Akron Children’s Hospital

The 2015 Nursing Outcomes Report

A Big Year
For Akron Children’s Hospital, 2015 was a big year. In May, we opened our new Kay Jewelers Pavilion, which has transformed pediatric care for the children we serve. We also marked our 125th anniversary by celebrating the many milestones we have achieved in becoming the largest pediatric healthcare provider in northeast Ohio.

Throughout our history, our nurses have demonstrated a steadfast commitment to providing the very best care for our patients. In this year’s report, you will learn more about our recent efforts to enhance patient safety, improve communication among our care teams, ensure patient families have a positive experience and expand our nursing research program.

Looking ahead, we are focusing on back-to-bedside basics. Our nurses and clinical staff across the organization are collaborating to make improvements in quality and evidence-based practice, as well as improve patient experience and create a healthy work environment.

I am proud of our nurses and all they have achieved in 2015 – from innovative programs and quality improvement initiatives to new discoveries that are making a big impact on pediatric patient care.

Sincerely,

Lisa Aurilio
Lisa Aurilio, MSN, MBA, RN, NEA-BC
Vice President of Patient Services and Chief Nursing Officer
2015 Nursing-Sensitive Quality and Performance Indicators

**Hospital-Acquired Pressure Ulcer Prevalence**
Stage 2 and Above

- **PICU**: Akron Children's Hospital - 3.89%, Benchmark: Pediatric Hospitals - 2.41%
- **NICU**: Akron Children's Hospital - 0.44%, Benchmark: Pediatric Hospitals - NO CASES
- **BURNS**: Akron Children's Hospital - NO DATA, Benchmark: Pediatric Hospitals - NO CASES
- **ACUTE CARE**: Akron Children's Hospital - 0.32%

**Central Line-Associated Bloodstream Infection**
(RATE PER 1,000 DAYS)

- **PICU**: Akron Children's Hospital - 0.96, Benchmark: Pediatric Hospitals - 1.57
- **NICU**: Akron Children's Hospital - 0.94, Benchmark: Pediatric Hospitals - 1.16
- **BURNS**: Akron Children's Hospital - 1.41, Benchmark: Pediatric Hospitals - NO CASES
- **ACUTE CARE**: Akron Children's Hospital - 0.69

**Catheter-Associated Urinary Tract Infection**
(RATE PER 1,000 DAYS)

- **PICU**: Akron Children's Hospital - 3.01, Benchmark: Pediatric Hospitals - 1.41
- **BURNS**: Akron Children's Hospital - NO CASES, Benchmark: Pediatric Hospitals - NO DATA
- **ACUTE CARE**: Akron Children's Hospital - 2.60, Benchmark: Pediatric Hospitals - 2.02

**Patient Falls with Injury**
(RATE PER 1,000 DAYS)

- **PICU**: Akron Children's Hospital - 0.06, Benchmark: Pediatric Hospitals - NO CASES
- **NICU**: Akron Children's Hospital - 0.02, Benchmark: Pediatric Hospitals - NO CASES
- **BURNS**: Akron Children's Hospital - NO DATA, Benchmark: Pediatric Hospitals - NO CASES
- **ACUTE CARE**: Akron Children's Hospital - 0.38, Benchmark: Pediatric Hospitals - 0.47
- **BEHAVIORAL HEALTH**: Akron Children's Hospital - 0.26, Benchmark: Pediatric Hospitals - 0.65
completed successful Joint Commission visit in the new Kay Jewelers Pavilion
• Received American College of Surgeons re-verification as a Level 2 Pediatric Trauma Center
• Received American Burn Association and American College of Surgeons re-verification as an Adult and Pediatric Burn Center
• Partnered with our Center for Operations Excellence to create a culture of comfort to better manage patient pain and discomfort
• Developed an integrated care pathway for treatment of refugees with latent tuberculosis
• Launched a multidisciplinary team to monitor and implement safe sleep protocols across the organization
• Launched the Interdisciplinary Evidence-Based Practice Transformation task force to enhance systematic integration of evidence to practice
• Held the first Nursing Quality Summit to prioritize multiple quality initiatives and improve integration at the bedside
• Completed 6 nurse-led Lean/Six Sigma process improvement projects: 3 A3 projects and 3 Green Belt projects

