LIVING YOUR LINE OF SIGHT
The People Behind Our Strategic Plan Accelerators

FARM FRESH
Educating Cancer Patients on Healthy Lifestyles

On Our Sleeves
HOW WE'RE IMPACTING MENTAL HEALTH
One Team Inside Nationwide Children’s Hospital celebrates our employees, medical staff and volunteers, together with their families, as one team achieving the best outcomes for children everywhere.

Dr. Thomas Bartman works at his desk in the Faculty Office Building. His work aligns with the Quality, Safety and Service Accelerator of the Strategic Plan.

Research
Educati on Cancer Patients on Healthy Lifestyles

A Letter from Dr. Allen
Zero Hero: Communicate with Me
5 Minutes with: Dennis Durbin
MARATHON MAP
Off-Site Spotlight: Philip Heit Center for Healthy New Albany

On Our Sleeves
How We’re Impacting Mental Health

Service From the Heart: Jason Carl
Tumblr Exclusive: Ambrish Patel, MD
Ashanti’s Story: Gateway to Employment

Then and Now: Your History at Nationwide Children’s

What’s your history at Nationwide Children’s? Have you worked here for more than 10 years? We’re looking for staff who have been part of our organization for 10 years or more for an upcoming issue of Inside Nationwide Children’s.

Send your stories, how you’ve seen the hospital evolve and blast-from-the-past photos of you and/or fellow staff and you’ll receive the gift of an exclusive Nationwide Children’s logo item.

Please send your stories and photos to EverythingMatters@NationwideChildrens.org by Friday, November 9.
Be an Advocate

Dr. Steve Allen

Join the conversation on any of the Nationwide Children’s social media channels:

Facebook.com/NationwideChildrensHospital
Twitter.com/NationwideKids
Instagram.com/NationwideKids
YouTube.com/NationwideChildrens

That vision is only possible through your Line of Sight

Each person at Nationwide Children’s Hospital has a role to play in the hospital’s Strategic Plan. It’s what we mean when we talk about our Line of Sight.

In this issue of Inside Nationwide Children’s, you’ll learn how four staff members contribute to the Best Outcomes for our patients and families. Their work is spread across the fields of Genomics, Behavioral Health, Wellness/Population Health and Quality, Safety and Service – the four Accelerators of our Strategic Plan. We want to hear from you about how your co-workers live their Line of Sight. Read on page 13 how to submit them for recognition.

You can also read in this issue about the first person hired at Nationwide Children’s after completing our Gateway to Employment Series. And, how an innovative farm-based program is helping our young cancer survivors return to health and how a quick-acting security specialist helped save a life.

We like to talk about our overall vision for the future at Nationwide Children’s. That vision is only possible through your Line of Sight.

Steve Allen, MD

Be a Zero Hero: Communicate With Me
How Improving Inter-Provider Communications Means Better Care

Zero harm is always at the forefront of what we do at Nationwide Children’s Hospital. But there’s always more work to be done – especially when it comes to communication – to drive our Preventable Harm Index down to zero.

Did you know in the last 25 root cause analyses, from 2016 to 2018, 85 percent identified communication as one of the root cause errors? That’s pretty significant.

Thanks to feedback from staff, we’ve created a new pillar of our Patient/Family Centered Quality Strategic Plan called Communicate With Me. The efforts are led by Janet Berry and Wallace Crandall, MD. It will support all of the existing pillars and focus on improving inter-provider communications for Best Outcomes for kids everywhere.

As Communicate With Me tactics are rolled out, look for these three focus areas:

• My Patient, Our Patient: What do we expect when we’re working with each other? We should especially consider this when we’re working with teams that are multidisciplinary.
• Skills: Watch for an update to the Zero Hero training program to include Communicate With Me tactics, as it’s been nearly 10 years since the original training. You’ll learn how to use effective communication techniques.
• Technology: We’ll evaluate all the technology we have across the organization and how to best utilize it.

How can you as staff support Communicate With Me? “Remain open and curious to the initiative, and learn and model excellent communication,” says Janet.

Have you practiced effective communication, or have you seen others on your team model good communication skills? Send your stories to EverythingMatters@NationwideChildrens.org.

