



2025  
NURSING  
ANNUAL  
REPORT



NORTON  
HEALTHCARE

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# MESSAGE FROM THE SENIOR VICE PRESIDENT, CHIEF HOSPITAL OFFICER AND INTERIM CHIEF NURSING OFFICER

**Nursing is more than a profession** — it is a calling rooted in compassion, science, advocacy and an unwavering commitment to those we serve and work alongside. Every day, nurses stand at the center of care, bringing together multidisciplinary clinical expertise, human connection and teamwork to improve lives and strengthen our communities.

Our Magnet journey reflects this commitment. Magnet recognition is not simply a designation or an award. It reflects who we are and who we aspire to be. It represents a culture where nursing excellence is expected, professional voices are valued and innovation is encouraged. At its core, Magnet is about creating an environment where nurses can thrive so that patients receive the very best care possible.

The “why” behind our Magnet journey is grounded in the belief that engaged nurses transform outcomes. When nurses feel supported, empowered and connected to their purpose, extraordinary things happen! Nursing engagement is essential because nurses are the constant presence in the patient and family experience. They are advocates at the bedside, leaders of interdisciplinary care, educators for families and innovators who continually improve how care is delivered. When nurses are engaged, their expertise drives improvements in quality, safety and overall experience.

This annual report celebrates the impact of our nursing community and our shared commitment to professional practice, lifelong learning, great teamwork and compassionate care. It reflects the dedication of nurses who show up every day with resilience, skill and heart. I am excited for the present and future, and I am extremely proud to continue learning how to get better and better alongside you!



**Charlotte Ipsan, DNP, RNC, NNP-BC**  
Senior Vice President  
Chief Hospital Officer  
Interim Chief Nursing Officer  
Norton Healthcare and Norton Children's

“Let us never consider ourselves finished nurses ... we must be learning all of our lives.”

*—Florence Nightingale*

# NURSING PROFESSIONAL PRACTICE MODEL



**Pam Missi, DNP, R.N., NE-BC**  
System Assistant Chief Nursing Officer  
System Nursing Magnet Leader  
Norton Healthcare and Norton Children's

Our organization's Nursing Professional Practice Model is grounded in Kristen M. Swanson's Theory of Caring. I am honored to be part of a nursing culture that places care at the center of everything we do. Our Magnet Steering Council, composed of clinical nurses and leaders, revisited and enhanced our model, adding a circle to include our organization's mission and vision. Components such as evidence-based practice, advocacy, integrity, empowerment, respect, equity and inclusion now surround our core values. The colorful puzzle pieces represent the five domains of Swanson's Theory of Caring, unified around our core purpose.

This model is a true reflection of our commitment to combining care with our mission, vision and values to achieve optimal outcomes. It represents the heart of who we are as nurses.



- 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

# MAGNET JOURNEY

## Our nurses in action

In this publication, you will see just a few examples of how our nurses' care makes a difference. These examples highlight the five components of the Magnet model and showcase our Nursing Professional Practice Model in action. Both are foundational to the care and service we provide.

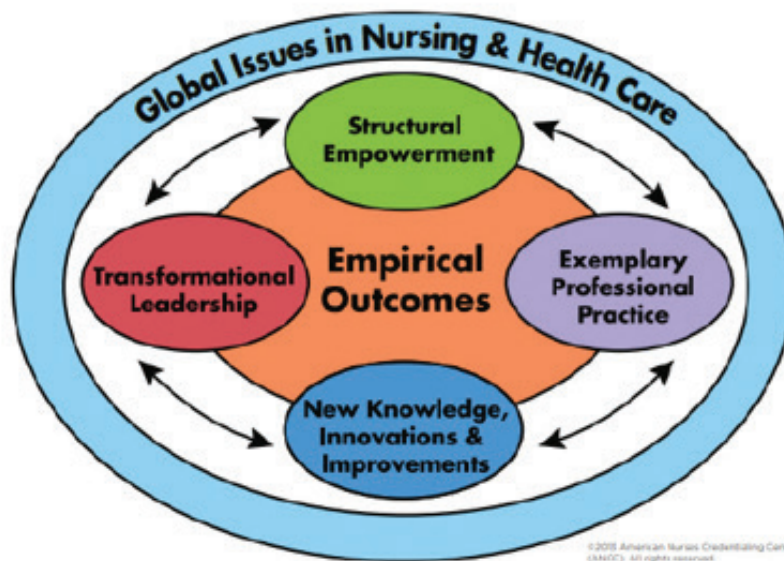
The five components of the Magnet model are:

- Transformational leadership
- Structural empowerment
- Exemplary professional practice
- New knowledge, innovations and improvements
- Empirical outcomes

## Creating a Magnet culture of nursing excellence

Magnet designation is the highest achievement in healthcare where nurses are the foundation. Magnet designation validates and celebrates organizations where nurses' voices are empowered and heard. Nurses are involved in decision-making, problem-solving and collaborating with interprofessional teams. The organization exemplifies and showcases the great value nurses bring to the organization. It highlights nursing excellence in practice through the work nurses do every day leading to the highest quality patient outcomes.

–Magnet Steering Council



# TRANSFORMATIONAL LEADERSHIP

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.



**Chelsea Nusbaum, BSN, R.N., CPAN**  
Registered Nurse, Postanesthesia Care Unit  
President, Nursing Congress  
Norton Women's & Children's Hospital

## Transformational leadership in action

### **Nurse leaders at Norton Children's Hospital recognized the need to address unconscious bias in clinical nurse preceptor training**

In October 2024, Erin Kirk, MSN, R.N., CPN, director of patient care services at Norton Children's Hospital, identified the need to address potential bias in preceptor evaluations of newly hired nurses. Through review of orientation feedback and preceptor experiences, nurses identified an opportunity to strengthen the consistency and fairness of preceptor assessments by providing health equity training and education to recognize and mitigate unconscious bias during precepting.

Nurse preceptors support the development of novice nurses by reinforcing critical skills and evidence-based practices. Furthermore, they shape new nurses' perceptions of the organization and influence their engagement with patients, families and the healthcare team. Erin and the work group recognized that educating preceptors about implicit bias would enhance the experience of new nurses while supporting a workplace culture of belonging and inclusion.

This initiative aligned with our organization's mission, vision and values, as well as the Norton Children's Patient Care Services Strategic Plan. A goal within the well-being pillar of the plan is to increase the percentage of employees who respond positively to this statement on the Employee Engagement Survey: "This is a psychologically and emotionally healthy place to work."

In January 2025, Erin convened a clinical nurse work group to address gaps in preceptor competency and support achievement of this strategic goal. She also invited Jazzma Moore, our organization's director of equality, inclusion, and belonging, to collaborate with the team. During this session, the work group established clear goals to design and implement a nurse preceptor training program focused on recognizing implicit and explicit bias, understanding how bias may influence preceptorship, and fostering inclusive behaviors in all interactions.

The team collaborated with Norton Healthcare Belonging & Health Equity to develop training content and integrate it into the Preceptor Prep Rallies at Norton Children's Hospital. This partnership ensured alignment with other organizational education initiatives and streamlined efforts into a single learning session.

The work group designed the session objectives to focus on key competencies that support effective preceptorship, including:

- Navigating unique learner types
- Criticism vs. feedback; applying the "sandwich feedback" model
- Understanding implicit bias as a nurse preceptor
- Effective orientee coaching
- Knowing when to escalate concerns to leadership

One component of the training addressed implicit bias. It emphasized the critical role bedside nurse educators play in supporting, advising and advocating for patients and healthcare team members within an inclusive environment aligned with the organization's mission, vision and values. Through prioritizing psychological safety, intersectionality and diversity of thought, the training aimed to cultivate a workplace where the authenticity of patients and staff are respected and valued regardless of disability, race, age, creed, gender, religion, national origin or sexual orientation.

The sessions were offered to new and experienced nurse preceptors and provided education on recognizing the origins and manifestations of implicit bias, as well as strategies to interrupt automatic assumptions that may influence behavior or thought. Through this awareness, nurses are empowered to approach interactions with openness, challenge preconceived notions, and strengthen the quality of human connection that is integral to equitable and compassionate care. The training equipped preceptors with strategies to recognize unconscious bias and apply objective evaluation criteria when assessing nurses in orientation.

Erin strategically plans sessions to be on-site and to align with periods of increased new-hire volume and preceptor demand. This promotes real-time application of learnings and increased accessibility for nurse preceptors. In May 2025, multiple nurse preceptors attended the inaugural 3 1/2-hour learning event.

Following the training, preceptors reported increased confidence in conducting fair and objective orientee evaluations, supporting a more equitable orientation experience for newly hired nurses. Post-session survey ratings for the “Understanding Implicit Bias As a Preceptor” portion of the content revealed that 100% of participants provided favorable ratings. Course evaluation comments also recommended continuing implicit bias training as part of future nurse preceptor development sessions.

Under Erin’s leadership, the Preceptor Prep Rallies were strengthened. This training initiative demonstrates how nurse leaders can influence the professional practice environment. Through promoting fair and unbiased evaluation practices, strengthening the orientation experience for new nurses, and supporting a culture of belonging, Norton Children’s Hospital provides a psychologically safe and healthy work environment.

## **Epic implementation for Southern Indiana facilities**

Norton Clark Hospital in Jeffersonville, Norton King’s Daughters’ Health in Madison, Norton Scott Hospital in Scottsburg, and Norton Medical Center, an outpatient facility that is part of Norton Clark Hospital, achieved a major milestone in their digital transformation through the implementation of the Epic electronic health records system. This initiative represented a significant investment in clinical quality, operational efficiency and patient centered care. By adopting Epic after these facilities became part of the Norton Healthcare system, they took a unified step toward modernizing healthcare delivery and ensuring nurses have the tools they need to deliver safe, coordinated and reliable care. Norton Clark Hospital was the first of these Southern Indiana facilities to launch Epic, paving the way for broader adoption across the region.

## **Why Epic was chosen**

The decision to transition to Epic was guided by several key strategic priorities. Epic offers seamless integration across all clinical disciplines, including nursing, which supports improved coordination of care. Epic is intended to elevate our patients’ experience through digital engagement tools that simplify communication and improve access to personal health information. As one of the most comprehensive electronic health records systems available, Epic positions our Indiana facilities among leading healthcare organizations committed to technological innovation in an environment optimal for nursing practice.

## **Implementation process**

The Epic rollout followed a phased and highly coordinated approach. Norton Scott Hospital was the first to go live in spring 2024, offering valuable lessons that improved readiness for subsequent hospitals. Norton King’s Daughters’ Health went live in January 2025, followed by Norton Clark Hospital and its outpatient facility Norton Medical Center in February 2025. Each go live included the introduction of the Epic Rover mobile application, an essential tool for clinical documentation and communication for nurses and other team members.

Rover offers numerous workflow advantages, including timely flowsheet documentation, barcode medication administration and IV pump interoperability. Its built-in camera allows nurses to capture wound images directly into the medical record, improving accuracy and visibility for the care team. Communication with doctors and advanced practice providers benefits from real time messaging through the Secure Chat platform, supporting safe, efficient care.

## Project components

The implementation included extensive planning and assessment with participation from all disciplines, including nurses. Workflow analysis, system requirements and standardization efforts were completed collaboratively. Analysts configured system modules, and data from legacy systems was carried out carefully to ensure privacy, historical accuracy and continuity of care. Thousands of clinicians received role specific training through various teaching methods. This included bedside nurses traveling to our Louisville based facilities to observe Epic in use, and designated “super users,” who are subject matter experts in Epic and provided elbow-to-elbow support during the transition. Each implementation provided 24-hour coverage for the first seven days and as needed for all Epic users, which included nurses from other settings supporting nurses in the new Epic environment.

## Impact and conclusion

Since Epic went live, it has improved connectedness, reduced wait times and streamlined access to essential clinical information. Nurses and other care team members have experienced reduced administrative burden, allowing them to spend more time on direct patient care. Overall, the Epic implementation represents a transformative achievement that strengthens operational foundations and supports long-term improvements in patient safety, efficiency and quality of care for the Southern Indiana communities our nurses serve.



*Left to right: Kailey Voyles, patient care associate, Norton Clark Hospital; Hannah Apostol, BSN, R.N., Medical/Surgical Unit, Norton Clark Hospital; Dee Velarde, Medical/Surgical Unit nurse, Norton Clark Hospital; Erin Hyde, BSN, R.N., Medical/Surgical Unit nurse, Norton Clinical Agency; Morgan Wiseman, ADN, R.N., Medical/Surgical Unit, Norton Clark Hospital*

# STRUCTURAL EMPOWERMENT

Structural empowerment means creating an environment where nurses at every level feel supported, valued and confident to speak up and contribute. It's not just about having resources available, but also about making sure nurses feel empowered and inspired to use those resources. Structural empowerment is successful when nurses don't simply follow processes, but also help shape them while feeling confident in their knowledge and realizing their input truly matters.

We see examples of structural empowerment shine in our nursing unit-based councils and hospital-based professional governance councils. These are led by our bedside nurses. Nurses elevate their own practice and demonstrate leadership in providing higher-quality care to our patients.



**Chris Miller, R.N., BSN, MBA**  
Nurse Manager  
Transitional Care & Clinical Decision Unit  
Norton Audubon Hospital

## Structural empowerment in action

### The identified problem and opportunity for improvement

Mothers and infants on the Mother/Baby Unit at Norton Women's & Children's Hospital are cared for as couplets. To initiate discharge, the registered nurse must receive separate discharge orders from each patient's provider — one for the mother and one for the infant. Delays have occurred because clinical nurses typically manage a team of three to four couplets, which equates to six to eight patients. The unit's clinical nurses were unable to consistently monitor when both sets of orders were ready. These delays negatively impacted communication, patient education and contributed to lower scores on the patient experience survey question regarding "likelihood to recommend" at discharge for the Mother/Baby Unit.

### Preintervention

Prior to March 2025, the discharge process was managed by the primary registered nurse caring for the mother-infant couplet. With these nurses assigned to six to eight patients on average, bedside care could cause delays in monitoring and processing discharge orders on the computer. When staffing levels permitted, the unit's assistant nurse manager would reassign a nurse to facilitate discharges. The discharge nurse conducted patient rounds on the unit to communicate discharge order updates to the primary nurses. Primary nurses communicated any outstanding needs for the mother and infant. The nurse initiated discharge paperwork, provided bedside education, ensured all questions were answered and completed the patients' discharge.

Staff faced multiple challenges during this time. They were responsible for passing information to the discharge nurse and managing their busy team duties, yet they lacked a system for monitoring how long discharge orders had been in the electronic medical records system.

The topics of discharge expectations, workflow and goals were discussed in multiple forums, including meetings with staff, operations and providers, and through in-person education sessions.

After hearing about several projects surrounding virtual nursing within Norton Healthcare and Norton Children's, Ashley Skees, MSN, R.N., CLC, RNC-MNN, nurse manager of the Mother/Baby Unit, reached out to learn more about the impact virtual nursing could have on our discharge process, capacity issues, and "likelihood to recommend" scores.

During a staff meeting, Ashley explained the concept of a virtual discharge nurse and called for volunteers to join a work group to implement the program on the Mother/Baby Unit. The unit's nurses were very engaged with the project. A group of clinical nurses came forward and provided input, including Terri Luckett, BSN, R.N., CLC, R.N.C-MNN; Sarah Roth, BSN, R.N.; Sarah Murphy, R.N.; Megan Clunie, BSN, R.N.; Markayla Stubbins, R.N.; Lucy Duane, BSN, CPN; Jessica Arntz, R.N.; Glenda Wilborn, BSN, R.N.; Gisela Pena, BSN, R.N.; Caitlin Lawson, BSN, CLC, RN.C-MNN; and Alyssa Johnson, BSN, R.N.. The group also included Emily Lowry, BSN, R.N., assistant nurse manager; and Jessica Valentine, BSN, R.N., SANE-P/A, SANE- A, RNC-MNN, CLC, assistant nurse manager. The project work group was dedicated to improving the discharge process through observations, education, and exploration of the virtual discharge nurse.

## Goal statement

Improve the overall discharge process for the patient and positively impact the Norton Women & Children's Hospital Mother/Baby Unit "likelihood to recommend" scores on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey utilizing a virtual discharge nurse.

## Intervention

With the approval of Angie Banet, DNP, R.N., NE-BC, chief nursing officer, and Bryce Sandefur, CHFP, finance officer, the mother/baby leadership team moved forward to discuss how a virtual nurse program would operate on a larger scale at the hospital due to the number of discharges and deliveries occurring per day.

Ashley pulled the work group together, and it began meeting regularly to identify virtual nurse opportunities, equipment needed, office location for the virtual nurse to operate, workflow, scheduling, role expectations, electronic medical records access for appropriate documentation, communication processes and dissemination of information to the team. The clinical nurses worked together to create workflow and equipment needs. The assistant nurse managers worked on location, scheduling and role expectations. During this time, the work group shadowed other hospitals virtual discharge nurse program in place. The shadowing experience was very helpful, providing the group with insights that led to successful implementation in several areas. Ashley collaborated with the work group and the clinical nurse groups to discuss their projects and findings. She then created a communication process for the Mother/Baby Unit.

Goals included providing individualized discharge instructions in a relaxed, deliberate environment to improve communication and patient education and enhance the patient's experience.

The virtual discharge nurse is responsible for taking the lead on the discharge process for mother and infant by monitoring when providers placed the discharge orders in the electronic medical record, and ensuring all discharge barriers were addressed prior to providers conducting rounds. To expand on the role, the virtual discharge nurse began adding patient-specific discharge education for each patient in the electronic medical record After-Visit Summary to ensure a thorough, complete and timely discharge.

In April 2025, the Mother/Baby Unit virtual discharge nurse was initiated seven days a week for eight-hour shifts. The virtual discharge nurse operates from an on-site location that is not on the Mother/Baby Unit, leveraging telehealth technology to connect patients and family members via a secure video conferencing platform for discharge education and planning.

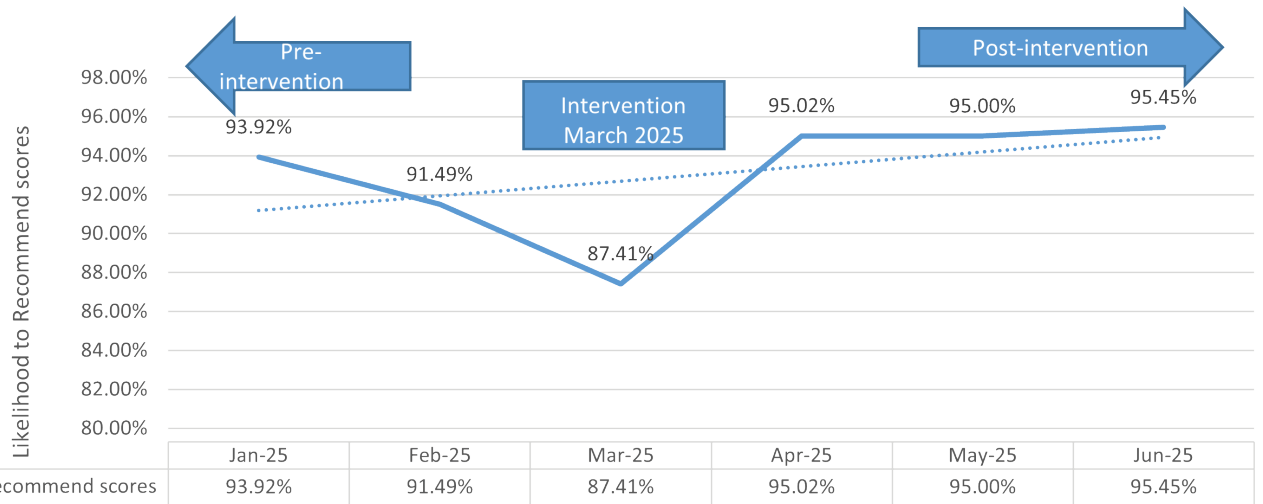
A few adjustments were made along the way, including an increase in the duties of this role. The virtual discharge nurse would use the secure chat in the medical records system to communicate and collaborate with providers on obtaining an earlier discharge order. The team also collaborated with Wren Connor, R.N., manager, clinical information, Information Systems Patient Services, to automate loading of the After-Visit Summary instructions to the discharge papers based on the delivery type. Both processes streamlined workflows and helped eliminate manual data entry.

## Outcome

The Mother/Baby Unit virtual discharge nurse trial resulted in an increase in "likelihood to recommend" scores on patient experience surveys. The Mother/Baby Unit at Norton Women's & Children's Hospital continues to update the process to enhance this improvement.

## Structural empowerment evidence/data display

### SE1EOa Virtual Discharge Nurse Norton Women's and Children's Hospital Mother/Baby unit January 2025 through June 2025



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**Anne Darku**  
Director, Learning and Development  
Norton Healthcare Center for Professional  
Growth

### Advancing nursing leadership and development

Our organization remains steadfast in its commitment to strengthening the nursing workforce and cultivating a well-meaning and effective leadership climate. We elevate nursing practice, empower leaders at all levels and foster environments where individuals and teams can excel, with seven ongoing systemwide personal and leader development programs, mentorship, coaching, partnerships, and ongoing customizable team-building and support.

Norton Healthcare Center for Professional Growth anchors its work in a competency based and strengths oriented development philosophy. This approach recognizes the distinct talents each nurse contributes and channels those strengths toward meaningful, sustainable impact. Our core competencies — accountability, business acumen, collaboration, communication, and people development — continue to guide our leadership strategy and reinforce a culture of excellence to deliver safe, innovative care and provide a positive experience for our patients, guests and one another.

