

SUMMER 2019

ONE TEAM.....

INSIDE

NATIONWIDE CHILDREN'S

ONE TEAM APPROACH

*Working Together to
Quickly Save a Life*

HOW OUR
Researchers
ARE MAKING AN IMPACT

Celebrating
10 Years of Zero Hero

*Creating a Safe Day,
Every Day*

ONE TEAM

INSIDE

NATIONWIDE CHILDREN'S

One Team Inside Nationwide Children's celebrates our employees, medical staff and volunteers, together with their families, as one team achieving the best outcomes for children everywhere.

Debra Feasal, pictured right, coaches her co-workers on Zero Hero techniques daily.

Cover Story

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Celebrating

10 Years of Zero Hero

Creating a Safe Day, Every Day

One Team Inside Nationwide Children's 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 editorial staff welcomes all comments, questions and story ideas. Please send feedback and story ideas to EverythingMatters@NationwideChildrens.org.



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Were You a Patient at Nationwide Children's?

We hear countless stories of children who spent time at Nationwide Children's Hospital and who now come back as employees.

We want to hear your story for an upcoming issue of *Inside Nationwide Children's*!

If you share your story, you'll receive an exclusive Nationwide Children's logo item. Please send your stories or photos to EverythingMatters@NationwideChildrens.org by Friday, July 19.

“***I enjoy seeing this purpose-driven team at work***”



Dr. Steve Allen

In my first year as CEO of Nationwide Children's, the hospital began using the phrase “One Team Values” to describe the culture here. The spirit of supporting each other, of being innovative and doing the right thing for children had always existed in this place, but we felt it was important to put a name to our internal ideals.

Perhaps the best example of “One Team Values” in my tenure at Nationwide Children's has been the Zero Hero initiative. On its tenth anniversary, it is so woven into the fabric of this hospital that it can be difficult to remember how audacious the program seemed when it was first announced. Under the leadership of Dr. Rich Brilli, we decided we would talk publicly about serious safety events, and we would develop systems to eliminate those events.

Zero Hero is innovative, it is the right thing to do for our patients, and it requires a commitment from every single person in the organization. The results detailed in this issue of *Inside Nationwide Children's* speak for themselves, and they are a testament to our ideas.

These pages are filled with other examples of putting “One Team Values” into practice: an all-hands on deck effort save a baby's life with a new treatment; a compassionate response to team members grieving the loss of a patient; the outreach from our director of community relations as she builds partnerships outside of our walls.

I mentioned my first year as CEO; I am now in my last month. I have been asked a number of times what I will miss most in my retirement, and my answer is represented in every issue of this magazine. What I will miss most is witnessing the daily dedication of so many people as they pull together to help children. We have the special opportunity at Nationwide Children's to derive meaning from our jobs, and I enjoy seeing this purpose-driven team at work.

From my first year to my last month, thank you for showing me what the phrase “One Team Values” really means.

Best,

Steve Allen

Be an Advocate

Join the conversation on any of the Nationwide Children's social media channels. Visit **NationwideChildrens.org** for a full list of our social media channels.

A Compassionate Approach

When Showing Support Matters

Maria Vegh, recent Service From the Heart Award winner, has worn many hats since she first started at Nationwide Children's Hospital in the summer of 1987. She started as a nursing student, then went on to fill roles like patient care assistant, night shift nurse and clinical leader.

Currently, Maria works as a program manager for the Infectious Disease unit. Throughout her different roles, there has been one constant: Maria loves to provide care for others.

Providing care is just one of the many compassionate qualities that stand out when interacting with Maria. She is known for having a big heart and stepping up during difficult times. This was especially true when Maria took action after observing her staff feeling devastated by the loss of a former patient. This devastation is common among all areas of the hospital whenever a child passes away.

The average patient stay on the Infectious Disease unit is two and a half days. This specific patient had a longer stay on the unit, which allowed the staff to build strong connections with the child and their family.

After some time, the patient showed multiple signs of improvement and was discharged. Several months later an unexpected event occurred. The child passed away due to an unexpected cause.

News spread quickly to staff and the effects were significant. Many were deeply saddened and began questioning their every move. Maria instantly noticed this change in behavior.

"I remember thinking that I need to do something. Something needs to be done to help get them through the day," Maria explains.