Communicate with Me

Keep Us Well
Navigate My Care
Do Not Harm Me
Heal Me Cure Me
Treat Me with Respect

Improve
Transform
Eliminate
Transform
Transform

Population Health
• Asthma
• Prematurity
• HNHF
• Behavioral Health

Throughout Access Care Coordination
Preventable Harm
Zero Hero
Outcomes
• Chronic Illness
• Acute Illness

Patient Experience
• Family Interactions
• Professional Relationships

Facebook.com/NationwideChildrensHospital,Tumblr.com
Blog: NationwideChildrens.org/INC-700
Blog: PediatricsNationwide.org
Facebook.com/NationwideChildrensHospitalFoundation

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Dr. Dennis Durbin

Sitting Down With Our New Chief Scientific Officer

Although he’s only been at Nationwide Children’s Hospital since February of this year, Dennis Durbin, MD, MSCE, is no stranger to the world of pediatric health care. A Columbus native, Dr. Durbin has spent his career as a pediatric emergency physician and epidemiologist – with a focus on conducting injury prevention research. Before coming to Nationwide Children’s, Dr. Durbin was a professor of Pediatrics and the AVP and Chief Clinical Research Officer at Children’s Hospital of Philadelphia Research Institute. Now, he serves as chief scientific officer at The Research Institute at Nationwide Children’s Hospital.

“I provide administrative and scientific leadership to the Research Institute, helping to ensure the research programs here are well-supported, and in turn, support the mission and strategic plan of the institution,” Dr. Durbin says.

Dr. Dennis Durbin loves that his job allows him to come in contact with many different people at Nationwide Children’s.
What did you do today to contribute to Best Outcomes? Maybe you provided direct patient care in one of the ambulatory clinics. Maybe you helped families schedule an appointment. Or, you might have served a patient their breakfast. No matter what we do, each day our work impacts patients, families and fellow staff as we connect to our Strategic Plan.

Our Strategic Plan includes four Accelerators, or differentiating strategies in which Nationwide Children’s is setting the standard as a national leader. We’re giving you an insider’s look into the days of four employees whose Lines of Sight exemplify one of the four Accelerators: Quality, Safety and Service; Behavioral Health; Genomics; and Wellness/Population Health.

As you read each, you’ll see how their work aligns with the Strategic Plan and how the dedication of staff positively affects Nationwide Children’s every day.
Line of Sight: To help other people be able to improve the quality of care that they provide to patients.

Dr. Bartman wears many hats at Nationwide Children’s, and every day is different. As a neonatologist, you might find him caring for patients in the NICU here and at OSU – both during the day and during night calls. He also works on quality improvement projects and helps oversee the quality and safety fellowship at the hospital. “When I was a kid, I liked to take things apart and put them back together, and in a way, that’s what we do in quality improvement. It’s nice that one day might be more clinical, and the next day it might be projects,” says Dr. Bartman. “I enjoy having so many different things that I am working on… that fits my personality.”

Line of Sight: Increasing access to care and community outreach.

Each day, Priya Gandhi walks through the doors of East High School, a Columbus City School. No, she’s not a student – rather, she sees teens at the school through Nationwide Children’s school health services program. “I’m a nurse practitioner at the school, and we see any students that are part of Columbus City Schools in a primary care setting at the high school,” Priya says. “It’s a mix of both well visits and sick visits. We’re trying to reach the kids who aren’t getting the care at Nationwide Children’s, and meet them here.”

Priya Gandhi
Advanced Practice Registered Nurse in School Health Services at East High School

8:00 AM
Dr. Bartman starts the day by leading a multidisciplinary NICU Quality Improvement (QI) team meeting. The team is working to reduce the incidence of bronchopulmonary dysplasia (BPD) in the unit.

9:00 AM
Office time in the Faculty Office Building. Dr. Bartman catches up on emails and deals with various administrative matters.

10:00 AM
11:00 AM
Meets with the Quality and Safety Leadership fellow to hear a presentation on a project and provide mentorship.

NOON
Quality Improvement Services department monthly staff meeting, where Dr. Bartman gets and provides updates on happenings in the department.

