



2024 Nursing ANNUAL REPORT

Norton Women's & Children's Hospital



NORTON WOMEN'S &
CHILDREN'S HOSPITAL



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Message from the chief nursing officer

This year has been especially meaningful as we continue our journey toward our goal of achieving Magnet Recognition Program status from the American Nurses Credentialing Center. It's a path that reinforces our shared commitment to nursing excellence. The Magnet model is grounded in the Theory of Caring developed by Kristen Swanson, Ph.D., R.N., FAAN. It reflects what we see in our nurses' practice daily: knowing, being with, doing for, enabling and maintaining belief — each one essential to fostering healing relationships and improving patient outcomes. Through professional governance, leadership and a culture of continuous improvement, we are shaping the future of nursing and elevating the standard of care.

This publication is centered on the five core components of the Magnet model:

1. Transformational leadership
2. Structural empowerment
3. Exemplary professional practice
4. New knowledge, innovations and improvements
5. Empirical outcomes

To our nurses: As I reflect on this past year, I am overwhelmed with gratitude for each of you. Your unwavering commitment to excellence, compassion and innovation is the heart of Norton Women's & Children's Hospital and the foundation of the care we provide to our patients and their families. Every day, you embody what it means to be a nurse — bringing expertise, empathy and advocacy to the bedside and beyond.



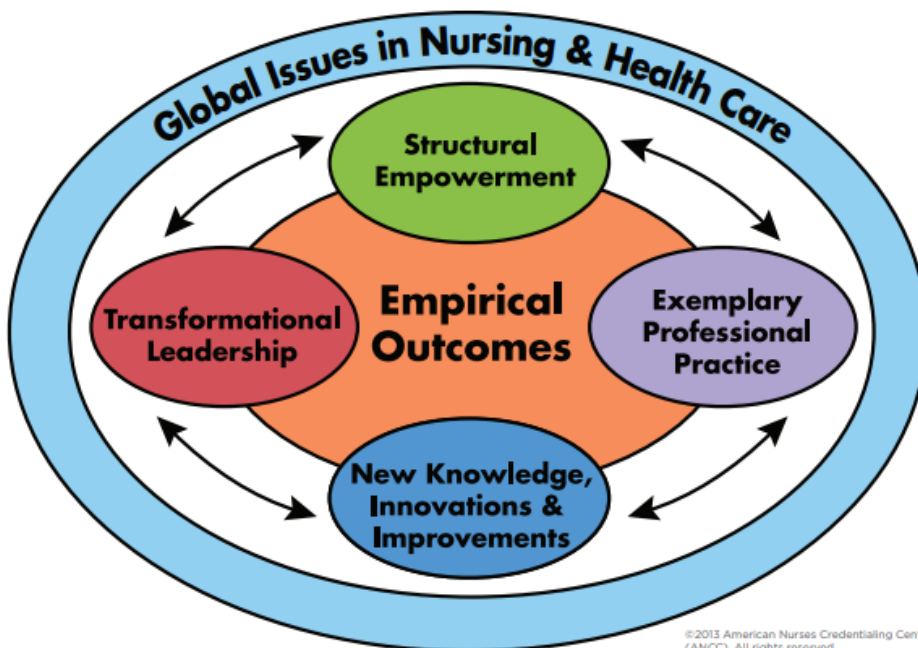
Angie Banet, DNP, R.N., NE-BC
*Chief nursing officer,
Norton Women's & Children's Hospital*

The stories featured in these pages are about you — your practice, your leadership, your knowledge and your results. These are your achievements, and they demonstrate not only the care you provide, but also the exceptional environment you've helped create — an environment where the best nurses choose to practice, grow and lead.

Your resilience and passion drive our mission forward. From advancing clinical quality and safety to enhancing patient and family experiences, your contributions are making a difference. Our CARE model — **clinical quality and safety, access, retention and ease of use** — aligns with this work, ensuring that we provide the best possible care while also supporting you in your careers.

Thank you for your dedication, your compassion and the impact you make every day. I am incredibly proud to be on this journey with you and look forward to celebrating your achievements together as we move closer to Magnet designation.

The Magnet Model



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Nursing Professional Practice Model

A professional practice model serves as a framework that guides nursing practice, decision-making and the delivery of patient care. It emphasizes elements such as evidence-based practice, shared governance, interdisciplinary collaboration and continual professional development. Within this model, nurses are empowered to take ownership of their practice, contribute to policymaking and engage in quality improvement initiatives that enhance patient outcomes.

The Nursing Professional Practice Model used by Norton Women's & Children's Hospital is based on Swanson's Theory of Caring. This model has a focus on CARE, which is the center of what we do. The Magnet Steering Council, made up of clinical nurses along with nurse leaders, evaluated our previous model. The council collaborated and was able to incorporate our organization's mission and vision in setting the standard

for quality and caring. Therefore, the components, which include evidence-based practice, advocacy, integrity, empowerment, respect, and equity and inclusion, are important and meaningful additions to the updated professional practice model. The council also worked with our marketing and design team to create a fresh and exciting new look to our model. The bright puzzle pieces depict five domains of the Theory of Caring. At the center core it highlights care and our purpose statement: There is no limit to what our care can do.

Our professional practice model ensures that nurses operate with a high level of autonomy while maintaining accountability and alignment with the organization's mission, vision and values. The model not only strengthens the professional identity of nurses, but also ensures consistent, safe and holistic care throughout the hospital.



Jennifer Taylor, DNP, R.N., CCM
Magnet program director, nursing administration,
Norton Women's & Children's Hospital

Nursing Professional Practice Model



- Our nursing professionals live out Kristen Swanson's Theory of Caring.
- **Maintaining belief** – A perspective of hope and belief that the patient can handle the challenges that could await
- **Knowing** – No assumptions, but clarity and understanding the patient's point of view
- **Being with** – Showing up and being there for the patient
- **Doing for** – Helping the patient with tasks they normally would do for themselves
- **Enabling** – Giving the patient room to heal

- Evidence-based practice** – Providing holistic quality care based on current research and knowledge
- Advocacy** – Safeguarding, valuing, mediating and championing social justice within provision of care
- Integrity** – Soundness of moral character and honesty
- Empowerment** – Supporting professional governance, open leadership communication and team relationships
- Respect** – Intentional act of showing consideration for others' interests and well-being
- Equity and inclusion** – Freedom from bias and ensuring a sense of belonging to all

Transformational leadership

Chelsea Nusbaum, BSN, R.N., CPAN

*Registered nurse, post-anesthesia care unit, Norton Women's & Children's Hospital
President, Nursing Congress, Norton Women's & Children's Hospital*

Transformational leadership is the driving force behind innovation, collaboration and excellence in patient care. At Norton Women's & Children's Hospital, our leaders inspire and empower teams to go beyond routine responsibilities, fostering a culture of continuous learning and professional growth. By setting a clear vision, encouraging open communication and promoting interdisciplinary teamwork, we ensure that every member of our team is motivated to deliver the highest standard of care.

