

# Patient Care

## Quarterly **Nursing** Award Winners



**Logan Stover,  
RN, BSN, CWON  
DAISY AWARD**



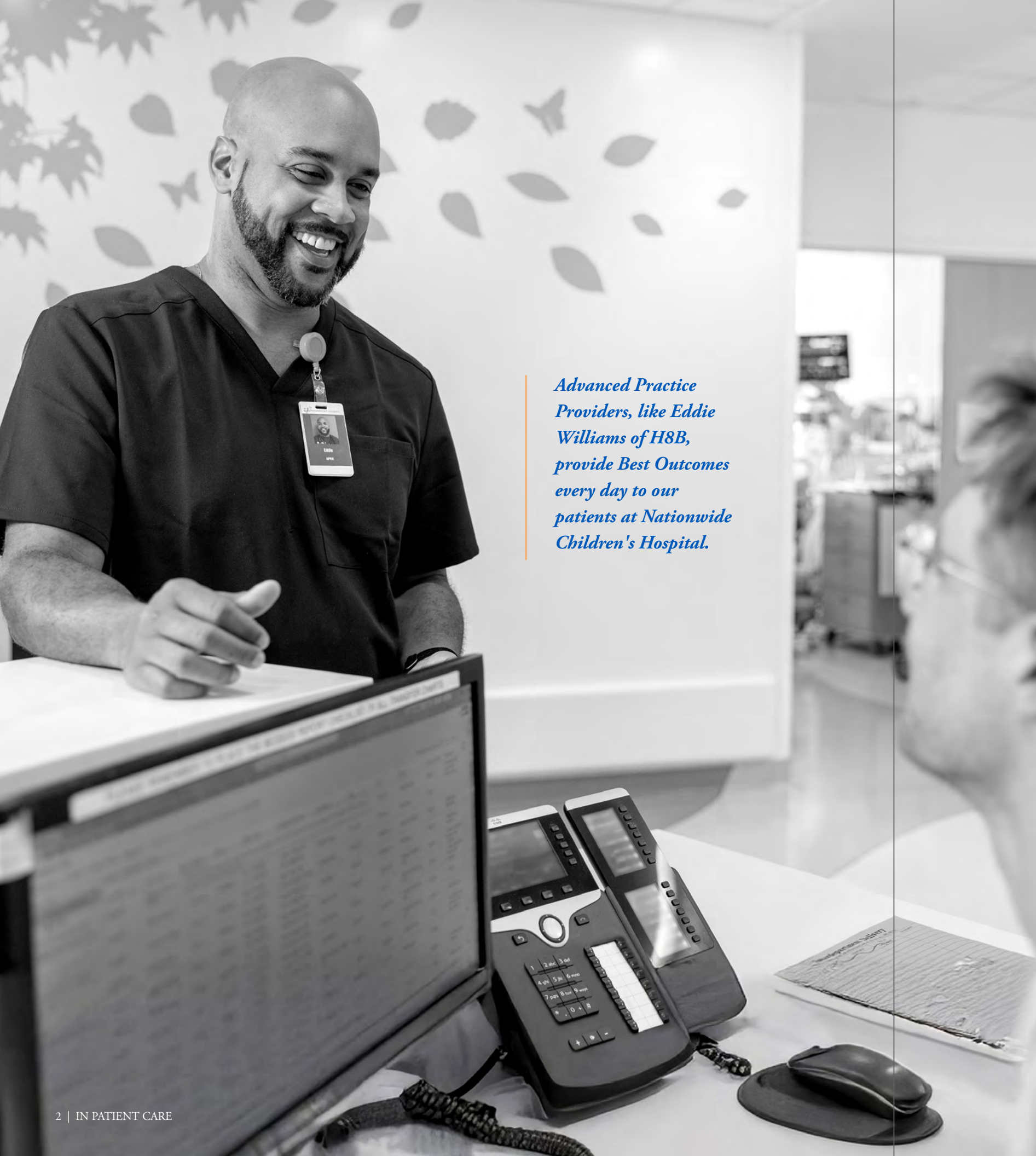
**Debra Pratt,  
MSN, APRN, NEA-BC  
NURSING EXCELLENCE  
AWARD WINNER**

To read the nominations for each of the winners and to learn more about the awards,  
visit [NationwideChildrens.org](https://NationwideChildrens.org) and search "Daisy Award."

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*Advanced Practice Providers at  
Nationwide Children's Hospital*





*Advanced Practice Providers, like Eddie Williams of H8B, provide Best Outcomes every day to our patients at Nationwide Children's Hospital.*

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## Highlighting Our Advanced Practice Providers



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

This edition of *Everything Matters in Patient Care* highlights our Nationwide Children's Hospital Advanced Practice Providers (APPs). More than 650 APPs practice across multiple disciplines, diverse specializations and locations including primary care, NICU, Fetal Care, Burn, Trauma and Critical Care, Peri-operative, Emergency Services, Research, Transplant, Diabetes Care and many other Pediatric Specialty areas. APPs collaborate closely with all members of the health care teams, our patients and their families insuring Best Outcomes for all children.

These highly trained professionals assess, diagnose, treat, perform procedures, prescribe medications, manage acute and chronic illnesses, care for families and engage in clinical inquiry across many patient care locations in both inpatient and ambulatory settings. Our APPs' pivotal role in a fast-paced, ever-changing health care landscape cannot be overstated. Their expertise, compassion and commitment are key to Nationwide Children's ability to achieve our mission to Lead the Journey to Best Outcomes for children everywhere.

Contributions by our APPs to clinical care, education, clinical inquiry, patient satisfaction, quality and safety are seen and felt daily across all service areas. Additionally, many advocate for our patients and families on national and international fronts through their dedication and service to professional groups, presentations and publications about best practices and contributions to moving their disciplines forward. We are excited to share a glimpse of the impact of the invaluable work of these professionals and are proud to call them our own.

## The Growth of Advanced Practice Providers at Nationwide Children's Hospital

**Erin L. Keels**, DNP, APRN-CNP, NNP-BC, APP Director, Neonatology

**Deb Pratt**, MS, APRN, NEA-BC, Director of APP Clinical Services







Advance Practice Providers (APPs) have experienced tremendous growth and change over the past few decades nationally, within Ohio and at Nationwide Children’s Hospital. Advanced Practice Provider is the collective term that includes Advanced Practice Registered Nurses (APRNs) and Physician Assistants (PAs). Previously at Nationwide Children’s, all credentialed non-physician providers were referred to as Allied Health Professionals (AHP), but this term has a broader use within the larger health care community and includes groups of health professionals that provide diagnostic, preventative, therapeutic and rehabilitative services in connection with health care. APPs are credentialed providers who work with teams to develop and carry out plans of care for patients and families. APRNs work under a collaborative arrangement called a Standard Care Agreement (SCA) which outlines how the APRN and physicians will work together, cover patients in cases of absences and negotiate disagreements related to patient care. CRNAs and PAs work under the supervision of a physician. The term APP has only been used at Nationwide Children’s for the past few years. In 2020, the hospital Medical Staff changed the term from AHP to APP in our policies and credentialing processes. We continue to include Clinical Pharmacists and Optometrists who prescribe in the APP group recognized through the Medical Staff, but for the APP Council and celebrations such APP week, we refer to the APRNs and PAs.

The APP journey at Nationwide Children’s started in the 1980s with fewer than 20 APRNs: Neonatal Nurse Practitioners (NNPs), Pediatric Nurse Practitioners (PNPs)

and Clinical Nurse Specialists (CNS) who were nationally certified, but not yet recognized as an APRN by the state of Ohio. Certified Registered Nurse Anesthetists (CRNAs) worked for Nationwide Children’s but were employed by an outside corporation and a few nurse practitioners worked for the Pediatric Academic Association (PAA). Both groups were leased to the hospital. The original NPs and CNSs functioned in more of a care coordination role than a clinical care role.

