

Everything Matters In

Patient Care

Daisy Award

Natasha Wolf, RN, BSN

The quarterly Nationwide Children's Hospital Daisy Award was presented to Natasha Wolf, RN, BSN, of H2B. The Daisy Award is given in appreciation of the important difference our nurses make in the lives of our patients and families at Nationwide Children's.



Says Natasha's nominator, a parent of a patient who not only had cancer and needed a surgery but also had Rhinovirus, causing the need for additional care: "Tasha advocated for our girl... and she also advocated for me to be able to nurse her as soon as possible. She let me cry and validated my tears, but also made me feel like everything would work out how it was supposed to. She talked to my 11-month-old daughter like she could really understand what she was saying and made it her goal to become friends with her for the day. She brought us drinks, snacks, tissues and anything else we didn't ask for, but she knew we needed. She helped me make myself a priority so that I could be there for my baby. She's a wonderful nurse, and I'll remember her for the rest of my life."

To learn more about our Daisy winners, and read their full nomination, visit NationwideChildrens.org/Daisy-Award

EVERYTHING MATTERS IN PATIENT CARE, is a quarterly publication of the Patient Care Services Division of Nationwide Children's Hospital, Inc., Columbus, OH. Comments regarding the content of this publication are welcomed. References for articles are available by calling (614) 722-5962. Articles may be reprinted with permission. Send all inquiries and material for publication to EVERYTHING MATTERS: IN PATIENT CARE in care of Tameka Curry, Administration, Nationwide Children's Hospital, Inc., or call (614) 722-5962. Nationwide Children's Hospital is an affirmative action, equal opportunity employer. Copyright 2023, Nationwide Children's Hospital, Inc. All Rights Reserved.

*Highlighting the Nursing
Strategic Plan*



Lee Ann Wallace, chief nursing officer at Nationwide Children's, presents the quarterly Daisy Award to Natasha Wolf, RN, BSN, of H2B. Learn more about Natasha and the Daisy Award on the back cover.

Contents

Features



5 Celebrating Nursing at Nationwide Children's Hospital
Lee Ann Wallace, MBA, BSN, RN, NEA-BC



13 The Center for Nursing Excellence: Helping Nurses Achieve Their Professional Goals
Vicki Guinther, PhD, RN, NPD-BC, FAAN, Director, Center for Nursing Excellence

Articles

- 4** Making Great Strides on the Nursing Strategic Plan
Lee Ann Wallace, MBA, BSN, RN, NEA-BC
- 9** Introducing a New Nurse Scientist
Gerene S. Bauldoff, PhD, RN, FCCP, MAACVPR, FAAN
- 10** Nursing Strategic Plan - Work Streams
Marissa Larouere, MBA, RN, NEA-BC, Vice President, Neonatal Network
- 12** Making a Difference: Point of Care Testing Errors in Medical Specialty Clinics
Maureen Sims, MBA, BSN, RN, NE-BC and Rachel Cornelius, MBA, MPA, RN
- 17** Harnessing Credentialing and Privileging for Pharmacy Practice Evolution
Andrea Fralick, PharmD
- 18** The Advanced Practice Provider Strategic Plan at Nationwide Children's Hospital
Erin Keels, DNP, APRN-CNP, NNP-BC and Debra Pratt, MS, APRN
- 20** Celebrating our Nurses During Nurses' Month 2024
Kim Housden, MSN, MHA, RN, NPD-BC
- 22** The Launching of Nursing Career Pathways at Nationwide Children's Hospital
Pamela Creech, MSN, RN, CPN, NEA-BC and Ruth Ferroni, MSN, RN, CNL, CCRN
- 24** A Nursing Knowledge Repository to Support Nursing Practice at Nationwide Children's
Alice Bass, MSN, APRN-CNP, PNP-BC, FPCN
- 26** Nurse Extern Programs: Preparing Nursing Students for the Future
Surlina Asamoa, MSN, MHA, RN, CCM, NPD-BC and Jennifer Pauken, MSN, RN, CPN

Editorial Staff:

Editor: Vicki Guinther | **Managing Editor:** Marcie Rehmar | **Editorial Board:** Alice Bass, Margaret Carey, Jo Ann Davis, Elora Hilmas, Cindy Iske, Marissa Larouere, Jennifer Pauken, Danielle Rehm, Paige Shalter Bruening, J.R. Sike | **Editorial Assistant:** Tameka Curry | **Editorial Support:** Heather Lofy
Photography: Bill Tijerina | **Art Direction/Design:** John Ordaz

Making Great Strides on the Nursing Strategic Plan



Lee Ann Wallace
MBA, BSN, RN, NEA-BC
Senior Vice President,
Patient Care Services,
Chief Nursing Officer

This issue is all about celebrating nurses at Nationwide Children's Hospital! We are two years into our Nursing Strategic Plan and have made great strides. The goal, when a team of nurses from all roles and areas across the organization came together to formulate our strategic plan, was to create a living document that would empower and acknowledge nurses and nursing at all levels within and outside of the organization. In this issue, you will get an update about what has happened to date as we work toward our key outcomes of creating a Center for Nursing Excellence; increasing staff satisfaction, recruitment, retention and diversity; making research, clinical inquiry and scholarship more accessible to all; developing career pathways and expanding roles for nurses; and improving our internal and external presence as experts in pediatric nursing care.

I am so proud of what we have accomplished together during the past few years from shouldering through a pandemic, dealing with staffing and supply shortages, and rebuilding our ranks to near pre-pandemic levels. Despite these challenges, we started on a journey with our new Nursing Strategic Plan to sustain and create more opportunities in which nurses can practice to their full scope and grow in their roles. And we have been successful! From our fifth Magnet redesignation to our strategic plan accomplishments thus far, we have made great strides that you will read about here. We still have more to do and we have a strong plan in place to accomplish the rest! I can't wait to take the rest of this journey with all of you and create the best for nursing at the bedside and beyond.

Correction

In the spring issue of Everything Matters in Patient Care, we incorrectly identified authors of the article on page 20. The correct authors are Adolfo Etchegaray, MD and Mickey Johnson, MHA, RN. To find a PDF of the issue with the updated authors, please visit NationwideChildrens.org and search In Patient Care.

Celebrating Nursing at Nationwide Children's Hospital

Lee Ann Wallace, MBA, BSN, RN, NEA-BC, Senior Vice President, Patient Care Services, Chief Nursing Officer





What a phenomenal time to be a nurse at Nationwide Children's Hospital! There are so many exciting initiatives happening to support nurses and the practice of nursing that I can only highlight a few here. We have more than 4,000 nurses across the organization, which is a 14% increase over the past three years, and we are still growing. More than 92% of our nurses work in direct patient care. Compared to other local and national health care institutions, we attract and retain our nurses. Our turnover rate is only 11%, compared to the national average of 25%, and our retention rate of new graduate nurses is 90%, compared to a 69% national average. We have a range of specialties in which our nurses can practice including Ambulatory settings, Critical Care, Specialized Medical-Surgical Units, Neonatology, Emergency Care, Peri-Op and Home Care for direct patient care. Many other nurses are practicing in non-direct patient care areas such as Information Management and Informatics, Education, and Clinical Inquiry just to name a few. We truly practice nursing at the bedside and beyond. Our nurses are some of the most educated (more than 90% with a BSN or higher) and specialized in the nation (more than 50% hold professional certifications). Additionally, our nurses boast a penchant for lifelong learning as more than 73% of you want continued opportunities to develop. That is why this Nursing Strategic Plan is so important. It was aimed at the development of our nurses and with our practice in mind.

As a reminder, our Nursing Strategic Plan was developed in the Spring of 2022. The plan was developed by nurses representing various roles from all our professional paths: expert clinicians, leaders, educators and clinical inquirists. There are four pillars to the plan. The first pillar reflects our goal of increasing our **Presence as Experts in Pediatric Nursing Care**, both internally and externally. This means that we want nurses to be represented in clinical and operational decision-making groups, recognize the diversity of specialties in which we practice nursing across the organization, promote creation, use and dissemination of nursing

knowledge and demonstrate our nursing expertise on local, regional and national stages. The second pillar is **Creating an Infrastructure** in which we can grow. This includes focusing on a collaborative culture that uses and sees nurses at their full scope of practice and respects nurses' knowledge in interdisciplinary teams. To that end we will promote resources to support the development of that knowledge and refine our systems so that we have standardized job descriptions, policies and practices. The third pillar is **Professional Practice**. We are setting an infrastructure to promote autonomy in nursing practice by expanding professional knowledge, increasing professional certifications and competencies, and expanding fellowships and transition to practice programs. This pillar also includes promoting and measuring nursing's clinical excellence and creating a formal structure for clinical inquiry so all nurses can participate in enhancing nursing practice. The final pillar is **Talent and Development**. While we have the best nurses anywhere, we want to recruit great talent, retain our excellent staff, and professionally develop our practitioners

so they have an opportunity to grow. Underpinning this is our commitment to diversity, equity and inclusion as a core value and plans to recruit a diverse nursing staff. These pillars will lead us to five key outcomes: creating a Center for Nursing Excellence; increasing staff satisfaction, recruitment, retention, and diversity; developing our staff to their highest potential; engaging staff in clinical inquiry; and, ultimately, expanding our presence as leaders in pediatric nursing care.