As president of the Nursing Congress at Norton Women's & Children's Hospital, I have the privilege of guiding a collective voice of nurses across our facility, advocating for

evidence-based practice, professional development and shared decision-making. This role embodies the principles of transformational leadership — empowering others, inspiring innovation and fostering a sense of purpose that drives high-quality care.

Through mentorship, accountability and a shared commitment to excellence, transformational leadership at Norton Women's & Children's Hospital enhances both employee engagement and patient outcomes. By embracing new technologies, evidence-based practices and a patient-centered approach, our leaders create an environment where compassionate care thrives.

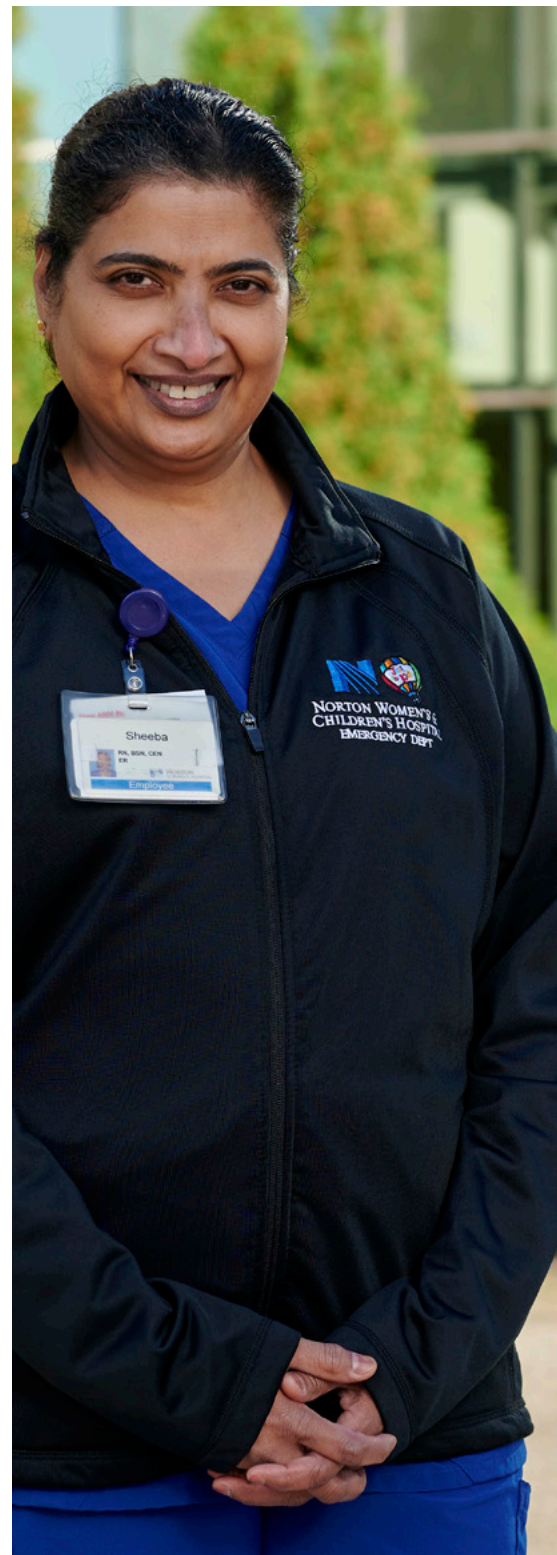
Structural empowerment

Cathy Crady, R.N.

Registered nurse, 5 West orthopedic unit, Norton Women's & Children's Hospital, and member, System Professional Development & Engagement Council

Structural empowerment includes formal education, professional certification and career advancement. Lifelong learning is essential to nursing, as the development of new techniques and medical advancements is continuous. Nurses can achieve goals through access to information, support and opportunities. Empowerment can be self-empowerment, mutual empowerment and social empowerment. Having staff nurses make up the majority of the Nursing Congress and unit-based councils allow the people doing the hands-on work of patient care every day to be the voice of recommended changes, improvements and ideas.

When new ideas suggested by the hands-on caregivers are put into place, this can lead to excellence of care, happy staff and increased patient satisfaction. This can, in some instances, improve patient safety also. Overall, structural empowerment in the health care setting leads to positive results.





New knowledge and innovation

Caitlin Lawson, BSN, R.N., CLC, RNC-MNN

*Registered nurse, mother/baby unit, Norton Women's & Children's Hospital
Chair, Evidence-based Practice Research Council, Norton Women's & Children's Hospital*

Norton Women's & Children's Hospital is committed to advancing its nursing practice and improving patient outcomes. We constantly seek opportunities to learn and improve our research efforts and improve our processes based on evidence-based practice. As a hospital system, we are committed to finding new knowledge opportunities to provide our patients with the safest and best practices. We are committed to understanding that practice changes over time and that we are able to adapt to foster an environment where patients choose us for their care.

Our organization continues to support its nursing staff by encouraging nurses to have questioning attitudes — where they can research why something is done the way it is or provide a better way to do something. Our leadership encourages nurses to attend conferences and share the information they are learning with their peers. We continue to foster a new knowledge environment by promoting innovation and research in order to improve patient care.

Exemplary professional practice

Allison Butterbaugh, BSN, R.N., CCRN

*Registered nurse, intensive care unit, Norton Women's & Children's Hospital
Chair, System Nurse Practice Excellence & Quality Council*

I am privileged to be a part of and witness to the way that Norton Women's & Children's Hospital nurses display exemplary professional practice every day. As a key component of the Magnet model, exemplary professional practice describes the way in which our nurses practice evidence-based, patient- and family-centered, competent, high-quality and collaborative care.

The culture of exemplary professional practice is embodied through our nursing professional governance model. This structure provides nurses a channel in which to be involved decision-makers at the organization level. Driven by a desire to perform at the highest level of

expertise and continually improve our knowledge and care, Norton Women's & Children's Hospital nurses are an instrumental part of the positive impact we have on patients and their families. Being a nurse at Norton Women's & Children's Hospital empowers me along with many other nurse colleagues to grow in our profession, work at the top of our scope and achieve quality outcomes for the patients we care for.