In 1997, APRNs were granted title protection in Ohio, and Nationwide Children’s began credentialing NPs and CNSs in a similar but separate process from the physicians through the Medical Staff Office. The original process was arduous and entirely on paper, requiring the APRN to provide their licenses, resume, photo, peer references and SCA signed by their collaborating physicians. The files were signed by the chief nursing officer, the APRN’s manager, director of Nursing Education and three peers. The credential file remained with the APRN’s manager. In 2009, Medical Staff Office took over credentialing, expediting and improving the process.

In 2000 and 2001, laws and rules were developed at the state level that provided requirements to practice and created a separate license, called the Certificate to Prescribe (CTP), allowing the APRN to prescribe a limited panel of drugs after obtaining knowledge and continuing education hours in advanced pharmacology. These additional law changes combined with a reduction in the hours that residents could work led to an increase in the use and number of APRNs, and later PAs, at Nationwide Children’s. The first PA was hired in 2005.

In 2008, the Ohio Board of Nursing adopted the APRN Consensus Model, which identified and recognized four APRN roles: Certified Nurse Practitioner (CNP), Clinical Nurse Specialist (CNS), Certified Registered Nurse Anesthetist (CRNA) and Certified Nurse Midwife (CNM). Each role requires a license and national certification.

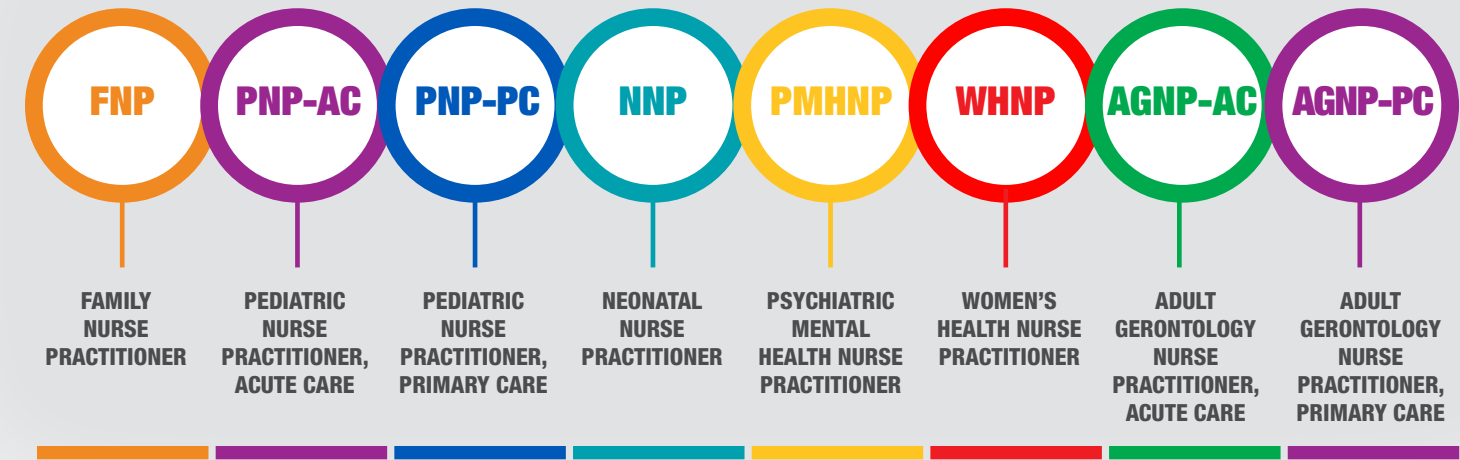
CRNAs provide care for patients across the lifespan from the time of admission for surgery through discharge from recovery. CRNAs administer anesthesia, perform anesthesia induction, maintenance and emergence, and may perform pre-anesthetic preparation and evaluation, post-anesthesia care, and clinical support functions. Typical work environments include hospitals, surgery centers, dentist offices and maternity services.

CNMs provide the management of preventive services and those primary care services necessary to provide health care to women during the antepartum, intrapartum and postpartum periods, as well as meet their gynecological needs. CNMs also provide for

Family Nurse Practitioners (FNPs) care for individuals and families across the lifespan. They provide preventative health care, as well as the assessment, diagnosis and treatment of acute and chronic illness for individuals and families. Typical places of employment include primary care clinics and offices and consult services.

Pediatric Nurse Practitioners (PNPs) may be certified in either Acute Care and/or Primary Care. The Acute Care certified PNP cares for children with complex acute, critical and/or chronic illnesses across the entire pediatric age spectrum, from (late preterm) birth to young adulthood. They provide care to patients who are characterized as “physiologically unstable, technologically dependent, and/or are highly vulnerable to complications” and a continuum of care ranging from disease prevention to critical care to “stabilize the patient’s condition, prevent complications, restore maximum health and/or provide palliative care.” Typical work environments include inpatient care units, including ICUs as well as Emergency

**THE CONSENSUS MODEL DEFINED EIGHT POPULATION FOCI IN WHICH A CNP MAY PRACTICE. EACH POPULATION FOCUS HAS ITS OWN NATIONAL BOARD EXAMINATION:**



immediate newborn care. Typical work environments include hospitals, OB practices and maternity health centers.

CNSs provide and manage the care of individuals and/or groups with complex health problems and provide health care services that promote, improve and manage health care within the CNSs specialty. CNSs may prescribe drugs and therapeutic devices.

CNPs provide preventive and primary care services, provide services for acute illnesses, and evaluate and promote patient wellness, consistent with the CNP’s advanced formal education, training and clinical experience, in their population focus, national certification and in accordance with rules adopted by the State Board of Nursing. A CNP may prescribe drugs and therapeutic devices.

Department and Urgent Care. The Primary Care-certified PNP provides care to children from (late preterm) birth through young adulthood with an in-depth knowledge and experience in pediatric primary health care including well childcare and prevention/management of common pediatric acute illnesses and chronic conditions. Typical work environments include pediatric primary care practices and ambulatory clinics, low acuity inpatient settings and consultation services.

Neonatal Nurse Practitioners (NNPs) provide preventive, acute, critical, chronic health care to neonates, infants and children up to 2 years of age. NNPs care for the smallest and most preterm infants to the older infant who continues





# Nationwide Children's Hospital Ethics Committee: Defining the Advanced Practice Provider Role

Amy M. Garee, PhD, APRN, Clinical Services

In the ever-changing landscape of pediatric health care, ethical and moral dilemmas often develop due to the complex dynamics of medical, social and familial aspects. Advanced Practice Providers (APPs) play a vital role within the hospital's ethics committee. The unique perspective, training and clinical expertise of APPs enable them to contribute meaningfully to patient advocacy, ethical discussions and policy making within the committee.

Ethics committees serve as advisory bodies, aiming to resolve ethical issues that arise in patient care. In pediatric settings where the patients are minors, the ethical considerations are often multifaceted. Topics addressed by ethics committees may include informed consent, allocation of resources, the involvement of parents in medical decision-making and end-of life decisions. The presence of professionals with varying backgrounds enriches these discussions, ensuring that multiple viewpoints are considered.

Family-centered care is at the forefront of pediatric health care, emphasizing the partnership between families and healthcare providers in decision-making processes. APPs are well positioned to collaborate with interdisciplinary teams to champion a family-centered care approach on ethics committees. Their insights ensure that the voices of families are heard. By advocating for the inclusion of parents and guardians in the decision-making process, APPs help uphold the values of respect and dignity, fostering an environment where families feel empowered to participate actively in their children's health care.

