Everything Matters In

Patient Care

Celebrating a Truly Transformational Nursing Leader
Celebrating one of the most exemplary chief nursing officers to be found anywhere in pediatric care.

Linda Stoverock  |  DNP, RN, NEA-BC, Senior Vice President, Patient Care Services, Chief Nursing Officer

Linda joined our team in 2000, at a time when caregivers were using paper for medical documentation and the Nationwide Children’s Hospital nursing staff was less than a third of its current size. During her tenure, Linda has transformed not only the size and scope of our nursing practice, but also the academic excellence of our pre-eminent nursing team. With Linda’s on-going leadership, Nationwide Children’s has achieved the distinguished honor as Ohio’s first pediatric hospital to achieve Magnet recognition four times.

She has been a positive force for change as a key leader in our quality and safety efforts. With strong nurse engagement at all levels, Zero Hero has redefined the national conversation for patient and employee safety. In all her actions, Linda models the very best qualities of a nurse, bringing out the best in others and supporting their growth. Her involvement with students and nurse residents shows her commitment to mentorship. She inspires her teams and encourages them to practice at their full scope. These contributions, among so many more, were recognized in 2010 when the Columbus YWCA honored Linda as a Woman of Achievement.

Above all, Linda is our most passionate patient advocate. She puts patients and families at the center of every discussion. Her work with the Family Advisory Council and the Treat Me With Respect committee has led to countless positive improvements in the patient and family experience. Simply put, Linda has been a transformational leader. She built an incredible leadership team to ensure Nationwide Children’s outstanding nursing practice will continue to elevate the profession.

This SURPRISE special edition of In Patient Care, featuring comments and reflections from peers and your team, is a small way to say thank you for all that you’ve done and all that you do.

Wishing you all the best in retirement!

-In Patient Care Board
Everything Matters In Patient Care
Best Outcomes on our Journey in 2019

As I write this article, I am just returning from Orlando where Nationwide Children’s Hospital was recognized for their 4th designation as a Magnet organization. We are among 500 Magnet hospitals whose nursing staff contribute to best outcomes for their patients. Forty from our team of about 2,500 nurses marched across the stage in front of 10,000+ nurses proud to represent all of the work we do as a team of inter-professionals. As your retiring CNO, I could not be more proud of the nursing care you provide to our patients and family across the organization.

Our Practice Model continues to guide the changes needed to ensure safe, effective and efficient care. Early in the year, all inpatient units implemented a new charge nurse position with competencies and partnered with each leadership team and staff for the most effective assignments for delivering safe patient care. The process used to get there was inclusive and provides consistent structure to help staff work together with appropriate workloads for their particular skill set.

Our first quarter data from the National Database on Nursing Quality Indicators shows we achieved 81% of direct care staff having a BSN or higher! This is a year ahead of the goal set by the Institute for Health Care Improvement and Robert Wood Johnson.

In March, our fabulous staff hosted the Joint Commission for our triannual review. The focus on safety was beyond what they have seen in other organizations. While they found a few items for improvement, the survey team reported back to the CEO of The Joint Commission that the overall culture of safety was the best they have seen.

Plans continue for the opening of the Behavioral Health Pavilion in early 2020. Teamwork from all departments, including Engineering, have worked tirelessly to ensure we have the right environment to help mend children with mental health disorders. Since escalation of patients is a big concern with our patient population, an interdisciplinary team evaluated our current crisis management training. The team chose to transition to a new Trauma Crisis Intervention (TCI) model starting in 2019. Since this decision to transition, twenty staff have been trained and will provide further education to their peers. This will increase the education and awareness to better equip staff in de-escalation and injury prevention. We are committed to increase the training from 8 hours to 48 hours for staff to learn de-escalation and safe interventions.

Our Home Care/Hospice and Research teams joined the rest of the organization with transitioning to the EPIC modules. This provides better integration of the care provided into one medical record for the patient and family. Not only does this help us have the full patient story across the settings, but it also allows the clinicians full insight into the patient’s medical record across the continuum of care which adds to the safety of our patients.

Trauma, Rehab and Hematology/Oncology hosted visits by their accrediting bodies to once again help our patients know they are receiving the best care through verification as a Level I Trauma Center, accreditation from the American College of Surgeons, Commission for Rehab Facilities and the Commission for Childhood Cancer. Each time, appraisers went away with smiles on their faces knowing our patients and families receive quality care from passionate, caring people.

I want to thank each of you for always collaborating with me and other leaders to make Nationwide Children’s one of THE BEST pediatric institutions in the world. I am so grateful to have served as your CNO for twenty years. I know you will work well together with your new CNO and I look forward to hearing more great things in future issues of “Everything Matters In Patient Care.”

Editor’s Note: What originally written for a different issue, we chose to include Linda’s 2019 reflections in this special issue.
Reflections From Senior Leaders

Linda Stoverock: A Champion for the Families We Serve

Tim Robinson, Chief Executive Officer Nationwide Children’s Hospital

Nationwide Children’s Hospital has spent the last two decades expanding not only our scope, but the idea of what a children’s hospital can be. As our chief nursing officer, Linda Stoverock has been at the forefront of our growth: our nursing staff has tripled in size under her leadership; we became the first pediatric hospital in Ohio to earn Magnet recognition (and recently earned it for the fourth time); and with chief medical officer Rich Brill, she helped build our nationally-renowned Zero Hero program.

Linda has been a transformational leader for this institution, and what she has achieved here has had ripple effects across pediatric health care. But since she first joined Nationwide Children’s in 2000, perhaps her most important role has been as a passionate advocate for the families we serve.

She reinvigorated the Family Advisory Council when she arrived, and helped empower it to create everything from the Sibling Clubhouse to the better wayfinding strategies for our 2012 hospital expansion. She began our Family as Faculty program, which gives us insight into the difficult experiences loved ones have when their children need treatment here.

Family-Centered Rounds, Treat Me With Respect, need treatment here.

Linda’s commitment to empowering and supporting the Family Advisory Council has been relentless, driven by her core belief that patient care is elevated by family participation and input.