Nursing professional governance at Norton Women's & Children's Hospital

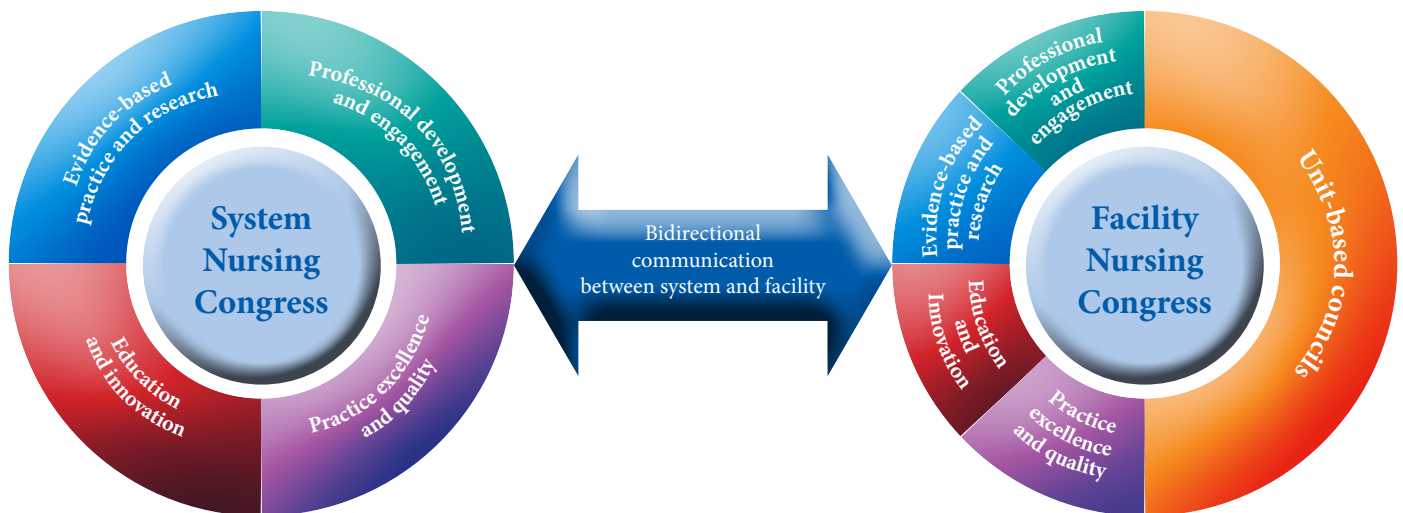
The Nursing Congress is the empowering structure for nursing practice governance, which is the foundation for professional nursing practice at Norton Women's & Children's Hospital. The Nursing Congress ensures nurses hold the authority, accountability and autonomy to make decisions about clinical practice within prescribed legal and ethical boundaries and in collaboration with interprofessional teams. The professional governance structure provides the forum for nurses at all levels to partner in decision-making regarding the professional work environment, nursing professional practice and care delivery.

Norton Women's & Children's Hospital has its own branch of professional governance that functions within our facility and then reports up to the same model at the system level.

As demonstrated below, facility-level councils all report up to system-level councils.



Nursing Congress Model





Nursing Congress

Purpose

Empower nurses at Norton Women's & Children's Hospital by providing a governance structure for professional nursing practice.

Responsibilities

- Ensure nurses have the authority, accountability and autonomy to make clinical decisions within legal and ethical boundaries while collaborating with interprofessional teams.
- Foster shared decision-making on nursing practice, the work environment and patient care delivery.

Leaders

Jamie Meyer, BSN, R.N., CPEN, was president (January 2024 through July 2024) and Chelsea Nusbaum, BSN, R.N., CPAN, was vice president during this time. When Jamie was promoted to another role, Chelsea became president and the council elected Caitlin Lawson, BSN, R.N., CLC, RNC-MNN, as vice president.

Accomplishments

- Launched professional governance page on Nsite, our organization's employee intranet
- Assessed current project list to start with completed slate
- 2024 evidence-based projects and research projects:
 - » Research projects: Bloodless medicine and bedside shift report
 - » Evidence-based projects: Blood culture collection in emergency department, barriers to insulin administration, blood culture champion in intensive care unit and cap change process on 5 East
- Created monthly Nursing Congress newsletter
- Assessed Bachelor of Science in Nursing (BSN) and certification list (as of fourth quarter 2024)
 - » BSN: 73.54%
 - » Certification rate: 15.85%



Professional DEVELOPMENT & ENGAGEMENT Council

Purpose

Provide support and enhancement for professional achievement and role, including promotion of the Care Connect Program, a culture of participation, engagement, accountability, ownership, recognition and appreciation at Norton Women's & Children's Hospital.

Responsibilities

- Explore and implement strategies that continuously improve the nursing practice environment.
- Promote nurses' attainment of certification in their area of practice and/or advancement of their degrees.

Leaders

Pamela Mays, R.N., chair; and Deja Battle, BSN, R.N., co-chair

Accomplishments

DAISY AND BEE AWARDS

- The DAISY Award is given to nurses nominated for their excellent patient care.
- Changed the existing Sunshine Award to the BEE (Being Extraordinary Every Day) Award for nonnursing employees to mirror other Norton Healthcare and Norton Children's facilities
- Created QR codes for DAISY and BEE nominations
- Created DAISY Award posters with the QR code and placed them throughout the Norton Women's & Children's Hospital campus
- Created a BEE Award banner for the monthly winner.

- Began giving a pin to BEE Award nominees
- Designated parking spots for DAISY and BEE award winners

NURSING CERTIFICATION

- Organized the certified nurses breakfast in March
- Participated in the Unit-based Council Fair in June, showcasing our committee and providing information on certification
- In October, promoted certification with a rolling cart through each unit of the hospital, sharing a brochure about certification

QUALITY & PRACTICE EXCELLENCE Council

Purpose

Monitor available outcomes data, including data related to nurse-sensitive indicators and patient experience at Norton Women's & Children's Hospital.

Responsibilities

- Promote the use of evidence to address areas of concern related to organizational structures, processes or outcomes.
- Assist in implementing practice changes within the organization.