APPs often play an educational role within ethics committees and the broader health care team. They are frequently involved in training staff on the ethical principles that guide pediatric care, such as beneficence,

non-maleficence, autonomy and justice. Their participation in ethics committees enables them to develop policies and guidelines that are ethically sound and grounded in best practices. Furthermore, APP presence can stimulate discussions about the ethical implications of emerging medical technologies and treatment paradigms in pediatrics, addressing concerns around equity and access to care.

Pediatrics presents unique ethical challenges, such as the varying capacities for decision-making among different age groups, the principle of assent in minors and the role of parents as surrogates for their children's health care decisions. APPs, with their extensive experience working with children and families, can offer critical insights into these issues. Their training often encompasses not only clinical competencies but also an understanding of ethical frameworks and dilemmas, positioning them as valuable contributors to the development of ethics policies that are both practical and benevolent. As healthcare continues to evolve, the contributions of APPs will be increasingly crucial ensuring that decisions are made that honor the best interests of children and their families.

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**APP presence can stimulate discussions about the ethical implications of emerging medical technologies and treatment paradigms in pediatrics, addressing concerns around equity and access to care.**

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to experience complications due to preterm birth and/or other diseases. Typical work environments include all levels of NICUs and delivery centers, Neonatal Transport and Follow Up Clinics.

Psych-Mental Health Nurse Practitioners (PMHNP) provide primary mental health care for individuals across the lifespan, families and populations at risk for developing and/or having a diagnosis of psychiatric disorders or mental health problems. Primary mental health care provided by the PMHNP involves relationship-based, continuous, and comprehensive services necessary for the promotion of optimal mental health, prevention, and treatment of psychiatric disorders and health maintenance. Typical work environments are highly variable from inpatient settings, outpatient clinics, school and office-based services and beyond.

Women's Health Nurse Practitioners (WHNP) provide primary care to women across the life cycle with emphasis on conditions unique to women from menarche through the remainder of their life cycle within the context of sociocultural environments – interpersonal, family, and community. Typical work environments are variable and include inpatient and outpatient settings and Ob/gynecology services.

Adult-Gerontology Nurse Practitioners (AGNP) may be Acute Care and/or Primary Care certified. The Acute Care certified AGNP provides acute, critical, complex, chronic care for physical and

mental illnesses across the entire adult age spectrum from late adolescence to adults and older adults (including frail older adults). Their services range from disease prevention to critical care in order to stabilize the patient's condition, prevent complications, restore maximum health and/or provide palliative care. Typical work environments include inpatient critical care, ED/UC, inpatient care, outpatient clinics. Primary Care certified AGNPs provide primary health care services to the entire adult-gerontology age spectrum across the continuum of care from wellness to illness, including preventive, chronic and acute care. Typical work environment includes outpatient settings and offices, convenience clinics, consultation services.

Physician Assistants (PA) are licensed clinicians who practice medicine in every specialty and setting under the supervision of a physician. PAs complete a Master or Doctoral degree in PA Studies and become nationally certified as a PA. Their education and practice emphasize patient education, preventive care, and chronic care management. The generalist medical training enables them to provide a wide spectrum of patient care and treat the "whole patient." Typical work environments include hospitals, medical offices, community health centers, nursing homes, retail clinics, educational facilities, workplace clinics and correctional institutions.

Today, more than 650 APPs work at Nationwide Children's Hospital in every department, service and setting. APPs

from across the organization regularly meet to develop innovative ideas and action plans. The work has been impactful. APPs are actively engaged in their strategic plan which focuses on improving APP infrastructure, increasing the presence of APPs, developing a standardized onboarding and robust clinical orientation including preparation of preceptors, and enhanced recruiting efforts. Career pathways are being developed, and our celebration of APPs for the second year occurred during National APP week in September.

The APP council, started in late 2012, has continued to grow and now has several subgroups. They have offered continuing education presentations and conferences, encouraged participation in philanthropic opportunities, organized nominations for recognition awards and events, created a quarterly newsletter and developed ways to assist APPs with the electronic medical record and workflow efficiency. All APPs are invited to belong and participate in the APP Council. Pertinent information is posted on the ANCHOR page, under "Advanced Practice Provider."

It is an exciting time for APPs at Nationwide Children's. As both the numbers and the scope of APPs continue to grow and develop, innovative care models and practice will emerge. Nationwide Children's APP Strategic Plan, along with the fully engaged and enthusiastic APP Council, will help to guide and support this growth into the future.





# The APP Practice Council: Growing and Supporting the APP Community at Nationwide Children's Hospital

Courtney Bishop, MPAS, PA-C, Physician Assistant, Orthopedics

Alice Bass, MSN, APRN-CNP, CPNP-PC, FPCN, Nursing Professional Practice Specialist, Center for Nursing Excellence

At Nationwide Children's Hospital, Advance Practice Provider (APP) is a title heard frequently but may not be familiar to all. APP is a general title that includes Nurse Practitioners (NP), Physician Assistants (PA), Certified Registered Nurse Anesthetists (CRNA), Clinical Nurse Specialists (CNS) and Certified Nurse Midwives (CNM). With more than 600 APPs at Nationwide Children's, we are a continually growing group of providers delivering high-quality care for patients and their families in inpatient, outpatient, surgical and urgent/emergency care settings.

The Nationwide Children's APP Council is a diverse group of APPs who meet monthly on a volunteer basis to support APPs throughout the organization. The primary goals of the APP Council are to promote APP practice and presence, create educational opportunities for APPs, connect APPs through communication and networking events and encourage APP engagement throughout Nationwide Children's. The APP Council was first formed more than 10 years ago and has continued to grow in strength and presence. In the past few years, the Council has reorganized and now includes subcommittees of various interest groups, leading to increased engagement from APPs across the hospital. The current subcommittees include education, networking and communication, service, recognition and the most recently formed informatics workgroup. Each group is comprised of dedicated APPs who have set out to accomplish common goals, all with the mission of supporting and elevating our APP community.

Courtney Bishop, PA, currently leads the APP Council as Chair, with Alice Bass, APRN, serving as Vice-Chair, Tomara Price, APRN, as Past-Chair and Melissa Mutch, APRN, as Secretary. Leadership members serve in their positions for a two-year term and are elected from the APP Council Membership. APP Directors Debra Pratt, APRN, and Erin Keels, APRN, serve as the Council's faculty advisors.

At the start of 2025, members of the APP Council and its subcommittees met to make plans for the year ahead. The council is looking to continue to increase APP community engagement, including ensuring broader representation of APPs across a variety of work areas, re-evaluating its workgroups to better reflect an APP Professional Practice Model and creating new opportunities to recognize and emphasize the work that APPs do as clinicians, educators, leaders, researchers and innovators. Lastly, as the APP Strategic Plan gains momentum, the APP Council will continue to play a significant role in its implementation and advancement.

The APP Council is always looking for new APP members who want to be more involved in supporting their colleagues and developing new opportunities within the council. More information can be found on the Advanced Practice Provider page on ANCHOR or by emailing [APPNetComm1@NationwideChildrens.org](mailto:APPNetComm1@NationwideChildrens.org).

