Strategic Plan: An Update from Leadership
Our leaders take stock of the strategic plan.

A Strategic Update

Recently, Nationwide Children’s CEO Dr. Steve Allen, Chief Operating Officer Rick Miller, Chief Medical Officer Dr. Rich Brilli, Chief Nursing Officer Linda Stoverock, Vice President of Human Resources Jose Balderrama and moderator and Chief Marketing Officer Donna Teach joined the monthly Management Committee meeting to update managers on our strategic plan progress, particularly Quality, Safety and Service. So how have we been doing? Here’s what they had to say.

Dr. Allen, has the current strategic plan been successful?
Yes. Thanks to the tireless work and world-class talent of Nationwide Children’s employees and medical staff, along with strong community support, the hospital has achieved great success under the current strategic plan: completing the 2012 master facilities expansion; growing our clinical and research programs; receiving prestigious national rankings as a top children’s hospital; and making remarkable progress toward our goal of zero preventable harm through the Zero Hero initiative.

And while this is officially the 2010-2014 strategic plan, we’ve made so much progress that it is already time to look at what we want to accomplish next. Work is underway on the next strategic plan with multiple teams working on different aspects. You’ll be hearing more about it as we complete that work this summer.

Dr. Brilli, the quality and safety initiative is a large part of the strategic plan. How successful has Zero Hero been?
We’ve made great progress over the last four years and we have a lot to be proud of. We’ve achieved a greater than 50 percent reduction in harm events and more than an 85 percent reduction in Serious Safety Events. Nationwide Children’s was the first pediatric organization anywhere to talk about driving toward zero harm and develop the Preventable Harm Index, which is now used nationwide. This year, we’ll be highlighting Zero Hero Zones on our Preventable Harm Index to help identify the areas where we are achieving zero harm. We may not see zeros across the entire Index at the end of 2013, but we hope to see many zeros in multiple categories. In the next phase of Zero Hero, we will be focusing on improving employee safety and reducing employee injuries.

Rick, can you tell us more about the employee safety initiative?
We’ve learned that one employee is injured on the job at Nationwide Children’s every other day. Thankfully, most of these injuries are minor, but in 2012, on-the-job injuries added up to the loss of 846 work days. This year the hospital is launching an employee safety initiative which will focus on reducing employee harm. Look for more information on employee safety efforts in the coming months.

Linda, customer service is a key part of our Strategic Plan. How are we doing in this area?
Our new facility helps us care for patients using state-of-the-art technology. But our patients still need us to strive to meet their needs with unsurpassed service. Our goal is to address patient and family concerns before they escalate to grievances, or written complaints. Using zero hero tools like three-way communication and stopping and resolving problems as they come up, will go a long way to help us meet the needs of our patient families. Our rounding needs to consistently look for three things: safety, service and employee opportunities to provide feedback and make system improvements.

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Looking for More? Watch for the May issue of Inside Nationwide Children’s for more information about the 2010-2014 Strategic Plan successes.

Dance is a beautiful form of expression, but can be physically taxing and strenuous on the human body, especially for children and adolescents. A new study by researchers in the Center for Injury Research and Policy examined dance-related injuries among children and adolescents 3 to 19 years of age from 1991 to 2007. During the 17-year study period, an estimated 113,000 children and adolescents were treated in U.S. emergency departments for dance-related injuries.

According to the study, the annual number of dance-related injuries increased 37 percent, climbing from 6,175 injuries in 1991 to 8,477 injuries in 2007. Sprains and/or strains (52 percent) were found to be the most common types of dance-related injuries, with falls (45 percent) being the most common causes of injuries.

The study also found that 4 out of 10 injured dancers were between 15 and 19 years of age.

“We believe this could be due to adolescent dancers getting more advanced in their skills and spending more time training and practicing,” said Kristin Roberts MS, MPH, lead author of the study and senior research associate in the Center.

“Safety precautions such as staying well-hydrated, properly warming up and cooling down, concentrating on the proper technique and getting plenty of rest can help prevent dance-related injuries,” said the study’s senior author Lara McKenzie, PhD, principal investigator in the Center.

Due to the increase in the number of dance-related injuries, Nationwide Children’s Sports Medicine program has designed a number of services to address the needs of the young dancer. “Adolescents are still growing into their bodies and as such often develop imbalances that can lead to injury,” said Eric Leighton, ATC, an athletic trainer in Sports Medicine. “It’s critical that intervention and injury prevention are available to address balance, strength and functional body control deficits as they grow.”