That same day, she collaborated with Pastoral Care to arrange a comforting event for staff, where they could



talk through their feelings and use supportive resources. Attendees could grab a warm beverage, say a prayer and converse with a trained professional.

However, Maria's compassionate actions did not stop here. She even went as far as setting up this Tea for the Soul time for all units who interacted with the patient.

"Health care can be so emotional at times," Maria explains.

"We have to process our thoughts, questions and feelings in order to go on and be a better caregiver. You will burn out if you don't."

If you or someone you know at Nationwide Children's Hospital could benefit from emotional support, please contact the YOU Matter program by calling (614) 722-5005 or emailing YouMatterProgram@NationwideChildrens.org ■

“SOMETIMES YOU DON'T HAVE ANSWERS TO EVERYTHING, BUT IT HELPS TO TALK THROUGH IT,” SAYS MARIA.
“EVERY ONCE IN A WHILE, THINGS HAPPEN THAT WE CANNOT PREVENT AND WE DON'T KNOW WHY. THAT'S WHY I WANTED
TO HAVE AN EVENT LIKE THIS SO STAFF CAN LEAN ON EACH OTHER FOR SUPPORT.”



Visit **ANCHOR** and search **Employee Activities** for more Service From the Heart winners, Employees and Volunteers of the Month and more, and to learn how to nominate others.

Angela Mingo

Helping Our Community Thrive



Angela Mingo, pictured in the Near East Office Building, helps the community around Nationwide Children's in her role.

Angela Mingo has a love for the community around her – as director of community relations, she's working hard to direct the community engagement process for Nationwide Children's construction projects, supporting the Healthy Neighborhoods Healthy Families initiative, coordinating the hospital's Good Neighbor Agreement and Neighborhood Advisory Committee, and more. And before she began at Nationwide Children's 11 years ago, Angela worked for the city of Columbus as a neighborhood planner and as the director of community affairs for Columbus City Council.

“[AT NATIONWIDE CHILDREN'S, I LOVE] REPRESENTING AN ORGANIZATION THAT BELIEVES IN A COMPREHENSIVE APPROACH TO HEALTH CARE AND BOLDLY ADDRESSES LOCAL NEEDS AND CHALLENGES.”

- ANGELA MINGO

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

Out and about, meeting with civic associations, faith-based groups, local nonprofits and affordable housing providers to further the hospital's community relations strategy.

Why did you choose to pursue your work at Nationwide Children's?

I enjoy working with community stakeholders to build bridges and identify shared priorities. The hospital is a valued organization in the city of Columbus and I was delighted to join the team to support the mission and build upon our community presence.

Are you involved in any community volunteer work?

I serve on a number of nonprofit boards. I enjoy working with organizations that support youth. I am currently working with an organization that facilitates access to summer camp for inner city youth. It's a rewarding experience to visit the kiddos at camp, see their smiling faces and know that they are in a safe environment where their well-being is top of mind.

What virtue or trait do you appreciate most about your colleagues and why?

I appreciate their enthusiasm and commitment to building strong partnerships with our external stakeholders. I have a great team that is laser focused on our work. It's a privilege to be surrounded by such a talented group of professionals.

What is your greatest achievement/accomplishment and why?

My greatest achievement is watching my seventh grader complete this school year having earned a 4.0 GPA each grading period. As a preschooler, she was determined to quit school and join the circus - true story. Now she's convinced otherwise, whew!

What is your proudest moment?

The announcement of the South Side Renaissance Fund in 2018. The \$15 million fund allows Healthy Homes to scale the development of affordable housing in the Healthy Neighborhoods Healthy Families corridor. The innovative fund is truly the definition of collaboration. Nationwide Children's affordable housing investment is transformational for the neighborhood and touted as a national model for hospitals addressing social determinant of health. ■

About Angela

At Clementine's, I most often order...?

Café mocha, no whip

Favorite Cafeteria meal?

Pepperoni pizza

Favorite animal friend?

Rabbit

Favorite food?

Authentic Brazilian Churrasco with a side of pao de queijo and glass of Guarana.

Favorite way to relax?

Dusting off an old piece of piano sheet music and remastering it

Where would you most like to travel?

I would follow in Anthony Bourdain's footsteps and visit one of his many traveled sites, the Canary Islands.