1:00 PM
Office time reviewing papers for journals, writing papers, checking CS STARS event, preparing presentations for internal meetings and teaching as well as national conferences.

2:00 PM
4 PM - 8 AM
Overnight call in the C4B NICU. Dr. Bartman hopes for some time to sleep. Signs out to the daytime NICU team.

If there are no urgent meetings, he’ll go home since it has been 24 hours. Otherwise, Dr. Bartman will continue to work for another four to eight hours, providing QI leadership to the NICU and hospital.

8:00 AM
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Priya Gandhi
Advanced Practice Registered Nurse in School Health Services at East High School

7:00 AM
The school day begins, and Priya and Ryan Jackson, medical assistant, begin seeing patients.

7:30 AM
More student visits to the clinic.

10:00 AM
Paperwork between clinic visits.

10:15 AM
Lunch time for the students, which means Priya is still hard at work. She interacts with the kids at lunch. Recently, she discussed why it’s important to drink water, and creative ways to do so.

1:00 PM
End of the school day. During the last hour of her day, Priya collects and packs up samples, get things ready for the courier and makes follow-up phone calls.

3:30 PM
Priya leaves work.

3:00 PM
Office time reviewing papers for journals, writing papers, checking CS STARS event, preparing presentations for internal meetings and teaching as well as national conferences.

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Quality Improvement Services department monthly staff meeting, where Dr. Bartman gets and provides updates on happenings in the department.

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Ben Kelly
Lead Bioinformatics Scientist,
The Institute for Genomic Medicine

Line of Sight: Analyze massive amounts of genomic data and help clinicians and researchers decide what is important for diagnosis and treatment options, leading to new discoveries and improving outcomes.

What is bioinformatics, you might ask? Ben Kelly describes it as writing computer programs that analyze biological data. “We’re looking at the DNA and RNA that comes from biological samples,” he says. As part of the Institute for Genomic Medicine (IGM), Ben and his team are key in examining the genomic data of pediatric patients to help provide best outcomes. “While we don’t meet with patients, we’re only one step removed from that,” Ben says. “We’re talking to the doctors, the clinicians and the clinical directors who do see these patients. The work we do is affecting how they help those kids and that’s super rewarding. The amount of samples we’re working on, the amount of patients we’re helping… it’s becoming a daily thing we do.”

Dr. Cunningham’s job to help foster community relationships and influence our system of care. “The growth in the acute care services and the breadth of care has grown so dramatically,” says Dr. Cunningham. “The goal for us is to be nationally recognized, but in particular, to be the go-to place for influencing our system of behavioral health care in our region.” Dr. Cunningham spends time meeting with pediatricians, community organizations and other behavioral health providers to keep a focus on early intervention and prevention of mental illness. “I understand how we are so critical to the strategic plan,” she says. “We have really committed a lot of expertise and resource to the community, so being able to help people see that in a more fundamental way is really satisfying.”

Line of Sight: Taking the unbelievable expertise in behavioral health and moving it in a way that has such a broad impact.

As Nationwide Children’s Behavioral Health services continue to grow, it’s Dr. Cunningham’s job to help foster community relationships and influence our system of care. “The growth in the acute care services and the breadth of care has grown so dramatically,” says Dr. Cunningham. “The goal for us is to be nationally recognized, but in particular, to be the go-to place for influencing our system of behavioral health care in our region.” Dr. Cunningham spends time meeting with pediatricians, community organizations and other behavioral health providers to keep a focus on early intervention and prevention of mental illness. “I understand how we are so critical to the strategic plan,” she says. “We have really committed a lot of expertise and resource to the community, so being able to help people see that in a more fundamental way is really satisfying.”

Nancy Cunningham, PsyD
Director of Community Engagement and Development for Behavioral Health Services

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Dr. Cunningham usually spends her afternoons outside of the office. “I might be going to a pediatrician’s office and I might be doing some sort of technical assistance,” she says. “I make some suggestions about how to make referrals to Nationwide Children’s, or educate them about their local behavioral health system.”

