

SUMMER 2017

ONE TEAM.....

INSIDE

NATIONWIDE CHILDREN'S

Best Outcomes For Every Child

Celebrating Your Personal
Connection

Our Community Involvement

*Changing Lives
with Bikes*

Functioning Like a Family

Linden Primary Care



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.



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Celebrating Your Personal Connection

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 to EverythingMatters@NationwideChildrens.org.

Share Your Story!



Do you work at the hospital with members of your family?

We're looking to make some connections on our Nationwide Children's family tree!

If so, send us your name, department, family connection and photo to EverythingMatters@NationwideChildrens.org.

Anyone who submits will receive the gift of an exclusive Nationwide Children's logo item.

“We All Have A Role in Achieving This Vision”



Dr. Steve Allen

Nationwide Children's Hospital has begun a new, ambitious era with the recent announcement of our 2017-2022 strategic plan, Journey to Best Outcomes.

Together, we have established Nationwide Children's as a global destination for care and through this strategic plan, we will further cement our organization as a pre-eminent pediatric leader. We are accelerating our “journey” with groundbreaking investments in four specific fields: Genomics, Wellness/Population Health, Quality, Safety and Service, and Behavioral Health.

We all have a role in achieving this vision – it's your “Line of Sight” or how you personally connect your work to the strategic plan. Take a few minutes to read more about the Journey to Best Outcomes and see how you and fellow staff members connect to it on page 12.

You may notice this magazine has been redesigned to reflect our ONE TEAM values and to focus on celebrating the ways employees contribute to the hospital's success. It's now called *One Team: Inside Nationwide Children's* and features more names and faces of your colleagues.

Thank you for your contributions as we continue on this journey together.

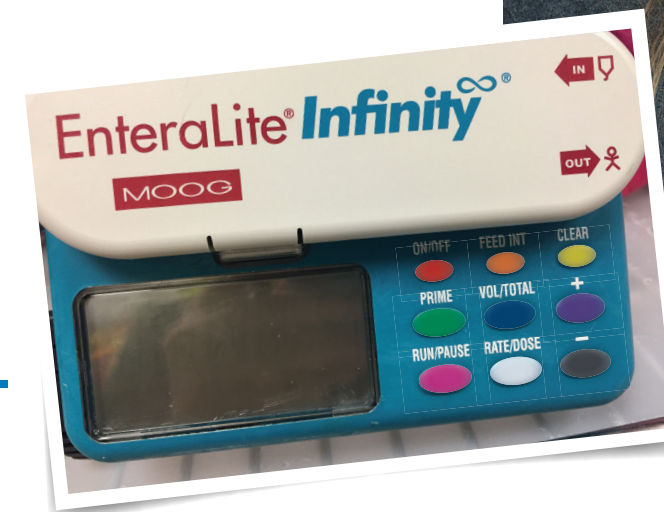
Steve Allen
Steve Allen, M.D.

Jill Moore, H9A, RN

Jill has worked for Nationwide Children's since 2011, so she is no stranger to diversity within the hospital. She received a Service From the Heart award for her creative way of helping a patient's exclusively Somali-speaking mother who could not read English or her native language. Jill color coded buttons on the patient's feeding pump and created a corresponding color coded instruction booklet to help the parent understand how to use her child's pump for both day and night feeds. The mother was visibly moved by the care Jill had offered and was much more confident leaving the hospital with Jill's innovative resources.

We talked more with Jill about her idea to help the Somali family, and she shared when creating the color template, she thought about every detail such as laminating it and the booklet so it would not be ruined by a formula spill. This is not the first time she has created a tutorial for a family member, and she is sure it won't be the last. She has saved her work for future families who either don't speak English or are unable to read.

“The more you can adapt care around the family's existing lifestyle and situation, the more likely they are to be successful when caring for their child,” Jill says. ■



“THE MORE YOU CAN ADAPT CARE AROUND THE FAMILY'S EXISTING LIFESTYLE AND SITUATION, THE MORE LIKELY THEY ARE TO BE SUCCESSFUL WHEN CARING FOR THEIR CHILD.”



Visit [ANCHOR > Employee Activities](#) for more Service From the Heart winners, Employees and Volunteers of the Month and more.