Angela's Line of Sight

Supporting the hospital's vision to provide the best outcome for kids everywhere means embracing the anchor institution role of building strategic partnerships centered on place based initiatives. Healthy Neighborhoods Healthy Families is strengthening collaborative efforts to support the health and wellness of the entire community. My role in this initiative contributes to the organization's commitment to improving the social determinants of health for patients and families.

Celebrating Steve Allen

An Era of Unprecedented Growth



After 13 years as CEO of Nationwide Children's Hospital, Steve Allen, MD, retires on June 30. Under Dr. Allen's leadership, Nationwide Children's has seen tremendous growth and is an institution recognized worldwide.

Growth has been physical – expanding not only our main campus but also our statewide and nationwide reach. Under Dr. Allen's watch we opened the patient tower in 2012 and the Livingston Ambulatory Center in 2017. We also broke ground on the Big Lots Behavioral Health Pavilion. The more than 1.5 million patient visits each year from all 50 states and 45 countries show Nationwide Children's is continuing to help define the future of pediatric health care through scientific discovery and preeminent clinical services. And so much of this is thanks to Dr. Allen.

The growth hasn't been just physical. When Dr. Allen began as CEO, Nationwide Children's had 7,600 employees. Now, in 2019, we've almost doubled our staff with nearly 14,000. A true testament to his mission and vision, the staff comes together every day to help kids everywhere.

Dr. Allen, we thank you for your continued commitment and dedication to Nationwide Children's these past 13 years. We have all been lucky to work with you and learn from you and we wish you all the best in this next stage of your life.



*Sending Steve
Best Wishes....*

Staff share their memories of Dr. Allen and send him best wishes as he heads into retirement.

To read more staff submissions, visit [ANCHOR](#) and search Steve Allen.



Protective Services sends a special THANK YOU to Dr. Allen.



"A quick note of appreciation to you for all that you have done for Nationwide Children's Hospital. Your leadership has impacted our community in so many ways and as the hospital continues to grow, please know that the culture you have built and instilled into this organization will continue to be the foundation that we will carry with us for years to come."

Your leadership is appreciated. May your retirement be a combination of adventure and relaxation.

Thank you for all you have done."

- Emily Jarvis, Behavioral Health

"If his schedule permitted, there has never been a time that Dr. Allen did not show his support for the YOU Matter program. His engaging presence has shown us he not only cares for the patients and their families but also for the well-being of the staff."

- Tamekia Smith, YOU Matter Program



Marcia Walker of YOU Matter Dr. Allen and retired VP of Clinical Services Char Catt



"I will always remember when Steve told me I had to call him Steve and not Dr. Allen! His humility and approachability sets the tone for how all of us work as a team."

- Thomas Bartman, MD, PhD, Neonatology

Debra Feasel, an early childhood specialist, helps foster a culture of safety at Nationwide Children's by being a safety coach and teaching new employees about our Zero Hero program.





YOU'VE BEEN **ZERO HEROES** FOR 10 YEARS

Creating a Safe Day, Every Day, for 3,650 Days!

In 2009, Nationwide Children's set out to do what no other pediatric hospital had done: Create a goal of zero preventable harm. The Zero Hero program was born, instilling a culture of safety for all patients and employees.

We've made great strides in the last decade toward our goal, because you embraced what it means to be a Zero Hero. Whether it's practicing situational awareness while crossing the sidewalk, notifying Environmental Services of a spill in a hallway or being careful when using sharps to prevent needlesticks, our Zero Hero efforts go a long way.

Meet A Safety Coach: **Debra**

Debra Feasel, early childhood education specialist, was nominated by her co-workers to be on the cover of *Inside Nationwide Children's* for her strong commitment to being a Zero Hero. Debra, who works in our NICUs at St. Ann's and OSU, along with coverage of the main hospital for her co-workers, is a Safety Coach and also facilitates new hire Zero Hero education.

"Patient and employee safety is something we can do every day. It takes one person to make a change. You can be that person. Do the right thing at all times."

- Debra Feasel



Ten Things You Need to

10

Did you know that Nationwide Children's has more than 400 Safety Coaches?

That number has grown from the roughly 150 coaches at the beginning of the program. These coaches help bring Zero Hero tools to their departments and co-workers.

Nationwide Children's created the Preventable Harm Index (PHI), used to track monthly preventable harm incidents. Now, the PHI is used by all 137 pediatric hospitals in the Solutions for Patient Safety Collaborative.