We could start with some numbers. During Linda’s tenure:

• At least 10,000 nurses and APNs hired.
• Four consecutive Magnet designations.
• Care delivered through approximately 20 million patient visits.
• More than 100 additional NICU beds added.
• A 50% reduction in serious safety events.

We could focus on Linda’s impact on programs, people and workplace culture. This includes her relentless support of nurse staff development, diversity and inclusion, family centered care, harm reduction and patient experience. I think it’s fair to say Linda was on a personal mission to advance each of these areas, and her leadership drove Nationwide Children’s dramatic progress.

Linda’s legacy lives on in our tremendous Patient Care Services team and the millions of children who are living their full potential because of her tireless service. Well done, Linda!

An Honor and A Legacy

Rick Miller, President and COO Nationwide Children’s Hospital

Since I participated in the interview process which led to Linda’s selection as CNO over 20 years ago, and have worked closely with her, it’s possible I know Linda as well as anyone at Nationwide Children’s Hospital.

Above everything else, it’s been an honor to serve as Linda’s co-worker and colleague.

How best might we measure Linda Stoverock’s impact at Nationwide Children’s? It turns out this is somewhat hard to summarize in this limited answer. Although Linda will always give credit to others, and emphasize the importance of “One Team,” it’s very hard to over-state her impact.

Linda has a nurse’s heart and a leader’s vision. I have been honored to call her a colleague, and Nationwide Children’s is a better place because she chose to spend the last 20 years with us.

Linda’s commitment to empowering and supporting the Family Advisory Council has been relentless, driven by her core belief that patient care is elevated by family participation and input.

Linda was a passionate founder of the “Partners in Care, Partners in Hope” award which is presented each year at the Employee Recognition Dinner. Selection criteria include: treating each patient and family with dignity and respect; sharing information with families; and encouraging patient/family participation and collaboration in the care and decision-making process. These criteria probably tell you everything you need to know about Linda Stoverock.

If I were allowed only a few short phrases to both articulate Linda’s driving purpose and legacy for years to come, I would go with the following:

• Put patients and families first.
• Respect everyone.
• Value and elevate the nursing profession.
• Relentlessly try to improve things.

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Protecting the Best Interest of the Patients

Rhonda Comer, JD, Senior Vice President and General Counsel of Legal Services

Linda is one of the most passionate patient advocates that I have had the great pleasure to work with and learn from. “What is in the best interest of the patient” is her guiding principle in everything she does. Her creation and support of the family-centered approach to care is one of the many legacies Linda will leave with us as she embarks on her next adventure in life.

Under Linda’s leadership, the Nationwide Children’s Ethics Committee’s role and engagement by physicians and staff grew exponentially. With wisdom and candor, she helped the Ethics Committee and the hospital navigate very complex and difficult patient and family situations.

She has also served as a role model to so many, including me, and made our work and our lives better. Her unparalleled success in obtaining the first and then sustaining Magnet certification over the years is remarkable. Linda is also a nurse’s nurse (nurses know what I mean when I say this – and I happen to also be a nurse). She has elevated and advanced the role and professionalism of nursing for all our nursing staff and beyond. She has mentored countless nurses and people who desired to be nurses – even if they were not employees of Nationwide Children’s. She is also one of the most giving and thoughtful persons you will have the pleasure to know – always available to address a patient/family concern, staff concern or a fellow executive’s concern. I am grateful to be able to call her my dear friend.

She has elevated and advanced the role and professionalism of nursing for all our nursing staff and beyond.

Reflections From Senior Leaders

“When I joined Nationwide Children’s, I was incredibly fortunate to find such a dedicated partner to tackle preventable harm. Likewise, Nationwide Children’s has been incredibly fortunate to have Linda’s persistent and relentless dedication to represent the voice of the family and patient. She ALWAYS brings that voice to the table in executive discussions, frontline discussions, technical quality discussions and so forth. She truly believes that nearly all, if not all decisions should have some element in the final equation that includes the view of the family and patient.”

-Rich Brilli, MD, FAAP, MCCM, Chief Medical Officer
Highlighting Linda and Her Career
Wynola Wayne, BSN, RN, Diabetes Nurse Clinician/Educator

She has been a true rock to this wonderful organization, Nationwide Children’s Hospital. She is solid, strong and unchanging – one can rely on her for support and assistance.

I look to her as a mentor and role model as a professional nurse leader.

I have learned so much from her leadership skills and from those individuals under her leadership.

She continues to stress the need to expand oneself through knowledge and provides the opportunity for growth. Linda always displays patient-centered care. I have had the privilege of seeing her interaction with patients and families especially through the Family Advisory Council. She has shown sincere interest in the well-being of her employees/staff and makes time to converse and assist with problem-solving issues.

Linda is very informative and handles the professional meeting with a caring and sincere attitude.

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Servant leadership describes Linda.

Our nursing division has benefitted greatly because of her honesty, integrity and authenticity.

As a leader she has derived her greatest power from serving others.

Thank you, Linda, for all you have done in so many avenues of this wonderful organization, Nationwide Children’s.

Positive and Productive
Terry Davis, MD, Assistant to the Chief Medical Officer Nationwide Children’s Hospital

Linda has been a terrific person to work with throughout the years. I could always count on her to bring the nursing perspective to the discussion – in a positive and productive way. Her default answer is almost always “yes” to start, and then she moves on to consider the challenges of the situation and engages in a thoughtful risk-benefit analysis of whatever is on the table.

Of the many things that I will remember about Linda, in addition to her top notch professionalism, is her humanity. She truly cares about, and knows about, the people she works with as individuals. She knows not just their name and role at the hospital, but details of their personal life as well. And that knowledge often helps her to figure out when “the issue is not the issue.”

Finally, she has a great sense of humor, and an overall positive attitude that can be catching. There are many times I recall when her entry into the room seemed to elevate the mood of the meeting. She is fun to be around, and it won’t be the same around here without her.

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Thank you, Linda, for all you have done in so many avenues of this wonderful organization, Nationwide Children’s.
Linda has been a fierce advocate for representing the needs of entire families through involving representatives from the Family Advisory Council during the planning of the inpatient tower to engaging with families on a monthly basis to continue hearing their concerns.

