CONNECTING THE DOTS
THE 2017 NURSING OUTCOMES REPORT
Akron Children’s Hospital
From the Chief Nursing Officer

Connecting the dots to reach the highest levels of care

At Akron Children's, we see the big picture and connect the dots to attain the highest levels of patient care. This captures the spirit of everything we do – from connecting evidence-based practices and research to drive quality improvement, to connecting our nurses with resources that support their practice development, to connecting with our patient families in new ways to enhance their experience.

In 2017, we saw the big picture in our True North Objectives of Quality, Strategic Growth & Collaboration, Access & Patient Experience, and Research & Innovation, as well as our Operational Imperatives of People; Technology, Analytics & Facilities; Care Transformation; and Financial Strength.

Throughout this report, you will learn more about how our nursing team kept the big picture in focus, as they connected the dots to advance the health of children in our community. Please join me in celebrating their hard work and accomplishments as they faced new challenges, set new standards in care and advanced nursing practice at Akron Children's.

I also invite you to follow me on Instagram and Twitter at @childrens_cno where I recognize the outstanding work of our nursing and patient services teams.

Sincerely,
Christine Young

Christine Young, MSN, MBA, RN, NEA-BC
Vice President of Patient Services and Chief Nursing Officer
2017 NURSING-SENSITIVE QUALITY INDICATORS

Patient Falls with Injury
(Rate Per 1,000 Days)

- Akron Children's Hospital
- Benchmark: Pediatric Hospitals

Central Line-Associated Blood Stream Infection
(Rate Per 1,000 Days)

- Akron Children's Hospital
- Benchmark: Pediatric Hospitals

Hospital-Acquired Pressure Injury
Stage 2 and Above

- Akron Children's Hospital
- Benchmark: Pediatric Hospitals

Catheter-Associated Urinary Tract Infection
(Rate Per 1,000 Days)

- Akron Children's Hospital
- Benchmark: Pediatric Hospitals
## 2017 HIGHLIGHTS

### TECHNOLOGY, ANALYTICS & FACILITIES

- Expanded Epic to include Children’s Home Care Group
- Continued to use video technology to virtually connect moms at birth hospitals with their babies in our Neonatal Intensive Care Unit

### PEOPLE

- Exceeded Institute of Medicine 2020 goal of 80 percent of nurses holding a bachelor’s of science in nursing
- Exceeded the NDNQI benchmark for registered nurse job satisfaction
- Received Accreditation with Distinction from the American Nurses Credentialing Center for our Nurse Residency Program
- Retained 22 out of 23 ASCEND Program interns as registered nurses, demonstrating incremental improvement in nurse diversity

### STRATEGIC GROWTH & COLLABORATION

- Experienced increases in total inpatient days, outpatient visits, emergency visits, surgeries, transports, home care skilled nursing visits and school health clinic visits in 2017 compared to 2016
- Expanded our inpatient behavioral health unit from 14 to 24 beds
- Renewed joint venture with Cleveland Clinic Akron General Neonatal Intensive Care Unit
- Opened overflow acute care unit during peak season
- Had two successful deliveries in the Special Delivery Unit
- Integrated outpatient behavioral health services into 25 of our 28 primary care offices

### SCHOOL HEALTH SERVICES

- **652,866** Clinic Visits
- **82,232** Students
- **30** School Districts
- **92%** Back-to-Class Rate (National Benchmark: 91%)

### CARE TRANSFORMATION

- Became the first dedicated pediatric hospital in northeast Ohio with a 3 Tesla intraoperative MRI scanner
- Established the Perioperative Surgical Home model of care with 10,929 visits
- Served 62 patients through Children’s Home Care Group as part of our clinical transformation initiative for asthma
- Launched care coordination with School Health Services and the Center for Diabetes and Endocrinology for 210 patients with diabetes

### QUALITY

- Met or exceeded the NDNQI Benchmark for Peripheral IV Infiltrates and Hospital-Acquired Pressure Injury on all nursing units
- Placed first Pediatric Intensive Care Unit patient on Extracorporeal Membrane Oxygenation (ECMO)
- Completed successful Joint Commission Survey
- Completed successful Ohio Department of Health surveys at St. Elizabeth Boardman Neonatal Intensive Care Unit and St. Joseph Warren Hospital Special Care Nursery
- Received re-verification by the American Burn Association and the American College of Surgeons for our Burn Center
- Renovated a Mahoning Valley emergency department room for behavioral health unit safety
- Achieved 179 days without a central line-associated blood stream infection in our Division of Hematology-Oncology