Leaders

Drew Warnecke, BSN, R.N., chair;
and Deborah Weiss, MSN, R.N.,
co-chair

Accomplishments

- Increased bedside staff members
- Completed an intentional rounding project on 5 East





EDUCATION & INNOVATION Council

Purpose

Collaborate with educators to complete an annual educational needs assessment at Norton Women's & Children's Hospital.

Responsibilities

- Assist Norton Healthcare Institute for Education & Development in the promotion of clinical competency and professional growth.
- Foster an innovative mindset in developing an annual education plan.
- Provide education for nurses on the meaning, importance and purpose of evidence-based practice through collaboration with the Evidence-based Practice & Research Council.
- Evaluate new innovations in health care that promote safety, quality and efficiency.

Leaders

Laura McCubbins, MSN, R.N., RNC-NIC, chair; and Keil Guerrero, MSN, R.N., CPN, co-chair

Accomplishments

- Successful nursing grand rounds: Offered three courses throughout the year where nurses can obtain continuing education credits
- Rounding cart with hot chocolate to all units to promote annual needs assessment survey; total of 120 responses, which was improved from previous year
- Collaborate with the units to host a successful inpatient unit fair

EVIDENCE-BASED PRACTICE & RESEARCH Council

Purpose

Create a culture of inquiry for nurses to critically evaluate nursing care and practice at Norton Women's & Children's Hospital.

Responsibilities

- Promote nursing and interprofessional research and evidence-based practice in everyday practice in collaboration with the Education & Innovation Council.
- Support hospital staff in research efforts and disseminating the research locally and nationally.

Leaders

Caitlin Lawson, BSN, R.N., CLC, RNC-MNN, chair; and Charna Lockett, R.N., co-chair

Accomplishments

- Reviewed the research model and confirmed we are using the Johns Hopkins Evidence-based Practice Model
- Collaborated on multiple research projects throughout the hospital
- Monitored and tracked progress of the current projects throughout the hospital
- Helped disseminate information via the monthly Congress Newsletter

Projects

- Blood culture contamination project with the ICU Champion model
- Research study: Bloodless medicine for obstetrics patients refusing transfusion
- Working on a survey for barriers to bedside shift report



Norton Women’s & Children’s Hospital Registered Nurse Satisfaction Pulse Survey Results

2024 Registered Nurse Satisfaction Pulse Survey

Participation rate	65.2%
Units outperforming the mean (number outperforming/total reporting units)	
Categories	Units outperforming
Fundamentals of quality nursing care	21/29
Leadership access and responsiveness	19/29
Autonomy	20/29
Interprofessional relationships	25/29
Nurse-to-nurse teamwork and collaboration	26/29
Professional development	22/29
Adequacy of resources and staffing	20/29
2024 categories meeting measures	7/7 categories met

Registered Nurse Professional Certifications

Certified nurses at Norton Women's & Children's Hospital

Name	Certification and abbreviation
Adair, Emily	Certification in Electronic Fetal Monitoring (C-EFM)
Adams, Sydney	Certified Pediatric Nurse (CPN)
Apsey, Ashley	Certified Post Anesthesia Nurse (CPAN)
Azzolino, Aleisha	Certification in Electronic Fetal Monitoring (C-EFM)
Baines, Nicolette	Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB)
Baker, Mimi	Certified Lactation Counselor (CLC)
Ball, Susan	Oncology Certified Nurse (OCN)
Barrett, Brittani	Child Passenger Safety Technician (CPST)
Baugh, Kristin	Medical-Surgical Nursing Certification (MEDSURG-BC)
Bauman, Amber	Certification in Electronic Fetal Monitoring (C-EFM)
Beach, Jacqueline	Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Beavers, Christine	Certified Nurse Operating Nurse-Operating Room (CNOR)
Beerman-LeVan, Elizabeth	Certified Lactation Counselor (CLC)
Bell, Alison	Stroke Certified Registered Nurse (SCRN)
Bennett, Kayla	Certification in Electronic Fetal Monitoring (C-EFM)
Bertram, Norma	Certified Pediatric Nurse (CPN)
Biggers, Heather	Certified Nurse Operating Nurse-Operating Room (CNOR)
Bischoff, Emily	Certification in Electronic Fetal Monitoring (C-EFM)
Blair, Katlin	Certification in Electronic Fetal Monitoring (C-EFM)
Boyce, Riley	Certified Gastroenterology Registered Nurse (CGRN)
Bratton, Tressa	Certified Pediatric Nurse (CPN)
Brewer, Paige	Certified Pediatric Nurse (CPN)
Brooks, Amanda	Certified Pediatric Nurse (CPN), Certification in Electronic Fetal Monitoring (C-EFM)
Brooks, Erika	Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Brown, Natalie	International Board-Certified Lactation Consultant (IBCLC)
Browning, Meiah	Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Bunton, Tori	Certification in Electronic Fetal Monitoring (C-EFM)
Burgess, Jen	Certified Pediatric Nurse (CPN)
Burke, Katie	Certification in Electronic Fetal Monitoring (C-EFM)
Burke, Lindsey	Certified Lactation Counselor (CLC)
Byrd, Kelsey	Certified Lactation Counselor (CLC), Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN), Child Passenger Safety Technician (CPST)
Cain, Angela	Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB), Certification in Electronic Fetal Monitoring (C-EFM)
Campbell, Angela	Oncology Certified Nurse (OCN)
Carpenter, Megan	International Board-Certified Lactation Consultant (IBCLC)
Carson, Edie	International Board-Certified Lactation Consultant (IBCLC)
Carter, Sarah L.	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Chapman, Heather	Certification in Electronic Fetal Monitoring (C-EFM)
Chase, Catherine	International Board-Certified Lactation Consultant (IBCLC)
Cianfoni, Hailee	Certification in Electronic Fetal Monitoring (C-EFM)
Clemens, Christy	Registered Nurse-Board Certified, Certified Wound Care Nurse (CWCN), Certified Ostomy Care Nurse (COCN)
Cochran, Amber	Certification in Electronic Fetal Monitoring (C-EFM)
Compton, Leidiana	Certification in Electronic Fetal Monitoring (C-EFM)
Corbin, Jessica	Certified Surgical Technologist (CST)
Corsiglia, Mary Grace	Certification in Electronic Fetal Monitoring (C-EFM), Certified Lactation Counselor (CLC)
Crider, Elise	Certification in Electronic Fetal Monitoring (C-EFM)
Cross, Hayley	Certification in Electronic Fetal Monitoring (C-EFM)
Daniels, Crystal	Certification in Electronic Fetal Monitoring (C-EFM)
Daniels, Kristi	Sexual Assault Nurse Examiner (SANE)
Daugherty, Delaney	Certified Lactation Counselor (CLC)
Davis, Christi	International Board-Certified Lactation Consultant (IBCLC)
Davis, Gwynn	Critical Care Registered Nurse (CCRN)
Dawson, Lanie	Certification in Electronic Fetal Monitoring (C-EFM), Certified Lactation Counselor (CLC)
Day, Angela	Certified Nurse Operating Nurse-Operating Room (CNOR)
Demoss, Molly	Certified Pediatric Nurse (CPN)
Doehrmann, Cassandra	Certified Nurse Operating Nurse-Operating Room (CNOR)
Duane, Lucy	Certified Pediatric Nurse (CPN)
Dupre, Shelby	Certified Emergency Nurse (CEN)
Dye, Kensey	Certification in Electronic Fetal Monitoring (C-EFM)

