001, she was promoted to a Core Charge Nurse on 4 Henson where she remained for the next ten years. In October 2011, Susie transitioned into the role of Interim Department Director and accepted the position of Nursing Department Director of 4 Henson in March 2012.

Cheryl Melton, MSN-NE, RN, CPN, Director Multi-Specialty Clinics, Children’s Mercy East

Cheryl started working at Childrenís Mercy in 1990 as a Student Nurse Technician while attending nursing school at William Jewell College in which she graduated in 1992. After graduation, she worked as a direct care nurse and Charge Nurse on 5 North/2 Henson from 1993 to 2002. In 2002, Cheryl became the first Medical/Surgical Education Coordinator for the then newly opened 6 Henson. In 2008, she took the position as the first Ambulatory Care Education Coordinator. In September 2012, Cheryl accepted the position of Director of Multispecialty Clinics at Childrenís Mercy East overseeing the ambulatory clinics and the facility. Cheryl completed her Master of Science in Nursing with emphasis in Nursing Education at Grand Canyon University and plans to pursue her Doctorate in Nursing in the near future.
Kandy Morgan, MS, RN, CGRN, Ambulatory Nurse Manager, Gastroenterology Clinic

Kandy graduated from Central Maine Medical Center School of Nursing in Lewiston, Maine, with an associate’s degree in Nursing in 1980. After graduation, she began her nursing career at Newton Wellesley Hospital in Newton, Mass. She then completed her Bachelor of Science in Nursing from Northeastern University in Boston, Mass., in 1985 and her master’s degree in Nursing Administration in 2000. Kandy’s gastroenterology experience began in 1985 when Newton Wellesley Hospital established a pediatric gastroenterology unit and she started as a clinical leader in the unit. Prior to joining Children’s Mercy, Kandy worked in various nursing and managerial roles in gastroenterology units at UMass Memorial Medical Center and Tufts New England Medical Center. She has been a Certified Gastroenterology Registered Nurse since 1997. After relocating to Kansas City, Kandy accepted the Nurse Manager position for the Gastroenterology Clinic in 2011.

Jennifer O’Hara, BSN, RN, CPON, Co-Nurse Manager, Hematology/Oncology Clinic

Jennifer graduated with a Bachelor of Science in Nursing from the University of Kansas in May 1999. She began her career at Children’s Mercy as a direct care nurse on 4 North, the designated Hematology/Oncology inpatient unit. During her time as an inpatient nurse on 4 North/4 Henson, she also served as a preceptor and Charge Nurse. In 2001, Jennifer became a Certified Pediatric Hematology/Oncology Nurse. In 2003, she transferred to the Hematology/Oncology Clinic where she functioned as a Staff Nurse II until 2008. Jennifer accepted the position of Core Charge Nurse II for the clinic in 2008 and is now serving as the Co-Nurse Manager, a position she has held since July 2012.
Sachia Perrine, BSN, RN, CPN, Nurse Manager, Contact Center

Sachia graduated with an Associate Degree in Nursing from Sanford-Brown College in Kansas City in 1997 and began working at Children’s Mercy shortly after graduation. After leaving to work in a private practice and school nurse role for ten years, Sachia returned to Children's Mercy in 2006 to work in the Contact Center as a direct care nurse. In 2008, she was promoted to Charge Nurse in the Contact Center. Sachia graduated from University of Phoenix in 2009, with a Bachelor of Science in Nursing. She was promoted to Assistant Nurse Manager of the Contact Center in 2011 and served as the department's Interim Nurse Manager before moving into the Nurse Manager role in November 2012. Sachia is currently enrolled at the University of Missouri – Columbia in the Master of Science in Nursing Pediatric Nurse Practitioner program with an expected graduation of May 2013.

Deanna Porter, BSN, RN, CPN, Assistant Nursing Department Manager, 6 Henson

Deanna graduated with a Bachelor of Science in Nursing from The University of Missouri – Columbia in 1998. After graduation, she started her nursing career at The University of Missouri Health Care System as a direct care nurse on the Pediatric Unit. During her time there, she had the privilege of serving as a Charge Nurse. In 2005, Deanna moved to Kansas City to be closer to family and joined Children’s Mercy and the 6 Henson nursing team. Within a couple of years on 6 Henson, Deanna accepted a Core Charge Nurse role on the night shift. From 2009 to 2012, Deanna served as the Unit Education Coordinator for 6 Henson. In September 2012, Deanna was promoted to the position of Assistant Nursing Department Manager for 6 Henson.
Kelli Rafols, MBA, MSN, RN, CPN, Nursing Department Director, 5 Sutherland

Kelli graduated with an Associate Degree in Nursing from Johnson County Community College in 1998. Before joining the Childrenís Mercy family, she worked in the Emergency Department and Orthopedics Department at Olathe Medical Center from 1996 to 2004. In 1999, she began a full time career at Childrenís Mercy as a direct care nurse on 3 North and helped with the opening of 3 Henson in 2000. After 7 years, she moved to the Inpatient Float Pool and stayed there until 2009 when she became a Hospital Shift Supervisor to gain leadership experience while returning for her masterís degree. In 2011, she graduated with a Master of Science in Nursing Administration and Master in Business Administration from the University of Mary. Kelli was promoted to Nursing Department Director of 5 Sutherland Tower in September 2012.

Kristin Ray, BSN, RN, CPN, Assistant Nursing Department Manager, 5 West

Kristin graduated with a Bachelor of Science in Nursing from the University of Kansas in 2006. Shortly after graduation, she began working at Childrenís Mercy as a direct care nurse on 6 Henson. In 2009, Kristin transferred to 5 West Surgical Observation Unit. In early 2010, Kristin became the Core Charge Nurse on 5 West. Kristin was later promoted to the Assistant Nursing Department Manager of 5 West in January 2012. Kristin is currently pursuing her Master of Science in Nursing in Organizational Leadership at the University of Kansas.
Mary Ann Riesco, MS, RN, CCRN, Nurse Manager, Palliative Care Team (PaCT)

Mary Ann graduated with a Bachelor of Science in Biology from the University of South Alabama in May 1973. She later went on to obtain her Bachelor of Science in Nursing in May 1987 and her Master of Science in Nursing in December 1994, both from the University of Kansas. Mary Ann began her nursing career at Childrenís Mercy in 1987 in the Intensive Care Nursery. In 1988, she moved into the Pediatric Intensive Care Unit where she made her home for 16 years, performing in such roles as staff nurse, core charge nurse, assistant head nurse and nurse manager. Mary Ann was promoted to Director of Critical Care Nursing in November 2004 and then took over as the PAACT Nurse Manager in August 2012.

Sheri Shiddell, MSN, RN, PNP-BC, Nursing Department Director, Northland Urgent Care

Sheri attended St. Lukeís College for her Bachelor of Science in Nursing and the University of Missouri ñ Kansas City for her Master of Science in Nursing and became a Board Certified Pediatric Nurse Practitioner. Sheri began her career at Childrenís Mercy in 1993, in the Intensive Care Nursery and then assumed a Surgery Nurse Practitioner role in 2003. In 2009, she became the Urology Nurse Practitioner Coordinator where her role focused on developing clinical practices with coordination of inpatient and outpatient urology care. She was responsible for planning, developing and facilitating the treatment and care of urology patients while working with the urologists, nurses, residents, students and other nurse practitioners. Sheri facilitated expansion of the urology team and began an autonomous voiding dysfunction clinic along with patient education and teaching sessions. Sheri has assisted with the development of an interdisciplinary team for children with disorders of sexual differentiation. Sheri was actively involved as clinical research coordinator with four ongoing research studies and multiple studies already published and/or presented and enjoyed sharing her experience of pediatric urology through educational lectures and poster presentations locally and nationally. In October 2012, she assumed the role of Nursing Department Director at Northland Urgent Care.
Allyson Shore, MSN, RN, CPN, Director, Ambulatory Services

Allyson graduated with her Associate of Science in Nursing in 1983 from Bluefield State College. She started her career in nursing in June 1983, as an evening charge nurse on a 14-bed pediatric unit at Martha Jefferson Hospital. After two years, Allyson relocated to the Medical University of South Carolina where she worked as a staff nurse and chief nurse on a cardiac post-operative unit and pediatric multi-subspecialty unit. From 1989 to 2001, Allyson worked for the Des Moines Public School System and then the Toledo Hospital for Health Services before coming to Kansas City to work at Children's Mercy in 2006. Her career at Children's Mercy began in the Special Care Clinic as a staff nurse caring for premature infants. In 2008, Allyson moved into the role of Ambulatory Quality Improvement Coordinator and then Manager of the Endocrine Clinic in 2010. Allyson obtained her Master of Science in Nursing from the University of Mary in August 2011 and was promoted to the Director for Ambulatory Nursing Services in September 2012.

Kerry Shutt, BSN, RN, C-NPT, Assistant Director of Clinical Services, Children's Mercy Critical Care Transport

Kerry began her career at Children's Mercy in 1996 as a Care Assistant in the Emergency Room. After earning her Bachelor of Science in Psychology from Central Missouri State in Warrensburg, Mo., she soon realized her passion was nursing and obtained a Bachelor of Science in Nursing degree from Research College of Nursing in 1998. Kerry has experience in a Level III and Level IV Intensive Care Nursery and in the Emergency Room of a Level I pediatric trauma center. She worked as a Transport RN at Children's Mercy Critical Care Transport for six years before becoming one of the first Shift Coordinators in the Department. In May 2012, she accepted her current position as an Assistant Director of Clinical Services. She is a member of the Air and Surface Transport Nurse Association, a Missouri Organization of Nurse Leaders and an Affiliate member of the Section on Transport Medicine for the American Academy of Pediatrics. She has completed her first-year training in obtaining her Certified Medical Transport Executive certification. She is currently certified in Neonatal Pediatric Transport (C-NPT).
Janis Smith, DNP, MSN, RN, Director, Clinical Informatics and Professional Practice

Following positions in clinical practice, education and management in a number of children’s hospitals, Janis transitioned to informatics nursing a dozen years ago and discovered a new passion. She is always aware that successful use of computerized information systems requires careful attention to their implementation and ongoing development as they transform professional practice. In December 2011, Janis’s role was expanded to include both Director of Clinical Informatics and Director of Professional Practice. As a leader for both informatics and practice, Janis assures systems are integrated with practice for safe, high quality patient care and satisfying professional practice.

Susan Teasley, MBA, MSN, RN, CCRC, Manager, Patient Care Services Research

Susan obtained her Associate Degree in Nursing in 1985 and worked in the Intensive Care Nursery at Children’s Mercy from 1985 to 1987. Susan left Children’s Mercy from 1987 to 1996 to work at Saint Joseph Health Center in their Neonatal Intensive Care Unit. In 1996, she returned to Children’s Mercy as the Research Nurse for Dr. Robert Hallis Neonatal Nutrition Program and then, in 2000, became the Clinical Research Coordinator for Patient Care Services. Susan obtained her certification as a Certified Clinical Research Coordinator in 2007. In 2011, she was promoted to Manager of the Patient Care Services Research Department. Susan obtained her Master of Science in Nursing in December 2011 and her Master in Business Administration in May 2012, both from the University of Mary.
Mandi Turner, BSN, RN, CCRN, Assistant Nursing Department Manager, Pediatric Intensive Care Unit

Mandi graduated with a Bachelor of Science in Nursing from Missouri Western State University School of Nursing, St. Joseph, Mo., in 1997. Shortly after graduation, she began working at Childrenís Mercy in the Pediatric Intensive Care Unit as a direct care nurse and received certification as a critical care nurse. In 2002, Mandi began working as a Core Charge Nurse in the PICU. Over the years, Mandi has worked PRN in the community as a home health nurse and school nurse. In May 2012, Mandi was promoted to Assistant Nursing Department Manager in the PICU.

Kathy Vandiver, MHA, MSN, RN, CPN, Service Line Director, Neurology

Kathy graduated from Bethesda Hospital School of Nursing in Cincinnati, Ohio, with a Diploma in Nursing in 1974. She worked at Bethesda in the Intensive Care Nursery until 1976 when she moved to Kansas City and began working at St. Lukeís Hospital in the Intensive Care Nursery. Kathy left St. Lukeís in 1987 to start a career in Medical Case Management for Intracorp, a subsidiary of Cigna, covering the Midwest as their Pediatric Case Manager. In 1989, she helped open the first pediatric-specific home health agency, called Pediatric Nursing Specialists, which later became Childrenís Home Care. In August 1991, Kathy transferred to the Childrenís Mercy Utilization Review Department and has been with Childrenís Mercy ever since. Throughout her career at Childrenís Mercy, Kathy has worked in several different departments of the hospital, including Intensive Care Nursery, Clinical Pharmacology and Quality Improvement. In 2003, she began working in ambulatory as a Clinic Coordinator in Genetics Clinic, a staff nurse for Outpatient Infusion and a Nurse Manager in Rheumatology, until being promoted to Service Line Director for the Division of Neurology in December 2012.
JoAnna VanNoy, MSN, RN, CPN, Nursing Department Director, Children’s Mercy East Urgent Care

JoAnna graduated with a Bachelor of Science in Nursing from Saint Lukeís College in 2004. After graduation, she began working at Childrenís Mercy on 5 Sutherland as a graduate nurse. At this time, preparation had begun to open 5 Henson which allowed staff to function as one team while floating between the two units. JoAnna worked on both 5 Sutherland and 5 Henson until 2007, when she became a Core Charge Nurse on 5 Sutherland. JoAnna remained in this position for three years before being promoted to Assistant Nurse Manager of 5 Sutherland and 5 Henson in 2010. In 2011, JoAnna obtained her Master of Science in Nursing Administration. Joanna was promoted to Nursing Department Director of both units in November 2011. In the summer of 2012, JoAnna accepted a position as the Nursing Department Director of Childrenís Mercy East Urgent Care where she facilitated the hiring and opening of the new department. Childrenís Mercy East Urgent Care successfully opened its doors to the public on October 22, 2012.

Susan Widener, MSN, RN, CPN, Nursing Department Director, Urgent Care College Boulevard

Susan graduated with a Bachelor of Science in Nursing from Avila University in 2002. Immediately upon graduation, Susan was hired at Children's Mercy as a direct care nurse on 6 Henson. In 2005, Susan became a Nurse Manager on 6 Henson where she remained until fall of 2011. She was then hired as Nursing Department Director to help open the new Urgent Care College Boulevard in November 2011, where she continues in this role. Susan obtained her Master of Science in Nursing Administration from the University of Mary in December 2011.
Jan Wiebe, BSN, RN, CPN, SANE-A, SANE-P, Assistant Nursing Department Manager, Emergency Department Manager/SANE Program Manager

Jan graduated with a Bachelor of Science in Nursing from the University of Kansas in 1985. Jan worked as a direct care nurse on 4 North and then 4 Henson until 2002, when she moved to the Emergency Department as a direct care nurse. In 2004, Jan assumed the role of Critical Care Charge Nurse in the Emergency Department. Jan took the CARE Clinic Nurse Manager position in 2008, where she remained until she moved into the SANE Program Manager role in 2011. Jan later returned to the Emergency Department as the Assistant Nursing Department Manager and SANE Program Manager in January 2012.

Amanda Williams, BSN, RN, CPN, Assistant Nursing Department Manager, Emergency Department

Amanda graduated from Eastern Michigan University with a Bachelor of Science in Nursing in 2005 and started her nursing career at Childrenís Hospital of Michigan in the Emergency Department. She worked there for two years and then applied to American Mobile as a travel nurse. Over the next year and a half Amanda worked in several Childrenís Emergency Departments including Childrenís Hospital of Philadelphia, Radyís Childrenís Hospital, Seattle Childrenís Hospital and at Childrenís Mercy. In 2008, Amanda signed on permanently in the Emergency Department and was promoted to Critical Care Charge Nurse in 2010. She has been in her current role as the Assistant Nursing Department Manager of the Emergency Department since March 2012.

Cindy Williams, MSN, RN, CPN, Service Line Director, Burn, General Surgery, Gynecology, Neurosurgery & Urology Clinics

Cindy graduated with a Diploma in Nursing from St Lukeís School of Nursing in 1973. After two years of acute care adult medicine, she started her pediatrics career at St Lukeís Hospital. Following that time, she worked at Childrenís Mercy and Cardinal Glennon Childrenís Hospital as a staff nurse. After 18 years of pediatric bedside nursing, Cindy transitioned to the outpatient setting, specializing in the pediatric surgical patient. In 2005, she joined the staff at Childrenís Mercy as Nurse Manager of the Surgery and Urology Clinic. Cindy graduated with her Master of Science in Nursing from University of Mary in 2011. Cindy took the position of Service Line Director of the Burn, General Surgery, Gynecology, Neurosurgery and Urology Clinics in July 2012.
Nurse Legacy Award

The Nurse Legacy Award was established in 2009 by the Nurse Retention Committee. This award honors nurses at Children's Mercy for the significant contributions they have made to the profession of nursing and to the lives of the patients, families and co-workers they have touched. Current and/or retired nurses who have committed more than 25 years of service to the organization are eligible for this award.

2011 Nurse Legacy Award Winner – Cindy Olson-Burgess, RN, CIC, Infection Control Practitioner

Cindy's mother was a nurse, leading Cindy on her nursing journey; the only profession she ever considered. And, because of her love of children, Children's Mercy was the natural choice for Cindy to carry out her career.

Cindy began working as a new graduate nurse on the Infectious Diseases Unit, then 4 South, on the 3-11 shift. After a three-month switch to the day shift on 5 North, the adolescent unit, she went back to Infectious Diseases which soon became her home away from home. She moved into the charge nurse role and eventually became the Head nurse on 4 South and then 3 North. Her passion was in educating new graduate nurses with the ultimate goal of helping them love their job as much as she did.

