



nursing annual report
2021





181

Number of beds



398,412

Total visits 2021



1,010

Number of nurses



770

Number of nurses with a bachelor's of nursing or higher



198

Number of certified nurses



12

Number of nurses with a doctorate of nursing

pictured on front: Sarah Harrison, BSN, RN, clinical logistics

Our Dayton Children's pediatric nursing team has been challenged the last two years in ways we could not imagine. We are joined with every nurse in the world with these challenges. I could not be more proud of the above and beyond Dayton Children's nursing care that continues to be provided in our inpatient, ambulatory and clinics. As a Magnet organization, we know the importance of taking opportunities given under challenging situations and using those as a time for rebirth, refresh and reinvigoration. We are doing that with our processes and care models to continue to keep our pediatric patients and staff at the forefront of our work.

Our call to action is using creativity and innovation for new programs and new health care career pipelines, which has never been more important. We are working closely with our human resource and academic partners to continue to explore new programs to help us expand our caregiver pipelines.

Our nursing annual report focuses on the continuous improvement initiatives with the following features:

- Nursing recognition
- Nurse residency program
- Behavioral patient care safety action plan
- EPIC dashboard and clinical team leader/direct caregiver enhancement
- Satellite emergency department / fast track internal care option
- Minority nurse work study program
- Breastfeeding program enhancements
- Bringing the operating room to the patient in the PICU
- NICU family integrated care program
- IMPACT's program
- Nurse and collaborative partner recognition

In 2022, we will continue to focus on our overall mental health. The strategies will focus on continuing to strive to develop and implement programs to keep us whole from a mind, body and spirit framework. Our emotional wellness and those of our nursing leaders and care teams is vital to our profession. Peer-to-peer support, employee engagement, employee wellness and employee morale are important topics that require action from us as nurses. From a Maslow Theory standpoint, we have shifted back to the "air, food and water" physiological and safety level. We are on a mission as a profession to get back to autonomy and self-actualization and we are going to need every creative idea to be built into action.

"Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience and the passion to reach for the stars to change the world".

Harriet Tubman

Enclosed you will find the Dayton Children's 2021 nursing annual report. You will be able to see the amazing achievements we have made transitioning to reinventing the path to children's health to continue to advance our role as a leader in quality, safety and improve the health of children in this region.

Fondly,

Jayne Lachey Gmeiner, MS, RN, NEA-BC

chief nursing officer
Dayton Children's Hospital



2021 Cameo of Caring — Diane Quirk

The Cameo of Caring is an awards program created by Wright State University - Miami Valley College of Nursing to recognize frontline nurses who make a difference in the lives of patients and their families.

Our 2021 Cameo of Caring recipient is Diane Quirk from the neurology department.

Diane has been with Dayton Children’s for 42 years. She is the first person at her desk in the morning and she does not leave until every patient has been tucked in. Patient care is Diane’s top priority and it shows not only in her interactions with the family, but in her behind the scenes efforts. She takes the time to look up every diagnosis, medication, testing, etc. that she is unfamiliar with so that she is able to see the full picture of the child.

Diane communicates across multiple disciplines as needed to ensure every child has their follow-up in every needed department, not just neurology. Using her years of nursing experience, she has built a system for the inpatient neurology team to ensure no child is missed after consult sign off or discharge from service.

Diane has mentored multiple nurses in care coordination and even the residents go to her for advice. She has an ability to present education in a way parents are able to understand and makes sure no question is left unanswered. She displays patience and persistence in finding ways to communicate with parents, even when a parent is not yet receptive to a difficult diagnosis.

Diane is not only strong in her clinical knowledge, but also in advocating for her patients. She is strong in SBAR communication with residents and attendings; offering recommendations or calling a time out to review a patient plan if there is a concern. Diane has always proven to collaborate well with the residents rotating with neurology. Common statements heard from the residents are, “Diane is an invaluable member of the neurology team and a champion communicator with pediatric residents. I always look forward to hearing from Diane!” and, “We all love working with Diane!”