When I needed a collaborative partner to champion programs or someone to provide resources for programs that support patients and families, I have always confidently approached Linda. She is never too busy.

Linda has been a stellar champion for staff on all levels. She was an early adopter of the multidisciplinary approach for shared governance. When it became apparent there was a need for closer collaboration between medical leadership and ancillary leadership, she promoted strategic partners and continues to hold Town Halls. Linda has a unique ability to relate to staff at any level and let them fully visualize their importance to our patients and to our institution. They feel valued and appreciated.

Linda’s dedication to Magnet designation further illustrates her passion for moving the profession of nursing forward in a most professional and collaborative way. It has advanced our nursing leaders, as well as, had a positive influence on other areas.

Linda has left a large footprint at Nationwide Children’s. Her presence has been felt and will continue to be felt. She has had a lasting impact on my life and I will be forever grateful for her positive influence.
Esteemed Partner and Unwavering Advocate
Pedro Weisleder, MD, PhD, Neurology

In 2011, I was given the privilege of joining Dr. Stoverock in the leadership of the Ethics Committee. Since that time, the Ethics Committee has completed nearly 150 consults. Dr. Stoverock has been an esteemed partner thanks to whom the Ethics Committee has thrived and served Nationwide Children’s Hospital with distinction.

Dr. Stoverock has been an unwavering advocate for patients and patients’ parents.

Dr. Stoverock has been an unwavering advocate for patients and patients’ parents. As such, she has made herself available after hours, on nights and weekends. All so that the advice the Committee is asked to provide be delivered in a timely manner.

Working side-by-side with Dr. Stoverock has been an honor. I will miss her calm demeanor, sense of humor and steadfast support. I suspect that Dr. Stoverock will continue to advocate for patients and families. I suspect that Dr. Stoverock will continue to give sage advice. I suspect that Dr. Stoverock will still be holding meetings, but perhaps not at 7 a.m.!

Linda, I wish you a relaxing next chapter of your life.

A Priceless Impact
Lavone Caldwell, MSW, LSW, Director Health Equity

I have had the honor of reporting to Linda the past couple of years and the impact she has had on the success of our Health Equity Office has been priceless.

She has been one of the strongest supporters and advocates of our equity initiatives, as well as instrumental in helping to revive our Medical Legal Partnership Program. She is not only a great leader, but she is also one of the most thoughtful and caring people I have come to know here at Nationwide Children’s Hospital.

God Bless You Linda… have a happy, healthy and peaceful retirement!

She Makes All the Difference
Rick McCleod, MD, MHA, Associate Chief Medical Officer

For the past several years, I have worked closely with Linda Stoverock in my roles as the medical director of QIS and more recently as associate CMO. Together, she and I have addressed quality of care concerns, Joint Commission regulatory issues and medical staff communication problems.

But the most important work may have been our collaboration as co-executive sponsors of the Nationwide Children’s Hospital Safe Sleep Initiative. Linda has been a fantastic partner as we engaged medical and nursing leaders in this hospital-wide quality improvement effort. Before the hospital-wide initiative, several staff members were working hard to engage hospital staff in the modeling of a safe sleep environment for hospitalized infants. The compliance with the Safe Sleep Bundle was suboptimal. Unintentionally, staff modeled non-safe sleep behaviors to family members. Once Linda became involved, we created a quality collaborative approach and the project took off. Compliance improved and the entire hospital family became involved. Linda’s leadership was critical to the program’s success. She made compliance with the safe sleep bundle a priority for the nursing staff, and that made all of the difference. Her support of my interests in creating a novel approach to safe sleep environment for parents who lacked resources will always be appreciated. I wish Linda the very best in her retirement.
In order to provide scientific information, Linda recognized a need to create a role for nursing science within Nationwide Children’s Hospital. Our nurses have so many novel ideas and approaches to delivering care that translated to care can have meaningful impact in our patient and family lives. Linda initiated the role of nurse scientist at Nationwide Children’s several years ago to foster the development of new knowledge unique to pediatric nursing practice. We have seen three nurse scientists in this role with the addition of several contingent nurse scientists. These scientists work on their own research ranging from safety to unpleasant symptoms and novel web-based applications designed to assist patients, families and practitioners in the assessment and management of chronic disease conditions. Additionally, they assist our clinicians and nurses in new knowledge and provide a base for evidence-based care. Nurse scientists help clinicians present their findings at conferences and through publications that reach international audiences. The end result in Linda’s vision of creating a nurse scientist role is that more knowledge central to pediatric nursing’s unique practice has been created that impacts pediatric care not only within our institution, but globally.

**Promoting an Informed Nursing Practice at Nationwide Children’s**

**Vicki von Sadowzky, PhD, RN, FAAN, Director Professional Development**

Linda is a passionate advocate for nursing practice. She long has championed having an evidence base for nursing practice. She wants pediatric nursing practice to be informed and positively impact patient and family care and the nursing discipline as a whole. In order to have an evidence-based practice, it needs to be informed with scientific knowledge, expert clinical opinion and patient- and family-centered care. Linda advocates for nurses to practice at their full scope and center on patient and family care.

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**Inspirational Leadership**

**Marcie Rehmar, MS, Director, Community Education**

Mahatma Gandhi taught us that “Action expresses priorities.” Linda’s actions and focus on family-centered care and quality has had a huge impact on patient and family education at Nationwide Children’s Hospital. She supported us as a champion for Health Literacy before the guidelines put out by the Institute of Medicine were widely known or generally accepted as they are today. She gently but effectively stood fast with us as we advocated for the importance of health literacy and clear health communication, fully understanding its impact on utilization of health care services and overall patient satisfaction.

When we decided it was time to develop a blended model for patient education, Linda was our champion, helping us develop an interdisciplinary team including families, staying true to our focus on family-centered care and always keeping in mind what was best for the patient. Our launch was seamless, due to Linda’s vision and support.

Our patient education materials and practices, admired by people throughout the country for their adherence to best patient education practices, are largely due to Linda’s respect for the discipline and support and passion for our families.

