

SPRING 2025

ONE TEAM.....

INSIDE

NATIONWIDE CHILDREN'S



2024 Employee of the Year
ANISSAT SALAMY

Celebrating our
ONE TEAM

Honoring a *Patient's Legacy*

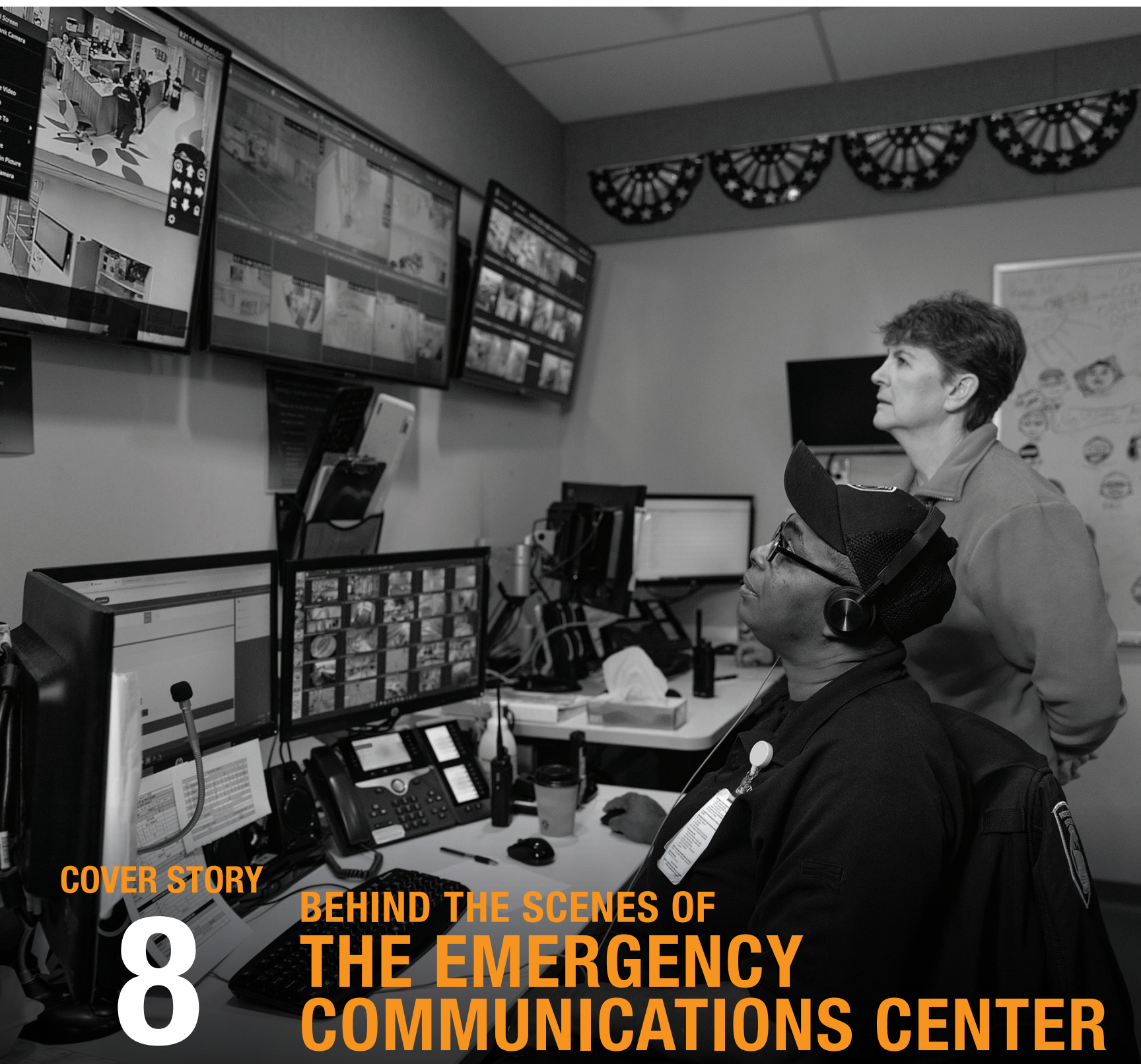
Behind the Scenes of
**THE EMERGENCY
COMMUNICATIONS
CENTER**

ONE TEAM

INSIDE

NATIONWIDE CHILDREN'S

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.