In the mid 1980s, a nurse was hired to start an infection control program. Although she loved her job, Cindy decided it was a good time to change her career. After years of working with Infectious Diseases, she moved into a different realm in Infection Prevention and Control. In Cindy's words, it went from being confident in my job to feeling like I knew virtually nothing. My frequent response was “I’ll get back with you.” I learned everything I could and continue to learn to this day.

Cindy is now seen as Children's Mercy’s expert practitioner in Infection Prevention and Control. With her ultimate goal being to protect patients, families and staff from preventable diseases, Cindy models behavior that have led to minimizing infections for patients and staff.

Teaching continues to be Cindy’s passion. She provides education in the hospital, as well as in the community, on both infection prevention and vaccines and vaccine-preventable diseases. She has played influential roles in the organization’s flu vaccine campaigns, creating a model to immunize parents in the Intensive Care Nursery during the 2009-2010 flu season. This campaign has expanded exponentially into the Friends and Family Flu Program which now provides free influenza immunizations to thousands of family members of Children's Mercy patients.

Cindy has been a member of the Association for Professionals in Infection Control and Epidemiology at both the local and national levels for over 25 years, serving in numerous leadership roles in the Greater Kansas City Area Chapter and national Pediatric Section Chair. She has served as steering committee co-chair of the Mid American Immunization Coalition (MAIC) which is responsible for building community partnerships to increase awareness about the importance of immunizations including improving access to all immunization therapy. She has been recognized as both a Children’s Mercy Employee of the Month and Employee of the Year, as well as a Clinical Excellence in Nursing Award ñ Expanded Role winner.

Cindy has taken the organization's Infection Control Program from a single position to a department that monitors infection control issues on all Children's Mercy campuses. Her compassion for patients and their families is demonstrated through her commitment to minimize infectious disease risks by integrating evidence-based practice and research into health care practices across the organization.
2012 Nurse Legacy Award Winner – Carol Hafeman

Carol has served the children of Children’s Mercy for more than 40 years in a variety of capacities. Carol provides nursing care with compassion and extensive knowledge and never fails to enter Children’s Mercy with a smile on her face and empathy in her heart.

Carol is presently the Nurse Coordinator for the Spinal Defects Clinic. Carol was essential in developing this interdisciplinary clinic in an effort to better serve this patient population. Many of these children are faced with numerous medical problems and are seen by an array of providers from across the organization. This would mean multiple appointments and multiple visits to the hospital – a challenge especially for those patients traveling from outside the metropolitan area. Through Carol’s leadership and coordination, the Spinal Defects Clinic brings the providers to the patients in one clinic. Neurosurgeons, orthopaedic surgeons, urologists, rehabilitation physicians, dieticians, social workers, physical therapists and assistive device experts come together every other week to serve these special needs patients.

Carol consistently goes the extra mile to accommodate her patients and their families. She often begins her relationship with the family prior to the child’s birth and works with them throughout their childhood – from infancy to graduation – to make sure they receive the best care possible to meet their individual needs. She serves as an educator and care provider during any inpatient stays and acts as a resource when they are at home.

In addition to her role with the spinal defects populations, Carol has been a wound and ostomy nurse for the last 30 years – the only wound and ostomy nurse for 20 of those years. In addition to her role in caring for wound and ostomy patients, Carol also utilizes her expertise to educate others across the organization in wound and ostomy management in both the inpatient and outpatient settings.

Carol has been a member of the Nursing Ethics Forum for more than ten years, serving in a leadership capacity for many of those years. She consistently integrates ethical principles in the care she provides each and every day. She challenges others to consider what is in the best interest of the patient and their family and the importance their culture and beliefs play in the decisions they make related to medical care.

Carol is also an active member of the Missouri Nurses Association in which she has held various positions of leadership. Carol was recognized for her hard work and dedication, not only to the Missouri Nurses Association, but to the profession of nursing by being placed in the Missouri Nurses Association’s Hall of Fame.

Carol also serves as Camp Director each July for the Spina Bifida camp, IMITIOG. In her role as director, her commitment goes beyond just the care of the physical needs of the 60 to 70 campers. She serves as a role model, mentor and coach in helping her patients reach their full potential as they grow into young adults.

Congratulations Cindy and Carol on this most deserved honor!
Shared decision making is utilized in nursing to empower nurses to have control over their practice. Evidence shows that nurses who participate more fully in decision making have increased job satisfaction, which in turn, leads to reductions in nursing turnover (Hess, 2004). In addition, involvement in this type of decision-making fosters healthy work environments and improved patient outcomes.

Shared decision making has been a cornerstone of nursing practice at Children’s Mercy for more than 25 years. Although integrated at all levels of the organization, variations in expectations and application existed. Direct care nurses and nurse leaders took on the challenge to redesign the current shared decision-making model in order to establish a fundamental shared decision making philosophy for the Department of Nursing and enhance the functionality of shared decision making at the department level. As a part of this restructure, the design team was charged with establishing guidelines for the unit-based councils, as well as providing ongoing support of council chairs and members.

The design team recognized the importance of evaluating direct care nurse and nurse manager perceptions of the effectiveness of the shared decision-making structure and redesign prior to implementing changes. In January 2011, an IRB application was submitted for a study designed to determine nurses’ perceptions of who makes decisions and who should make decisions about a variety of tasks associated with nursing practice. In particular, the goal of the study was to determine the baseline perceptions as part of an overall strategy to implement the shared decision making model. Specific aims were to describe and compare the decisional involvement perceptions of direct care nurses and nurse leaders.

The study utilized the Decision Involvement Scale (DIS) to collect information regarding nurses’ perceptions of shared decision making (Havens & Vasey, 2003). This scale measures both the actual and preferred levels of decisional involvement by identifying the individual’s perception of primary decision making responsibilities in six subscales: Unit Staffing; Quality of Professional Practice; Professional Recruitment; Unit Governance and Leadership; Quality of Support Staff Practice; and Collaboration/Liaison Activities. The DIS survey was conducted in April/May 2011. Nurses at all levels of the organization were invited to participate.
Demographic information was also collected in order to determine if there were distinctions by demographic category.

The results of the survey showed that, although preferred levels of decisional involvement for direct care nurses and nurse leaders were essentially the same, the perception of actual levels of decisional involvement were significantly different. In addition, these differences were identified for the following subscales: Professional Recruitment; Unit Governance and Leadership; and Quality of Support Staff Practice.

The shared decision making redesign was implemented in June 2011, following completion of the survey. Over the next two months, members of the design team launched an education campaign about the redesign, with specific components targeted for direct care staff and for nurse leaders. The new model utilizes Tim Porter-O’Grady’s concepts of Partnership, Equity, Accountability and Ownership as the fundamental values for shared decision making in the Department of Nursing at Children’s Mercy (O’Grady, 2001). The design team created Nursing Unit Council Guidelines to provide direction and guidance for all of the nursing unit councils at Children’s Mercy. The purpose was to provide structure for the councils including council membership, the manager’s role and ground rules. The guidelines set the method for processes and emphasize the importance of the role of consensus in the decisions to be made.

At the conclusion of this campaign, design team members were assigned to attend unit council meetings to help mentor unit council chairs and committees in their role in determining solutions to practice issues and setting practice standards. To further provide ongoing support for department council chairs and members, the Shared Decision Making Forum was introduced. This quarterly meeting is designed for members of unit-based councils to share ideas, evaluate processes and discuss common issues throughout the organization. All council chairs are invited to attend.

Implementation of this shared decision making structure will be complemented by the knowledge that both direct care nurses and nurse managers want similar involvement in decisions by management and staff nurses. The redesign team did an initial re-survey of the DIS one year following implementation with little changes noted from the pre-implementation survey results. Recognizing that it takes time to change culture, the redesign team plans to administer the DIS in two to three years to evaluate the impact the redesign has had on perceptions of nursing involvement in the shared decision making process. It is anticipated that by integrating additional structure and support to the organization’s shared decision making model, the perceptions of actual decisional involvement for direct care nurses and nurse leaders will more closely mirror the preferred involvement identified in all subscales.

Members of the Shared Decision Making Design Team:

Karen Murray, RN, CCRN
Direct Care Nurse, Pediatric Intensive Care Unit; co-chair of the SDM Design Team and research study Principle Investigator

Marissa Beidelschies, BSN, RN
Direct Care Nurse, Emergency Department

Devin Bowers, MSN, RN, NE-BC
Nursing Department Director, Pediatric Intensive Care Unit; co-chair of the SDM Design Team

Bobbie Schomburg, BSN, RN, CPN
Direct Care Nurse, Sedation

Molly Terhune, BSN, RN
Direct Care Nurse, Intensive Care Nursery

Sabina Yasso, BSN, RN, CNOR
Direct Care Nurse, Operating Room

Caryl Goodyear-Bruch, PhD, RN
Senior Nurse Researcher, Patient Care Services Research

Susan Teasley, MBA, MSN, RN, CCRC
Manager, Patient Care Services Research

2011 Clinical Excellence Awards

Bernell Hevner O’Donnell, RN, Excellence in Psychosocial Nursing Award
Karie B. Robinson, MSN, RN, CPNP, Nurse Practitioner, Pulmonology Section

Clinical Excellence in Nursing Award – Operating Room/Same Day Surgery/Post-Anesthesia Care Unit/Pre-Admission Testing/Pain Management
Theresa M. Murray, BSN, RN, Staff Nurse, Peri-Operative/Post Anesthesia Care Unit, Same Day Surgery, Children's Mercy South

Excellence in Leadership Award in Nursing
Becky A. Paulsen, MS, RN, CPN, Director of Medical/Surgical Services

Clinical Excellence in Nursing Award – Medical/Surgical
Lisa K. Baker, BSN, RN, CPN, Staff Nurse, 4 Sutherland Tower
Gayla M. Huffman, BSN, RN, CPN, Staff Nurse, 5 Sutherland Tower

Clinical Excellence in Nursing Award – Operating Room/Same Day Surgery/Post-Anesthesia Care Unit/Pre-Admission Testing/Pain Management
Theresa M. Murray, BSN, RN, Staff Nurse, Peri-Operative/Post Anesthesia Care Unit, Same Day Surgery, Children’s Mercy South
Clinical Excellence in Nursing Award – Critical Care
Jacquelin B. Ashbaugh, BSN, RN, CCRN, Critical Care Staff Nurse, Intensive Care Nursery
Aaron J. Rench, RN, Critical Care Staff Nurse, Emergency Department

Clinical Excellence in Nursing Award – Expanded Role
Kristi L. Gordon, MSN, RN, CPNP, CPON, Nurse Practitioner, Hematology/Oncology Division

Clinical Excellence in Nursing Award – Charge Nurse
Lindsey M. Koebel, BSN, RN, CPN, Charge Nurse, 2 Henson Tower

Clinical Excellence in Nursing Awards – Ambulatory
Patricia A. Dalton, RN, Ambulatory Charge Nurse, Developmental and Behavioral Sciences, Children’s Mercy South
Clinical Excellence in Nursing Award – Nurse as Teacher
Jacqueline K. Brown, BSN, RN, CPN, Critical Care Staff Nurse, Emergency Department

Research Excellence Award – Nursing
Barbara M. Haney, MSN, RNC-NIC, CPNP-AC, Nurse Practitioner and ECMO Coordinator, Intensive Care Nursery and Pediatric Intensive Care Unit

Rookie of the Year Award
Marina A. Kulish, BSN, RN, Staff Nurse, 5 Sutherland Tower
2012 Clinical Excellence Awards

Bernell Hevner O’Donnell, RN, Excellence in Psychosocial Nursing Award
Stephanie L. Patterson, BSN, RN, Critical Care Staff Nurse, Pediatric Intensive Care Unit

Clinical Excellence in Nursing Award – Operating Room/Same Day Surgery/Post-Anesthesia Care Unit/Pre-Admission Testing/Pain Management
Marilyn N. Hedges, MSN, RN, Patient Care Clinical Coordinator, Children’s Mercy South Post-Anesthesia Care Unit/Same Day Surgery

Excellence in Leadership Award in Nursing
Susan M. Stamm, MSN, RN, CPNP, CPON, Director of Hematology/Oncology Nursing Services, Hematology/Oncology and Bone Marrow Transplant Division

Clinical Excellence in Nursing Award – Medical/Surgical
Megan M. Longstreet, BSN, RN, CPN, Staff Nurse, 2 Henson
Danica K. Stull, BSN, RN, CPHON, Staff Nurse, 4 Henson

Clinical Excellence in Nursing Award – Operating Room/Same Day Surgery/Post-Anesthesia Care Unit/Pre-Admission Testing/Pain Management
Marilyn N. Hedges, MSN, RN, Patient Care Clinical Coordinator, Children’s Mercy South Post-Anesthesia Care Unit/Same Day Surgery
Clinical Excellence in Nursing Award – Critical Care
Karen E. Murray, RN, CCRN, Critical Care Staff Nurse, Pediatric Intensive Care Unit
Betty Owen, RN, CPEN, Staff Nurse, Children’s Mercy South Emergency Department

Clinical Excellence in Nursing Award – Expanded Role
Dawn A. Tucker, MSN, RN, CPNP-PC/AC, Assistant Nursing Director, Heart Center

Clinical Excellence in Nursing Award – Charge Nurse
Jannethe L. Morgan, RNC-NIC, Critical Care Charge Nurse, Intensive Care Nursery

Clinical Excellence in Nursing Award – Ambulatory
Shari A. Knoth, RN, Ambulatory Staff Nurse, Children’s Mercy South Specialty Center
Clinical Excellence in Nursing Award – Nurse as Teacher
Sally A. Fagan, BSN, RN, CCRN, Critical Care Education Coordinator, Pediatric Intensive Care Unit

Research Excellence Award – Nursing
Susan L. Teasley, MSN, RN, CCRN, Research Manager, Patient Care Services

Rookie of the Year Award
Gregory M. Locker, BSN, RN, Staff Nurse, Pediatric Intensive Care Unit
Heart of Healthcare Award

The University of Kansas School of Nursing established the Heart of Healthcare Award in 1989 to recognize the region’s outstanding nurses for their commitment to their patients, families and community. Nominations are accepted from colleagues, employers, patients, families and friends. A selection committee of previous award recipients and health care leaders review nominations and recognize ten award recipients. More than 5,500 nurses have been nominated for the Heart of Healthcare Award since its inception. In 2012, Children’s Mercy was honored to have two Heart of Healthcare Award recipients — Carol Hafeman, MA, BSN, RN, ET, Nurse Coordinator and Ron Fay, BSN, RN, CPEN, CRNI, Direct Care Nurse in the Emergency Department.

Carol Hafeman, MA, BSN, RN, ET – Nurse Coordinator, Spinal Defects and Wound, Ostomy, Continence Departments

Carol began her nursing career in community health, working at the Visiting Nurse Association (VNA) with the goal of seeing pediatric patients. Although at that time there were not many pediatric patients receiving home health services, Carol did establish a relationship with Children’s Mercy through the Richard Cabot Clinic, a clinic located on the west side of Kansas City, Mo., that serves a primarily Hispanic population. When a position opened at the Richard Cabot Clinic, Carol applied for the job and transitioned into the ambulatory setting. This confirmed Carol’s desire to work in pediatrics.

While working at the Richard Cabot Clinic, Carol spent time working with newly diagnosed cystic fibrosis patients. When a position opened at the hospital for a nurse coordinator to care for cystic fibrosis and spina bifida patients, Carol jumped at the chance for a new challenge. In this role Carol was able to work with patients and families with complex medical needs, providing them with resources and support to overcome both the physical and emotional challenges associated with their diagnoses. In Carol’s work with the spina bifida patients, she identified unique challenges within this population that drove her desire to seek additional education in the area of ostomies, wound care and continence nursing.

Carol’s support for her patients extends beyond her role at the hospital. Carol serves as the health coordinator for Camp Mitiog, a camp designed specifically for patients with spina bifida. She also provides support for a local spina bifida parent group and has worked with iBeyond Bounds, a group committed to developing a camp for children with medical needs.

Currently, Carol is the Nurse Coordinator for the Spinal Defects and the Wound, Ostomy, Continence Departments at Children’s Mercy. Carol has been an active member of the Wound Ostomy Continence Nurse Society since 1982. Carol has also been an active member of the American Nurses Association and Missouri Nurses Association since graduation from college, holding multiple positions at both the district and the state level.
Ron Fay, BSN, RN, CPEN, CRNI – Direct Care Nurse, Emergency Department

Ron began his nursing journey working in geriatrics as an LPN at McCrite Plaza and then United Methodist Home in Topeka, Kan.. In 1987, he transitioned to the hospital setting at St. Francis Health Center where he completed his Associate Degree in Nursing and began working as an Registered Nurse, first on the Medical Floor and then in the Emergency Department. Ron joined Childrenís Mercy in 1996, where he has worked in the Emergency Department in both full-time and part-time capacities for the last 16 years.

Ronís passion for education is evident at the bedside where he is always willing to take new nurses, nursing students, paramedics, EMTs and other health care providers under his wing. While Ronís skills in teaching the technical side of nursing are exceptional, it is his ability to help others understand the importance of establishing a relationship with the patient and treating them with dignity, respect and compassion that is unmatched, especially in the busy Emergency Department setting.

Over the past several years, Ron has served as a tutor for nursing students who have not passed boards on previous attempts. Ron works with each student one-on-one to develop a customized study plan to help them gain both the knowledge and confidence they need to be successful. Ron meets with the student about one hour each week, guiding them on how to answer test questions, as well as providing them encouragement and emotional support through the process and does so at no cost to the student.

Ron works full time in IV Therapy at Lawrence Memorial Hospital in Lawrence, Kan. and PRN at Childrenís Mercy in the Emergency Department. Ron is a Certified Pediatric Emergency Nurse and Certified Registered Nurse Infusionist and also serves as a Pediatric Advanced Life Support instructor.