So, what have we achieved to date? Several nurses have worked hard to achieve outcomes for our Nursing Strategic Plan. We have moved this plan forward significantly in the past two years. In regards to Creating an Infrastructure to support nursing and grow professionally, we have revised clinical and operational committees to have nursing's presence on each, nurses are reporting out on quality improvement and OCEO meetings about accomplishments and best practices, there is nursing representation and leadership in and on quality and safety departments and committees, we have created the Center for Nursing Excellence and we have obtained

- **NURSING STRATEGIC PLAN 2022**

Our vision is to develop all nurses as leaders in their professional practice, recognize their unique contribution in achieving best outcomes for patients and families, and provide the infrastructure to support a healthy work environment.



**NURSING
PRESENCE**



INFRASTRUCTURE



PROFESSIONAL PRACTICE



TALENT AND DEVELOPMENT



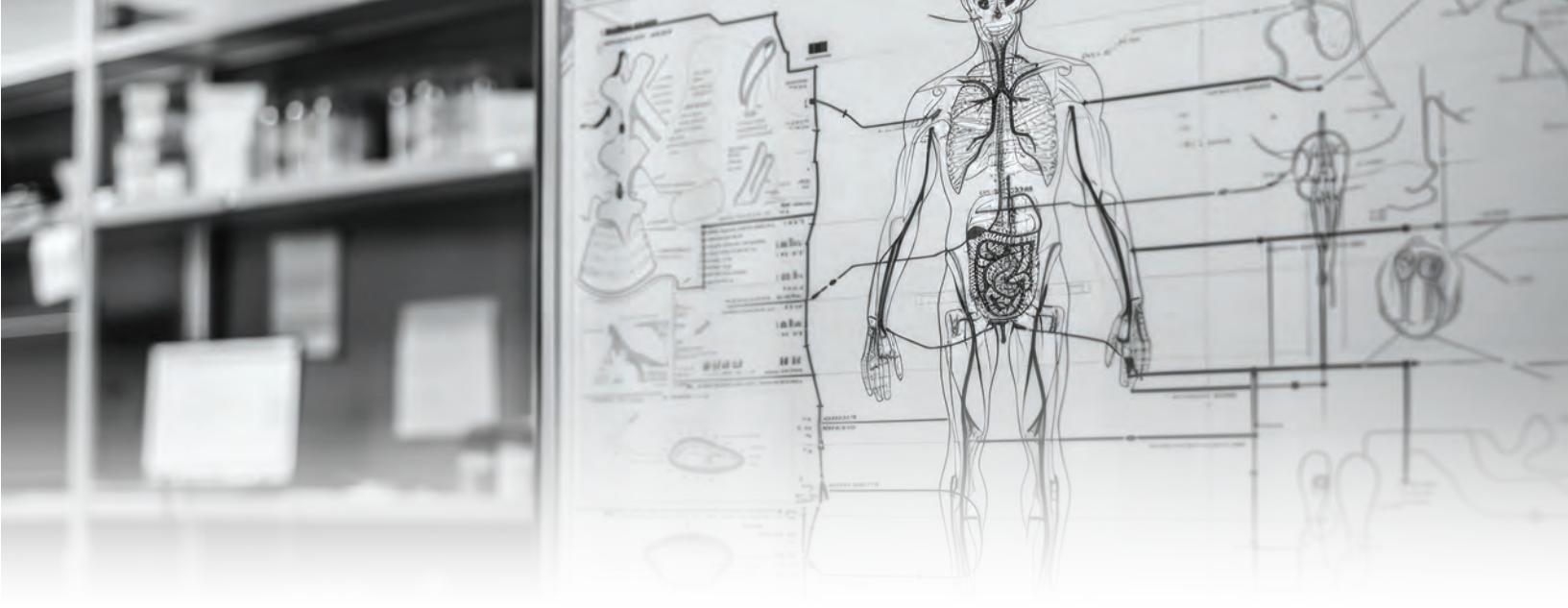
financial support for professional growth. We have moved the needle on Professional Growth and Development. New career pathways have been developed (expert practitioner, leader, educator and clinical inquiry). We have created more resources for certification and educational advancement. We now have weekly Grand Rounds. We are fostering relationships with our academic partners and creating novel pipelines for future nurses and academic roles for our current ones. We have increased our capacity for Clinical Inquiry. We have our first Nurse Medical Director in QIS, Dr. Janet Berry. We have increased our Nurse Scientists. We've started a Nursing Clinical Inquiry Subcommittee, which reports to our Nursing Excellence Council. We have expanded nursing's presence internally and externally. Nationwide Children's nurses now have a public-facing website page dedicated to what is happening with Nationwide Children's nurses and their accomplishments. We have several nurses sitting on state and national committees, we have a broader social media presence and we've sent out an annual report highlighting nurses practice and accomplishments. We have achieved our fifth Magnet redesignation, an accomplishment that less than 1% of hospitals achieve. We are making leaping strides in Professional Practice and Governance. We have a new Professional Practice Model, we are currently looking at a new Professional Governance Model and we are bringing in new technology and innovative care models to enhance practice and safety around care delivery. We have developed and, will continue to develop, resources to care for our caregivers, our most valuable resource. We have accomplished plenty, but still have much more to do.

There are several initiatives to be implemented in the next few months to achieve the goals of our Strategic Plan within our five-year time frame. To accomplish this, we have developed work streams. These work streams are discussed in this issue in more depth, so I will not go into detail here. The purpose of these groups is to create a plan so we can cross our finish line on our Nursing Strategic Plan goals. Each work stream has representation across our professional paths and specialty areas, in order to achieve best outcomes. I encourage you to read Marissa Larouere's article in this edition on the work streams and talk with your leadership teams to see how you can get involved in this exciting journey.



Finally, we have developed new ways to celebrate all that nurses do daily. We have always had, and will continue to have, the Daisy Award that honors a nurse and the care they deliver. We have expanded our Daisy awards. There are two new Daisy Awards that will be awarded annually starting in Nurses' Month 2025. The first award is the Daisy Health Equity Award. This award honors a nurse or team of nurses who lead health equity initiatives that mitigate the effects of health disparities for our patients and families. The second Daisy Award is the Team Award. This award celebrates nurse-led teams that make a difference in the lives of our patients and families. Our Nursing Recognition Subcommittee of Nursing Excellence Council has developed more awards to celebrate nurses and nursing achievement. For the first time, we are offering quarterly awards focusing on four categories in alignment with Magnet pillars: Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, and New Knowledge, Innovation and Improvements. Nominees will be reviewed by our Nursing Recognition Subcommittee and a nurse will be selected quarterly to receive a formal certificate, cash award, logo jacket and social media feature. Our Daisy and Nursing Excellence Awardees will be in consideration for Nurse of the Year. Our Nurse of the Year will be presented at our Annual Awards Banquet and receive an etched trophy and a cash award. Information on all these awards and how to nominate colleagues can be found on the Nursing Recognition page on the Center for Nursing Excellence ANCHOR site.

It is an exciting time to be a nurse at Nationwide Children's. We are putting in a structure to grow our own, recruit and retain diverse and accomplished practitioners, and honor and recognize all that nurses do to create a healing experience for our patients and families. This issue highlights many of these accomplishments and how we plan to move forward to keep the momentum going. I am proud of our nurses and cannot wait to see how we journey into our new future. The sky is the limit.



Introducing a New Nurse Scientist

Gerene S. Bauldoff, PhD, RN, FCCP, MAACVPR, FAAN, Nurse Scientist, Center for Nursing Excellence



On April 1, Gerene Bauldoff joined the Center for Nursing Excellence as a nurse scientist. Gerene comes to Nationwide Children's following her retirement as a clinical professor at the Ohio State College of Nursing after 23 years. She has been a registered nurse for 44 years.

Originally from Butler, PA, she completed her nursing education in Pittsburgh. She is a graduate of the West Penn Hospital School of Nursing (RN diploma), LaRoche College (BSN) and the University of Pittsburgh (MSN as a Cardiopulmonary Clinical Nurse Specialist and PhD in Nursing). The first 21 years of Gerene's nursing career were as a clinician before becoming an educator. Her clinical background includes med-surg nursing, home health nursing (caring for patients from birth through end of life), lung transplant coordination and multi-center research trial coordination. As an educator, Gerene has taught at all levels of nursing education, including undergraduate med-surg nursing, master's level CNS role, evidence-based practice (EBP), and finance and reimbursement courses. At the doctoral level, she has taught DNP-level EBP (developing expert evidence appraisers and EBP project development) and DNP-level methods and measurement (differentiating between EBP methods and research methods and skills needed for the practicing DNP).