COVER STORY

8

BEHIND THE SCENES OF THE EMERGENCY COMMUNICATIONS CENTER

One Team Inside Nationwide Children's Hospital is the official employee magazine of Nationwide Children's Hospital. This magazine publishes four times per year and is mailed directly to the homes of all Nationwide Children's employees. The *One Team Inside Nationwide Children's Hospital* editorial staff welcomes all comments, questions and story ideas. Please send feedback and story ideas to EverythingMatters@NationwideChildrens.org.

What's Inside

- 4 A Letter from our CEO
- 5 A Picture (Menu) is Worth a Thousand Words
- 6 Five Minutes With: Melissa Graves
- 8 Behind the Scenes of The Emergency Communications Center
- 12 Transforming Emergency Care Through One Team Collaboration
- 13 The National Pediatric Readiness Project
- 14 Celebration Time!



If you have visited one of our gift shops, you have likely been greeted by a friendly face behind the counter, helping on the floor or stocking inventory. Our gift shop staff spend their days ensuring anyone who walks through their doors feels the spirit of Nationwide Children's, while also staying on top of the latest trends and supporting organizational campaigns. They aren't just shop employees; they are colleagues who go above and beyond to help our families and staff. Their dedicated efforts help boost awareness and contributions to various hospital programs, making them a true *gift* to our One Team!

Redeem this coupon for **15% off** our newest **Butterfly Paws T-shirt** by showing it at checkout and thanking a gift shop employee for the work they do!

*Can be redeemed at any gift shop
(Main, Pond and Behavioral Health Pavilion).*

Smile
& save

“one of the most extraordinary things about our One Team is the way you also generate positive moments”



In this issue of *Inside Nationwide Children's*, we get a look at an unsung but critically important part of our hospital: the Emergency Communications Center. Dee Aleshire is our guide as an emergency communications specialist, and she says something about the ECC that I think we can all relate to:

“We can have long, hard days where we see and hear difficult things, so small, positive moments can make a big difference.”

Whether or not you deal with medical emergencies, you probably also see and hear difficult things. Nationwide Children's is a place that families come in the most stressful times of their lives.

But one of the most extraordinary things about our One Team is the way you also generate positive moments – both for those stressed families and for each other. We learn in this issue, for example, about innovative work the Emergency Department has undertaken to see more families in a timely way. We get to read about the way a patient's legacy inspired a new picture food menu, which now helps families communicate their nutrition choices.

In those cases and in countless others, our team turned challenges into successes. That happens every day, inside the ECC and every other part of Nationwide Children's.

I am grateful to work with a team so focused on creating positive moments for our team and the families we serve.

Timothy C. Robinson

Tim Robinson, CEO



Be an Advocate

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

 [Facebook.com/NationwideChildrensHospital](https://www.facebook.com/NationwideChildrensHospital)

 [Instagram.com/NationwideKids](https://www.instagram.com/NationwideKids)

 [YouTube.com/NationwideChildrens](https://www.youtube.com/NationwideChildrens)

 [NationwideChildrensHospital.Tumblr.com](https://www.NationwideChildrensHospital.tumblr.com)

 [Blog: NationwideChildrens.org/INC-700](https://www.NationwideChildrens.org/INC-700)

 [Blog: PediatricsNationwide.org](https://www.PediatricsNationwide.org)

 [Facebook.com/NationwideChildrensHospitalFoundation](https://www.facebook.com/NationwideChildrensHospitalFoundation)

A PICTURE (MENU) IS WORTH A THOUSAND WORDS



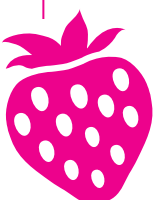
When a hematology/oncology patient lost his ability to speak, he started drawing pictures to communicate his meal orders. This inspired **Brenna Carr**, clinical dietitian, to honor his legacy and help other families by establishing an Inpatient Picture Menu. Recognizing an opportunity for QI, Brenna tenaciously worked on the project with various departments to bring it to fruition.