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Meet Our Mile Patient Champions

On Sunday, October 21, Patient Champions will line the course to cheer on runners and walkers throughout the marathon. There are twenty-four individual Patient Champions, one Angel Mile for all those children who have already run their race, and one Encore Mile for past Patient Champions. These kids represent all of the patients and families who have been cared for by Nationwide Children's.

To learn more about our Patient Champions, please visit NationwideChildrens.org/Marathon.
Meet Our Mile
Patient Champions

KEY

1 Mile Marker
Start/Finish
Route

Cheer On and Thank Athletes at Children’s Corner

Join us at the corner of Livingston and Parsons from 7:30 to 10:30 a.m. on Sunday, October 21 at Children’s Corner, the official watch party for the Nationwide Children’s Hospital Columbus Marathon and ½ Marathon.

Located between miles eight and nine, Children’s Corner offers convenient parking in Livingston Garage, easy access to restrooms and treats from Panera, and one of the best spots to watch and cheer at this year’s event.

Benefiting
Nationwide Children’s

When your child needs a hospital, everything matters.

Nationwide Children's Hospital
Columbus Marathon
A Community Collaboration
How Partnerships Provide Best Outcomes at the Heit Center

Imagine you’re part of the registration staff at the Phillip Heit Center for Healthy New Albany. You just learned all of Nationwide Children’s registration procedures, and you’re ready to serve patients. Then, you’re tasked with learning Ohio State’s registration procedures on top of that. Sounds like a lot, right?

That’s how the Nationwide Children’s employees proved agility and innovation at The Heit Center for Healthy New Albany. As a community partnership with The Ohio State University Wexner Medical Center, Healthy New Albany and Integrative Wellness Partners, this off-site location brings healthy living to the forefront in New Albany. Patients come in all day, every day, to see OSU providers or Nationwide Children’s providers,” says Lisa Kluchurosky, service staff members Dr. Kevin Klingele, Carolyn Dickerson, Carrie Johnson, Finian Ekwoanyene, Sean Eing, Elizabeth Badowski and Phillip Ferguson at the Heit Center.

IT SPEAKS TO US BEING AGILE AND INNOVATIVE. IT TOOK A LOT OF WORK TO TRAIN, BUT IT’S BEEN A VERY COLLABORATIVE VENTURE FOR US. IT SPEAKS VERY HIGHLY TO OUR STAFF WHO FUNCTION AND WORK IN THAT FACILITY EVERY DAY.

When the Heit Center was created, Nationwide Children’s was asked to be included in the collaboration, and it allowed the hospital to expand into an area where we didn’t have a presence.

“We saw a growing area and a lack of pediatric practice in the community,” says Patty McClimon, senior vice president of strategies and facilities planning.

A focus of the hospital’s services at the Heit Center is sports medicine and orthopedics. It was a natural fit to bring these offerings to New Albany, since Nationwide Children’s began partnering with the New Albany schools in 2005 for athletic training and sports medicine. Now, we’re bringing it into the elementary schools too.

“In the last year, I have been working on a project with Phil Heit and [New Albany] elementary principal Michelle Unger and their kindergarten classes,” says Amy Valasek, MD, MS, who works in the division of sports medicine.

Learn more about this off-site by visiting NationwideChildrens.org and searching Heit Center.

Quick Facts:
• Location: 150 W. Main Street, New Albany, OH 43054
• Opened: The first patients were seen by Nationwide Children’s in 2015
• Services Offered: Sports and Orthopedic Physical Therapy, Functional Rehabilitation, Sports Medicine, Headache Clinic, Sports Nutrition, Laboratory Services, Massage Therapy, Sports Performance, Orthopedics, Therapeutic Recreation, Radiology

“I’m a New Albany resident, so it becomes a very small town feel working here,” Dr. Klingele says. “We’re located in the center of New Albany, and it’s where people can congregate, not just for medical care.”

Some staff members are truly integrated in the community. Kevin Klingele, MD, chief of the department of orthopedics, works at the Heit Center, and he lives in New Albany.

“We’re working with the schools to bring exercise into the classroom.”