Gerene is looking forward to helping Nationwide Children's move forward with its nursing research enterprise, focusing on emerging clinical research projects through the application of pragmatic interventions to promote and improve pediatric nursing care.

Gerene lives in Powell. She is close with her two sisters who live out of state: Jilana (a speech therapist who lives in Florida) and Michelle (a chemical engineer who lives in eastern Pennsylvania). She has many nieces and nephews as well as many beloved friends in central Ohio. Her interests include reading, walking, Hilton Head for a long weekend in the winter and international travel, having made it to five of the seven continents. She still wants to get to Africa and Antarctica.

Gerene is available to help with clinical inquiry projects from design through dissemination. She would be happy to help you at any stage in your project.

Gerene is looking forward to helping Nationwide Children's move forward with its nursing research enterprise, focusing on emerging clinical research projects through the application of pragmatic interventions to promote and improve pediatric nursing care.

Nursing Strategic Plan - Work Streams

Marissa Larouere, MBA, RN, NEA-BC, Vice President, Neonatal Network

The Nursing Strategic Plan’s Vision is to develop all nurses as leaders in their professional practice, recognize their unique contribution in achieving best outcomes for patients and families, and provide the infrastructure to support a healthy work environment. There are four objectives in the Nursing Strategic Plan with the goal of obtaining five outcomes. The four pillars are to increase nursing presence within and outside of the organization, create an infrastructure in which to grow nursing practice, provide opportunities for nurses to work at the top of their scope in professional practice and recruit, retain, and develop our current workforce. Within five years of launching the Nursing Strategic Plan, we hope to achieve five key outcomes: 1) create the Center for Nursing Excellence; 2) increase staff satisfaction, recruitment, retention, and diversity; 3) create an infrastructure for research, clinical inquiry and scholarship; 4) develop career pathways and professional roles; and 5) improve nursing’s internal and external presence as leaders in pediatric nursing.

To obtain these goals and work on these pillars, work streams have been developed to own these objectives set forth from the Strategic Plan and influence the five key outcomes. These work streams are Infrastructure - Standardization Policies and Finance, Professional Practice, Professional Growth and Development, Nursing Presence, Clinical Inquiry and Recruitment, Retention and Diversity Equity Inclusion (DEI). Each of these are detailed below as to their purpose, the leaders of each workstream, responsibility of each team, and the anticipated impact on best outcomes.

Infrastructure - Standardization: Policies and Finance

Marissa Larouere, Jaime Manley and Tess Coakley are the nursing leaders overseeing the Infrastructure work stream. The focus of this group is to create an interdisciplinary collaborative culture that respects nurses’ unique expertise and contributions to care. The goal is to propose an infrastructure by which nurses have representation in clinical and operational decision-making groups, support nursing involvement in policy creation/guidance, expand support systems, provides resources for professional growth, and promote standardized resources, policy and practice across care settings. Developing professional nursing roles and internal presence are key outcomes influenced by these responsibilities.

Professional Practice

Andrea Manning and Tallyn Hicks lead the Professional Practice work stream. The focus of this group is to create a culture that acknowledges and uses nurses to their full scope of practice, recognizes diversity of nursing specialties across all patient care settings, refines nursing roles across job descriptions and embraces new technology to enhance practice,

and examine how nurses professionally govern themselves within the organization. The key outcomes influenced by this work is developing professional nursing roles.

Professional Growth and Development

Vicki Guinther and Pam Creech are the nursing leaders responsible for the Professional Growth and Development work stream. The focus of this group is to create and foster career pathways, provide opportunities to expand professional knowledge, increase certifications and competencies, expand fellowships and transition to practice programs, and to provide ongoing mentorship opportunities. Career pathways, professional development, and Center for Nursing Excellence are the key outcomes anticipated by this group’s work.

Nursing Presence

Vicki Guinther and Erin Keels oversee Nursing Presence workstream. The focus of the group is to showcase our expertise as leaders in pediatric nursing care internally and on a national stage, increase the visibility and accessibility of nurse leaders for staff, expand partnerships with colleges and universities, and create innovative ways to recognize our tenured staff. Internal and external presence as leaders in care are key outcomes influenced by the work of this group.

Clinical Inquiry

Jamie Baldwin and Melissa Hamms lead the Clinical Inquiry work stream. The focus of this group is the promotion, creation, use, and dissemination of nursing knowledge to guide patient care, measure nursing’s contribution to patient outcomes, creating a formal structure for clinical inquiry, and make it accessible to all staff. Research, clinical inquiry and scholarship are key outcomes influenced by these responsibilities.

Recruitment, Retention and DEI

Mickey Johnson and Stacy Benton are the nursing leaders over Recruitment, Retention and DEI. The focus of the group is to promote career recruitment events, wellness and self-care activities, and elevate DEI as a core value. The outcomes influenced here are staff satisfaction, recruitment, retention, & diversity.

These work streams are starting work now and will continue until the goals of the Nursing Strategic Plan are met. Communication will be forthcoming as the journey through this multi-year process develops and evolves. In the meantime, if you are interested in any of these work streams, please reach out to the leaders. These work streams will keep us focused on our ultimate goal of elevating nursing practice at Nationwide Children’s.

Group	Group Leaders	Objectives from Strat Plan	Influencing Strat Plan Key Outcome
Infrastructure Standardization Policies & Financial	Marissa Larouere Tess Coakley Jamie Manley	<ul style="list-style-type: none">• Nursing representation clinical and operational decision-making groups• Create an interdisciplinary collaborative culture that respects unique expertise and contributions to care• Support nursing’s involvement in creation and guidance for policy• Standardize resources, policies and practices across care settings• Promote nurse-centered care for improved care delivery• Expand support systems non-clinical time• Provide resources for participation in professional affiliations and conferences• Increase funding for nursing education• Increase financial support for professional growth• Create flexibility in scheduling	Nursing Roles Internal Presence
Professional Practice	Andrea Manning Tallyn Hicks	<ul style="list-style-type: none">• Create a culture that acknowledges and uses nurses to their full scope of practice• Recognition of diversity of nursing specialties across all patient care settings• Refinement of nursing roles across job description• Embrace new technology to enhance practice and knowledge• How do we govern/manage professional practice	Nursing Roles
Professional Development & Growth	Vicki Guinther Pam Creech	<ul style="list-style-type: none">• Create career pathways• Foster ways to grow in new career pathways• Provide opportunities to expand professional knowledge and expert development in role• Promote education and training for working at top of licensure• Increase certifications and competencies• Expand fellowships and transition to practice programs• Provide opportunities to grow our own• Create mentorship opportunities for growth	Career Pathways & Development Center for Nursing Excellence
Nursing Presence	Vicki Guinther Erin Keels	<ul style="list-style-type: none">• Experts in pediatric care on national stage• Seek national, state, local appointments for Nationwide Children’s nurses• Increase visibility and accessibility of nurse leaders for staff• Expand partnerships with colleges and universities• Recognition in general and tenured staff	Internal & External Presence as Leaders in Care
Clinical Inquiry	Jamie Baldwin Melissa Hamms	<ul style="list-style-type: none">• Promotion, creation, use, dissemination of nursing knowledge to guide patient care• Create resources to share our knowledge and expertise of pediatric nursing care• Measure nursing’s contribution to patient outcomes• Create a formal structure for clinical inquiry• Make clinical inquiry accessible to staff	Research Clinical Inquiry, & Scholarship
Recruitment, Retention & DEI	Mickey Johnson Stacy Benton	<ul style="list-style-type: none">• Promote career recruitment events• Promote wellness and self-care• Promote DEI as a core value• Create a diverse nursing staff	Staff Satisfaction, Recruitment, Retention, & Diversity

Making a Difference: Point of Care Testing Errors in Medical Specialty Clinics

Maureen Sims, MBA, BSN, RN, NE-BC, Ambulatory Clinical Manager
Rachel Cornelius, MBA, MPA, RN, Ambulatory Clinical Manager


Imagine being a parent of a young child just diagnosed with Type 1 Diabetes. Your family’s heads are spinning with information overload. You have appointment after appointment to piece together a care plan. You get a phone call from a clinic nurse requesting you and your child return because there was an error with one of the lab tests and it needs to be repeated.

This was an all-too-common experience for families and patients. We decided to dig into this patient safety issue and assess why this was occurring and what could be done about it. The managers focused on point of care testing (POCT) errors. POCT devices are in the Medical Specialty clinics and provide accurate results much more quickly than sending specimens to the lab for processing. We found that there were multiple factors contributing to POCT errors. These errors included results not downloading into the electronic medical record, patients required to repeat the urine or blood test and charges that can't be billed.