QUALITY & CARE TRANSFORMATION

A BIG YEAR

• Hired and oriented 283 new staff members: 223 registered nurses, 3 LPNs, 7 EMT/paramedics, 50 unlicensed assistants
• Completed successful onboarding of 44 advanced practice providers: 35 APRNs, 5 CRNAs and 4 physician assistants
• Supported 598 nurses in the advancement of their education with more than $1.4 million in tuition reimbursement or 48.8% of the total amount provided by our organization
• Mentored 8 nurses in evidence-based practice projects with 2 projects completed and 6 in progress

PROFESSIONAL DEVELOPMENT

• Implemented patient and breast milk barcode scanning to prevent errors matching breast milk to patients
• Completed more than 30 optimizations in EPIC to improve documentation
• Implemented EPIC Beacon module for chemotherapy tracking and documentation
• Achieved >95 percent compliance goal for patient and medication barcode scanning

TECHNOLOGY

• Transitioned NICU care to private rooms that allow family rooming-in
• Initiated an Admission/Discharge Transfer pilot program to accommodate patient turnover
• Implemented videoconferencing to connect mothers at birth hospitals with their babies in the Akron NICU
• Implemented standardized whiteboards in all patient rooms

PATIENT EXPERIENCE
• Increased the number of clinical nurses holding bachelor or master’s degrees to 80% and the number of nurse leaders holding master’s degrees or higher to 90%
• Increased number of registered nurses holding board certifications in specialty practice areas to 512 (27%), including 220 clinical nurses (up 11.9% over 2014)
• Provided clinical placements for 1,150 nursing students from 25 affiliated nursing programs
• Provided instructors for 5 affiliated nursing programs
• Increased membership in professional nursing organizations to 462 (27% of our nurses)
• Presented 114 nursing continuing education programs for 7,272 participants
• Opened 22 new research studies with nurses as the principal investigator (PI), bringing the total number of open studies with nurses as PIs to 85
• Opened 10 new research studies with respiratory therapists as the PI
• Published 16 nursing scholarly papers, 3 respiratory therapy scholarly papers and 8 abstracts in peer-reviewed journals, book chapters and books
• Presented 90 nursing research studies and 5 respiratory therapy research studies at local, state, national and international events

• Trained 560 participants in neonatal resuscitation and 250 participants in STABLE certification
• Hosted 2 transport outreach conferences for 190 first responders
• Provided a social and emotional learning program and outreach education through School Health Services to 6,806 students and 1,796 adults who work with youth
• Trained 290 teachers and school staff in American Heart Association CPR/first aid
• Provided burn prevention education at 60 public programs
• Provided health career experiences for 47 high school students
• Presented proponent testimony in support of stock rescue inhalers in Ohio schools (Ohio House Bill 39 signed into law November 2015)
Growing to meet the region’s needs

As the largest pediatric healthcare provider in northeast Ohio, Akron Children’s continued to expand its services throughout the region in 2015.

Inpatient care and short-stay observations are now provided by our hospitalists in a 5-bed pediatric unit at St. Joseph Warren Hospital in Trumbull County.

We also opened special care nurseries at St. Joseph Warren Hospital and Wooster Community Hospital in Wayne County to provide a higher level of neonatal care in these communities. These nurseries care for infants who are born at 32 weeks gestation or more, weigh at least 3 lbs. and are physiologically immature, but do not require the level of care provided in our neonatal intensive care units.

To provide families with a lower cost option for minor medical emergencies when their child’s primary care office is closed, we converted our emergency department in Montrose into a pediatric urgent care center. The center offers treatment for minor illnesses and injuries.

Kay Jewelers Pavilion transforms patient care

In 2015, Akron Children’s Hospital celebrated its 125th anniversary and renewed its commitment to providing the highest quality pediatric care. The hospital also marked a major milestone in its history with the opening of the new Kay Jewelers Pavilion in May. The project was a culmination of years of planning to create a facility that supports family-centered care and maximizes efficiencies to meet current and future patient volumes.

The Kay Jewelers Pavilion is home to our:

Neonatal intensive care unit (NICU)
The new NICU features 75 private rooms along with other amenities to support patient families, including an on-site milk lab and rooming-in accommodations. Encompassing 66,212 square feet, the new NICU is 155 percent larger than the previous one, and was designed to expand as our annual census of 570 infants continues to grow.