2021 nursing excellence award winners

Each year during nurses week we recognize nurses for excelling in their profession. Congratulations to the following nurses on their 2021 nursing excellence award:



awarded for **advocacy/moral agency**
Melanie Newhouse
behavioral health unit



awarded for **caring practices**
Tynisha Edmondson
7 specialty pediatrics



awarded for **clinical inquiry**
Emily Arnett
Kids Express



awarded for **clinical judgment**
Ashley Kizer
PICU/transport



awarded for **collaboration**
Tara Miller
NICU



awarded for **facilitator or learning**
Sarah MacDonald
neurology clinic



awarded for **outstanding new employee**
Kimberly Wallace
perioperative services



awarded for **outstanding new graduate**
Fernando Orellana
main campus ED



awarded for **response to diversity**
Jenifer Selmon
hematology/oncology



awarded for **systems thinking**
Meg Auman
3 west

2021 DAISY Award Winners

Every organization where nurses practice in the world will want to embed DAISY recognition programs in their cultures. DAISY Awards inspire nurses to provide extraordinary care not only with their brains, but also with their hearts.



January
Taylor Wilkins, RN
specialty pediatrics



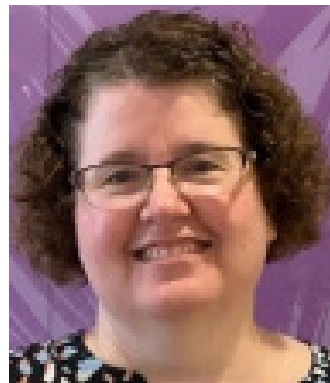
February
Sarah Hale, BSN, RN, VA-BC
vascular access



March
Ruth Davis, BSN, RN, CPN
specialty pediatrics



April
Brandy Stamper, BSN, RN
hematology-oncology



May
Lisa Jasin, DNP, NNP-BC
NICU



June
Carlie Finley, BSN, RN
hematology



July
Tracey Mackey, RN
3 West



August
Beth Williams, BSN, RN
emergency department



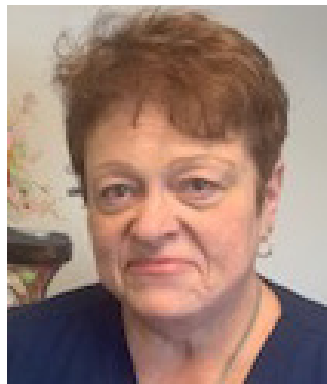
September
Larrena Keaton, BSN, RN
PACU



October
Adam Wright, BSN, RN
clinical team lead - surgery



November
Isaac Buschur, BSN, RN
emergency department



December
Kara Stukenborg, RN
neurology

2021 POPPIES Winners

The POPPIES award stands for “Power of Positive People in Excellent Service” and is given by nursing to clinical support staff, respiratory therapists, employees in rehab, environmental services, facilities, dietary, child life, etc. The award is to honor someone who has provided excellent service and partnership to nursing.



January
Stephanie Randlett
EKG technician, cardiology



February
Courtney Pearson
float PCA



March
Linda Smith
lab staff assistant, phlebotomy



April
Kenisha Marbury
housekeeper II, environmental services



May
Jennifer Lochner
PCA II, Huber Heights urgent care



June
Cameron Saudia
polysomnographer, sleep lab



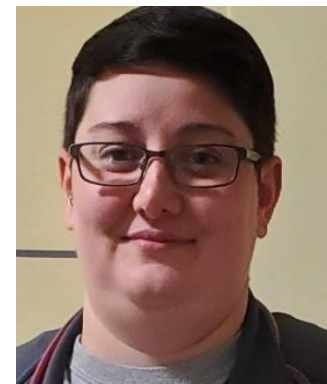
August
Lillian Harvey
PCA III, 3 west



September
Sienna Marino
PCA II, Ohio Pediatric Care Alliance



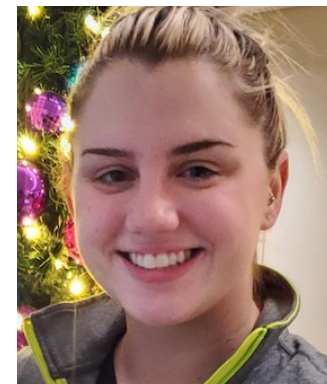
October
Eric Bird
RT, three west



November
Amanda Thacker
EMT, south campus emergency department



November
Johnny Jackson
EMT, south campus emergency department



December
Abigail Decker
PCA II, PICU

Lisa Jasin wins APP of the year award



Congratulations to **Lisa Jasin, MS, DNP, NNP-BC**, neonatal nurse practitioner in the NICU, for being named Dayton Children's 2021 APP of the year!