#### Strengths Champions

This year marked the launch of the Strengths Champions initiative, a network of trained nursing and operational ambassadors in collaboration for development based on the CliftonStrengths talent assessment. These champions integrate strengths language and practices into daily workflows, team huddles and coaching conversations, further embedding a strengths driven culture across the organization.

#### Expanded mentorship pilots

Recognizing the critical importance of early professional support, the Center for Professional Growth expanded its mentorship pilots with two programs dedicated to nursing practice:

**First year nurse mentorship**, aligned with the Norton Healthcare Encompass Nurse Residency Program, supporting transition to practice, confidence-building and professional identity formation.

**Advanced practice provider mentorship pilot**, offering structured guidance, peer connection and leadership development for early career advanced practice providers.

These initiatives reinforce our long standing commitment to individualized growth and retention through meaningful professional relationships.



Back row, left to right: Lesley Brown, R.N., BSN; Theresa Chapman, CCMA, CET; Bronson Brown; Tanaka Townsley, B.A., RRT, RRT-ACCS; Chase Gardner, BSB, CHOP-A; Russell F Cox, president and CEO, Norton Healthcare and Norton Children's; Shelby Brauer; Shon Carney, MSN, BSN, R.N., FNP-C; Brittany Spidle; Mandy Sienrukos, BSN, R.N., SNOR; Beth Wade; Kelli White Weaver, M.A.; front row left to right: Anne Darku, M.S.; April Howell; Claudia Hunting, R.N., MHA; Patricia Thomas, R.N., BSN, CPAN; Amanda Harison, RT(R) (CT) (MR), MBA; Erin Ferguson, BSN, R.N., CCDS

#### Instructor training

To strengthen instructional excellence and enhance nursing presence in educational settings, the Center for Professional Growth introduced a three tier instructor training series:

Instructor Training 1.0 – Foundational facilitation skills, learner engagement and confidence in leading education

Instructor Training 2.0 – Advanced instructional design, coaching and facilitation in complex learning environments

Instructor Training 3.0 – Elevated facilitation skills for virtual and hybrid learning contexts

These programs ensure that nurses who teach — whether at the bedside or in formal classroom settings — are equipped to deliver high quality education and lead effectively. The center also supports system and facility unit based councils and governance councils through ongoing, on demand training.

## ***Customized facilitation, coaching and development***

Leadership enrichment offerings were expanded to include high-impact sessions such as:

- **Kindness in Action for Nurse Leaders:** Emphasizes compassion as a leadership competency and cultural driver
- **Pressure Is Privilege:** A reflective session focused on resilience, responsibility and purpose driven leadership

Additional high-demand courses continue to address essential leadership capabilities, including communication, empathy, conflict resolution, resilience, trust building, values alignment and navigating difficult conversations. Through the Leader Onboarding course, all new leaders receive a one to one coaching session to review and apply their CliftonStrengths results.

## ***Succession planning***

Competency-based development pathways continue to support front-line employees, new leaders and aspiring leaders. The Norton Executive Fellowship for high-potential leaders, including nurse leaders, remains a cornerstone of our organization's leadership pipeline and will complete its second cohort in 2026. Fellows experience coaching, mentorship, 360 evaluations, and training on topics ranging from ethics to systemness, as well as presence, with one participant stating, "Emotional intelligence is at the root of executive presence." Additionally, a senior learning and development specialist at each facility partners with administrative teams to formulate individualized development plans for all managers and directors, ensuring a structured and strategic approach to leadership growth.

Our organization's continued investment in nursing growth reflects our belief that strong leaders create strong outcomes. By offering meaningful development opportunities, personalized support and a culture that values individual strengths and team excellence, we are preparing our nurses and leaders to meet the challenges of today and the future. Together, we remain committed to advancing nursing practice and ensuring exceptional care for the patients and communities we serve.

## **Empowering nurse leaders: A structured mentorship model**

### ***Purpose (what)***

Implement a mentorship model that empowers nurse managers through transformational leadership, leveraging American Organization of Nursing Leadership (AONL) competencies and CliftonStrengths to drive growth, inspire vision and build a strong succession pipeline.

### ***Relevance/significance (why)***

Advancing nurse leadership is critical for healthcare organizations seeking to improve patient outcomes, strengthen engagement and ensure sustainable pipelines. Many organizations face persistent gaps in leadership development and retention among nurse managers. Implementing a structured mentorship model addresses these issues by providing a systematic approach to leadership growth, grounded in transformational leadership principles and aligned with recognized competencies.

### ***Strategy/implementation/methods (how)***

The mentorship model integrates quarterly executive touchpoints and monthly meetings among nurse managers, directors and mentors to ensure consistent development. Initial sessions focus on assessing strengths, growth areas and creating individual development plans (IDPs) using employee Safety and Engagement Survey data. Monthly mentor-mentee meetings track progress on AONL competencies, while quarterly reviews evaluate leadership growth and nursing strategic alignment. Directors provide monthly updates to the chief nursing officer. Key tools include IDP templates, competency assessments, mentorship logs and feedback mechanisms to support accountability and measurable outcomes.

### ***Evaluation/outcomes/results (so what?)***

Pre- and post-implementation employee Safety and Engagement Survey results revealed a 15% increase in leadership competency ratings. Mentees reported greater goal clarity, confidence and stronger communication skills. Within six months, 80% achieved key milestones outlined in their IDPs. Qualitative feedback highlighted enhanced strategic thinking and collaboration. Overall, the structured mentorship model demonstrated measurable improvements in leadership readiness, competency growth and retention, reinforcing its value for succession planning and organizational stability.

### ***Conclusions/implications for practice (and now ...)***

Structured mentorship grounded in AONL competencies accelerates nurse leader development, strengthens succession planning and builds organizational leadership capacity for long-term success.



# EXEMPLARY PROFESSIONAL PRACTICE

To me, exemplary professional practice means bedside nurses owning our practice by engaging in professional governance at a unit level, collaborating with interdisciplinary teams and improving patient outcomes through evidence-based practice.



**Julia Pritchett, BSN, R.N., CCR.N.**  
President, Nursing Congress  
Chair, Intensive Care Unit Council  
Norton Brownsboro Hospital



**Brittany Burke, DNP, R.N., NEA-BC**  
System Director  
Norton Healthcare Center for Nursing Practice

## Exemplary professional practice in action

### Norton Healthcare Center for Nursing Practice

Five core alignments are available for students:

- Student Nurse Apprenticeship Program
- Student healthcare assistant role
- Schools of Nursing Team clinical placements
- Academic-practice partnerships
- Career-ready programs

Focus: Educate and develop practice readiness for collegiate students interested in growing their careers at Norton Healthcare.

Due to program successes, Norton Healthcare was recognized by Forbes on its list of 2025 America's Best Employers for New Graduates.



### Student Nurse Apprenticeship Program

The Student Nurse Apprenticeship Program (SNAP) is a three-tiered program that invests intentionally in student nurses through workplace culture exposure, hands-on clinical practice and overall confidence-building for nursing care. SNAP works to provide a safe learning environment with real-time competency evaluation, complementing a student nurse's accredited Associate Degree in Nursing, Associate of Science in Nursing or Bachelor of Science in Nursing education. Employed student nurses choose an area of clinical interest as SNAP leverages the Kentucky Board of Nursing Advisory Opinion Statement No. 18, Nursing Student. Throughout the program, student nurses participate in all three tiers, building their knowledge and understanding of safe, quality nursing practice. In a calendar year, SNAP leads two concurrent cohorts with around 250 employed student nurses, and serves eight of our organization's hospitals and Norton Cancer Institute.

At the end of 2025, nine years since the program was launched, SNAP successfully graduated over 1,178 nurses. The average increased practice readiness for new graduate nurses who complete SNAP is over 100 hours less orientation time, equivalent to almost two-and-half weeks in staffing sooner, plus nurses who are more confident in their nursing practice. In 2025, SNAP provided nurse graduates to seven of our organization's hospitals and all of our service lines.



2025 SNAP cohort 9, starting Tier II

## Student healthcare assistant role

The student healthcare assistant role represents a unique employment opportunity designed for college students aspiring to pursue careers in healthcare. While this role is 80% nursing students, it supports 20 healthcare disciplines, allowing an average of 250 students in a calendar year to become system employees and contribute to patient care needs across the continuum. Our organization accommodates schedule flexibility required by college students, while providing invaluable on-site exposure to our healthcare practices. By supporting students in this way, the role fosters not only professional growth, but also a sense of empowerment and balance in their personal and academic journey.

Student healthcare assistants serve eight Norton Healthcare and Norton Children's facilities, including adult and pediatric populations across multiple departments, including critical care, emergency services, inpatient specialty, Mother/Baby Unit, pediatrics and surgical services. By acknowledging the demands of college education, the role's adaptability allows students to successfully balance their academic commitments while simultaneously gaining practical healthcare experience and financially contributing to tuition and lifestyle needs.

The role offers numerous benefits for students aspiring to build a future in healthcare.

- **Hands-on experience:** Working directly with patients and healthcare professionals allows students to develop practical skills and gain firsthand knowledge of the healthcare environment.
- **Professional networking:** As part of the Norton Healthcare and Norton Children's system, students build connections with experienced healthcare providers, which may open doors to mentorship opportunities and future job opportunities as they transition to licensed employees.
- **Skill development:** Performing validated tasks under the supervision of licensed staff assists students in enhancing technical and interpersonal skills essential for patient care, preparing them for advanced leadership roles in healthcare.
- **Résumé boost:** Student healthcare assistant employment adds significant value to a student's résumé, showcasing their dedication, experience and ability to balance academic and professional responsibilities.
- **Increased confidence:** Exposure to real-world healthcare settings helps students gain confidence in their abilities, making them more prepared for future challenges in the field, as well as learning how to leverage reliable resources to assist in safe care.

- **Career insight:** Experiencing the day-to-day operations of a healthcare unit provides clarity on career paths and areas of specialization for future pursuits.
- **Flexibility:** The customizable schedules ensure students can balance their academic commitments with professional growth, which demonstrates adaptability, an essential trait in healthcare careers.
- **Peer recognition:** Validation is a human need, and connection is a human need. The role promotes being a productive member of a team.

From inception of the role in October 2022 to the end of 2025, 658 healthcare students experienced the student healthcare assistant position, with affiliations spanning 30 colleges and universities. The role's retention also is a sustainable force. Without contract commitment, 92% of employees remain with our organization after one year, and 88% remain after two years. Furthermore, 91% of student healthcare assistants successfully transition into career-related roles with us following academic graduation, underscoring the effectiveness of this initiative in fostering career growth.

## Schools of Nursing Team

The Schools of Nursing Team has evolved into a cornerstone of student nursing and paramedic clinical practice at our organization. The team facilitates all undergraduate nursing clinical placements, paramedic clinical placements and beginning integration of graduate nursing clinical placements, including certified registered nurse anesthetists in 2025, and ensures that every student's clinical journey is compliant, purposeful, enriching and safe.

As of 2025, the team maintained clinical affiliation agreements with 14 undergraduate schools of nursing and seven paramedic programs. The team facilitates clinical placement for over 41,000 student encounters annually across eight of our hospitals and multiple Norton Medical Group and Norton Cancer Institute locations. Collectively, this accounts for over 300 individual nursing capstone placements, and over 500 group nursing clinical placements of eight to 10 students per group, equating to almost 37,000 hours of group learning on-site.



## Academic-practice partnerships

Norton Healthcare has two formal academic-practice partnerships for nursing: Bellarmine University and Galen College of Nursing, both in Louisville, Kentucky. These partnerships truly are interconnected, and one team's success is the other's as well. Both partnerships offer mutual benefit in readiness for practice to new graduate nurses.

As the nursing profession continues to blossom, an academic challenge of growth remains through clinical placement alignment and clinical faculty volume. With Norton Healthcare and Norton Children's having nine hospital locations, its clinical availability is unique. A traditional dedicated education unit (DEU) model of one school to one hospital does not support the metropolitan area of 14 schools of nursing needing clinical sites at Norton Healthcare and Norton Children's. Therefore, through a curriculum crosswalk at each partner school, the Schools of Nursing Team assessed and recommended clinical locations to align clinical objectives for each academic course. These recommended locations became the foundation of established DEUs and joint appointments for the partnership schools. Combining the practice side and the academic side of placement makes clinical learning purposeful. At the end of 2025, our organization had 24 identified DEUs and 17 joint appointment clinical instructors serving six hospital locations.

## Career-ready programs

With the success of our formal partnerships, the Center for Nursing Practice expanded into what we now call our career-ready programs. These programs were created to provide local public high school seniors with the opportunity to start a nursing academic program prior to high school graduation, making senior year purposeful through dual enrollment. The first career-ready program was launched in partnership with Galen College of Nursing and its practical nursing diploma program. July 2025 saw the program's first graduates. All seven nurses successfully completed the program, passed their licensure, and accepted and began licensed practical nurse roles at three of our hospitals.



Career-Ready Practical Nursing Diploma Program cohort 1 graduates and Norton Healthcare Center for Nursing Practice leaders

Interest continued throughout 2025, and the Center for Nursing Practice now has four of these programs:

- Career-Ready Practical Nursing Diploma Program (with Jefferson County Public Schools and Galen College of Nursing)
- Career-Ready Associate Degree in Nursing Program (with Galen College of Nursing)
- Career-Ready Bachelor of Science in Nursing Program (with Bellarmine University)
- Career-Ready Child Life Specialist Program (with Bellarmine University)

After the launch of the bachelor's degree program at Bellarmine in summer 2025, it was recognized at the Kentucky Council on Postsecondary Education Student Success Summit, highlighting the first cohort's initial successes: average GPA 3.85, 80% first-generation college students and 40% students for whom English was a second language. As of the end of 2025, our career-ready programs are offered to students in Bullitt County, Jefferson County and Oldham County in Kentucky.

## 2025 NURSE SATISFACTION SURVEY

Of Norton Healthcare and Norton Children's nine hospitals, 100% outperformed the Magnet mean in nurse satisfaction. This truly is a testimony to our organization's creation of a supportive and nurturing environment for nurses to practice.

| Top 5 Scoring Questions |  | My Group Mean Score |      |
|-------------------------|--|---------------------|------|
| 1                       | My work unit demonstrates a commitment to patient- and family-centered care. | 90.60%              | 4.28 |
| 2                       | In my department, registered nurses work effectively as a team.              | 90.22%              | 4.31 |
| 3                       | My unit uses evidence-based practice in providing patient care.              | 89.02%              | 4.20 |
| 4                       | In my department, registered nurses communicate effectively.                 | 88.21%              | 4.21 |
| 5                       | In the last year, I have had opportunities to learn and grow.                | 87.89%              | 4.17 |



**Donna Morgan**  
Director, Workplace Violence Prevention  
Norton Healthcare and Norton Children's



**SaraAnne Pickering**  
Program Coordinator, Workplace Violence  
Prevention  
Norton Healthcare and Norton Children's

### Workplace safety

Our organization has strengthened its systemwide approach to workplace violence prevention with a clear focus on protecting nursing staff. Through more than \$40 million in investments since 2023, we have expanded our security infrastructure, standardized response protocols and implemented a comprehensive workplace violence policy that defines violence broadly and provides nurses with clear, tiered procedures for managing threats or disruptive behavior. This gives caregivers greater confidence in high stress situations and ensures they know exactly what to report, how to respond and where to turn for support. The zero tolerance stance reinforces a culture where nurses' safety is treated as a foundational requirement for delivering high quality patient care.

To further support front-line staff, Norton Healthcare and Norton Children's established a crossfunctional workplace violence prevention task force and introduced a dedicated violence prevention team with expertise in law enforcement, behavioral safety and healthcare security. These groups collaborate to address safety concerns quickly, strengthen communication, and provide support before and after an incident. The launch of the Welle Safety training program in 2024 equips nurses with trauma-informed skills in de-escalation, communication and nonviolent crisis intervention, while tools like the Red Scale Documentation ensure consistent, efficient reporting within Epic. Together, these efforts create a safer environment where nursing staff feel heard, protected and empowered to deliver exceptional care.

**Care is our priority.**

**In this healing environment, we will not tolerate:**

- Threats of any kind
- Acts of intimidation
- Offensive, harassing or foul language
- Physical or verbal abuse
- Weapons of any type
- Intentional damage to property

Anyone showing disruptive behavior may be asked to leave, and authorities may be called. Threats or assault directed toward our staff may result in criminal prosecution.

**NORTON HEALTHCARE**

# NEW KNOWLEDGE, INNOVATIONS AND IMPROVEMENTS

By having an Evidence-based Practice & Research Council at Norton Children's Hospital, we are promoting changes in practice that start right at the bedside. We support staff members who have ideas to improve care in the creation of a successful project. Supporting innovation at the bedside benefits everyone at Norton Children's Hospital.

We currently are working on the first-ever Norton Healthcare/Norton Children's systemwide project to address barriers to bedside handoff. This work will help us build processes that promote closed-loop communication for patients, caregivers and staff.



**Kylee Chaffin, MSN, R.N.**  
Chair, Evidence-based Practice  
& Research Council  
Norton Children's Hospital

## New knowledge, innovations and improvements in action

### Norton Healthcare system nurse research study

*Identification of Challenges to Bedside Nursing Handoff in an Acute Care Setting: A Cross Sectional Analysis. UL IRB # 24.0866, NRI # 25-N0007*

Bedside shift handoff is a foundational practice that supports patient safety, communication and the overall care experience. In 2025, a systemwide research initiative engaged more than 1,800 nurses across five Norton Healthcare acute care facilities. The purpose was to better understand persistent barriers to achieving high bedside handoff compliance. Nurses identified several factors that decreased the likelihood of completing bedside handoff, including privacy and confidentiality concerns, patients being asleep or occupied, requests not to be awakened, time constraints, interruptions from visitors or other care needs, and isolation precautions. These front-line insights aligned with evidence from The Joint Commission, which continues to show that communication failures during handoffs contribute significantly to serious medical errors.

Analysis confirmed that these barriers were statistically significant contributors to decreased bedside handoff performance, underscoring the need for targeted, evidence informed improvements to nurse-to-nurse communication. Nurses also recommended strategies to enhance compliance, such as minimizing interruptions, standardizing training, strengthening leadership support and accountability, and improving tools such as electronic medical records integration. The findings were shared with nursing leadership and professional governance councils to guide future process improvements, advancing excellence in patient centered care and supporting ongoing Magnet aligned priorities.

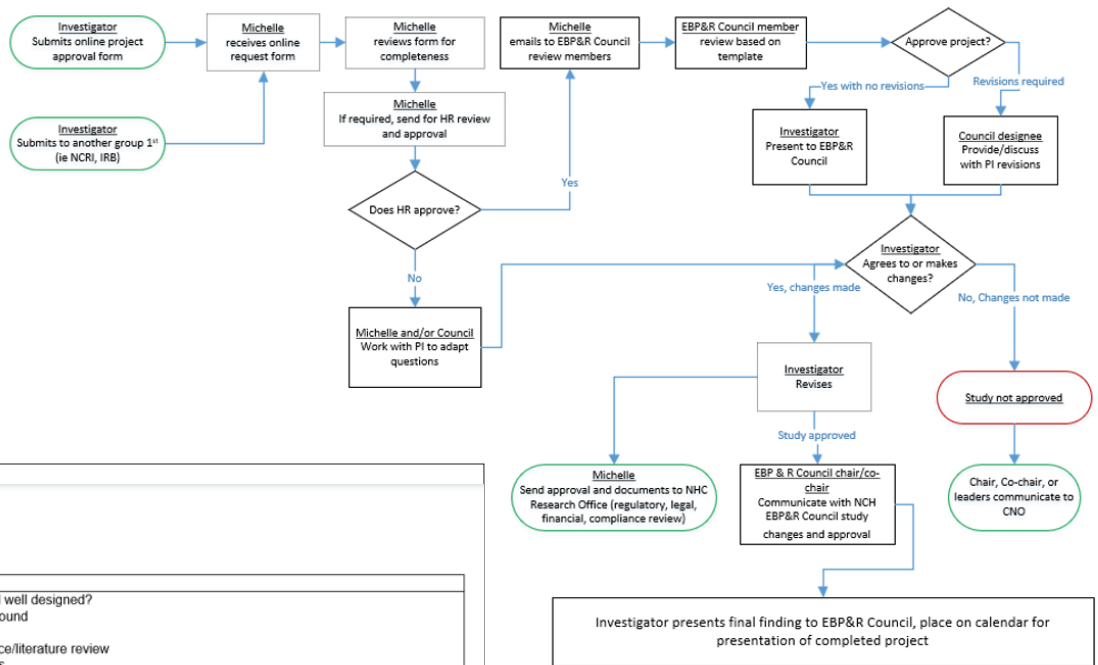
## Pilot project approval process

Throughout 2025, the Evidence-based Practice & Research Councils at Norton Children’s Hospital and Norton Women’s & Children’s Hospital streamlined and strengthened the approval pathway for projects by clearly defining expectations and accountability from the moment a proposal is submitted. This was accomplished by the creation of two documents: the Project Feasibility Checklist and Future State Process Map.

The checklist became a foundational tool in this process, guiding reviewers through a structured assessment of protocol design, alignment with organizational goals, feasibility of resources, population access and anticipated impact on patient care and quality. By standardizing these criteria, nurse leaders and council members were able to provide consistent, meaningful feedback early, ensuring projects were well prepared before advancing, and reducing delays related to incomplete or misaligned proposals.