Emergency department
Akron Children’s has the 2nd busiest pediatric ED in Ohio and our new ED was designed to improve patient flow to treat more children faster. It includes an 11-bed fast track unit for minor emergencies, 20-bed main emergency unit, 5-bed behavioral health unit, and 3-bed trauma suite. For transport crews, there’s a dedicated ambulance entrance and EMS equipment room. The new space is 110 percent larger than our previous ED and has advanced diagnostic equipment, dedicated radiology suite and private patient rooms.

GOJO Outpatient Surgery Center
Our new surgical center for same-day procedures handles about 30 percent of total surgeries at Akron Children’s, including common procedures such as tonsil and adenoid removal, ear tubes, urology surgeries, hernias, eye surgeries, endoscopy, minor plastic surgery cases and dental restorations. Higher risk and complex surgeries are performed in the OR suite in our main hospital building.

We also implemented a pre-surgical preparation appointment within 30 days of surgery to save time on surgery day. This process, along with the efficient flow of the 35,603-square-foot center, improves throughput and access to enhance the patient experience.
ASCEND program aims to enhance nurse diversity

Akron Children's is taking steps to enhance nurse diversity in the workplace through a program called ASCEND (Assuring Success with a Commitment to Enhance Nurse Diversity), which launched in 2015. This 10-week summer internship program is for nursing students who are entering their senior year and are in good standing with one of the program's partner nursing schools.

The idea behind the program is to potentially hire these students into the hospital's nurse tech program should there be a fit at the end of their internships. Of the 19 students in the inaugural class, 15 accepted nurse tech positions at the end of their internship.

Students are expected to work 3 12-hour shifts and also participate in 4-hour professional development days every week. They work alongside a mentor during their shifts.

“This one-on-one mentoring provides clinical practice experiences on up to 2 different pediatric units,” said Nancy Mosca, PhD, RN, PNP-BC, PHCNS-BC, NCSN, director of nursing professional practice.

Children's currently partners with nursing schools affiliated with the University of Akron, Kent State University, Youngstown State University, Walsh University, Malone University and Hiram College. Each participant who completes the internship receives a $5,000 stipend.

Making a smooth transition from student nurse to professional

Akron Children’s has implemented a national nurse residency program to help new nurses make the transition from student nurse to professional.

The University Health System Consortium and American Association of Colleges of Nursing Nurse Residency Program is considered the gold standard of nurse residency programs. Its goal is to enhance the knowledge and skills learned in traditional nursing orientation programs.

“Newly graduated nurses have a greater responsibility for patient care at an earlier stage in their careers than they did in the past,” said Nancy Mosca, director of nursing professional practice. “Nurse residency programs take the novice learner from new graduate to more competent patient care provider.”

Fifteen nurses were enrolled in the first cohort of the year-long program. Under the direction of Maggie Taylor, MSN, RN, nurse residency program coordinator, nurse residents receive guidance and support from Master's prepared program facilitators and primary and secondary preceptors with a minimum of 2 years of nursing experience, focusing on bedside leadership, critical thinking and reasoning, and patient safety.

“We hope this program helps our nurses feel empowered, supported and invested in their work environment,” said Mosca. “Our patients and families will benefit as we provide them with committed, engaged caregivers who are better equipped to provide safe and quality care.”
Prevention program reduces falls in outpatient settings

Two important measures of patient safety and quality care are patient falls and falls with injury. While past prevention efforts at Akron Children’s have focused on inpatients, the hospital recently established a program to prevent falls in the ambulatory setting.

“In 2014, addressing ambulatory falls was a regulatory recommendation from the Joint Commission and the Centers for Medicare and Medicaid Services,” said Annette Hamlin, MSN, Ed, RN, an education coordinator at Akron Children’s who led the hospital’s efforts to establish an ambulatory falls prevention program.

Around the same time, the American Academy of Ambulatory Care Nursing (AAACN) called on its nurse leaders to develop evidence-based guidelines for preventing adverse events, including patient falls.

“We discovered that our ambulatory fall data was congruent with national statistics,” said Hamlin. “Most falls occurred with children under the age of 5 when they were alone with a parent. Of these incidents, 44 percent occurred in the exam room and 30 percent were falls off the exam table.”

Hamlin presented this data to the Ambulatory Shared Governance Council. Soon after, an interdisciplinary Ambulatory Fall Prevention Task Force was formed.

“The task force included nurses from many different ambulatory areas, so we were able to develop a better solution,” she said.

Because of the dangers associated with children falling off exam tables, the task force developed patient education materials reminding parents to keep their children off the tables before the medical provider enters the room.