**Linda has a nurse’s heart and a leader’s vision. I have been honored to call her a colleague, and Nationwide Children’s is a better place because she chose to spend the last 20 years with us.**

Thank you Linda for your vision, your kindness, your dedication, your actions and your steadfast advocacy for family-centered care. Your impact will remain long after your retirement. Wishing you only the best.

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From Directors and Program Managers

Linda has been a transformational leader! Having been in a leadership position during Linda’s time here, I have LOVED working with her on the journey for the strategic plan and patient/employee safety. It is amazing what Nationwide Children’s Hospital has achieved in this time!

Kelly Kranz, RN, BSN, MS, NEA-BC, Director Clinical Communications Physician Direct Connect, ECC, PBX

I have valued Linda’s commitment to both the nurses and patients and families at Nationwide Children’s Hospital. She is an authentic and transformational leader. A true advocate of family centered care and of nursing practice, Linda listens carefully to concerns and opinions, assists and encourages the implementation of valuable changes.

Lisa Carney, RN, Program manager, Surgery Unit/PAT/Registration

Linda has provided support and encouragement in my educational journey. As an associate degree RN going back to school for my BSN in 2005, Linda allowed me to shadow her for a day. At the time, I was working on the SUN (Float) team with no idea where my career would take me. She has continued to support me throughout my education and career at Nationwide Children’s.

Toss Coakley, MSN, RN, CPN, NEA-BC Heart Center Director Clinical Services

There are so many things I have learned from Linda over the years, but the amount of times I have repeated the phrase “We MUST be good stewards of our resources!” takes the cake. Thank you!

Jaime Manley, MSN, RN, CPN H4B/CTICU Program Manager Heart Center Float Pool Manager

Linda has been an advocate and true supporter from the start of the Catheter Associated Urinary Tract Infection Elimination Committee inception. That started back in January 2009 and she has continued through the years to stay committed to supporting us in whatever we have needed. The patients have definitely benefited from her insight and experience as we performed many PDSA’s throughout the years and now are closer to zero infections!

Rhonda Humphrey, MSN, RN, Program Manager H5B Pediatric Surgery/Burn/Trauma

As I was going through my DNP, Linda was supportive helping me breakdown barriers throughout my project that was aimed at improving nursing knowledge and attitudes toward trans and gender-nonconforming patients.

Christine Humphrey, DNP, MBA, RN, Program Manager H11B and Dialysis Unit Endo/GL/Rheum/Renal/Genetics

I am so appreciative of Linda Stoverock’s dedication to nursing and to patient care. During her tenure at Nationwide Children’s Hospital she has elevated nursing to a new level. She has achieved this while also assuring support for all members of the team. Linda is a true leader in building team cohesiveness and I admire her ability to break down silos. The depth and compassion is evident in Linda’s actions and in the way she treats her fellow co-workers. She is easily approachable, and openly curious when inquiring about the challenges frontline staff have in providing safe and effective care. She has been an instrumental supporter in obtaining supplies, equipment and staffing needed for best practice. Thank you Linda for all you have done for the patients, families and staff at Nationwide Children’s.

Barb Abdalla, RN, MSN, CPN Director, Emergency Department Main Campus, Emergency Department Lewis Center, Urgent Care Main Campus, ED SANE Program
Dear Linda

Dan Barr, MHSA, FACHE, Vice President of Operations

I would like to personally congratulate you on your retirement from Nationwide Children’s Hospital. Over the past eight years, I have learned a lot and will miss our conversations where you encouraged me to always put the patient at the center of the discussion and focus on Best Outcomes. As the CNO, you have been a role model of how to practice Best Outcomes and I thought it would be fitting to acknowledge a few of the lessons you taught me over the years.

B – Be Here Now
E – Empathize with the patients and their family
S – Support your team
T – Take time to keep life and work balanced
O – Outstanding job; always let people know when they've done one!
U – Unselfish; Delegate and share new experiences with your team
T – Talk less; listen more
C – Coach others and let others coach you
O – Create a One Team culture every day
M – Master your scope
E – Earn respect by putting time into the projects that make the biggest difference
S – Smile; everyone enjoys working with someone who is happy

I wish you the best in your future endeavors. Retirement will surely offer you many new opportunities, which I know you will embrace wholeheartedly, just as you did at Nationwide Children’s.

I hope you have a fun and fruitful retirement.

From Directors and Program Managers

Linda’s mentorship and leadership has been an invaluable resource for me over the years. From her always-reliable support and guidance when we formed the Ohio Chapter of the Society of Pediatric Nurses in 2004-2005 to her recommendation, advocacy and facilitation of camp programming needs when I became the initial Director of Nursing and Medical Programs for Flying Horse Farms in 2010. She has always been open, honest and approachable. She is the kind of leader that I always aspire to be.

Teresa Setnar, RN, Program Manager, Outpatient Psychiatry

Linda, thank you for transcending pediatric nursing to optimal levels in every venue you touched. You have surely made a difference in the lives of patients, their families, nurses, others and me. Job well done.

Thanks,
Kathy Haley, RN Trauma Program Manager

With the Nationwide Children’s Hospital strategic plan at the forefront of her mind, Linda Stoverock has successfully led us down the path of the journey to Best Outcomes for our patients and families. Health care is an environment that is always changing but especially with all of the advances in technology. Because of Linda being a visionary, she recognized there was a need for a Nursing Informatics (NI) role within the organization well before the role was prevalent in other organizations. The NI role integrates nursing science with data, information, knowledge and wisdom to achieve desired patient outcomes. While the patient remains at the center of nursing, under Linda’s direction, information technology and communication has been woven into the care we provide to patients. Linda has always been an advocate for this collaboration between the patients, families and clinical staff when searching for innovative technological solutions. She has been a great partner in the growth of the department and fostering new directions.

Thank you Linda for your passion, your support, your guidance and your thoughtful planning. It is time to pass the baton to the next innovator and you have paved the way for them. Wishing you the best on your new journey!