Complementing the checklist, the process map clarified the end-to-end workflow, roles and decision points across departments. The map reinforced transparency by outlining reviews by council members, the Human Resource Department, and regulatory and leadership stakeholders, while also emphasizing collaboration and iteration with the project lead.

Together, these two documents created a cohesive and nurse-led approval process that promotes evidence-based practice, safeguards resources and supports timely innovation — ultimately empowering nurses to advance high-quality projects that align with system priorities and improve outcomes across the organization. Plans are in development to implement these procedures at our other facilities as well.



| Reviewer Name:                 |    |  |
|--------------------------------|----|--|
| Review Date:                   |    |  |
| Project title:                 |    |  |
| Project PI:                    |    |  |
| Protocol Evaluation Questions: |    |  |
| Yes                            | No | Comments   |
|                                |    | Is the protocol well designed?<br><input type="checkbox"/> Background<br><input type="checkbox"/> Goals<br><input type="checkbox"/> Evidence/literature review<br><input type="checkbox"/> Process<br><input type="checkbox"/> Data collection and analysis plan |
|                                |    | Does the proposal include a survey/questionnaire?<br>Yes-requires HR review. No-does not require HR review   |
|                                |    | Does the proposal require IRB submission?<br><input type="checkbox"/> If yes – has it been submitted and to which IRB?<br><input type="checkbox"/> If yes – what is the IRB number?<br>No-does not require IRB submission  |
|                                |    | Did the PI make the case to support that the study question is important?  |
|                                |    | Are there measurable positive impacts on patient care, staff, safety, or quality?  |
|                                |    | Does the project align with NHC goals and values?  |
|                                |    | Does the project include current best practices and research findings?   |
|                                |    | Does the project contain a quality improvement or EBP component that will likely be implemented by NHC?  |
|                                |    | Is the PI willing to consider suggestions or modifications?  |
|                                |    | Will coordination with other departments/services be required for study visits or procedures?  |
|                                |    | Can other services (e.g., lab, radiology) meet the protocol requirements?  |
|                                |    | Is necessary equipment available?  |
|                                |    | Is the study duration appropriate for the project?   |
|                                |    | Will the project compete with any other active studies?  |
|                                |    | Are funds needed for this project. if so, have funds been allocated?   |

## Robotic surgery enhancements at Norton Clark Hospital and Norton King's Daughters' Health

In December 2023, Norton Clark Hospital enhanced its surgical services to include a da Vinci robotic surgical system, increasing the community's availability and access to minimally invasive surgical technology. Norton Clark Hospital completed its 768th robotic surgery and added a second robotic system in 2025.

Patients who have urologic, gynecologic or general surgery performed using this technology will reap the benefits of this minimally invasive approach, including reduced or minimal pain, decreased risk for surgical site infections, shortened hospital stays and minimal blood loss.

In late July 2025, Norton Healthcare added Norton King's Daughters' Health to the growing list of hospitals that operate with the da Vinci system. Robotic surgery has provided immense benefits and optimal outcomes. As the demand for minimally invasive robotic surgery grows, Norton King's Daughters' Health will add additional providers who use this technology to their surgical resources.

The use of the da Vinci robotic system in surgery has opened many opportunities for nurses. They receive specialized training, such as troubleshooting technical issues and device and system setup, and this new opportunity allows them to grow in their profession. Careers such as circulating nurses, robotic coordinators and registered nurse first assistants are in place to support this evolving and tech-savvy surgical environment.

A circulating nurse in the operating room ensures the integrity of the sterile field, functioning of equipment and supplies used in the case, and availability for additional help as requested, such as presenting sterile items to the surgical technologist and field.

Robotic coordinators oversee ensuring that the surgeon has all the supplies and equipment needed, as well as facilitating staff in the room by helping throughout the case when questions arise. They establish and maintain a collaborative relationship with surgeons who use the da Vinci system regularly to ensure their needs are met. They document all the surgeons' preferences to help the staff in the room and optimize workflow processes to maximize effectiveness and efficiency.

A registered nurse first assistant assists the surgeon by managing the instrumentation and equipment, manipulates the robot to ensure optimal visualization for the surgeon and continually monitors patient safety. This nurse also can assist in closing wounds, control bleeding and provide surgical site exposure.

## 2025 Research!Louisville conference

Since 2008, Research!Louisville has united regional healthcare organizations to host the area's only free, multiorganization research symposium. The event provides a forum to share research, evidence-based practice and quality improvement work, advancing patient care and outcomes across the community.

Collaborators include Norton Healthcare; UofL Health; Jewish Hospital; Baptist Health Louisville and Baptist Health LaGrange; Sigma Theta Tau, international honor society of nurses; and regional schools of nursing. In 2024, the symposium formally expanded beyond nursing to welcome allied health and pharmacy professionals, strengthening interdisciplinary learning and collaboration.

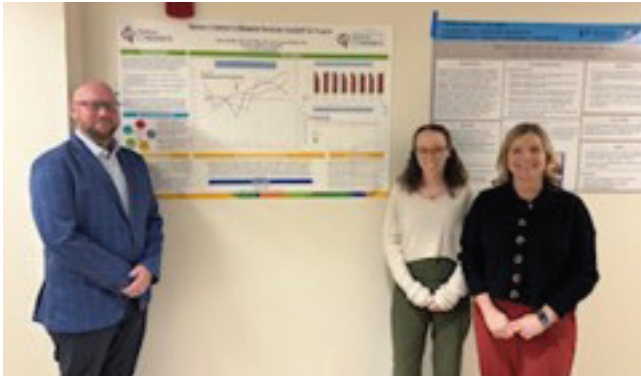
Norton Healthcare nurses have been key contributors for more than two decades, serving as planners, hosts, and poster and podium presenters. Research!Louisville supports Magnet requirements, fosters professional growth and encourages dissemination of scholarly work beyond the local level. Held each fall, the symposium continues to promote mentorship and collaboration across healthcare disciplines and academic partners.

Norton Healthcare and Norton Children's ongoing involvement reflects a strong commitment to advancing professional practice and contributing to the collective progress of healthcare across the region.



Research!Louisville 2025 attendees: From left, Chelsea Nusbaum, R.N., Michalle Grace, R.N., Monica Russell, R.N., Dawn Scherzer, R.N., Caitlin Lawson, R.N., Amy Hancock, R.N., Jenna Blandford, R.N., Michelle Pendleton, R.N.

*Samples of 2025 Research!Louisville poster presentations*



Poster title: **Norton Children's Hospital Pediatric Bedside Handoff Project: Quality Improvement**

Presenters: Kyle Riley, R.N., Kylee Chaffin, R.N., and Cassie Wofford, R.N.



Poster title: **Patient Review Sessions: A Pilot Program to Prepare for Low-volume, High-acuity Patients in the Emergency Department**

Presenter: Cara Lowery, R.N.



Poster title: **Virtual Discharge Nurse: A Quality Improvement Project — Initial Results**

Presenters: Jenna Blandford, R.N., and Caitlin Lawson, R.N.



Poster title: **Glycemic Control in Postoperative Gynecological Surgery Patients**

Presenters: Amy Hancock, R.N., and Michalle Grace, R.N.



Poster title: **Patient Blood Management in the Obstetric Patient Refusing Transfusion**

Presenter: Dawn Scherzer, R.N.



# NURSING PROFESSIONAL GOVERNANCE

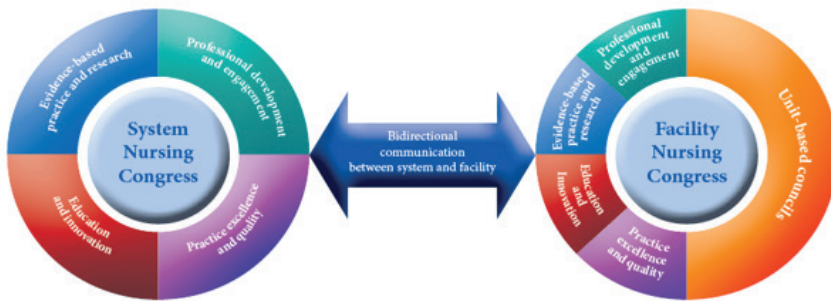
## Nursing Congress model

The Nursing Congress serves as the foundation for professional governance at Norton Healthcare and Norton Children's, providing a structure where nurses own their practice. By fostering shared decision-making, collaboration and accountability, this structure enables nursing professionals to actively shape their work environment and clinical outcomes.

Through the Nursing Congress, we empower our nurses to turn professional expertise into actionable patient care solutions. As a structural empowerment framework, it fosters true collaboration with the interprofessional team, allowing nurses at all levels to advocate for their practice, advance the profession and directly influence quality improvement and patient outcomes.

We empower bedside nurses through a culture of shared governance and open, bidirectional communication. Supported by leadership at all levels, our nurses are empowered, resulting in improved practice and high nurse engagement.

### Nursing Congress Model



### Purpose

To empower nursing practice governance, which is the foundation for professional nurse practice at Norton Healthcare

### Responsibilities

The Nursing Congress ensures that 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. Professional governance provides a forum for nurses at all levels to partner in decision-making regarding the professional work environment and nursing professional practice, improving nurse engagement and retention, and patient outcomes and care delivery processes.

## Leaders



**Co-chair: Stacia Coker, R.N., BSN, CNOR,** Surgical Services, Norton Hospital; president, Norton Hospital Nursing Congress



**Co-chair: Kim Tharp-Barrie, DNP, R.N., SANE,** senior vice president and system chief nursing officer (retired)

“Norton Healthcare’s culture is evolving, and the growth of our system Nursing Congress is a powerful example of excellence in professional governance. As we continue rebuilding and elevating nursing professional governance post COVID, expanding from individual hospitals to a strong, engaged system has amplified the clinical nurse voice. Together, this inspiring group of clinical nurses and nurse leaders is influencing decisions, creating solutions and setting the standard for nursing practice across our organization.”

–Stacia Coker, BSN, R.N., CNOR

# SYSTEM-LEVEL COUNCILS

## System Professional Development & Engagement Council

### Purpose

To cultivate a culture of lifelong learning and professional excellence, supporting Magnet standards through innovative development programs and meaningful nurse engagement

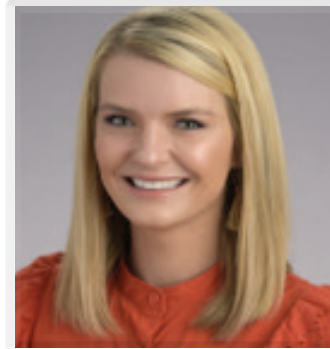
### Responsibilities

- Ensure two-way communication among facility councils.
- Understand and respond to front-line challenges.
- Support new employees and create engaging programs.
- Build community through social and professional networks.
- Standardize nursing policies and procedures.
- Engage leaders in supporting professional growth.
- care delivery processes.

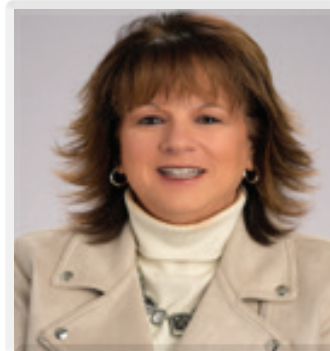


Back row, left to right: Catherine Crady, R.N., Norton Women's & Children's Hospital; Julia Voyles, R.N., nurse manager, system nursing education; Claudia Hunting, MHA, R.N., Norton Healthcare Institute for Education & Development; Jessica Kay, R.N., Medical/Surgical Unit, Norton Children's Hospital; Amanda Pierce, R.N., MSN, CPN, director, Norton Healthcare Center for Nursing Practice; front row, left to right: Kaycee Nickell, DNP, R.N., system director, Norton Healthcare Institute for Education & Development; Michelle Nelson, DNP, R.N., vice president and chief nursing officer, Norton Audubon Hospital; Rachel Hack, R.N., Critical Care Unit, Norton Brownsboro Hospital; Audrey Frias, R.N., MSN, Manager, Norton Healthcare Institute for Education & Development

### Leaders



**Chair:** Kaycee Nickell, DNP, R.N., system director, Workforce Learning, Development & Professional Growth, Norton Healthcare and Norton Children's



**Nurse executive sponsor:** Michelle Nelson, DNP, R.N., NE-BC, vice president and chief nursing officer, Norton Audubon Hospital

Jessica Kay, R.N., BSN  
Medical/Surgical Unit  
Norton Children's Hospital  
Member, System Professional  
Development & Engagement Council

“Having the opportunity to sit on this system council has been such a privilege this past year. We get to directly help the growth and development of nurses all over the system. I love having the opportunity to pour into the nurses not only at my hospital facility, but also hear about the great impact the members of our council have on their nursing staff.”

## System Evidence-based Practice & Research Council

Throughout 2025, the System Evidence-based Practice & Research Council remained committed to strengthening our organizational culture of inquiry that provides nurses with psychological safety to question current practices without fear of blame. The council focused on promoting nursing and interprofessional engagement in evidence-based practice and research, supporting project development across all campuses and establishing structures to recognize the scholarly contributions of team members. In addition, the council prioritized assessing the current state of evidence-based practice knowledge, utilizing the May 2025 Nurse Satisfaction Survey to gather direct feedback and guide future educational strategies.

### Purpose

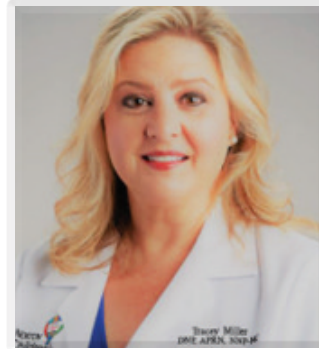
To cultivate interest in nursing research, promote evidence-based practice and research utilization, and assist healthcare professionals in conducting research projects.

### Responsibilities

Oversight and review of clinical quality improvement projects, evidence-based practice projects and research projects that include or impact nursing and the interprofessional teams.

- Communicate research activities through various forms.
- Inform and support continuing education offerings that highlight research efforts about research methods.
- Support the research portion of Johns Hopkins Evidence-based Practice Model by prioritizing research ideas, reviewing literature and conducting studies as indicated by strategic and operational needs.
- Using project teams, conduct research projects that answer questions raised by staff related to practice, quality, service, education, leadership or professional issues.

## Leaders



**Chair: Tracey Miller, DNP, MSN, APR.N., NNP-BC,** neonatal nurse practitioner and director, Clinical Effectiveness & Quality



**Nurse executive sponsor: Angie Banet, DNP, R.N., NE-BC,** vice president and chief nursing officer, Norton Women & Children's Hospital



**Mentor: Michelle Pendleton, DNP, R.N., CPHQ, CENP,** nurse scientist and director, system nursing support services

# System Practice Excellence & Quality Council

## Purpose

To support the continued advancement, evidence-based knowledge and recognition of the nursing profession by guiding and recommending best practices in nursing care, quality and safety at Norton Healthcare and Norton Children's.

## Responsibilities

- Review, revise, recommend and implement evidence-based standards that promote positive patient- and family-centered care.
- Evaluate and approve nursing practice initiatives and proposals.
- Monitor outcomes data, including nurse-sensitive indicators and patient experience metrics. Promote the use of evidence to address challenges related to structure, process or outcomes.
- Assist in implementing practice changes throughout the organization.

More than 60% of this council is made up of clinical bedside nurses from various units and specialties. Additional members include nurse informatics leaders, educators and clinical quality experts.



Back row, left to right: Will Lanman, R.N., MSN, nursing and healthcare technology management; Pam Missi, DNP, R.N., NE-BC, system assistant chief nursing officer; Jennifer Lykins, R.N., BSN, Critical Care Unit, Norton Brownsboro Hospital; Annette Newkirk, DNP, R.N., Critical Care Unit, Norton Hospital; Ashley Kessans, R.N., ADN, clinical quality, Norton Clark Hospital; front row, left to right: Kaitlin Boone, R.N., BSN, Critical Care Unit, Norton Audubon Hospital; Angela Doyle, R.N., BSN, Neonatal Intensive Care Unit, Norton Women's & Children's Hospital; Nikkie Harvey, R.N., BSN, SANE, C-EFM, Labor & Delivery Unit, Norton Women's & Children's Hospital; Kathy Wesley, R.N., AND, Medical/Surgical Unit, Norton Hospital; Claudia Hunting, R.N., MHA, Norton Healthcare Institute for Education & Development; Kaitly Vowels, R.N., BSN, clinical quality, Emergency Department Norton Audubon Hospital

## Leaders



**Chair:** Allison Butterbaugh, R.N., BSN, clinical nurse, Critical Care Unit, Norton Women's & Children's Hospital



**Nurse executive sponsor:** Pam Missi, DNP, R.N., NE-BC, system assistant chief nursing officer and system nursing Magnet lead



**Mentor and facilitator:** Avalena Edelen, DNP, R.N., CPHQ, manager, quality and regulation, Norton Hospital



## System Education & Innovation Council

### Purpose

To establish a strong foundation for nursing education across Norton Healthcare and Norton Children's, aligning facility-specific initiatives with broader nursing goals and the organization's strategic plan.

### Responsibilities

- Conduct systemwide educational needs assessments.
- Collaborate with the Norton Healthcare Institute for Education & Development and the System Professional Development & Engagement Council.
- Promote education across service lines.
- Explore evidence-based teaching strategies and opportunities for innovation.
- Serve as liaisons between the council and broader nursing teams.
- Partner with the System Evidence-based Practice & Research Council to promote evidence-based practice.
- Collaborate with the System Nurse Practice Excellence & Quality Council to evaluate innovations.
- Support nursing growth and development in collaboration with relevant councils.



Back row, left to right: Margaret Brennesholtz, R.N., MSN, CEN, system educator, emergency services; Jennifer Thornsberry, DNP, R.N., vice president and chief nursing officer, Norton Hospital; Kathleen Recktenwald, manager, Learning Management System; Anne Ricketts, R.N., BSN, SCRNP, director, system nursing education and professional practice, Norton Healthcare Institute for Education & Development; Will Lanman, R.N., MSN, nursing and healthcare technology management; front row, left to right: Scottie Browning, R.N., nurse educator, Norton Clinical Agency; Claudia Hunting, R.N., MHA, Norton Healthcare Institute for Education & Development; Julie Voyles, R.N., nurse manager, system nursing education; Chelsea Archuleta, R.N., Medical/Surgical Unit, Norton Children's Hospital; Megan Lee, R.N., manager, nursing education, Norton Women's & Children's Hospital; Ashley Farris, R.N., nurse educator, Norton Brownsboro Hospital

### Leaders



**Anne Ricketts, R.N., BSN, SCRNP,**  
director, system nursing education and  
professional practice



**Jennifer Thornsberry, DNP, R.N.,**  
chief nursing officer, Norton Hospital

“As a member of this council, I have enjoyed collaborating with other members from across the organization to create a shared vision for streamlining nursing education. It is meaningful to see the progress we have made by elevating clinical competency, supporting professional growth and striving to ensure nursing has the knowledge needed to deliver safe, high-quality care.”