To understand the why more thoroughly and correct the errors, we implemented POCT error huddles with the staff who made the error and their clinical leader from June to August 2023. The huddles served as a two-pronged intervention of gathering information and eliminating barriers for frontline staff.

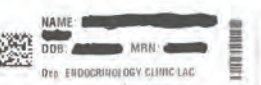
HUDDLE TAKEAWAYS WERE:

- Staff were confused about which label and code to scan. There are three barcodes and one QR code on the various patient labels.
- Staff interchanged or reversed workflows when performing POCT and sending a specimen to lab.
- The last person using the POCT machine did not log out. The next person entered incorrect information assuming they were starting at the beginning.
- Staff were unable to identify Zero Hero concepts to use with POCT.




What are these labels for?

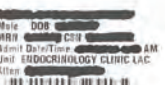
Please review the information & email Shelby Berryman the completion code to redeem your scannable POCT (point of care testing) badge buddy.



Patient Wristband



Lab Label



Clinic Label

How to Reduce POCT Errors

1. Log out of the machine after EACH use
2. Double check if the machine is asking for the user ID or patient ID
3. Scan your POCT user ID to prevent typos
4. Always scan the patient label instead of manually entering!
5. If the label on the specimen will not scan, obtain a secondary clinic label and attempt to scan prior to manually entering in the MRN
6. Be a Zero Hero & use STAR (stop,think,act, review) - Double check the MRN has been entered/scanned correctly prior to proceeding with POC testing

Steps for performing POCT

1. Scan your POCT user ID
2. Verify the clinic label & specimen are for the correct patient
3. Scan the patient's clinic label
 - a. For the glucometer, utilize the QR code
 - b. For the hemocue, use the barcode on the pateint wristband
4. STAR Verify patient's MRN was entered correctly
5. Complete POCT

Please Note:
3 or more POCT errors in 3 months could result in losing the badge buddy!

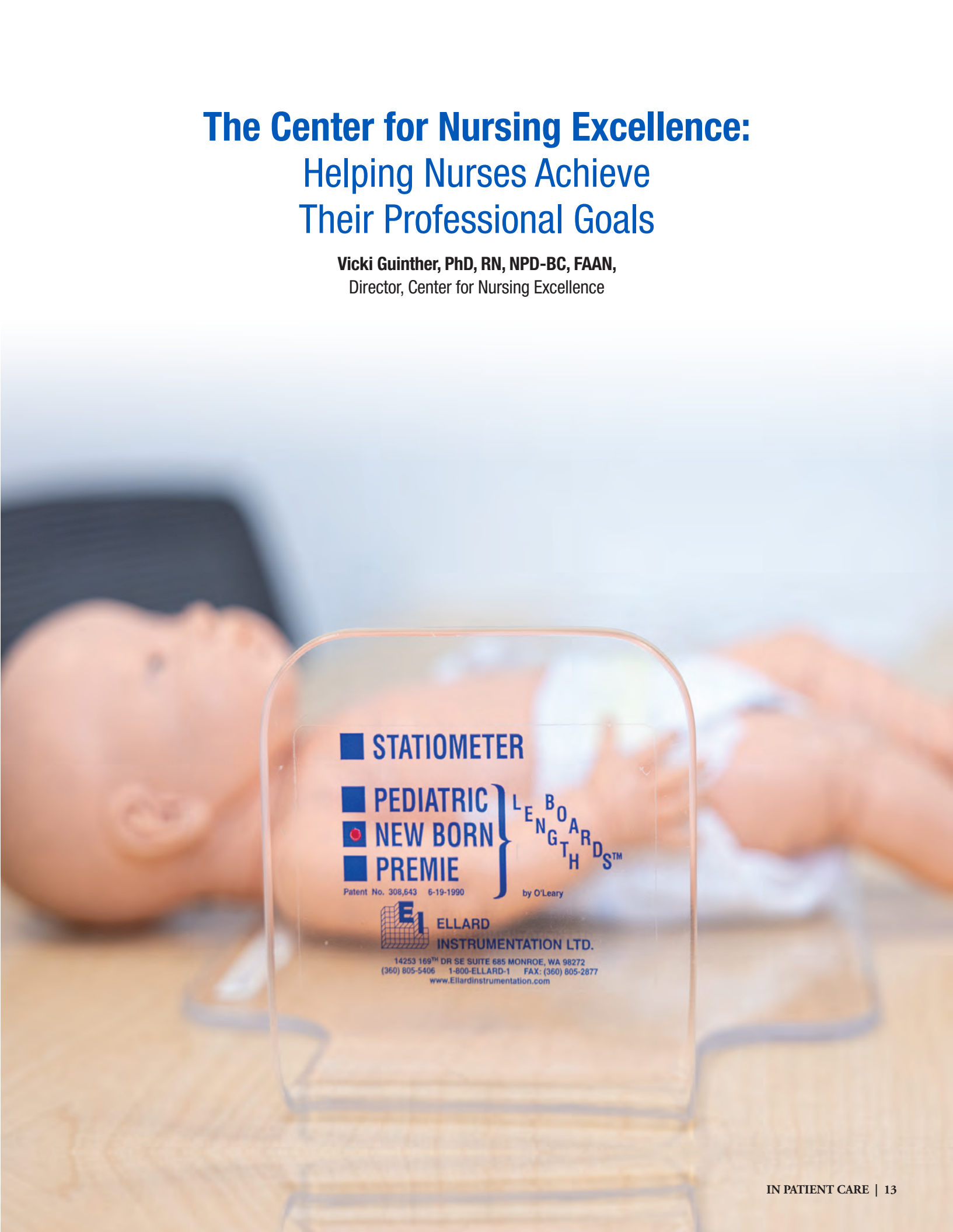
We provided feedback to the Medical Specialty program managers reminding them to ensure POCT education was provided using Zero Hero tools during orientation. The Medical Specialty educator, Shelby Berryman, designed an interactive laminated chart. The chart is kept in the POCT clinic area and identifies which label and code are to be used for POCT and specimens.

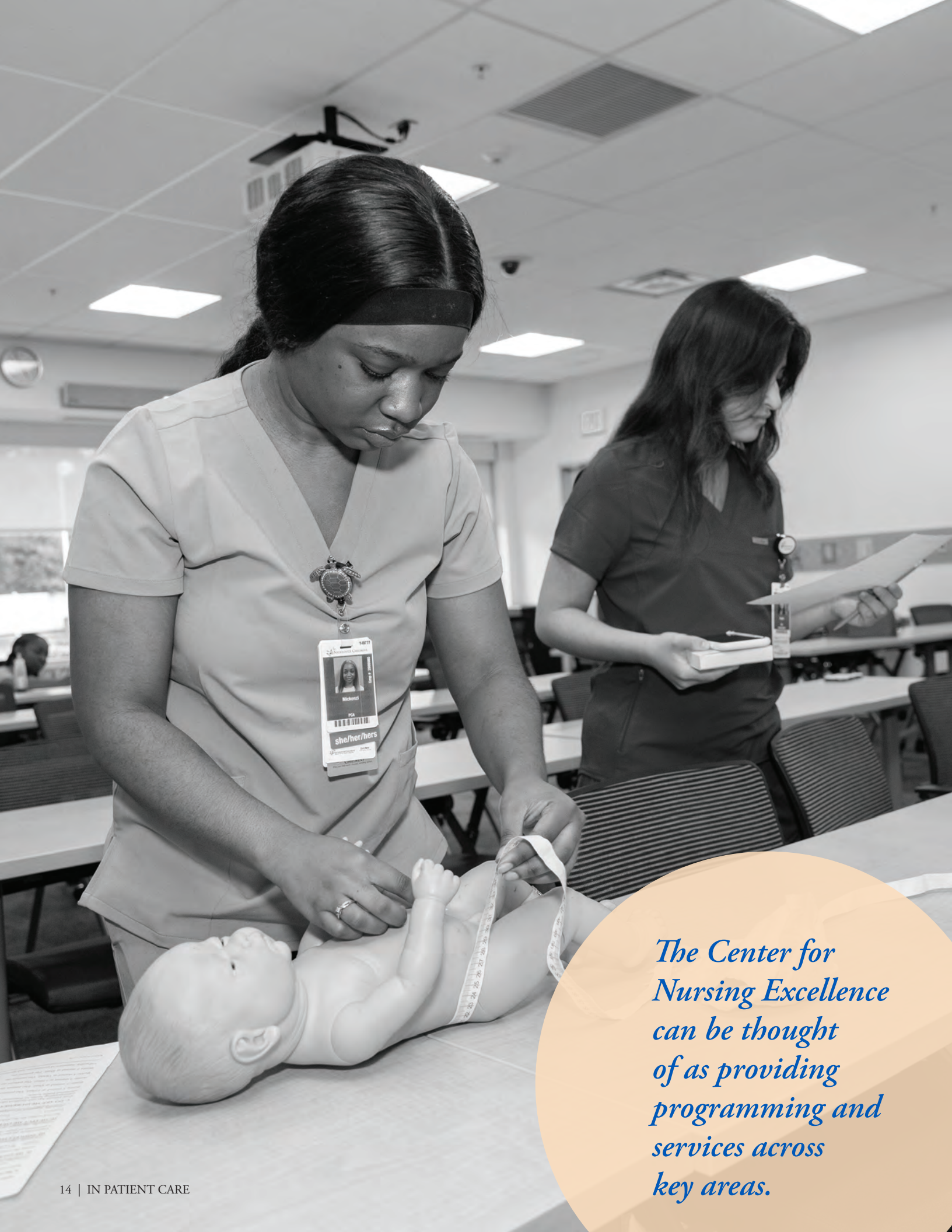
Errors continued to be tracked in the Medical Specialty clinics and found only one POCT error in 2024 after the huddle interventions and education.