Danielle Worthington, MSN, BSN, Director Nursing Informatics
Linda: Leader, Innovator, Nurse, Doctor, Advocate

Janet Berry, DNP, RN, MBA, NEA-ISC, CNOR, Vice President, Perioperative Services

Through 20 years of loyalty, integrity and passion, Linda has always applied the first Nationwide Children’s Hospital value Do the Right Thing to consistently deliver on the ultimate Nationwide Children’s value Get Results. This is evidenced by the foundational changes Linda led in the areas of family-centered care and Magnet designation. Her enthusiasm and passion for family-centered care keeps all of us aligned and focused on this noble work to always value and involve families in the care of their child. Linda advocates for family partnership in care and is credited with bringing innovative, family-centered programs to Nationwide Children’s such as the Family Advisory Council, the Sibling Clubhouse, the Family Resource Center and bedside nursing report which includes the patient and family in discussion and care planning. Through this approach, levels of safety, quality and service reached new tiers.

Linda’s leadership and innovative spirit also inspires nursing and all clinical staff to reach high, dream big and get results through four Magnet designations, perhaps the penultimate acknowledgement of her leadership contributions at Nationwide Children’s. Linda’s leadership provides support and mentoring, while promoting a culture of teamwork that underscores a commitment to care delivery excellence and a safe, respectful, environment. Through this leadership style, nurses are empowered to be involved in decisions and aspects of their practice environment, encouraged and supported to further their education and board certification, engaged in professional clinical practice, and encouraged to apply and disseminate best practices in nursing services. Linda has been a role model and leader in identifying excellence in the delivery of nursing services, in promoting a collaborative culture and in advancing nursing standards, practice and educational attainment. Thank you, Dr. Linda Stoverock for all you’ve done for patient care, for nursing and for the entire team at Nationwide Children’s.

Embracing the Entire Health Care Team

Jeanette Foster, MSW, LISW-S, Director, Social Work & Language Services

My gratitude for Linda’s commitment to families and her inclusion of psychosocial concerns in the holistic picture of patient-centered care preceded my direct work with her. Our previous leadership in Social Work routinely shared Linda’s vision for care that promoted and relied upon the strengths of all disciplines within a team.

In my own direct working relationship with Linda over the past nine years, I have continued to observe and benefit from her leadership as she has worked to ensure that voices, often missed in the hustle of the day, are heard. In addition to focusing on issues of health equity, she has been thoughtful about how implicit bias may affect our work and she has sought means to mitigate that bias. She has promoted improvements in collaboration so that we are working toward common goals in the health care space. She has been committed to the Family Advisory Council and routinely follows up with concerns from patients and families with great respect for their experiences and feedback.

Related to her commitment to recognize and address the diverse needs of patients, Linda has presided over tremendous growth in Interpreter Services. Her support and guidance during this time has been of high value to the Interpreters providing the service, teams that benefit from the services and most of all, families who have the opportunity to be heard and included in their care.

I have continued to observe and benefit from her leadership as she has worked to ensure that voices, often missed in the hustle of the day, are heard.

Linda has consistently engaged health care allies such as Social Work and Interpreter Services so that the strengths of those disciplines are brought to bear in our work together, as One Team, to achieve the very best outcomes for our patients.

It has been a great honor to work with Linda and we all wish her well on her journey.
Throughout her tenure, Linda has been an influential leader of many firsts. For the past 20 years, Linda has been one of the first leaders new employees meet during hospital orientation. Linda instills her passion and commitment to the patient and families we serve by introducing new employees to the structures and processes she champions. During her first year, Linda cultivated family-centered care training and a Family Advisory Council, Sibling Clubhouse, and family-centered rounds. Linda’s leadership has resulted in consecutive outperformance of satisfaction reported by patient and families.

Another first was Linda’s recognition of the impact advanced education has on patient care outcomes. In 2010, Linda was one of the first CNOs in Ohio to align to the Institute of Medicine’s recommendation that 80% of nurses have a BSN by 2020. Linda’s pledge and resources made available to support nurses’ return to school resulted in attaining nearly 80% of nurses with a BSN by mid-2018.

Early in Linda’s career, health care organizations were invited to apply for the ANCC Magnet Recognition Program®, recognized today as the standard for nursing excellence. Linda acknowledged the program’s value and championed the organization to be the first free-standing pediatric hospital in Ohio to be designated Magnet®. In 2019, under Linda’s leadership, along with the organization’s support and respect, Nationwide Children’s Hospital became the first pediatric hospital in Ohio to receive a fourth consecutive Magnet designation.

Undoubtedly, Linda leaves behind a transformational footprint that will be reflected in the multitude of strategic initiatives implemented during her tenure.

**Strong Support, Purposeful Passion**

**Jodi Vinsel**, MSN, RN, CI, Director, Epidemiology Nationwide Children’s Hospital

Linda Stoverock has been a transformational leader in providing the highest quality care and Best Outcomes. Subsequently, her leadership has been instrumental for Nationwide Children’s Hospital to reduce health care associated infections (HAIs) for patients, families, visitors, volunteers and health care workers (HCWs). As the Director of Epidemiology reporting directly to Linda since she joined Nationwide Children’s in 2000, her support and infection prevention contributions are enormous. Some key interventions that contributed to the significant reduction of HAIs include:

- Hand hygiene auditing system
- Development of interdisciplinary HAI elimination committees
- Implementation of HAI reduction bundles
- Mandatory HCW influenza vaccination program
- Implementation of bedside huddles in order to eliminate preventable harm
- Transparency of data, including reporting out on days between Infection Reports or incidents
- Implementation of simulation training
- Visitor restrictions during peak respiratory viral season
- Nationwide Children’s being the first central Ohio hospital to prohibit patient care providers from wearing artificial nails

Linda has been excellent at balancing competing initiatives and making the best decision with the available information. She sees issues from multiple perspectives and understands the potential challenges prior to making a decision. For example, while advocating for family-centered care, she would often balance the need to have infection prevention measures in place.

Linda is knowledgeable about professional guidelines, standards and evidence-based practice. She personally acknowledged individuals for their contributions in reducing HAIs. She has always been an advocate for resources as the Infection Prevention Program expanded to meet Nationwide Children’s growth and increased regulatory requirements. Linda’s support and passion for infection prevention has helped change the culture to transparency and accountability to eliminate HAIs.