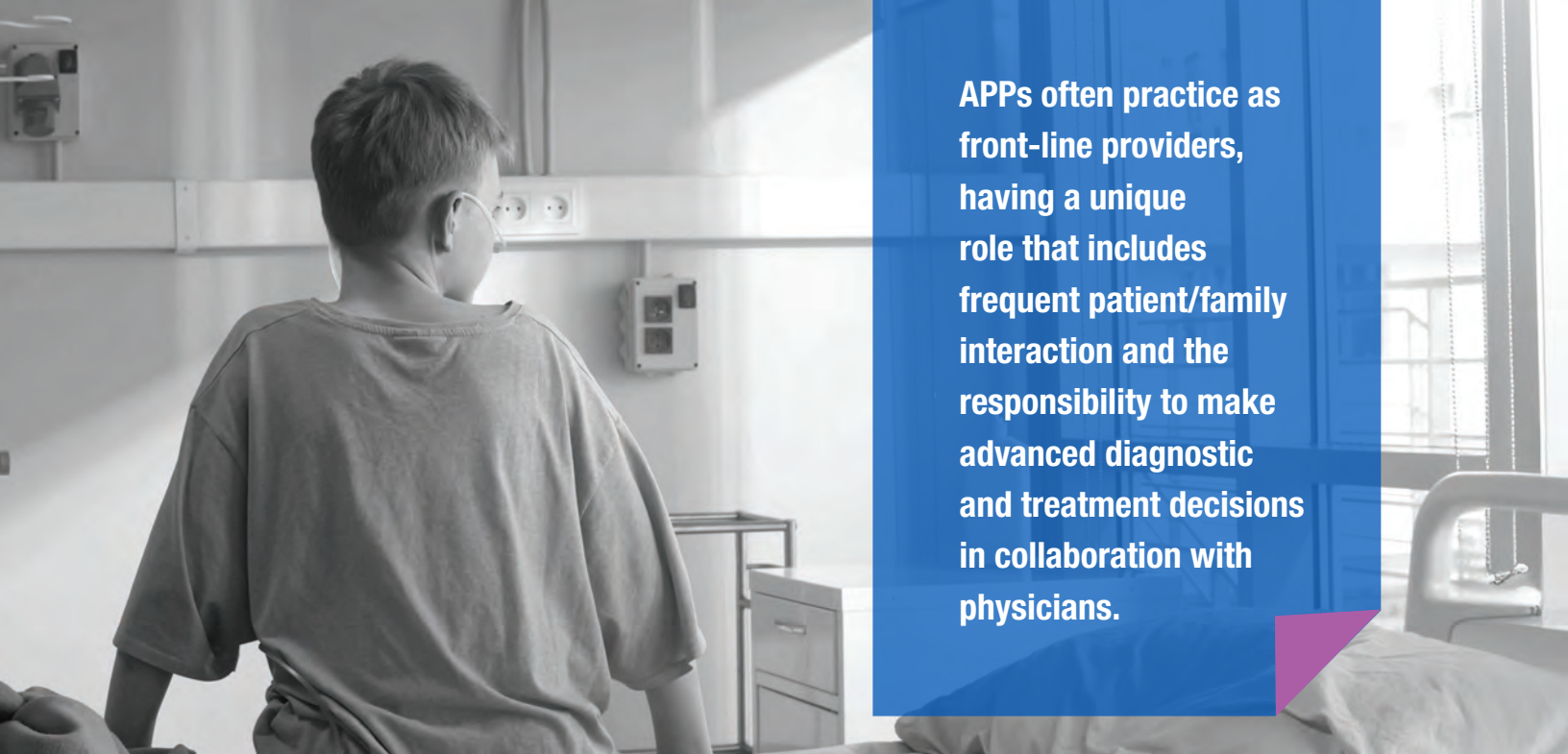


2024

was a productive year for the APP Council, with accomplishments that include:

- Hosting our 9th Annual APP Continuing Education Conference and Monthly Lunch & Learns
- Offered multiple APP bootcamps focusing on quality initiatives in conjunction with the Center for Clinical Excellence to help support APP-led quality projects
- Multiple service events throughout the year, including the creation of a new Little Free Library outside of the Ronald McDonald House, Holiday Wish Lists for Children under the care of Franklin County Children's Services, participation in Playstreets, a Back-to-School Backpack Drive, Blood Drives and more
- Quarterly newsletters to keep APPs updated on events, news and relevant announcements
- New Hire APP Meet and Greet, Networking Events and a new APP directory
- APP Week celebrations, including events to promote presence and ways to recognize all the wonderful APPs at Nationwide Children's
- Formal APP Recognition for Exemplary Clinical Work, Education and Innovation
- Connecting APP Epic Provider Builders as a like-minded community and hosting APP Epic Efficiency office hours





APPs often practice as front-line providers, having a unique role that includes frequent patient/family interaction and the responsibility to make advanced diagnostic and treatment decisions in collaboration with physicians.

## Clinical Pathways Program

Dana Noffsinger, RN, MS, CPNP-AC/PC, Trauma/Burn Program

The Clinical Pathways Program at Nationwide Children’s Hospital exists to guide the development and implementation of evidence-based, peer-reviewed, multidisciplinary recommendations for the management and treatment of medical and surgical conditions. The pathways have a goal to standardize best practice and lead to the best patient outcomes by reducing variation in care and ensuring equity. Every child should get the care they need and need the care they get.

Each pathway document includes a decision support algorithm, narrative information for rationale and further clarification, defined metrics and supporting references. Implementation of a pathway includes Epic integration, which can be order sets, note templates or alerts to assist the providers, the creation or revision of educational documents such as a Helping Hand™ and a communication plan to notify providers of the available pathway. Once a pathway is active, data is collected to evaluate the defined outcome metrics and to identify potential areas for improvement, with a plan for revision every three years. The program is led by a program manager, five co-medical directors from targeted areas (Medical, Surgical, Emergency Medicine, Neonatal and Informatics) and three program coordinators. There is support from physician/nursing informatics, clinical improvement and analytics and data analytics. Recently the

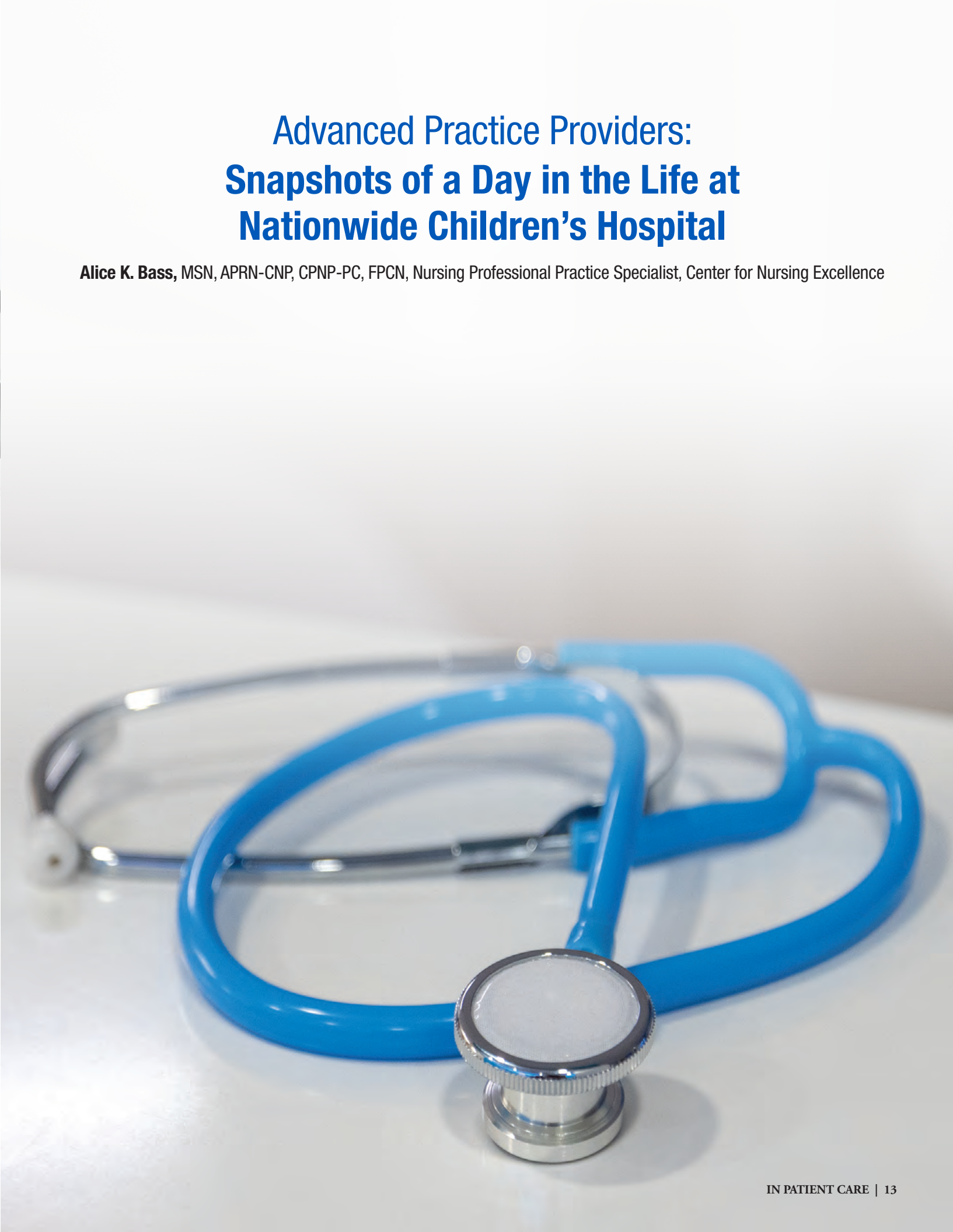
program celebrated a milestone of creating 100 clinical care pathways!