The team continues to strive for zero harm to our patients and families and has put process and education at the forefront to ensure staff know the proper steps to take when it comes to POCT. We are diligently working with frontline staff to understand barriers so that we can get to zero.

The Center for Nursing Excellence: Helping Nurses Achieve Their Professional Goals

Vicki Guinther, PhD, RN, NPD-BC, FAAN,
Director, Center for Nursing Excellence





The Center for Nursing Excellence can be thought of as providing programming and services across key areas.

The Center for Nursing Excellence (CNE), formerly known as Professional Development, launched in 2022 in accordance with our new Nursing Strategic Plan. The CNE's purpose is threefold:

1) To set the standards for Nursing Professional Practice

2) To help nurses achieve those professional standards and their own professional goals

3) To recognize and celebrate achievement of exemplary Nursing Professional Practice and Standards

This article details CNE's current programming and shares a bit of what is on the horizon.

The CNE can be thought of as providing programming and services across four key areas: **1) Nursing Education & Professional Paths; 2) Nursing Clinical Inquiry; 3) Nursing Recognition; and 4) Nursing Student Experience.**

Each key area offers a variety of opportunities in which to grow and develop. The first and largest key area is Nursing Education & Professional Paths. This key area consists of education in Orientation Programming (LAUNCH, UAP, Medication Competency), Transition to Practice, Precepting, Professional Paths and Continuing Education. LAUNCH and UAP have been in existence for several decades; however, recently we implemented having an orientation class (either LAUNCH or UAP) every week. The Orientation Team (JoAnna Sutton (supervisor), Lauren Fairchild, Pam Hulls, Erika Kovalcsik, Jeanette McEvoy, Marita Rio) continually evaluates content around our organization's critical needs, regulatory guidelines and policies and procedures. The team strives to make every new staff member feel welcome while providing them necessary information to launch their career at Nationwide Children's. This team coordinates with three other departments (Organizational Development, NEI and Sim Team) to create a successful first week for each new staff member. In 2023, the Orientation Team onboarded more than 2,000 new Nurses and UAPs.

Our Transition to Practice Programming/Nurse Residency (TTP/NR) provides new graduates an opportunity to have education and support their first year out of their nursing program. The TTP/NR Team (Roxann Tyner (lead), Sam Howorka, Sue Orme, Heidi Schutte) provides content in line with the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program (PTAP). This evidence-based content has demonstrated results in preparing novice nurses for their professional careers and retaining new nurses at the bedside. In 2023, the TTP/NR Team offered residency education to nearly 550 new graduate nurses across 13 different cohorts.

To help nurses across the organization orient all these new nurses, Danielle Erlenwein refined our Preceptor Course.

This course covers adult learning principles best practices for achieving learning goals and objectives during orientation. Future plans include ongoing adaptation of orientation, PTAP accreditation for our TTP/NR Program (Roxann Tyner), a new Peer and Senior Mentorship program (Danielle Erlenwein), a new Second Year Program for nurses completing residency (Sam Howorka) and other TTP programs for transitioning nurses.

For continuing education, we are targeting Professional Paths: Expert Clinician, Leadership, Education and Clinical Inquiry. These Paths offer nurses opportunities to grow and develop their professional interests. While we are in the early stages of development, two paths already offer growth opportunities. Pam Creech leads the Leadership Path and the Education Path is led by Ruth Ferroni. Pam and Ruth talk about these paths in this issue. On the horizon is other paths (Expert Practitioners, Clinical Inquiry), as well as courses that go across all paths, such as a future communication course (led by Sue Orme).

Our Continuing Education Team (Susan Copeland (lead), Lauren Fairchild) help provide nursing continuing education contact hours across the organization. In 2023, this team assisted with more than 3,000 contact hours across 1,700 courses. Nursing Grand Rounds is organized by this team and this year we started weekly Grand Rounds. Each week features a speaker related to one of our Professional Paths. The schedule can be found on the CNE ANCHOR Page or in monthly mailings. The McKissick Health Equity Nursing Lectureship Series is an addendum to the Nursing Grand Rounds. Surlina Asamoa helps lead this amazing lecture series honoring Michelle McKissick. The series focuses on best nursing practices for health equity. Again, like the weekly Nursing Grand Rounds, the lectures follow our Professional Paths, and the schedule is available on the CNE ANCHOR Page.

The organization of resources for professional certification is also under the Continuing Education team. Currently, we have three wonderful resources (four, including Susan Copeland) to help nurses obtain professional certifications. The first is Nurse Builders. This subscription offers online certification review courses for more than 28 different certifications. Nurse Builders has a 95% pass rate on

certification exams. Two other resources include our No Pass, No Pay program and Success Pays program which allows nurses a limited number of attempts on certain professional certification exams prior to paying.

The second key area of the CNE is Clinical Inquiry. In this area we strive to develop nurses in research, evidence-based practice and dissemination of their projects. We are fortunate to have two new researchers. Dr. Gerene Bauldoff is a part-time researcher and expert methodologist in the CNE has vast experience in mentoring others in research and writing. Dr. Laura Beth Kalvas will join our team in September after her post-doc at the University of Pennsylvania. Her research program is on delirium in the Pediatric Intensive Care Unit and she will be a



great asset to those who want to do research at the bedside (and beyond). Dr. Cathleen Opperman is our resident EBP expert and is a wonderful resource. Currently, Cathleen has several projects in progress with nurses around the organization. All of these mentors can coach on writing abstracts and manuscripts for publication. Another very exciting project in development is our Knowledge Repository. Alice Bass, our Nursing Professional Practice Specialist, is leading this and it is discussed in this issue. The Center also houses the Journal for Specialists in Pediatric Nursing, a peer review, professional journal showcasing the latest knowledge and evidence in pediatric nursing. On the horizon in development for this key area are courses in clinical inquiry and professional writing.

The third key area is Nursing Recognition. Magnet and the National Database of Nursing Quality Indicators (NDNQI) are the center of this area. Kim Housden, our Magnet Program director, leads the Magnet initiatives. After a very successful fifth journey, we are “Sailing to Sixcess.” Kim leads these efforts and has already collected several Magnet stories for the next document (but is always looking for more). Our NDNQI indicators help us demonstrate how our nurses achieve excellence in their daily practice. Jen Montgomery compiles these data for submission. The Nursing Recognition area helps with the Nursing Annual Report, the Nursing Recognition Subcommittee

and Nurses’ Month. New initiatives in this area include ongoing changes to our external facing website (search Nursing at Nationwide Children’s Hospital on Google) and future awards.

The final key area of the CNE is Nursing Student Experience. This area facilitates nursing student placements and offers resources to current staff obtaining degrees. All nursing students at Nationwide Children’s need to go through the CNE for regulatory compliance. Rosetta Gordon helped place more than 1,900 students a year from more than 50 different schools. Additionally, Rosetta coordinates Clinical Instructor onboarding for several nursing instructors who come to Nationwide Children’s to teach. The ultimate goal is to create a pipeline for these students to come to Nationwide Children’s as nurses. To that end, we offer two Extern programs. One is for rising senior nursing students to give them an immersive summer experience in pediatrics and our culture. More recently, we have started a second Winter Extern program for nursing students in their final semester. The program was piloted successfully on H07A, H08B, and H09B in 2023 (thank you to the leaders and staff on those units). We expanded the program to all Nationwide Children’s inpatient areas and the Emergency Department in 2024. Surlina Asamoa leads these pipeline programs and discusses the program in more depth in another article in this issue. Heidi Schutte helps our current employees obtaining their Bachelor of Science in Nursing (BSN) degree by offering information about resources such as BSN programs, scholarships and other opportunities to help them make this transition successfully. On the horizon for this key area is high school outreach and assistance with community efforts to engage more young people in exploring health care professions.