Certified nurses at Norton Women's & Children's Hospital *(continued)*

Edwards, Cassidy	Certification in Electronic Fetal Monitoring (C-EFM)
Ehlers, Sarah	International Board-Certified Lactation Consultant (IBCLC)
Elrod, Kacie	Certified Lactation Counselor (CLC)
Ewing, Emily Jane	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Faith, Kelly	Certification in Electronic Fetal Monitoring (C-EFM)
Feeley, Sabrina	Certification in Electronic Fetal Monitoring (C-EFM)
Fenwick, Alma	Certification in Electronic Fetal Monitoring (C-EFM)
Ferre, Haley	Certification in Electronic Fetal Monitoring (C-EFM)
Fieldhouse, Keil	Certified Pediatric Nurse (CPN)
Fillmore, Jennifer	Certified Nurse Operating Nurse-Operating Room (CNOR)
Fletcher, Anissa	Certification in Electronic Fetal Monitoring (C-EFM)
Fugate, Megan	Certification in Electronic Fetal Monitoring (C-EFM)
Furtado, Leena	Certified Lactation Counselor (CLC), Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Gardner, Amanda L.	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Garrison, Courtney	Certification in Electronic Fetal Monitoring (C-EFM), Lamaze Certified Childbirth Educator (LCCE), Body Ready Method Pro Training
Gaw, Donna	Certified Nurse Operating Nurse-Operating Room (CNOR)
Geary, Katie	Certified Emergency Nurse (CEN)
Gentry, Tara	Certification in Electronic Fetal Monitoring (C-EFM)
George, Maria	Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Gibson, Brittany	Certification in Electronic Fetal Monitoring (C-EFM)
Gish, Christin	International Board-Certified Lactation Consultant (IBCLC)
Godoy, Harriet	Progressive Care Certified Nurse-Knowledge Professional (PCCN-K), Critical Care Registered Nurse-Knowledge Professional (CCRN-K)
Gotschall, Jennifer	Certification in Electronic Fetal Monitoring (C-EFM)
Grace, Michalle	Oncology Certified Nurse (OCN)
Graves, Charlayne	Certified Case Manager (CCM)
Green, Ashley	Certification in Electronic Fetal Monitoring (C-EFM)
Green, Melissa	Certification in Electronic Fetal Monitoring (C-EFM)
Gregoire, Tracy	Certification in Electronic Fetal Monitoring (C-EFM)
Grimes, Margaret	Certification in Electronic Fetal Monitoring (C-EFM), Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB)
Grubb, Ty	Certification in Electronic Fetal Monitoring (C-EFM)
Hale, Amber	Trauma Nurse Core Course (TNCC), Emergency Nursing Pediatric Course (ENPC)
Hancock, Amy	Oncology Certified Nurse (OCN)
Harvey, Nikkie	Certification in Electronic Fetal Monitoring (C-EFM), Sexual Assault Nurse Examiner (SANE)
Heil, Lauren	Certification in Electronic Fetal Monitoring (C-EFM)
Hensler, Melinda	Certified Nurse Operating Nurse-Operating Room (CNOR)
Hester, Adrionna	Trauma Nurse Core Course (TNCC)
Higdon, MaRyah	Critical Care Registered Nurse (CCRN)
Hollins-Sherrard, Jaime	Critical Care Registered Nurse (CCRN), Stroke Certified Registered Nurse (SCRN)
Holmes, Barbara	Certification in Electronic Fetal Monitoring (C-EFM)
Hornung, Michelle	Certification in Electronic Fetal Monitoring (C-EFM)
Howie, Madeline	Sexual Assault Nurse Examiner Adult/Adolescent (SANE-A), International Board-Certified Lactation Consultant (IBCLC)
Hunter, Britanie	Certification in Electronic Fetal Monitoring (C-EFM)
Jacobs, Abigail	Progressive Care Certified Nurse (PCCN)
Janes, Krista	International Board-Certified Lactation Consultant (IBCLC)
Jenkins-Milton, Kimberley	Certification in Electronic Fetal Monitoring (C-EFM)
Johnson, Danielle	Certified Nurse Operating Nurse-Operating Room (CNOR)
Johnson, Liz	Certification in Electronic Fetal Monitoring (C-EFM), Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Johnston, Madison	Certification in Electronic Fetal Monitoring (C-EFM)
Jones, Melissa	Certification in Electronic Fetal Monitoring (C-EFM)
Jones, Pamela	Certification in Electronic Fetal Monitoring (C-EFM)
Joseph, Savitha	Progressive Care Certified Nurse (PCCN)
Jury, Carissa	Certified Emergency Nurse (CEN)
Kingsley, Bekah	Certification in Electronic Fetal Monitoring (C-EFM)
Kubac, Carissa	Certification in Electronic Fetal Monitoring (C-EFM)
Kuban, Karen	Certified Nurse Operating Nurse-Operating Room (CNOR)
Kuerzi, Mirande	Certification in Electronic Fetal Monitoring (C-EFM)
Lawson, Caitlin	Certified Lactation Counselor (CLC), Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Lee, Megan	Progressive Care Certified Nurse (PCCN)
Leonardo, Alahna	Certification in Electronic Fetal Monitoring (C-EFM)
Lepping, Karissa	International Board-Certified Lactation Consultant (IBCLC)
Lewis, Angela Nicol	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Littlefield-Dalmores, LeAngela	Certification in Electronic Fetal Monitoring (C-EFM)
Long, Laura	Certified Lactation Counselor (CLC)