Dr. Kevin Klingele and Dr. Amy Valasek

“IT SPEAKS TO US BEING AGILE AND INNOVATIVE. IT TOOK A LOT OF WORK TO TRAIN, BUT IT’S BEEN A VERY COLLABORATIVE VENTURE FOR US. IT SPEAKS VERY HIGHLY TO OUR STAFF WHO FUNCTION AND WORK IN THAT FACILITY EVERY DAY.”
Creating a Safe Day Every Day
How Quick Thinking Saved a Life

Jason Carl
Security Specialist, Protective Services

Each day brings new opportunities and experiences working in the world of Protective Services. When conducting daily rounds in a parking lot as a bike patrol specialist, Jason Carl was stopped by a woman in desperate need of help.

“It was in the north parking lot,” Jason says. “I was doing an overtime detail for the construction lot and a lady just so happened to drive up. I asked her what was going on and she looked at me, pointed to her throat and did the American sign of choking. So I did what I had to do.”

This situation called for a quick plan of action. Luckily, Jason has several years of law enforcement under his belt, which comes with in-depth first aid and CPR trainings.

“In law enforcement, I was trained in first aid and CPR,” he says. “One of the jobs I worked at Columbus State was campus police, and we were actually certified first responders. So we had to complete an 80-hour class. We have first aid and CPR trainings here at Nationwide Children’s Hospital. All the experience came in handy.”

Jason has received the Service From the Heart Award in honor of his hard work and dedication to keeping Nationwide Children’s Hospital staff and visitors safe.

While he loves laughing and joking around with the kids on campus, Jason claims working with the rest of the security staff is his favorite part of his career.

“THE PEOPLE I WORK WITH ARE GREAT,” JASON SAYS. “THAT’S THE BEST PART OF WORKING HERE AT THE HOSPITAL. OUR STAFF IS ALL ONE BIG, HAPPY FAMILY. WE ARE VERY SUPPORTIVE AND WILLING TO HELP BUT MOST OF ALL, WE WORK TOGETHER.”

Visit ANCHOR > Employee Activities for more Service From the Heart winners, Employees and Volunteers of the Month and more.
The majority of childhood cancer survivors have lifelong health problems. Drs. Gerhardt and Spees believe teaching kids and parents about healthy lifestyles shortly after treatment may help them live longer, with fewer health setbacks.

This summer, 10 children, ages 8 to 12 and recovering from treatment for brain tumors, leukemia or other cancers, visited the cancer survivor garden in the Harvesting Hope 4 Kids program. Together with a parent, they learned about nutrient-dense produce, lean proteins and low-fat dairy, as well as how to harvest fresh fruits and vegetables from the garden. They taste-tested kohlrabi, broccoli’s sweeter cousin, and ground cherries, a tomato relative, and made “zoodles,” zucchini noodles.

During farm visits, parents learned ways to support their children’s decisions and actions to get and stay healthy.

Science shows a healthy diet, exercise and gardening are good for physical and mental health. But for kids surviving cancer?

Dr. Gerhardt and Dr. Spees test kids for signs they may be at risk for developing heart disease or diabetes and whether the farm diet helps restore a healthy population of bacteria in their guts. Antibiotics taken during cancer treatment can reduce the variety and number of these good bacteria — a problem associated with obesity and other conditions.

“A greater variety of food may reintroduce more bacteria diversity,” Dr. Gerhardt says. Colleague Dr. Michael Bailey, an expert in the intestinal microbiome, is helping the team answer the questions.

At the end of each farm visit, kids and parents harvest ripe fruits and vegetables. They enjoy the farm’s peacefulness and the produce and many say the activity draws the family closer.

Dr. Gerhardt plans to enroll another 40 families with a grant from St. Baldrick’s Foundation.

Later, she hopes to include other children’s hospitals and farms in a larger study in efforts to help survivors enjoy longer and healthier lives.
A Foot in the Door – Now Paving the Way

Ashanti Jefferson worked as a contractor in the biomedical engineering department at Nationwide Children's Hospital. During the course of her time as a contractor, she applied to several positions in the hospital but had not yet been successful in landing a full-time job.

As a single mom to her 6-year-old daughter, Ashanti knew Nationwide Children's was where she wanted to work – the mission and values aligned with her values that she holds close to her heart.