Be an Advocate

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[YouTube.com/NationwideChildrens](#)

[NationwideChildrensHospital.Tumblr.com](#)

[Blog: 700Childrens.NationwideChildrens.org](#)

[Blog: PediatricsNationwide.org](#)

[Facebook.com/NationwideChildrensHospitalFoundation](#)

Kelly Kelleher: NuGo Bar Fan and Man of Many Hats



Read on to find out which flavor of NuGo bar is Dr. Kelleher's favorite.

How many titles at the hospital can one man hold? For **Kelly Kelleher, MD**, the answer is several. His responsibilities include ADS Professor of Pediatrics, Psychiatry and Public Health; Vice President of Community Health and Services Research; and Director, Center for Innovation in Pediatric Practice. Dr. Kelleher has been at Nationwide Children's Hospital for 15 years. "I was a trailing spouse at first, but I knew the hospital well because my brother had been a patient for six years, I trained as a medical student here and I met my wife here when she worked in the lab," Dr. Kelleher says. "Each of those experiences made a big difference in my life."

“ I WAS A TRAILING SPOUSE AT FIRST, BUT I KNEW THE HOSPITAL WELL BECAUSE MY BROTHER HAD BEEN A PATIENT FOR SIX YEARS, I TRAINED AS A MEDICAL STUDENT HERE AND I MET MY WIFE HERE WHEN SHE WORKED IN THE LAB.... EACH OF THOSE EXPERIENCES MADE A BIG DIFFERENCE IN MY LIFE. ”

If I'm not at my desk/unit, you can probably find me...

Sneaking down the back steps to sit outside somewhere.

What virtue or trait do you appreciate the most in your colleagues?

It is hard to say just one, but I believe genuine kindness is at the core for most of our team. With that, all goals can eventually be aligned and disagreements resolved.

Are you involved in any community or volunteer work? Why?

Yes, several things. Probably the most time consuming is a prison ministry program in Marion, Ohio. Why? Because I have learned so much from these men that touches every aspect of my life. It is hard to ignore the world when you hear their experiences and outlook.

What interested you most in pursuing a career in health care?

I grew up in a health care family and had many family members as patients early in life. Plus, I loved science so I never thought of much else.

What is your proudest moment?

I assume this question was related to work. I would like to give one answer, but that is challenging. I think the proudest moment was when our Board and leadership agreed on a plan to fight infant mortality, asthma and behavioral health problems in the community, even though it was unclear what the effects on hospital budgets would be. The commitment to children and young families let me know most people want to do the right thing, one of our core values. ■

About Kelly

Three words that best describe me would be...?

Opinionated, ornery, online

Favorite Cafeteria meal?

Orange NuGo bars. Sorry, but they are addictive.

Where would you most like to travel?

I travel a fair amount for work, so this is not sounding as great as it should right now; but I am looking forward to finding a snorkeling place again soon.

Favorite way to relax?

The gym or bike. There is nothing better than sweating under the sun to take the steam out of any situation. It is a luxury to be out in the sun watching the miles pass on the bike.

What talent would you most like to have?

The ability to fly. I know that I was supposed to pick something more 'real,' but there is so much to see and do. Flying would be great.

Fast Facts

Department name?

Center for Innovation in Pediatric Practice

How many employees are in your department?

15 faculty, three administrative assistants and lots of research associates.

Where are you located within the hospital?

Third floor of Faculty Office Building, hovering over Panera and the fitness facility.

What's a position within your department that people wouldn't expect?

Tutor. Several of our staff tutor kids at Livingston Elementary and South High School.

A fun fact that people wouldn't know about your department?

We have had a couple of interesting interdepartmental athletic activities for improving fitness that reminded me how old I am. Thanks!

Functioning Like a Family

Linden Primary Care Center



Stephanie Johnson, (left) charge nurse and Treva Bajjou, LPN health coach are hard at work.