The end result? A beautiful picture menu that includes a tribute to the patient who learned to express himself through pictures, even featuring some of his own drawings.

"I couldn't have done this project without One Team support," says Brenna. "This project required multiple different specialties including nutrition services, speech therapy, print shop/design, nursing leadership, child life and psychology. At every turn, our staff was beyond willing to help and support in any way that they could. Our core team (especially Lauren Pietz and Dave Johnson), happily took on the mission to honor Carter's legacy, and I could not be more grateful for our One Team collaboration!"

The menu, which went live on February 10, has already been an enormous support for patients, giving them back their independence to communicate their meal orders and participate in the care they receive.

"This project was meaningful to me for a variety of reasons. First and foremost, it was inspired by the sweetest patient and his amazing family, who battled so bravely and gracefully against his cancer. Being able to honor him and carry on his legacy through this project has filled me with such immense pride, and being able to update his family each time we made a step forward in this project was the best feeling." -Brenna Carr



Five Minutes with Melissa Graves

A Q&A with the President of The Center for Family Safety & Healing



Melissa has a heart for making a difference within Nationwide Children's and her local community.

Melissa Graves, president of The Center for Family Safety & Healing (TCFSH), recently celebrated her one-year anniversary in her purpose-driven role. She is a nationally recognized, devoted leader who works with her team and community partners to provide resources and support to families with the goal of building safe, healthy environments for kids.

"TCFSH exists to deliver best outcomes for all children by working to end family violence and create safe, healthy families and communities where all children can thrive," says Melissa. "I am honored to be part of this mission, and it inspires me every day."

She is also inspired by the smart and talented people at Nationwide Children's who truly dedicate themselves to the health and well-being of children, especially when cycles of abuse are presented. TCFSH addresses the trauma of abuse with compassion and competency, and is uniquely positioned to prevent abuse through direct services, research, evaluation and education.

"We are comprehensive in addressing and preventing family violence," shares Melissa. "People often know about our critical work to provide medical evaluations and forensic interviews for children who have been abused or if abuse is suspected. We also offer a broad array of prevention and intervention strategies, such as maternal and infant home visiting, advocacy in the courts and legal services, support and housing advocacy for survivors of domestic violence, and ensuring that youth in foster care and juvenile detention have access to full medical and behavioral health care."

Outside the impactful work Melissa does for our organization, she also supports the missions of Community Refugee and Immigration Services (CRIS) and Zora's House. Continue reading to learn more about Melissa's interests, including her love for the outdoors!

HAPPY PLACE... "in my garden."

AT THE TOP OF MY PERSONAL BUCKET LIST IS... "camping somewhere with an expansive view of the Northern Lights."

FAVORITE WAY TO SPEND A NICE SPRING DAY? "Planting and pruning"

FAVORITE THING TO DO IN COLUMBUS? "Festivals and events celebrating the many cultures and artists that make our city vibrant and rich."

FAVORITE BINGE-WORTHY TV SHOW? "Slow Horses"

FAVORITE BAND/MUSIC? "Depends on my mood. I am solidly GenX, so lots of 70s and 80s R&B and Rock. Some favorites are Van Morrison, Bill Withers, Bonnie Raitt, Jill Scott."

A TALENT YOU WISH YOU HAD? "The ability to easily learn new languages, particularly Russian and Spanish."