**Kristin Cox, R.N., BSN**  
Clinical Nurse Educator  
Norton Hospital  
Member, System Education  
& Innovation Council

## Professional nurse certifications

### Norton Audubon Hospital

|   |  |
|---|--|
| Antonio Abreu Almaguer<br>Tammy Allen-Dailey  | Certified Critical Care Nurse (CCRN)<br>Trauma Nursing Core Course (TNCC)  |
| Katie Arnold  | Certified Nurse Operating Room (CNOR)  |
| Michelle Banzon<br>Miranda Barksdale  | Certified Critical Care Nurse (CCRN)<br>Certified Nurse Operating Room (CNOR)  |
| Amanda Leigh Beard<br>Mary Benedict   | Certified Case Manager (CCM)<br>Progressive Care Certified Nurse (PCCN)  |
| Kim Blair   | Medical/Surgical Nurse-Board Certified (MEDSURG-BC)  |
| Kaitlin Boone<br>Sallye Bradley   | Certified Critical Care Nurse (CCRN)<br>Certified Wound Ostomy Nurse (CWON)  |
| Jessica Branaugh  | Progressive Care Certified Nurse (PCCN)  |
| Melissa Burchett  | Certified Case Manager, Oncology<br>Certified Nurse (CCM, OCN)   |
| Cody Burgess  | Certified Academic Clinical Nurse Educator (CNEcl)   |
| Jocelyn Celedonio   | Certified Nurse Operating Room (CNOR)  |
| Genevieve Clifford<br>Hunter Collins<br>Stephanie Lynn Collins                                | Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Medical/Surgical Registered Nurse (CMS-RN)   |
| Courtney Conklin  | Certified Nurse Operating Room (CNOR)  |
| Johnna Craig  | Registered Cardiac Electrophysiology Specialist (RCES)   |
| Jillian Disraeli  | Progressive Care Certified Nurse (PCCN)  |
| Faith Dugan<br>Karen Durbin   | Certified Critical Care Nurse (CCRN)<br>Certified Nurse Operating Room (CNOR)  |
| Jamie Egger   | Certified Case Manager, Certified Critical Care Nurse (CCM, CCRN)  |
| Shannon Lee Fajardo   | Certified Nurse Operating Room (CNOR)  |
| Sarah Fitzgerald<br>Barb Gallander  | Certified Critical Care Nurse (CCRN)<br>Certified Registered Rehabilitation Nurse (CRRN)   |
| Renee Gish<br>Hannah Hartmann<br>Bunny Higdon<br>Lara Jaquemai<br>Rachel Jones                | Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Oncology Certified Nurse (OCN)<br>Registered Cardiovascular Invasive Specialist (RCIS) |
| Candice Kasten  | Progressive Care Certified Nurse (PCCN)  |
| Makinzie Kellerman<br>Ellen Koth<br>Katherine Kruer<br>Claire Lipe                            | Certified Emergency Nurse (CEN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Nurse Operating Room (CNOR)   |
| Traci Manning<br>Kacie McCarthy<br>Nurse (CAPA)<br>Jared Carver McDonald<br>Angela McLaughlin | Oncology Certified Nurse (OCN)<br>Certified Ambulatory Perianesthesia Nurse (CAPA)<br>Certified Critical Care Nurse (CCRN)<br>Certified Cardiac Vascular Nursing (CCVN)  |
| Shannon McMahan<br>Brandon McWilliams<br>Mina Morales   | Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Progressive Care Certified Nurse (PCCN)  |
| Adrienne Murphy   | Progressive Care Certified Nurse (PCCN)  |
| Michelle Nelson   | Nurse Executive Board Certified, Certified Professional in Healthcare Quality, Healthcare Accreditation Certification Program-CMS (NE-BC)  |
| Elizabeth Phillips  | Certified Ambulatory Perianesthesia Nurse (CAPA)   |

Abbi Quinn  
Sunny Ray  
Gailann Reynolds  
Brooke Robinson  
Samuel Rodriquez  
Annedys Rondon  
Nicole Saling

Matthew Sims  
Taylor Sorg  
Emily Stout  
Sheri Thielmeier

Justin Thornsberry

Brian Tran  
Callie Trawick  
Joy Uy

Mike Vetter  
Libby Wahl  
Melissa Williams  
Brittany Wills  
Whitney Wisdom

Julia Witt  
Elaine Yap

Kim Zierer  
Mandy Zwart

Progressive Care Certified Nurse (PCCN)  
Certified Critical Care Nurse (CCRN)  
Certified Nurse Operating Room (CNOR)  
Certified Nurse Operating Room (CNOR)  
Certified Emergency Nurse (CEN)  
Certified Critical Care Nurse (CCRN)  
Certified Professional in Healthcare Quality, Healthcare Accreditation Certification Program-Centers for Medicare & Medicaid Services (CPHQ, HACF-CMS)  
Certified Critical Care Nurse (CCRN)  
Certified Critical Care Nurse (CCRN)  
Certified Emergency Nurse (CEN)  
Certified Ambulatory Perianesthesia Nurse (CAPA)  
Nurse Executive Board Certified (NE-BC, CPHQ, HACF-CMS)  
Certified Critical Care Nurse (CCRN)  
Progressive Care Certified Nurse (PCCN)  
Medical/Surgical Nurse-Board Certified (MEDSURG-BC)  
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Certified Critical Care Nurse (CCRN)  
Progressive Care Certified Nurse (PCCN)  
Certified Emergency Nurse (CEN)  
Medical/Surgical Nurse-Board Certified (MEDSURG-BC)  
Certified Critical Care Nurse (CCRN)  
Medical/Surgical Nurse-Board Certified (MEDSURG-BC)  
Certified Critical Care Nurse (CCRN)  
Certified Critical Care Nurse (CCRN)

### Norton Brownsboro Hospital

Kaelynn Nicole Ables  
Becky Admony  
Shannon Arrendale

Lacey Ann Baker  
Nancy Bean

Mary Beth  
Carrie Bilek

Tasha Blevins  
Erin Brehm  
Lynne Burke  
Sarah D. Burnett  
Mark Chris  
Tela Clemens  
Sarah Colston

Sara Colyer  
Charlotte J. Coomes

Kayla Dille  
Taylor Alexis Edelen

Ashely Farris  
Rachel Ann Fautz

Casey Fentress  
Angela Fish  
Rosemary Flinn

Samantha Seibert Franke

Ashton Gettelfinger  
Camryn Gettelfinger

Andrea K. Gibson

Anna Gleis

Kaelynn Goatley  
Lynn Goranflo

Trauma Certified Registered Nurse (TCRN)  
Critical Care Registered Nurse (CCRN)  
Nurse Executive Advanced-Board Certified (NEA-BC)  
Certified Post Anesthesia Nurse (CPAN)  
Wound, Ostomy and Continence Nurse (WOCN)  
Trauma Nurse Core Course (TNCC)  
Wound Care Certified, Certified Medical/Surgical Registered Nurse (WCC, CMSRN)  
Certified Nurse Operating Room (CNOR)  
Critical Care Registered Nurse (CCRN)  
Trauma Nurse Core Course (TNCC)  
Certified Nurse Operating Room (CNOR)  
Trauma Nurse Core Course (TNCC)  
Oncology Certified Nurse (OCN)  
Wound, Ostomy and Continence Nurse (WOCN)  
Trauma Nurse Core Course (TNCC)  
Certified Case Manager, , Certified Clinical Documentation Specialist (CCM, CCDS)  
Certified Post Anesthesia Nurse (CPAN)  
Certified Neuroscience Registered Nurse (CNRN)  
Trauma Nurse Core Course (TNCC)  
Certified Ambulatory Perianesthesia Nurse (CAPA)  
Critical Care Registered Nurse (CCRN)  
Accredited Case Manager (ACM)  
Certified Ambulatory Perianesthesia Nurse (CAPA)  
Certified Ambulatory Perianesthesia Nurse (CAPA)  
Certified Nurse Operating Room (CNOR)  
Certified Ambulatory Perianesthesia Nurse (CAPA)  
Certified Ambulatory Perianesthesia Nurse (CAPA)  
Certified Ambulatory Perianesthesia Nurse (CAPA)  
Trauma Nurse Core Course (TNCC)  
Critical Care Registered Nurse (CCRN)

|  |  |  |  |
|--|--|--|--|
| Kristin Green<br>Rachel Hack                               | Trauma Nurse Core Course (TNCC)<br>Critical Care Registered Nurse (CCRN)   | Anna Curl  | International Board-certified Lactation Consultant (IBCLC)   |
| Jessica Hamilton<br>Stacy Hamilton<br>Jessica Lauren Hibbs | Trauma Nurse Core Course (TNCC)<br>Certified Case Manager (CCM)<br>Certified Nurse Operating Room (CNOR)   | Andrea Denbow  | International Board-certified Lactation Consultant (IBCLC)   |
| Tamara Houser  | Stroke Certified Registered Nurse (SCRN)   | Michelle England<br>Adrian Fast                                    | Nurse Executive Board Certified (NE-BC)<br>Certified Emergency Nurse, Critical Care Registered Nurse, Certified Flight Registered Nurse (CEN, CCRN, CFRN)                                  |
| Miranda Hunt   | Certified Nurse Operating Room (CNOR)  | Kelsey Fessell<br>Rene Fleming<br>Amy Galek                        | Progressive Care Certified Nurse (PCCN)<br>Certified Wound Ostomy Nurse (CWON)<br>Oncology Certified Nurse, Certified Medical Surgical Registered Nurse (ONC, CMSRN)                       |
| Barbara Jasper<br>Samantha Jury                            | Trauma Nurse Core Course (TNCC)<br>Critical Care Registered Nurse (CCRN)   | Jessica Gettelfinger   | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Ali Korzeniowski<br>Cynthia A. Lemmons<br>Shana Mahoney    | Trauma Nurse Core Course (TNCC)<br>Certified Pediatric Nurse (CPN)<br>Progressive Care Certified Nurse (PCCN)                                      | Chelsey Johnson  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Kristi Mathis<br>Jessica Miracle-Krystofiak                | Trauma Nurse Core Course (TNCC)<br>Certified Neuroscience Registered Nurse (CNRN)  | Shirley Jones  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Ally Montgomery<br>Lisa Renee Morgan                       | Trauma Nurse Core Course (TNCC)<br>Certified Post Anesthesia Nurse (CPAN)  | Autumn Kemp  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Dylan Myers  | Sexual Assault Nurse Examiner (SANE)   | Dan Kluender<br>Dawn Moravec                                       | Critical Care Registered Nurse (CCRN)<br>Registered Nurse Certified in Inpatient Obstetric Nursing, Certified Electronic Fetal Monitoring (RNC-OB, C-EFM)                                  |
| Shelbi Pahl<br>Gloria P. Pescador                          | Trauma Nurse Core Course (TNCC)<br>Progressive Care Certified Nurse (PCCN)   | Rosemary Muldoon   | Critical Care Registered Nurse, Nurse Executive-Board Certified (CCRN, NE-BC)<br>Certified Case Management (CCM)   |
| Jessica B. Phillips<br>Kristin Pickerell                   | Certified Emergency Nurse (CEN)<br>Nurse Executive-Board Certified, Certified Professional in Healthcare Quality (NE-BC, CPHQ)                     | Samantha Nolot<br>Julianna Pavey<br>Jazmin Prassolo                | Certified Wound Ostomy Nurse (CWON)<br>Registered Nurse Certified-Maternal Newborn Nursing (RNC-MNN)   |
| Julia Pritchett  | Critical Care Registered Nurse (CCRN)  | Brittani Reynolds<br>Phyllis Sandlin<br>Taylor Sartori             | Certified Emergency Nurse (CEN)<br>Certified Emergency Nurse (CEN)<br>Certified in Electronic Fetal Monitoring (C-EFM)   |
| Marguerite Reed  | Critical Care Registered Nurse (CCRN)  | Heather Schalk<br>Kristal Seal                                     | Oncology Certified Nurse (ONC)<br>Registered Nurse Certified in Inpatient Obstetric Nursing, Certified in Electronic Fetal Monitoring (RNC-OB, C-EFM)                                      |
| Michael Richter  | Vascular Access-Board Certified (VA-BC)  | Lauren Shireman<br>Natalie Smith<br>Alicia Snardon<br>Judy Stewart | Trauma Certified Registered Nurse (TCRN)<br>Certified Nurse Operating Room (CNOR)<br>Certified Nurse Operating Room (CNOR)<br>Registered Nurse Certified-Neonatal Intensive Care (RNC-NIC) |
| Isabel Catharine Rozema                                    | Sexual Assault Nurse Examiner (SANE)   | Cindy Vargas   | Certified Medical-Surgical Registered Nurse, Cardiac Vascular Nursing Certification (CMSRN, CVRN)  |
| Lindsey Siegel<br>Maggie Smith                             | Trauma Nurse Core Course (TNCC)<br>Critical Care Registered Nurse (CCRN)   | Erika Vincent<br>Sarah Vogt  | Critical Care Registered Nurse (CCRN)<br>Certified in Electronic Fetal Monitoring (C-EFM)  |
| Michelle Renae Ramirez Sullivan                            | Medical/Surgical Nurse-Board Certified (MEDSURG-BC)  | Jane Voyles  | Certified Cardiac Rehabilitation Professional (CCRP)   |
| Mike Tan   | Trauma Certified Registered Nurse (TCRN)   | Teresa Voyles  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Grace Elizabeth Thacker                                    | Stroke Certified Registered Nurse (SCRN)   | Elaine Weaver  | International Board-certified Lactation Consultant (IBCLC)   |
| Fawn Tobe  | Trauma Certified Registered Nurse (TCRN)   | Christina Wolfe<br>Kentrell Woods                                  | Wound Care Certification (WCC)<br>Certified Emergency Nurse, Certified Flight Registered Nurse (CEN, CFRN)   |
| Regan McKenna Vannatta                                     | Certified Ambulatory Perianesthesia Nurse (CAPA)   |  |  |
| Tammy Vonburg<br>Tim Weleski<br>Annette F. Wiley           | Trauma Nurse Core Course (TNCC)<br>Trauma Nurse Core Course (TNCC)<br>Critical Care Registered Nurse, Certified Post Anesthesia Nurse (CCRN, CPAN) |  |  |
| Courtney Willis  | Critical Care Registered Nurse (CCRN)  |  |  |
| Hilary Jeanette Wiseman<br>Dorothy S. Woods                | Accredited Case Manager (ACM)<br>Oncology Certified Nurse (OCN)  |  |  |

## Norton Clark and Scott hospitals

|                                 |  |
|---------------------------------|--|
| Britin Abbott                   | Critical Care Registered Nurse (CCRN)  |
| Dustin Abell                    | Critical Care Registered Nurse, Progressive Care Certified Nurse (CCRN, PCCN)                          |
| Kylie Brown<br>Brittant Bullick | Wound Care Certification (WCC)<br>Certified Emergency Nurse, Sexual Assault Nurse Examiner (CEN, SANE) |
| Bailey Conner                   | Sexual Assault Nurse Examiner (SANE)   |

## Norton Hospital

|  |  |
|--|--|
| Eve Alexander<br>Chandra Anderson  | Critical Care Registered Nurse (CCRN)<br>Certified in Electronic Fetal Monitoring (IBCLC)  |
| Angel Ashlock<br>Ange Autrey<br>Jessica Basham<br>Ada Bauer<br>Janna Bauer<br>Brittany Beard<br>Katie Bearden<br>Nicole Benkert<br>Abby Birge<br>MaryAnn Blanchard<br>Michelle Blanco<br>Laura Bonilla | Trauma Nursing Core Course (TNCC)<br>Registered Nurse - Board Certified (RN-BC)<br>Critical Care Registered Nurse (CCRN)<br>Critical Care Registered Nurse (CCRN)<br>Certified Post Anesthesia Nurse (CPAN)<br>Certified in Infection Control (CIC)<br>Certified Nurse Operating Room (CNOR)<br>Registered Nurse - Board Certified (RN-BC)<br>Certified Post Anesthesia Nurse (CPAN)<br>Certified Wound Care Nurse (CWCN)<br>Progressive Care Certified Nurse (PCCN)<br>Certified Neuroscience Registered Nurse (CNRN) |

# EMPIRICAL OUTCOMES

|                     |  |                    |   |
|---------------------|--|--------------------|---|
| Samantha Bradley    | Certified in Electronic Fetal Monitoring (C-EFM)   | Jennifer Fisher    | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Bobbie Briggs       | Certified in Electronic Fetal Monitoring (C-EFM)   | Kaitlynn Flowers   | Critical Care Registered Nurse (CCRN)   |
| Guinevere Broderick | Certified Neuroscience Registered Nurse (CNRN)   | Michael Fogarty    | Certified Post Anesthesia Nurse (CPAN)  |
| Eric Brown          | Nurse Executive Advanced-Board Certified (NEA-BC)  | Brandon Freiberger | Trauma Nurse Core Course, Certified in Executive Nursing Practice (TNCC, CENP)  |
| Hannah Brown        | Certified in Electronic Fetal Monitoring (C-EFM)   | Brandon Freiberger | Trauma Nursing Core Course, Certified in Executive Nursing Practice (TNCC, CENP)  |
| Meiah Browning      | Maternal Newborn Nursing (RNC-MNN)   | Sophia Frommeyer   | Trauma Nurse Core Course (TNCC)   |
| Suzi Bruner         | Certified Clinical Documentation Specialist (CCDS)   | Betty George       | Certified Gastroenterology Registered Nurse (CGRN)  |
| Paige Burns         | Sexual Assault Nurse Examiner (SANE)   | Isabelle Givens    | Certified Ambulatory Perianesthesia Nurse (CAPA)  |
| Megan Campbell      | Certified in Electronic Fetal Monitoring (C-EFM)   | Olivia Grass       | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Autumn Chapman      | Critical Care Registered Nurse, Certified Neuroscience Registered Nurse (CCRN, CNRN)                           | Connie Gullett     | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Yuna Choi           | Psychiatric-Mental Health Nursing (PMH-BC)   | Alexis Hall        | Critical Care Registered Nurse (CCRN)   |
| Brandon Clay        | Critical Care Registered Nurse, Certified Flight Registered Nurse, Certified Emergency Nurse (CCRN, CFRN, CEN) | Labreaa Hall       | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Joey Collings       | Critical Care Registered Nurse (CCRN)  | Rachel Hamilton    | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Brooke Contreras    | Nurse Executive-Board Certified (NE-BC)  | Kena Harrison      | Oncology Nurse Certification (OCN)  |
| Chelsea Cooper      | Trauma Nurse Core Course (TNCC)  | Nicholas Hays      | Critical Care Registered Nurse (CCRN)   |
| Terri Cottner       | Progressive Care Certified Nurse (PCCN)  | Brittini Henson    | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Danielle Crady      | Certified in Electronic Fetal Monitoring (C-EFM)   | Bethany Hinkle     | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Keshia Craven       | Certified in Electronic Fetal Monitoring (C-EFM)   | Stefanie Huiet     | Critical Care Registered Nurse (CCRN)   |
| Paige Cruz          | Certified in Electronic Fetal Monitoring (C-EFM)   | Olivia Huntsman    | Critical Care Registered Nurse (CCRN)   |
| Amanda Cundiff      | Certified in Electronic Fetal Monitoring (C-EFM)   | Cheryl Janes       | Registered Nurse - Board Certified (RN-BC)  |
| Patricia Curtis     | Certified Nurse Leader (CNL)   | Jeremy Jarmon      | Certified Medical-Surgical Registered Nurse (CMS-RN)  |
| Deric Cyr           | Certified Nurse Operating Room (CNOR)  | Gursimran Johal    | Critical Care Registered Nurse (CCRN)   |
| Catherine Dachille  | Certified in Electronic Fetal Monitoring (C-EFM)   | Chelsea Jones      | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Emily Davis         | Certified in Electronic Fetal Monitoring (C-EFM)   | Karey Jones        | Trauma Nursing Core Course (TNCC)   |
| Tamara Davis        | Certified Medical-Surgical Registered Nurse (CMS-RN)   | Kaylee Kaiser      | Critical Care Registered Nurse (CCRN)   |
| Caitlin Dean        | Certified in Electronic Fetal Monitoring (C-EFM)   | Mallory Kellerman  | Progressive Care Certified Nurse (PCCN)   |
| Riayn Dobson        | Critical Care Registered Nurse (CCRN)  | Debbie Kelty       | Certified Nurse Operating Room (CNOR)   |
| Wendy Doolittle     | Critical Care Registered Nurse, Certified in Electronic Fetal Monitoring (CCRN, C-EFM)                         | Lily Koch          | Critical Care Registered Nurse (CCRN)   |
| Lindsey Doyle       | Certified Neuroscience Registered Nurse (CNRN)   | Bailey Kostecki    | Critical Care Registered Nurse (CCRN)   |
| Alyssa Drury        | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)   | Amy Kriel          | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  |
| Emily Durand        | Critical Care Registered Nurse (CCRN)  | Young L.           | Certified Nurse Operating Room, Inpatient Obstetric Nursing, Certified in Electronic Fetal Monitoring (CNOR, RNC-OB, C-EFM) |
| Cayce Eddins        | Certified in Electronic Fetal Monitoring (C-EFM)   | Anna Laferty       | Critical Care Registered Nurse (CCRN)   |
| Avalena Edelen      | Certified Professional in Healthcare Quality (CPHQ)  | Tiffany Lawson     | Certified Hospice and Palliative Care Nurse (CHPN)  |
| Samantha Evans      | Certified Nurse Operating Room (CNOR)  | Stacia Lenahan     | Certified Nurse Operating Room (CNOR)   |
| Rachel Farison      | Stroke Certified Registered Nurse (SCRN)   | Rose Lingad        | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Ramona Fauth        | Certified in Infection Control (CIC)   | Haley Lowen        | Certified Nurse Operating Room (CNOR)   |
| Jessie Fellows      | Certified Ostomy Care Nurse (COCN)   | Makayla Luckhardt  | Critical Care Registered Nurse (CCRN)   |
|                     |  | Emily Lyons        | Certified in Electronic Fetal Monitoring (C-EFM)  |
|                     |  | Natalie Lytle      | Certified in Electronic Fetal Monitoring (IBCLC)  |
|                     |  | Michaela McCabe    | Critical Care Registered Nurse (CCRN)   |
|                     |  | Lindsey McDonald   | Certified in Electronic Fetal Monitoring (C-EFM)  |
|                     |  | Melinda McIntosh   | Wound Care Certified (WCC)  |
|                     |  | Cheryl Merante     | Certified in Electronic Fetal Monitoring, Inpatient Antepartum Nursing Certification (RNC-OB, C-EFM, RNC-IAP)               |
|                     |  | Staci Michels      | Certified Nurse Operating Room (CNOR)   |
|                     |  | Lindsey Micka      | Critical Care Registered Nurse (CCRN)   |
|                     |  | Devin Miller       | Certified in Electronic Fetal Monitoring (C-EFM)  |
|                     |  | Holly Mills        | Certified Medical-Surgical Registered Nurse (CMS-RN)  |
|                     |  | Brooke Montano     | Critical Care Registered Nurse, Cardiac Surgery Certification (CCRN, CSC)   |
|                     |  | Kelly Moriarty     | Progressive Care Certified Nurse (PCCN)   |
|                     |  | Karen Mount        | Accredited Case Manager-Registered Nurse (ACM-RN)   |