In 2022, I was presented the opportunity to join the program as a medical director assigned to develop and support pathways for surgery and surgical subspecialties. As an Advanced Practice Provider (APP) with more than 20 years of experience in Pediatric Surgery, Trauma and Burn care, I felt I was in a great position to be effective. I had well-established working relationships with many of the surgical subspecialties through the multidisciplinary nature of trauma care, often relying on the expertise of those services to care for injured patients. I had experience in guideline development and Quality Improvement through my role with the trauma and burn programs and involvement with the Trauma Executive Board.

APPs often practice as front-line providers, having a unique role that includes frequent patient/family interaction and the responsibility to make advanced diagnostic and treatment decisions in collaboration with physicians. APPs often gain decades of experience in managing specific patient populations and become part of the progression of care delivery. Their unique role prepares them to be valued leaders and contributors in the development, evaluation and revision of guidelines and care pathways.

## Advanced Practice Providers: Snapshots of a Day in the Life at Nationwide Children’s Hospital

Alice K. Bass, MSN, APRN-CNP, CPNP-PC, FPCN, Nursing Professional Practice Specialist, Center for Nursing Excellence







Advanced Practice Registered Nurses (APRNs) and Physician Assistants (PAs) are among a group of health care professionals often referred to as Advanced Practice Providers or APPs. Distinct from physicians, APPs are providers with advanced training and post-graduate education (i.e., master's or doctoral degrees) to diagnose, treat and manage a wide range of medical conditions in a multitude of health care settings. APPs have a level of prescriptive authority and a high degree of autonomy to expertly determine, advocate for and coordinate an appropriate plan of care for their patients and families. Nationwide Children's Hospital boasts several different types of APPs, each with specialized certifications and licensures that ensure the best care for our patients and families. These APP roles include PAs and four types of licensed APRNs: Certified Nurse Practitioners (CNP), Certified Registered Nurse Anesthetists (CRNA), Certified Nurse Specialists (CNS) and Certified Nurse Midwives (CNM).

Unique in their career pathways as described elsewhere in this publication, more than 650 APPs are credentialed at Nationwide Children's to provide high-quality patient care in partnership with the rest of the care team. Many of our APPs are also actively involved, both locally and nationally, in organizational initiatives, education, clinical inquiry and advocacy efforts to improve the quality and safety of our patients, staff and community. Whether a child needs care in the hospital, specialty clinic, urgent or emergent care, or even in the community, Nationwide Children's APPs are proud to play a vital role in advancing pediatric health care and be part of One Team.

To give a small glimpse of the wonderful work going on at Nationwide Children's, five of our APPs from different backgrounds shared what a typical day might look for them.



**Emily Spector, PA-C, Physician Assistant, Cardiothoracic Surgery**

My name is Emily, and I am originally from Milwaukee, Wisconsin. I have been a Physician Assistant (PA) working in pediatric cardiothoracic surgery for four years. I joined the Heart Center at Nationwide Children’s because they have the expertise to diagnose and treat congenital heart defects and acquired heart disease from birth to adulthood. Our multidisciplinary cardiothoracic surgery team is committed to providing excellent care for patients before, during and after surgery.

I chose to become a surgical PA because I enjoy fast-paced environments, I am adaptable and I have a strong interest in procedures. A typical morning begins around 7 a.m., when I meet with the family to ensure our patient is ready and all questions have been answered. Our surgical team will then transport the patient to the operating room. As a PA in Cardiothoracic Surgery, my main responsibility is to assist the surgeon during the operation. I enjoy having this direct, hands-on role in the operating room. Some of my tasks include retracting tissue, holding suture and controlling bleeding to provide exposure of the heart so that our surgeons can do their job. My favorite part is closing the wound with precision at the end of the procedure. After surgery, we transport the patient to the Cardiac Intensive Care Unit for post-operative care and recovery.

Outside of the operating room, I work closely with our cardiothoracic nurse practitioners who help prepare families for surgery, guide post-operative management and coordinate the unique care a child requires after undergoing heart surgery. I also enjoy mentoring students interested in the PA profession.

Pediatric heart surgery is challenging yet rewarding. Every day I enjoy forming connections with patients and their families and seeing the positive impact our work has on a child’s life.

**Kimberly Stumpf, MSN, APRN-CRNA, Certified Registered Nurse Anesthetist, Department of Anesthesiology and Pain Medicine**

As a Certified Registered Nurse Anesthetist (CRNA), my role is to provide a safe anesthetic for the patients at Nationwide Children’s. The day starts out with safety checks of our anesthesia machines and supplies in the operating room. We review our patient’s history to develop the best anesthesia plan for the procedure, taking into consideration the surgical procedure, anticipated duration, surgeon’s preference, patient’s past medical and surgical history and post-op pain management among other factors. While any procedure may be straightforward, it is our plan to always be prepared for any complications that may arise.

CRNAs also talk with the patients and families in the pre-operative rooms and discuss the risks and benefits to the type of anesthesia planned. We get consents for the anesthesia after answering all of their questions and concerns.

There are several types of anesthetics that can be delivered to our patients. The most common is general anesthesia. The patient is completely asleep during this and we, as anesthesia providers, place a device into the airway to breathe for the patient. Another option for patient sedation is monitored anesthesia care, when patients will be in a state of comfort for the procedure, but they continue to breathe on their own and may not have the ability to know what is going on around them. Regional anesthesia may also be used for longer-term pain management. This delivers local anesthetic to the nerve sites under direct visualization using ultrasound which numbs the nerves, providing pain relief.

Because the medications we use are prepared based on the patient’s size, calculations are vital in making sure that the amount of medication we administer to each patient is appropriate and safe. As the CRNA, we remain at the bedside during the entire procedure to monitor vital signs and administer medications to ensure comfort and safety. At the end of the procedure, the patient is woken up and taken to the recovery room before reuniting with their families. In some instances, patients go to the Intensive Care Unit for closer monitoring. We then prepare for the next patient and the process repeats.

I love providing care and comfort to kids at such a vulnerable time. Every child becomes mine while they come in for a procedure, and I give them the care that I would want for my own children. I also love using my critical thinking and nursing skills to the highest potential, providing the best outcomes for each of my patients.