Certified nurses at Norton Women's & Children's Hospital *(continued)*

Luckett, Terri	Certified Lactation Counselor (CLC), Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Luperchio, Lisa	Certified Certification in Electronic Fetal Monitoring (C-EFM), Sexual Assault Nurse Examiner (SANE)
Macaluso, Amanda	Certification in Electronic Fetal Monitoring (C-EFM)
Magee, Amy	International Board-Certified Lactation Consultant (IBCLC)
Makela, Laura	Certification in Electronic Fetal Monitoring (C-EFM)
Mann, Krista	Certified Nurse Operating Nurse-Operating Room (CNOR)
Maple, Makenna	Certification in Electronic Fetal Monitoring (C-EFM)
Mattingly, Allyson	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC), Certified Childbirth Educator (CCE), Certified Lactation Counselor (CLC)
McCielland, Emilly	Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB), Certification in Electronic Fetal Monitoring (C-EFM), Nurse Executive-Board Certified (NE-BC)
McCubbins, Laura	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
McDonald, Jason	Trauma Nurse Core Course (TNCC)
McDonald, Kayla	Certified Post Anesthesia Nurse (CPAN)
McGee, Kara	Certification in Electronic Fetal Monitoring (C-EFM)
McHugh Charasika, Carissa	Certified Pediatric Nurse (CPN)
Mela, Damaris	Certification in Electronic Fetal Monitoring (C-EFM), Body Ready Method Pro Training
Meyer, Jamie	Certified Pediatric Emergency Nurse (CPEN)
Milby, Jessica	International Board-Certified Lactation Consultant (IBCLC)
Miles, Alysa	Certification in Electronic Fetal Monitoring (C-EFM)
Miller, Alexis	Certification in Electronic Fetal Monitoring (C-EFM)
Miller, Kari	International Board-Certified Lactation Consultant (IBCLC)
Moreno, Iraidia Estrada	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Morris, Ashley	Certified Post Anesthesia Nurse (CPAN)
Nacario, Paul	Oncology Certified Nurse (OCN)
Naik, Devin	Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB), Certification in Electronic Fetal Monitoring (C-EFM)
Naville, Megan	Stroke Certified Registered Nurse (SCRN)
Neel, Katie	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Nelson, Cassandra	Certified Lactation Counselor (CLC), Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN), Child Passenger Safety Technician (CPST)
Nguyen, Vy	Certified Gastroenterology Registered Nurse (CGRN)
Nolley, Lisa M.	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Nusbaum, Chelsea	Certified Post Anesthesia Nurse (CPAN)
Nussbaum, Sara	Certification in Electronic Fetal Monitoring (C-EFM), Certified Lactation Counselor (CLC)
Oberhausen, Denise	Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB), Certification in Electronic Fetal Monitoring (C-EFM)
O'Boyle, Stephanie	Certification in Electronic Fetal Monitoring (C-EFM)
Patterson, Melinda	Certified Post Anesthesia Nurse (CPAN)
Pearson, Laura	Progressive Care Certified Nurse (PCCN)
Peege, Morgan	Certification in Electronic Fetal Monitoring (C-EFM)
Pena, Heidi	Certified Post Anesthesia Nurse (CPAN)
Phillips, Kim	Certified Nurse Operating Nurse-Operating Room (CNOR)
Pourheydarian, Mariam	Certification in Electronic Fetal Monitoring (C-EFM)
Prinz, Karla	Certified Case Manager (CCM), Certification in Electronic Fetal Monitoring (C-EFM)
Randolph, Maressa	Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Richards, Kelsey	Certification in Electronic Fetal Monitoring (C-EFM)
Richardson, Jennifer	Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB), Certification in Electronic Fetal Monitoring (C-EFM)
Robbins, Nikki	Certified Childbirth Educator (CCE), Certified Lactation Counselor (CLC)
Robinson, Sarah	Certification in Electronic Fetal Monitoring (C-EFM)
Rodgers, Holly	Certification in Electronic Fetal Monitoring (C-EFM)
Rothrock, Trina	Certification in Electronic Fetal Monitoring (C-EFM)
Scheler, Kathy	Certified Ambulatory Perianesthesia Nurse (CAPA)
Scherpereel, Melanie	Certification in Electronic Fetal Monitoring (C-EFM)
Scherzer, Dawn	Certification in Electronic Fetal Monitoring (C-EFM)
Schewe, Angela	Certification in Electronic Fetal Monitoring (C-EFM)
Schmidt, Hailey	Certification in Electronic Fetal Monitoring (C-EFM)
Schubert, Julie	Certification in Electronic Fetal Monitoring (C-EFM)
Settle, Kortney	Certification in Electronic Fetal Monitoring (C-EFM)
Shafer, Timothy	Vascular Access-Board Certified (VA-BC)
Shively, Jaclynn	Certified Pediatric Nurse (CPN)
Shore, Christy	Certified Post Anesthesia Nurse (CPAN)
Shultz, Catie	Certification in Electronic Fetal Monitoring (C-EFM)
Simpson, Alyson	Medical-Surgical Nursing Certification (MEDSURG-BC)
Skees, Ashley	Certified Lactation Counselor (CLC), Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Smith, Brittany	Medical-Surgical Nursing Certification (MEDSURG-BC)
Smith, Shane	Certification in Electronic Fetal Monitoring (C-EFM)
Smither, Stephanie	Certified Case Manager (CCM), Critical Care Registered Nurse (CCRN)