two Dayton Children's nurses receive Ohio's March of Dimes' Heroes in Action award

The March of Dimes, a United States nonprofit founded by Franklin D. Roosevelt, is committed to improving the health of babies by preventing birth defects, premature birth and infant mortality. They lead the fight for the health of babies and moms through global research, advocacy and education.

Each year, the March of Dimes in Ohio pays tribute to the medical profession by recognizing extraordinary nurses, physicians and health care workers. Recipients of their Heroes in Action award work tirelessly for the health of moms and babies.

The recipient is nominated and chosen on the following criteria:

- Quality care
- Research and innovation
- Excellence and accountability
- Education and advocacy
- Mentoring and precepting

Lisa has spearheaded several NICU initiatives, protocols, projects and management strategies. For example, she's partnered with neonatologist and pediatric surgeons to establish a quality improvement on minimizing variance in neonatal gastrostomy post-op feeding.

As the current clinical director of Brigid's Path, she was instrumental in establishing the Ohio organization as a crisis care facility for families impacted by neonatal abstinence syndrome.

She also participated in Ohio's perinatal quality collaborative projects, collaborated to obtain the Helene Fuld grant for family integrated care and established Wright State University's neonatal nurse practitioner program.

"Lisa is our hospital leader for evidence-based practice and evidence-based medicine," said her nomination. "She is a leader not just in title, but in action, working with others to encourage decision making based on the best available evidence."

Congratulations Lisa!

Health care workers are eligible for nomination in ten categories: research, professional development, patient care, leadership, academic education, innovation, rising star, lifetime achievement, health equity leadership and March of Dimes Roosevelt mission.

We had two Dayton Children's award winners. Congratulations to Elizabeth Lee on receiving a professional development award and Lisa Jasin on receiving an innovation award.



Diona Merrill, RN, BSN, CCRN

IMPACTS clinical advancement program

The Clinical Advancement Program (IMPACTS) is a method by which the professional nurse who demonstrates excellence in the clinical arena is recognized and rewarded. It provides the clinical nurse an opportunity for professional advancement and growth. IMPACTS promotes individual satisfaction, improves quality patient care with clinical experts and recognizes nurses that give back to the hospital and the community through their professional practice. IMPACTS is based on Dayton Children's professional practice model, Synergy.

This program gives the Dayton Children's clinical nurse (RNs providing direct care 50% of the time or more) the opportunity for professional advancement and growth. Nurses who are successful in the clinical advancement program will participate in the reward program, which includes recognition, financial incentives and professional pride.

Level IV

Erin Black, ED main
Sarah Pearson, ED main

Level III

Will Andres, ED main
Emily Bruening, hematology/oncology
Sarah MacDonald, neurology
Kaitlin Heffelfinger, neurology
Jean "Beth" Williams, ED main
Brittany Pritchard, ED main
Jani Rice, hematology/oncology
Kari Roberts, hematology/oncology

Level II

Brittanie Daugherty, ED main
Stephanie Walker, Huber Heights Urgent Care
Christina Jacobs, Huber Heights Urgent Care
Diona Merrill, endocrinology
Jamie Robinson, specialty pediatrics



L-R, Antoinette Goldsmith and Deborah Owensby

benefits of the minority nursing work study program

In early 2021, Dayton Children's announced the Minority Nursing Work Study Program — a program dedicated to diversifying the pediatric registered nurse workforce so that it more closely mirrors the hospital's patient population and that of the community. With the nursing team itself representing 30 percent of Dayton Children's total employees — with just 1.9 percent of them minority — the hospital recognized that it needed to move toward a more inclusive and diversified environment.