Congratulations to Carol and Ron on this well deserved recognition!
The March of Dimes® Future of Nursing Awards

The March of Dimes® Future of Nursing Awards recognizes nurses in 13 specialty areas for their commitment to advancing the profession of nursing. More than 200 nurses from across the Kansas City metro area were nominated for the 2011 awards. Award finalists were chosen through a blinded review process by nursing professionals from hospitals, health systems and nursing schools across Kansas City. Thirty-seven were recognized as finalists at the 2011 Future of Nursing Awards gala, including 14 nurses from Children’s Mercy. Of those 14 nurses, six were honored as winners in their respective categories:

Cathy C. Cartwright, MSN, RN, PCNSóPediatrics
Thuy Tien Dang, MSN, RN, FNP-BCóPublic Health and Ambulatory Care
Melissa Harber, MSN, RN, CNOR, CRNFA, CPNóSurgical Services
Gayla Huffman, BSN, RNóRising Star Award
Janis Smith, DNP, RNóNursing Informatics
Jennifer Wulfert, MSN, RN, CPNPóOncology

Other Children’s Mercy nurses recognized as finalists were:
Lacey Bergerhofer, BSN, RN, CCRNóNursing Informatics
Pam Dennis, MHA, BSN, RN, CNOR, CRNFAóSurgical Services
Lisa Eli, RN, CCRN, C-NPóEmergency
Linda Hussy, CPNP, CCRC, CCRAóPediatrics
Erin Keith-Chancy, RNóNeonatology
Ingrid Larson, MSN, RN, CPNPóPediatrics
Heather Scruton, BSN, RNóWomen’s Health
Debra Taylor, RNóEmergency

Congratulations to both the winners and the finalists for this prestigious recognition!
Kelly Manking Receives Children’s Mercy Kaleidoscope Diversity Award

In 2011, The Equity and Diversity Council introduced The Children’s Mercy Kaleidoscope Diversity Award. This award is designed to honor Children’s Mercy employees or departments who consistently support and embrace diversity through acceptance and understanding of our multicultural and multilingual families and coworkers. Nominations for the award must demonstrate the organization’s commitment to embrace and value diversity by one of the following:

- Passionately recognizes and celebrates cultural differences.
- Creatively challenges conventional thinking regarding diversity and inclusion.
- Actively encourages and supports learning and exploration of diversity in a safe environment.
- Frequently volunteers or participates actively in the diverse communities we serve.
- Consistently contributes to or attends Children’s Mercy diversity related programs, events and initiatives.
- Recognizes and immediately addresses any inappropriate behavior unsupportive of workplace diversity.

Kelly Manking, MPA, RN, NE-BC, Service Line Director for the Primary Care Clinics, PHIT Kids and Operation Breakthrough, was recognized as the first Kaleidoscope Diversity Award recipient. Kelly was presented this award during the 2011 Diversity Day Celebration.

Kelly, an Iowa Native, graduated from the University of Iowa with a Bachelor of Science in Nursing and worked as a staff nurse at the University of Iowa Hospitals and Clinics. After moving to Kansas City in 1982, she spent the next eight years at Truman Medical Center with four of those years in the inpatient gynecology unit, two years in the OB/GYN Specialty Clinics and the last two years as the Clinical Services Administrator for all OB/GYN Clinics. From 1990 to 1998, Kelly worked at Kaiser Permanente for five years as manager of a Multi Specialty Clinic and three years as manager of the Contact Center. In the fall of 1998, Kelly returned to Kansas City and joined Children’s Mercy as Nurse Manager of the Pediatric Care Center (PCC) and Paseo Primary Care Clinics.

Kelly’s interest in different cultures began in college with one of her favorite classes being Anthropology. At PCC, Kelly has continuously sought out bilingual staff to assist in providing care to our patients. Approximately 25 percent of the 45,000 annual patient visits in PCC are Spanish-speaking families.

Kelly says, “I have spent many of my work years at Truman Medical Center and Children’s Mercy—pretty diverse populations and often the patients who other institutions are not willing to care for. When I came to PCC we had one staff member who was bilingual. Now, with Kelly’s passion and commitment, over half of the care assistants in PCC are bilingual.

Kelly’s commitment to equity and diversity reaches beyond the support of the multicultural community. Kelly was one of the first managers to work with Project Rise, a program designed to help current or former Children’s Mercy patients with disabilities transition to adult care through employment opportunities within the organization. Kelly identified a position within her department for an employee, a position that moved with the clinic when PCC relocated to
Childrenís Mercy Broadway. Kelly ensured this employee was actively included in the transition plan and that his position maintained its value with the move. Although Kelly was instrumental in working with Project Rise, she is quick to give credit to the PCC team ëThis wasnít a ëmeí thing but a whole PCC embracement of ëourí Jonathan.î

Kellyís colleagues say, ëShe creatively challenges conventional thinking regarding diversity and inclusion and demonstrates tremendous energy, communication skill, grace and a sense of humor in that role. She is attuned to the needs of the diverse community we serve and continually challenges those around her to discover new and better ways of delivering the care our patients need. Her vision of quality care stresses compassion for every family who walks through our doors and an appreciation for their unique life experience. Kelly actively encourages and supports learning and exploration of diversity in a safe environment. She supports and encourages all her staff who wish to continue their education by being flexible with schedules so they can be successful at school, as well as maintain their position at Childrenís Mercy. She understands that the hospital and our patients ultimately benefit from this education and diversity.î

Congratulations Kelly on this well deserved recognition!
Carol Belt Advocacy Award

The Carol Belt Advocacy Award was created in 2000 by Advocacy for Children and Teens (ACT), the hospital’s multidisciplinary advocacy council in memory of Carol Belt. Carol was a nurse at Children’s Mercy for 35 years and was devoted to advocating for all children. Following her retirement, she remained a fixture at Children’s Mercy for 10 years as a volunteer and archivist.

The award is designed to recognize individuals who have committed, beyond their roles at Children’s Mercy, to advocating for the health and well-being of children in the community. Nominees must be Children’s Mercy employees, medical staff, residents or volunteers. Award recipients are selected by ACT and are announced at the Employee Services Awards Dinner.

The 2011 Carol Belt Advocacy Award recipient is Angie Knackstedt, BSN, RN, Education Specialist. Angie was a founding member of the ACT and has been involved with the Mother and Child Coalition for more than 15 years. Angie has worked at Children’s Mercy as an Education Coordinator/Education Specialist since 1984. She provides continuing education support to the nurses in the Ambulatory, Pediatric Intensive Care Unit, and Children’s Mercy Urgent Care areas, as well as the Advanced Practice Registered Nurses. She provides leadership and support to many other projects and initiatives at Children’s Mercy including patient/family education, health literacy, nursing ethics, school nursing and conference planning and management. Many of these programs reach beyond the hospital walls and provide ongoing education to community organizations and other health professionals.

Angie’s interest in the health and safety of children also reaches beyond Children’s Mercy. Angie has been involved with the Mother and Child Coalition for more than 15 years, an organization committed to the health of mother and children in the Kansas City area. She is a past chairperson and is currently serving on the Board of Directors and as secretary for the organization. Angie participates in many of the Coalition’s programs, including Mid America Immunization Coalition and Metro KC Safe Kids Coalition, which provide education to children, families and health professionals while striving to promote immunizations and injury prevention. Angie was also recently named to the Kansas Action for Children Board of Directors where she advocates for the health, safety and education of the children of Kansas.

Angie volunteers in the community in numerous ways throughout the year. First as a pediatric oncology nurse and educator and as a breast cancer survivor, Angie has volunteered with the American Cancer Society and Susan G. Komen Foundation. As a former member of the Johnson County American Cancer Society, she assisted in providing Pink Ribbon Luncheons for breast cancer survivors and health professionals that provided education and networking to assist survivors in gaining knowledge of their disease, self-care and recovery. She and her family have participated in 15 Race for the Cure events, beginning the weekend of her last chemotherapy treatment in 1997. In addition, she is available to her fellow colleagues and others when they need support and information from a fellow survivor.

Through her children, Angie has spent many years volunteering for their schools and the community as a scout parent leader, room parent and providing educational programs and CPR classes to teachers, students and other parents. She has volunteered at other community organizations such as Johnson County Christmas Bureau, Harvesters and St. Benedicts Children’s Center, including assisting with donation drives and working with children and families.

Since 2010, Angie and her family have hosted youth from Belfast, Northern Ireland each summer with The Children for Peace in Ireland program. This program allows teens from Belfast to come to Kansas City to participate in activities with teens from Kansas City. They learn
from each other and the community to promote peace through conflict management and fun. Many of the Protestant and Catholic Belfast teens have never interacted with each other prior to becoming involved with The Children for Peace program. In addition to hosting teens, Angie and her family participate in fundraising and planning throughout the year.

Service to others has always been an important part of her life—a passion learned from her parents. It is now a special family activity, especially when it comes to service for Children’s Mercy. Her husband, Scott and children, Joe and Beka, have volunteered with her at many Children’s Mercy activities, including health fairs, races, donations, helping set up educational activities, etc. Her daughter, Beka, has volunteered over the past six years at Children’s Mercy as a student volunteer.

Two other special service projects for Angie are her work with the Inter-Faith Hospitality Network (IHN) in Johnson County and the Cookie Ministry (part of the Silver Ministry) at Church of the Resurrection in Overland Park. These two programs allow her to provide service through her enjoyment of baking and cooking. IHN assists homeless families in Johnson County with housing and services to learn to “get back on their feet” such as financial counseling and job services. As a part of the Cure of Ars Catholic Church and Leawood Baptist Team, Angie helps provide meals for the families in the program. The Silver Ministry is a special program that provides church services at local nursing homes and facilities for seniors in Johnson County. Once a month, residents are brought to Church of the Resurrection for a special service. After the service, fellowship time is provided as the seniors wait for the buses to return home. The Cookie Ministry provides cookies for the seniors. Angie participates in this special worship by baking cookies using recipes from past decades, as well as some current favorites, which she hopes will bring a little joy along with memories for the seniors who eat them.

Congratulations Angie on this much deserved honor!
DAISY Award for Extraordinary Nurses

The DAISY (Diseases Attacking the Immune System) Foundation was formed by Mark and Bonnie Barnes in memory of their son J. Patrick Barnes who died at age 33 of complications from Idiopathic Thrombocytopenic Purpura (ITP). Those who met Pat were touched by his positive spirit, his sense of humor and his desire to help others in any way he could. Pat was known for reaching out to comfort, to mentor and to share his phenomenally positive outlook on life despite his ongoing battle with Hodgkin’s disease. The DAISY Foundation was established to keep this very spirit alive and flourishing.

The DAISY Award for Extraordinary Nurses was created to express the family’s profound gratitude for the care Pat received during his illness by recognizing the super-human work nurses do every day. The DAISY Foundation is recognizing nurses in over 1,000 health care organizations with the DAISY Award for the care they provide to patients and their families.

The DAISY Award was introduced to Children’s Mercy in September 2009. The Award is presented every other month to an extraordinary nurse whose practice makes an enormous difference in the lives of patients and families and who exemplifies the kind of nurse others recognize as an outstanding role model. The DAISY nurse provides kind, nurturing and empathetic care; utilizes nursing training and specialized skills in a competent and confident manner; and acts as an advocate for patients and their families. Individuals are nominated by their nurse administrators, peers, colleagues, physicians, patients and/or families.

Recipients of the DAISY Award receive a certificate proclaiming them an “Extraordinary Nurse,” a DAISY Award pin and a unique hand-carved stone sculpture, entitled “A Healer’s Touch,” created by sculptors from the Shona Tribe of Zimbabwe. Nurses nominated for the DAISY Award are also recognized with a certificate and a DAISY Nomination Pin. In addition, the award winner’s department receives a banner to hang in the unit and is treated to Cinnabon® cinnamon rolls as a reminder of how truly special each team member is and the difference they make in the lives of patients and families.
February 2011

DAISY Award Recipient
Charlotte Smardo, RN, CCRN
Pediatric Intensive Care Unit

DAISY Award Nominees
Jacque Ashbaugh, BSN, RN, CCRN, Intensive Care Nursery
Lynda Bainbridge, MHA, RN, Neurology Clinic
Stephanie Bryan, BSN, RN, 5 Sutherland Tower
Pat Dalton, RN, Developmental & Behavioral Sciences Children’s Mercy South
Allison Davis, BSN, RN, Sleep Clinic
Pamela Davis, BSN, RN, CPN, Ready, Set, Grow Clinic
Gail Dustman, RN, CNOR, RNFA, Operating Room
Melissa Erpelding, BSN, RN, CPN, Genetics Clinic
Kathe Jansen-Kraly, MSN, RN, CPNP, Scan Clinic
Elaine Johnson, RN, CPN, Neurology Clinic
Susan Klene, BSN, RN, CPON, Dermatology Clinic
Sue Leick, BSN, RN, CPN, Specialty Center Children’s Mercy South

Sarah Lindgren, RN, 4 Henson
Linda Mills, RN, CPN, Emergency Department
Carol Owen, RN, Children’s Mercy Home Care
Cheri Streeter, BSN, RN, Nursing Supervision
Andrea Wignall, BSN, RN, CPN, Same Day Surgery/PACU Children’s Mercy South

April 2011

DAISY Award Recipient
Shannon Kellogg, BSN, RN, CPAN
Same Day Surgery/Post Anesthesia Care Unit

DAISY Award Nominees
Jill Ariagno, MSN, RN, CPNP, Orthopaedic Surgery
Jeanne Banger, RN, Surgery/Urology Clinic Children’s Mercy South
Lana Borden, BSN, RN, Children’s Mercy Home Care
Jill Carruth, BSN, RNC-OB, Fetal Health Center
Cheryl Cramer, LPN, ENT Clinic
Pamela Davis, BSN, RN, CPN, Ready, Set, Grow Clinic
Morgan Dunleavy, BSN, RN, 4 Henson

Dagan Eichholz, RN, Emergency Department
Holly Godshall, RN, Emergency Department
Deborah Goodwin, RN, Infusion Clinic
Brenda Hanks, LPN, Children’s Mercy South Inpatient
Shekinah Hensley, RN, CCRN, Pediatric Intensive Care Unit
Dorothy Langley, LPN, Pediatric Care Center
Jessica Littell, RN, Emergency Department
Maria Martinez, BSN, RN, Contact Center
Ugne McBride, RN, 2 Henson
Heather Miles, RN, CPN, Sedation Team
Rita Mulleedy, RN, CPN, Children’s Mercy South Inpatient
Pam Otterstedt, RN, Developmental & Behavioral Sciences Children’s Mercy South
Emily Reavey, RN, CPN, Emergency Department
Diane Selvey, BSN, RN, AE-C, Allergy/Immunology Clinic
Kristyn Spiller, BSN, RN, CPN, 5 Sutherland
Kathy Vandiver, MHA, MSN, RN, CPN, Rheumatology Clinic
Lisa Wagenknecht, RN, CNOR, Operating Room
Teresa Wilson, BSN, RN, 5 Henson/5 Hall
Melanie Yourdon, BSN, RN, CPAN, Same Day Surgery/PACU
June 2011

DAISY Award Recipient
Sue Campisano, RN, CPN
Childrenís Mercy South Specialty Center

DAISY Award Nominees
Kristen Burke, RN, Intensive Care Nursery
Paula Capel, BSN, RN, CPN, Pulmonology Clinic
Rachel Christie, BSN, RN, 5 Henson/5 Hall
Brecklyn Findley, BSN, RNC-NIC, Intensive Care Nursery
Carla Gorman-Frazier, BSN, RN, CCRN, Transport Team
Pat Guthrie, RN, CPEN, Emergency Department
April Jaquay-Sullivan, RN, CPN, Rheumatology Clinic
Carrie Lewis, BSN, RN, CPN, Emergency Department
Angie McMenemy, RN, Intensive Care Nursery
Pam Otterstedt, RN, Developmental & Behavioral Sciences Childrenís Mercy South

August 2011

Susan Parish, RN, Endocrine Clinic
Amy Perry, BSN, RN, Endocrine Clinic
Michele Richardson, RN, Emergency Department
Diane Stark, RN, Intensive Care Nursery
Tammy Wimer, BSN, RN, Intensive Care Nursery

DAISY Award Recipient
Wendy McClellan, BSN, RN
Long-term Follow-up Program, Hematology Oncology Division

DAISY Award Nominees
Leandra Awad, BSN, RN, 2 Henson
Sachia Logan, BSN, RN, CPN, Contact Center
Angela Calhoun, RN, Surgery Clinic
Corey Long, BSN, RN-BC, Intensive Care Nursery
Marianna Farino, RN, CPN, 2 Henson
Linda Mills, RN, CPN, Emergency Department
Carol Lynn Genilo, BSN, RNC-TNP, Contact Center
Stephanie MCDaniel, BSN, RN, Childrenís Mercy Home Care

October 2011

Pam Nickerson, RN, CPN, Contact Center
Kristy Hendrix, BSN, RN, Endocrine Clinic
Patti Simmons, BSN, RN, CPN, GI Liver Care Team

DAISY Award Recipient
Paula Capel, BSN, RN, CPN
Pulmonology Clinic

DAISY Award Nominees
Kara Woolfolk, BSN, RN, Childrenís Mercy South Inpatient
Margaret Martin-McLain, BSN, RN, CPN, Rheumatology Clinic
Tish Rehg, RN, CPN, Emergency Department
Pamela Davis, BSN, RN, Ready, Set, Grow Clinic
Sandy Price, MSN, RN, Developmental & Behavioral Sciences
Maria McMahon, BSN, RN, CPN, Specialty Center
Childrenís Mercy South
Suzie Vap, BSN, RN, 6 Henson
Bobbi Schomburg, BSN, RN, CPN, Sedation Team
Allison Hoffman, BSN, RN, CPN, 2 Henson
Lindsey Herrick, RN, 3 Henson
Leah White, BSN, RN, CPN, 3 Henson
Stephanie Meyer, MSN, RN, FNP, Same Day Surgery/PACU