Certified nurses at Norton Women's & Children's Hospital *(continued)*

Spalding, Angie	Certified Pediatric Nurse (CPN)
Stapp, Daniel	Certified Emergency Nurse (CEN)
Stauffer, Lauren	Certification in Electronic Fetal Monitoring (C-EFM)
Stigall, Greg	Vascular Access-Board Certified (VA-BC)
Stober, Jacinta	Sexual Assault Nurse Examiner (SANE)
Stump, Natalie	Certification in Electronic Fetal Monitoring (C-EFM)
Sullivan, Sylvia	Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)
Tapp, Alexis	Sexual Assault Nurse Examiner-Adult/Adolescent (SANE-A), International Board-Certified Lactation Consultant (IBCLC)
Taylor, Amy M.	Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC)
Taylor, Jennifer	Certified Case Manager (CCM)
Taylor, Raven	Lamaze Certified Childbirth Educator (LCCE), Certified Lactation Counselor (CLC)
Thibaudeau, Patricia	Lamaze Certified Childbirth Educator (LCCE), Certified Lactation Counselor (CLC)
Tinlin, Elizabeth	Certification in Electronic Fetal Monitoring (C-EFM)
Tobbe, Kayla	Certified Pediatric Nurse (CPN), Certified Pediatric Emergency Nurse (CPEN)
Valdes Bencorno, Ana Isabel	Certification in Electronic Fetal Monitoring (C-EFM)
Valentine, Jessica	Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN), Sexual Assault Nurse Examiner-Adult/Adolescent (SANE-A), Sexual Assault Nurse Examiner-Pediatric (SANE-P), Certified Lactation Counselor (CLC), Certified Phlebotomy Technician (CPT)
Walker, Danielle	Certified Lactation Counselor (CLC)
Wheat, Imari	Certification in Electronic Fetal Monitoring (C-EFM)
Whitaker, Kelsey	Certification in Electronic Fetal Monitoring (C-EFM)
White, Denise	Certified Pediatric Nurse (CPN)
Wilbur, Victoria	Women's Health Care Nurse Practitioner-Board Certified (WHNP-BC), Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB)
Wilhite, Amber	Certification in Electronic Fetal Monitoring (C-EFM)
Williams, Tonya	Certification in Electronic Fetal Monitoring (C-EFM)
Wilson, Allison	Certification in Electronic Fetal Monitoring (C-EFM)
Wilson, Natalie	Oncology Certified Nurse (OCN)
Witt, Kami	Registered Nurse Certified in Inpatient Obstetric Nursing (RNC-OB), Certification in Electronic Fetal Monitoring (C-EFM)
Zoeller, Leslie	Certified Nurse Operating Nurse-Operating Room (CNOR)

AWARDS and RECOGNITIONS

DAISY Award initiative in nursing practice to recognize excellence in nursing practice

The DAISY Award nursing practice initiative is a prestigious recognition program that honors exceptional nurses for their dedication, compassion and outstanding patient care. This initiative aligns seamlessly with our organization's mission, vision and values, by fostering a culture of excellence, compassion and patient-centered care. The DAISY (Diseases Attacking the Immune System) Award was founded in memory of a patient with an autoimmune disease. It highlights the contributions of nurses who reflect Norton Women's & Children's Hospital's commitment to providing quality care that enhances the well-being of the communities it serves.

The DAISY Award nursing practice initiative supports this mission by recognizing nurses who consistently deliver compassionate and high-quality care, putting patients at the heart of everything they do. By honoring these nurses, the award upholds our commitment to compassionate service and superior patient outcomes.

The DAISY Award nursing practice initiative reflects this vision by fostering an environment of recognition, where nurses who provide exceptional, compassionate care are celebrated. It serves as a tool to promote the high-quality, patient-centered care that Norton Women's & Children's Hospital aims to be known for, while encouraging others to lead with empathy and excellence.

The DAISY Award nursing practice initiative directly aligns with and supports our organization's values by honoring nurses who demonstrate respect, excellence, continuous improvement, stewardship,

accountability and integrity in their practice. The award strengthens the organization's culture of recognition and highlights the exceptional contributions that nurses make to providing compassionate, high-quality care to the communities that we serve.

INITIATIVE DETAILS:

Objective: To recognize and honor nurses who demonstrate excellence in patient care, embody Norton Women's & Children's Hospital's values and inspire others to pursue high standards in nursing practice.

Action plan: Nurses are nominated by patients, families or colleagues for their exceptional care and contributions. A selection committee, made up of representatives from the Professional Development & Engagement Council, reviews nominations and selects the top 10 nominations. These nominations are blinded and sent to the Nursing Congress via email, where they are narrowed down to the top three. These finalists are presented to the Nursing Executive Council, made up of the hospital's nursing directors and the chief nursing officer, where a monthly winner is named. A DAISY Award is presented in recognition of their extraordinary work.

Each DAISY Award winner is honored in a meaningful way to celebrate the incredible impact they've had on patients, families and their teams. Winners receive a printed copy of the heartfelt story submitted by their nominator about the lasting reminder of the difference they've made. They also receive a hand-carved Healer's Touch sculpture, made in Zimbabwe, symbolizing the powerful connection between nurse and patient. To recognize their excellence, winners

are presented with a special DAISY pin to wear proudly. They also sign the traveling DAISY banner, which will stay on their unit throughout the month before making its way to the next honoree's department. As part of the tradition tied to the DAISY Foundation's origins, each winner receives cinnamon roll treats. This began when the family of J. Patrick Barnes — whose passing inspired the DAISY Award — brought cinnamon rolls to nurses as a way to say thank you during his hospitalization. The treats can be shared with the unit or taken home to enjoy with family and friends. In addition to the celebration on their unit, each winner has their photo displayed on the DAISY wall near the cafeteria. Their story — or a summary — is shared with the nursing team by email and also featured in facility newsletter.

Outcomes: The initiative promotes a culture of appreciation, motivation and recognition within the nursing team and fosters excellence in nursing practice. It enhances job satisfaction, encourages professional growth and supports the organization's commitment to quality patient care. In March 2025, a decision was made to include bedside nurses as voting members on the Nursing Congress for the DAISY Award nomination, to ensure a more inclusive, representative and transparent selection of award recipients. By involving bedside nurses directly in the voting process, we recognize their firsthand insight to the impact of compassionate care, and we foster a stronger sense of ownership. This change underscores our commitment to empowering nursing staff and promoting a culture of recognition and collaboration.

Norton Women's & Children's Hospital DAISY Award



January

Monae Rucker, BSN, R.N.,
oncology unit



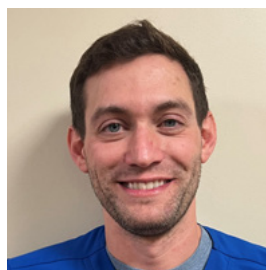
July

Holly Rodgers, R.N., C-EFM,
labor and delivery unit



February

Deja Battle, BSN, R.N.,
transitional care unit



August

Chris Winn, BSN, R.N.,
nursing float pool



March

Krista Southard, R.N.,
orthopedic unit



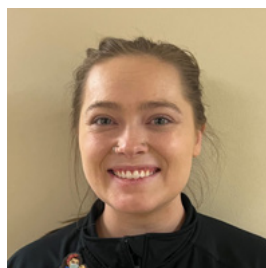
September

Kayla Bennett, R.N., C-EFM,
labor and delivery unit



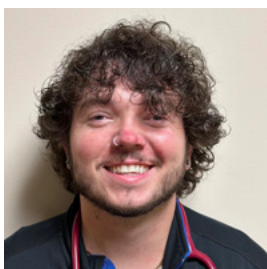
April

Alyssa Lautzenheiser, BSN, R.N.,
oncology unit



October

Katherine Burns, BSN, R.N.,
transitional care unit



May

Joshua Jewell, LPN,
orthopedic unit



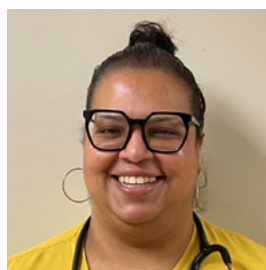
November

Carrie Blaser, R.N.,
orthopedic unit



June

Abby Manning, BSN, R.N.,
mother/baby unit



December

Areli Vega, BSN, R.N.,
intensive care unit

Pediatric Pinnacle of Excellence Award

The Norton Women's & Children's Hospital 2024 Pediatric Pinnacle of Excellence Award ranks the facility in the top 5% of health care providers in delivering patient experience over a minimum of three consecutive years.