Quick Facts:

- **Location:** 1390 Cleveland Avenue (2nd floor), Columbus Ohio 43211
- **Opened:** At current location since 2001. More than 30 years in the Linden area.
- **No. of Employees:** 15 staff members
- **Services Offered:** Primary care services including immunizations, well care, acute care, specialty services that address chronic illnesses; asthma, ADHD and Obesity, Teen Clinic, social services, WIC and counseling, BC4Teens, Teen and Pregnant (TaP) Program

If you walked into Linden Primary Care in 1997, you would have been greeted by one of only three staff members at the time – a doctor, **Dr. Jack Kopechek**, a nurse, **Pat Feamster, RN** or the receptionist. Twenty years later, in 2017, if you walk into Linden Primary Care, the familiar faces of Dr. Jack Kopechek and Pat Feamster, RN are still around to help and care for Nationwide Children's patients. The longevity of staff in serving this community is remarkable. They are now caring for the children and grandchildren of some of the initial Linden patients.

The staff of the Linden Primary Care clinic functions much like a family. In the words of **Jeanne Wickliffe**, program supervisor, "We celebrate one another's good times and comfort one another through unpleasant times. Our patients and families count on us to meet their needs—medical, emotional and spiritual. We have been invited to weddings, baptisms, birthday parties and unfortunately funerals."

Connected to the Community

Linden partners with schools, assistive agencies and food pantries to help meet the needs of the community. "We continually strive to reach our school age children, and our teens, to stress the importance of maintaining their health and completing their education, so they too can become upstanding citizens and give back." – **Stephanie Johnson**, charge nurse.



DID YOU KNOW?

70 percent of children and adolescents who need mental health care do not receive it.

To help address this issue, Linden Primary Care most recently added a clinical psychologist to the staff. The onsite pediatric psychologist has the ability to interact with families who may not otherwise ever see or know what a psychologist is or what areas of assistance they can provide.

Source: Substance Abuse and Mental Health Services Administration (SAMHSA),

Keeping It Light

The Linden Primary Care Center shares the building with a child care center. Every Halloween, Linden staff dress up in costumes and pass out candy to a parade of dressed up kids from the community! ■



Learn more about this Nationwide Children's off-site at:
NationwideChildrens.org/Linden-Primary-Care-Center



Staff members Gina Caruso (left) and Amy Dennis.

Dino Eggs, Soft Mitts and Parent Touch

How one physician-researcher and her multidisciplinary team are improving outcomes for preterm infants



Nathalie Maitre, MD, PhD, is no stranger to the Neonatal Intensive Care Unit (NICU). She is a neonatologist and developmental specialist who is the director of the NICU Developmental Therapies and Follow-Up Programs at Nationwide Children's Hospital. She is also a principal investigator in the Center for Perinatal Research at The Research Institute, her innovative work bridges the realms of clinical care and research.

But it was her personal life experience in the NICU that molded her career direction.

“...I REALIZED WHAT MATTERED AS MUCH AS BEING IN THE NICU WAS EVERYTHING THAT HAPPENED AFTERWARDS, TO US AS A FAMILY. EVERYTHING ELSE AFTER WE LEFT THE NICU MATTERED SO MUCH.”

“When I was still a pediatric resident, I had my own baby who was born at 27 weeks,” says Dr. Maitre. “I think if you can spend three months in the NICU and still love it, even as a parent, then it means a lot. This experience shaped my decisions for the future. I realized that what mattered as much as being in the NICU was everything that happened afterwards, to us as a family. Everything else after we left the NICU mattered so much.”

Since then, Dr. Maitre has led a variety of research projects focused on the neurodevelopment (brain development) of high-risk infants and rehabilitation of their long-term disabilities. She has collaborated with Clinical Therapy Services at Nationwide Children's, as well as the Battelle Center for Mathematical Medicine in The Research Institute.



Dr. Maitre's dino egg and soft mitt restraint.



These endeavors have led to inventions like a small, dinosaur egg-shaped speaker that plays a mother's voice in an incubator and a soft mitt restraint for infants and young toddlers with cerebral palsy, as well as new methods to improve the touch experience of NICU babies.

“We studied infants born preterm as well as full-term infants,” explains Dr. Maitre of the parent-touch research. “Using a gentle puff of air as a way to measure baby brain responses, our team found that premies were more likely than others to have a reduced brain response to touch. However, the brain response was stronger when those babies had spent more time in gentle contact with parents or health care personnel.” ■



To see videos and learn more about Dr. Maitre's research, visit NationwideChildrens.org/Maitre-Lab

Continuing the Journey to Best Outcomes

How do you contribute on the Journey to Best Outcomes? Maybe you're a nurse, providing medical care to patients daily. Maybe you work in Nutrition Services and help patients and staff live healthy lives through the food they eat. Or maybe you work behind the scenes, ensuring the day-to-day operations of our hospital function smoothly.