9



In 2009, we had 213 medication errors. Yikes! In 2018, we had 18 errors total – including three months with zero errors. Your efforts pay off!

7



We've found that communication is often the root cause of preventable harm. That's why later this year, you will hear more about the Communicate with Me initiative. An interactive module with more information will be rolled out to all staff – it's important for both clinical and non-clinical employees as it directly impacts *Best Outcomes*.

6



Another huge win for Zero Hero and one of the first areas of focus? Improving hand hygiene. "In 2009, hand hygiene compliance was 55%," says Mike Brady, MD, and Sharon Dooley, co-medical directors for patient safety. "Through a number of efforts, it was increased to 99% and has remained at that level. This documented that we had changed the culture and have been able to sustain this change. That was a culture shift."

Know About Zero Hero™

5



"We can use our Zero Hero principles beyond the four walls of the organization, like in population health," says Rich Brilli, MD, chief medical officer. "We can take care of children before they come to our organization, in the areas of social determinants of health. If we use our Zero Hero tools out in the community, that can have gigantic impact on thousands of children in the next decade."



New employee? Dr. Brilli shares what you need to know about being a Zero Hero: "The Zero Hero program is focused on having all employees do their job reliably. If each one of us does our part, that substantially contributes to better outcomes. It doesn't matter if you work in the lab or finance or ICU. Each has a job to do and we take pride in that job. If we do it reliably, our patients will benefit, our families will benefit and outcomes will be better."

3

Employee safety is just as important as patient safety with our Zero Hero program. "A significant milestone was believing we could make the same difference for employee injury," says **Linda Stoverock**, chief nursing officer. "Another milestone is the incredible difference we saw in improved medication safety and when we saw a shift in the reduction of pressure injuries, which had previously felt like we were always going up rather than down."



We are all responsible for being Zero Heroes every day. It's part of our One Team values to work together to achieve *Best Outcomes*.

1

Zero Hero techniques are truly part of our culture - they are a way of life at work AND at home. Thank you for all you do to be a Zero Hero every day!



Want to become a Safety Coach? Visit [ANCHOR](#) and search [Safety Coach](#) for more information.

Our Zero Heroes in Action

Being a Zero Hero is ingrained in our culture: we make it a way of life both at work and at home. We asked our employees how they practice being a Zero Hero. Read on for some responses, and be inspired to adopt more safety practices into your routines.

“My roommate and I are both under 5’3”. When we need to reach things that are high up, instead of standing on chairs to reach them, we use a step ladder because that is safer.”

- **Jill Gardner**, research regulatory coordinator, Emergency Medicine

“On H12, we coach our staff to speak up if they identify an unsafe situation. For example, if they witness a co-worker break sterile technique, we teach them to quickly speak up and offer the person new sterile gloves (and to accept the new gloves if they are the ones being questioned). I witnessed a co-worker utilize this technique recently and it was very effective and possibly prevented an infection.”

- **Sarah Vogel**, RN, H12

“Everyone knows we have to be diligent when walking around campus to watch out for drivers that may not give right of way. One thing that I consistently do is give right of way to construction vehicles entering and leaving via the construction area on Livingston Avenue. The streetlights do not work in that part of the street, and in the early mornings and even in the late afternoons, those vehicles are continuously looking at traffic in both directions attempting to find an opportunity to get out on to Livingston Avenue. I always am courteous to them and let them have the right of way. ... I will always wait for them to enter Livingston Avenue before I cross in front of their entrance/exit.”

- **Richard Hill**, sr. systems programmer, IS Research Applications

“I park in the NEOB garage and walk to and from daily. At the corner of 18th and Mooberry, I frequently encounter staff that cross 18th before the safe to cross sign changes. I practice Zero Hero by calling their attention to the sign. Some stop and engage in friendly casual conversation while waiting for the all clear. Other staff continue on their hurried journey.”

- **Sandi Wagner**, program manager, outpatient operations, The Heart Center

“When on the phone with families, I type the EPIC telephone encounter as I’m speaking with the family. I read it back to them to confirm that I have their request correct and verify their phone number so that we will be able to contact them with ease.” ■

- **Lanelle Lines**, administrative support lead, Children's Physical Medicine & Rehab Physicians, LLC Center

Zero Hero BOOSTER

It's been 10 years since the program started for patient safety, but Zero Hero is just as important today as it was when it was launched. By creating a Zero Hero refresher, we hope to accomplish keeping patient and employee safety in the forefront and that reaching zero harm continues to be the goal for the organization. You can expect to see this exciting new Zero Hero module in your The Learning Center mid to late summer as we celebrate our 10 year anniversary!