**January 2012**

**DAISY Award Recipient**
Jill Carruth, BSN, RNC-OB
Elizabeth J. Ferrell Fetal Health Center

**DAISY Award Nominees**
Tracy Anderson, BSN, RN, CPN, Emergency Department
Ann Appleyard, BSN, RN, Specialty Clinic
Amy Belton, BSN, RN, Children’s Mercy South Inpatient

Jenny Elliott, MA, RN, CPN, 6 Henson
Kathy Fletcher, BSN, RN, Specialty Center
Children’s Mercy South
Abby Gatoff, BSN, RN, Intensive Care Nursery
Jennifer Gentry, BSN, RN, Children’s Mercy South Inpatient
Jodi Hagen, RN, Adolescent Medicine/Eating Disorder Clinic
Diana Harrel, BSN, RN, CPN, CV Lab
Charlotte Jacobsen, MSN, RN, Allergy/Immunology Clinic
Kristen Jarvis, BSN, RN, CPN, Children’s Mercy South Inpatient
Megan Lacy, BSN, RN, Intensive Care Nursery
Tennille Luthi, BSN, RN, 5 Sutherland Tower
Heather Miles, RN, CPN, Sedation Team
Tina Moore, BSN, RNC-NIC, CPN, Contact Center
Katherine Morrissey, BSN, RN, Intensive Care Nursery
Karen Treanor, NNP, Neonatology
Tiffany Mullen, BSN, RN, Pediatric Intensive Care Unit
Kim Nicholson, RN, CPN, Emergency Department
Paola Noll, BSN, RN, 4 Sutherland
Dixie Norris, BSN, RN, CPN, Emergency Department
Jana Nye, MSN, RN, CPN, Orthopaedic Clinic
Brittany Pendleton, RN, Intensive Care Nursery
Stacy Pennington, BSN, RN, CCRN, Pediatric Intensive Care Nursery
Sandy Price, MSN, RN, Developmental & Behavioral Sciences
Emily Reavey, RN, CPN, Emergency Department
Tish Rehg, RN, CPN, Emergency Department

Kristen Sayers, MSN, RNC, CPNP, Surgery Clinic
Jessie Schirmer, RN, CPN, CDE, Endocrine Clinic
Laine Scott-Nelson, BSN, RN, Endocrine Clinic
Marty Snyder, BSN, RN, CRNI, CPN, Children’s Mercy Home Care
Brenda Taylor, BSN, RN, Contact Center
Julie Taylor, RN, Surgery/Urology Clinic
Children’s Mercy South

**March 2012**

**DAISY Award Recipient**
Susan Martin, BSN, RN, CPN
Specialty Center Children’s Mercy South

**DAISY Award Nominees**
Ann Appleyard, BSN, RN, Specialty Center
Children’s Mercy South
Courtney Banister, MSN, RN, CPN, 3 Henson
Heather Barnett, MSN, RN, CPNP, ONC, Orthopaedic Surgery
May 2012

DAISY Award Recipient
Amy Diggs, BSN, RN, CPON
4 Henson

DAISY Award Nominees
Angie Baker, BSN, RN, CPN, Northland Urgent Care
Angie Black, MSN, RN, CPNP-PC, CPN, Emergency Services
Aaron Cantrell, BSN, RN, CPN, Sports Medicine/Optopaedics
Tera Duke, BSN, RN, Emergency Department
Liz Edmundson, PhD(c), RN, Sedation/Pain Management/Radiology
Stacie Fogelberg, BSN, RN, 4 Henson
Lindsay Jessee, RN, CCRN, Pediatric Intensive Care Unit
Christina Kincaid, BSN, RN, Emergency Department

July 2012

DAISY Award Recipient
Malisa Putnam, BSN, RN, CPN, CDE Endocrine

DAISY Award Nominees
Michelle Boswell, BSN, RN, Pediatric Intensive Care Unit
Mary Calcara, RN, CPN, 4 Sutherland
Brittany Craemer, RN, 4 Henson
Jill Dinkel, BSN, RN, Pediatric Intensive Care Unit
Irene Dowler, RN, Neurology Clinic
Tara Fitzpatrick, BSN, RN, CAPA, Same Day Surgery/PACU Children’s Mercy South
Margy Gehrig, MSN, RN, CPN, Pulmonology Clinic
Amy Hall, BSN, RN, 4 Henson
Nicole Ingolia-Hale, BSN, RN, Developmental & Behavioral Sciences
Chrystal Lipp, LPN, Surgery/Urology Clinic
Kristen Kerwin, BSN, RN, CPAN, Same Day Surgery/PACU
Susan Leick, BSN, RN, CPN, Specialty Center Children’s Mercy South
Debbie McCamy, BSN, RN, CPN, ENT Clinic
Kristi McGowin, MSN, RN, CPNP, ENT
Virginia Rector, LPN, Children’s Mercy West
Theresa Reed, BSN, RN, CPN, Emergency Department
Jay Rivard, RN, Same Day Surgery/PACU
Allyson Shore, MSN, RN, CPN, Endocrine
Stephanie Tartaglia, RN, 4 Henson
Adrienne Weeks, BSN, RN, CPN, Hospital Shift Supervisor
Amanda Woldruff, BSN, RN, CPN, 5 Sutherland Tower

Katie Hirlie, RN, Endocrine Clinic
Jenna Johnston, BSN, RN, CPN, 6 Henson
Kelly Jones, RN, CPN, 2 Henson
Beth Kent, BSN, RN, Sedation Team
Sue Leick, BSN, RN, CPN, Specialty Center Children’s Mercy South
Linda Mills, MSN, RN, CPN, Emergency Department
Jolene Palmer, BSN, RN, CPN, Emergency Department
Sandy Price, MSN, RN, Developmental and Behavioral Sciences
Lori Robertson, RN, Emergency Department
Bernie Rourke, RN, Children’s Mercy Home Care
Nancy Shreve, MS, RN, FNP, NP-C, Hematology/Oncology
Amy Scott, BSN, RN, CPN, Emergency Department
Christine Smith, BSN, RN, CCRC, Nephrology Clinical Research
Danica Stull, BSN, RN, CPHON, 4 Henson
Brenda Taylor, RN, Contact Center
Lelani Taylor, BSN, RN, CPN, Children’s Mercy South Inpatient Unit
Amanda Williams, BSN, RN, CPN, Emergency Department
Andrew Wilson, BSN, RN, CPON, Hematology/Oncology
Susan Widener, MSN, RN, CPN, Urgent Care College Boulevard Children’s Mercy South

**October 2012**

**DAISY Award Recipient**
Mary Ann Johnson, BSN, RN, CPN
Urgent Care College Boulevard Children’s Mercy South

**DAISY Award Nominees**
Ann Appleyard, BSN, RN, Children’s Mercy South Specialty Center
Jessica Bertram, BSN, RN, Children’s Mercy South Inpatient Unit
Mary Calcara, RN, CPN, 4 Sutherland
Jean Crumrine-Brauer, RN, CPN, 5 Sutherland Tower
Mary Dietrich, BSN, RN, CPN, Dermatology Clinic
Rebekah Ebert, BSN, RN, CPN, Dermatology Clinic
Lisa Green, RN, Pediatric Care Center
Denise Grogan, BSN, RN, CPN, Sedation Team
Megan Gustafson, BSN, RN, Neurology Clinic
Pat Guthrie, RN, CPN, CPEN, Emergency Department
December 2012

DAISY Award Recipient
Mary Hunter, BSN, RN, CCRN
Pediatric Intensive Care Unit/Quality Improvement Department

DAISY Award Nominees
Cherie Burroughs-Scanlon, BSN, RN, CPN, ENT Clinic
Mary Chaston, MSN, RN, Social Work
Ranee Clapp, RN, Contact Center
Janna Crowley, BSN, RN, CPN, Orthopaedic Clinic
Jean Crumrine-Brauer, RN, CPN, 5 Sutherland Tower
Judy Farrar, RN, Children’s Mercy West
Julie Harris, RN, CCRN, Pediatric Intensive Care Unit
Deanna Huffman, BSN, RN, Contact Center
Kristen Jarvis, RN, Children’s Mercy South Inpatient
Julie Jost, BSN, RN, CPN, Emergency Department
Jayme Kagarice, BSN, RN, Neurology Clinic
Marilyn Kim, MSN, RN, CPN, Children’s Mercy Urgent Care East
Megan Lacy, BSN, RN, Intensive Care Nursery
Kelsey Logan, RN, Endocrine Clinic
Stephanie McDanel, BSN, RN, Children’s Mercy Home Care
Jamee McNally, RN, CPN, CPNP, Physical Medicine and Rehabilitation
Kristen Mroczka, BSN, RN, CCRN, Pediatric Intensive Care Unit
Pam Otterstedt, RN, Specialty Center Children’s Mercy South
Sandy Price, MSN, RN, Developmental and Behavioral Sciences
Rukhsana Rahmetulla, RN, CPNP, Hematology/Oncology
Andrea Sherman, RN, Intensive Care Nursery
Jeanne Thomas, RN, Operating Room
Amanda Tilton, BSN, RN, Dermatology Clinic
Shirley Webb, BSN, RN, Hospital Shift Supervisor
Barcode Medication Administration Implemented to Improve Patient Safety

When assessing potential risks for patient harm, the medication process sits at the top of the list of serious errors that can happen to patients in the hospital. Medication administration is the final step in the process or the last chance to catch an error so nurses are accustomed to using the “5 rights” to assure the right patient receives the right medication in the correct dose at the right time and via the right route. Recognizing the importance of closing the loop on medication safety, Children’s Mercy has developed and supported a strong medication process through computerized order entry (CPOE), pharmacy automation and utilizing an electronic medication administration record (eMAR). The final segment of this safety loop was the implementation of Bar Code Medication Administration (BCMA). BCMA adds an additional layer of safety during medication administration and further reduces the risks of medication administration errors.

Planning for BCMA was several years in the making, but came to reality in 2011. An interdisciplinary team of direct care providers, organizational leaders, clinical informatics nurses, information systems analysts, pharmacy and end users collaborated to solve problems and refine work processes prior to implementation. The team began by visiting other organizations using BCMA to evaluate processes and available technology. This background and insight allowed
the team to identify potential barriers, as well as develop processes to ensure a successful implementation. These experiences also allowed the team to identify what equipment would best suit the needs for the patients and staff. Once these processes and equipment were defined and a timeline established, the team met with each department’s leadership team and shadowed direct care nurses to learn workflow and determine specific department needs and potential barriers.

In order to provide the needed attention and address unique processes and concerns, BCMA was implemented one department at a time. Nurses and respiratory therapists received general classroom training a week prior to implementation. This education provided an opportunity to address department specific BCMA challenges. Through the week of implementation, Information Systems, Pharmacy Information Systems and Clinical Informatics teams supported direct care nurses by being on the unit to provide on the spot resources and trouble shooting. Using this rolling implementation structure, all major departments were live with BCMA within a year. As specialty areas implement the electronic medication administration record, the Clinical Informatics and Information Systems team continue to implement BCMA across the organization.

BCMA implementation supports the organization’s overall goal of providing high-quality, effective, efficient patient care by decreasing medication administration risks through an additional layer of safety, therefore decreasing medication administration errors. Our established BCMA compliance goals have been met as demonstrated by BCMA scan rates of 90 percent or greater for both patient and medication. Preliminary data indicates a decrease in medication administration errors as reported through our incident reporting system. The BCMA process continues to be evaluated to ensure workarounds are not created and patient safety remains the focus of barcode assisted medication administration.
Decreasing Codes Outside the ICU

Code Blue events in pediatrics are most commonly the result of respiratory arrest or circulatory collapse. The events are rarely sudden and are often accompanied by a period of clinical deterioration/escalation. The ability to impact the course of illness during this pre-arrest phase has been the impetus for several important advancements in the delivery of health care to children. Over the past several years, Children’s Mercy has focused on eliminating Code Blue events outside of the intensive care units (ICU) by implementing several practice changes that have been identified as successfully impacting patient outcomes. Utilizing a comprehensive approach that engages leadership, promotes a culture of safety and adopts specific best practices, Children’s Mercy has sustained improvements directly related to these initiatives.

The goal of these initiatives is to prevent situations of failure to rescue, where a patient’s declining condition was or could have been recognized early enough to have interventions improve the condition or to seek timely transfer to the ICU for increased care needs. Code Blue events outside of ICU are benchmarked nationally through the Children’s Hospital Association, formerly known as the Children’s Hospital Corporation of America. This measure is defined as resuscitation events on the medical/surgical units that necessitate airway, cardiovascular and fluid resuscitation interventions and require escalation to a higher level of care in the ICU. The combination of culture and structure changes produced a steady decline in medical/surgical Code Blue events.

Prompted by the Institute for Healthcare Improvement (IHI) 100K Lives Campaign, the hospital’s Rapid Response Team (RRT) began responding to calls in 2006. Code Blue calls to the medical/surgical units decreased markedly over the next several months then leveled and sustained. The next effort directly aimed at reduction of Code Blue events on medical/surgical units came in 2010 with the introduction of the Pediatric Early Warning System (PEWS).
Innovation

The PEWS score is a validated measure of the patient’s stability that considers the patient’s behavior, as well as cardiovascular and respiratory statuses. Scores range from 0-11; the higher the score, the more unstable the patient. An algorithm based on the patient’s PEWS score is followed to consistently guide reassessment times and communication among all health care providers.

**Pediatric Early Warning Score (PEWS)**

<table>
<thead>
<tr>
<th>BEHAVIOR</th>
<th>3</th>
<th>2</th>
<th>1</th>
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<tbody>
<tr>
<td>Lethargic</td>
<td>▷</td>
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<td></td>
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<tr>
<td>Confused</td>
<td>▷</td>
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<td></td>
<td></td>
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<tr>
<td>Reduced pain response</td>
<td>▷</td>
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<tr>
<td>Irritable</td>
<td>▷</td>
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<tr>
<td>Inconsolable</td>
<td>▷</td>
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<tr>
<td>Sleeping</td>
<td>▷</td>
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<tr>
<td>Consolable when fussy</td>
<td>▷</td>
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<tr>
<td>Playing</td>
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<tr>
<td>Appropriate</td>
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<thead>
<tr>
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<td>Cyanotic</td>
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<tr>
<td>Mottled</td>
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<tr>
<td>Cap refill 5 seconds or longer</td>
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<tr>
<td>HR 30 bpm above norm for age</td>
<td>▷</td>
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<tr>
<td>HR less than 60 bpm</td>
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<tr>
<td>Cyanotic undertones</td>
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<tr>
<td>Cap refill 4 seconds</td>
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<tr>
<td>HR 20 bpm above norm for age</td>
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<tr>
<td>Pale</td>
<td>▷</td>
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<tr>
<td>Cap refill 3 seconds</td>
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<tr>
<td>Color normal for ethnicity</td>
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<tr>
<td>Cap refill 1-2 seconds</td>
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<tr>
<td>HR within norm for age</td>
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<thead>
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<td>RR below norm for age</td>
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<tr>
<td>Flaring</td>
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<td>Grunting</td>
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<td>Head bobbing</td>
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<td>O₂ delivery 8 L/min or higher</td>
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<td>RR 20 above norm for age</td>
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<tr>
<td>Retracting</td>
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<td>FIO₂ 40% or higher</td>
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<td>O₂ delivery 6 L/min or higher</td>
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<td>Trach, BIPAP, CPAP</td>
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<tr>
<td>RR 10 above norm for age</td>
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<tr>
<td>FIO₂ 30% or higher</td>
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<tr>
<td>O₂ delivery 3 L/min or higher</td>
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<tr>
<td>RR 10 above norm for age</td>
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**SCORE 2 EXTRA FOR:**
- Every 15 minute or continuous nebulizer treatments
- Persistent postoperative vomiting

**PEWS = 7 or greater**
- Re-assess with experienced nurse and request provider assess patient at bedside.
- Nurse must call the attending physician to discuss assessment findings
- Re-score in 30 minutes

**PEWS = 5 or greater**
- Re-assess with experienced nurse and request provider assess patient at bedside
- Re-score in 1 hour

**PEWS = Total score of 4, or 3 in one category**
- Re-assess with experienced nurse and request provider to determine next steps for care
- Re-score in 2 hours

**PEWS = 3**
- Re-assess with experienced nurse and consult provider to determine next steps for care
- Re-score in 4 hours

**PEWS = 0-2**
- Re-score with next routine vital signs

**PEWS = 7 or greater**
- Re-assess with experienced nurse and request provider assess patient at bedside.
- Nurse must call the attending physician to discuss assessment findings
- Re-score in 30 minutes

**PEWS = 5 or greater**
- Re-assess with experienced nurse and request provider assess patient at bedside
- Re-score in 1 hour

**PEWS = Total score of 4, or 3 in one category**
- Re-assess with experienced nurse and request provider to determine next steps for care
- Re-score in 2 hours

**PEWS = 3**
- Re-assess with experienced nurse and consult provider to determine next steps for care
- Re-score in 4 hours

**PEWS = 0-2**
- Re-score with next routine vital signs

Innovative training methods were used to foster implementation. Training for both nurses and physicians was done using an interactive CHEX model, built by Children’s Mercy Education Department staff, as well as multidisciplinary team training in a classroom setting for those in key nursing and physician leadership positions. Information Technology and Clinical Informatics staff

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Reviewed/Revised: 02/11, 6/12
supported PEWS by building the PEWS scoring tool, algorithm and ordering processes into the organization’s electronic medical record in a manner that provides both documentation and decision support. Med/Surg nurses were taught how to calculate a PEWS score for their patients at each point of taking the patient’s vital signs. Physicians were trained about the evidence-based research backing PEWS and how it would be implemented and used at Children’s Mercy. Throughout 2011, enhancements, re-training and reinforcement of PEWS utilization occurred to support, sustain and improve its usefulness.