So, how do you contribute to our best outcomes? This is the question you and fellow Nationwide Children's employees will continue to hear, especially in the coming months.

This year, we launched the next phase of Nationwide Children's strategic plan. Our vision remains unchanged, and it continues to revolve around delivering best outcomes for kids everywhere. The patients and families we serve every day are at the forefront of care. And thanks to our One Team values, Nationwide Children's continues to be a leader in pediatric health care.

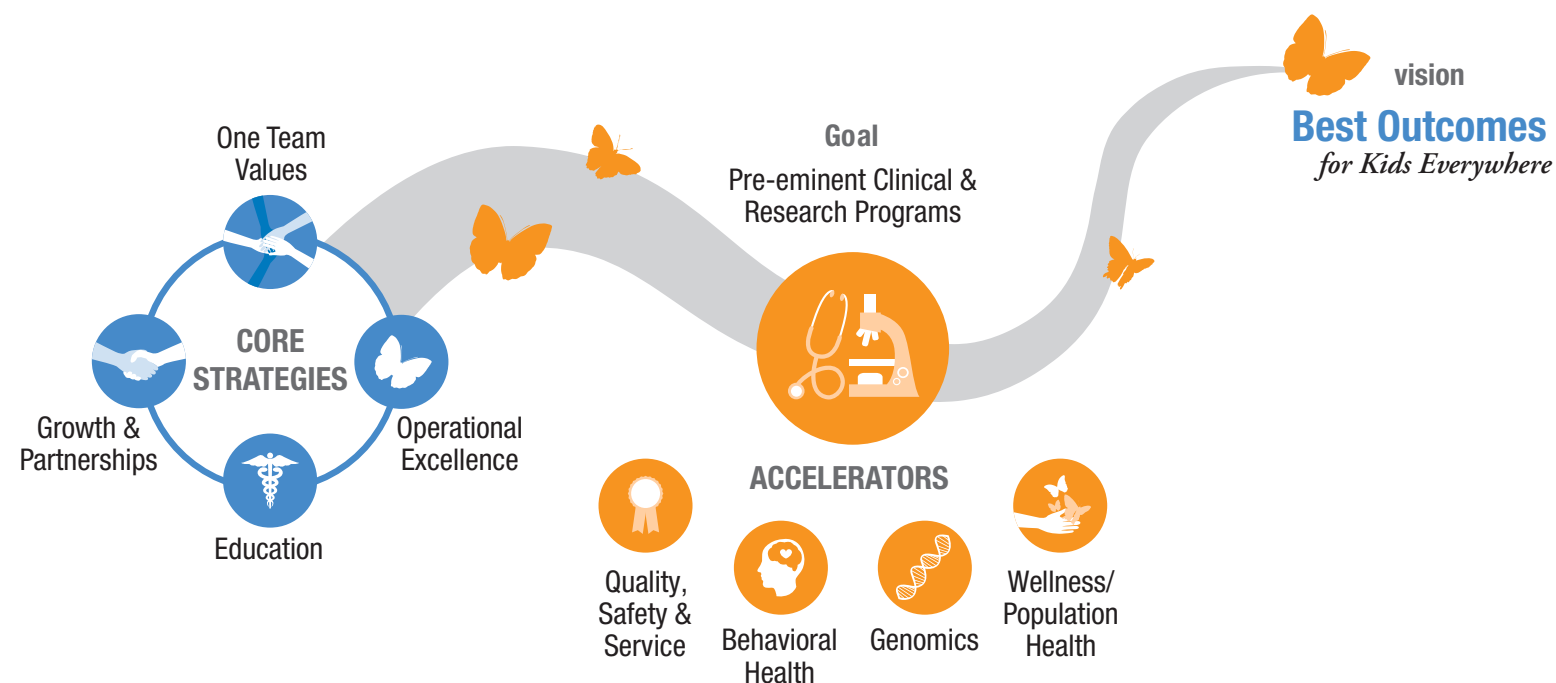
*Read more on **page 14***



Strategic Plan 2017-2022

JOURNEY TO BEST OUTCOMES

Through best people & programs



Our vision remains unchanged. We aspire to create the best outcomes for children everywhere. It means we will redefine the role of the children's hospital in the achievement of optimal health. The four major Accelerators in the strategic plan are strategies in which Nationwide Children's is poised to become a national leader. The four Core Strategies help us achieve these goals.