### INCREASED VOALTÉ PHONE SYSTEM USAGE WITH:

- **2,227,328** Text Messages
- **403,370** Voice Calls
- **1,773,878** Alarms/Alerts
ACCESS & PATIENT EXPERIENCE

• Exceeded organizational goal of “Likelihood to Recommend” in 12 out of 17 patient units
• Noted significant improvement in “Likelihood to Recommend” score for our Akron and Mahoning Valley emergency departments
• Completed 5,569 patient and staff rounds with nurse leaders
• Solidified new partnership with NRC Health for patient experience surveys

RESEARCH & INNOVATION

• Hosted interprofessional evidence-based practice immersion workshop
• Held first published authors’ recognition event
• Completed six nurse-led Lean/Six Sigma process improvement projects: four Green Belt projects and two A3 projects

PATIENT ACTIVITY

<table>
<thead>
<tr>
<th></th>
<th>Inpatient Days</th>
<th>Outpatient Visits</th>
<th>New Cancer Patients</th>
<th>Bone Marrow Transplants</th>
<th>Surgeries</th>
<th>Total Emergency Visits</th>
<th>High-Risk OB Visits</th>
<th>Ground Transports</th>
<th>Air Bear® Flights</th>
<th>Home Care Skilled Nursing Visits</th>
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<td>2017</td>
<td>77,747</td>
<td>1,074,791</td>
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FINANCIAL STRENGTH

NICU/SPECIAL CARE NURSERIES

2017 Increases over 2016 Patient Volumes
24.7% Mahoning Valley
38.2% Wooster

10% Increase in School-Age Unit
25% Increase in Infant Unit

Patient Volumes

5.2% Increase over 2016
Reducing central line infections in hematology-oncology patients

Akron Children’s is one of 130 pediatric hospitals nationwide working together to reduce central line-associated blood stream infections (CLA-BSI) through a quality collaborative sponsored by Solutions for Patient Safety.

As part of this collaborative, our Division of Hematology-Oncology is taking additional steps to reduce CLA-BSI in their immune-compromised patients at the greatest risk, achieving infection rates below the national benchmark.

“Last year, we implemented two new measures to reduce central line-associated blood stream infections in our patients,” said Denise Lahoski, BSN, RN, CPHON, education coordinator in the Showers Family Center for Childhood Cancer and Blood Disorders. “This included an oral care bundle and an environmental care bundle.”

Mucosal breakdown is a leading cause of CLA-BSI in oncology patients, so the oral care bundle reduces the potential for mouth sores by encouraging patients to:

• Brush their teeth twice a day
• Use an oral rinse three times a day after meals
• Floss (if it’s been done previously)
• Apply a non-petroleum lip balm twice a day

The environmental care bundle takes extra steps to make sure the inpatient unit is as clean as possible. A dedicated team from Environmental Services is assigned to the unit to help ensure compliance.

Once a day, high-touch surfaces are cleaned, including doorknobs, bedside tables, countertops, computers, bed rails and mattresses. Bed linens are changed daily. Patients also bathe with a chlorhexidine gluconate antiseptic solution and change into clean clothes. Every 30 days, the entire patient room is deep cleaned. If a patient is in the room when it’s scheduled for cleaning, they are moved to another room. After discharge, an ultraviolet light is used to reduce the presence of microorganisms.

“We’re conducting compliance audits to help ensure the bundles are documented in the medical record,” said Lahoski. “There’s also been an increased focus on patient education, including how to care for central lines at home and use sterile techniques, which have resulted in improved ambulatory CLA-BSI rates.”

Future plans call for implementing the environmental care bundle in our Pediatric Intensive Care Unit.
ECMO therapy provides advanced care for critically ill patients

Akron Children’s new Extracorporeal Membrane Oxygenation (ECMO) program is providing life-saving care to patients in our Pediatric Intensive Care Unit (PICU). ECMO does the work of the heart and lungs by providing oxygen, ventilation and circulation to patients who are in respiratory or cardiac failure. Veno/venous ECMO offers lung support only, while venous/arterial is used for lung and cardiac support.