A less dramatic reduction in Code Blue calls occurred after initial PEWS implementation, but a reduction none-the-less. A review of data shows that between RRT and PEWS, a series of changes produced a steady decline in the Code Blue rate: introduction of SBAR communication, development of ‘crucial conversation’ skills and changes in the structure of the medical residency program. The Code Blue rate per 1,000 patient days is tracked quarterly to measure success. In January 2006, the rate was 1.2/1,000 patient days. By March 2012, it had decreased to less than 0.2/1,000 patient days. These reductions have been sustained consistently over time.
PEWS is continually being evaluated for effectiveness and issues related to its implementation. During reviews of RRT and Code Blue activations in 2012, a pattern of communication breakdown was recognized among residents, attending physicians and nurses caring for patients with escalating care needs. In response to this trend, the PEWS Committee developed an additional step in the PEWS algorithm. The additional step prompts the nurse to directly contact the patient’s attending physician for any PEWS scores seven and higher. Nurses and residents were trained to place this call to the attending physician together, as a conference call, unless extenuating circumstances prevented them from doing so. The purpose of the additional algorithm step is to allow all parties directly caring for a deteriorating patient to hear each other’s concerns and the plan of care in the same single conversation in order to prevent communication breakdown. This change was implemented in October 2012. Results will be analyzed from data collected throughout 2013.

Although the evidence-based initiatives that were implemented were not unique, the synergy occurring through this culture change fostering a collaborative interdisciplinary environment is. Stakeholders work together to improve communication and evaluate practices. Innovative and interdisciplinary training methods were used to implement PEWS and continue to be used for ongoing PEWS work. By collaborating to address concerns regarding a patient’s condition, the health care team can provide earlier intervention, resulting in sustained improvements in patient outcomes.
CQPI Training Leads to High Quality Outcomes

In 2011, Children’s Mercy introduced the Continuous Quality and Practice Improvement (CQPI) Program. This program is designed to provide participants with essential tools to successfully initiate, facilitate and complete quality and practice improvement projects.

Interested participants submit an application identifying their quality improvement project and three member CQPI team. The application must describe the aim of the project, which of the organization’s strategic initiatives and the Institute for Medicine’s Dimensions of Quality Care are addressed and how the team anticipates measuring the success of the project. Each team must also identify a senior organizational leader as a project sponsor.

Each cohort participates in eight seven-hour lecture series over a four month timeframe. The core curriculum covers four quality and process improvement themes: Initiating, Investigating, Identifying and Improving. Courses are taught by Children’s Mercy experts in quality improvement ñ Lory Harte, PharmD, CPHQ, Continuous Quality Improvement Education Program Manager and Keith Mann, MD, MEd, Associate Executive Medical Director and Chief Medical Quality & Safety Officer.

In addition, tools are provided to the cohort to ensure successful project implementation. This includes access to a Quality and Process Improvement expert to serve as a mentor, as well as a tool box that contains resources to help teams meet each phase of the program.

In 2011, a pilot cohort was conducted with staff from the Pediatric Care Center, ìQUIT Pain in the PCC.î Participants included:

- Jennifer Schurman, PhD
- Jolynn Parker, BSN, RN, CPN
- Mark Connelly, PhD
- Kristi Williams, MD
- KaMara White, MHA
- Amanda Drews Deacy, PhD
- Rebecca Johnson, PhD
- Carol Garrison, MD
In the fall of 2012, 27 individuals graduated from the first CQPI cohort. Participants and their CQPI projects were as follows:

**Utilization of the Thyroid Algorithm for Lab Testing**
- Marilyn S. Hamilton, MD, PhD
- Naim Mitre, MD
- Joe Cernich, MD

**Respiratory Device Related Pressure Ulcer Prevention**
- Kristina L. Foster, MS, RN, APRN, BC, CWOCN
- Kathlyn S. Baharaean, BSN, RN, CCRN
- Amber N. Johnson, BSN, RN
- Emily L. Wilkinson, BHS, RRT
- Mike Boyd

**Improving Communication between the ED and Ultrasound to Improve the Quality of Services and Employee Satisfaction**
- Danielle LiEcuyer, BSHS, RT(R)
- Jami Pickert, RT(R), CT
- Rachelle David, BHS, RDM S, RVT

**Increase Delivery of EMR-Based Asthma Action Plans in the Pulmonary Clinic**
- Helen Murphy, RRT, AE-C
- Shawna Meyer, RRT, AE-C

**Decrease Preventable Readmission Rates**
- Brad Bishop, MD
- Katrina Aug
- Lenny Gaulke, RN, CPN
- Daniela Pirvu, RN, CPN
- Rita Mulleedy, RN, CPN
- Michele Rooney, BSN, RN, CPN, CCRC
- Lena Cox, MBA, MSN, RN, CPN
- Kathy Butrick, RN

**Standardization of Patient Handoffs**
- Sara Donnelly, LM SW, LCSW
- Danica Harris, LCSW
- Fred Kouri, LM SW, LCSW

**Improving Quality and Patient Throughput with Continuity of Care**
- Michael Bingler, MD
- Dawn Tucker, MSN, RN, CPNP, PC/AC
- Lori Erickson, MSN, RN, CPNP

**Reducing the Number of Patients Inappropriately Scheduled for Oral-Pharyngeal Motility Studies**
- Sally Shubat, MA, CCC-SLP
- Nanci Burchell, MBA, CNMT, FSNMTS
- Cindy A. Ortiz, MBA

**Determining Quality and Practice Improvement in Medical Toxicology**
- Jennifer Lowry, MD
- Adam Algren, MD
- Mike Christian, MD
- Connie Aubin
- Jack Curran

CQPI will be accepting applications for two cohorts to begin in March 2013 and August 2013.
Blitz Meetings Improve Direct Care Provider Engagement and Quality Patient Outcomes

Engaging direct care staff in quality improvement projects can be difficult, especially when coordinating multiple departments and shifts. Direct care providers are challenged to find additional time to attend meetings and participate in projects in the midst of a busy work schedule and home life. To overcome these challenges, the Pediatric Intensive Care Unit (PICU) utilized an innovative approach to engage interdisciplinary participants, enhance productivity and improve patient outcomes.

Beginning in December 2011, the PICU identified a need to address unplanned extubation rates. Recognizing the importance of engaging multiple disciplines in the development and implementation process and the need to expedite improvements in patient outcomes, the PICU utilized Kaizen blitz methodology — a common quality improvement structure found in the manufacturing industry. A Kaizen blitz is a focused, intense, short-term project to improve a process. The blitz format supports rapid project design and implementation by utilizing longer meeting times which deliver an immediate product.

This structure appealed to staff as they appreciated the short term commitment, productive meetings and rapid implementation with evidenced outcomes. Project team members were recruited from the PICU and Respiratory Care direct care providers. Participants were presented with an initial timeline that included a one-hour project planning meeting and one or two four-hour blitzes over a two to three month period. The team used a road map to guide the meeting time to ensure clear objectives and reduce the amount of offline work required of team members. Two four-hour blitzes were needed to complete the project. The first blitz occurred in January 2012 and focused on Endotracheal Tube taping guidelines. Team members evaluated evidence-based practices and identified the best taping methods to implement across the department. The second blitz was held in February 2012 and focused on designing the staff education and monitors for continual measurement of compliance and outcomes.

Education of the staff was conducted in March 2012, with actual implementation of practice changes in April 2012. Immediate improvements were seen in the number of Unplanned Extubations per 100 Ventilator Days:
Unplanned extubation rates significantly decreased after implementation and continue to remain low. The first and second quarters following implementation saw only two unplanned extubations and one unplanned extubation, respectively, a drastic reduction from 5 to 15 unplanned extubations that had been seen in recent quarters. Follow-up monitoring has shown excellent compliance to the new taping guidelines. Direct care providers from all affected disciplines have provided positive feedback on both the blitz structure and the resulting implementation process.

The blitz format can be highly effective for implementing rapid change. The planning and implementation that can normally take several months, or even years to accomplish is completed in a highly focused setting which is more productive and accommodates the needs of a variety of direct care staff. This innovative approach to quality improvement accommodated the needs of representatives from multiple departments and shifts in order to successfully complete an interdisciplinary project in less than four months.

Congratulations to the PICU and the Unplanned Extubation Team Members on this valuable improvement!

PICU Unplanned Extubation Team Members:

- Kathy Baharaeen, BSN, RN, CCRN, Charge Nurse/PICU QI Project Coordinator, Pediatric Intensive Care Unit
- Devin Bowers, MSN, RN, NE-BC, Department Director, Pediatric Intensive Care Unit
- Mike Boyd, Director, Quality Improvement
- Sally Fagan, BSN, RN, CCRN, Critical Care Unit Education Coordinator, Pediatric Intensive Care Unit
- Will Findlay, Instructional Technology Manager, Education
- Amanda Hanna, BSN, RN, Direct Care Nurse, Pediatric Intensive Care Unit
- Chris Hubble, MD, PICU Medical Director of Quality, Pediatric Intensive Care Unit
- Patrice Johnson, MBA, RRT-NPS, Director, Respiratory Care
- Ben Jongenelen, RRT-NPS, Respiratory Therapist, Respiratory Care
- Kara Manning, BSN, RN, Direct Care Nurse, Pediatric Intensive Care Unit
- Tiffany Mullen, BSN, RN, Direct Care Nurse, Pediatric Intensive Care Unit
- Julie Ray, RRT, Respiratory Therapist, Respiratory Care
- Jennifer Pannullo, RRT-NPS, Respiratory Therapist, Respiratory Care
- Teresa Tobin, MS, RRT-NPS, Respiratory Therapist, Respiratory Care
Books/Book Chapters
2011


2012


Publications
2011


2012


Hendrick-Ferguson VL, Cherven BO, Burns DS, Docherty SL, Phillips-Salimi CR, Roll L, Stegenga KA, Stickler MD, Haase JE. Recruitment Strategies and Rates of a Multi-Site Behavioral Intervention for Adolescents and Young Adults with Cancer. J Pediatric Health Care Jun 2 [Epub ahead of print].


Podium Presentations

2011

Bartlett JA, Gutierrez C. iEvidenced Based Practice Scholars Program Generates Expert Literature Analysis Cliniciansí, Academy for Continuing Education, Arizona State University College of Nursing & Health Innovation Practice; Phoenix, AZ, June 2011.

Blizzard P, Burns S. iADVANCE: The Impact of a Professional Development Program, 21st Annual Society of Pediatric (SPN) Nurses Convention, Las Vegas, NV, April 2011.


Cartwright C. iControversies in Pediatric Brain Death Determinationí, Contemporary Forums - Pediatric Critical Care Conference, Las Vegas, NV, October, 2011.

Cartwright C. iHydrocephalus in Pediatricsí, American Association of Neurological Surgeons (AANS) Mid-Level Practitioners Conference, Chicago, IL, September 2011.


Cox K. iDeveloping and Sustaining a Culture of Safetyí, 2011 Guangzhou Women and Childrenís Hospital Conference, Guangzhou, China, April, 2011.

Cox K. iMagnet: A Path to Excellence in Care Deliveryí, 2011 Zhuijiang Hospital, Southern Medical University Conference, Guangzhou, China, April, 2011.


Goodwin M. “Use of Alternate Caregivers in the NICU, the role of the Neonatal Nurse Practitioner”, Children’s Hospital Neonatal Consortium, Kansas City, MO, September 2011.


Goodyear-Bruch C. “How to Be the Very Afraid”, American Association of Critical Care Nurses (AACN) National Teaching Conference, Chicago, IL, May 2011.


Goodyear-Bruch C. “Embracing All with Compassion”, 22nd Children’s Hospice International Panel, Bangkok, Thailand, November 2011.


Lightner T, Blizzard P. “Improvement through Empowerment: How Modifications to a Vascular Access Team can result in improved patient and organizational outcomes”, Akron Children’s Hospital 18th Annual Nursing Conference, Akron, OH, October 2011.


Paulsen, R. “PEWS ñ Pediatric Early Warning System”, 2011 Guangzhou Women and Children’s Hospital Conference, Guangzhou, China, April, 2011.

Paulsen, R, Mann, K. “The Synergy to Reduce Codes: Structures Crumble without a Foundation”, National

Riesco M. iNursing Training and Professional Development in Critical Carei, 2011 Guangzhou Women and Children's Hospital Conference, Guangzhou, China, April, 2011.

Riesco M. iPain Assessment in Neonatal and Pediatric Critical Carei, 2011 Guangzhou Women and Children's Hospital Conference, Guangzhou, China, April, 2011.

Roberts C. iSafe Patient Handling in Pediatrics and High Reliability Organization Theoryi, 2011 Guangzhou Women and Children's Hospital Conference, Guangzhou, China, April, 2011.

Roberts C. iUnaccompanied Hospitalized Children: As Perceived through Nursesí Life Worldsii, 21st Annual Society of Pediatric Nurses (SPN) Convention, Las Vegas, NV, April 2011.


Stegenga K, Bryant R. iSafe Passage: Nursing care for patients and families in transitioni, Association of Pediatric Hematology/Oncology Nurses National Meeting, Anaheim, CA, September 2011.


Stuedemann A. iPulmonary Hygiene and Spinal Deformityi, Pediatric Orthopaedic Practitioners Society, Montreal, Canada, May 2011.

Tucker D. iCommon Congenital Heart Disease Managed in Infancyi, 15th Annual Update on Cardiovascular Diseases, Scottsdale, AZ, February, 2011.

Tucker D. iNoninvasive Hemodynamic Monitoring in the ICUi, 15th Annual Update on Cardiovascular Diseases, Scottsdale, AZ, February, 2011.


Wiebe J. iThe Role of Nucleic Acid Amplification Acid Testing (NAAT) in the Prepubertal Sexual Assault Patienti, International Association of Forensic Nurses 19th Annual Scientific Assembly, Montreal Canada, October 2011.

2012

Bergerhofer L, Sediqzad A. iPeople, Process and Technology Combined to Safeguard Medication Practicesi, 22nd Annual Society of Pediatric Nurses, Houston TX, April 21, 2012.


Cartwright C. iAbusive Head Trauma, American Association of Neuroscience Nurses 44th Annual Meeting, Seattle, WA, April 28, 2012.

Cartwright C. iPediatric Neurosurgery iñ Craniosynostosis, Traumatic Brain Injury, Abusive Head Injuryi, Phoenix Childrens Hospital; Phoenix, AZ, April 25, 2012.

Cartwright C. iWhatís Wrong with my Baby’s Headii, Fourth Annual Donald Blotner Neuroscience Nursing Symposium, Hartford, CT, September 20, 2012.
Chojnacki K, Shroba J. "Allergy and Asthma Education in an Ever-Changing World of Technology," American College of Allergy, Asthma and Immunology Annual Scientific Meeting, Anaheim, CA, November 9, 2012.


Goodyear-Bruch C. "Data Driven Practice: Inquire, Investigation, Innovation," Rocky Mountain Hospital Medical Symposium, Denver, CO, September 27, 2012.


Goodyear-Bruch C. "The Value of Professional Nursing," Rocky Mountain Hospital Medical Symposium, Denver, CO, September 27, 2012.

Haney B. "iPRO Side of Debate: ECMO Should be Offered to a Neonate with Co-morbidities Only Expected to live < 1 Year," 29th Annual Childrenís National Medical Center ECMO and Advanced Therapies for Respiratory Failure, Keystone, CO, March 1, 2012.

Haney B. "iQuadrox Pediatric Oxygenators have more Clotting Problems than the Adult One," 29th Annual Childrenís National Medical Center ECMO and Advanced Therapies for Respiratory Failure, Keystone, CO, March 1, 2012.


Herzer M, Ricks S, Starks B, Van Slyke H. "Meeting the Needs of Adolescents/Young Adult Patients with Inflammatory Bowel Disease: The Development of a Transition and Transfer Program," Healthcare Transition Research Consortium Research Day, Houston, TX, October 2012.


Kauffman J. "Hemophilia, Von Willebrand Disease and Dental Treatment," Kansas City Area Association of Dental Hygienists, Kansas City, MO September 18, 2012.


**Poster Presentations 2011**

Bradley MK, Kisling E. "Breaking News: How We Keep Our Nurses Up-to-Date - And they Like It!" 2011 American Nurses Credentialing Center (ANCC) National Magnet Conference, Baltimore, MD, October 2011.


2012


Brewster D, Smith JB. Creating a Model for Advanced Practice Registered Nurses to Optimize Contributions to Patient Care, Missouri Hospital Association, Osage Beach, MO, October 10, 2012.


Hunt C. Safety Initiatives Take Flight to Improve Air Transport for Patients and Crew, 2012 Society of Pediatric Nurses Convention, Houston, TX, April 19, 2012.


Poull J. "Successful MRI Studies in Infants without Sedation," 22nd Annual Society of Pediatric Nurses Convention, Houston, TX, April 19, 2012.


Endowed Lecture Series

The Endowed Lecture Series (ELS) was established in 2002, through the underwriting of an anonymous community donor. The donor’s intent with this gift was to bring a nationally renowned nurse researcher to the institution on a yearly basis to present on a topic that is pertinent to pediatric health care and research. Bernadette Melnyk, PhD, RN, CPNP, PMHNP, FNAP, FAAN, Dean of the College of Nursing and Associate Vice President for Health Promotion and Chief Wellness Officer at The Ohio State University, was the 2011 Endowed Lecture Series presenter.