For Ashanti, the hurdle wasn’t necessarily her educational background – she graduated from The Ohio State University and received her master’s in health care administration from Franklin University. It was just getting her foot in the door.

“I got a lot of denials before being offered the opportunity to work for Nationwide Children’s Hospital,” shares Ashanti.

When she heard about the Gateway to Employment Series, offered through The Residences at Career Gateway, she decided to sign up for the series of classes.

“I channeled my emotions of being defeated into action by signing up for these courses,” said Ashanti.

The free, on-site training classes are offered for tenants of The Residences at Career Gateway, for all South Side residents and for Nationwide Children's employees. They are designed to help advance careers and develop the soft skills that are important in any job. Completion of all four classes, guarantees an interview with a Nationwide Children's recruiter.

“I would recommend these classes to anyone trying to develop themselves,” said Ashanti. “Taking the course was a building block to becoming a leader regardless of my title at the time.”

And a building block it was. Ashanti interviewed, was offered and accepted a position as a non-medical case manager in the Family AIDS Clinic and Educational Services Program (FACES) clinic. Her recruiter says, “She was one of the top two candidates for the position, and what set her apart in the eyes of the hiring manager was participation in the Career Gateway Series.”

Ashanti shares, “I was ecstatic!”

As a case manager in the HIV clinic, she helps manage patients’ cases. “If they have housing concerns, need food assistance or transportation help, I coordinate and manage that for them. I create plans and initiatives to make sure the patient is meeting their personal goals. My passion is to be a resource to people. And I definitely do that in my current role.”

Ashanti was the first hire at Nationwide Children’s to come through the Career Gateway Academy, and she’s paving the way for others to journey down a career pathway that creates Best Outcomes not only for the hospital but for them personally.

To learn more, visit ANCHOR and search MNHF Workforce Development.
On Our Sleeves
Campaign Launch - World Mental Health Day

Because we don’t wear our thoughts on our sleeves...

It's time to join the movement to break stigma and transform children’s mental health.

One in five children is living with mental illness. It's time to give them a voice.

For more information, resources and ways you can help, please visit OnOurSleeves.org.

One in five children is living with a mental illness. Because kids don’t wear their thoughts on their sleeves, we don’t know what they might be going through.

That’s where we need you.

It's time to have an important local and national conversation about our children’s mental health - an often overlooked and vastly underfunded component of pediatric health. And it’s time to raise our voices for this important cause.

On October 10, World Mental Health Day, Nationwide Children’s Hospital launched On Our Sleeves, an empowering movement for children’s mental health. This effort emphasizes the need to end misconceptions about behavioral health, provides critical education and resources for children and families, and raises funds to advance research discoveries that will improve how we care for children with mental illness.

Join us in starting this movement. Show children and families battling pediatric mental illness that we’re all in.

Be an Advocate for Children’s Mental Health

1. Share a message of strength and support for children’s mental health by using #OnOurSleeves on social media.
2. Share your favorite icon to “wear on your sleeve” on social media using #OnOurSleeves.
3. Sign up to become an advocate and receive updates at OnOurSleeves.org.
4. Share mental health resources. Visit OnOurSleeves.org for more.
5. Have a conversation with your kids. Need conversation starters? Visit OnOurSleeves.org.

Choose an icon and tell us what it means to you. Email OnOurSleeves@NationwideChildrens.org for a chance to win a T-shirt.

Icon Collection

Anchor Rainbow Big Blue Letter Star
Full Heart Peace Sign Happy Face Make a Call Flower

The On Our Sleeves icon collection visualizes what you may see if you could know what’s on a child’s mind and in their heart. To view the entire collection, visit OnOurSleeves.org.
Since 2006, Tiffany has been using her career at Nationwide Children’s Hospital to lead change and shift culture. She wears many hats including former nurse, a member of the Air National Guard and an active gardener. Since January, Tiffany has been working as a clinical documentation improvement manager where she translates a complex coding language for physicians so they can create better outcomes for their patients. “I really like that this job is shifting a culture that will not only be better for our patients and families, but for our organization as well,” she shares.

To nominate someone for “On the Spot,” email EverythingMatters@NationwideChildrens.org