We Want to Know!

How do you practice Zero Hero principles, part of our Quality, Safety & Service accelerator, either at work or at home? Maybe it's practicing situational awareness in a crosswalk or using an SBAR to communicate concerns. Share the ways you or a co-worker are Zero Heroes by emailing EverythingMatters@NationwideChildrens.org, and we'll send you an exclusive logo item!

A Big Win For A Little Patient

How Quick Thinking Helped a Baby Go Home from the NICU



Thanks to the quick thinking of a team of Nationwide Children's employees, a NICU patient's life was saved.

At Nationwide Children's Hospital, our One Team approach is a key part of our Journey to Best Outcomes. Recently, more than 20 employees went above and beyond as One Team to save the life of a NICU baby.

Mom was just short of 30 weeks into her pregnancy when she delivered her baby. The baby developed pink eye - an adenovirus infection - at just two weeks old. Adenoviruses can cause patients to be sick with symptoms like the common cold, a urinary tract infection or pink eye. The baby contracted pink eye from the mother.

Jeffery Auletta, MD, director of the Host Defense and Immunocompromised Infectious Diseases Program (HDP) in the Division of Infectious Diseases and director of Blood and Marrow Transplant (BMT) Program in the Division of Hematology, Oncology & BMT at Nationwide Children's Hospital, checked on the patient and knew adenovirus in NICU babies can be deadly.

He had to act fast.

[CONTINUED]

What took place over the next few days was a true example of One Team. Dr. Auletta involved **Dean Lee, MD, PhD**, director of the Cellular Therapy and Cancer Immunology Program at Nationwide Children's and The Ohio State University Comprehensive Cancer Center (OSUCCC). The doctors wanted to take T cells from the baby's mom – who recovered from her pink eye infection – and keep only the cells that helped fight the infection. These fighter cells would be shared with the baby as quickly as possible.

But the next hurdle was the Food and Drug Administration (FDA), who would have to OK their plan. The two doctors asked **Kevin Bosse, PhD, RAC**, regulatory operations manager in Drug and Device Development Services to help. Dr. Bosse's goal was to get the emergency investigational new drug (EIND) designation that needed to be submitted to the FDA.

Most EIND applications take months to prepare. But a team of 19, including researchers, physicians, medical and regulatory staff, pulled everything together in less than 36 hours.

The baby received the mom's fighter cells and began improving. A short while later, she came off life support. Two weeks later, the baby was free of adenovirus infection and did not develop any complications from her treatment. The baby was discharged home and has been doing well ever since thanks to this quick-thinking team driven to make a difference!

Congratulations to the experts from Infectious Diseases; Hematology, Oncology, and BMT; Neonatology; Endocrinology; Pathology; Apheresis; and Pharmacy who made this possible!

Tell us what your teams have accomplished! Not all teams save lives, some save our organization significant amounts of funding, others pull off heroic feats under tight deadlines and some inspire the best in one another. Tell us about your team's accomplishments by emailing EverythingMatters@NationwideChildrens.org.

What Did This Accomplishment Mean to You?

"We do great things at Nationwide Children's. But we don't recognize how much potential we have to do even greater things. This project highlighted that for me. A lot of time the physician gets the credit, but without my team... We have an amazing infrastructure here that has developed over time. In the end, it's what makes us a great institution. We need to continue to champion that. To get it done in such a short period of time... You couldn't have done that without the machine being well oiled and working. We change lives and transform outcomes. That's what Nationwide Children's is all about – the ability to change one life." - Dr. Auletta

"It was neat to see everyone embody the One Team approach. Some of these emails had so many people on it and you were getting replies from all of them. At one point we needed a consult from a different member of the infectious disease team, and right then and there we got it. As fast as the questions were asked, people were answering them. At a hospital, there's a lot of times it doesn't turn out well in the end, and this is one where it did. It was a really big boost for the outcome." - Dr. Bosse