Dr. Melnyk earned a PhD in clinical research from the University of Rochester. She received a master’s degree in nursing from the University of Pittsburgh with a pediatric nurse practitioner specialization in nursing care of children. She also completed post-master’s certification as a psychiatric mental health nurse practitioner. She graduated cum laude with a Bachelor of Science in Nursing from West Virginia University.

Widely recognized for her expertise in evidence-based practice, intervention research and child and adolescent mental health, Dr. Melnyk’s research areas include interventions to improve coping/mental health outcomes in high-risk children and families and healthy lifestyle interventions with adolescents and college youth.

Dr. Melnyk was a faculty member at the University of Rochester from 1992 to 2004, serving as professor and associate dean for research and director of the Center for Research and Evidenced-Based Practice and Pediatric Nurse Practitioner Program in the School of Nursing from 1999-2004. She also served as professor of pediatrics in the School of Medicine and Dentistry. Prior to her position at The Ohio State University, Dr. Melnyk served as the Dean and Distinguished Foundation Professor in Nursing at the College of Nursing and Health Innovation at Arizona State University.

Dr. Melnyk is an elected fellow of the American Academy of Nursing and the National Academies of Practice. She also serves as one of only two nurse practitioners on the 16-member United States Preventive Services Task Force. Among dozens of other prestigious honors, she received the 2011 Distinguished Research Lecturer Award from the Western Institute of Nursing, as well as the National Institutes of Health/National Institute of Nursing Research (NINR) first NINR Director’s Lectureship Award in 2010.

Dr. Melnyk presented, ‘COPE: Building Knowledge, Reducing Hospital Costs and Improving Outcomes for Premature Infants and Parents.’ The COPE Program is an evidence-based educational and behavioral intervention program to help parents and families of premature infants. Through the program, parents are empowered at a time in which they feel powerless. The COPE program has been shown to not only support parents through their child’s hospitalization, it has also resulted in positive patient outcomes, including a shortened length of stay.

In addition to her Endowed Lecture Series presentation, Dr. Melnyk also had a discussion over lunch with members of the Intensive Care Nursery (ICN) COPE team to discuss the progress of the COPE program in the ICN and had a discussion with members of the Evidenced Based Scholars Program.
Honoring Black History Month

In 2009, Children’s Mercy began hosting a nursing lecture in honor of Black History Month. The Patient Care Services Research Department, in collaboration with the Department of Equity and Diversity, was honored to host two pillars of the nursing community as guest lecturers for Black History Month in 2011 and 2012.

2011 – Debra A. Toney, PhD, RN, FAAN, President of the National Black Nurses Association
“Embracing Nursing Diversity”

Dr. Toney obtained her undergraduate degree in nursing from the University of Oklahoma, in Norman, Okla., her graduate degree in Health Services Administration from the College of St. Francis, in Joliet, Ill. and a Doctor of Philosophy in Human Services with a Specialization in Health Care Administration from Capella University, in Minneapolis, Minn. Dr. Toney is a Robert Wood Johnson Executive Nurse Fellow. She currently serves on the Nominating Group of the U.S. Food and Drug Administration and serves as a member of the National Institutes of Health Advisory Committee on Research on Women’s Health.
Dr. Toney is the President and owner of TLC Health Care Services in Las Vegas, Nev. In her role as President, she is responsible for the operations of a skilled home health care and personal care services agency. Dr. Toney has over 28 years of experience in health care leadership roles in family practice management, ambulatory care, outpatient diagnostics, hospitals and home health care. Dr. Toney has spoken locally and nationally on several topics including leadership, staff development, nursing workforce, cultural competence, empowerment, insurance regulation and issues related to ambulatory healthcare.

Dr. Toney spent the morning meeting and networking with organizational leaders and touring the facility. Her presentation, “Embracing Nursing Diversity” was held in the Auditorium. The afternoon was spent with members of the Equity and Diversity Council.

**2012 – Beverly Malone, PhD, RN, FAAN, Chief Executive Officer of the National League for Nursing “Practice to Policy: Challenge the Door to Opportunity”**

Dr. Malone obtained her bachelor’s degree in nursing from the University of Cincinnati, in Cincinnati, Ohio, in 1970. She continued her education by obtaining both a Master of Science in Psychiatric Nursing and a Doctorate in clinical psychology in 1981. In 1996, Dr. Malone was elected to two terms as President of the American Nurses Association.

Dr. Malone’s career spans not only across the spectrum of nursing, but around the world. In the hospital setting, Dr. Malone has served as a surgical staff nurse, Clinical Nurse Specialist, Director of Nursing and Assistant Administrator of Nursing. She has experience in academia as she served as the dean of the School of Nursing at North Carolina Agricultural and Technical State University in the 1980s. Prior to her position as CEO of the National League for Nursing, Dr. Malone spent five and a half years as the General Secretary of the Royal College of Nursing, the largest professional union of nurses in the United Kingdom.

Dr. Malone was greeted by organizational leaders and spent her morning meeting with members of the Equity and Diversity Council. She concluded her visit with a presentation entitled, “Practice to Policy: Challenge the Door to Opportunity,” which was held in the Auditorium.
Competency Assessment Roadtrip (CAR) Program Implemented to Provide Meaningful and Effective Competency Validation

Ongoing competency assessment can be an ever expanding and time consuming process. In the past, the list of required competencies continued to grow each year, requiring staff members to spend hours attending skills fairs and online training to demonstrate the same competencies year after year. This practice was very frustrating to the staff, labor intensive and costly. In 2011, Children’s Mercy began looking for a competency model that would provide a systematic and meaningful approach to competency assessment.

An interdisciplinary committee was organized to lead the transformation of competency assessment. In researching competency models, the book, The Ultimate Guide Competency Assessment in Health Care, Third Edition, by Donna Wright, MS, RN, outlined a systematic, practical approach to developing competencies that provided ownership, empowerment and accountability for nursing practice. The committee incorporated the concepts and structure from Donna Wright’s model to create the Competency Assessment Roadtrip (CAR) program.

The CAR program provides an avenue to determine competency needs based on unit specific data and prioritizes needs identified by the staff. Each department identifies what competencies provide specific challenges to their area based on data. No more than ten competencies can be specified for each area. Once competencies are selected, the team identifies the appropriate verification method or methods for each competency.
Competencies can be verified in a variety of methods:

- Test/Exam ñ Written test, quiz, oral exam, survey, worksheet, calculation test, crossword puzzle test, word games. This measures comprehension of basic knowledge related to a particular topic.
- Return Demonstration ñ Demonstration of a set of skills to a skilled observer. These are useful for measuring technical skills.
- Evidence of Daily Work ñ Using work that is performed regularly to demonstrate competence. Useful for measuring skills in the technical domain.
- Presentations ñ An educational offering presented by an individual or group of individuals. Useful to assess knowledge and understanding of a topic.
- Self Assessment ñ A tool completed by an individual to assess knowledge and critical thinking skills. Useful for assessing critical thinking skills especially as related to values or beliefs.
- Case Studies ñ Provide an individual with a situation and ask them to explain their responses or choices in that given situation. Useful for measuring critical thinking skills.
- Exemplars ñ A story told or written by an individual to describe a situation they have experienced or could experience and the rational for thoughts or actions in the particular situation. Useful to measure critical thinking skills and interpersonal skills.
- Peer Review ñ Written or face-to-face feedback from peers. Useful for measuring interpersonal skills and critical thinking skills.
- Discussion/Reflection groups ñ A facilitated discussion used to measure critical thinking, technical and interpersonal skills. Especially useful when debriefing a critical incident.
- Mock events/Surveys ñ Simulations of real world situations, used to assess responses in daily work or practice.
- Quality Improvement Monitors ñ Common tools in use to monitor environment and outcomes. Can be used to verify individual competence. Example: chart audit, demonstration of appropriate equipment set up, use and take down.

Department managers/directors, unit education coordinators and employees work together to remove barriers and create an environment that supports competencies achievement. This keeps the employee at the center of the competency verification process and holds them accountable for completing their identified competencies within the identified timeframe.

Realizing this was a major shift in the approach to competency assessment, unit leaders and staff members were engaged early in the change and embraced the program. In 2012, a modified CAR program was implemented with only one to two competencies identified in each area. Early assessment of the program has provided positive outcomes feedback from participants. Employees feel empowered to choose how and when they demonstrated their competencies, resulting in a significant reduction of cost and an increase in staff satisfaction. The CAR program has also provided an avenue to link staff competencies to the improvement of patient outcomes.
Full implementation of the CAR program is planned for 2013.

CAR Steering Committee Members:

- Ellen Kisling, MSN, RN
- Michele Fix, MSN, RN, NE-BC
- Kathy Bradley, MSN, RN, CNOR
- Alisha Dillingham, MSN, RN, CPN
- Jenny Gehab, MSN, RN, CPNP, ACNP-BC
- Margy Gehrig, MSN, RN, CPN
- Martha Goodwin, MS, RNC, NNP
- Rachael Hindman, BSN, RN, RNC-NIC
- Cynthia Jacobsen, PHD, CCC-SLP
- Megan Jensen, MSN, RN, CPNP
- Kathy Kellerman, MSN, MBA, RN-BC
- Debbie Largo-Mesley, MSN, RN
- Julie Musick, MS, PT
- Becky Paulsen, MS, RN, CPN
- Diane Pfeifer, MS, BSN, RN, NNP
- Toni Sheffer, MBA, MT(ASCP)
- Allyson Shore, MSN, RN, CPN
- Pat Thon, MSN, RN-BC
- Carol Trees, BSN, RN, NNP
- Lyndsy Wolfe, BHS, RRT-NPS
- Donna Wyly, MSN, RN, PNP-BC, CPNP-AC, ONC
2011 and 2012 Nursing Scholarships

Each year, due to the generosity of patients, families and peers, Children’s Mercy is able to provide scholarships to employees seeking initial or advanced nursing degrees. In 2011, 50 individuals received nursing scholarships. In 2012, that number increased to 71 individual scholarships. Congratulations to all the recipients and best of luck as you further your nursing career.

2011 Nursing Scholarship Recipients

The Bonnie Curtis Galeazzi Nursing Scholarship
Meredith Kopp, RN, CPN, CNOR
Jessica E. Pretti

Daniel Miller Scholarship
Lindsey N. Fricke, RN
Laura L. Kozlowski, RN, CPN
Johnna M. Rooney, BSN, RN

Dean Cowles Scholarship
Christin A. Dealy, RN
Chelsea M. Fisher
Maria D. Ginger-Wiley, RN, CCRN
Trisha N. Kuhlman, BSN, RN, CPN
Sachia A. Logan, BSN, RN, CPN
Margaret A. Martin-McLain, BSN, RN, CPN
Peter P. May, LPN
Melissa S. McGraw, BSN, RN, CPN
Jaquelyn Carrie Miner, BSN, RN
Megan C. Riddle
Dana M. Scheidt
Jillian L. Scott, BSN, RN, CCRN
Lauren D. Smith, BSN, RN
Nicky Spears, BSN, RN, CPN
Nicole S. Thrasher
Hillary B. VanSlyke, BSN, RN, CPN
Trisha Williams, BSN, RN, CPN
April L. Williams
Stacey L. Wood, BSN, RN, CPN
Michaela C. Wright, BSN, RN

Dee Lyons Scholarship
Sara Lee Ann Torrez, BSN, RN, CCRN
Jana L. Wheeler, BSN, RN, CPN

Mr. and Mrs. Gordon Wells, Sr. Scholarship
Lacey D. Bergerhofer, BSN, RN, CCRN
Jessica E. Brunsman, BSN, RN, CPN
Jennifer R. Conrad
Cinthya I. Hernandez, LPN
Ina Calkins Scholarship
Megan D. Bedwell, BSN, RN, CPN
Sarah M. Crume
Amanda B. Daniel, BSN, RN
Traci M. Meyers

Jennifer Collins Nursing Scholarship
Emily A. Murdock, BSN, RN

Judy Vellucci Scholarship
Teresa L. Fulk

Michael Joseph Meers Scholarship
Lori A. Holcomb, BSN, RN, CPN
Megan M. McGown, BSN, RN, CPN

Isabelle E. Ellis Memorial Scholarship
Rebecca C. Coppage, BSN, RN

Mary Shaw Branton Scholarship
Sarah M. Burr, BSN, RN, CPN
Jennifer L. Meade, RN
Michelle J. Price, BSN, RN
Nancy Whalen Scholarship
Emily A. Brandmeyer
Kristin G. Keane, RD, LD
Kimberly D. Justice

Nurse Retention Committee Scholarship
Kelly S. Knight, EMT
Jennifer M. Leonard, RN, CPN
Elizabeth A. Stueve, BSN, RN, CPN

Samuel Edwin Weeks Memorial Scholarship for Oncology Nursing
Wendy S. McClellan, BSN, RN, Nursing Program Coordinator
2012 Nursing Scholarship Recipients

The Bonnie Curtis Galeazzi and Mary Christine Schmiedeler Nursing Scholarship
Tricia Gentzler, RN
Samantha Slocum

Daniel Miller Scholarship
Jayna McDaniel, RNC
Francis Okafor
Tammie Wingert, RN

Dean Cowles Scholarship
Julia Leamon, MSN, RN, CPN
Jaquelyn Carrie Miner, BSN, RN
Tiffany Mullen, BSN, RN
Adrienne Platt, MSN, RN, CPNP

Dee Lyons Scholarship
Lacey Bergerhofer, BSN, RN, CCRN
Megan McGown, BSN, RN, CPN
Mr. and Mrs. Gordon Wells, Sr. Scholarship
Goldie Benz, MSN, RN, FNP-BC, CPN, CDE
Sarah Burr, BSN, RN, CPN, CPAN
Debra Newton, BSN, RN, CCRN
Lynn Shriver, BSN, RN
Brenda Snyder, BSN, RN
Jan Wiebe, BSN, RN, CPN, SANE-P, SANE-A

Ina Calkins Scholarship
Malindar Ali, RN
Amy Avant, BSN, RN
Jennifer Bitner, BSN, RN, CPN
Jessica Brunsman, BSN, RN
Amy Cobos
Kelly Fetheree
Chelsea Fisher
Chelsea Ford, RN
Katherine Gilner
Maria Ginger-Wiley, RN, CCRN
Bill Green, RN, CPN
Ashley Havlena, BSN, RN
Amanda Hopkins, BSN, RN, CPN

Kallie Hopkins, RN
Nicole Ingolia-Hale, BSN, RN
Jayme Kagarice, BSN, RN
Laura Kozlowski, RN, CPN
Shirley Lockhart
Amanda Mahurin
Julie Newport
Linzi O’Laughlin, RN
Carlie Schaal
Andrew Wilson, RN
Michaela Wright, BSN, RN

Isabelle E. Ellis Memorial Scholarship
Ashley Orwick, BSN, RN, CCRN
Jennifer Collins Nursing Scholarship
Hannah Jenkins, RN

Judy Vellucci Scholarship
Christin Dealy, RN
Nicole Hutcheson, BSN, RN, CCRN

Mary Shaw Branton Scholarship
Kari Davidson, BSN, RN, CCRN
Megan Gustafson, BSN, RN, CCRN
Sachia Logan, BSN, RN, CPN

Michael Joseph Meers Scholarship
Lori A. Holcomb, BSN, RN, CPN
Gayla Huffman, BSN, RN, CPN
Maria Williams, BSN, RN, CPN

Nancy Whalen Scholarship
Shae Bartek
Emily A. Brandmeyer
Robin Jordan, RN, CPN
Nurse Retention Committee Scholarship
Jamie Bolen
David Deines, RN
Jennifer Leonard, RN, CPN
Cheryl Melton, BSN, RN, CPN

Samuel Edwin Weeks Memorial Scholarship for Oncology Nursing
Kathleen M. Russell, BSN, RN

Sarah McHenry Memorial Scholarship
Rukhsana Rahmetulla, MSN, RN, CPNP
Johnna Rooney, RN
2011 RN Degrees

Margaret Allenbrand, RN
Associate Degree in Nursing
Johnson County Community College

Laura Andreas, BSN, RN
Bachelor of Science in Nursing
William Jewell College

Katie Andruska, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Deborah Ayers, BSN, RN
Bachelor of Science in Nursing
National American University

Katie Bartman, BSN, RN
Bachelor of Science in Nursing
Saint Lukeís College of Health Sciences

Jessica Bertram, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Brooke Beutler, BSN, RN
Bachelor of Science in Nursing
University of Kansas

Kaylynne Blackwell, RN
Associate Degree in Nursing
Johnson County Community College

Kathryn Boles, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Brian Boce, BSN, RN
Bachelor of Science in Nursing
Graceland University

Lindsey Brown, RN
Associate Degree in Nursing
Crowder College

Sarah Burkhart, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Nicholas Butrous, RN
Associate Degree in Nursing
Metropolitan Community College ñ Penn Valley

Tessa Casady, BSN, RN
Bachelor of Science in Nursing
Missouri Western State University

Amy Clemens, BSN, RN
Bachelor of Science in Nursing
University of Central Missouri

Courtney Collins, BSN, RN
Bachelor of Science in Nursing
William Jewell College

Brittany Craemer, BSN, RN
Bachelor of Science in Nursing
University of Kansas

Anne Craig, BSN, RN
Bachelor of Science in Nursing
Graceland University

Anjela Crosby, BSN, RN
Bachelor of Science in Nursing
Avila University

Sarah Crume, RN
Associate Degree in Nursing
Metropolitan Community College ñ Penn Valley