Table tents and posters regarding fall prevention were developed. The table tents are placed on exam tables before every patient visit. Standard work instructions and online staff training were also developed, so that everyone who comes in contact with patient families can consistently remind parents of the dangers.

“Patient safety is everyone’s job,” said Hamlin. “We gave scripts to all staff members in the ambulatory setting, including managers, directors, medical staff, medical assistants and secretaries, so they’re all responsible for reminding parents to not allow their child to run or climb on tables, chairs or toys and to make sure their infants are strapped in their carriers.”

A mandatory online training module was also created for all caregivers.

Since the program was implemented in 2015, it has already been effective in reducing the number of moderate to severe falls. In 2013, there were 7 incidents. For 2015, there were 2.

The program is now serving as a model to help other hospitals establish their own ambulatory falls prevention program.

“Through the AAACN, we shared our program with Texas Children’s Hospital and Children’s Hospital of Philadelphia,” said Hamlin. “By collaborating through the AAACN, we can learn from each other and improve patient outcomes.”
Akron Children’s PICU recognized for excellence

Akron Children’s pediatric intensive care unit (PICU) received the Beacon Award for Excellence from the American Association of Critical Care Nurses (AACN).

The AACN created the Beacon Award to recognize units that distinguish themselves by improving every facet of patient care. As the units strive for excellence, the Beacon program’s 3 levels of designation – gold, silver and bronze – recognize significant milestones along the unit’s journey to excellence. Akron Children’s achieved a 3-year, silver award status.

For patients and families, the award signifies exceptional care through improved outcomes and greater overall satisfaction.

For nurses, a Beacon Award can mean a positive and supportive work environment with greater collaboration between colleagues and leaders, higher morale and lower turnover. Nurses who work in organizations and units that meet a national standard for excellence consistently report healthier work environments and express higher job satisfaction.

“The PICU outcomes data were subjected to rigorous review in order to be considered for this award,” said Lisa Aurilio, chief nursing officer. “This award exemplifies that our PICU is among the best of the best. Our PICU joins the ranks of just 2 other PICUs and 19 other intensive care units in Ohio to receive this recognition.”

Good catches stop adverse events in their tracks

In July 2015, the Nursing Quality Council presented the first Good Catch award to a staff member who prevented a potentially harmful patient event. The first recipient was Kristen Wyant, BSN, RN, a staff nurse on the infant/preschool unit, who prevented the wrong medication dosages from being administered to her patient due to an incorrect weight calculation. Wyant took the extra steps to verify the patient’s weight, contact the prescribing provider to obtain new orders and complete a safety event form documenting this near-miss event.

The Good Catch award is now presented quarterly with recipients receiving a small trophy in the shape of a baseball mitt, representing a good catch. Documenting near misses helps the organization track and trend potentially harmful events, so process improvements can be implemented.
Expanded Nurse Scholar Program promotes collaboration

In 2009, Akron Children’s Hospital established the Nurse Scholar Program to support nurses contributing to the hospital’s research mission, while enhancing their own career growth. Aris Eliades, PhD, RN, CNS, director of operations and director of nursing research at the Rebecca D. Considine Research Institute, guides nurse scholars in all phases of research – from study design through dissemination of findings.

“The Nurse Scholar Program was developed to engage bedside nurses in research by walking them through the steps in the process,” said Ann-Marie Brown, PhD, CPNP-AC/PC, CCRN, FCCM, scientific and operations director, Center for Healthcare Services Delivery Research and Innovation.

Through their discoveries and innovations, nurse scholars gain knowledge and contribute to the growth of nursing science, with the ultimate goal of translating new nursing knowledge into practice.

“We've had some really robust and remarkable projects, including those that have been published in professional journals or disseminated through oral and poster presentations,” said Brown.

In 2015, the Nurse Scholar Program was revised to create a dual track for completing bigger and more complex projects. The program still allows for 3 to 5 first-time, individual nurse researchers, with the option to pursue the original track or a larger study with a research study team. For each team, an experienced nurse researcher is paired with a novice to complete a more complex research study.

“Now that the Nurse Scholar Program has been up and running for several years, we have experienced nurse researchers available to serve as mentors,” said Brown. “This new facet of our research program allows for expanded collaboration, while supporting the continued growth of nursing research at Akron Children’s.”
Bridging the gap in nursing research

As part of its ongoing efforts to enhance nursing research at Akron Children’s, the Nursing Research Council developed an action plan to address the results of a recent gap analysis.