# EMPIRICAL OUTCOMES

|                           |   |  |  |
|---------------------------|---|--|--|
| Brittani Barrett          | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  | Caitlyn Caswell<br>Sara Chambers<br>Heather Chapman                            | Critical Care Registered Nurse (CCRN)<br>Certified in Post Anesthesia Nurse (CPAN)<br>Certified in Electronic Fetal Monitoring (C-EFM)   |
| Kristin Baugh             | Registered Nurse-Board Certified (RN-BC)  | Carissa McHugh Charasika<br>Catherine Chase                                    | Certified Pediatric Nurse (CPN)<br>International Board-certified Lactation Consultant (IBCLC)  |
| Amber Bauman              | Certified in Electronic Fetal Monitoring (C-EFM)  | Hailee Cianfoni  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Jacqueline Beach          | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  | Christy Clemens  | Certified in Wound Care Nurse, Certified Ostomy Care Nurse (CWCN, COCN)  |
| Christine Beavers         | Certified Nurse Operating Room (CNOR)   | Amber Cochran  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Elizabeth Beeman-LeVan    | Certified Lactation Counselor (CLC)   | Leidiana Compton   | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Alison Bell               | Stroke Certified Registered Nurse (SCRN)  | Jessica Corbin<br>Mary Grace Corsiglia   | Certified Surgical Technologist (CST)<br>Certified in Electronic Fetal Monitoring, International Board Certified Lactation Consultant (C-EFM, IBCLC)   |
| Ana Isabel Valdes Bencomo | Certified in Electronic Fetal Monitoring (C-EFM)  | Crystal Daniels  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Kayla Bennett             | Certified Electronic Fetal Monitoring (C-EFM)   | Delaney Daugherty<br>Christi Davis   | Certified Lactation Counselor (CLC)<br>International Board-certified Lactation Consultant (IBCLC)  |
| Casey Berry               | Progressive Care Certified Nurse (PCCN)   | Mary Katherine Davis<br>Lilly Davis<br>Lanie Dawson                            | Certified Post Anesthesia Nurse (CPAN)<br>Critical Care Registered Nurse (CCRN)<br>Certified Electronic Fetal Monitoring, International Board-certified Lactation Consultant (C-EFM, IBCLC)              |
| Norma Bertram             | Certified Pediatric Nurse (CPN)   | Angela Day<br>Molly Demoss<br>Cassandra Doehrmann<br>Lucy Duane<br>Ana Duharte | Certified Nurse Operating Room (CNOR)<br>Certified Pediatric Nurse (CPN)<br>Certified Nurse Operating Room (CNOR)<br>Certified Pediatric Nurse (CPN)<br>Certified in Electronic Fetal Monitoring (C-EFM) |
| Heather Biggers           | Certified in Nurse Operating Room (CNOR)  | Shelby Dupre<br>Kensley Dye  | Certified Emergency Nurse (CEN)<br>Certified in Electronic Fetal Monitoring (C-EFM)  |
| Emily Bischoff            | Certified in Electronic Fetal Monitoring (C-EFM)  | Sarah Ehlers   | International Board-certified Lactation Consultant (IBCLC)   |
| Katlin Blair              | Certified in Electronic Fetal Monitoring (C-EFM)  | Kacie Elrod<br>Morgan Eshman<br>Emily Jane Ewing                               | Certified Lactation Counselor (CLC)<br>Certified Emergency Nurse (CEN)<br>Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)  |
| Jenna Blandford           | Registered Nurse Certified Maternal Newborn Nursing, Registered Nurse Certified in Neonatal Intensive Care (RNC-MNN, NIC) | Kelly Faith  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Marley Boone              | Certified in Electronic Fetal Monitoring (C-EFM)  | Sabrina Feeley   | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Kimberly Borah            | Progressive Care Certified Nurse (PCCN)   | Alma Fenwick   | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Tressa Bratton            | Certified Pediatric Nurse (CPN)   | Haley Ferre  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Paige Brewer              | Certified Pediatric Nurse (CPN)   | Jennifer Fillmore<br>Anissa Fletcher   | Certified Nurse Operating Room (CNOR)<br>Certified in Electronic Fetal Monitoring (C-EFM)  |
| Amanda Brooks             | Certified Pediatric Nurse (CPN)   | Megan Fugate   | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Erika Brooks              | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  | Leena Furtado  | Certified Lactation Counselor, Registered Nurse Certified in Maternal Newborn Nursing (CLC, RNC-MNN)   |
| Amanda Brooks             | Certified in Electronic Fetal Monitoring (C-EFM)  | Amanda Gardner   | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)  |
| Natalie Brown             | International Board Certified Lactation Consultant (IBCLC)  | Courtney Garrison  | Certified Electronic Fetal Monitoring, Lamaze Certified Childbirth Educator (C-EFM, LCCE)  |
| Meiah Browning            | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  | Donna Gaw<br>Katie Geary<br>Tara Gentry  | Certified Nurse Operating Room (CNOR)<br>Certified Emergency Nurse (CEN)<br>Certified in Electronic Fetal Monitoring (C-EFM)   |
| Tori Bunton               | Certified in Electronic Fetal Monitoring (C-EFM)  | Maria George   | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)   |
| Katie Burke               | Certified in Electronic Fetal Monitoring (C-EFM)  | Brittany Gibson  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Lindsey Burke             | Certified Lactation Counselor (CLC)   | Christin Gish  | International Board-certified Lactation Consultant (IBCLC)   |
| Allison Butterbaugh       | Critical Care Registered Nurse (CCRN)   | Seth Godoy   | Progressive Care Certified Nurse-Knowledge Professional, Critical Care Registered Nurse-Knowledge Professional (PCCN-K, CCRN-K)  |
| Kelsey Byrd               | Certified Lactation Counselor, Registered Nurse in Maternal Newborn Nursing (CLC, RNC-MNN)                                |  |  |
| Grachelle Cabanban        | Critical Care Registered Nurse (CCRN)   |  |  |
| Angela Cain               | Registered Nurse Certified in Inpatient Obstetric Nursing, Certified Electronic Fetal Monitoring (RNC-OB, C-EFM)          |  |  |
| Angela Campbell           | Orthopedic Nurse Certified (ONC)  |  |  |
| Caitlin Campbell          | Critical Care Registered Nurse (CCRN)   |  |  |
| Serena Cardini            | Certified Nurse Operating Room (CNOR)   |  |  |
| Megan Carpenter           | International Board-certified Lactation Consultant (IBCLC)  |  |  |
| Edie Carson               | International Board-certified Lactation Consultant (IBCLC)  |  |  |
| Sarah L. Carter           | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)   |  |  |

# EMPIRICAL OUTCOMES

|                          |  |                               |  |
|--------------------------|--|-------------------------------|--|
| Natalie Gormley          | Certified in Electronic Fetal Monitoring (C-EFM)   | Audrey Lawson                 | Certified Emergency Nurse (CEN)  |
| Jennifer Gotschall       | Certified in Electronic Fetal Monitoring (C-EFM)   | Caitlin Lawson                | Certified Lactation Counselor, Registered Nurse Certified in Maternal Newborn Nursing (CLC, RNC-MNN)   |
| Mindy Gouge              | Certified Registered Central Service Technician (CRCST)  | Megan Lee                     | Progressive Care Certified Nurse (PCCN)  |
| Michalle Grace           | Oncology Certified Nurse (OCN)   | Alahna Leonardo               | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Melissa Green            | Certified in Electronic Fetal Monitoring (C-EFM)   | Karissa Lepping               | International Board-certified Lactation Consultant (IBCLC)   |
| Tracy Gregoire           | Certified in Electronic Fetal Monitoring (C-EFM)   | Angela Nichol Lewis           | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)  |
| Christie Griffin         | Progressive Care Certified Nurse (PCCN)  | LeAngela Littlefield-Dalmares | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Margaret Grimes          | Certified in Electronic Fetal Monitoring, Registered Nurse Certified in Inpatient Obstetric Nursing (C-EFM, RNC-OB)  | Melanie Lockwood              | Certified Pediatric Nurse (CPN)  |
| Ty Grubb                 | Certified in Electronic Fetal Monitoring (C-EFM)   | Laura Long                    | Certified Lactation Counselor (CLC)  |
| Keil Guerrero            | Certified Pediatric Nurse (CPN)  | Nicole Luckert                | Certified Ostomy Care Nurse (COCN)   |
| Shelby Hall              | Certified in Electronic Fetal Monitoring (C-EFM)   | Terri Luckett                 | Certified Lactation Counselor, Registered Nurse Certified in Maternal Newborn Nursing (CLC, RNC-MNN)   |
| Amy Hancock              | Oncology Certified Nurse (OCN)   | Lisa Luperchio                | Certified in Electronic Fetal Monitoring, Sexual Assault Nurse Examiner (C-EFM, SANE)  |
| Nikkie Harvey            | Certified in Electronic Fetal Monitoring, Sexual Assault Nurse Examiner (C-EFM, SANE)  | Amanda Macaluso               | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Kara Hebert              | Certified in Electronic Fetal Monitoring (C-EFM)   | Amy Magee                     | International Board-certified Lactation Consultant (IBCLC)   |
| Melinda Hensler          | Certified Nurse Operating Room (CNOR)  | Laura Makela                  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| MaRyah Higdon            | Critical Care Registered Nurse (CCRN)  | Krista Mann                   | Certified Nurse Operating Room (CNOR)  |
| Jaime Hollins-Sherrard   | Critical Care Registered Nurse (CCRN)  | Makenna Maple                 | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Barbara Holmes           | Certified in Electronic Fetal Monitoring (C-EFM)   | Lauren Marion                 | Progressive Care Certified Nurse (PCCN)  |
| Michelle Hornung         | Certified in Electronic Fetal Monitoring (C-EFM)   | Allyson Mattingly             | Registered Nurse Certified in Neonatal Intensive Care, Certified Nurse Educator, Certified Childbirth Educator, Certified Lactation Counselor (RNC-NIC, CNE, CCE, CLC) |
| Madeline Howie           | Sexual Assault Nurse Examiner, International Board-certified Lactation Consultant, Registered Nurse Certified in Maternal Newborn Nursing (SANE-A, IBCLC, RNC-MNN) | Emily McClelland              | Registered Nurse Certified in Inpatient Obstetric Nursing, Nurse Executive Board Certified (RNC-OB, NE-BC)   |
| Britanie Hunter          | Certified in Electronic Fetal Monitoring (C-EFM)   | Laura McCubbins               | Registered Nurse in Neonatal Intensive Care (RNC-NIC)  |
| Abigail Jacobs           | Progressive Care Certified Nurse (PCCN)  | Tabityha McDaniel             | Certified Pediatric Emergency Nurse (CPEN)   |
| Haylee James             | Certified in Electronic Fetal Monitoring (C-EFM)   | Damaris Mela                  | Certified in Electronic Fetal Monitoring (C-EFM, BRM)  |
| Krista Janes             | International Board-certified Lactation Consultant (IBCLC)   | Lizzy Melton                  | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Danielle Jarboe          | Certified in Infection Control (CIC)   | Jamie Meyer                   | Certified Pediatric Emergency Nurse (CPEN)   |
| Kimberley Jenkins-Milton | Certified in Electronic Fetal Monitoring (C-EFM)   | Jessica Milby                 | International Board Certified Lactation Consultant (IBCLC)   |
| Liz Johnson              | Certified in Electronic Fetal Monitoring, Registered Nurse Certified in Maternal Newborn Nursing (C-EFM, RNC-MNN)  | Alysa Miles                   | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Madison Johnston         | Certified in Electronic Fetal Monitoring (C-EFM)   | Kari Miller                   | International Board-certified Lactation Consultant (IBCLC)   |
| Melissa Jones            | Certified in Electronic Fetal Monitoring (C-EFM)   | Alexis Miller                 | Certified in Electronic Fetal Monitoring (C-EFM)   |
| Pamela Jones             | Certified in Electronic Fetal Monitoring (C-EFM)   | Lisa M. Molley                | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)  |
| Savitha Joseph           | Progressive Care Certified Nurse (PCCN)  | Iraida Estrada Moreno         | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)  |
| Carissa Jury             | Certified Emergency Nurse (CEN)  | Ashley Morris                 | Certified Post Anesthesia Nurse (CPAN)   |
| Amanda Ketterer          | Critical Care Registered Nurse (CCRN)  | Teresa Mulhall                | Case Management Nurse – Board Certified (CMGT-BC)  |
| Bekah Kingsley           | Certified in Electronic Fetal Monitoring (C-EFM)   | Alex Musco                    | Sexual Assault Nurse Examiner (SANE-A/A)   |
| Carissa Kubac            | Certified in Electronic Fetal Monitoring (C-EFM)   | Devin Naik                    | Registered Nurse Certified in Inpatient Obstetric Nursing, Certified Electronic Fetal Monitoring (RNC-OB, C-EFM)   |
| Karen Kuban              | Certified Nurse Operating Room (CNOR)  | Megan Naville                 | Stroke Certified Registered Nurse (SCRN)   |
| Mirande Kuerzi           | Certified in Electronic Fetal Monitoring (C-EFM)   | Katie Neel                    | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)  |
|                          |  | Cassandra Nelson              | Certified Lactation Counselor, Registered Nurse Certified in Maternal Newborn Nursing (CLC, RNC-MNN)   |
|                          |  | Vy Nguyen                     | Certified Gastrointestinal Registered Nurse (CGRN)   |
|                          |  | Pamela Noble                  | Certified in Electronic Fetal Monitoring (C-EFM)   |

# EMPIRICAL OUTCOMES

|                     |   |  |   |
|---------------------|---|--|---|
| Chelsea Nusbaum     | Certified Post Anesthesia Nurse (CPAN)  | Jaclynn Shively<br>Christy Shore<br>Catie Shultz                       | Certified Pediatric Nurse (CPN)<br>Certified Post Anesthesia Nurse (CPAN)<br>Certified in Electronic Fetal Monitoring (C-EFM)   |
| Sara Nussbaum       | Certified Electronic Fetal Monitoring, International Board-certified Lactation Consultant (C-EFM, CLC)              | Alyson Simpson<br>Ashley Skees   | Registered Nurse - Board Certified (RN-BC)<br>Certified Lactation Counselor, Registered Nurse Certified in Maternal Newborn Nursing (CLC, RNC-MNN)                    |
| Stephanie O'Boyle   | Certified in Electronic Fetal Monitoring (C-EFM)  |  | Registered Nurse - Board Certified (RN-BC)<br>Certified in Electronic Fetal Monitoring (C-EFM)  |
| Denise Oberhausen   | Registered Nurse Certified in Inpatient Obstetric Nursing, Certified Electronic Fetal Monitoring (RNC-OB, C-EFM)    | Brittany Smith<br>Lindsey Smith  | Certified in Electronic Fetal Monitoring (EFM)<br>Certified Case Manager (CCM)<br>Certified Pediatric Nurse (CPN)<br>Certified Ambulatory Perianesthesia Nurse (CAPA) |
| Melinda Patterson   | Certified Post Anesthesia Nurse (CPAN)  | Shane Smith<br>Stephanie Smithers<br>Angie Spalding<br>Rebecca Spencer | Certified Emergency Nurse (CEN)<br>Certified in Electronic Fetal Monitoring (C-EFM)<br>Certified in Electronic Fetal Monitoring (C-EFM)                               |
| Laura Pearson       | Progressive Care Certified Nurse (PCCN)   | Daniel Stapp<br>Lauren Stauffer  | Vascular Access-Board Certified (VA-BC)<br>Sexual Assault Nurse Examiner (SANE)<br>Certified in Electronic Fetal Monitoring (C-EFM)                                   |
| Morgan Peege        | Certified in Electronic Fetal Monitoring (C-EFM)  | Miranda Stengel  | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  |
| Heidi Pena          | Certified Post Anesthesia Nurse (CPAN)  | Greg Stigall<br>Jacinta Stober<br>Natalie Stump                        | Sexual Assault Nurse Examiner, International Board-certified Lactation Consultant (SANE-A, IBCLC, SANE-P)   |
| Yunisleidy Perez    | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  | Sylvia Sullivan  | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)   |
| Lauren Perkins      | Progressive Care Certified Nurse (PCCN)   | Alexis Tapp  | Certified Case Manager (CCM)<br>Lamaze Certified Childbirth Educator, Certified Lactation Counselor (LCCE, CLC)   |
| Kim Phillis         | Certified Nurse Operating Room (CNOR)   | Amy M. Taylor  | Lamaze Certified Childbirth Educator, Certified Lactation Counselor (LCCE, CLC)   |
| Mariam Pourheydari  | Certified in Electronic Fetal Monitoring (C-EFM)  | Jennifer Taylor<br>Raven Taylor  | Critical Care Registered Nurse (CCRN)   |
| Ella Powell         | Critical Care Registered Nurse (CCRN)   | Patricia Thibaudeau  | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  |
| Karla Prinz         | Certified Case Manager, Certified Electronic Fetal Monitoring (CCM, C-EFM)  | Vanessa Thomas<br>Taylor Thompson                                      | Certified Lactation Counselor (CLC, CPT)<br>Certified Lactation Counselor (CLC)   |
| Megan Prosch        | Certified Post Anesthesia Nurse (CPAN)  | Elizabeth Tinlin   | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  |
| Maressa Randolph    | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  | Kayla Tobbe  | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Karen Richards      | Certified in Electronic Fetal Monitoring (C-EFM)  | Elana Tomchek  | Certified Pediatric Nurse, Certified Pediatric Emergency Nurse (CPN, CPEN)  |
| Jennifer Richardson | Registered Nurse Certified in Inpatient Obstetric Nursing, Certified in Electronic Fetal Monitoring (RNC-OB, C-EFM) | Jessica Valentine  | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Nikki Robbins       | Certified Lactation Counselor, Certified Childbirth Educator (CCE, CLC)   |  | Registered Nurse Certified in Maternal Newborn Nursing, Sexual Assault Nurse Examiner, Certified Lactation Counselor (RNC-MNN, SANE-A, SANE P/A, CLC, CPT)            |
| Gracie Robinson     | Certified in Electronic Fetal Monitoring (C-EFM)  | Danielle Walker<br>Leah Webb   | Certified Lactation Counselor (CLC)   |
| Sarah Robinson      | Certified in Electronic Fetal Monitoring (C-EFM)  | Whitney Weddle<br>Kelsey Whitaker                                      | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)  |
| Trina Rothrock      | Certified in Electronic Fetal Monitoring (C-EFM)  | Peyton Whitehouse<br>Tonya Williams                                    | Critical Care Registered Nurse (CCRN)<br>Certified in Electronic Fetal Monitoring (C-EFM)   |
| Kathy Scheler       | Certified Ambulatory Perianesthesia Nurse (CAPA)  | Allison Wilson   | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Dawn Scherzer       | Certified in Electronic Fetal Monitoring (C-EFM)  | Emily Wilson   | Certified in Electronic Fetal Monitoring (C-EFM)  |
| Angela Schewe       | Certified in Electronic Fetal Monitoring (C-EFM)  | Seth Wyatt<br>Velvet Yeager  | Critical Care Registered Nurse (CCRN)<br>Certified Professional in Healthcare Quality (CPHQ)  |
| Hailey Schmidt      | Certified in Electronic Fetal Monitoring (C-EFM)  | Leslie Zoeller   | Certified Nurse Operating Room (CNOR)   |
| Julie Schubert      | Registered Nurse Certified in Inpatient Obstetric Nursing, Certified in Electronic Fetal Monitoring (C-EFM)         |  |   |
| Dani Schwegmann     | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)   |  |   |
| Ashlee Settersten   | Certified in Electronic Fetal Monitoring (C-EFM)  |  |   |
| Kortney Settle      | Certified in Electronic Fetal Monitoring (C-EFM)  |  |   |
| Timothy Shafer      | Vascular Access-Board Certified (VA-BC)   |  |   |
| Victoria Shaper     | Certified in Electronic Fetal Monitoring (C-EFM)  |  |   |
| Stephanie Shaw      | Certified Pediatric Nurse (CPN)   |  |   |

## Norton Children's system

|                   |  |
|-------------------|--|
| Whitney Abell     | Trauma Certified Registered Nurse, Trauma Nursing Core Course (TCRN, TNCC) |
| Jessica Acevedo   | Trauma Nursing Core Course, Trauma Nurse Lead (TNCC, TNL)                  |
| Callie Allison    | Certified Pediatric Nurse (CPN)  |
| Jill Anderson     | Certified Pediatric Nurse (CPN)  |
| Chelsea Archuleta | Certified Pediatric Nurse (CPN)  |