Amanda Dietz, BSN, RN
Bachelor of Science in Nursing
William Jewell College

Clint Dziadosz, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Katie Elkins, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Sarah Elliott, BSN, RN
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Hillary Feden, RN
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Elaine Frazier, BSN, RN
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University of Kansas

Connie Freeman, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City
Jessica Garden, RN
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Johnson County Community College

Kristina Harris, BSN, RN
Bachelor of Science in Nursing
University of Missouri

Robyn Kleweno, RN
Associate Degree in Nursing
Metropolitan Community College ñ Penn Valley

Amanda Kraft, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Laura Kozlowski, BSN, RN
Bachelor of Science in Nursing
University of Missouri

Rita Latimer, BSN, RN
Bachelor of Science in Nursing
Pittsburg State University

Christina Lehman, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Alexis Levine, BSN, RN
Bachelor of Science in Nursing
Saint Lukeís College of Health Sciences

Scott Linz, BSN, RN
Bachelor of Science in Nursing
Saint Lukeís College of Health Sciences

Gregory Locker, BSN, RN
Bachelor of Science in Nursing
University of Saint Mary

Peter May, RN
Associate Degree in Nursing
National American University

David Merchant, BSN, RN
Bachelor of Science in Nursing
University of Saint Mary

Alexis Miller, BSN, RN
Bachelor of Science in Nursing
Saint Lukeís College of Health Sciences

Lori Miller, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Roneika Moore, RN
Associate Degree in Nursing
Metropolitan Community College ñ Penn Valley

Elizabeth Mulvaney, BSN, RN
Bachelor of Science in Nursing
Avila University

Jennifer Nelson, RN
Associate Degree in Nursing
Concorde Career College

Allison Parker, BSN, RN
Bachelor of Science in Nursing
Avila University

Jolynn Parker, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Ashley Parks, RN
Associate Degree in Nursing
Johnson County Community College

Stacy Parks, BSN, RN
Bachelor of Science in Nursing
University of Phoenix

Kelsey Pinnick, BSN, RN
Bachelor of Science in Nursing
Baker University

Amy Rasmussen, BSN, RN
Bachelor of Science in Nursing
University of Central Missouri

Brianna Regan, BSN, RN
Bachelor of Science in Nursing
Saint Lukeís College of Health Sciences

Megan Riddle, RN
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Angie Robbins, BSN, RN
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William Jewell College

Dana Scheidt, RN
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David Seefeldt, BSN, RN  
Bachelor of Science in Nursing  
University of Kansas

Emily Simpson, RN  
Associate Degree in Nursing  
Metropolitan Community College ñ Penn Valley

Jennifer Sweeney, RN  
Associate Degree in Nursing  
Metropolitan Community College ñ Penn Valley

Paresa Tafreshi, BSN, RN  
Bachelor of Science in Nursing  
University of Kansas

Rebecca Tripp, BSN, RN  
Bachelor of Science in Nursing  
Research College of Nursing

Allyson Tucci, BSN, RN  
Bachelor of Science in Nursing  
Research College of Nursing

Jessica Waldren, BSN, RN  
Bachelor of Science in Nursing  
University of Missouri ñ Kansas City

Leslie Weisgerber, BSN, RN  
Bachelor of Science in Nursing  
Research College of Nursing

Sarah Weisz, BSN, RN  
Bachelor of Science in Nursing  
University of Missouri ñ Kansas City

Rachael Whalen, BSN, RN  
Bachelor of Science in Nursing  
Pittsburg State University

Chelsea Wilkerson, BSN, RN  
Bachelor of Science in Nursing  
University of Saint Mary

April Williams, RN  
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University of Central Missouri

Deborah Apfel, BSN, RN
Bachelor of Science in Nursing
MidAmerica Nazarene University

Amanda Arthur, BSN, RN
Bachelor of Science in Nursing
Saint Lukeís College of Health Sciences

Grace Assad, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Joan Benson, BSN, RN
Bachelor of Science in Nursing
University of Kansas

Rita Berroteran, RN
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Kansas City Kansas Community College

Jamie Bolen, RN
Associate Degree in Nursing
Johnson County Community College

Sara Brookshire, RN
Associate Degree in Nursing
Metropolitan Community College ñ Penn Valley

Kristen Burroughs, RN
Associate Degree in Nursing
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Laura Bush, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Kelly Cariker, BSN, RN
Bachelor of Science in Nursing
Saint Lukeís College of Health Sciences

Dustin Coil, RN
Associate Degree in Nursing
Park University

Jennifer Conrad, BSN, RN
Bachelor of Science in Nursing
William Jewell College

Paige Cooper, BSN, RN
Bachelor of Science in Nursing
Graceland University

Shelby Dougan, BSN, RN
Bachelor of Science in Nursing
Saint Lukeís College of Health Sciences

Stacie Fechner, BSN, RN
Bachelor of Science in Nursing
Graceland University

Carly Fournier, BSN, RN
Bachelor of Science in Nursing
William Jewell College

Kimberly Frank, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Kelsey Friesen, BSN, RN
Bachelor of Science in Nursing
University of Kansas

Sara Fromholtz, BSN, RN
Bachelor of Science in Nursing
University of Saint Mary

Teresa Fulk, BSN, RN
Bachelor of Science in Nursing
Missouri Western State University

Maria Ginger-Wiley, BSN, RN
Bachelor of Science in Nursing
University of Central Missouri

Amie Glaves, BSN, RN
Bachelor of Science in Nursing
Fort Hays State University

Lisa Green, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City

Markie Greenway, BSN, RN
Bachelor of Science in Nursing
University of Missouri ñ Kansas City
David Gurley, RN  
Associate Degree in Nursing  
Johnson County Community College

Lauren Guthrie, BSN, RN  
Bachelor of Science in Nursing  
Avila University

Rebecca Harper, RN  
Associate Degree in Nursing  
Metropolitan Community College ñ Penn Valley

Gregory Hugeback, BSN, RN  
Bachelor of Science in Nursing  
University of Missouri ñ Kansas City

Michelle Jantzen, BSN, RN  
Bachelor of Science in Nursing  
University of Kansas

Wendy Kauffman, RN  
Associate Degree in Nursing  
Metropolitan Community College ñ Penn Valley

Haley Kendall, BSN, RN  
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Kara Kice, BSN, RN  
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University of Missouri ñ Kansas City

Allison Klinock, BSN, RN  
Bachelor of Science in Nursing  
University of Kansas

Meredith Kopp, BSN, RN  
Bachelor of Science in Nursing  
Chamberlain College of Nursing

Jennifer Leonard, BSN, RN  
Bachelor of Science in Nursing  
University of Missouri ñ Kansas City

Laura Lett, BSN, RN  
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University of Missouri ñ Kansas City

Stacy Long, BSN, RN  
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University of Missouri

Angela Lopez, RN  
Associate Degree in Nursing  
Metropolitan Community College ñ Longview

Alexandra Martin, BSN, RN  
Bachelor of Science in Nursing  
University of Kansas

Traci Meyers, BSN, RN  
Bachelor of Science in Nursing  
University of Missouri ñ Kansas City

Abigail Mueller, BSN, RN  
Bachelor of Science in Nursing  
Research College of Nursing

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University of Saint Mary

Karla Nunez Pena, BSN, RN  
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Kimberly Palmer, BSN, RN  
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University of Missouri ñ Kansas City

Skylar Parr, RN  
Associate Degree in Nursing  
Kansas City Kansas Community College

Whitney Pierce, BSN, RN  
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Graceland University

Susette Porazik-Ball, BSN, RN  
Bachelor of Science in Nursing  
University of Missouri ñ Kansas City

Sheri Pratt, RN  
Associate Degree in Nursing  
Excelsior College

Jessica Pretti, BSN, RN  
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Research College of Nursing

Zita Ramirez, BSN, RN  
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University of Missouri ñ Kansas City

Tara Rellihan, BSN, RN  
Bachelor of Science in Nursing  
University of Kansas
Rebecca Roberts, BSN, RN  
Bachelor of Science in Nursing  
University of Central Missouri

Athena Rogers, RN  
Associate Degree in Nursing  
National American University

Sarah Ross, BSN, RN  
Bachelor of Science in Nursing  
Saint Lukeís College of Health Sciences

Cristy Rutter-Chu, BSN, RN  
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2011 Advanced Degrees

Meghan Adams, MSN, RN  
Master of Science in Nursing  
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Karen Beaudet, MSN, RN  
Master of Science in Nursing  
University of Mary

Brenda Boots, MSN, RN  
Master of Science in Nursing  
University of Phoenix

Scotti Brackett, MSN, RN  
Master of Science in Nursing  
University of Missouri ñ Kansas City

Susan Burns, MSN, RN, CPON  
Master of Science in Nursing  
University of Mary

Julie Buck, MSN, RN  
Master of Science in Nursing  
University of Missouri ñ Kansas City

Nancy Cain, MSN, RN  
Master of Science in Nursing  
University of Mary
<table>
<thead>
<tr>
<th>Name</th>
<th>Degree</th>
<th>Institution</th>
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<tr>
<td>Amanda Cavlovich, MSN, RN</td>
<td>Master of Science in Nursing</td>
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<td>Terri Clifton, MSN, RN</td>
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<td>Lena Cox, MBA, MSN, RN</td>
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<td>Margaret Dewitt, MSN, RN</td>
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<td>Alisha Dillingham, MSN, RN</td>
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<td>Meagan Dorton, MBA, MSN, RN</td>
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<td>Lisa Dryer, MSN, RN</td>
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<td>Sandra Ehlers, MSN, RN</td>
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<td>Michele Fix, MSN, RN, NE-BC</td>
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<td>Melanie Foltz, MSN, RN</td>
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<td>Janet Franzen, MSN, RN</td>
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<td>Shana Fromholtz, MSN, RN</td>
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<td>Margaret Gehrig, MSN, RN</td>
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<td>Cindy George, MSN, RN</td>
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<td>Christa Gulick, MSN, RN</td>
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<td>Talita Hill, MBA, MSN, RN</td>
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<td>Ronald Hoyler, MBA, MSN, RN</td>
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<td>Charlotte Jacobsen, MSN, RN</td>
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<td>Elizabeth Jenkins, MSN, RN</td>
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<td>Allison Juneau, MSN, RN</td>
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<tr>
<td>Marilyn Kim, MSN, RN</td>
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<td>Brenda Kotar, MSN, RN</td>
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</table>
Tina Lane, MSN, RN  
Master of Science in Nursing  
University of Mary

Amy Latimer, MSN, RN  
Master of Science in Nursing  
University of Mary

Marianne Lero, MSN, RN  
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Cortni Lind, MSN, RN  
Master of Science in Nursing  
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Becky Lukehart, MSN, RN  
Master of Science in Nursing  
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Christina Lutz, MSN, RN  
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Jenny Marsh, MSN, RN  
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Maria Martínez, MSN, RN  
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Joan Maxwell, MSN, RN  
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Tera McBride, MSN, RN  
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Holly McFarland, MSN, RN  
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Christine McHenry, MSN, RN  
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Linda Mills, MSN, RN  
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Venise Mobley, MSN, RN  
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Emily Murdock, MSN, RN  
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Cassandra Nicholson, MSN, RN  
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Kristy Reynolds, MSN, RN  
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Iris Salyer, MSN, RN  
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Rox-Ann Shaughnessy, MBA, MSN, RN  
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2012 Advanced Degrees

Mary Allinder, MSN, RN
Master of Science in Nursing
University of Mary

Jacqueline Bartlett, PhD, RN
Doctorate of Philosophy
Master of Science in Nursing
University of Missouri – Kansas City

Virginia Bauler, DNP, RN
Doctorate of Nursing Practice
Master of Science in Nursing
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Kaye Bell, MBA, MSN, RN
Master of Science in Nursing
Master of Business Administration
University of Mary

Priscilla Bell, MSN, RN
Master of Science in Nursing
Master of Business Administration
University of Mary

Gina Weddle, DNP, RN
Doctorate of Nursing Practice
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Jana Wheeler, MSN, RN
Master of Science in Nursing
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Penny Bopp, MSN, RN
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Brenda Campbell, MSN, RN
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Allyson Shore, MSN, RN
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Laura Shroyer, MSN, RN
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Janet Smith, MSN, RN
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Chelcia Claar, MSN, RN  
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Anne Holmes, MBA, MSN, RN  
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Master of Business Administration  
University of Mary

Sheila Jimenez, MBA, MSN, RN  
Master of Science in Nursing  
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University of Mary
<table>
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<th>Name</th>
<th>Degree</th>
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<tbody>
<tr>
<td>Marsha Johnson, MSN, RN</td>
<td>Master of Science in Nursing</td>
<td>University of Mary</td>
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<tr>
<td>Vera Jones, MBA, MSN, RN</td>
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<td>Monica Keith, MSN, RN</td>
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<td>Katherine Kellerman, MBA, MSN, RN</td>
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<td>Michele Kraly, MSN, RN</td>
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<td>Patti McGrannahan, MSN, RN</td>
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<td>Amy Sanford, MSN, RN</td>
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Lori Shank, MSN, RN
Master of Science in Nursing
University of Mary

Laura Sifers, MPH, RN
Master in Public Health Nursing
University of Kansas

Melodee Spears, MSN, RN
Master of Science in Nursing
University of Mary

Brent Straley, MBA, MSN, RN
Master of Business Administration
University of Mary

Susan Teasley, MBA, MSN, RN
Master of Business Administration
University of Mary

Sara Torrez, MSN, RN
Master of Science in Nursing
University of Missouri – Kansas City

Megan Ubben, MSN, RN
Master of Science in Nursing
Walden University

Hillary VanSlyke, MSN, RN
Master of Science in Nursing
University of Missouri – Kansas City

Michael Venneman, MBA, MSN, RN
Master of Business Administration
University of Mary

Nicole Violett, MSN, RN
Master of Science in Nursing
University of Mary

Danielle Wakefield, MSN, RN
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University of Mary

Jaylene Weigel, MSN, RN
Master of Science in Nursing
University of Mary

Kelli Westhoff, MSN, RN
Master of Science in Nursing
University of Mary

Lacey Whisenant, MSN, RN
Master of Science in Nursing
University of Mary

Amy Williams, MBA, MSN, RN
Master of Science in Nursing
University of Mary

Cynthia Williams, MSN, RN
Master of Science in Nursing
University of Mary

Rebekah Wilson, MSN, RN
Master of Science in Nursing
University of Mary

Sarah Wilson, MBA, MSN, RN
Master of Science in Nursing
Master of Business Administration
University of Mary

Jennifer Wooster, MSN, RN
Master of Science in Nursing
University of Mary

Victoria Zadoyan, MSN, RN
Master of Science in Nursing
Frontier Nursing University
Specialty Certification

Children’s Mercy values lifelong learning and is committed to cultivating each nurse’s professional potential through ongoing opportunities for professional growth and development, including professional certification. Reflective of the value for certification, Children’s Mercy and the Department of Nursing continue to strengthen existing structures and processes to further encourage specialty certification. After obtaining certification in their respective specialty area, nurses at all levels are recognized and rewarded at both a departmental and organizational level.

Children’s Mercy continues to increase the number of nurses holding professional certification at all levels of the organization. In 2012, 67 percent of all eligible nurses held specialty certification. For direct care nurses, 61 percent of those eligible held specialty certification, significantly exceeding the average for pediatric Magnet hospitals of 39 percent. The Department of Nursing is proud to recognize this outstanding achievement along with the nurses holding specialty certification in both 2011 and 2012:

**Acute Care Certified Pediatric Nurse Practitioner**
- Lora Bear
- Kathryn Chojnacki
- Barbara Haney
- Linda Hussey
- Heather Jones
- Lisa Laddish
- Delores McKee
- Kelly Miller
Shirley Molitor-Kirsch  
Kimberely Radford  
Stacy Reynolds  
Dawn Tucker  
Valerie Waddell  
Gina Weddle  
Stephanie Wilson  
Brandy Winkle  
Donna Wyly  

**Acute Care Nurse Practitioner-Board Certified**  
Jennifer Geheb  
Diane Rash  

**Adult Nurse Practitioner**  
Alan Jenkins  
Paige Johnson  

**Advanced Practice Registered Nurse, Board Certified**  
Heather Barnett  
Rachel Bartel  
Patricia Beirne  
Jacqueline Biondo  
Amber Cox  
Catherine Eib  
Kristie Hobbs  
Terri Luetjen  
Tobie O’Brien  
Pamela Orr  
Beth Orrick  
Erin Polak  

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Kristina Handley
Melissa Harber

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Mechelle House

**Certified Registered Nurse - Intravenous**
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Chung-Mai Tseng

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Amie Gibler

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Jeanette Hopkins

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Abbie Backes
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Susette Ball
Cynthia Barton
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Phyllis Bredehoft
Stephanie Carter
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Eric Smith
Hillary Smith
Katie Stangler
Melissa Storms
Amy Sweeten
Juli Taylor
Sara Torrez
Mandi Turner
Charise Tyner
Michelle Waddell
Sarah Wilson

Electronic Fetal Monitoring
Stacie Carrender
Kerri Kuntz

Family Nurse Practitioner
Rachel Bartel
Joy Bartholomew
Sherris Bellamy
Lori Blake
Andrea Bond
Scotti Brackett
Amanda Cavlovich
Gretchen Curtis
Thuy Tien Dang
Melissa Denning
Laura Erickson
Jessie Fazel
Amie Gibler
Brooke Gibson
Ann Gottfried
Julie Hamlin
Tanis Holdeman

Julia Horowitz
Susan Hunter
Lee Jackson
Kacie Kaufman
Vicki Keck
Lindsay King
Julie Martin
Sherri Martin
Tracy McEnaney
Emily Murdock
Katie Potts
Chad Rosenthal
Nancy Shreve
Stephani Stancil
Melissa Stein
Kelly Steward
Kimberly Tennissen
Nancy Terwilliger
Mandy Thompson
Theresa Torres
Kristin Williams
Kathryn Yeldell