“ECMO is a last resort when you have escalated all medical support, but the patient is still in organ failure,” said Patricia Raimer, MD, medical director of the ECMO program. “The key factor is if you think the patient’s condition can be reversed.”

Dr. Raimer joined Akron Children’s to lead the development of the ECMO program in our PICU. Along with a multidisciplinary team, she helped design the policies and procedures, build and design the ECMO circuit, and train the physicians, nurses and respiratory therapists.

The ECMO team also includes Pediatric Intensivists Ryan Nofziger, MD; Sarah Steward, MD; and Christopher Page-Goertz, MD; Clinical Coordinator Colleen Cooper, MSN, RN, CCRN, and Nurse Practitioner Beth Forst, MSN, RN, CPNP-AC.

It was important to the team to have a way to improve the fluid balance of children who are on ECMO so they worked with Shefali Mahesh, MD, division director of Pediatric Nephrology, to safely incorporate dialysis into the ECMO circuit.

ECMO isn’t without risks, so the team weighs the risks and benefits with every case.

“Kids on ECMO are at higher risk for bleeding, infection, seizures and stroke so they are watched 24/7 by specially trained perfusionists who monitor vital signs, pain, fluid balance and blood thinners,” said Nurse Practitioner Beth Forst.

Candidates for ECMO include newborns and children suffering respiratory and/or cardiac failure as a result of birth defects, trauma or severe infection.

“The ECMO program is a very real demonstration of our commitment to invest in people, processes and programs designed to deliver high-quality care for the patients we’ve been entrusted to serve,” said Michael Bigham, MD, chief quality officer.

NEW INTRAOPERATIVE MRI IMPROVES NEUROSURGICAL CARE

Akron Children’s recently invested $8.6 million in a dedicated neurosurgery suite and new intraoperative MRI scanner (iMRI) to improve surgical outcomes for our neurosurgery patients. The new iMRI features a powerful 3 Tesla (3T) magnet that provides better image quality over previous iMRI technology.

“As the only dedicated pediatric hospital in northeast Ohio with a mobile 3T iMRI, we are excited to be ahead of the curve,” said Michael Rubin, MD, chairman, Department of Radiology.

“Before the advent of iMRI, surgeons had to hope they resected an entire tumor and wait until the next day for a follow-up MRI to be sure,” said Shankar Srinivas Ganapathy, MD, division director of Neuroradiology. “If residual tumor was found, the patient might have to undergo a second brain surgery.”

With iMRI, the need for a second surgery on a different day is all but eliminated.

“Brain tumors can be more invasive with irregular borders, so the high-quality, 3T images are particularly helpful in identifying the tumor’s precise location and shape, which helps spare healthy tissue,” said Tsulee Chen, MD, director of Pediatric Neurosurgery.

Last year, Akron Children’s performed about 30 neurosurgeries on brain tumors. We’ve seen a steady increase in the number of cases over the past five years, including more complex cases, and this number is expected to grow.

“Implementing the iMRI was a collaborative effort and included 30 hours of extensive training with radiology, anesthesia and our OR nursing staff,” said Mary Kline, MS, BSN, RN, CNOR, nurse manager for the operating room. “The team created a detailed checklist, which is used for all neuro iMRI procedures to ensure a safe environment when the iMRI unit is brought into the OR suite.”

As use of the iMRI grows, the checklist continues to be refined.

“The more cases we do, the more we fine-tune our checklist;” said Debi Russell, MSN, RN, CNOR, clinical coordinator for neurosurgery. “We’ve worked really hard as a team to perfect our processes.”

In addition to removal of brain tumors, potential uses for iMRI include minimally invasive epilepsy surgery using laser ablation, and in the placement of instrumentation and shunts.
Leader rounding enhances patient experience, team morale

At Akron Children’s, our commitment to nurse leader rounding is improving patient experience by proactively addressing concerns and quickly resolving issues.

In 2017, this process was expanded to include rounding by clinical coordinators.