**Anna Connair, MS, BSN, APRN, CNM/WHNP-BC, Nurse Practitioner, The Fetal Center**

No two days in the Fetal Center at Nationwide Children’s are the same. As a Women’s Health Nurse Practitioner and Certified Nurse-Midwife, I work with the Fetal Center multidisciplinary team to care for families who have received a prenatal diagnosis requiring specialized care after delivery. We evaluate families who have a fetus with physical anomalies or genetic conditions. At an appointment they go through diagnostic imaging and meet a team of providers (maternal fetal medicine [MFM], pediatric surgeons, pediatric subspecialists, neonatologists and psychosocial support) to discuss the results and recommended plan of care. My role in these consultations is to support the family by providing obstetric and maternal guidance for the pregnant patient’s health through the rest of the pregnancy, delivery and postpartum planning.

I do a variety of collaborations with other obstetric (OB) and MFM teams. I communicate with patient’s primary OB providers if the route, timing or location of delivery needs to be adjusted based on the fetal findings and recommendations from our physicians. If a pregnant patient has a health concern while in our office, I assess them and coordinate any necessary additional care.

When patients qualify for fetal surgery or intervention, my role is to thoroughly assess the health of the patient to make sure they meet the criteria for the specific procedure. Once the patient is admitted, I round and work collaboratively with our two MFM physicians to monitor maternal and fetal health. At times, patients will qualify to receive portions of their prenatal care in our office, which I collaborate to provide along with postpartum follow-up visits, for patients who deliver at our hospital.

Other roles I fill have to do with education, quality initiatives and hospital-wide committees. As our team is performing innovative procedures, we do regular simulations to make sure we are always prepared. This preparation includes obstetric emergencies and the complex fetal surgeries we offer. I love my job and the team with whom I work. I feel honored to be able to walk with our patients through their diagnoses and care. All families deal with feelings of complex uncertainty regardless of the anticipated outcome. Our fetal team provides the opportunity for informed decision-making and compassionate support, offering hope to all who have appointments with us.





**Gail A. Bagwell, DNP, APRN, CNS, FAAN, FNAP, Education Nurse Specialist,  
The Neonatal Network**

A clinical nurse specialist (CNS) is prepared at the master’s, doctoral or post-graduate certificate level. CNSs diagnose, prescribe and treat patients and specialty populations across the continuum of care. They improve outcomes by providing direct patient care, leading evidence-based practice, optimizing organizational systems and advancing nursing practice. A CNS can impact direct patient care, interprofessional collaboration and organizations/systems to assure patients receive the best outcomes.

My days have a great deal of variety. On days I am in the office, I provide consulting services to our referring hospitals and serve as a resource within the Nationwide Children’s system and referral area on neonatal topics or Ohio Maternity Licensure rules. A substantial portion of my time is spent providing education to health care providers at our referring hospitals, Nationwide Children’s and the Ohio State University College of Nursing. It is imperative that I stay on top of the current research and evidence-based practice so everyone can provide the highest quality of care. In addition, I chair or co-chair taskforces/committees and collaborate with other Nationwide Children’s departments who provide outreach services. Weekly, I audit the previous week’s transports of babies to our NICUs from our regional hospitals to assess the stabilization done on the baby prior to the transport team arrival. My review of care provided at the referring hospital helps to determine if any further education is needed. Lastly, I run a quarterly liaison meeting for the managers, directors and educators of our referral areas to keep them current on updates in the field of obstetrics and neonatology.

On days that I am at referring facilities, I provide didactic and simulation education to the nursing, respiratory therapy and physician staff. At times, I have assisted with the resuscitation and care of premature and sick babies born while I am at the facility until the transport team arrives.

One unique component of the CNS education is the focus on working within organizations and systems thinking. The CNS evaluates the effect of changes on the patient, their family, the hospital and the community. No matter the day, as a CNS, my role is to be a strong advocate for all babies no matter when or where they are born, so that they receive the best care possible to ensure the best outcomes.

**Kelly Friesner-Gephart, CNP, MSN, BSN, Diabetes/Insulin Inpatient Service Consult Nurse Practitioner  
and Clinical Leader, Department of Endocrinology**

Having a child admitted to the hospital can bring a flood of emotions. For parents and caregivers who have children with diabetes, this may add to their emotional toll. As a Certified Nurse Practitioner at Nationwide Children’s and Clinical Leader of the Diabetes/Insulin Inpatient Service Consult team, I have a passion for caring for these children and their families.

During a typical day, I complete a comprehensive review of the patient’s chart to identify any treatments or underlying diagnoses that may potentially complicate blood sugar management. I love challenges and critical thinking, which this role certainly provides. I then spend time at the bedside with patients, families and caregivers discussing my role as their inpatient diabetes provider and allowing them to have a voice in their child’s care. I feel it is important to have a collaborative relationship with families and colleagues to provide optimal care and best outcomes. Communication is an important part of that collaboration. I often attend multidisciplinary team rounds and care conferences for my patients, which allows me to be their voice from a diabetes perspective.

Education is paramount with any chronic disease. Making sure my patients and families understand their blood sugar trends and changes in insulin regimen is an important daily goal. Additionally, insulin is considered a high-risk medication in the hospital, thus it is vitally important to make sure bedside staff are educated and supported while caring for patients with diabetes. I conduct bedside or virtual huddles with nursing and other staff to thoroughly review my patients’ diabetes plans and allow opportunities to ask questions. In addition to bedside huddles and nursing education, I also meet with new rotating residents every two weeks to teach them about insulin ordering and unique circumstances in diabetes they may encounter.

My compassion and love for patients with diabetes led me to Nationwide Children’s, and my colleagues and the families at Nationwide Children’s in turn influence me to be a better person and provider. It has been perfectly said, “If you do what you love, you’ll never work a day in your life.” I can truly say this is a dream job come true, and I will continue to strive to make a difference in the lives of children with diabetes.





# Introducing the New APP Education Specialist

Allison Kelly, DNP, APRN-CNP, NNP-BC, NPT-C, APP Education Specialist, The Center for Nursing Excellence



*Allison Kelly*

My name is Allison Kelly. I recently transferred to a newly created position in The Center for Nursing Excellence (CNE) at Nationwide Children's Hospital: Advanced Practice Provider (APP) Education Specialist. I was previously the APP Education Specialist for the Neonatal Network at Nationwide Children's. I earned my Bachelor of Science in Nursing degree at The University of Alabama at Birmingham, my Master of Science degree with a focus in Neonatal Advanced Practice Nursing at The Ohio State University and my Doctor of Nursing Practice degree at the University of South Alabama. I started at Nationwide Children's in 1998 as a bedside RN in the Post Anesthesia Care Unit (PACU). I also worked as an RN on J4 NICU (now C4B NICU), the Critical Care Transport Team and currently as a Neonatal Nurse Practitioner in the Nationwide Children's NICU at Grant Medical Center and the Nationwide Children's NICU at Doctor's Hospital. While most of my work responsibilities are non-clinical, I work clinically one shift per pay period and enjoy the opportunity to care for our tiniest patients.

As the APP Education Specialist at Nationwide Children's, there are many opportunities to provide and enhance education, as well as optimize access to educational resources for APPs. As I start this role, I have two items at the top of my priority list: streamlining the onboarding process for APPs at Nationwide Children's and working with the program directors of our APP fellowship programs to pursue Advanced Practice Provider Fellowship Accreditation (APPFA) through ANCC's transition-to-practice accreditation program for an umbrella fellowship program that includes multiple service lines.