**NATO
TERMINOLOGY**

A: Alfa	N: November
B: Bravo	O: Oscar
C: Charlie	P: Papa
D: Delta	Q: Quebec
E: Echo	R: Romeo
F: Foxtrot	S: Sierra
G: Golf	T: Tango
H: Hotel	U: Uniform
I: India	V: Victor
J: Juliet	W: Whiskey
K: Kilo	X: X-ray
L: Lima	Y: Yankee
M: Mike	Z: Zulu

3024 10/18



DAY IN THE LIFE *at the* **EMERGENCY COMMUNIC+TIONS CENTER**

Tucked into the trauma bay of the main campus Emergency Department (ED) resides the Emergency Communications Center (ECC). Surrounded by dozens of monitors, maps and microphones, this secluded space is one of the lesser known, but highly important areas in the hospital. Although the room itself only has a few months left of occupancy to make way for the new ED, the small but mighty emergency communications team has stronger roots than ever as they prepare for their relocation to the Near East Office Building (NEOB).

Dedra (Dee) Aleshire has been an emergency communication specialist for 10 years. In her role, she receives and relays emergency information through various communication channels to pre-hospital and in-house personnel. Emergency communication specialists serve as a vital liaison between first responders, physicians, referring hospitals and Emergency Medical Services (EMS).

Prior to growing her family and coming to Nationwide Children's, Dee was a firefighter for 20 years. Her experience on the frontlines, understanding of medical terminology and comforting demeanor during emergencies make her a respected member of her team. **We spent some time with her to see all that happens during her 12-hour shift (and it's a lot!).**

MORNING • (7 a.m. to Noon)

Dee starts her day catching up with her shift mate(s) over a cup of coffee. She cleans her shared space before logging onto three different computers: each one serving a separate purpose. A test run of several programs is necessary to ensure all communication channels are working properly for the day.

Next, it's time for a CHAS (Children's Hospital Alert System) test. She works with the Protective Services officer in the room to deploy a Code Adam drill. They receive the description from authorities over their radio, code it into CHAS on their computer and relay it through the microphone of the overhead system. There's a lot of collaboration happening in a little bit of time to ensure all relevant and accurate information is captured and shared.

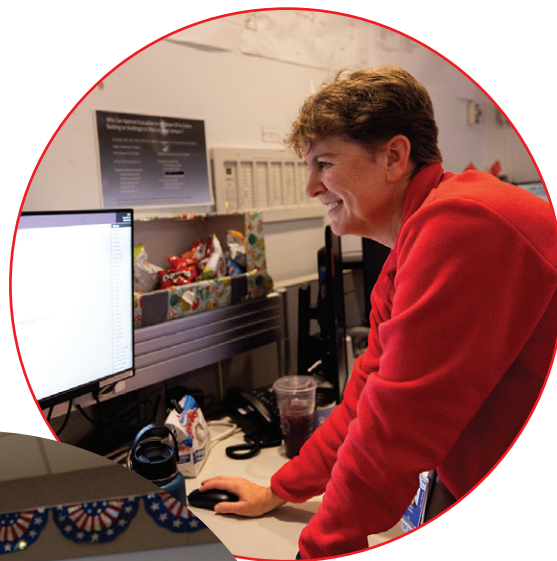
Once the drill is complete, Dee returns to her workspace and waits for calls while monitoring the ambulance bay doors. Somehow, DoorDash drivers frequently find their way to this entrance, and Dee must redirect them to the appropriate location... (sorry, your lunch does not belong in the trauma bay!).

Mornings tend to be quieter than the afternoon, so Dee answers a few calls for inbound patients and spends some time familiarizing herself with ED bed levels for all Columbus hospitals. This can help determine if any diversions may be required in the future.

AFTERNOON • (Noon to 2 p.m.)

For lunch, Dee usually eats at her desk with her team members. While they are encouraged to step away when they need to, they don't like to leave each other alone for long periods of time since multiple emergencies can arise at any point (talk about a One Team mindset!). A few nurses, doctors and Protective Services officers stop by to say hello and exchange friendly banter.