“Initially, leader rounding was done by nurse managers who wanted to role model this process,” said Patient Experience Improvement Manager Joy Burt, MSN, RN, NE-BC, CPXP. “We now have units with highly engaged clinical coordinators who participate, including several who are rounding champions on their units.”

The expansion of this process has also resulted in a 7.8 percent overall increase in the patient experience survey “Likelihood to Recommend” score for those patients who state they were visited by a nurse or hospital leader during their stay, compared to those who were not.

“Leader rounding allows our staff to connect with patients, families and co-workers outside of their typical work routine,” said Burt. “It fosters a way to proactively engage with patient families and fellow employees.”

Along with identifying opportunities for improvement, leader rounding also provides a way to recognize individual staff members who receive positive patient feedback.

“Our future plans for intentional rounding including further expansion of the process with front-line staff,” said Burt. “We’re reinforcing our commitment to patient experience and family-centered care by embedding these principles from the top down.”
Connecting moms and babies crucial to elevating patient experience

Babies who are treated in our Neonatal Intensive Care Unit (NICU) are delivered at surrounding hospitals and then transferred to Akron Children’s to receive critical care. This separation is often stressful for new moms, especially while they’re still recovering in the birth hospital and unable to see their baby.

Through our Connecting Mom and Baby Program, we’re using video technology to virtually connect these mothers with their babies in our NICU. They’re able to see and talk to their baby, meet the staff, find out about their baby’s care and ask questions.

Along with alleviating anxiety during a difficult time, the technology helps foster positive relationships with our patient families. Because our NICU rooms in the Kay Jewelers Pavilion are single patient rooms and large enough to accommodate the entire care team, patient privacy is not an issue. This makes conversing back and forth smoother, and enables the team to better prepare the family for when they do come to the NICU.

“Our goal is to ensure we start off with a positive relationship with the family,” said Marybeth Fry, family care coordinator in the NICU. “We put the mom face-to-face with the physicians and nurses, give families an overview of their baby’s care in layman’s terms and encourage them to ask questions.”

Feedback has been overwhelmingly positive. Families are grateful to be able to see their babies and take comfort in meeting the team.

“This program helps build trust between the family and care team,” said Fry. “We want to start off on the right foot, explaining the course of care and offering time for parents to understand what’s happening with their baby. It’s really lending itself positively to the entire patient experience during a very difficult time.”

The Connecting Mom and Baby Program is currently available at these birth hospitals: Cleveland Clinic Akron General, Summa Akron City Hospital, Fisher-Titus Medical Center and Wooster Community Hospital.

<table>
<thead>
<tr>
<th>Patient Experience Nursing Questions</th>
<th>2017 Average</th>
<th>Akron Children’s Inpatient Units</th>
<th>Benchmark: Pediatric Hospitals</th>
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<tbody>
<tr>
<td>Friendliness/courtesy of nurses</td>
<td>94.6</td>
<td>94.2</td>
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<td>Nurses promptness to call button</td>
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<td>90.4</td>
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<tr>
<td>Nurses attitude toward requests</td>
<td>92.7</td>
<td>92.9</td>
<td></td>
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<tr>
<td>Nurses inform using clear language</td>
<td>94.6</td>
<td>93.5</td>
<td></td>
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<tr>
<td>How well child’s pain controlled</td>
<td>89.8</td>
<td>89.7</td>
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BEHAVIORAL HEALTH SERVICES INTEGRATION

Integrating mental health services into primary care is essential to providing holistic care that addresses all of our patients’ needs. Either with our own staff or through affiliation agreements with community mental health providers, we offer mental health services to children in the familiar setting of their pediatrician’s office.

In 2017, we expanded these services to 25 of our 28 primary care offices. This includes our Akron Children’s Hospital Pediatrics locations throughout the region and in our hospital-based Locust Pediatric Care Group, which serves children with special health care needs, international and refugee families, and families with foster or adopted children.

To further increase access, we also offer a telehealth program in some offices using videoconferencing technology. Although most visits with a mental health provider occur in person, these virtual appointments provide a discreet option for patients who may be reluctant to pursue treatment. The high-definition equipment gives providers the ability to see nuances in facial expressions and other subtle behaviors that may be useful in assessing a child’s condition.