**Transformational Leader**

**Sherri Watts**, MSN, RN, Professional Development Nurse Specialist, Magnet Program Director

According to the American Nurses Credentialing Center (ANCC), “the chief nursing officer (CNO) is the highest-level nurse with ultimate responsibility for all nursing practice within the organization.” The ANCC also describes transformational leaders as empowering others to attain exceptional outcomes. Nationwide Children’s Hospital has been fortunate to sustain Linda Stoverock, chief nursing officer and senior vice president of Patient Care Services, transformational leadership for nearly two decades.

Throughout her tenure, Linda has been an influential leader of many firsts. For the past 20 years, Linda has been one of the first leaders new employees meet during hospital orientation. Linda instills her passion and commitment to the patient and families we serve by introducing new employees to the structures and processes she champions. During her first year, Linda cultivated family-centered care training and a Family Advisory Council, Sibling Clubhouse, and family-centered rounds. Linda’s leadership has resulted in consecutive outperformance of satisfaction reported by patient and families.

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A Transformational Leader and Mentor

Andrea Manning, RN, MSN, MBA, NE-BC, Vice President, Clinical Services

Linda has accomplished so much throughout her tenure here at Nationwide Children’s Hospital, from establishing our Family Advisory Council to establishment of our shared governance structure and our 4th consecutive Magnet Designation, just to name a few. In the midst of all her notable accomplishments, she has always valued her role as a mentor within her nurse executive role.

Starting my career at Nationwide Children’s, Linda has been instrumental in my leadership journey. From my first leadership position as a manager of an inpatient unit to my current role, Linda has provided coaching, guidance and encouragement to continue to grow as a leader both within and outside the organization.

Linda has been transformational in her leadership as well. A transformational leader must lead people to where they need to be in order to meet the demands of the future. One specific example that stands out for me is her partnership with our business executives to create the Director of Ambulatory Specialty Clinics and Ambulatory Clinical Services.

Linda recognized moving care from the inpatient to the outpatient setting results in increased complexity of the patients being seen which in turn demands increased nursing support. The creation of this role was foundational for Nationwide Children’s to ensure the continued movement forward of nursing practice in our Ambulatory setting.

Linda’s accomplishments are extensive. She has mentored numerous nurses across the organization and has transformed nursing at Nationwide Children’s. The positive impact of her leadership will be felt for years to come.

Linda has provided coaching, guidance and encouragement to continue to grow as a leader both within and outside the organization.

An Education and Quality Visionary

Michelle McKissick, MS, RN, NEA-BC, Vice President, Clinical Services-Surgical

Linda has always worked collaboratively with other professional disciplines and puts quality and safety initiatives as one of her top priorities. Linda also believes in the importance of being visible to her staff and will periodically round on the units. She has direct interaction with RN staff in Nurse Staffing Council and with leadership. Linda has also encouraged nurses to feel empowered in decision-making through the evolution of a model of Shared governance to Strategic Partnership. It has been a pleasure to work with a visionary nurse leader who believes in education and quality outcomes even prior to these being established as Magnet criteria.

A Tireless Advocate for Nurses

Karen Heiser, PhD, Vice President - Education and DIO

“Use your voice for kindness, your ears for compassion, your hands for charity, your mind for truth, and your heart for love.”

This anonymous author must have had Linda Stoverock in mind when she wrote this.

Linda Stoverock came to Nationwide Children’s as a servant leader. These past 20 years she has shaped Nationwide Children’s Hospital in countless small and big ways. She did so by being loyal to the people with whom she works and true to herself and our mission.

Linda is a tireless advocate for nurses, fortified by countless stories of how they improved care. Her seemingly encyclopedic knowledge of regular people doing extraordinary things is an inspiration. Linda is the first to praise and the last to take the credit. While she may be the smartest person in the room, she is rarely the first to speak. Every day she shows how to achieve the best outcomes by helping others be their best.

Long before inter-professionalism was a force majeure, Linda embraced teams and built a foundation of mutual respect and intersecting competence. She helped families find their voice and welcomed them to the team.

Linda is a great role model. She is quick to lend a helping hand, a boost or an extra nudge, with the sole goal of helping each achieve their full potential. They reciprocated by paying forward in ways far beyond what they could have ever imagined.

Linda Stoverock’s legacy is not her far-reaching accomplishments. Rather, her most enduring gift is the compassion, respect, and inclusion she demonstrated every day to everyone in every way. Thank you Linda for helping us be the best we can be.
Goodbye to Linda Stoverock

Rev. Susan Kyser, M.D.N., BCC, ACPE Certified Educator, Director Pastoral Care

It has been a privilege to work under Linda’s leadership. Not only is she thorough and clear in her communication, Linda is a highly compassionate and caring person.

Through her time here, she has helped us all to be better caregivers; offering kind, compassionate care that is filled with dignity and grace.

Linda has been an administrator, and she has been much more than that. She has been a leader and colleague for many of us here at Nationwide Children’s Hospital. One of the blessings that she has given to Pastoral Care is that she understands and appreciates the gifts of the spirit, no matter what religion, culture or perspective.

She has led, with a deep commitment, to make the lives of our patients and families better, and this conviction has been passed down to all. In every way, Linda has helped us live a standard of kindness and excellence. She has lived all that we hope to be in this place. I give thanks for the leadership of Linda over these 20 years.

Leading the Charge with Powerful Partnerships

Donna Trentel, MSA, CCLS, Director Family and Volunteer Services

In her 20 years at Nationwide Children’s Hospital, Linda Stoverock has made her mark as a tireless champion for patient- and family-centered care.