Currently, APPs new to Nationwide Children's complete online modules that contain content from our nursing LAUNCH program. Additionally, APPs that are new to the Nationwide Children's system or new to an APP role may attend a quarterly-offered presentation/networking event that reviews prescribing and professional maintenance items. The challenge is that there is content shared during these events that an APP would benefit from being exposed to on their first day. In my new role, I look forward to taking information that has been presented quarterly and

converting that to online, interactive content that can be reviewed in the first week of employment. This will ensure prompt and equitable access to important information. There is additional information regarding role transition, self-care, APP resources and diversity that would benefit our APPs and will be added to this collection of educational content. The quarterly event will be maintained as a review, opportunity to clarify content and networking event for our new APPs. Our APP Directors Erin Keels, DNP, APRN-CNP, NNP-BC and Deb Pratt, MS, APRN have done a phenomenal job getting educational and professional maintenance information to our new APPs. I look forward to collaborating with them and all APP teams to optimize our APP onboarding processes at Nationwide Children's.

**Additionally, APPs that are new to the Nationwide Children's system or new to an APP role may attend a quarterly-offered presentation/networking event that reviews prescribing and professional maintenance items.**

It is noted in the literature that a structured program that supports new-to-practice APPs is a positive factor during the transition to a provider role. At Nationwide Children's we are fortunate to have structured fellowship programs in the neonatal, cardiology and behavioral health service lines. Our goal is to bring our fellowship programs under an umbrella program that will achieve APPFA accreditation in 2026. As additional fellowships are developed and current accreditations reach renewal time, additional service lines can be added to the program. In 2025, I will start to meet regularly with the fellowship program directors to prepare for the accreditation process and ensure that our programs provide tailored support to our fellows while also aligning with the standards set forth in the accreditation program.

I look forward to collaborating with APPs from across the Nationwide Children's system to provide resources, education and any additional needed support that I can incorporate into my new role. I encourage APPs and other stakeholders to reach out to me as they identify APP educational needs and wants across the Nationwide Children's system.



## 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





# From Emergency Medicine to Occupational Health: One APRN's Journey

Shannon Wallace, MSN, APRN, FNP-C, Manager, Employee Health Services

How does an emergency medicine provider jump fences into the unknown world of Occupational Health? The catalyst was the COVID-19 pandemic. In 2020, I was entering my fourth year as an Advanced Practice Provider (APP) and had been working in the Emergency Department and Urgent Care at Nationwide Children's Hospital. I would say I was at my most comfortable being a provider. I would be working in Urgent Care today if I had not received a phone call which changed my life; I was furloughed. Three months into my furlough, I was called to work in Employee Health.

There, a team of APPs with diverse experience were handling COVID-19 exposures in the hospital. A few months later, I was leading a team of 20 APPs. This turned into a four-year endeavor that made me see problems from a leader's unique perspective, as well as how our senior leaders make decisions that affect the entire hospital. I had a new passion for improving processes and advocating for a team of nurse practitioners to continue to work on the Employee Health

Post-Exposure APP team. There, I worked to streamline the COVID-19 positive reporting process with a much smaller team of APPs. I worked on implementing the OSHA Emergency Temporary Standard (ETS), which comprised of weekly testing for unvaccinated employees and monitored the Nationwide Children's Child Care Center exposures.

This team supported Employee Health, Emergency Preparedness and Epidemiology with the COVID-19 pandemic and measles outbreak. With the COVID-19 call center's closure and pause on exposure tracking, the team slowly dispersed. I took on the role of Manager in Employee Health and have been in the role for the past year and a half. While this role took me away from the bedside, it provided me with the opportunity to develop an APP position with Employee Health. The APP role has improved access to care for our injured workers including the development of a Head Strike Protocol for team members that sustain a head strike at work. I look forward to continuing to learn and grow in my role to take on the next challenges.

# Pharmacy's Role in Medication Reconciliation

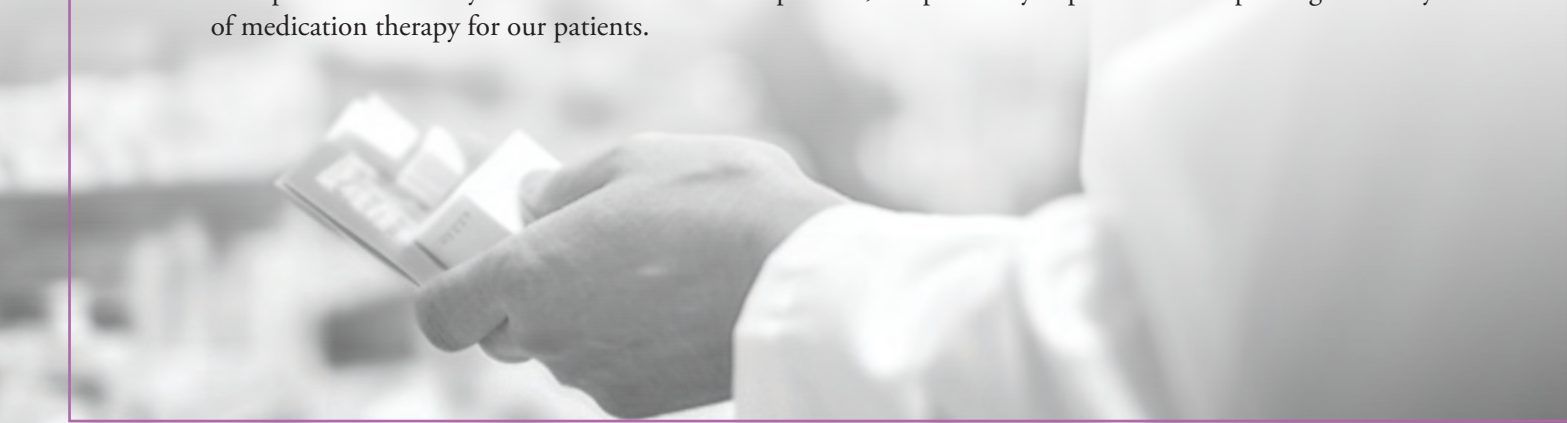
Gabriella Zerbini, PharmD Candidate 2025, Inpatient Pharmacy Intern, Department of Pharmacy Services

During transitions of care, obtaining an accurate medication history for pharmacist reconciliation is imperative for safety and overall patient care. Statistics from the Medication Safety in Transitions of Care report by the World Health Organization revealed that 22% to 72.3% of pediatric patients had at least one medication discrepancy at admission and 25% to 80% of patients had at least one discrepancy or failure to communicate medication changes upon discharge. We manage many patients with complex and high-risk medication regimens, therefore the need to obtain accurate medication histories is critical.

Several initiatives have been implemented by the pharmacy department to improve medication reconciliations at transitions of care. In late 2024, a new pharmacist privilege was approved that allows for greater ownership of the medication list by pharmacists. This privilege will allow credentialed/privileged pharmacists to order home or discharge medications for our patients, to ensure the medication list is as accurate as possible.

Historically, Nationwide Children's Hospital inpatient pharmacy utilized their interns to perform medication histories for patients in the emergency department that were being admitted or that had high-risk home medications (insulin, immunosuppression, antiepileptics, etc.). The only pharmacy that performed medication histories consistently on admitted patients was at the Big Lots Behavioral Health Pavilion by interns in the evening and by pharmacists/technicians as needed during the day.

In the summer of 2023, a six-week medication history technician pilot study was conducted using interns to identify the safety advantages of having medication histories performed by pharmacy. Additionally, the time from admission to medication history and pharmacy's role in bedside medication delivery enrollment was assessed. The pilot revealed that having a dedicated resource for medication histories was successful and pharmacy was able to complete medication histories within the first 24 hours after admission for more than 80% of the patients who received a pharmacy medication history. Despite admission medication histories being performed by nursing and other medical staff prior to the intern completing this task, multiple errors were found daily. Also, there was an eight-fold increase in the number of patients enrolled in our bedside medication delivery program during the pilot. The analysis of the pilot study confirmed the necessity of this pharmacy technician role and resulted in the launch of the position in early 2025. Through targeted efforts to improve the accuracy of the medication list for patients, the pharmacy department is improving the safety of medication therapy for our patients.