Dee gets a call that a helicopter is enroute with a patient, so she contacts the construction team managing the cranes. They are notified every time air transport is on their way to prevent interference.



EVENING • (2 p.m. to 7 p.m.)

This is usually Dee's busiest time of day for 9-1-1 calls. Between school ending, sporting events and peak traffic, emergencies are typically steadier and more consistent during the late afternoon and evening hours. In fact, an additional team member works a unique shift from 4 p.m. to midnight to provide extra support.

Dee answers a call from EMS that a patient in respiratory distress is being transferred from the Lewis Center Emergency Department to main campus. The paramedic provides all vital information over the phone, and Dee writes it down on an inbound EMS form. She then shares these details, along with the estimated time of arrival, with the medical team so they can prepare a room and take appropriate action when the patient arrives. Once she has downtime, she transfers the papers to Epic.

The team is also notified that there is a gas smell coming from a building, so they work closely with Engineering to evaluate the situation. Dee monitors the gas panels on the wall, and luckily nothing alarming is displayed. Shortly after Engineering assesses the facility, they inform Dee that all is well and there is no emergency. She breathes a sigh of relief!

She and the team alternate calls for the remainder of the evening before shift change. As she wraps up her day, she logs out of her three computers and ensures all inbound EMS forms are scanned, as they will be evaluated for QI. She tidies her space after a long 12 hours and heads home for some well-deserved rest.



Dee Talks **ONE TEAM**

What makes this job rewarding?

"I like to help people, that's why I got into it. It's a perfect job for me because I wanted to step away from direct patient care but still be amidst EMS. There's a lot of good and bad, with little rewards and big ones. Sometimes the job can be very mundane, and we sit in silence, but we have a great team that likes to laugh and have fun."

Why is One Team culture important for the ECC?

"We have managers who listen to us and will address our needs in a heartbeat. If we are introduced to a new process that we don't understand, they will put materials together in a way that is easy to comprehend. One thing the ECC has done in the last year is integrated a safety coach (myself) and culture coach within the team. We have implemented both into our staff meetings, so we bring light to related topics and offer fun activities. For example, we play BINGO related to the types of calls we might get on shift (ambulance, helicopter, drive-up), which adds to the camaraderie on the team. We can have long, hard days where we see and hear difficult things, so small, positive moments can make a big difference."

How does the ECC contribute to Best Outcomes?

"We are a well-versed team with medical, fire and police backgrounds that help us think on our toes in busy situations. We all bring our own individual strengths too, which make us a well-oiled machine. Patient care is always at the forefront, as a large part of our role is making sure they get to where they need to be quickly but safely. It often takes a One Team effort between us and other groups like the ED, Protective Services, Engineering and Patient Transport to ensure the safety of everyone who walks into Nationwide Children's."



Transforming Emergency Care Through One Team Collaboration

On the topic of Emergency Services, we also want to shed light on the work our Emergency Department (ED) has done during the last several years to enhance patient and staff experience. Since 2020, many factors such as the pandemic, respiratory surges and construction introduced new challenges impacting demand and capacity. As a result, ED leadership teamed up with Business Process Improvement (BPI) to determine an appropriate staffing model for the department.

BPI conducted focused time studies of patient arrivals, provider behavior and workload that helped clarify the issues that were being faced. Once the problems were defined, the team was able to access and analyze the data to help guide brainstorming sessions for potential interventions.



“Partnering with BPI was a tremendous help because organizing and executing large scale projects requires more time and resources than we had at the moment,” explains **Dr. Delia Gold, section chief for Emergency Medicine**. “Not only did BPI facilitate meetings and interventions, but they also contributed ideas. They used their experience working with outpatient clinics and understanding improvements in those areas to examine how they might apply to the ED.”