She has led the charge throughout the organization in efforts big and small. Programs such as the Sibling Clubhouse and Family Resource Center would not have been possible without the instrumental advocacy of Linda. It is impossible to consider the endless number of families who have benefited from these very special and supportive areas. Her devoted support demonstrates the belief that “kids and families need more than medicine to get well” and honors the fact that when a family member has a health care experience, it often impacts the whole family. The Family Advisory Council and Family as Faculty parent groups have also both flourished due to the steady presence and support of Linda. She has shown respect and reverence for the powerful partnerships that happen when family members are included in policy making, design decisions, care standards and more. Nationwide Children’s has been lucky to have Linda modeling a genuine commitment to patient- and family-centered care at the “C suite” level to all in the organization. The presence of mutually beneficial partnerships between patient families and Nationwide Children’s is firmly in place thanks to Linda, and is a tremendous and timeless legacy.

Do You Like the Glass Half Full or Half Empty?

Anamarie Rayburn, MSPH, CPHQ, CPPS, Director Quality Improvement Services

Almost eighteen years ago, I met Linda Stoverock. I was working for HealthSouth as a regional Quality Improvement Director and had applied for the Director of Quality Improvement Services position at Nationwide Children’s Hospital.

Because she was attending an Eclipses conference in Florida which was close to my home, she invited me to meet her at the hotel restaurant. Our simple meet-and-greet lasted several hours! During our meeting, Linda asked me one question that I will always remember: “Do you like the glass half full or half empty?” She discussed Nationwide Children’s mission statement that was captured in the acronym CARES. It revolved entirely around children and their families providing the highest quality care. She discussed patient and family advocacy, using pediatric research, patient, family and care provider education and outstanding service. I was in awe by the mission and vision of the hospital focusing on the children and their families.

Linda continues to advocate for children and their families. She incorporated family-centered care into our policies and procedures long before it was a national trend. When we discuss a regulatory issue, she wanted us to be prepared for the next patient and not necessarily for the next survey. She asks how a regulation will affect the patient and the family. It is easy to put the patient and the family first when you have Linda leading the organization. She exemplifies the adage shadow of the leader.

She is a caring leader dedicated to our patients, families and our staff and she will be missed.

A Servant Leader with a Heart for Children

LeeAnn Wallace, MBA, BSN, RN, NEA-BC, Vice President Neonatal Services

Linda has such a great passion for insuring the satisfaction of not just our patients and families, but also our staff and physicians!

Her legacy will be strongly felt in the way we ensure not only the highest quality, evidenced based care but also insuring that the patient and family experience here is exceptional. She has led our Treat Me with Respect teams and has challenged each of us to find new ways to achieve our goals around patient and family satisfaction. Leading us through four successful Magnet surveys, Linda also developed our Strategic Partnerships model based on an interprofessional leadership approach that has increased collaboration and decreased silos. All the while, she has remained an approachable, humble and caring servant leader with a heart for children. She has been a mentor, a leader and a friend to many of us, always with an open door and an open mind. We are the better on many fronts for her having been here! As she moves on to new adventures, we will miss her leadership and friendship, although I know her grandbabies and her bee-babies will be glad for her presence!
Supporting Staff and Team Growth

**Erin Keels, DNP, APRN, NNP-BC, Director, Neonatal Practitioner Program**

Linda has been an influential leader and mentor for me. She has provided compassionate and concrete feedback to help me achieve personal and professional goals, as well as an empathetic ear during times of great personal stressors.

As an advocate of evidence-based practice, Linda supported our plan for the development and implementation of the Neonatal Travel PICC team, which offers expert PICC insertion to all the Nationwide Children's Hospital's Neonatal Intensive Care Units (NICU) and Special Care Nurseries in Columbus. Through this service, the success rate of PICC insertions has increased from 57% in 2005 to more than 75% in 2018. Additionally, medical transports from a Nationwide Children's NICU in a delivery center to the main campus radiology department for fluoroscopically placed PICCs has been virtually eliminated. Additionally, Linda's advocacy for Advanced Practice Providers (APP) has resulted in an impressive growth in the numbers and types of APPs at Nationwide Children's in almost every area of the organization, contributing to excellent clinical and safety outcomes and increased access to providers. APPs have a distinct credentialing, privileging and governance structure and soon will have specific medical staff rules under Linda's leadership.

When Actions and Words Align

**Luke Vohsing, MBA, RN, Family Resource Center Coordinator**

What can I say about Linda's commitment to patient- and family-centered care that her actions have not already said? I have personally witnessed Linda taking time out of her day to make patients and families her priority.

During Linda's 20-year tenure at Nationwide Children's Hospital, she has been a part of the Family Advisory Council, which provides parent feedback on new initiatives and programs. Linda collaborates with the department teams to implement ideas generated by parents at the hospital. Changes that you may have never given a second thought, originated with Linda's help, including covered parking outside Urgent Care for handicapped families, cell phone charging stations throughout the hospital and off-sites, various policies and procedures including the parent's ability to call an ACT, and lastly the creation of the Family Resource Center. The Family Resource Center serves more than 75,000 family members per year with simple requests like soap for laundry services all the way to patient/family education. Linda understood early on, that health care is an ever-increasing customer service industry and we need to provide the upmost care to our patients and families. Linda's dedication to patients and families has helped Nationwide Children's shape the health care environment to focus on the family and provide unsurpassed customer service. Linda is truly a champion in the advancement of patient- and family-centered care. Without her continued support and commitment, we would not be where we are today.

The Value of Incorporating Parents

**Chet Kazen, PharmD, MBA, Chief Pharmacy Officer**

Linda has fundamentally shaped care delivery at Nationwide Children's Hospital for two decades, including the close integration of pharmacy and nursing services.

Working together with Linda has resulted in improved patient care in numerous ways. In one instance, a quality improvement excellence initiative was undertaken to reduce the number of dispensing errors in Pharmacy via implementation of barcode scanning during medication preparation. Linda advised our team to strongly consider incorporating a parent who served on Family as Faculty to ensure the impact to the patient/family of this initiative. The parent was a wonderful addition to our team; she attended pharmacy staff meetings, communicating how complex medication administration is at home and in the hospital and really inspired our staff to embrace this safety initiative and create best outcomes for our patients. The project was a huge success and has expanded several times over the past few years, in large part due to Linda's sage advice. Linda also is a core member of a committee reviewing controlled substances, aimed at reducing risk of drug diversion. Linda's clear focus on creating strong internal controls and providing education to our nursing, pharmacy, and medical staff regarding the telltale signs of diversion has continued to ensure we provide outstanding patient care while minimizing associated risks. Finally, Linda has the gifted ability to include the perspective of all members of the interdisciplinary care team when considering new and exciting opportunities or confronting difficult, challenging issues. As a result, our organization and One Team culture continues to thrive. It has been an honor to serve alongside Linda at Nationwide Children's and we stand in awe of her accomplishments!