Expanded Child and Adolescent Behavioral Health Unit

In 2017, Akron Children’s opened an inpatient pediatric behavioral health unit, adding 10 beds to the existing 14 and remodeling rooms to make them private and better suited for patient care.

Each year, we care for approximately 1,000 children and teens in our inpatient behavioral health unit. The expansion allowed us to treat an additional 500 patients in 2017. By 2020, we expect to treat 1,750 patients annually.

The expanded unit has also allowed for growth in educational opportunities and training for medical students and adult psychiatry residents from Northeast Ohio Medical University.

According to the National Institute of Mental Health, one in five kids ages 13 to 18 either has or will have a serious mental illness. About half of all lifetime cases of mental illness begin by age 14 and three-fourths by age 24. Suicide is the second leading cause of death among youth ages 10 to 24.

Improving Access

Access to care is a nationwide challenge, and poor mental health is associated with increased risk of substance abuse, teen pregnancy, higher school drop-out rates and other risk-taking behaviors.

“The expansion of the inpatient unit will impact all areas of our mental and behavioral health program, including increasing the capacity in our outpatient programs,” said Christine Young, MSN, MBA, RN, NEA-BC, chief nursing officer at Akron Children’s.

The inpatient unit is used to stabilize children and teens ages 5 to 17 in mental health crisis, such as those attempting to hurt themselves or others, participating in other unsafe behaviors or who have been diagnosed with a mental health disorder. Often these patients are first seen in the behavioral health emergency unit located within our Emergency Department. On average, children and teens in crises spend between three and five days in our inpatient unit.

All inpatient rooms are private, which gives our staff more flexibility in accepting patients regardless of gender, while reducing the need to divert patients to other regional facilities.

“The additional beds help us fulfill our commitment to the community,” said Young. “We recognize that when parents bring their child to our ED, they are putting their trust in us and want their child to be treated here.”

Akron Children’s received $400,000 in state funding towards the $4.5 million expansion and remodeling of the unit.
Nurse residency program recognized

After an extensive evaluation by the American Nurses Credentialing Center (ANCC), Akron Children’s nurse residency program was recently awarded a three-year accreditation with distinction – the highest recognition given by ANCC’s credentialing program.

“This accreditation signifies the quality of our nurse residency program,” said Nancy Mosca, PhD, RN-BC, PNP-BC, PHCNS-BC, director of nursing professional practice. “As the first pediatric hospital in Ohio to receive this, it’s evidence that we have met national standards and affirms the dedicated work and commitment of our entire team.”

ANCC accreditation is a voluntary review process intended to strengthen and sustain the quality and integrity of practice transition programs. It provides a powerful, national benchmark for the hospital to continually assess and identify ways to strengthen the program.

Our nurse residency program was developed in 2015 to help newly graduated nurses enhance their knowledge and skills while acclimating to their roles as practicing professionals.

“Organizations are using nurse residency programs as a recruitment tool for hiring new nurses,” said Mosca. “Nurses are being taught in school to look for a job in a supportive environment and that is what this program does – it provides an extra layer of support.”

“There is a movement for more hospitals to provide a program that supports transition to practice,” said Maggie Taylor, MSN, RN, nurse residency program coordinator. “With the added benefit of accreditation, our nurses can say they participated in an ANCC-accredited program that met rigorous evidence-based criteria and improved patient outcomes.”

The nurse residency program has graduated 280 nurses over the past two years. As nurses are hired, they are enrolled for 12 months to receive guidance, education and support from program facilitators and preceptors focusing on bedside leadership, critical thinking and reasoning, and patient safety.
Immersion workshop seeks to improve evidence-based care

Evidence-based practice (EBP) improves quality, safety, patient outcomes and reduces healthcare costs through consistent care practices that meet or exceed national benchmarks. To support an organizational culture that integrates evidence into clinical practice, Akron Children’s held a two-part, onsite EBP immersion workshop, led by expert faculty from The Ohio State University’s Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing and Healthcare.

“The EBP immersion teaches participants the knowledge and skills needed to implement an evidence-based approach to practice and decision-making,” said Aris Eliades, PhD, RN, CNS, director of clinical services research and evidence-based practice. “We had 19 participants, representing multiple departments and areas of expertise, complete the five-day workshop.”