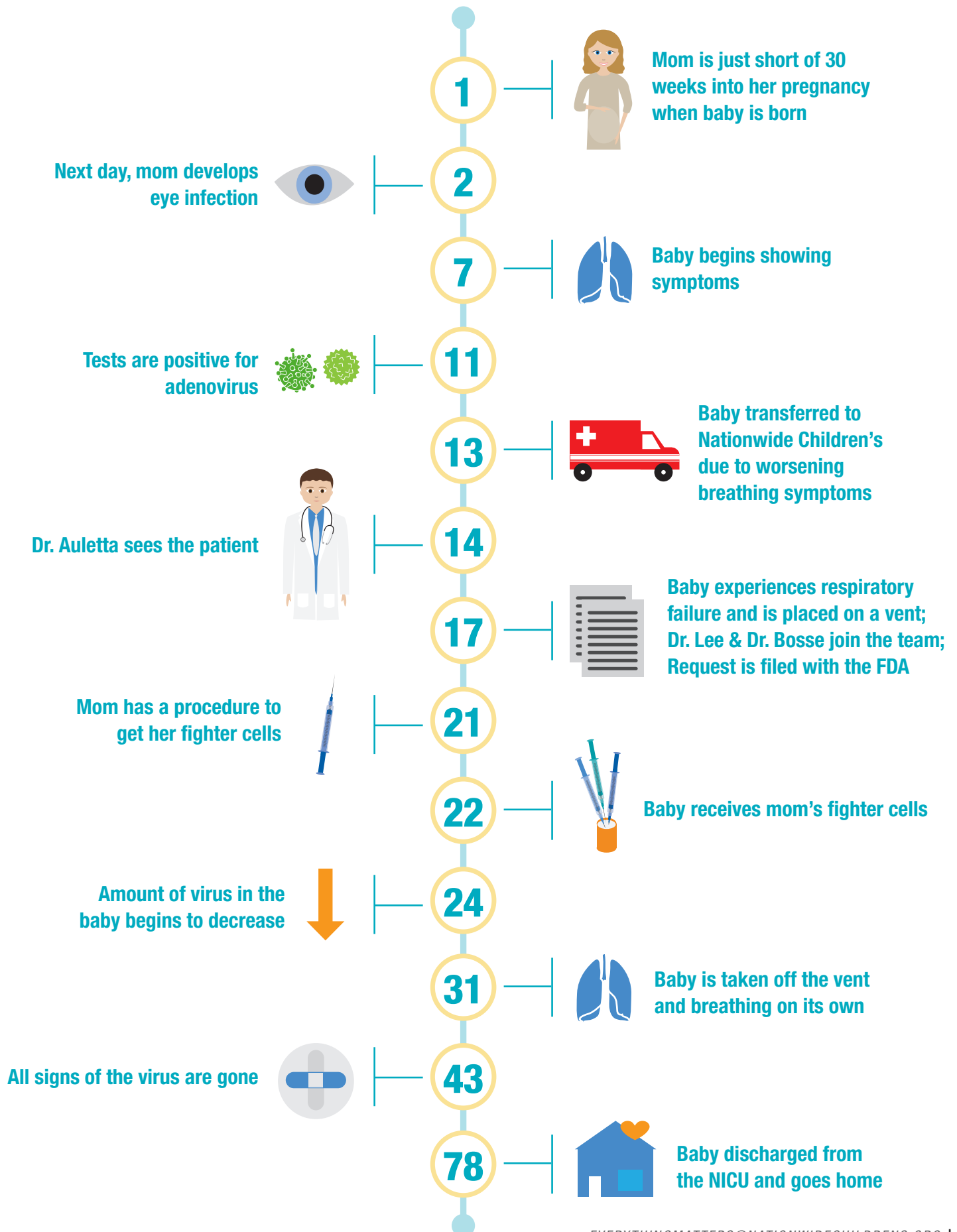
"I really have seen my primary role in coming to Nationwide Children's and being the director of cell therapy program not as the investigator, but instead the person who will lead putting together a team to implement ideas. I have my own stuff in the lab, but my job in leading the program is making the program work for everyone." - Dr. Lee



Want to read more about this life-saving case?

Visit PediatricsNationwide.org/ADV-EIND for additional details.

A Closer Look at Baby's First Three Months of Life



Looking to the Future

How our Researchers are Making an Impact

The Abigail Wexner Research Institute at Nationwide Children's strives to be a leader in research that helps children worldwide. Read on to learn about our researchers who have been recognized for their efforts by national and international organizations.