The CNE is proud to offer a variety of programming for our nurses and unlicensed staff within the organization. We are at the beginning of this journey and look forward to the next few years when our vision for future educational opportunities becomes a reality. In the meantime, if you have any questions or ideas, please reach out to me.

Harnessing Credentialing and Privileging for Pharmacy Practice Evolution

Andrea Fralick, PharmD, Patient Care Pharmacist, Pharmacy

The process of credentialing and privileging is well-established for physicians and advanced practice providers. It is an important quality assurance measure by which a provider’s qualifications are verified and assessed by a health care organization (credentialing), who then can choose to authorize that provider to perform patient care services within a given scope (privileging). In 2012, the Centers for Medicare & Medicaid Services broadened the definition of “medical staff” to include non-physician practitioners. This opened the door for other professionals in the medical field to become credentialed and privileged practitioners. Particularly in pediatrics, pharmacists have a lot to offer as members of multi-disciplinary teams. With an everchanging and increasingly complex health care system, collaboration is critical to achieving best outcomes.

Nationwide Children’s Hospital has recognized the value of including pharmacists as non-physician practitioners with clinical privileges. The process began in 2020 and has resulted in more than 50 pharmacists successfully becoming credentialed and privileged to date. Of these pharmacists, 80% are in inpatient practice and 20% are in ambulatory practice. There are currently 15 specific privileges (listed below) that allow pharmacists to independently place medication orders that are used across inpatient and outpatient settings.

Anticoagulation Medication Management	Parenteral Nutrition Management
Immunization Ordering	Transitions of Care for Home or Discharge Meds
Insulin Management	International Travel Prophylaxis
Intravenous to Enteral Conversion Management	Management and Administration of Long-Acting Opioid Antagonists and Antipsychotic Medications
Medication Dosing Adjustment for Renal Impairment	Seizure Rescue Medication Management
Medication Dosing Adjustment for Weight and Age	Therapeutic Interchange Management
Non-Prescription (OTC) Prescribing of Medications	Wean and Taper Medication Management
Refill Authorization Management	

An important component of the credentialing and privileging process is continual review and improvement. We utilize the same review process used by other practitioners such as APNs. Pharmacist use of privileges is reviewed twice yearly to ensure that they are following departmental guidelines. Also, every month, we meet to discuss our program and review opportunities to improve our workflows. In 2022, there were more than 4,000 instances of privilege usage among our staff, which rose to more than 5,000 in 2023.

As we look toward the future, we would like to continue to expand and improve our program. Pharmacists are well positioned to support the medical team to optimize medication use for our patients.

The Advanced Practice Provider Strategic Plan at Nationwide Children’s Hospital

Erin Keels, DNP, APRN-CNP, NNP-BC, Director, Neonatal Advanced Practice Providers
Debra Pratt, MS, APRN, Director of APP Clinical Services

Leveraging the excitement and engagement associated with the launch of the Nationwide Children’s Hospital Nursing Strategic Plan in 2022, Advanced Practice Providers (APPs) and their leaders developed a strategic plan that focused specifically on APPs.

The vision of the APP Strategic Plan is to develop APPs, defined as Advanced Practice Registered Nurses (APRNs) and Physician Assistants (PAs), as informal and formal leaders in their professional practice and career paths. The culture at Nationwide Children’s recognizes and respects APPs’ unique, holistic and invaluable contribution to patients, families and other care providers. Currently, there are more than 600 APPs in the organization.

The model establishes watershed milestones for APPs as they transition from staff to provider, setting goals and recommendations for assuming additional responsibilities such as precepting and mentoring, as well as pursuing a career pathway as an expert clinician, educator, leader or in clinical inquiry. Additionally, the model will define administrative time and protected non-clinical time necessary to balance clinical care with professional development endeavors.

APP leaders, APP staff, educators and members of the APP Practice Council met and formed the following work groups: Infrastructure, Presence, Professional Pathways, Transition to Practice and Talent and Development. Each workgroup met regularly to perform needs assessments and gap analyses and used evidence, best practices and benchmarks to develop goals and timelines. The APP Strategic Plan was introduced in the fall of 2023. The following are summaries from each workgroup on activities to date and future plans.

The Infrastructure workgroup focuses on internal structures that support APP clinical practice and management in a highly matrixed organization. APPs at Nationwide Children’s may report to leaders who are not APPs or

nurses. The goal of this workgroup is to ensure that all APP leaders have the information and tools required to foster APP professional development and career growth. The group developed and received approval for the APP manager role to enhance the APP structure and provide more support to clinical leaders, department administrators and others who manage APPs throughout the organization. APP managers have already been hired in different areas. The group also focused both on minimizing variability related to staffing incentives and enhancing support for current APP committees.

The Presence workgroup partnered with the APP Practice Council’s various subcommittees to identify opportunities to remove unnecessary barriers to practice as well as amplify the presence and contributions of APPs at Nationwide Children’s. The Networking and Communication subcommittee has developed quarterly APP newsletters, highlighting a specific area of APP practice and providing important practice updates and announcements. The Education subcommittee offers monthly continuing education lectures and an annual conference. The Recognition subcommittee facilitates the annual APP of the Year awards and this year added two additional awards, Rising Star and Trailblazer. This workgroup, along with the APP Practice Council, facilitated the first celebration of National APP Week at Nationwide Children’s. The week was a great success, and the groups are already making plans for the next APP Week (September 23 to September 27, 2024).

The Professional Pathways workgroup has developed a model for the professional and career progression of APPs from novice to expert and beyond, based on national competencies. The model establishes watershed milestones for APPs as they transition from staff to provider, setting goals and recommendations for assuming additional responsibilities such as precepting and mentoring, as well as pursuing a career pathway as an expert clinician, educator, leader or in clinical inquiry. Additionally, the model will define administrative time and protected non-clinical time necessary to balance clinical care with professional development endeavors.

The Transition to Practice workgroup is focused on the first year of APP practice, as the individual transitions from staff to provider. Evidence shows that a successful transition

to a competent provider generally takes a full year. This first year of practice is full of tasks, activities and personal and professional growth that requires careful attention and support. Currently, the team is developing a more robust, centralized APP onboarding and general orientation program, with plans to implement formal Transition to Practice (i.e., Fellowship) programs across the organization in the future.

The Talent workgroup partners closely with both the Marketing and Human Resource departments to develop internal and external strategies to boost the presence and image of APPs at Nationwide Children’s. APPs from across the organization were interviewed and photographed for postings across social media platforms. Formal recruitment brochures were developed and distributed at various events such as national conferences, individual interviews and career expos. The NationwideChildrens.org/Careers page was updated to include a landing page for all open APP positions with links to videos describing the posted job, the culture at Nationwide Children’s and information about Columbus and surrounding areas. The group is currently working to host virtual open houses and employee information sessions. The internal career page through the Center for Nursing Excellence will be updated to include APP-specific materials as well.

The APP workgroups and APP Practice Council have accomplished much in the past year related to the Nationwide Children’s Hospital APP Strategic Plan, and much more work is yet to come. They are excited and energized to be a part of this important initiative and thankful for the support.



APP STRATEGIC PLAN 2023

APP Vision: Nationwide Children’s Hospital commits to developing our Advanced Practice Providers (APPs), defined as Advanced Practice Registered Nurses (APRNs) and Physician Assistants (PAs), as informal and formal leaders in their professional practice and paths. The culture at Nationwide Children’s recognizes and respects APPs’ unique, holistic and invaluable contribution to patients, families and other care providers.