Your Commitment to Best Outcomes

We asked Nationwide Children's employees to share their thoughts on Best Outcomes, and identify their line of sight, or how the work they do contributes to achieving the strategic plan. Here's what they had to say:



"MY JOB IS KIND OF FRONT LINE SINCE I WORK DIRECTLY WITH PATIENTS, WITH THE MAIN FOCUS IN COMMUNICATION, ALWAYS MAKING SURE THE PATIENT AND PROVIDER ARE UNDERSTANDING EVERYTHING BEING SAID: REPORTS, INSTRUCTIONS, QUESTIONS, ETC. INTERPRETER SERVICES IS THERE TO ASSIST FROM THE MOMENT THE PATIENT ARRIVES TO THE MOMENT THEY ARE DISCHARGED AND BEYOND."

Carlo Corral, Spanish Interpreter, Interpreter Services

"One team to me means working together to achieve a common goal. To be successful as one team, you must decrease hierarchy and facilitate an environment that promotes open communication. In addition, one team is also about respect – if team members do not respect each other and their opinions, you will never accomplish anything."

Frankie Wall, Patient Safety Coordinator

"I think being a member of one team is an individual commitment to the people around you (patients, visitors, colleagues). It encompasses one's ability to be respectful, inclusive and accountable to the group's decisions, supporting common goals."

Shawn Chambers, Family Relations Coordinator, Emergency Medicine



"EACH DAY, I COME TO WORK WITH A GOAL TO HELP LEAD AND GUIDE MY STAFF IN UNDERSTANDING THEIR ROLE AND THE VALUE THEY ADD TO EACH PATIENT'S REHABILITATION JOURNEY. IT IS THROUGH THEIR GROWTH AND THE ADVANCEMENT OF OUR PROGRAM THAT I SEE MY CONTRIBUTION TO THE JOURNEY TO BEST OUTCOMES."

Julie Apthorpe, Inpatient Rehabilitation Program Manager

"In a clinical setting, I envision a multi-disciplinary team effectively communicating ideas (diagnosis, treatment, cure, etc.) to achieve better patient outcomes. In a non-clinical setting, I envision a group of trained individuals sharing information (data, policy, tools, research, etc.) to improve the abilities of the workforce taking care of our patients. I firmly believe, the One Team value is expressed in any effective workgroup in Nationwide Children's."

Candy Harris, Program Supervisor, Primary Care Network

HOW FAR WE'VE COME

Libbey Hoang, vice president of planning and business development, has been at Nationwide Children's Hospital for 16 years. Being very closely involved in the strategic planning process, she reflected on major milestones Nationwide Children's has accomplished during the past strategic plans.

- **Our investment in clinical services in research.** Libbey shares that this has helped us achieve external validation and U.S. News & World Report recognition.
- **We're America's largest pediatric hospital.** The main inpatient hospital boasts 1,184,473 square feet. And that number doesn't include off-site locations, the Livingston Ambulatory Center and more!
- **The number of fellows at the hospital has more than doubled.** "We're educating so many more people," Libbey says. "We're a preeminent organization for the education of clinicians."
- **We've built a sizable ambulatory network.** This allows us to reach patients in different regions. We're also growing our population health efforts.

WHAT IS "LINE OF SIGHT"

You may be asking, "What is line of sight?" Your line of sight is a statement demonstrating your personal connection to the strategic plan. Ask yourself, "How does the work I do contribute to Best Outcomes?"



We're all connected to the strategic plan, whether you've been here 30 years, three years or three months. Visit [ANCHOR](#) and search [Strategic Plan](#) to share your line of sight and receive a logo gift item! You'll also find videos and additional resources.

Our Community Involvement

Changing Lives with Bikes



A bicycle can be many things to many people—a primary mode of transportation, a ride to work, a way to get healthy and be active or even a fundraising engine.