“We evaluated all facets of our nursing research program to identify items that support the growth and development of our program,” said Diane Wolski, BSN, RN, research clinical coordinator in the Rebecca D. Considine Research Institute and chair of the Nursing Research Council.

The recommendations from the Nursing Research Council address the following areas:

- Mentors and the mentoring process
- Peer review of study progress
- Career advancement
- Research education and training
- Progress reporting throughout the research process
- Awards and recognition

“We also outlined ways to make research relevant to our nurses and set specific annual goals regarding the number of studies initiated, presented, published and funded,” said Wolski.
New communication system enhances clinical care

Akron Children’s new neonatal intensive care unit in the Kay Jewelers Pavilion is a quiet, medically advanced oasis for our tiniest and most fragile patients. Featuring private patient rooms instead of the open pod design of the previous unit, the NICU was designed to improve patient outcomes, as well as maximize efficiencies and improve workflow.

“Because the new unit is more than twice the size of the old one, we needed a system to ensure timely and effective communication among the staff,” said Tammy Troyer, MSN, RN, clinical system analyst.

The solution was the Voalté phone system that provides for secure text messaging and phone calls, while allowing nurses to receive patient alarms on their phones. The phones only work on the hospital’s secured network and text messages can only be sent and received by other Voalté users.

“The system allows senders to see if their message was received and also permits mass messages to clinical staff in the event of a code blue,” said Troyer. “Providers and nurses also use FYI and Please Respond messages to close the loop on communications.”

By making it easy for clinical staff to communicate, the Voalté phones are helping to enhance patient care throughout the organization.

The system was piloted in the St. Elizabeth Boardman NICU and the Akron campus emergency department, where many issues were resolved and workflows were mapped. The system was then implemented in the Akron campus NICU and GOJO Outpatient Surgery Center, as well as the Beeghly campus special care nursery and pediatric units. The remaining Akron campus inpatient units came on board last September.

The phones are programmed to receive critical alarms from the patients’ monitors, alerting nurses when they’re away from the bedside. Primary alarms remain at the monitors and through the nurses’ stations, but this additional notification helps ensure patients receive timely care.

Overall, the staff response to the Voalté system has been overwhelmingly positive.

“We saw its value and how it has been integrated into daily processes when the system was down briefly for routine upgrades,” said Troyer. “It’s become the main means of communication for our clinical staff.”
When a child suffers a sudden illness or injury, a trip to the ED can be incredibly stressful for parents. At Akron Children’s Hospital, our ED team strives to minimize this anxiety by providing timely, efficient treatment, as well as consistent communication regarding each child’s plan of care.

“Two of the biggest issues that affect patient experience in the ED are wait times and keeping families informed,” said Joy Burt, MSN, RN, NE-BC, patient experience improvement manager.

Through a quality initiative with the Children’s Hospital Association and other children’s hospitals across the country, Akron Children’s has used intentional rounding by ED leadership as a way to address questions and concerns from patient families.

“Rounding by ED leaders during the pilot project included managers, directors and physician leaders,” said Burt.

Akron Children’s ED in the Mahoning Valley expanded on these efforts with clinical coordinators now performing this role. The clinical coordinators use a series of standardized questions to determine if patients know their child’s care team and the plan of care, whether they are comfortable, their child’s pain is well managed, and if they have any specific questions or concerns.

“By asking these questions in person, the staff can resolve any issues immediately and turn a potentially negative patient experience into a positive one,” said Burt.

Since the intentional rounding program was implemented in the Mahoning Valley in 2015, feedback from families has been positive.

“When patient families are kept informed regarding their child’s care and feel that staff members are willing to listen to their concerns, it can go a long way toward positively impacting their hospital experience,” said Burt.
2015
NURSING AWARDS

DAISY Nurses
Kelly Foegen, BSN, RNC-NIC
Katelyn Stokes, BSN, RN
Abigail Schuler, BSN, RN
Jenny Hengle, BSN, RN, CPON
Naomi Huston, BSN, RN
Kathleen Restor, RN

Outstanding Nurse Leadership Award
Christine Young, MSN, MBA, RN, NEA-BC

A Akron Children’s nominee for Magnet® Nurse of the Year
Laurel Celik, BSN, RN, NCSN