Most Common Injuries

- Sprains/Strains: 52%
- Broken Bones: 14%
- Bumps & Bruises: 14%

Most Common Cause

- Falls: 45%

Where Most Injuries Occurred

- Lower Extremity: 58%

23 children or teens are treated in US emergency departments for dance-related injuries each day

WANT TO SEE MORE? Visit NationwideChildrens.org/Inside-Nationwide-Childrens to check out an interactive infographic on dance-related injuries.
Prepping for the Marathon: Upcoming Races Benefiting NCH

TRAIN FOR THE MARATHON AND SUPPORT NATIONWIDE CHILDREN’S

Are you running the Nationwide Children’s Hospital Columbus Marathon and ½ Marathon this fall? You can train for the marathon while supporting and fundraising for Nationwide Children’s when you participate in these local races.

12TH ANNUAL KEVIN J. MULLIN 5K RUN/WALK
Sunday, April 14 from 1 to 3 p.m.
This annual race, in honor of Kevin J. Mullin, benefits Brain Tumor Research. Register to walk or run for a $20 pre-registration fee or $25 for day-of registration. This competitive run/walk is timed by Second Sole. Visit LemonHead.org to register.

GATOR RUN
Saturday, May 11 at 9 a.m.
The Avery Gator Run is a 5K run/walk and a mascot fun-run for the kids. This event raises money to benefit the Nationwide Children’s hospital and The Ohio State University in the continued search to find a cure for Spinal Muscular Atrophy and Muscular Dystrophy. Visit AveryGatorRun.com to learn more and to register.

ROCKIN’ ON THE RUN
Saturday, May 18 from 7:30 a.m. to 1 p.m.
Rockin’ on the Run’s mission is to raise money to bring more awareness and research to pediatric brain tumors. The 5K run/walk and family-day tickets are $15 for pre-registration or $20 for day-of registration. Visit RockinOnTheRun.org or call (740) 852-5884 to register and for more information.

MEGAN’S MILES
Sunday, May 26 from noon to 4 p.m.
This sixth annual event is organized by the friends and relatives of the Schlaegel family, with the help of the Columbus Running Company Charity Fund. This family event is designed to raise funds and awareness for Nationwide Children’s Hospital’s Muscular Dystrophy Research Institute. Visit ColumbusRunning.com to learn more and to register.

JAKESTRONG
Saturday, June 1 from 8 to 10 a.m.
100% of the proceeds from this event will be donated to cancer research programs impacting treatments and potential cures for many types of pediatric cancer. Visit JakeStrong.org for more information and to register.

Spot Reads

Nominate a Nurse for a Daisy Award

Do you know a nurse who has gone above and beyond to care for a patient family? Or a nurse who always lends a hand to help colleagues? In the past, we’ve recognized extraordinary nurses through the annual Cameos of Caring Awards. Beginning this year, Nationwide Children’s will use the Daisy Award to say “thank you” to our nurses and to honor the super-human work nurses do for patients and families every day. Staff and families can visit NationwideChildrens.org/Daisy-Award to nominate an extraordinary nurse.

Connecting Families: A Parent Mentor Program

As part of our ongoing commitment to family-centered care, Nationwide Children’s is excited to offer a new parent mentor program called Connecting Families. We understand that having the ability to share stories and receive emotional support from another parent peer can be invaluable. Connecting Families creates family-to-family partnerships that promote healthy lifestyles and enhance the quality of life for our patients and their families. Volunteer mentors are trained to provide peer-to-peer support to help families “normalize” their child’s diagnosis. This program began in the GI division and has now expanded to connect families in other specialty areas including complex care, the Cerebral Palsy Program, the 22q Center, the Epilepsy Center, The Cleft Lip and Palate Center and The Heart Center. Do you know a family that could benefit from peer support? Email ConnectingFamilies@NationwideChildrens.org for more information.

New MyChart Features Available for Families

MyChart is a tool families can use to access their child’s medical record and manage their health care. In March, Nationwide Children’s MyChart tool moved to a new site. Patients and families can now take advantage of a new site with additional features. Learn more by visiting ANCHOR/MyChart—MyChart.

Operation Feed Campaign Runs through May 24

Did you know that in 2012, Nationwide Children’s Operation Feed campaign raised more than 350,000 meals? This year, the campaign begins on April 1 and runs through May 24. A scrub sale to benefit Operation Feed will be held on Tuesday, May 21 and Wednesday, May 22.
Infectious disease remains the leading cause of death globally and the third leading cause of death in the United States. Peter White, Ph.D. is helping to change that. As the Director of Biomedical Genomics Core and principal investigator in the Center for Microbial Pathogenesis in The Research Institute, Peter and his team use state-of-the-art genome sequencing technology to investigate and understand disease. This research is helping investigators find new ways to diagnose and treat many forms of disease, including infectious diseases and immune disorders.