The Power of the Personal Touch

**Debbie Pratt, Director Clinical Program-CSCC -APN/NP**

Linda is a very warm, caring and supportive leader. She role models this in all her interactions with her senior leadership, her team and most importantly with patients and families.

One of my team members recently commented on how Linda always takes the time to ask about her family members. This personal touch made this team member feel both valued and appreciated.

Linda is very encouraging to her staff and leadership team and promotes everyone working at the top of their professional scope of practice. Linda has been instrumental in many changes within the practice of nursing and advanced practice nurses while at Nationwide Children's. This is exemplified through the hospital being designated as a Magnet facility four consecutive times. Linda is committed to and values team collaboration. Under her leadership, she has been instrumental in developing a strong patient care team that shares the Nationwide Children's mission, vision and goals.

A True Innovator of Nursing

**Kimberly Conkol, RN, MSN, CCM, Vice President, Care Coordination & Utilization Management**

Knowing that no one can achieve Best Outcomes standing alone, Linda has been a role model and fostered a One Team culture through her work on many collaborative quality improvement efforts.

As a member of the Navigate My Care steering committee, Linda has supported the development and growth of the role of care coordination, so families have a partner to help them make their way through the complicated health care system. Because of this work over the past five years, a dozen specialty clinics have added care coordinators to their outpatient teams.

In 2012, Linda was instrumental in modifying the inpatient care coordination model to distinctly separate the utilization review function (which is focused on arranging payment for the stay) and the discharge planning function (which is focused on preparing the patient for home and coordinating inpatient activities efficiently). This change increased staff satisfaction with the role, improved collaboration amongst multidisciplinary teams, and improved quality of services provided.

Linda has also supported families, whether coming from our outpatient or inpatient areas of the hospital, through the ongoing development and expansion of the Family Resource Center, where nursing education and concierge services are provided. Today, there are more than 770 classes attended annually by families in the Family Resource Center.

Linda has advanced the nursing profession through her persistent commitment to spreading evidence-based practices, setting standards for nursing education requirements, and by leading the organization to Magnet status, five times in total. We will always cherish Linda as someone who supported the innovation of nursing roles to improve the quality of care and satisfaction of our patients and families in the journey towards Best Outcomes.
A Beacon of Hope For Others

Anne Marie T. Brooks, PhD, MBA, RN, FAAN, President, Mount Carmel College of Nursing

Linda Stoverock is a rock star in nursing and health care because when “she talks others really listen.” She inspires others through her words and actions to do their best and make every moment count in the lives of patients, families, colleagues and the community. I first met Linda as the Leader of the Magnet Site Visit for re-designation of Nationwide Children’s Hospital. It was evident from the outset of the visit that Linda’s transformational leadership was the key factor in the joy, competence and pride in patient care that we experienced from nurses throughout the visit. The Magnet team recognized her exemplary leadership and influence she had in organizational strategic planning, decision making, collaboration and sustaining a culture of accountability to achieve excellence.

One of my first joys as Interim President of Mount Carmel College of Nursing in 2017 was learning that Linda was a member of the Board of Trustees. She has been and continues to be a valuable driver and resource for change in the College, role model for faculty, staff and students and a dynamic community partner. All of our pre-licensure students do their pediatric clinical rotation at Nationwide Children’s and are universally positive about their clinical experiences. They express gratitude for being welcomed as part of the team, encouraged and expected to provide safe, patient-centered care and mentored by highly competent and motivated nurses. Many students apply for employment because of their exposure to a genuine professional nurse driven care and work environment.

Linda’s legacy in nursing and health care is exemplary and will serve as a beacon of hope for others. The opening of the new Big Lots Behavioral Health Pavilion reflects her leadership style of moving forward and overcoming obstacles in a way that engages others, produces remarkable results and brings optimism to those we serve! I love and respect Linda as a leader, colleague and friend and know that I am grateful for her ongoing joy and leadership in improving the quality of life for one and all.

Her Passion Inspires Me

Mindy Richard, BSN, RN, Clinical Leader-Physical Medicine Clinic

I have enjoyed the opportunity to work with Linda Stoverock for the past two years on a committee that helps to develop and support our hospital wide strategic partnership teams. Working with Linda has been an amazing experience for me as she is incredibly intelligent and insightful. She has the ability to think one step beyond and this has encouraged me to really think things through and look at all potential options. Linda has helped me to network within this organization and I have met so many people outside of my own department. She recently provided me with the opportunity to attend the ANCC National Magnet Conference. At the conference, I was able to attend sessions and talk with others who work on strategic partnerships at their organizations. I have thoroughly enjoyed working with Linda and her passion for this hospital inspires me to continue to be a strong support person for our strategic partnership teams.
NATIONWIDE CHILDREN’S

When your child needs a hospital, everything matters.

Nationwide Children’s Hospital
700 Children’s Drive
Columbus, Ohio 43205-2696

Daisy Award
Caitlin McGee, RN

The 27th Annual Nationwide Children’s Hospital Daisy Award was presented to Caitlin McGee, RN of H9A. 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.

When a newly pregnant coworker came to work, Caitlin knew she was struggling. Caitlin watched her closely, urged her to seek medical attention and eventually walked her colleague to her car. A few hours later, that colleague was having emergency surgery. Caitlin’s critical thinking impacted this coworker in a life-saving manner. “I will always be thankful for her fast-thinking, leadership, willingness to step up, compassion and general caring manner that night,” said her nominator. “As pediatric nurses, we don’t often come to work expecting to care for our adult coworkers. But I am so thankful Caitlin took the time to care for me that night and used her nursing skills to ensure I received the medical attention I needed.”

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