PRESENCE



INFRASTRUCTURE



PROFESSIONAL PRACTICE



TALENT AND DEVELOPMENT



Celebrating our Nurses During Nurses' Month 2024

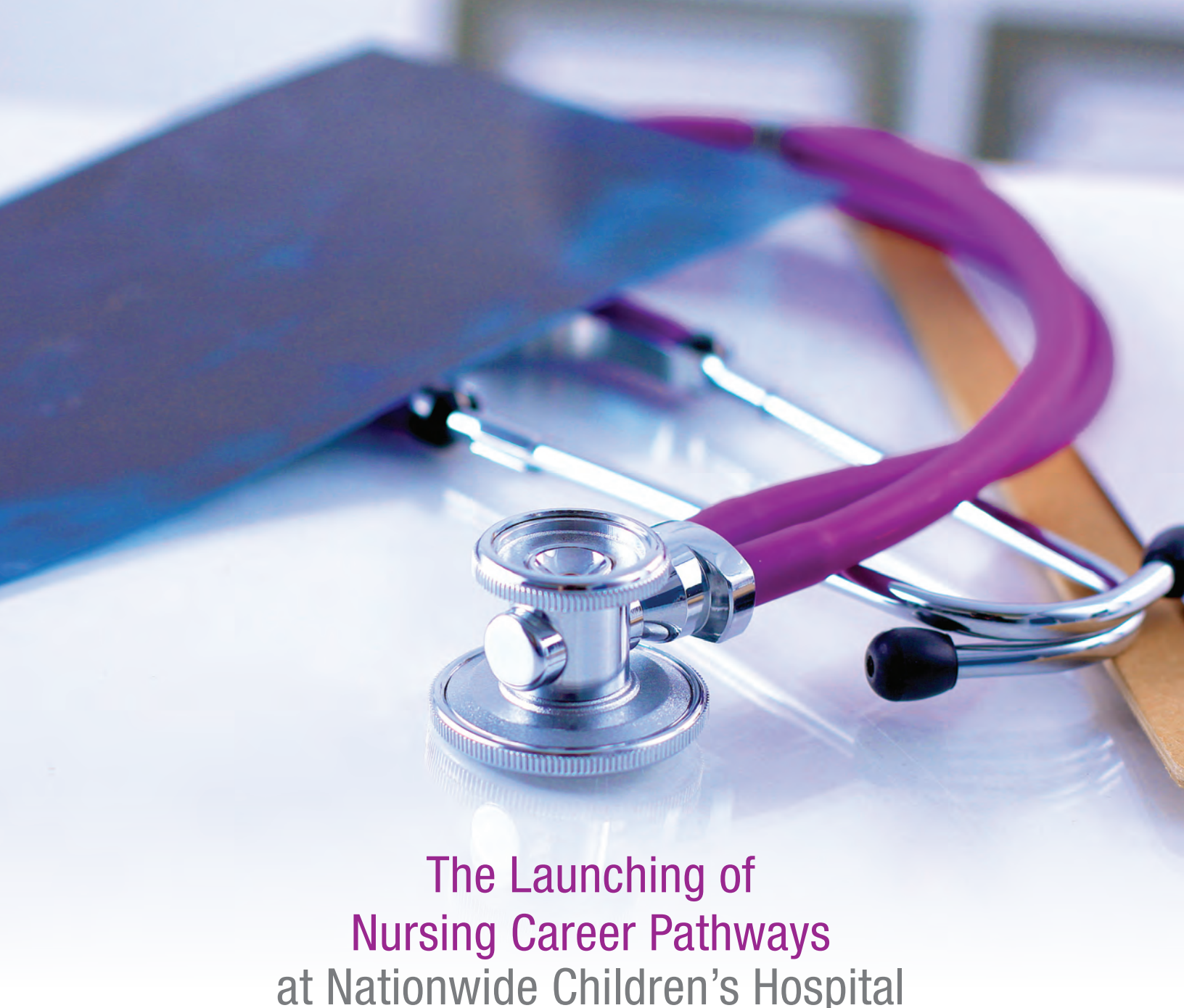
Kim Housden, MSN, MHA, RN, NPD-BC, Magnet Program Director, Center for Nursing Excellence

May is Nurses' Month! The American Nurses Association has long designated Nurses' Week over Florence Nightingale's birthday, and more recently they have moved to celebrate the entire month of May. Nationwide Children's does this as well! We have more than 4,000 nurses caring for patients across multiple inpatient and outpatient sites and the goal was to celebrate every one of them. This year, the Nursing Recognition Committee, a sub-committee of the Nursing Excellence Council, worked with Lee Ann Wallace, chief nursing officer and senior vice president of Patient Care Services, to plan and implement the activities for the month. Their diligent work involved reviewing previous years' activities, gathering feedback from nurses across the system and analyzing data to plan out the best celebration of nurses in the organization. The committee's goals were not just about developing activities but fostering a sense of appreciation and gratitude for nursing staff while reaching as many nurses as possible.



Planning began last summer but really intensified after the first of the year. While activities were being planned, our wonderful Foundation acquired donations from the Feazel Foundation, Edward & Sally Kosnik family, Lululemon, TurboWash, Panera, McDonalds, Foundation Wellness, Nationwide Children's Employee Recognition, Nationwide Children's Parking Services and the Nationwide Children's Employee Wellness Center. Because of these generous donors, gifts, treats and prizes were given out throughout the month at Nursing Grand Rounds, Leadership Rounds and sent to managers to distribute to their nursing teams.

While there were many events, only a few can be highlighted here. Week one started with Nursing Grand Rounds and Celebration Board competition. Also, during this week, we kicked off the Bottoms Up Fundraiser. Nationwide Children's Crimson Cup vendors supported this cause by donating a portion of each purchase from May 6 to May 10 in honor of Nationwide Children's nurses. Week two saw many staff in superhero costumes, silly socks and crazy hair, throwback clothes, and school colors for Spirit Week. During week three, the winner of the Celebration Board Contest was announced. BH7A's board won a day/night shift pizza party out of the 25 entries for their very creative Candy Land-themed bulletin board. In addition to the numerous unit celebrations, multiple Blessing of the Hands events were held, two in central locations and eight on units. YOU Matter representatives attended to provide aromatherapy towels, and the Nursing Recognition Committee brought treats. Nursing leaders rounded throughout the month, passing out treats and thanking our many nurses for all they do. Nursing Grand Rounds raffles every week included gifts for units such as cookie trays, snack baskets, and 10-minute chair massage sessions. The individual gifts raffled off included prime parking spots, Crew Tickets, Nationwide Children's logo bags, a Butterfly Paws gift and butterfly blankets. The Edward and Sally Kosnik family generously provided ice cream and Cheryl's cookies throughout the month. The Kosnik Scholarship Award, which has helped many nurses achieve their education goals, invites applications in July of each year.



The Launching of Nursing Career Pathways at Nationwide Children’s Hospital

Pamela Creech, MSN, RN, CPN, NEA-BC, Leadership Pathways, The Center for Nursing Excellence
Ruth Ferroni, MSN, RN, CNL, CCRN, Educator Pathways, The Center for Nursing Excellence

While Professional Pathways within The Center for Nursing Excellence (CNE) are in the initial stages of development, two paths have been launched and offer opportunities for nurses seeking growth in the areas of Education and Leadership. Historically nurses were “tapped” to take on these positions when their supervisors saw potential, but with little purposeful planning for nursing-specific education to prepare individuals for these new roles.

The initial focus for our Leadership Pathway has been to look at current leadership programming and assess for gaps. This gap analysis has included auditing courses, interviewing professional nurses new to leadership roles and a needs-based Redcap survey to assess current nursing leaders’ opinions of ongoing needs, as well as what they wished they had when they were new to leadership. From these assessments, our Leadership Pathways Expert in the CNE has coordinated learning

opportunities through our quarterly Nursing Leadership Symposia covering topics such as Growth Mindset, Leading Different Generations and Reality-Based Leadership. Additionally, a Financial Budget Bootcamp for volume-based inpatient departments was developed and has been piloted with two groups. Lastly, as current resources are evaluated, we are looking to develop Role Transition programs for different levels of nursing leadership. The first one of these programs is set to launch for the Charge Nurse role in Q3 of this year. During the next several years, there is a goal to continue with the development of these programs for the RN Clinical Leader, as well as the Program Manager role.

As the institution has grown, old ways of onboarding new leaders have proven to be less effective and inconsistent. Work groups were created to review current nursing leadership onboarding checklists for relevance. From these workgroups we created a central location for updated onboarding resources which can be found on ANCHOR under the Education tab > The Center for Nursing Excellence > Resources for Nursing Leaders. As professional nurses come into new leadership roles, it is the goal of the CNE to set up at least one meet-and-greet mentoring session for each new leader (RN Clinical Leader and above).

The Education pathway focus is to grow and develop professional nurses interested in an educator role as it relates to their area of expertise, and how to assume a supportive leadership role to help nurses expand their knowledge, skills and abilities to function at the top of their scope. It is recognized that the skill set for professional development of clinical teams in health care settings is different from those in an academic setting. Previously, few, if any educators had course preparation for professional development in a clinical setting, and as a result, the Educator Basics course was introduced in May of 2021 to experienced educators during a symposium session to evaluate the concepts presented and whether it could serve as an onboarding platform that all new educators could experience within the first several months of assuming their new role.

The Association for Nursing Professional Development (ANPD) is acknowledged by nursing professionals as the expert voice, advocate and leading resource for developing new educators to provide education in a practice setting and exists to advance the specialty practice of nursing professional development for the enhancement of healthcare outcomes. A nursing development practitioner (NPD) is any specialist in a central role, or unit-based role. Educator roles (how we do the job) and responsibilities (what we do in the job) are the essence of the content presented based on ANPD principles. The roles include Change Agent, Mentor, Champion for Scientific Inquiry, Partner for Practice Transitions and Advocate for NPD Specialty. Many of the responsibilities include onboarding and orientation, role development, continuing education, collaborative partnerships, and Inquiry: Research, evidence-based practice, quality improvement. Our roles and responsibilities as an Educator create change in practice or behavior, where we grow our teams in their competency and professionalism leading to the goal of optimal care, optimal health and protection of the public.