The work study program aims to do just that by encouraging and promoting nursing as a career to its current minority employees. For its inaugural class, which will obtain their nursing degrees in 2024/2025, the hospital accepted four participants into the program. The students participate in a work/study program while attending nursing school at Sinclair Community College and continue to work part-time at the hospital. Then, upon graduation, they will be employed as a nurse at Dayton Children's for minimum of two years. Thanks to donor financial support through the Dayton Children's Foundation, the program costs are covered.

"Nurses are the key patient facing role at the hospital and provide direct care to patients and their families each and every day. It is vitally important for our nursing team to reflect the diversity of our community in their demographics, and this program is such a positive step in that direction," said Casey Hookfin, RN, career specialist program manager. "We really want our diverse employees to think about their own health care career path. Nursing has been such a blessing for me and I'm grateful I can now mentor, support and encourage those on the same path."

Deborah Owensby has been part of the Dayton Children's family for the better part of 13 years, first as a new mom with a baby in the NICU, then as a lab assistant and most recently as a hospital screener during the COVID pandemic. It was during that time that Casey, her boss, approached her about the new minority nursing program asking Deborah if she ever thought about nursing as a career moving forward.

"I love being around people and helping in any way that I can. Casey, my gastroenterology colleagues and the hospital has been so supportive, and I feel like they have my back and rooting for me to succeed. I am excited and know, without a doubt, that nursing is my calling," Deborah said.

Antoinette "Toni" Goldsmith echoes Deborah's thoughts on the program. She couldn't imagine going back to school in her late-30s, but the support, commitment and understanding by the hospital has made it possible.

"I feel honored to have this opportunity to become a nurse. It's not easy as I juggle work, my family and all of life's ups and downs. While it's the most challenging thing I've ever done, I'm grateful. The light is bright ahead and I can't wait to become a nurse and continue to give back in helping others," Toni said.

Word is spreading throughout Dayton Children's (and in the community) about the program and Casey anticipates about 25 applicants for the next class. In fact, the hospital is already seeing an increase, now standing at 3 percent, in its minority nurse workforce in just one year thanks to the momentum the program is generating. Additionally, to better reflect the diverse workforce its seeking to create, Dayton Children's formally changed the name of the program itself to better reflect the diverse population. The hospital changed the name of the work study program to Black, Indigenous and People of Color (BIPOC) Career Advancement Program.

"We want to be part of change and making a difference for our patients, families, employees and the community. The program is removing those barriers and provides a real opportunity to set people up for success and achieve their dreams," Casey said.

improvements in behavioral health due to employee ownership

As Dayton Children's nursing leadership reviewed all sorts of nursing data in early 2021, they found a startling statistic: there was an upward trend in significant events involving nursing staff who cared for behavioral health patients. Following conversations with nurses in the emergency department and on both the behavioral health unit and three west — where behavioral health patients in need of medical care are admitted to first — the hospital formed the behavioral health safety committee.

The committee led by Jayne Gmeiner, MS, RN, NEA-BC, chief nursing officer was made up of a multidisciplinary group that includes nurses, providers, public safety, employee health, licensed social workers and hospital leaders — had one specific goal: better equip and prepare nursing teams with the tools and resources

needed to care for the pediatric behavioral health population. Together, they developed a comprehensive plan divided into four main sections: environment of care, process of care, people and equipment.

The committee formed a behavioral health action team, which consists of a licensed social worker and a behavioral health nurse who are responsible for seeing patients at a higher risk of having an escalated event. The action team works to develop an individual plan for each of those patients that includes medications, triggers and what can calm them. Since the action team formed, three west alone has seen a decrease from a rate (per 1,000 patient days) of 8.36 to 5.23 in code violet cases.



William Highly, RN, clinical team lead, behavioral health

“A behavioral patient needs are so vastly different than the rest of the pediatric population.”

designed bathroom door stops are now at the top of the door so staff can safely monitor patients.