The award by Press Ganey, a global leader in health care experience solutions and services, looks at patients' overall experience and likelihood to recommend the provider, as well as teamwork. This award recognizes the top performers in inpatient pediatrics.

Good Catch Award

At Norton Women's & Children's Hospital, we remain steadfast in our commitment to becoming a high-reliability organization rooted in a "just culture." This journey requires continuous learning, transparency and proactive engagement from all levels of the organization — especially our leaders.

When an event occurs, it is not enough to acknowledge that it happened; we must assess thoroughly why and how it occurred. Only by understanding the underlying causes can we design meaningful improvements that prevent recurrence. This approach reinforces our proactive stance and our belief in being hypervigilant — always focused on identifying and mitigating risks before they impact patient care.

Another vital aspect of this work is the recognition and analysis of good catches — instances where potential harm is intercepted before reaching the patient. These moments are not just opportunities for celebration; they are learning experiences that help us strengthen our processes and reinforce our commitment to safety.

At Norton Women's & Children's Hospital, the Safety Committee selects a Good Catch Award winner each month. This individual is celebrated in front of their peers with a certificate and recognition items. Their good catch is shared with hospital staff across departments to encourage collective learning. These stories provide valuable insight and serve as a platform to reinforce the seven key prevention strategies that underpin our safety culture:

- STAR (stop, think, act, review)
- QVV (questioning, validating, verifying)
- Stop and resolve
- Know why and comply
- Three-way communication
- ARCC (ask a question, request a change, voice a concern, use chain of command)
- Standardization



Good Catch Award honorees



January 2024 – Immanuel Hudson, R.N., registered nurse, oncology unit, demonstrated the Reaching for Zero strategies of a **questioning attitude** and **stop and resolve** to ensure patient and staff safety by locking up a potential weapon.



April 2024 – Cassidy Edwards, R.N., registered nurse, labor and delivery, demonstrated the Reaching for Zero strategy of **stop and resolve** to ensure the patient had the correct consent in her medical record.

May 2024 – Jeffrey T. White, M.D., Ph.D., and Paige Gahm, R.N., pediatric surgery department, demonstrated the Reaching for Zero strategy of **stop and resolve** to ensure the patient received surgery on the correct side.

June 2024 – Brittany Gibson, R.N., registered nurse in the antepartum department, demonstrated the Reaching for Zero strategies of **STAR**, **QVV**, and **stop and resolve** to ensure the patient was being monitored effectively.



August 2024 – Kirk Owens, M.D. and Sam Gafford, R.N, registered nurse in the operating room, demonstrated the Reaching for Zero strategies of a **questioning attitude** and **stop and resolve** to ensure a patient received the correct site surgery.



September 2024 – Rachel Broadus, R.N., registered nurse in the operating room, demonstrated the Reaching for Zero strategies of a **questioning attitude** and **stop and resolve** when she recognized symptoms of a stroke.



October 2024 – Hannah McCracken, R.N., registered nurse in the neonatal intensive care unit, demonstrated the Reaching for Zero strategies of a **questioning attitude** and **stop and resolve** when she recognized a questionable medication dose.



November 2024 – Kaitlyn Tompkins, R.N., house supervisor, demonstrated the Reaching for Zero strategies of **QVV** and **stop and resolve** when she recognized an issue involving patients with duplicate names.



December 2024 – Pamela Mays, R.N., registered nurse in pre-admission testing, demonstrated the Reaching for Zero strategies of **three-way communication**, **QVV** and **stop and resolve** to ensure the patient had knee surgery on the correct side.



Good Catch of the Year – Kaitlyn Tompkins, R.N. – Kaitlyn's commitment to patient safety and her diligent use of **STAR**, **three-way communication**, **QVV**, **stop and resolve**, and **know why and comply** played a crucial role in preventing a serious error.

Her quick thinking and adherence to safety protocols exemplify our commitment to excellence and patient care.

Patient Advocacy Award

The Patient Advocacy Award was established to promote a culture of positivity and support around staff initiating rapid response team (RRT) calls or escalating patient care concerns. Recognizing that calling an RRT can be intimidating — especially for patient care associates or new nurses — a subgroup of the Norton Women's & Children's Hospital RRT/Code Committee came together to develop this award.

Each month, clinical quality nurses select a recipient based on several criteria, including:

- The reason for initiating the RRT
- The individual who escalated the situation
- Whether the patient required a higher level of care or experienced a potentially lifesaving intervention

This award highlights the importance of speaking up and taking timely action — reminding us all that these efforts can significantly impact patient outcomes.

Some months present multiple outstanding examples, making it difficult to choose just one winner — so there may be more than one recipient.

Award winners are surprised with this meaningful recognition. Each recipient receives a certificate, a Silver Award with 100 N Recognition of You points, and a \$10 gift shop gift card, generously sponsored by the quality department.

PATIENT ADVOCACY AWARD RECIPIENTS

January

Sandra Smith, R.N. – Stroke event
Caroline Lucas, BSN, R.N. – Stroke event

February

Sabrina Sult, R.N. – Stroke event
Breahna Hawkins, BSN, R.N. – STEMI event

April

Krista Southard, R.N. – Stroke event

May

Kathryn Scarborough, BSN, R.N. – Subdural hematoma event

June

Myka Fields – Stroke event

July

Ivy Caranto, R.N. – Stroke event

September

Idiana Rodriguez Carballo, BSN, R.N. – Stroke event
Annmarie Tichy, BSN, R.N. – Stroke event

October

Brittany Decandia, BSN, R.N. – STEMI event