The opportunities presented to me, from being part of the summer nurse extern program to working on a busy inpatient unit, helped set me up for success. Specifically, working with orthopedic patients as a bedside nurse and in my nurse practitioner program gave me the knowledge and skills I needed to be an effective, confident APRN.



## Nine Years in the Making: My Journey at Nationwide Children's Hospital

Kelsie Malloy, MSN, APRN, CPNP-AC, Department of Orthopedics



Kelsie Malloy

Reflecting on my years working at Nationwide Children's Hospital, I realize how much I have grown not just as a nurse, but as a person. Nationwide Children's has always fostered my drive to continue my education and further my career. Starting as a summer nurse extern in the Pediatric Intensive Care Unit, I saw various specialties and teams work together to provide the best family-centered care to patients. The externship solidified my desire to start my nursing career here, working with pediatric patients and helping the most vulnerable. I continued to work as a Patient Care Assistant while finishing nursing school, knowing that Nationwide Children's would be the perfect place to be.

As a brand-new nurse, I took a job on H7A, a newly established medical-surgical unit that opened in early 2018. H7A is a unique area, caring for patients admitted for specialized surgeries as well as those with illnesses treated by our Hospital Pediatrics and Infectious Diseases teams. As a new graduate nurse, I was exposed to a wide variety of diagnoses and disease processes; from school-age children with broken arms to infants with RSV, H7A sees it all! In addition, the educational and leadership efforts such as injury-reduction and quality improvement committees that I participated in also helped deepen my knowledge and commitment to best outcomes.

The last several years working as a bedside nurse, particularly during the pandemic, were challenging and interesting, proving just how fast health care can change. The pediatric patient population has become increasingly complex, and many patients have intricate medical needs to address, even in the context of simple annual checkups. I realized that becoming a nurse practitioner meant I could expand my critical thinking skills, help make a positive impact in the lives of complex patients and continue to provide care that goes above and beyond. With the support of my team on H7A and Nationwide Children's continuing education and tuition reimbursement benefits, going back to school was a simple, obvious choice.

Nationwide Children's helped me with clinical placements in areas I was interested in. One of those clinical spots happened to be with my colleagues in the Department of Orthopedics, where my passion for inpatient specialty surgery deepened. Once I graduated with my Master of Science in Nursing and passed my certification exam, I continued to work as a bedside nurse while I waited for the right job opportunity. Continuing to provide direct nursing care allowed me to keep up with hospital policy and maintain my clinical skills. In May 2024, I accepted my dream job as an Inpatient Orthopedic Nurse Practitioner.

When I talk to others about this role, I always share that early on, the path for me was clear: I wanted to stay at Nationwide Children's as an advanced practice provider. The opportunities presented to me, from being part of the summer nurse extern program to working on a busy inpatient unit, helped set me up for success. Specifically, working with orthopedic patients as a bedside nurse and in my nurse practitioner program gave me the knowledge and skills I needed to be an effective, confident APRN.

Looking to the future, I hope to earn my Doctor of Nursing Practice and contribute to the important quality improvement initiatives happening within my department. Whatever the future holds, I know I will be supported by the team around me. Nationwide Children's has provided me not only with an amazing career, but lifelong relationships, lessons and memories that I will carry with me, wherever the years ahead lead!





# APP Fellowship Programs at Nationwide Children's Hospital

**Allison Kelly**, DNP, APRN-CNP, NNP-BC, NPT-C, APP Education Specialist, The Center for Nursing Excellence  
**Vonda Lowe**, MSN, PMHNP-BC, CNP, CPN, Psychiatric Nurse Practitioner Postgraduate Fellowship Director

Nationwide Children's Hospital is lucky to have accredited advanced practice provider (APP) fellowship programs in Behavioral Health Program and the Neonatal Network that support new-to-practice APPs. The Oxford English Dictionary defines a fellowship as a group of people meeting to pursue a shared interest or aim. Our programs reflect this definition by providing not only didactic and professional development content but also a safe space for our fellows to discuss the advantages and challenges of pursuing a new career as an APP.

The Neonatal Network has both advanced practice registered nurse (APRN) and physician associate (PA) fellowship programs. The Neonatal APRN Fellowship Program is accredited through ANCC's Practice Transition Accreditation Program with plans to pursue accreditation that will include the Neonatal PA Fellowship Program. The neonatal fellowship programs incorporate extensive didactic content for our PA colleagues to mirror the content that the APRN was exposed to at the graduate level. Both programs include professional development, simulation/skills review and wellness content to support the new-to-practice APP.

The Advanced Practice Provider Fellowship Accreditation (APPFA) through ANCC provides a structured hospital-wide fellowship program that can include multiple service lines. This accreditation sets standards for components of APP fellowship programs that allow institutions to assess their programs then pursue accreditation. Accreditation is a positive factor used in recruitment to attract qualified candidates that seek a formalized program to support their new career as an APP.

The Neonatal APRN Fellowship program supports the new-to-practice APRN in their first year of practice. The fellows have an initial immersion week that includes presentations from the multidisciplinary team, introductions to professional resources available at Nationwide Children's and simulation with skills review. The fellows then meet monthly for various presentations on topics ranging from professional development to wellness. They are exposed to case reviews and participate in a journal club. The Neonatal PA fellowship Program is a year-long program that provides the PA fellow with opportunities to rotate through various neonatal clinical sites to gain exposure and experience in the care of the neonatal patient. PA fellows participate in the monthly meetings with the APRN fellows. Any neonatal APRN that is new-to-practice will automatically be in the fellowship program. Due to different funding, our PA program is structured so that the PA would apply for a fellowship position, complete the year-long program and potentially be offered a permanent position at Nationwide Children's. The number of people in the APRN program varies based on staffing needs. The PA program is structured to have two PAs at any given time with the goal of three to six months between start dates to allow staggering of experiences at the various clinical site rotations.

The Barbara Trueman Child and Adolescent Psychiatric Nurse Practitioner Postgraduate Fellowship was the first of its kind to be developed and accredited in the United States. The fellowship program, within Behavioral Health, received its initial accreditation in 2018 by the Consortium for Advanced Practice Providers and was re-accredited in July 2022 for five years. In 2027 the Psychiatric Nurse Practitioner Fellowship will apply for reaccreditation.

The Consortium for Advanced Practice Providers is federally recognized by the U.S. Department of Education as an accrediting organization. It offers programmatic accreditation for post-graduate nurse practitioner and joint nurse practitioner and physician associate training programs, designed by NP and PA postgraduate program directors. The Consortium exists to support new and ongoing postgraduate training programs for nurse practitioners and physician associates in the achievement of the highest standards of rigor and quality, consistent with achieving the goal of an expert healthcare workforce prepared to meet the needs of patients and society as a whole.

The psychiatric nurse practitioner fellowship is a one-year program with the overall arching goal of expanding the delivery of pediatric mental health care through the development of competent Psychiatric Nurse Practitioners to improve behavioral and mental health outcomes. Our mission, vision and program goals align with those of Nationwide Children's and Behavioral Health. The program is innovative and comprehensive and provides rotations thru various specialties within behavioral health, didactics taught by specialty experts, weekly supervision and collaboration, mentorship, and an emphasis on self-care. The fellows also complete an evidence-based project working with an Evidence-Based Nurse Specialist.

In 2026, Nationwide Children's is planning to house system-wide APP fellowship programs, which will include fellowship programs from the neonatal and cardiology service lines and pursue APPFA accreditation. It is anticipated that other service lines will be added over time as additional fellowship programs are created.