“Pediatric behavioral health care is critically important and Dayton Children's is very committed to doing whatever we can to provide care with Safety as our leading value for every patient,” Jessica said. “We hear it from both families and staff that they are grateful for what we're doing, and it is making a difference.”

Jessica said another key outcome of the committee's work was the creation of safer rooms on three west. Because it is a medical unit, the nursing teams have to be able to properly care for all patients who need treatment. However, for behavioral health patients, the existing furniture and other items like shower curtain rods in the rooms posed a danger to their safety. If a behavioral health patient was looking to harm themselves or someone else, those items could be used. As such, the committee worked with a behavioral health architect to design “safer rooms” that are designed to ensure the maximum safety of behavioral patients while they are receiving medical treatment on the unit. Examples of design changes include more secure cabinets, staff computers are behind secured screens and uniquely

expanded lactation services increases breastfeeding by 60 percent

In the fall of 2021, Dayton Children's began an expansion of its lactation services. The hospital recognized that more needed to be offered to patients and its employees to support breastfeeding and pumping mothers. While Dayton Children's has had a lactation specialist within the main hospital for several years, they were focused mainly on serving moms and babies in the NICU. A coordinated effort began among nursing leaders, physicians, clinical nutrition, and others to increase the number of lactation specialists and services. For the first time ever, there is now a dedicated department called clinical nutrition and lactation that includes proactive lactation support for all in-patient babies and their mothers, as well as a daily lactation clinic and a fully-integrated lactation support position in the Dayton Children's Pediatrics office. Today, the department has eight lactation specialists.

“In order for us to grow services and work with all moms and babies throughout Dayton Children's, increasing staff was critical,” said Alison Ruffin, director of clinical nutrition and lactation. “As a as a result, we now have a more robust team to support moms and babies in their breastfeeding journey. For some, breastfeeding, chest-feeding or pumping can be easy but for many families, it can be a difficult road and we wanted to support all families by offering a variety of services to meet them where they are at.”

Breastfeeding rates in Montgomery County, where Dayton Children's is located, are low. By developing a more robust department, the hospital's primary goal is to increase access, education and advocacy to decrease health



Karen Turner, RN, lactation consultant, newborn intensive care unit

inequities and support breast-feeding or pumping parents while setting them up for success.

Alison shared that the lactation team, in addition to remaining focused on the NICU given the many complexities those babies face, proactively rounds on the inpatient units making sure moms and babies are doing okay and assist with any issues that may come up such as milk supply concerns, difficulty latching and breast care for mom herself. Prior to the creation of the dedicated lactation team less than

20 percent of non-NICU patients and mothers received lactation support. Today, that figure has increased to over 80 percent.

Additionally, the hospital received a \$30,000 grant for the Ohio Department of Health that adds to the support for moms and babies from birth to one-year-old. Funds are used to pay for supplies like pumping accessories, hand pumps, support pillows and any other breastfeeding, chest-feeding or pumping accessory moms may need. The funding not only provided resources for Dayton Children's patients but to employees, as well. The hospital has more than 15 lactation rooms for employees to use. Each room has a hospital grade pump and, thanks to the grant, every employee who's breastfeeding can now be given a full supply and accessories kit for those pumps.

“We truly are focusing to create a culture of encouragement and support around lactation,” she said.



Jasmine Carr, RN, three west

nurse residency program supports development and retention

In June 2021, Dayton Children's welcomed its first cohort of nurses to its new nurse residency program. These 15 new graduate nurses were ready to dive in to learn about the ins and outs of pediatric medicine and begin their careers caring for children.

The nurse residency program is a 12-month, immersive program that supports the newly graduated registered nurse with opportunities to hone critical thinking and evidence-based, decision-making skills, interact with peers and leaders, while learning about topics such as the patient and family experience, quality care and ethics. The goal is two-fold: better prepare them with training and knowledge to care for the pediatric population and build a support system that connects and builds trust with each other.

According to Elizabeth Lee, BSN, RN, CPN, project coordinator for nursing excellence, there is a very specific pediatric skill set needed to care for children, and most of those skills are not learned in nursing school, which only dedicates half of a semester to pediatric care.