Take a look at how bikes are changing lives at Nationwide Children’s, in the surrounding community and in the field of cancer research.

Bikes for All People (B4AP)

Just around the corner from Nationwide Children’s Hospital, near Parsons and Whittier, sits a local bike shop, Bikes for All People (B4AP).

This professionally equipped shop focuses on providing reliable access to bicycles and cycling-related resources, with a special focus on supporting those who rely on bikes as their sole means of transportation. In conjunction with Healthy Neighborhoods Healthy Families, the hospital provides funding and volunteer

help. As part of a nonprofit outreach project of Community Development for All People (CD4AP), B4AP has given away more than 515 free kids’ bikes and more than 600 free helmets since its September 2014 opening. **Glenn Thomas**, B4AP board member and Nationwide Children’s clinical director of community-based services for behavioral health, first got involved because of his longtime interest in cycling. “For the residents of the South Side to have a fully functioning bike shop – it’s a great thing to have in a community where there isn’t an awful lot,” says Glenn.

Ed Miner, executive director of B4AP, loves that the shop can be generous with resources partly due to the support of organizations like CD4AP and Nationwide Children’s. “We can do free and reduced price repairs for people who are trying to make it to their next pay check,” says Ed. “Customers who have the ability to pay full price, and their generosity, have enabled us to do more than \$5,000 worth of free repairs for the community.” ■

“FOR THE RESIDENTS OF THE SOUTH SIDE TO HAVE A FULLY FUNCTIONING BIKE SHOP – IT’S A GREAT THING TO HAVE IN A COMMUNITY WHERE THERE ISN’T AN AWFUL LOT...”

Social Media Buzz

Popular Posts from Nationwide Children’s Hospital



“We love this touching moment one mom captured between Dr. Jayanthi and her sweet son, Riley. This amazing little boy has spina bifida and was scheduled to have his 16th surgery. After hearing he was feeling a bit anxious in pre-op, Dr. J came to visit him and helped ease his fears. What an amazing bond these two have!”

Today we #starttheconvo and change the stigma of mental and behavioral health.



Last night’s double rainbow ended at the hospital’s front door. In the words of the employee who captured it, “Eventually, the storm will pass, hope and beauty will always win.”

 See our other social media outlets on [page 4](#).

Gearing Up for Best Outcomes

You’ve probably heard about Pelotonia. Did you know that 53 of the more than 4,607 riders registered in 2017 are members of the Nationwide Children’s Peloton?

We talked to Nationwide Children’s photographer, **Dan Smith**, who has served as co-captain of the riding group since 2013. Here’s what we learned.

- This year’s Pelotonia will take place this summer from August 4 to August 6.
- You can often find Steve Allen, CEO of Nationwide Children’s, on the course riding!
- Nationwide Children’s group has more than tripled since it started with 18 riders in 2009.
- Staff and families ride in honor and memory of family members, patients and friends touched by cancer and to share their stories of strength and courage.

Learn more about the Nationwide Children’s Peloton by emailing Dan.Smith@NationwideChildrens.org ■

Making Strides with Homecare



Stephanie Brown, RN, CPN, patient care coordinator ISN, interacts with a patient.

Did you know Nationwide Children’s Hospital has been following discharged patients home through our Homecare for more than 25 years? Keeping up with best outcomes, statistics show Nationwide Children’s Homecare is leading its peers nationally in reducing Central Line-Associated Bloodstream Infections (CLABSI) and Tracheitis (inflammation of the trachea) infection rates, as well as making an impact on reducing Emergency Department utilization rates for those who participate in the Asthma Express program.

It’s an exciting time of growth for Homecare, which reported nearly 75 percent of our Homecare referrals came from other departments at Nationwide Children’s Hospital. This continuity of care enables treatments within the hospital to often continue in the home. And techniques Homecare nurses may be using in the home which show success — such as mouth swabbing and good oral hygiene for trach patients — bring promise for decreasing infection rates and the length of infections within the hospital.