With support from the Interdisciplinary Evidence-based Practice Committee, Quality Services and Nursing Professional Practice, Angie Contant, MSN, RN, CEN, NEA-BC, director of nursing for acute care, and Megan Dorrington, MSN, MBA, RN, CPN, ASCEND program and education coordinator, organized the immersion workshop and assisted participants as they began their EBP journey. Clinical nurse specialists served as co-mentors sharing their expertise and knowledge with participants.

Studies show EBP programs not only benefit organizations, but also employees who may choose to further their education or become more involved in hospital committees and leadership roles.

The workshop culminated with a viewing of peer-selected posters created by the EBP immersion attendees, their managers, hospital leaders and the Interdisciplinary Evidence-based Practice Committee.
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<thead>
<tr>
<th>Award</th>
<th>Nominee</th>
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<tr>
<td>Akron Children’s nominee for Magnet® Nurse of the Year</td>
<td>Kimberly Oldfield, BSN, RN, CPN</td>
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<td>Akron Children’s Cameo of Caring Ambassador</td>
<td>Karen Campbell, MSN, RN</td>
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<td>Akron Children’s Advanced Practice Provider Award for Excellence in Practice</td>
<td>Leah Rawdon, MSN, RN, CPNP-PC</td>
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<td>Akron Children’s Outstanding Nurse Leadership Award</td>
<td>Julie Tsirambidis, MSN, RN, CPNP-PC</td>
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<td>March of Dimes Excellence in NICU Leadership Award</td>
<td>Christine Young, MSN, MBA, RN, NEA-BC</td>
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<td>March of Dimes Nurse of the Year Awards</td>
<td>Tami Cieplinski, RN</td>
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<td>Northeast Chapter of Ohio Organization of Nurse Executives Aspiring Nurse Leader Award</td>
<td>Helen Vigh, BSN, RN, CCCTM</td>
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<td>Ohio Chapter of the National Association of Pediatric Nurse Practitioners Pediatric Nurse Practitioner of the Year</td>
<td>Jill Smith, MSN, RN, CPNP-PC</td>
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<td>Debra Seiber Nursing Excellence Award for Neonatal Care</td>
<td>Elaine Schon, BSN, RN, RNC-NIC</td>
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<td>Delta Omega Chapter, Sigma Theta Tau International Excellence in Nurse Practice Award</td>
<td>Deborah Clouse, MSN, RN</td>
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<td>Kent State University Barbara Donoho Distinguished Leadership in Learning Award</td>
<td>Margaret Chianese, BSN, RN</td>
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<td>DAISY Award Nurses</td>
<td>Sheila Richardson, BSN, RN, Stephanie Shope, BSN, RN, Stefanie Schilke, BSN, RN, Morgan Houser, BSN, RN</td>
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<td>LPN of the Year Award</td>
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<td>Lois M. Hodgson Nursing Excellence Award</td>
<td>Tranvi Elder, RN</td>
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“Spark the Fire” campaign promotes certification

Our nursing Professional Development Council kicked off 2017 with a certification campaign: “Spark the Fire – Get Certified.” The inspiration for this slogan comes from the nursing sculpture HeartFire, which was commissioned by Akron Children’s to pay tribute to the special bond between our nurses and their patients.

“Sometimes we need a little spark to make us go beyond our comfort zone to get certified,” said Melanie Brewster, BSN, RN, CCRN, chair of the Professional Development Council. “Certification has been shown to make a positive impact on nurses personally, on the organization and most importantly on patient outcomes. The certification workgroup hopes the strong momentum toward becoming certified catches like wildfire.”

Professional nursing certification assures our patient families that we are providing the best care possible. It also validates our nurses’ expertise in their specialty areas and empowers them with the confidence and competence to practice to their fullest potential.

To continue our promotion of professional nursing certification, we have identified unit “Sparklers,” certified nurses who serve as resources to other nurses in their journey to becoming certified.

CARE Ladder

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

To advance, nurses create a portfolio of accomplishments that highlight their professional practice. In 2017, we added a new fast track portfolio option for Level 3 advancement and maintenance for nurses who are primary preceptors or have professional certification. Because of their demonstrated abilities, they are only required to submit their goals, resume and either a project or nursing narrative that describes their preceptor experience or an experience using their certification expertise.