The project resulted in a significant change to staffing in the ED. Prior to the studies, the ED was staffing to the average number of patient arrivals. After analyzing the data, they began staffing to the 75th percentile of patient arrivals. This adjustment had a meaningful impact on many key metrics aimed at the patient experience, most notably improving the “left without being seen” metric which reached its peak in the fall of 2022. Since then, it has decreased by nearly 20%.



“The partnership between the ED and BPI was successful because we were all driven by the same mission,” says **Rachel Stanley, division chief for Emergency Medicine**. “This was evident by the dedication of our leadership team, clinical staff and the BPI group. Members of the BPI team spent a significant amount of time in the ED getting to know the staff, the providers and the process. Having a dedicated BPI specialist as a resource made managing multiple projects across many different clinical stakeholders seamless and effective.”

Other changes the ED pursued include aligning staffing and shift times, handling surge response, adding a triage coordinator, improving the role of patient flow coordinator, and enacting a new triage and direct rooming process.



The National Pediatric Readiness Project

Did you know, 90% of all children in the United States receive emergency treatment in adult hospitals?

To increase the quality of care for these patients, pediatric hospitals need to partner with their adult colleagues to offer specialized education, clinical pathways and transfer protocols. While general emergency medicine physicians and providers are typically well-trained in pediatrics, they don't often see a high volume of children compared to the adult population.

The American Academy of Pediatrics, the American College of Emergency Physicians, the Emergency Nurses Association and the American College of Surgeons created the National Pediatric Readiness Project to empower emergency departments to improve their capability to provide high-quality care for children across the country.

In alignment with the mission of the project, Nationwide Children's ED supports several hospital systems across Ohio on their path to pediatric readiness. Most recently, we've expanded our partnership with OhioHealth to send our emergency nurse practitioners to hospitals around the state to improve collaborative care of children in their home communities.

Congratulations, Lewis Center Emergency Department!

In February, the Lewis Center Emergency Department was honored with two awards from Press Ganey: Guardian of Excellence and Pinnacle of Excellence. These awards recognize health care systems that go above and beyond to deliver exceptional human experiences. A well-deserved celebration was had to recognize these outstanding accomplishments.

Congratulations to the entire ED staff at Lewis Center!



Celebrating Our One Team

In January, we hosted three events to recognize One Team members with milestone anniversaries and honor our annual award winners. Congratulations to all attendees, nominees and honorees.



68th Annual *Employee Recognition Dinner*



Anissat Salamy receiving her Employee of the Year award.



2024 Employee of the Month honorees.

Individual Award Winners:

- Employee of the Year: **Anissat Salamy** (Respiratory Care)
- Managers of the Year: **Ashley Allbritain** and **Frank Combs**
- Physician of the Year: **Dane Snyder, MD** (Primary Care Pediatrics)
- Singing Orderly Award: **Tim Thompson** (Behavioral Health – Integrated Family Systems)



Dr. Dane Snyder accepting his Physician of the Year award.



Savi from Butterfly Paws delivering an award envelope on stage.



Lindsey Vater and Lauren Renner from the Intensive Pain Rehabilitation and Education Program accepting the Partners in Care, Partners in Hope award.



**NATIONWIDE
CHILDREN'S**

When your child needs a hospital, everything matters.™

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

NONPROFIT ORG.
U.S. POSTAGE
PAID
COLUMBUS, OH
PERMIT NO. 777

TUMBLR 

tumblr SPOTLIGHT

"I talk to teens, parents, professionals and many others about healthy relationships with a focus on digital spaces. I develop curriculum around the topic, plan and host events, and facilitate the Youth Advisory Council. My role allows me to meet people, talk about relationships and share resources to help them make informed decisions."

**-Valeda Smith, Training Coordinator,
The Center for Family Safety and Healing**

Visit NationwideChildrensHospital.Tumblr.com to learn about the different life experiences, skills and knowledge of those who continuously work to provide the Best Outcomes for our patients every day.