# EMPIRICAL OUTCOMES

|                       |  |                           |   |
|-----------------------|--|---------------------------|---|
| Teale Armknecht       | Registered Nurse Certified in Neonatal Intensive Care, Certified in Care of the Extremely Low Birth Weight Neonate (RNC-NIC, C-ELBW) | Carle Davidson            | Certified Pediatric Hematology Oncology Nurse (CPHON)   |
| Paige Ayres           | Certified Critical Care Nurse (CCRN)   | Melissa Davis             | Certified Pediatric Nurse (CPN)   |
| Sami Bacci            | Certified Critical Care Nurse (CCRN)   | Christy Densford          | Certified Pediatric Nurse (CPN)   |
| Angie Ballard         | Psychiatric-Mental Health Nursing Board Certified (PMH-BC)   | Caitlin Dickerson         | Certified Pediatric Nurse (CPN)   |
| Jamie Barnett         | Certified in Infection Control (CIC)   | Meghan Dillon             | Certified Child Passenger Safety Technician (CPST)  |
| Sarah Barr            | Certified Child Passenger Safety Technician (CPST)   | Jasmina Dizdarevic        | Certified Critical Care Nurse, Certified in Care of the Extremely Low Birth Weight Neonate (CCRN, C-ELBW) |
| Ginger Baumgardner    | Certified Pediatric Nurse (CPN)  | Destiny Durand            | Trauma Nurse Lead (TNL)   |
| Jaymie Beaty          | Certified Critical Care Nurse (CCRN)   | Charmaine DuToit          | Certified Pediatric Hematology Oncology Nurse (CPHON)   |
| Hannah Belk           | Sexual Assault Nurse Examiner (SANE)   | Catherine Eikenberry      | Certified Critical Care Nurse (CCRN)  |
| Taylor Bergman        | Certified Pediatric Hematology Oncology Nurse (CPHON)  | Lauren Estes              | Psychiatric-Mental Health Nursing Board Certified (PMH-BC)  |
| Pennie Berry          | Certified Pediatric Nurse (CPN)  | Stacy Flanders            | Certified Critical Care Nurse, Nurse Executive Board Certified (CCRN, NE-BC)                              |
| Shanna Blocker        | Certified Ostomy Care Nurses (COCN)  | Caroline Flowers Schifano | Certified Critical Care Nurse (CCRN)  |
| Kristina Booker Ables | Certified Pediatric Nurse (CPN)  | Morgan Fryman             | Certified Pediatric Nurse (CPN)   |
| Freddie Boroughs      | Certified Nurse Operating Room (CNOR)  | Destiny Fullen            | Certified Critical Care Nurse (CCRN)  |
| Mary Bott             | Trauma Certified Registered Nurse (TCRN)   | Barb Furey                | Certified Pediatric Nurse (CPN)   |
| Madisen Bowling       | Certified Critical Care Nurse (CCRN)   | Hannah Garcia             | Certified Critical Care Nurse (CCRN)  |
| Susie Bowman          | Certified Pediatric Hematology Oncology Nurse (CPHON)  | Amber Gelnett             | Certified Pediatric Hematology Oncology Nurse (CPHON)   |
| Beverly Brangers      | Certified in Care of the Extremely Low Birth Weight Neonate (C-ELBW)   | Lindsay Germond           | Certified Child Passenger Safety Technician (CPST)  |
| Carrie Brantley       | Certified Pediatric Hematology Oncology Nurse (CPHON)  | Stacie Gibson             | Psychiatric-Mental Health Nursing Board Certified (PMH-BC)  |
| Jessica Brewer        | International Board-certified lactation Consultant (IBCLC)   | April Glass               | Certified in Neonatal Pediatric Transport (CNPT)  |
| Sarah Broderick       | Certified Pediatric Emergency Nurse (CPEN)   | Mckenzie Goff             | Trauma Nurse Lead (TNL)   |
| Alicia Brogan         | Certified Specialist in Poison Information (CSPI)  | Brandi Goggans            | Certified Child Passenger Safety Technician (CPST)  |
| Lisa Browder          | Certified Pediatric Nurse (CPN)  | Stephanie Gordon          | Certified Critical Care Nurse (CCRN)  |
| Carrie Brown          | International Board-certified lactation Consultant (IBCLC)   | Vicki Gordon              | Certified Pediatric Nurse (CPN)   |
| Jordan Brown          | Trauma Nursing Core Course, Trauma Nurse Lead (TNCC, TNL)  | Amanda Graham             | Certified Critical Care Nurse (CCRN)  |
| Krista Broxson        | Certified Child Passenger Safety Technician (CPST)   | Holly Graves              | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)   |
| Erin Buckles          | Registered Nurse Certified in Neonatal Intensive Care, Certified Pediatric Nurse (RNC-NIC, CPN)                                      | Grace Greenwell           | Certified Critical Care Nurse (CCRN)  |
| Brooke Byrne          | Certified Pediatric Nurse (CPN)  | Nicole Greenwell          | Sexual Assault Nurse Examiner, Trauma Nurse Lead (SANE, TNL)  |
| Donna Callahan        | Certified Pediatric Nurse (CPN)  | Shelly Guagenti           | Certified Pediatric Nurse (CPN)   |
| Kelsey Castanon       | Certified Critical Care Nurse (CCRN)   | Tristan Hamilton          | Certified Critical Care Nurse (CCRN)  |
| Barbara Chenault      | Certified Specialist in Poison Information (CSPI)  | Amber Hancock             | Certified Pediatric Nurse (CPN)   |
| Brad Chevalier        | Certified Specialist in Poison Information (CSPI)  | Alicia Hanna              | Certified Critical Care Nurse (CCRN)  |
| Stephanie Childress   | Trauma Certified Registered Nurse (TCRN)   | Bri Hans                  | Certified Critical Care Nurse (CCRN)  |
| Terra Clark           | Sexual Assault Nurse Examiner-Credential (SANE Credential)   | Heather Hartlage          | Certified Hospice and Palliative Pediatric Nurse (CHPPN)  |
| Stephanie Cline       | Certified Hospice and Palliative Pediatric Nurse (CHPPN)   | Carey Hascamp             | Certified Pediatric Nurse (CPN)   |
| Joy Comingore         | Certified Pediatric Nurse (CPN)  | Lesley Hass               | Certified Pediatric Nurse (CPN)   |
| Megan Conway          | Certified Critical Care Nurse (CCRN)   | Shelley Hays              | Certified Pediatric Nurse (CPN)   |
| Veronica Cook         | Certified Pediatric Hematology Oncology Nurse (CPHON)  | Suzanne Hedgspeth         | Certified Pediatric Nurse (CPN)   |
| Arpha Corpuz          | Certified Critical Care Nurse (CCRN)   | Kayla Hepke               | Certified Pediatric Hematology Oncology Nurse, Certified Pediatric Nurse (CPHON, CPN)                     |
| Lindsey Cox           | Certified Child Passenger Safety Technician (CPST)   | Melanie Hess              | Certified Pediatric Emergency Nurse, Certified Asthma Educator (CPEN, AE-C)                               |
| Emily Crase           | Trauma Certified Registered Nurse (TCRN) (TCRN)  | Hannah Highbaugh          | Certified Critical Care Nurse (CCRN)  |
| Susan Craycroft       | Certified Pediatric Hematology Oncology Nurse (CPHON)  | Chanley Hill              | Certified Critical Care Nurse (CCRN)  |
| Tamara Crews          | Certified Critical Care Nurse (CCRN)   | Joelle Hirst              | Sexual Assault Nurse Examiner Adult/ Adolescent, Sexual Assault Nurse Examiner-Pediatric (SANE-A, SANE-P) |
| Lexie Cross           | Certified Pediatric Nurse (CPN)  | Tatyanna Hiserote         | Certified Critical Care Nurse (CCRN)  |
| Lauren Curry          | Certified Critical Care Nurse (CCRN)   | Kiersten Hodge            | Certified Diabetes Care and Education Specialist (CDCES)  |
| Mary Curtin           | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)  | Shelby Hodgkins           | Sexual Assault Nurse Examiner (SANE)  |
|                       |  | Rebekah Hoerner           | Certified Pediatric Nurse (CPN)   |
|                       |  | Shannon Hogan             | Certified Pediatric Nurse Practitioner (CPNP)   |
|                       |  | Charlies Howard           | Certified Critical Care Nurse (CCRN)  |
|                       |  | Elise Hyde-Ferrel         | Certified Emergency Nurse Trauma, Trauma Certified Registered Nurse (CEN, TCRN)                           |
|                       |  | Ashley Johnson            | Certified Critical Care Nurse (CCRN)  |
|                       |  | Sarah Johnson             | Certified Pediatric Nurse (CPN)   |
|                       |  | Lauren Johnson            | Certified Critical Care Nurse (CCRN)  |
|                       |  | Madeline Keller           | Trauma Nurse Lead (TNL)   |
|                       |  | Andrea Kellogg            | Certified Child Passenger Safety Technician (CPST)  |

# EMPIRICAL OUTCOMES

|  |  |   |  |
|--|--|---|--|
| Kat Kelly<br>Gloria Keltner<br>Michael Kenney<br>Kayla Kinnley                   | Certified Pediatric Nurse (CPN)<br>Certified Pediatric Nurse (CPN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Pediatric Hematology<br>Oncology Nurse (CPHON)   | Hilary Nolat<br>Stephanie Nunn<br>Elizabeth Ottersbach  | Certified Pediatric Nurse (CPN)<br>Certified Nurse Operating Room (CNOR)<br>Registered Nurse Certified in Neonatal<br>Intensive Care (RNC-NIC)   |
| Erin Kirk<br>Stacy Ladd<br>Olivia Lancaster<br>Madison Lauter                    | Certified Pediatric Nurse (CPN)<br>Certified Pediatric Nurse (CPN)<br>Certified Pediatric Nurse (CPN)<br>Certified Pediatric Nurse, Trauma<br>Certified Registered Nurse<br>(CPN, TCRN)  | Allie Overfield   | Certified Pediatric Hematology Oncology<br>Nurse (CPHON)   |
| Amanda Lawson<br>Nicole Liddle   | Certified Critical Care Nurse (CCRN)<br>Registered Nurse Certified in<br>Neonatal Intensive Care (RNC-NIC)   | Jackie Owensby<br>Cassie Parrish<br>Courtney Pate<br>Kristie Payne<br>Jasmine Perry<br>Rachel Pike    | Certified Pediatric Emergency Nurse (CPEN)<br>Trauma Nurse Lead (TNL)<br>Certified Pediatric Nurse (CPN)<br>Certified Pediatric Nurse (CPN)<br>Certified Ostomy Care Nurses (COCN)<br>Registered Nurse Certified in Neonatal<br>Intensive Care (RNC-NIC) |
| Ellie Linderman<br>April Loveall<br>Becca Luhsen<br>Mary Margaret Luttrell       | Certified Personal Trainer (CPT)<br>Certified Pediatric Nurse (CPN)<br>Certified Pediatric Nurse (CPN)<br>Certified Critical Care Nurse,<br>Certified Pediatric Nurse<br>(CCRN, CPN)   | Lauren Podvin   | Certified Critical Care Nurse, Certified<br>Neonatal Pediatric Transport (CCRN, CNPT)<br>Certified Pediatric Hematology Oncology<br>Nurse (CPHON)  |
| Kristen Lyttle<br>Rebecca MacGilvray<br>Leanna Magner                            | Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Registered Nurse Certified in<br>Neonatal Intensive Care (RNC-NIC)   | Frances Price   | Certified Specialist in Poison Information<br>(CSP)  |
| Leanna Magner  | Certified in Care of the Extremely<br>Low Birth Weight Neonate (C-ELBW)<br>Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Certified in Executive Nursing<br>Practice, Fellow of the American<br>Academy of Nursing (CENP, FAAN) | Jessica Purser  | Certified Pediatric Hematology Oncology<br>Nurse (CPHON)   |
| Savannah Malone<br>Morgan Martin<br>Erik Martin                                  | Certified Pediatric Nurse (CPN)<br>Nursing Core Course (CPN, TNCC)<br>Registered Nurse Certified in<br>Neonatal Intensive Care (RNC-NIC)   | Jeremy Ramsey   | Certified Pediatric Hematology Oncology<br>Nurse (CPHON)   |
| Claire Martin<br>Jill Masden   | Certified Pediatric Nurse, Trauma<br>Nursing Core Course (CPN, TNCC)<br>Registered Nurse Certified in<br>Neonatal Intensive Care (RNC-NIC)   | Alex Rayman<br>Sara Reinke  | Sexual Assault Nurse Examiner (SANE)<br>Certified Specialist in Poison Information<br>(CSP)  |
| Icy Mathai   | Trauma Certified Registered Nurse,<br>Trauma Nursing Core Course,<br>Trauma Nurse Lead (TCRN,<br>TNCC, TNL)  | Katherine Reissen<br>Ashley Reitzel   | Certified Pediatric Nurse (CPN)<br>Registered Nurse Certified in Neonatal<br>Intensive Care (RNC-NIC)  |
| Whitney Mathley  | Sexual Assault Nurse Examiner<br>(SANE)  | Rachael Roberts   | Certified Pediatric Emergency Nurse,<br>Certified Trauma Registered Nurse<br>(CPEN, TCRN)  |
| Allison McClellan  | Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Pediatric Emergency Nurse<br>(CPEN)  | Teresa Rodgers  | Certified Child Passenger Safety Technician<br>(CPST)  |
| Ashley McDaniel<br>Caroline McGaha<br>Kerry McKeehan                             | Trauma Certified Registered Nurse,<br>Trauma Nursing Core Course,<br>Trauma Nurse Lead (TCRN,<br>TNCC, TNL)  | Kim Rohr<br>Don Santay  | Sexual Assault Nurse Examiner (SANE)<br>Certified in Care of the Extremely Low Birth<br>Weight Neonate (C-ELBW)  |
| Shawn McLeod   | Trauma Certified Registered Nurse,<br>Trauma Nursing Core Course,<br>Trauma Nurse Lead (TCRN,<br>TNCC, TNL)  | Krystin Sapp  | Trauma Certified Registered Nurse, Trauma<br>Nursing Core Course, Trauma Nurse Lead<br>(TCRN, TNCC, TNL)   |
| Alex McMahan   | Trauma Certified Registered Nurse,<br>Trauma Nursing Core Course,<br>Trauma Nurse Lead (TCRN,<br>TNCC, TNL)  | April Sargent-Cardwell<br>Kristina Schroeder  | Certified Critical Care Nurse (CCRN)<br>Certified Pediatric Nurse, International<br>Board-certified Lactation Consultant<br>(CPN, IBCLC)   |
| Kristin McMillin   | Certified Child Passenger Safety<br>Technician (CPST)  | Nita Schroeder<br>Brooke Schroeder-Fleig<br>Kim Sheehan<br>Jessica Siepler<br>Lindsey Simpson         | Certified in Infection Control (CIC)<br>Certified Critical Care Nurse (CCRN)<br>Certified Pediatric Nurse (CPN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Pediatric Hematology Oncology<br>Nurse (CPHON)                                      |
| Nancy Melton<br>Elizabeth Metzger<br>Lynsey Metzger                              | Certified Pediatric Nurse (CPN)<br>Certified Critical Care Nurse (CCRN)<br>Certified ECMO Specialist-Pediatric<br>(CES-P)  | Tracy Skaggs  | Certified Foundational Perioperative Nurse,<br>Trauma Certified Registered Nurse<br>(CFNP, TCRN)   |
| Andrea Miller<br>Emily Moats<br>Holly Morris<br>Jennifer Moss<br>Melanie Mullins | Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Pediatric Nurse (CPN)<br>Certified Critical Care Nurse (CCRN)<br>Psychiatric-Mental Health Nursing<br>Board Certified (PMH-BC)   | Michael Smith   | Certified Hospice and Palliative Pediatric<br>Nurse (CHPPN)  |
| Teresa Munson  | Certified Pediatric Hematology<br>Oncology Nurse (CPHON)   | Rebekah Smith<br>Jenny Southworth   | Certified Critical Care Nurse (CCRN)<br>International Board Certified lactation<br>Consultant (IBCLC)  |
| Ashley Nelson  | Certified Professional in Healthcare<br>Quality, Professional in Patient Safety<br>(CPHQ, CPPS)  | Judy Spalding<br>Katie Starck<br>Allyson Steinfeld<br>Courtney Stejbach<br>Joy Storm<br>Amanda Stotts | Certified Pediatric Nurse (CPN)<br>Certified Pediatric Nurse (CPN)<br>Certified Pediatric Nurse (CPN)<br>Certified Critical Care Nurse (CCRN)<br>Sexual Assault Nurse Examiner (SANE)<br>Certified Pediatric Hematology Oncology<br>Nurse (CPHON)        |
| Rachel Neuymayer<br>Hannah Newton<br>Becca Nicks                                 | Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Ostomy Management Specialist,<br>Wound Care Certified (OMS, WCC)   | Kiersten Stovall<br>Lauren Striegel<br>Lois Taurman   | Certified Critical Care Nurse (CCRN)<br>Certified Critical Care Nurse (CCRN)<br>Certified Specialist in Poison Information<br>(CSP)  |
| Cheri Nicolson<br>Kirsten Noe  | Certified Critical Care Nurse (CCRN)<br>Certified Child Passenger Safety<br>Technician (CPST)  | Jennifer Thomas   | Certified in Executive Nursing Practice<br>(CENP)  |
|  |  | Kimberly (Brooke) Thompson<br>Kim Thompson<br>Amber Thorpe  | Certified Critical Care Nurse (CCRN)<br>Certified Pediatric Nurse (CPN)<br>Certified Pediatric Hematology Oncology<br>Nurse (CPHON)  |
|  |  | Ally Thurman<br>Andrea Timperman  | Trauma Certified Registered Nurse (TCRN)<br>Registered Nurse Certified in Neonatal<br>Intensive Care, Certified Child Passenger<br>Safety Technician (RNC-NIC, CPST)   |
|  |  | Emma Tran   | Certified Critical Care Nurse (CCRN)   |

# EMPIRICAL OUTCOMES

|                  |   |                       |   |
|------------------|---|-----------------------|---|
| Jessica Vanhoose | Certified Critical Care Nurse, Certified Pediatric Nurse (CCRN, CPN)                                  | Ramona Fauth          | Certified in Infection Prevention and Control (CIC)                                 |
| Usha Varughese   | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)                                       | Erin Ferguson         | Certified Clinical Documentation Specialist (CCDS)                                  |
| Michelle Vitols  | Certified Specialist in Poison Information (CSPI)   | Rene Flemming         | Wound Care Certified (WCC)  |
| Jay Vowels       | Certified Specialist in Poison Information (CSPI)   | Lee Ann French        | Certified in Infection Prevention and Control (CIC)                                 |
| Daulton Walls    | Certified in Care of the Extremely Low Birth Weight Neonate (CCRN)                                    | Audrey Frias          | Progressive Care Certified Nurse Knowledge Professional (PCCN-K)                    |
| Melissa Ward     | Psychiatric-Mental Health Nursing Board Certified (PMH-BC)  | Kelly M. Gallahar     | Certified Pediatric Nurse (CPN)   |
| Susan Webb       | Certified Critical Care Nurse (CCRN)  | Karen Gallahar        | Epic-Clinical Informatics (EPIC)  |
| Jordan Weiter    | Trauma Certified Registered Nurse (TCRN)  | Karen Wilhelm Garrett | Oncology Certified Nurse (OCN)  |
| Terri Wells      | Certified Nephrology Nurse (CNN)  | Karen Garrett         | Epic-Clinical Informatics, Analysis of Clinical Tools & Reporting (EPIC)            |
| Heidi Wentworth  | Certified Diabetes Care and Education Specialist (CDCES)  | Debra Gibson          | Certified in Infection Prevention and Control (CIC)                                 |
| Ashley West      | Certified Critical Care Nurse (CCRN)  | Alison Gold           | Registered Nurse Certified in Neonatal Intensive Care (RNC-NIC)                     |
| Debbie White     | Certified Pediatric Hematology Oncology Nurse (CPHON)   | Angela Y. Greenwell   | Certified Pediatric Nurse (CPN)   |
| Kelly Williams   | Trauma Certified Registered Nurse (TCRN) (TCRN)   | Natalie Greer         | Certified Professional in Healthcare Quality (CPHQ)                                 |
| Dawn Williamson  | Certified Critical Care Nurse (CCRN)  | Megan Gregg           | Epic-Clinical Informatics, Analysis of Clinical Tools & Reporting (EPIC)            |
| Martha Wingate   | International Board Certified Lactation Consultant (IBCLC)  | Deanna Hansen         | Certified Case Manager (CCM)  |
| Emily Wuensch    | Certified Critical Care Nurse, Sexual Assault Nurse Examiner (CCRN, SANE)                             | Leslie Hardin         | Certified Wound Ostomy Continence Nurse (CWOON)                                     |
| Kelly Zink       | Certified Professional in Infection Control, Certified Professional in Healthcare Quality (CIC, CPHQ) | Kristin Hays          | Certified in Infection Control, Certified in Infection Prevention and Control (CIC) |