Abigail Wexner Research Institute

On May 21, the hospital's Research Institute was dedicated as the Abigail Wexner Research Institute at Nationwide Children's Hospital. This renaming recognizes Ms. Wexner, whose ongoing, passionate advocacy has ushered in a period of unprecedented transformation at the hospital.

Jerry Mendell, MD, was recognized that day as the first Allen Distinguished Scholar in Pediatric Research. The Allen Distinguished Scholar is awarded to a preeminent Nationwide Children's senior researcher who exemplifies the innovation happening at the Abigail Wexner Research Institute.

Visit Nationwide Children's YouTube channel and search **Unveiling The Abigail Research Institute** for a recap of the day's events. And pick up the next issue of *Inside Nationwide Children's* to learn more about Dr. Mendell's work with gene therapy and find out about Zolgensma®, the first gene therapy treatment for spinal muscular atrophy.



Dr. Jerry Mendell

The American Brain Foundation gave **Jerry Mendell, MD**, a principal investigator in the Center for Gene Therapy, its first-ever Cure One, Cure Many award in May. At Dr. Mendell's request, the \$100,000 prize that came with it will fund further research by his laboratory.

He won the award for his work in creating a life-saving gene therapy for spinal muscular atrophy (SMA), a disease that attacks nerve cells in the spine and usually kills infants by age 2.

"What Dr. Mendell has shown with his breakthrough treatment for SMA is, yes, research takes years, but research can produce radical treatments and even cures," says Jane Ransom, executive director of the Foundation. "You can see what he's done in SMA, and he's now transferring it to Duchenne muscular dystrophy and other neuromuscular diseases."



Dr. Elaine Mardis

Elaine Mardis, PhD, co-executive director of the Institute for Genomic Medicine, became president of the American Association for Cancer Research (AACR), the world's largest cancer research organization, in April. Despite its name, the association's more than 40,000 members live in 120 different countries.

"Elaine Mardis has been an incredibly dynamic leader in the quest to improve our understanding of cancer by analyzing the human genome. Her pioneering work in DNA sequencing has led to dramatic advances in our knowledge of how genetic mutations can cause cancer to develop and progress. This, in turn, has brought us closer to the goal of personalized medicine, which has helped reduce mortality from the scourge of cancer."

- Margaret Foti, PhD, MD (hc), chief executive



Dr. Zarife Sahenk

Zarife Sahenk, MD, PhD, director of Clinical and Experimental Neuromuscular Pathology, leads efforts here to study and treat Charcot-Marie-Tooth (CMT) disease. This spring, the Charcot-Marie-Tooth Association named Nationwide Children's a CMTA Center of Excellence, in recognition of the comprehensive care and expertise provided to CMT patients.

In the most common form of CMT, gene mutations reduce the ability of peripheral nerves to carry motor and sensory information, resulting in pain and slowly progressing weakness and muscle atrophy in the feet and legs then hands and arms. Later this year, Dr. Sahenk will lead a clinical trial of a gene therapy designed to protect and restore peripheral nerve function.

"We are thrilled Nationwide Children's Hospital is working aggressively to advance research in CMT," says Laural Richardson, director of community outreach at CMTA. ■



The goal of our strategic plan is to have pre-eminent clinical and research programs. Learn more about our efforts at [NationwideChildrens.org/Research](https://www.nationwidechildrens.org/research).



NATIONWIDE CHILDREN'S

When your child needs a hospital, everything matters.™

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ON THE SPOT



Craig McMillen

Patient Care Services Business Manager

When: 10 a.m.

Where: Nursing Administration Offices

Craig McMillen was first introduced to the hospital at age 6. After an accident led to a compound fracture in his left leg, he was brought to Nationwide Children's by ambulance from Mansfield, where he lived. He found his way back seven years ago – first in Planning and now as the Patient Care Services business manager. “We [a team of staffing coordinators and a staff scheduling and credentialing analyst] keep the hospital running and churning by making sure units are appropriately staffed,” Craig says. “I’m working with a lot of innovative people always looking to improve.”

Want to learn more about Craig's team? Find a timeline of how they prep for each shift by visiting [ANCHOR](#) and searching [Central Staffing Office](#).

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