Any educator in our health care system can attend as it is geared toward the development of any professional group in health care. Other benefits of the course include networking with resources outside of their areas and developing a support system through collaboration with their peers and mentors.

As of February 2024, 90% of new educators have participated in attending this eight-hour course within the first three months of their role transition. It is offered quarterly and sign-up is completed in The Learning Center. Of note, any educator in our health care system can attend as it is geared toward the development of any professional group in health care. Other benefits of the course include networking with resources outside of their areas and developing a support system through collaboration with their peers and mentors.

As we continue to develop these career pathways, there is an Outlook inbox for nurses who want to discuss potential career paths. The Outlook email is the “RN Career Pathways Group” and is monitored by Ruth Ferroni (Education Pathway Expert) and Pam Creech (Leadership Pathway Expert). Inquiries that come to that email box typically have a 1:1 mentoring session set up with someone in the CNE within a month. These sessions are typically one hour in length and help our nurses think about which career path is the best fit for them to align their short- and long-term goals, so they can advance development in their chosen role.



A Nursing Knowledge Repository to Support Nursing Practice at Nationwide Children’s

Alice Bass, MSN, APRN-CNP, PNP-BC, FPCN, Nursing Professional Practice Specialist, Center for Nursing Excellence

The Nationwide Children’s Hospital Nursing Strategic Plan is a framework that represents the vision of nursing at Nationwide Children’s. The Center for Nursing Excellence (CNE) works to support the Nursing Strategic Plan, with foci on Professional Paths, Nursing Student Experience, Recognition and Clinical Inquiry. The latter includes knowledge resources and efforts are underway to create a new, comprehensive pediatric nursing knowledge repository that will capture, share and guide nursing standards of care and practice throughout the institution.

When it comes to clinical inquiry, it is no secret that nursing is a powerhouse within this organization – with more than 4,000 nursing professionals at Nationwide Children’s, nurses work in a variety of roles (e.g., RNs, APRNs, care coordinators, leaders, educators, etc.) and lead change in creating new knowledge, processes and caring innovations, improving patient safety as it relates to nursing practice and/or contribution to an interdisciplinary team. Nurses within the organization also ensure practice standards are up to date with current evidence. It has become increasingly obvious that as leaders in pediatric nursing care, we needed a repository to capture the knowledge nurses generate at Nationwide Children’s.

The Nursing Knowledge Repository will be a storehouse of information relevant to nursing practice and standards. The goal is to create a searchable database of different types of practice, education and leadership, as well as clinical inquiry resources, tools, projects and nurse-sensitive indicators/outcomes. The searchable database will allow nurses to retrieve information on best practices throughout the organization. Ideally, information derived from the repository will contribute to advancing nursing practice through the lens of our strategic plan in presence, infrastructure, professional practice and talent and development. Thus, it is important this work is compiled in a way that breaks down silos of information and promoting transparency and information-sharing.

The CNE’s mission is to support nurses in achieving their professional goals and standards. As a new Nursing Professional Practice Specialist within the department, my role in this mission will involve developing and maintaining the infrastructure to capture nursing knowledge and housing key elements within a central repository. The objective of this project is to create and maintain a data pipeline whereby information on nurse-led projects is stored, performance metrics including nurse-sensitive indicators are measured and tracked and reports regarding related outcomes are accurate, searchable and accessible.



The nursing knowledge repository will serve as a dynamic dashboard that will continually feature our commitment to nursing care in the context of each arm of our professional practice model. To do this, we must find a means to collect standardized data that helps us demonstrate the clinical and professional growth of nursing at Nationwide Children’s. This starts with identifying important core competencies for nursing and APPs, establishing and reinforcing standards of practice across the organization, and demonstrating quality work through improved knowledge, skills, and confidence. To evaluate how well our innovations are working, we will create measurable outcomes that can be tracked within the knowledge repository. Data visualization tools will allow leadership to validate the successes from nursing at Nationwide Children’s, from nursing as a whole, to a clinic or unit, or even an individual nurse or APP. Additionally, the repository will provide the ability to hone in on opportunities for ongoing improvement.

As our nursing presence grows, we must find a way to highlight our unique direct and indirect contributions to patient care. As the resources to support nursing professional practice at Nationwide Children’s continue to expand, our goal is that the knowledge repository will develop with it, showcasing the tremendous work that nursing at all levels demonstrates day in and day out. Much of the work to date has involved planning and working with subject matter experts across the hospital in nursing and beyond to identify key metrics and tools. More updates and information will follow as we continue to make progress on this project. A special thanks is given to our data colleagues, nursing leadership, nurse educators, and of course, the Center for Nursing Excellence for the ongoing support of this project.

Nurse Extern Programs: Preparing Nursing Students for the Future

Surlina Asamoa, MSN, MHA, RN, CCM, NPD-BC, Nurse Extern Coordinator, Center for Nursing Excellence
Jennifer Pauken, MSN, RN, CPN, Education Nurse Specialist

In the aftermath of the pandemic, nurse recruitment is a challenge for many health care organizations nationally. Nearly 100,000 nurses left the workforce during the pandemic and by 2027 it is estimated that almost 900,000 intend to leave nursing. At Nationwide Children's Hospital, our Center for Nursing Excellence partners with Talent and Acquisition to recruit student externs from local and out-of-state schools including Historically Black Colleges and Universities as one tactic to address this issue. This partnership opens doors for nursing students by helping them experience pediatric patient care at Nationwide Children's, as well as opportunities to increase the diversity of our staff.

Nationwide Children's has had some type of extern program for years. Similar opportunities for nursing students date back to the early 1990s with a "work study" program. This original program since has evolved into two successful externship programs for nursing students, the Summer Nurse Extern Program and the Extern to RN Program.

The Summer Nurse Extern Program started in 2013 with 22 participants. Externs work as Patient Care Assistants (PCAs) on a unit or area of their choice for 12 weeks from May to August. While here, they are paired with an RN preceptor and attend 24 hours of educational activities. The focus of this experience is to introduce nursing students to working with pediatric patients and to practice skills they may have had limited exposure to in nursing school.

The Summer Nurse Extern Program is competitive. Applicants must successfully finish their junior year with at least a 3.0 GPA, provide two references from clinical instructors and complete at least two clinical experiences. Candidates must also write a 250-word essay about how this experience would benefit them. In 2023, the number of participants increased to 30, and more than half accepted positions as RNs this year. Throughout the years, 257 nursing students have completed this experience. Many chose to continue their nursing journeys at Nationwide Children's.

The newest offering, the Extern to RN Program, originated to provide a pipeline for recruitment and clinical experiences that were lacking due to pandemic-related restrictions. Many schools of nursing suspended in-person clinicals, opting for simulation-based experiences instead. Unfortunately, this left students and new-graduate nurses with considerable gaps in knowledge and skills. In 2023, the Extern to RN Program was officially piloted on H7A, H8B and H9B and included four participants, all whom have remained at Nationwide Children's as RNs. This year, the program was further expanded to include 13 senior-level nursing students.

Like the summer program, candidates go through a rigorous application process, including references, minimum GPA requirements and a commitment to work 16 hours/week as a PCA during the program. Each extern is assigned a primary RN preceptor who facilitates learning on the unit.

The goals and structure of the Extern to RN Program set it apart from other extern programs. This extended (five-month) program offers participants expanded opportunities with monthly workshops focusing on clinical skills and career development. Externs receive priority interviewing for RN positions as well as an NCLEX preparation class after successfully completing the program. The overall focus of the externship is to give senior nursing students the opportunity to experience pediatric-intensive care, content and skills, while fostering critical thinking in synthesize what they are learning.

CONTENT AND COMPETENCIES FEATURED IN WORKSHOPS INCLUDE:

- Pediatric growth and development
- Feeding considerations
- Vital signs and assessments
- Cares of lines, drains, and airways
- Infection control
- Equipment, including lifts and emergency supplies
- Medication safety concepts



The Extern program has several advantages for these staff. Some of these benefits include greater exposure to pediatric nursing, increasing confidence with skills and assessments, and an opportunity to learn our culture prior to making a permanent decision. Many of our 2024 externs have accepted positions and are expected to begin working as RNs later this summer after passing their NCLEX.

While nursing recruitment will undoubtedly remain a challenge for years to come, the extern programs at Nationwide Children's continue to be some of the most sought-after programs for nursing students in central Ohio. The programs will continue to successfully grow and evolve to meet the increasing need for pediatric nurses.



Use the QR code to hear from
a successful Extern to RN!