## Norton Healthcare system

|                         |  |                         |  |
|-------------------------|--|-------------------------|--|
| Eve E. Alexander        | Certified Critical Care Nurse (CCRN)   | Varese Howard           | Certified Emergency Nurse (CEN)  |
| Jamie M. Barnett        | Certified in Infection Prevention and Control (CIC)  | Rachel Teresa Inyama    | Certified Emergency Nurse (CEN)  |
| Nancy Bean              | Certified Ostomy Care Nurse, Certified Wound Care Nurse, Certified Wound Ostomy Nurse (COCN, CWCN, CWON) | Charlotte Ipsan         | Stroke Certified Registered Nurse (SCRN)   |
| Liz Bennie              | Epic-Clinical Content Builder (EPIC)   | Danielle N. Jarboe      | Certified in Infection Prevention and Control (CIC)  |
| Tasha Jill Blevins      | Certified Nurse Operating Room (CNOR)  | Lindsey Johnson         | Certified in Infection Prevention and Control (CIC)  |
| Sally R. Bradley        | Certified Wound Ostomy Nurse (CWON)  | Amy Kappesser           | Certified in Infection Prevention and Control (CIC)  |
| Chelsea Brown           | Sexual Assault Nurse Examiner-Adult/Adolescent, Sexual Assault Nurse Examiner-Pediatric (SANE-A, SANE-P) | Julie A. King           | Oncology Certified Nurse (OCN)   |
| Meiah Meleigh Browning  | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)   | Lori Kreutzer           | Certified Pediatric Emergency Nurse, Certified Pediatric Nurse (CPEN, CPN)   |
| Kathleen Elaine Bryant  | Faith Community Nurse (FCN)  | Caitlin Liford          | Certified in Infection Prevention and Control (CIC)  |
| Brittany Bulick         | Certified Emergency Nurse (CEN)  | Lacie Lockhart          | Certified Case Manager (CCM)   |
| Brittany Burke          | Nurse Executive-Advanced Board Certified (NEA-BC)  | Lacie Lockhart          | Certified Case Manager (CCM)   |
| Ashley N. Burns         | Certified Neuroscience Registered Nurse (CNRN)   | Jessica Massouda        | Certified Critical Care Nurse, Certified Perioperative Nurse, Certified Post Anesthesia Nurse, Certified Nurse Operating Room, Certified Critical Care Registered Nurse (CCRN, CNOR, CPAN, CCRN) |
| Christy A. Clemens      | Certified Wound Ostomy Nurse (CWON)  | Brittany McCarty        | Registered Nurse Certified in Maternal Newborn Nursing (RNC-MNN)   |
| Lorre Coates            | Certified in Infection Prevention and Control (CIC)  | Stephanie McDonald      | Certified Neuroscience Registered Nurse (CNRN)   |
| Sarah J. Colston        | Certified Wound Ostomy Nurse (CWON)  | Elizabeth J. McKinney   | Certified Ostomy Care Nurse, Certified Wound Ostomy Nurse (COCN, CWON)   |
| Justin Combs            | Oncology Nurse Navigator-Certified Generalist (ONN-CG)   | Pamela D. Missi         | Nurse Executive Board Certified (NE-BC)  |
| Wren Connor             | Epic-Clinical Informatics (EPIC)   | Alicia Mitchell         | Certified Clinical Documentation Specialist (CCDS)   |
| Charlotte J. Coomes     | Certified Case Manager, Certified Clinical Documentation Specialist (CCM, CCDS)                          | Susan Morris            | Progressive Care Certified Nurse (PCCN)  |
| Tamara G. Crews         | Certified Critical Care Nurse (CCRN)   | Tori A. Moses           | Sexual Assault Nurse Examiner (SANE)   |
| Danette Culver          | Critical Care Registered Nurse Knowledge Professional, EPIC-Clinical Informatics (CCRN-K)                | Michelle R. Mullen      | Certified Neuroscience Registered Nurse, Stroke Certified Registered Nurse (CNRN, SCRN)  |
| Harolyn Clark Ethington | Certified Case Manager (CCM)   | Charlene Natale         | Certified Wound Ostomy Nurse (CWON)  |
|                         |  | Casey Okongo            | Certified Neuroscience Registered Nurse (CNRN)   |
|                         |  | Andrea Pate             | Certified Nurse Operating Room (CNOR)  |
|                         |  | Catherine M. Pattengale | Certified in Infection Prevention and Control (CIC)  |

|  |  |
|--|--|
| Emily Pearl  | Control (CIC)<br>Ambulatory Care Nurse-Board<br>Certified (AMB-BC)   |
| Michelle Pendleton                                     | Certified Professional in Healthcare<br>Quality, Certified in Executive<br>Nursing Practice (CPHQ, CENP)<br>Certified Emergency Nurse (CEN)<br>Certified Pediatric Nurse (CPN)<br>Nurse Executive-Board Certified<br>(NE-BC) |
| Shanna Peyton<br>Amanda Pierce<br>Cristina Proffitt    | Accredited Case Manager (ACM)<br>Certified Pediatric Nurse (CPN)<br>Stroke Certified Registered Nurse,<br>Certified Neuroscience Registered<br>Nurse, Certified Professional in<br>Healthcare Quality, (SCRN,<br>CNRN, CPHQ) |
| Ashley R. Prunty<br>Christine Reardon<br>Anne Ricketts | Certified Gastroenterology Registered<br>Nurse (CGRN)  |
| Chelsea Robbeloth                                      | Certified Pediatric Emergency Nurse<br>(CPEN)  |
| Rachael Nicole Roberts                                 | Trauma Certified Registered Nurse<br>(TCRN)  |
| Gregory W. Roution                                     | Sexual Assault Nurse Examiner<br>(SANE)  |
| Greg Roution   | Sexual Assault Nurse Examiner<br>Adolescent/Adult, Sexual Assault<br>Nurse Examiner Pediatric/Adolescent,<br>Certified Legal Nurse Consultant<br>(SANA-A, SANE-P, CLNC)  |
| Brittany S. Salmon<br>Nita A. Schroeder                | Oncology Certified Nurse (OCN)<br>Certified in Infection Prevention and<br>Control (CIC)   |
| Lindsey Siewert  | Stroke Certified Registered Nurse<br>(SCRN)  |
| Jonathan Simpson<br>Cari D. Stewart                    | Certified Critical Care Nurse (CCRN)<br>Certified in Infection Prevention and<br>Control (CIC)   |
| Sally Sturgeon   | Sexual Assault Nurse Examiner<br>(SANE)<br>Sexual Assault Nurse Examiner-<br>Adult/Adolescent, Advanced Forensic<br>Nursing Board Certified (SANE-A,<br>AFN-BC)  |
| Julie Voyles   | Stroke Certified Registered Nurse<br>(SCRN)  |
| Kristen Wieder   | Nurse Executive-Board Certified<br>(NE-BC)   |
| Jennaleigh Willoughby                                  | Certified Pediatric Nurse (CPN)  |

## Norton Medical Group

|                                  |  |
|----------------------------------|--|
| Karlie Anne Bischoff             | Registered Nurse Assistant at Surgery-<br>Certified (RNAS-C)                             |
| Allison Brown                    | Certified Clinical Research<br>Coordinator (CCRC)  |
| Meredith Cottrell                | Certified Diabetes Care and<br>Education Specialist (CDCES)                              |
| Shelby Madison Doughty           | Certified Pediatric Hematology<br>Oncology Nurse (CPHON)                                 |
| Theresa Dyer                     | Certified Health Care Environmental<br>Services Technician (T-CHEST)                     |
| Brandy Hostetler<br>Tara Kestler | Oncology Certified Nurse (OCN)<br>Menopause Society Certified<br>Practitioner (MSCP)     |
| Kim Kisegy                       | Orthopedic Nurse Practitioner-<br>Certified (ONP-C)                                      |
| Charlotte Kurtz                  | Sexual Assault Nurse Examiner-<br>Pediatric (SANE-P)                                     |
| Kylie Lyons<br>Dawn Maxim        | Certified Case Manager (CCM)<br>Certified Cardiovascular Knowledge<br>Examination (CCKE) |
| Candace Middleton-Combs          | Certified Cardiovascular Knowledge<br>Examination (CCKE)                                 |
| Abby Newsom                      | Ambulatory Care Nurse-Board<br>Certified (AMB-BC)  |
| Cheryl Shuffitt                  | Critical Care Advanced Practice  |

|  |   |
|--|---|
| Provider   | (CCAPP)<br>Certified in Infection Control (CIC)<br>Accredited Case Manager (ACM)<br>Critical Care Advanced Practice Provider<br>(CCAPP) |
| Brooke Thornsberry<br>Mackenzie A. Torline<br>Shelley Urquhart |   |

## Norton Research Institute

|   |  |
|---|--|
| Tina Abell                                      | Certified Clinical Research Coordinator<br>(CCRC)  |
| Jackie Bourke                                   | Certified Clinical Research Coordinator<br>(CCRC)  |
| Roxanne Coleman                                 | Certified Clinical Research Coordinator,<br>Oncology Certified Nurse (CCRC, OCN)                                 |
| Sarah Deans                                     | Certified Clinical Research Coordinator<br>(CCRC)  |
| Sarah Ertel<br>Andrea Gambrell<br>Marti Gardner | Nurse Operating Room (CNOR)<br>Certified Case Manager (CCM)<br>Certified Clinical Research Coordinator<br>(CCRC) |
| Diana Godwin                                    | Certified Clinical Research Coordinator<br>(CCRC)  |
| Clare Gruneisen                                 | Certified Clinical Research Professional<br>(CCRP)   |
| Julia Frith<br>Deb Lockridge                    | Certified in Infection Control (CIC)<br>Certified Clinical Research Coordinator<br>(CCRC)                        |

## Norton Cancer Institute

|                                       |   |
|---------------------------------------|---|
| Brooke Heacock                        | Registered Nurse Certified in Neonatal<br>Intensive Care (RNC-NIC)                  |
| Rachel Mattingly                      | Oncology Certified Nurse, Certified Clinical<br>Research Coordinator (OCN, CCRC)    |
| Kara McEwen<br>Shannon McKenna        | Oncology Certified Nurse (OCN)<br>Certified Clinical Research Coordinator<br>(CCRC) |
| Ashley Spalding                       | Oncology Certified Nurse, Certified Clinical<br>Research Coordinator (OCN, CCRC)    |
| Sandy Stencavage<br>Alexandra Stigger | Oncology Certified Nurse (OCN)<br>Certified Clinical Research Coordinator<br>(CCRC) |
| Tatum Thompson                        | Certified Clinical Research Coordinator<br>(CCRC)                                   |

## Norton Children's Research Institute

|                  |   |
|------------------|---|
| Jennifer Comings | Certified Clinical Research Coordinator<br>(CCRC)   |
| Andrew Michael   | Certified Clinical Research Coordinator<br>(CCRC)   |
| Sarah Morris     | Certified Clinical Research Coordinator<br>(CCRC)   |
| Jennifer Nason   | Certified Clinical Research Coordinator<br>(CCRC)   |
| Kara Ray         | Sexual Assault Nurse Examiner, Registered<br>Nurse Certified in Maternal Newborn<br>Nursing (SANE, RNC-MNN) |
| Gwen Pierce      | Certified Clinical Research Coordinator<br>(CCRC)   |
| Theresa Simeon   | Certified Clinical Research Coordinator<br>(CCRC)   |
| Missi Thomas     | Certified Clinical Research Coordinator<br>(CCRC)   |
| Tonya Wise       | Certified Clinical Research Coordinator<br>(CCRC)   |

## Norton Infectious Diseases Institute

|                |   |
|----------------|---|
| Jade Alexander | Certified Clinical Research Coordinator<br>(CCRC) |
|----------------|---|

## 2025 nurse presentations and publications

| TITLE  | PRESENTATION OR PUBLICATION TYPE | PRINCIPAL INVESTIGATOR | OTHER AUTHORS  | LOCATION OF PRESENTATION/PUBLICATION  |
|--|----------------------------------|------------------------|--|---|
| <b>Norton Audubon Hospital</b>   |                                  |                        |  |   |
| In-hospital Code Stroke: Roles and Responsibilities  | Presentation                     | Lauren Sanchez         |  | Stroke Care Network Summit  |
| Improving Consistency of Door-to-Needle Times in the Emergency Department  | Presentation                     | Kaity Vowels           |  | Stroke Care Network Summit  |
| <b>Norton Brownsboro Hospital</b>  |                                  |                        |  |   |
| Falls Conference   | Presentation                     | Jaime Schings          |  | Kentucky Organization of Nurse Leaders  |
| <b>Norton Children's Hospital</b>  |                                  |                        |  |   |
| Identification of Challenges to Bedside Nursing Handoff (BSHO) in an Acute Care Setting: A Cross-sectional, Mixed-methods Study  | Presentation                     | Kylee Chaffin          |  | Kentucky Nurses Association Annual Conference   |
| Optimizing ECMO Activation-to-Cannulation Times During Cardiopulmonary Resuscitation   | Poster                           | Lexie Cross            | Arpha Corpuz   | Specialist Education in Extracorporeal Membrane Oxygenation Conference  |
| Stigma Reduction Interventions Among Pregnant Women Living With HIV: Using a novel literature synthesis — The Interconnection Between Health Equity and Health Promotion | Presentation                     | Joelle Hirst           | Ross R, Avorgbedor F, Dery KKS, Asamoah A, Al Araydeh M, Sapkota S, Hirst JD | 2025 Midwest Nursing Research Society Conference  |
| Vicarious Resilience Among Sexual Assault Nurse Examiners (SANEs): A concept analysis  | Presentation                     | Joelle Hirst           | Ross R.  | Research!Louisville Annual Conference and Allied Health Symposium   |
| Treating the Invisible Wounds: Updates in Comprehensive Care for Sexual Violence Patients  | Presentation                     | Joelle Hirst           |  | University of Louisville School of Medicine Department of Pediatrics – Pediatricians Supporting Resident Wellness and Health (PUSH) Program |
| Vicarious Resilience: An Alternative to Vicarious Traumatization and Burnout   | Presentation                     | Joelle Hirst           |  | Wisconsin International Association of Forensic Nurses Education Day  |
| Enhancing PA Education on Sexual Assault and IPV: Evaluating the SATELLITE   | Poster                           | Joelle Hirst           |  | 2025 PA Education Association Forum   |
| Enhancing PA Education on Sexual Assault and IPV: Evaluating the SATELLITE   | Poster                           | Joelle Hirst           |  | Research!Louisville Annual Conference   |
| Patient Review Sessions  | Poster                           | Cara Lowery            |  | Research!Louisville Annual Conference   |
| Strategies to Address Workforce Complexities: Leadership AONL Workforce Committee  | Presentation                     | Erik Martin            |  | American Organization for Nursing   |
| CNO Panel: Nursing in Pediatrics   | Panel discussion                 | Erik Martin            |  | Press Ganey HX Conference   |
| Nursing Workforce Issues in Healthcare: Insights From AONL's Workforce Committee   | Webinar                          | Erik Martin            |  | Kentucky Hospital Association Staffing Committee Consortium   |
| Standardized Specimen Handling   | Poster                           | Ashley Payne           | Paige Wilson   | Association of Perioperative Registered Nurses Conference   |
| Sip on Safety: Enhancing Safety Culture One Mocktail at a Time   | Poster                           | Brennon Quick          |  | American Organization for Nursing Leadership Annual Conference  |

# EMPIRICAL OUTCOMES

|  |                         |                    |   |  |
|--|-------------------------|--------------------|---|--|
| Sip on Safety  | Presentation            | Brennon Quick      |   | Society for Pediatric Sedation Annual Conference                               |
| Bedside Handoff  | Poster                  | Kyle Riley         | Cassie Wofford  | Research!Louisville Annual Conference  |
| Implementation of a Cardiopulmonary Arrest Prevention Protocol in a Pediatric Intensive Care Unit                              | Poster                  | Mary Sandquist     | Webb S, Hanna A, Harris M, Griffith K, Scott T, Porter M  | Solutions for Patient Safety National Learning Session                         |
| Heart and Soul: Keeping the Expert CICU Nurse Engaged  | Presentation            | Anna Vogt          |   | Pediatric Cardiac Intensive Care Society Annual Meeting, Austin, Texas         |
| Nonocclusive Dressings in the PICU   | Presentation            | Susan Webb         | Jill Baker, Kris Bryant   | Norton Children's Hospital   |
| Nondiapering With Urinary Catheters  | Presentation            | Susan Webb         | Kris Bryant   | Norton Children's Hospital   |
| <b>Norton Hospital</b>   |                         |                    |   |  |
| Wound Care Nurses: Improving Postpartum Care Among Cesarean-Section Patients   | Presentation and poster | Mary Ann Blanchard | Jessie Fellows, Aimee Keeler, Katie White, Joann Wray   | Kentucky Hospital Association Quality Conference                               |
| Reducing Aspiration Pneumonia in Stroke Patients Through Oral Care   | Poster                  | Eric Brown         | Karen Laufenburg  | Stroke Care Network Annual Summit  |
| Implementing Structured Postpartum Discharge Education Via Virtual Nurse: A Qualitative Review of the Impact on Length of Stay | Presentation and poster | Alyssa Drury       | Deidre Jordan, Barbara Smith, Taylor Thompson, MacKenzie West, Katie White, Joann Wray  | Kentucky Hospital Association Quality Conference                               |
| Enhancing Anesthesia Choices for Cesarean Delivery: The ELEVATE Project  | Presentation            | Sarah Rumbaugh     |   | Kentucky Symposium for Maternal and Infant Outcomes                            |
| IOH as a Modifiable Risk Factor in Spine Surgery: A Nursing and Interdisciplinary Framework                                    | Poster                  | Heather Smith      | Patricia Thomas   | OR Manager Conference  |
| <b>Norton Women's &amp; Children's Hospital</b>  |                         |                    |   |  |
| Glycemic Control in Postop Gyn Surgery Patients  | Poster                  | Michelle Grace     | Amy Hancock   | Research!Louisville Annual Conference  |
| BSHO Conference  | Presentation            | Caitlin Lawson     | Paige Wilson  | Kentucky Nurses Association Annual   |
| Virtual Discharge Nurse  | Poster                  | Caitlin Lawson     | Jenna Blandford   | Research!Louisville Annual Conference  |
| Bloodless Medicine   | Poster                  | Dawn Scherzer      |   | Research!Louisville Annual Conference  |
| Bloodless Medicine   | Presentation            | Dawn Scherzer      |   | Kentucky Nurses Association Annual Conference                                  |
| <b>Norton Healthcare system</b>  |                         |                    |   |  |
| Virtual Practicum Workroom: Digital Experiences for Online Graduate Nursing Students   | Publication             | Brittany Burke     | Lynne Zajac, Amanda Curtsinger, Jitana P. Benton-Lee, Teresa Huber, Karen Mae O'Connell, Karen Vietz  | Quarterly Review of Distance Education   |
| AONL Compendium 2.0 Building Sustainable Academic-Practice Partnerships for Nursing Excellence                                 | Publication             | Brittany Burke     | Deborah Stamps, Reynaldo R. Rivera, Allison A. Norful, Bernadette Mazurek Melnyk, Brandy Mathews, Kathy Baker, Lori Wightman, Maria R. Shirey, Fay B. Ireland, Shea Polancich | American Organization for Nursing Leadership Annual Conference                 |
| CLO Peer Perspectives  | Presentation            | Brittany Burke     |   | Health Management Academy Chief Learning Officer Forum                         |
| Employer Benefits to Supporting Education and Training   | Presentation            | Brittany Burke     |   | National Academies Global Forum on Innovation in Health Professional Education |
| Collegial Conversations and Exemplars from Academic and Practice Partners  | Presentation            | Brittany Burke     |   | Sigma Global Nursing Excellence  |

# EMPIRICAL OUTCOMES

|  |              |                 |                                |   |
|--|--------------|-----------------|--------------------------------|---|
| Dialogue Forum III: Scope and Standards of Practice Revision Work  | Presentation | Danette Culver  |                                | 2025 American Nurses Association Membership Assembly                                  |
| Diffusion and Adoption of the ANA Nursing Scope and Standards of Practice Document: Part 2 Qualitative Findings of the National Survey | Publication  | Verna Sitzer    | Danette Culver, Carol Bickford | Online Journal of Issues in Nursing, Oct. 10, 2025; doi: 10.3912/OJIN. Vol31No01PPT61 |
| <b>Norton Research Institute</b>   |              |                 |                                |   |
| Navigating Quality Assurance for Research Excellence   | Presentation | Marti Gardner   |                                | 2025 Society of Clinical Research Sites Oncology Site Solutions Summit                |
| KPI Change for Scan Bands in the Norton Clark NICU   | Presentation | Brooke Heacock  | Jill Baker, Kris Bryant        | Norton Clark Practice Council   |
| <b>Norton Children's Research Institute</b>  |              |                 |                                |   |
| Increase in the Incidence of Congenital Syphilis: 2019-2023  | Presentation | Ines Roy        |                                | 77th annual Kentucky Public Health Association Educational Conference                 |
| <b>Norton Infectious Diseases Institute</b>  |              |                 |                                |   |
| Candida Auris: A Growing Threat  | Presentation | Melissa Forton  |                                | Norton Infection Prevention Center Grand Rounds                                       |
| What Keeps You Up At Night?  | Presentation | Melissa Forton  |                                | Norton Infection Prevention Center Grand Rounds                                       |
| Opportunist Pathogens in the Healthcare Environment  | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| The ABC's of Viral Hepatitis   | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| The Acutely Limping Child: Evaluation and Treatment  | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| Infection Prevention in Dialysis Settings  | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| Bronchiolitis  | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| Comprehensive Surgical Site Infection  | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| Key Immune System Insights Important for Vaccination   | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| Immune System Dysfunctions   | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| Foodborne Illnesses: Recognizing and Mitigating Risks  | Presentation | Melissa Forton  |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| Measles: More Than a Rash  | Presentation | Julia Frith     |                                | Norton Infection Prevention Center Grand Rounds                                       |
| Pertussis: Historic Disease and Persistent Threat  | Presentation | Julia Frith     |                                | Norton Infection Prevention Center Grand Rounds                                       |
| Water: What Is the Risk?   | Presentation | Julia Frith     |                                | Norton Infection Prevention Center Grand Rounds                                       |
| What Keeps You Up at Night?  | Presentation | Julia Frith     |                                | Norton Infection Prevention Center Grand Rounds                                       |
| Supply Shortages Oh My!  | Presentation | Julia Frith     |                                | Infection Prevention Boot Camp  |
| Decoding Research: From Study Types to Analysis  | Presentation | Julia Frith     |                                | Haymarket Medical Education/ Continuing Education Presentations                       |
| Global Outbreaks: What Do We Need to Know?   | Presentation | Julia Frith     |                                | APIC Kentuckiana Chapter  |
| Global Outbreaks: What Do We Need to Know?   | Presentation | Julia Frith     |                                | BronxCare Health System   |
| What Keeps You Up At Night?  | Presentation | Kirsten Trudeau |                                | Norton Infection Prevention Center Grand Rounds                                       |