Fellow of the American College of Healthcare Executives
Karen Cox
Stacy Doyle

Inpatient Obstetric Nursing
Lindsey Ackerson
Tonya Blair
Stacie Carrender

Jennifer Charlton
Brianne Fallon
Amie Glaves
Felicia Green
Kerri Kuntz
Heather Russell
Christy Rutter-Chu
Heather Scruton

International Board Certified Lactation Consultant
Tiffany Haning
Kathleen Hortenstine

Lactation Consultant
Kay Dehart
Helen Huff
Barbara Lawson
Anne Mercer
Elizabeth Schirk
Brenda Snyder

Neonatal Intensive Care Nurse
Shannon Adams
Deborah Amaro
Linda Atchison
Robin Bloom
Tiffani Bradbury
Terese Brophy
Stephanie Callis
Lynn Carver
Brian Cline
Stephanie Collop
Candace Coward
Mary Czuczejko
Christin Dealy
Janet Dykes
Tracy Eason
Christina Elliott
Georgianna Ely
Sarah English
Brecklyn Findley
Valerie Flick
Hannah Ford
Stephanie Franke
Michelle Garner
Abbey Gatoff
Dorothy Gerst
Amanda Gilges
Sunny Gillen
Barbara Haney
Vicki Headley
Rachel Hindman
Carrie Jennewein
Jacqueline Julian
Janet Klein
Jennifer Kurasz
Megan Lacy
Mary Kay Leick-Rude
Jessica Leon
Ashley Lewis
Patricia Light
Noel Lynch
Beth Maney
Jayna McDaniel
Michele Mills
Tina Moore
Jannethe Morgan
Roxanne Nellor
Ashley Orwick
Carla Phillips
Elizabeth Picone-Combs
Wendy Reeves
Virginia Richard
Melissa Ritter
Katherine Roepke
Alicia Ryan
Rosemary Sayer
Kristen Sayers
Jennifer Schlotzhauer
Amy Sloan
Karen Smith
Ashley Speck
Irma Stilwell
Dianne Wilderson
Bill Willis

**Neonatal Nurse Practitioner**
- Bernice Averill
- Virginia Bauler
- Angela Becker
- Addie Begley
- Jacqueline Biondo
- Laura Butcher
- Amber Cox
- Lindsey Churchman
- Mary DeMasi
- Staci Elliott
- Angela Elmore
- Merry Gaddis
- Janice Garrett
- Martha Goodwin
- Mary Hagerty
- Nicole Horst
- Kimberly Hunter
- Janice Jones
- Kerry Kohrs
- Betsy Knappen
- Kerry Kohrs
- Deanna McPherson
- Antonia Montague
- Karen Moore
- Laura Mullins
- Jennifer Nieman
- Catherine Onka
- Diane Pfeifer
- Daphne Reavey
- Kimberly Salsman
- Michelle Schultz
- Denise Smith
- Karen Smith
- Olivia Taylor
- Carol Trees
- Marvetta Volker
- Lynn Ward
- Diana Waisner
- Rachel Weirich
- Kelli Woods

**Neonatal Pediatric Transport**
- Pamela Grimes
- Jennifer Shoemaker
- Kerry Shutt
- Eric Smith
- Lana Todd
Nurse Executive-Board Certified
Paula Blizzard
Devin Bowers
Shirley Cornwell
Gail Echerd
Marty Fairchild
Michele Fix
Janet Franzen
Allison Gardner
Janet Klein
Kelly Manking
Cheryl Powers
Laura Shroyer
Gina Stanke
Chung-Mai Tseng

Nurse Executive-Advanced Board Certified
Karen Cox
Stacy Doyle
Cheri Hunt

Nursing Professional Development
Melissa Harber
Angie Knackstedt
Pat Thon

Obstetric, Gynecologic and Neonatal Nursing
Lauren Besse
Rachael Clark
Barkley Hoover
Carrie Jennewein
Blair Kopper
Christina Northington
Brooke Roberts
Emily Ryan
Cheryl Savoie

Oncology Certified Nurse
Patricia Pretti
Kristy Reynolds

Orthopaedic Nurse Certification
Heather Barnett
Martha Carter
Angela Vanderpool
Colleen Vitztum
Linda Williams
Donna Wyly

Other Specialty Exams
Lisa Ell
Donna Flamez
Carol Genilo
Dedra Serda
Kristen Suszek-Williams
Brenda Taylor

Pain Management
Lynn Anson
Debra Davidson
Janice Poull

Pediatric Clinical Nurse Specialist
Heather Curry
Pamela Finn
Kristina Foster
Larri Harris

Pediatric Nurse Practitioner
Meghan Adams
Renae Altenhofen
Heather Barnett
Dana Barry
Lora Bear
Patricia Beirne
Angie Black
Catherine Black
Denise Brewster
Julie Buck
TerryBuford
Veronica Byrne
Ellen Carpenter
Kathryn Chojnacki
Kathy Christenson
Emily Cowden
Christy DeJmal
Danielle Delozier
Sylvia Denny
Deborah Edwards
Lori Erickson
Jana Etherton-Still
Gail Ezell
Dawn Foster
Amanda Fridlington
Julia Fugate
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Patricia Gibbons
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Laura Grimm
Abby Grotelueschen
Kristie Hobbs
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| Registered Nurse-Board Certified                   |
|---------------------------------------------------|----------------------------------------|
| Jill Ariagno                                      | Patricia Hopkins                       |
| Julie Bryan                                       | Lisa Ruffini                           |
| Chelcia Claar                                     | Shirley Shanley                        |
| Sylvia Denny                                      | Vascular Access-Board Certified        |
| Kimberly Dickerson                                | Stephanie Carter                       |
| Staci Elliott                                     | Kimberly Jenkins                       |
| Jeanette Higgins                                  | Tammy Lightner                         |
| Robyn Kleweno                                     | Shana Reed                             |
| Angela Lee                                        | Ellen Snell                            |
| Michelle Lever                                    | Wound Care Certified                   |
| Jessica Lower                                     | Colette Liles                          |
| Marilyn Maddox                                    |                                        |
| Mary Murphy                                       |                                        |
| Rachel Nadon                                      |                                        |
| Pamela OiNeal                                      |                                        |
| Linda Sharp                                       |                                        |
| Beverley Tate                                     |                                        |

| Sexual Assault Nurse Examiner-Adult                |
|---------------------------------------------------|----------------------------------------|
| Amy Gordee                                        |                                        |
| Stephanie Otis                                    |                                        |
| Janet Smith                                       |                                        |
| Jan Wiebe                                         |                                        |
| Tammie Wingert                                    |                                        |
ADVANCE Program

As a professional development program, the ADVANCE Program is a formal method to recognize direct care nurses for their commitment to continually advancing nursing care for patients and families at Children’s Mercy. ADVANCE acknowledges that direct care nurses practice on a continuum, nurses at every level of expertise make valuable contributions and clinical excellence is a common goal for all Children’s Mercy nurses. The ADVANCE Program is built on the premise that as nurses gain knowledge and integrate their clinical experiences, the way in which they practice within and across each ADVANCE domain evolves and matures. Practice levels range from a novice RN II to a clinically expert bedside leader RNV.

In 2011, 887 nurses were recognized through the ADVANCE Program. In 2012, participation increased to 943 nurses. Following are the nurses who were recognized through the ADVANCE Program for each year:

ADVANCE 2011
RN II
Michelle Abbott
Melissa Abele
Alicia Adams
Mary Allinder
Kyla Alsman
Deborah Amaro
Christine Anderson
Melissa Armanees
Amy Avant
Leandra Awad
Jennifer Baker
Kara Ball
Laurisa Ballew
Jeanne Bangert
Josephine Barba
Kim Barbee
Lindsay Barrow
Camille Bass
Shelli Baum
Ashley Bean
Courtney Beck
Emily Beck
Caylin Beebe
Margie Beery
Marissa Beidelschies
Stephanie Bell
Amy Belton
Dawn Bennett
Wendy Bennett
Michelle Benschoter
Lauren Besse
Lindsay Billinger

Tara Billings
Sarah Birkenholz
Debbie Blocker
Betsy Boehner
Noreen Bollinger
Pamela Bolton
Teresa Bontrager
Aimee Boudreaux
Shelly Branther
Jill Braune
Alyse Bredemeier
Lisa Brigandi
Eva Briscoe
Terese Brophy
Nichole Brouse
Janice Brown
Lauren Bruso
Lindsey Buckman
Rachel Budy
Nicolette Burcham
Audrey Bureman
Abigail Butler
Nancy Cain
Stephanie Callis
Brenda Campbell
Wendy Cantrell
Lisa Carmony
Nichole Carroll
Bobbie Carter
Andrea Carver
Kelly Celaya
Yua Cha
Erin Chaney
Samantha Chestnut
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Renee Greathouse  
Brigette Green  
Lisa Green  
Shannon Green  
Christy Gudenkauf  
Dawn Guerra  
Christa Gulick  
Mindilu Gulley  
Megan Gustafson  
Patrice Guthrie  
Rosalia Gutierrez  
Mary Haggerty  
Emily Haith  
Aubrey Hale  
Amy Hall  
Christina Hall  
Laura Hall  
Rebekah Ham  
Hannah Hanchar  
Amanda Hanna  
Diane Hardesty  
Amy Harmon  
Tammy Harmon  
Heather Harris  
Megan Hasse  
Kathleen Hausthor  
Ashley Havlena  
Marilyn Hedges  
Cindy Hedrick  
Holly Heffley  
Angela Helgemoe  
Kristy Hendrix  
Suzanne Henley  
Georgina Hernandez  
Cara Hicks  
Sherry Hicks  
Maureen Higbie  
Holly Hilton  
Elizabeth Hinkle  
Kristy Hirt  
Tamara Hoeppner  
Lori Holcomb  
Lisa Holden  
Kallie Hopkins  
Kerri Hopkins  
Kathleen Hortenstine  
Shanda Hoss  
Lynn Howard  
Amy Huffman  
Deanna Huffman  
Jenifer Hultgren  
Sara Hume  
Robyn Hunsley  
Kristina Hunt  
Tracie Hurst  
Melissa Jackson  
Meredith Jackson  
Veronica Jacobs  
Michelle Janes  
Shelly Jennings  
Ann Johannes  
Brittany Johnson  
Gabrielle Johnson  
Lindsey Johnson  
Lisa Johnson  
Mary Ann Johnson  
Melissa Jones  
Rebecca Jones  
Tamla Jones  
Jayme Kagarice  
Lisa Keeter  
Haley Kendall  
Danielle Keninger  
Jennie Kensinger  
Crystal Kent  
Lynsey Kern  
Julie Kincheloe  
Sara Kindler  
Stephanie King  
Tyler Kirby  
Theresa Kirkpatrick  
Aimee Kish  
Michelle Knifong  
Shari Knoth  
Ashley Kolesar  
Meredith Kopp  
Hilary Korte  
Brenda Kotar  
Laura Kozlowski  
Vicky Kramer  
Lori Kubicki  
Jennifer Kurasz  
Megan Lacy  
Bre Anne Langel  
Kelly Lawless  
Angela Lee
Aimee Lenhausen  Jesse Merino  Rebecca Nunnally
Darla Levine  Jennifer Merz  Jill O'Dell
Meghan Lewis  Angelynn Mescher  Corrine O'Neil
Nakita Lewis  Joleene Miller  Deanna Orwig
Michelle Likes  Rebecca Miller  Stephanie Otis
Tara Linder  Michele Mills  Pamela Otterstedt
Kristi Lindsay  Rachael Millsap  Catherine Overfelt
Monica Lindsey  Erica Monaco  Betty Owen
Jay Lisondra  Brandy Moody  Katrina Paige
Jessica Littell  Kristen Moon  Sarah Palermo
Julie Locascio  John Moore  Kimberly Palmer
Corey Long  Kristen Mroczka  Christine Palomba
Stacy Long  Anna Mueller  Susan Parish
Anne Lovelace  Barbara Mueller  Veronica Parker
Rhonda Luster  Suzanne Mulcahy  Katie Parrish
Kellye MacCallum  Tiffany Mullen  Stephanie Patterson
Bernadette Maddock  Mary Mullin  Amy Pence
Beth Maney  Emily Murdock  Brittney Pendleton
Marsha Maples  Anna Murray  Amy Perry
Melissa Martin  Sarah Murray  Christina Peterson
Sara Martin  Therese Murray  Laura Peterson
Maria Martinez  Coleen Nelson  Diane Petrie
Tera McBride  Emily Nelson  Sarah Pettengill
Rebecca McCall  Tabitha Nelson  Alicia Phillips
Ashley McCann  Tracie Newell  Kris Ann Phillips
Richard Mccomas  Rachel Newport  Jessica Pinkerton
Carla McCoy  Jessica Nichols  Daniela Pirvu
Maryls McGee  Janet Nickum  Michelle Pope
Kathleen McGlinn  Cortney Niedringhaus  Lisa Post-Jones
Janet McGovern  Sheilah Niemeyer  Connie Potts
Aja Mclemore  Meredith Nolen  Anne Pracht
Angelique McMenemy  Paola Noll  Patricia Pretti
Jennifer Meade  Dixie Norris  Michelle Price
Jamie Menown  Elizabeth North  Melissa Prickett
Carolyn Pryor
Julia Pulcher, B
Quinonez, Terry L
Raetz, Allison M
Ragsdale, Kerri K
Randolph, Rebecca L
Jenna Reed
Theresa Reed
Mary Reid
Teresa Reilly
Aaron Rench
Jenifer Reno
Virginia Richard
Ellen Richards
Lyndsay Richardson
Ellen Richter
Amy Ricketts
Andrea Ritchey
Melissa Ritter
Brooke Roberts
Lorrissa Robertson
Katherine Roepke
Crystal Rollwagen
Johanna Rooney
Nicole Rose
Jessica Rosenberger
Pamela Ross
Carla Rossi
Katie Roth
Ashley Ruegsegger
Lisa Ruffini
Susan Rupf
Kathleen Russell
Alicia Ryan
Ashlee Ryan
Catherine San Pablo
Julie Sarowski
Patricia Schantz
Jennifer Schmidt
Stacy Schmidtlein
Katie Schmuke
Mary Schneck
Susan Schuler
Brandie Schwindler
Debra Scott
Kristen Scott
Laura Scott
Summer Scott
Ruth Scott Nelson
Nicole Sears
Sarah See
Joyce Sexton
Heather Shafer
Elizabeth Shaffer
Amy Sharp
Jacqueline Shellhorn
Kathi Shepherd
Andrea Sherman
Stacey Shields
Lynn Shriver
Stephanie Sinclair
Rebecca Sindel
Elisabeth Singh
Kimberly Sloan
Callan Smith
Christal Smith
Jaclyn Smith
Lauren Smith
Misty Smith
Patricia Smith
Teressa Smith
Nicole Snodgrass
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Sharla Splittgerber
Kelly Stamps
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Emma Stark
Sharon Stimatze
Jessica Stockhorst
Liann Stogsdill
Ashley Stoneking
Melissa Storms
Brent Straley
Julia Streed
Carla Stroback
Elizabeth Stueve
Tember Stumpenhaus
Ashley Suddock
Margaret Sullivan
Gianna Swift
Azita Tafreshi
Lisa Tarbell
Jordan Tate
Julie Taylor
Julie Taylor
Lelani Taylor
Molly Terhune
Kristina Terrill
Jeanne Thomas
Lauren Thomas
Shelley Thomas
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Carmen Tracy
Amy Trupiano
Ashley Tungett
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Claire Ulowitz
Jennifer Vacca
Suzanne Vap
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Deena Wallace
Leejae Wansing
Sarah Wareham
Bobbi Wathen
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Yvonne Wilson
Casie Winscher

Jennifer Wolf
Marie Wottering
Stacey Wood
Tracy Woodman
Michaela Wright
Cassie Yano
Jessica Young
Michele Young
Victoria Zadoyan
Lisa Zeffiro
Kelli Zuckerman
Lindsay Zumbrunn

RN III
Katherine Anderson
Tracy Anderson
Brenda Anderson-Bell
Danielle Antes
Marian Ascheman
April Assee
Linda Atchison
Kristi Aufderheide
Catherine Ayres
Phyllis Baer
Kathlyn Baharaeen
Kathleen Bailey
Angela Baker
Lisa Baker
Carlye Bakian
Catherine Bandelier
Amanda Barber
Cynthia Barton
Karen Beaudet
Bryan Beaven

Amy Berry
Mark Besinger
Tonia Best
Jennifer Bitner
Tonya Blair
Sharon Blevins
Kathryn Boles
Penny Bopp
Lyndsey Barton
Katie Boyd
Kelly Bray
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Francine Campbell
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Rosalia Gutierrez
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Nancy Sveom
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Melanie Yourdon

RN IV
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Deborah Ayers
Tonya Blair
Mary Brooker
Sarah Burr
Paula Capel
Teri Carpenter
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Jean Crumrine-Brauer
Patricia Dalton
Karl Davidson
Julie Dishman
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Marla Row
Kelly Scannell
Roberta Schomburg
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RN V
Michelle Meyer
Julanne Seefeldt
## Statistics

### 2012 Hospital Statistics

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<td>Average Daily Census</td>
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<tr>
<td>Patient Days</td>
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<td>Outpatient Visits</td>
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<td>Emergency/Urgent Care Visits</td>
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### 2012 Nursing Statistics

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<td>Total Number of Clinical Nurses</td>
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<td>Total Number of Advanced Practice Nurses</td>
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<tr>
<td>Total Number of Certifications</td>
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<td>Total Percentage of Eligible Nurses Certified</td>
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### 2012 Nursing Education

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