THINGS WE’VE ACCOMPLISHED:

Reduction of Tracheitis Infections

Nationwide Children’s Homecare is now a leader nationally among its peers with the reduction of Tracheitis infections. The following interventions resulted in a 58 percent reduction in Tracheitis infections during 2016: Standardized Trach care teaching process, Standardized Homecare teaching sheets, implementation of Tracheitis tracking form, implementing Tracheitis huddles and standardized oral care.

“AS ONE OF THE PATIENT CARE COORDINATORS I HAVE WORKED HARD TO SHARE WITH THE NURSES WHAT THE REVIEW OF LITERATURE SAYS ABOUT ORAL CARE AND ITS EFFECT ON DECREASING TRACHEITIS INFECTIONS. I HAVE MADE A POINT OF SHARING THE INFORMATION WITH FAMILY MEMBERS AS WELL, TO MAKE THEM EDUCATED AND MORE AWARE.”
 Mary Larson, RN, Private Duty Nursing

Asthma Express Program Implementation

The Asthma Express program is designed to decrease the number of reoccurring ED admissions. Nationwide Children’s Homecare nurses provide additional education to patients and parents, and provide patient assessments as well as an environmental assessment of the patient’s home. By identifying triggers for asthmatic episodes and providing instruction on proper use of medication, patients enrolled in the Asthma Express program in 2016 showed a 12 percent reduction in ED utilization.

“WE OFFER ONE-ON-ONE EDUCATION TO OUR PATIENTS AND THEIR FAMILIES IN THE HOME SETTING, EMPOWERING THEM WITH THE ABILITY TO TAKE CONTROL, BE SUCCESSFUL AND ACHIEVE THE BEST OUTCOME. WE TAKE AN INTERDISCIPLINARY APPROACH, COLLABORATING WITH PROGRAMS SUCH AS SBAT AND PFK WHO STEP IN TO CONTINUE EDUCATION AND SUPPORT AFTER OUR PATIENTS ARE DISCHARGED FROM OUR HOMECARE.”
 Sandy Birchfield, RN, Intermittent Skilled Nursing Asthma Express

CLABSI Reduction

Homecare’s intermittent nurses have provided best outcomes with the reduction of CLABSI. The nurses have reduced the number of CLABSIs for patients receiving Homecare services (including Home Health, Hospice and Palliative Care) steadily since 2011 with an annual rate of 0.8 infections/1000 line days to 0.3 infections/1000 line days by the end of 2016.

“I BELIEVE THAT EDUCATION ON INFECTION CONTROL IS THE KEY. WHEN WE TEACH PARENTS AND CAREGIVERS THE RATIONALE BEHIND THE NEED FOR INFECTION CONTROL AND BSI THE PARENTS TAKE AN INTENTIONAL ACTIVE ROLE IN MONITORING THE LINES AND REPORTING BACK TO US AS SOON AS THEY NOTICE ANYTHING QUESTIONABLE CONCERNING THE LINE, AS WE ARE NOT WITH THE PATIENT DAILY. IT IS SAID WHEN WE KNOW BETTER, WE DO BETTER AND KNOWLEDGE IS POWER. AS ISN NURSES, WHEN WE GIVE THIS POWER OF KNOWLEDGE TO OUR PATIENTS AND CAREGIVER, THEY BECOME A VERY BIG PART OF THEIR OWN CARE IN THE PREVENTION OF CLABSI. WE ARE GETTING BETTER AND STRONGER IN IT EVERY DAY.”
 MaryJoy Okafor, RN, Intermittent Skilled Nursing



Visit NationwideChildrens.org/Homecare to learn more about our services and listen to recent and past PediaCast interviews with program leaders who continue to collaborate with Nationwide Children’s clinicians to provide best care in the home.



NATIONWIDE CHILDREN'S

When your child needs a hospital, everything matters.™

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ON THE SPOT



Kate Weale

Athletic Trainer

When: 1 p.m.

Where: Grandview Heights
High School Track

In the state of Ohio, there are more than 2,500 licensed athletic trainers. And Nationwide Children's has one of the best. Kate, who's worked at Nationwide Children's Hospital for five years, was named the 2017 Ohio Athletic Trainer of the Year by the Ohio Athletic Training Association (OATA). Besides getting kids back to their sport after injury, her favorite part of the job is watching the journey of athletes at Grandview Heights High School as they go from timid freshmen to confident young adults. "There's nothing more rewarding," she says.

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