# EMPIRICAL OUTCOMES

|  |                      |                 |                             |  |
|--|----------------------|-----------------|-----------------------------|--|
| Addressing Social Determinants of Health to Reduce Infection Risk                              | Presentation         | Kirsten Trudeau |                             | Infection Prevention Boot Camp                                     |
| Passport to Prevention: A Provider's Approach to Travel Health, Part 1                         | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Passport to Prevention: A Provider's Approach to Travel Health, Part 2                         | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Sexually Transmitted Infections: Essential Knowledge for Healthcare Providers, Module 1        | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Sexually Transmitted Infections: Essential Knowledge for Healthcare Providers, Module 2 Part 1 | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Sexually Transmitted Infections: Essential Knowledge for Healthcare Providers, Module 2 Part 2 | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Addressing Social Determinants of Health to Reduce Infection Risks                             | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Methicillin-resistance Staphylococcus aureus (MRSA) Skin and Soft Tissue Infections            | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Breastfeeding: Benefits, Risks and Best Practices  | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Neisseria Meningitidis: The Bacterium Behind Meningococcal Disease                             | Presentation         | Kirsten Trudeau |                             | Haymarket Medical Education/<br>Continuing Education Presentations |
| Breastfeeding: Benefits, Risks, and Best Practices   | Presentation         | Kirsten Trudeau |                             | Norton Infection Prevention Center<br>Grand Rounds                 |
| Infection Prevention and Control Through the Ages  | Presentation         | Kirsten Trudeau |                             | Norton Infection Prevention Center<br>Grand Rounds                 |
| Infection Prevention and Control for EMS   | Presentation         | Kirsten Trudeau |                             | Norton Infection Prevention Center<br>Grand Rounds                 |
| <b><i>Norton Medical Group</i></b>   |                      |                 |                             |  |
| Single Center Analysis of Pulmonary Arterial Hypertension Deaths in the Modern Era             | Poster, Presentation | Kim Robinson    | Dr. Friedman, Dr. McConnell | Pulmonary Hypertension Association<br>PHPN Symposium               |

## Nurses who earned an academic degree in 2025

### Norton Audubon Hospital

|                              |                                |
|------------------------------|--------------------------------|
| Brendon Allen                | Bachelor of Science in Nursing |
| Travis Mitchell Allen        | Bachelor of Science in Nursing |
| Dayo Aluko                   | Bachelor of Science in Nursing |
| Megan Barnum                 | Bachelor of Science in Nursing |
| Michael Boafo                | Bachelor of Science in Nursing |
| Dylan Boughey                | Bachelor of Science in Nursing |
| Anthony Bowman               | Bachelor of Science in Nursing |
| Tessa Mae Burden             | Bachelor of Science in Nursing |
| Eve McDonald Burklow         | Bachelor of Science in Nursing |
| Sydney Lauren Bush           | Bachelor of Science in Nursing |
| Leydi R. Calero              | Master of Science in Nursing   |
| Amber Clark                  | Bachelor of Science in Nursing |
| Kobey Dierson                | Bachelor of Science in Nursing |
| Julie Anne Ferree            | Master of Science in Nursing   |
| Michael Finn                 | Bachelor of Science in Nursing |
| Robert Franklin Fitzgerald   | Bachelor of Science in Nursing |
| Jennifer Floyd               | Bachelor of Science in Nursing |
| Savannah Froelicher          | Bachelor of Science in Nursing |
| Kate Gaeta                   | Bachelor of Science in Nursing |
| Samantha Goldsmith           | Bachelor of Science in Nursing |
| Shelbie Harrison             | Bachelor of Science in Nursing |
| Sorrangy Hernandez           | Bachelor of Science in Nursing |
| Ryan Alex Higgott            | Bachelor of Science in Nursing |
| Jack Hutcherson              | Bachelor of Science in Nursing |
| Tara Kaur                    | Bachelor of Science in Nursing |
| Katie Krueer                 | Master of Science in Nursing   |
| Bonface Mugambi Kubania      | Bachelor of Science in Nursing |
| Keana Lanae Meriwether       | Bachelor of Science in Nursing |
| Melina O'Bryan               | Bachelor of Science in Nursing |
| Shenaje R. Oliver            | Bachelor of Science in Nursing |
| Elaine Robin Oliver Bilodeau | Bachelor of Science in Nursing |
| Anna Katherine Polston       | Bachelor of Science in Nursing |
| Ellie Paige Poole            | Bachelor of Science in Nursing |
| Arin Lee Price               | Bachelor of Science in Nursing |
| Melissa G. Raper             | Bachelor of Science in Nursing |
| Deon Richardson              | Bachelor of Science in Nursing |
| Evaliz Rosales Montes        | Bachelor of Science in Nursing |
| Marcy Shelby                 | Master of Science in Nursing   |
| Tyler Sowers                 | Bachelor of Science in Nursing |
| Conner Strait                | Bachelor of Science in Nursing |
| Caroline Stutz               | Bachelor of Science in Nursing |
| Haley Thompson               | Bachelor of Science in Nursing |
| Ella Tichy                   | Bachelor of Science in Nursing |
| Chesney Tucker               | Bachelor of Science in Nursing |
| Lini Varghese                | Bachelor of Science in Nursing |
| Eric Vavrinyuk               | Bachelor of Science in Nursing |
| Maggie Wood-Hurst            | Bachelor of Science in Nursing |

### Norton Brownsboro Hospital

|                      |                                |
|----------------------|--------------------------------|
| Sandra Anane         | Bachelor of Science in Nursing |
| Lindsey Armstrong    | Bachelor of Science in Nursing |
| Lindsay Bohn         | Bachelor of Science in Nursing |
| Hannah Bowen         | Bachelor of Science in Nursing |
| Brianne Nicole Brady | Bachelor of Science in Nursing |
| Zhanine Brooks       | Bachelor of Science in Nursing |
| Kimberly Carter      | Bachelor of Science in Nursing |
| Hailey Noel Cocke    | Bachelor of Science in Nursing |
| Elizabeth Edds       | Bachelor of Science in Nursing |
| Ashley Nicole Farris | Master of Science in Nursing   |
| Amela Fenn           | Bachelor of Science in Nursing |
| Ann M. Gray          | Bachelor of Science in Nursing |
| Sam Gulick           | Bachelor of Science in Nursing |
| Erica Gurr           | Bachelor of Science in Nursing |
| Morgan Hawhee        | Bachelor of Science in Nursing |
| Catherine Hidalgo    | Master of Science in Nursing   |
| Alyssa Hiemer        | Bachelor of Science in Nursing |
| Nannette Hooker      | Bachelor of Science in Nursing |
| Gabriel Micah Howard | Bachelor of Science in Nursing |
| Anna Hutchins        | Bachelor of Science in Nursing |
| Robert Iryumugabe    | Bachelor of Science in Nursing |
| Hannah Kirtland      | Bachelor of Science in Nursing |
| Macy Latham          | Bachelor of Science in Nursing |
| Toyosi Adeoye Lawal  | Bachelor of Science in Nursing |
| Amanda Lee           | Master of Science in Nursing   |
| Anna Raye Metzinger  | Bachelor of Science in Nursing |

|                            |                                |
|----------------------------|--------------------------------|
| Cathy Mitchell             | Bachelor of Science in Nursing |
| Jackson Barrett Powell     | Bachelor of Science in Nursing |
| Amber N. Pritchett         | Bachelor of Science in Nursing |
| Claire Simoneaux           | Bachelor of Science in Nursing |
| Reagan Sosnowski           | Bachelor of Science in Nursing |
| Eva Sullivan               | Bachelor of Science in Nursing |
| Alex Scott Tomb            | Bachelor of Science in Nursing |
| Bralee Trice               | Bachelor of Science in Nursing |
| Tierra Denise Trowel       | Bachelor of Science in Nursing |
| Henry C. Welch             | Bachelor of Science in Nursing |
| Antaysha Nahriyah Woodford | Bachelor of Science in Nursing |
| Josie Young                | Bachelor of Science in Nursing |

### Norton Children's Hospital

|                        |                                |
|------------------------|--------------------------------|
| Jessica Amos           | Bachelor of Science in Nursing |
| Marcie Ansert          | Bachelor of Science in Nursing |
| Hannah Balthrop        | Bachelor of Science in Nursing |
| Elaine Bauerle         | Bachelor of Science in Nursing |
| Elise Bearance         | Bachelor of Science in Nursing |
| Damaris Bell           | Bachelor of Science in Nursing |
| Emma Bilberry          | Doctorate degree               |
| Hannah Bohn            | Bachelor of Science in Nursing |
| Kailyn Bridges         | Bachelor of Science in Nursing |
| Allyse Briggs          | Bachelor of Science in Nursing |
| Mackenzie Burns        | Bachelor of Science in Nursing |
| Emma Campbell          | Bachelor of Science in Nursing |
| Julia Case             | Bachelor of Science in Nursing |
| Sam Chitwood           | Bachelor of Science in Nursing |
| Rachel Counts          | Bachelor of Science in Nursing |
| Emma Coury             | Bachelor of Science in Nursing |
| Sarah Crawford         | Bachelor of Science in Nursing |
| Savannah Durham        | Bachelor of Science in Nursing |
| Medina Dzankovic       | Bachelor of Science in Nursing |
| Grace Edwards          | Bachelor of Science in Nursing |
| Emma Esselman          | Bachelor of Science in Nursing |
| Lorelai Fant           | Bachelor of Science in Nursing |
| Lauren Gardner         | Bachelor of Science in Nursing |
| Ruth Ann George        | Bachelor of Science in Nursing |
| Kaelyn Goatley         | Bachelor of Science in Nursing |
| Kaidyn Hall            | Bachelor of Science in Nursing |
| Hannah Harper          | Bachelor of Science in Nursing |
| Hannah Highbaugh       | Master of Science in Nursing   |
| Avery Hoover           | Bachelor of Science in Nursing |
| Koehler Hyatt          | Bachelor of Science in Nursing |
| Kelly Jackson          | Bachelor of Science in Nursing |
| Cole Johnson           | Bachelor of Science in Nursing |
| Sydney Kellermeier     | Bachelor of Science in Nursing |
| Avery Koch             | Bachelor of Science in Nursing |
| Lydia Koger            | Bachelor of Science in Nursing |
| Macy Kraft             | Doctorate degree               |
| Natasha Leffler        | Bachelor of Science in Nursing |
| Ellie Linderman        | Bachelor of Science in Nursing |
| Emily Marcum           | Bachelor of Science in Nursing |
| Samantha Misirly       | Bachelor of Science in Nursing |
| Madelyn Muthler        | Bachelor of Science in Nursing |
| Ashley Osborne         | Master of Science in Nursing   |
| Julian Palmisano       | Bachelor of Science in Nursing |
| Jennifer Pineda        | Bachelor of Science in Nursing |
| Morgan Proctor         | Bachelor of Science in Nursing |
| Mitchell Rayman        | Bachelor of Science in Nursing |
| Shelby-Lynn Renfro     | Bachelor of Science in Nursing |
| Erin Rieth             | Bachelor of Science in Nursing |
| Taya Riley             | Bachelor of Science in Nursing |
| Evelyn Rodriguez       | Bachelor of Science in Nursing |
| Fabian Rodriguez Senan | Bachelor of Science in Nursing |
| Kennedy Rulketter      | Bachelor of Science in Nursing |
| Mariah Stettenbenz     | Bachelor of Science in Nursing |
| Ashley Villanueva      | Bachelor of Science in Nursing |
| Heather Waldron        | Bachelor of Science in Nursing |
| Tamara Warren          | Bachelor of Science in Nursing |
| Madison Watkins        | Bachelor of Science in Nursing |
| Sydney Whelan          | Bachelor of Science in Nursing |
| Sara Williamson        | Bachelor of Science in Nursing |
| Morgan Yates           | Bachelor of Science in Nursing |



Kaelin Shay  
Andrea Shpilberg  
Natalie Jean Smith  
Mackenzie A. Torline  
Amy Waldrige  
Jaime Michele Walker  
Kelsey Williams

Doctorate degree  
Master of Science in Nursing  
Bachelor of Science in Nursing  
Master of Science in Nursing  
Bachelor of Science in Nursing  
Doctorate degree  
Bachelor of Science in Nursing

## Norton Research Institute

Jennifer Comings

Master of Science in Nursing  
Leadership and Management  
Master of Science in Nursing  
Informatics

Sarah Ertel



From left, Brooklyn Hall, BSN, R.N., Medical/Surgical Unit, Norton Children's Hospital; Andrea Birk, BSN, R.N., ABLs, Medical/Surgical Unit, Norton Children's Hospital

# AWARDS AND RECOGNITIONS

## Clinical Nurse Educator of the Year

This award is a prestigious honor recognizing an outstanding nurse educator who has demonstrated exceptional dedication, leadership and innovation in the field of nursing education. This award celebrates nurse educators who have gone above and beyond in shaping the future of nursing by educating and empowering the next generation of healthcare professionals. It reflects a deep commitment to teaching, mentorship, lifelong learning and professional development.

Each facility nominated several employees. Of those nominees, three finalists were selected for the entire organization, and then one overall winner was chosen.

### Nominees

#### *Norton Audubon Hospital*

Kim Blair, R.N.  
Lara Jacquemei, R.N.

#### *Norton Brownsboro Hospital*

LaQuita Burden, R.N.

#### *Norton Children's Hospital*

Milly Green, R.N.  
Ashley Eissler Payne, R.N.  
Jamie Redden, R.N.

#### *Norton Clark Hospital/Norton Scott Hospital*

Angela Chestnut, R.N.  
Kali Crace Brumitt, R.N.

#### *Norton Hospital*

Janna Bauer, R.N.  
Kristin Cox, R.N.  
Brianna Headley, R.N.  
Kelsey Mathes, R.N.  
Jordan Spencer, R.N.

#### *Norton King's Daughters' Health*

No submissions

#### *Norton West Louisville Hospital*

No submissions

#### *Norton Women & Children's Hospital*

James Heinz, R.N.

#### *Norton Healthcare Learning Center*

Margaret Brennesholtz, R.N.

#### *Norton Medical Group*

Aubrey Burton, R.N.  
Krista Ford, R.N.  
Ellen Fulmer, R.N.  
Julia Hunt, R.N.  
Julie Kleinman-Hill, R.N.  
Lindsay Reed, R.N.  
Sharon Robertson, R.N.  
Carlie Smith, R.N.

### Finalists

- Angela Chestnut, R.N. – Norton Scott Hospital
- James Heinz, R.N. – Norton Women's & Children's Hospital
- Lindsay Reed, R.N. – Norton Medical Group

### Winner

James Heinz, R.N., MSN – Norton Women's & Children's Hospital



2025 Nurse Educator of the Year with Megan Lee, R.N., BSN, M.S., PCCN, manager, facility nursing education, Norton Women's & Children's Hospital

## Nurse Preceptor of the Year

This award is a distinguished recognition given to an exceptional nurse who has demonstrated outstanding dedication to mentoring and guiding new nurses, students or transitioning staff. This award spotlights a nurse preceptor who goes above and beyond in fostering a supportive learning environment, ensuring that the next generation of nurses is equipped with the knowledge, skills and confidence to provide high-quality patient care. This nurse preceptor is a compassionate and influential mentor who exemplifies professionalism, exceptional mentorship and clinical excellence.

Each facility nominated several employees. Of those nominees, three finalists were selected for the entire organization, and then one overall winner was chosen.

### Nominees

#### *Norton Audubon Hospital*

Lorraine Bouvette, R.N.  
Megan Vickrey, R.N.

#### *Norton Brownsboro Hospital*

Leah Myatt, R.N.

#### *Norton Clark Hospital/Norton Scott Hospital*

Michelle Cooper, R.N.  
Tiffany Crone, R.N.  
Jessica Dockins, R.N.  
Stacey Mcgee, R.N.  
Von Vener Miguel, R.N.

#### *Norton Hospital*

Marissa Bartley  
Kena Harrison  
Nick Hays  
Haila Jackson  
Brittney Lantrip  
Vicki Lee, R.N.  
Hannah Love, R.N.  
Angela Newton, R.N.  
Ellen Nusbaum, R.N.  
Chad Pike, R.N.  
Morgan Ramirez, R.N.  
Cortnee Rankin, R.N.  
Kelly Stine, R.N.  
Monica Thompson, R.N.

#### *Norton King's Daughters' Health*

Brandi Dunaway, R.N.

#### *Norton West Louisville*

Charles Edward, R.N.  
Chantay Lovely, R.N.

#### *Norton Women & Children's Hospital*

Ainsley Clark, R.N.  
Ainsley Clark  
Katelyn Duncan, R.N.  
Jolean Johnson, R.N.  
Courtney Keeling, R.N.  
Krista Mann, R.N.  
Nicole Wheatley, R.N.

#### *Norton Children's Hospital*

Jisha Abraham, R.N.  
Alexis Downs, R.N.  
Katie Hagmann, R.N.  
Beka Huff, R.N.  
Alessandra Martinez, R.N.  
Leann Sieg, R.N.

#### *Norton Medical Group*

Lindsey Bland, R.N.  
Megan Boomstra, R.N.  
Melissa Davis, R.N.

### Finalists

Ainsley Clark, R.N. – Norton Women's & Children's Hospital  
Von Vener Miguel, R.N. – Norton Clark Hospital  
Kelly Stine, R.N. – Norton Hospital

### Winner

Von Vener Miguel, R.N. – Norton Clark Hospital



# 2025 NURSING CONTINUING EDUCATION PROVIDERSHIP AND ACTIVITY

American Nurses Credentialing Center (ANCC)

|  |           |
|--|-----------|
| Activities   | 255       |
| Continuing education contact hours awarded                   | 541.75    |
| Nurses in attendance (R.N. and APRN)                         | 4,334     |
| Total individual contact hours awarded to all nurses in 2025 | 13,091.15 |



# PROJECTS, PUBLICATIONS AND PRESENTATIONS

## Norton Healthcare/Norton Children's Magnet abstract submissions

2025: 21

### Final submission list

#### *Norton Children's Hospital*

1. Cardiac Intensive Care Unit UC (Megan Conway and Anna Vogt)
2. First Moments Matter (Danielle Brooks)
3. Peripheral Intravenous Infiltration and Extravasation (PIVIE) (Jill Baker and Joanna Davis)
4. Norton Children's Medical Center High-acuity Debrief (Cara Lowery, R.N.)
5. Happiness Challenge (Joelle Hirst)
6. Pediatric Sexual Assault Nurse Examiner (Joelle Hirst)
7. Bedside Shift Handoff Quality Improvement Project (Kylee Chaffin and Cassie Wofford)

#### *Norton Hospital*

1. Behavior Emergency Response Team (Stephanie Rousch)
2. Electronic Safety Board (Eric Brown)
3. Professional Governance Day Structure (Stacia Lenahan and Jennifer Thornsberry, DNP, R.N.)
4. Leadership Mentoring (Joann Wray & Jennifer Thornsberry, DNP, R.N.,)
5. Postpartum DC Virtual Nurse (Katie White & Mackenzie West)
6. Zero Harm (Ada Daugherty)
7. Lead Registered Nurse Role (Annette Newkirk)
8. Mindfulness Day (Jessica Denton)

#### *Norton Audubon Hospital*

Quality Nurse Journey (Melissa Burchett)

#### *Norton Women's & Children's Hospital*

Bloodless Medicine (Dawn Scherzer)

Nurse Competency to Reduce Healthcare-associated Infections (HAIs) (Justin Morris)

#### *System Services*

Ignite and Empower: Design – Build for a System-based Professional Governance Model (Pam Missi, DNP, R.N., NE-BC)

Bedside Shift Handoff Barriers Survey (Michelle Pendleton)



# CELEBRATING NURSES WEEK 2025

## Nurses Week

Norton Healthcare and Norton Children's nurses are integral to the success, quality and caring that takes place in our organization. We love to celebrate, recognize and thank our incredible nurses in a big way!

Highlights of 2025 Nurses Week celebrations:

- Educational poster fairs
- Recognition of teamwork, evidence-based practice, research and quality improvement accomplishments
- Spirit days
- Facility dog booth
- Coffee and ice cream days
- Nurses Week recognition receptions
- Food trucks
- Florence Nightingale birthday parties
- Gift basket raffles
- Blessing of the hands by pastoral care staff
- Nurses Week gift



*Celebrating Nurses Week with our staff*

# CLOSING STATEMENT

As we conclude the 2025 Nursing Annual Report, we reflect with immense pride on the extraordinary strides made across our organization to advance nursing excellence. Throughout the year, our nurses demonstrated unwavering commitment to delivering compassionate, evidence-based care rooted in the Magnet model. By elevating professional practice, promoting transformational leadership and fostering exemplary patient outcomes, our nursing teams continued to set the standard for caring for our community with integrity, knowledge and purpose. Their dedication strengthened our culture of safety, collaboration and continuous improvement to ensure that every patient encounter reflects the highest level of clinical and humanistic excellence.

This year also marked significant progress in advancing our organization's **CARE** strategy:

- **C**linical quality and safety
- **A**ccess
- **R**etention
- **E**ase of use

Nurses across the system played a vital role in bringing these pillars to life — championing zero-harm initiatives, expanding equitable access to care, strengthening belonging and workforce well-being, and improving ease of use through innovative technology and streamlined processes. These achievements align seamlessly with the Magnet principles of transformational leadership; structural empowerment; exemplary professional practice; new knowledge, innovations and improvements; and empirical outcomes. As we look ahead, we remain steadfast in our journey toward continued excellence in nursing practice.

With deep gratitude for the expertise, resilience and compassion of our nurses, we move into the future united in purpose — advancing our profession, uplifting our teams and transforming care for every patient we serve.