Akr Akron Children’s Faces of Care Awardee
Kathleen Colesi, BSN, RN

March of Dimes Ohio Nurse of the Year Awards
Pictured from left to right:
Aris Eliades, PhD, RN, CNS – Research category
Michele Wilmoth, MSN, RN, LSN, NCSN – Public health category

Quality Council’s Annual Performance Improvement Award
Tina Gearhart, BSN, RN

Quality Council’s Patient/Family Experience Improvement Award
Hudson Emergency Department staff

Delta Omega Nurse Excellence Award
Jessica Truesdell, BSN, RN, WCC

LPN of the Year Award
Pam Payne, LPN

Lois M. Hodgson’s Nursing Excellence Award
Burn Center staff

Akron Children’s 2015 Cameo of Caring Ambassador
Michelle Powers, BSN, RN

Neuman Systems Model Practice Center Fellow Award
Jeni Huth, BSN, RN, CPN
Akron Children’s Career Achievement and Recognition of Excellence (CARE) Ladder program recognizes and rewards nurses who demonstrate expertise in clinical, education, leadership or LPN tracks. To advance on the CARE Ladder, nurses create a portfolio of accomplishments that highlight their professional practice.

There are 5 levels that measure participants’ capabilities from novice to expert. Each level has specific criteria that include education, leadership and scholarly activities.

In 2015, 424 nurses participated in the CARE Ladder, with 119 nurses advancing as follows:

**Level 2 – Clinical**
Kathleen Backner
Regina Biddlestone
Mary Brown
Rebekah Carlisle
Stacy Dailey
Krystal Davis
Barbara Evans
Rose Mae Lopez
Stephanie Marszal
Mary Nagy
Charles Novince
Claire Siesel
Michelle Stewart
Katie Wadsworth
Kristi Wagner
Lisa Wilson

**Level 2 – Education**
Rachel Realini
Maggie Taylor

**Level 2 – LPN**
Brenda Ellyson
Amy Galloway
Gia Nevels-Singleton

**Level 3 – Clinical**
Emily Antes
Michelle Bright
Sara Bundy
Tiffany Butcher
Rebecca Cobbs
Lori Davenport
Amy Dawson
Jennifer Dirker
Erin Dukats
Heather Ekers
Linda Elder
Barbara Evans
Mackenzie Feathers
Megan Foster
Courtney Fruscella
Dawn George
Laura Gerber
Katelyn Heath
Monica Hooley
Samantha Horvath
Carrie Hutson
Julianne Janosko
Dawn Jones
Melanie Klockner
Jessica Kracker
Denise Lahoski
Sheila Lemmon
Andrea Lukas
Jennifer Mapley
Janell Mast
Amanda McAllen
Kathleen Micale
Paul Moore
Angela Motter
Lora Mykytiuk
Melissa Prack
Clarissa Pullins
Heidi Rager
Gina Ramirez
Michelle Sanford
Michelle Scalley
Alyssa Schrock
Debra Scott
Chevonne Smith
Jeanne Stroffolino
Kimberly Talent
Bridget Terracina
Lauren Thurman
Valerie Von Gunten
Christina Walter
Mary Wiley
Brian Wilson
Jonathan Winkelman
Ashley Winner
Laura Worlow
Matthew Zellefrow

**Level 3 – Education**
Joyce Burton
Lisa Joestlein
Jessica Truesdell

**Level 3 – Leadership**
Susan Kuderca
Neil McNinch
Melissa Monte
Amanda Patterson
John Perebzak
Anthony Suncire
Christine Young

**Level 3 – LPN**
Lauren Breiding
Krista Jaworski
Lori Orlando
Stephanie Rollyson

**Level 4 – Clinical**
Reyhanna Abdullah
Lauren Archer
Beverly Beauckock
Julie Branch
Tammy Camelli
Tami Cleplinski
Kathleen Colesi
Tracy Edwards
Camilla Giallourakis
Mary Reed
Katrina Rousher
Teresa Ruocco

**Level 4 – Education**
Monica Andreski
Joyce Brady
Kathleen Brauer
Stephanie Fischbach
Marla Frase
April Petty
Diane Wolski

**Level 4 – Leadership**
Kimberly McKinley
Julie Palmer
Janet Rogers
Mary Schatz

**Level 5 – Clinical**
Marilyn Nibling

**Level 5 – Education**
Christine Perebzak

**Level 5 – Leadership**
Nancy Aho
Mary Ellen Michael
Nancy Mosca

CARE Ladder

350 certified nurses