"Pediatric care is very different than caring for adults, from the different lab values to how we support the families," Beth said. "With so little time devoted in nursing school to pediatrics, the hospital recognized it needed to do more to help first year nurses succeed and grow."

Nurses who are selected for the residency program – which offers three cohort tracks per year in January, June and September — are hired first by the specific department they interview with. From there, they then enter the residency program. Each new nurse is assigned a nurse mentor who

works hands-on with them in that clinical setting. The nurses also then have classroom time which focuses on pediatric clinical information, as well as professional development topics like the business of health care and cybersecurity.

For the hospital, another benefit of the program is nurse retention, said Susan Powell, MS, MBA, RN, director of nursing excellence, offering support and learning at the start of their profession, it gives new nurses a solid foundation to build their career at Dayton Children's.

"We are investing in our nurses from the very beginning and we want them to know that they have our support and we are there for them. And, in turn, they feel empowered to learn and grow in their profession right here at Dayton Children's," Susan said.

For Carley Albers, a nurse working on seven specialty pediatrics, the environment at Dayton Children's drew her in immediately. She said the residency program is very

supportive and is helping her become more confident as a nurse and in providing care to children and their families.

"It can be overwhelming at times, but I always feel so supported by my coworkers and the hospital. We are learning much more through this program. It brings the nursing profession full circle for me in that I'm not only a practicing nurse, but also learning everyday so that all of us remain mindful about the care we deliver," she said. "I really love that our managers and coworkers are good at checking in with us and each other. It makes me more confident every time I walk into the hospital."

"We are investing in our nurses from the very beginning and we want them to know that they have our support and we are there for them. And, in turn, they feel empowered to learn and grow in their profession right here at Dayton Children's."



emergency department achieves blood contamination rate two percent lower than national benchmark

Reaching new heights, our emergency department reported a three-year average blood contamination rate of 0.9% – two percent lower than the standard. Twenty out of these 36 months were with zero contaminations.

Achieving this requires a streamlined procedure that each employee closely and accurately follows. According to Tara McGrath, emergency department assistant nurse manager, Dayton Children’s uses a six-step procedure that details cleansing techniques, hand positions and motions for withdrawal and labeling requirements.

“The staff show ownership in the work they do,” said Tara. “They take the blood culture procedure seriously and understand that if a culture gets contaminated, the patient must return to the hospital for additional testing.”

In 2021, the emergency department performed 608 blood cultures. With only three contaminations, they secured a 0.5% contamination rate.

“Due to the high census and stretched staffing resources in the emergency department, this type of procedure could be easy to rush through,” said Tara. “But instead, the emergency department staff is committed to perform it correctly, the first time, with each and every child.”

first hospital to implement family integrated care in the NICU

Having a baby in the newborn intensive care unit (NICU) is stressful, causing family separation and decreased sense of parental control. To improve patient outcomes, hospitals strive to provide patient and family centered care.

A solution to maximize this care came to Jennifer Morris, MS, CPNP, RNC-NIC, critical care nursing manager, during a professional conference. A speaker from Toronto’s Mount Sinai Hospital talked about an Estonian care model, called Family Integrated Care (FICare). Jennifer brought the idea home and together with Lisa Jasin, DNP, NNP-BC, NICU APRN, they brought it to Dayton Children’s.

In January 2021, Dayton Children’s became one of the first free-standing children’s hospitals to

PICU turned operating room

A tracheostomy is a surgical procedure that requires meticulous technique. The goal is to open a direct airway through the trachea by inserting a breathing tube into the throat. Working as a nurse for 12-years, this procedure is nothing new for Mallory Dickerson. However, what happens when a patient with acute respiratory distress syndrome and COVID-19 – life threatening circumstances – is too critical to move, and the operating room is removed from the operation?

The never-before-seen career move was obvious, “if we can’t bring the patient to it, we’ll bring it to the patient” – an innovative idea from Pat Roth, critical care respiratory manager.

“I have been a nurse at Dayton Children’s since 2010 and have worked in the PICU since 2012, and I have never seen a tracheostomy performed at the bedside,” said Mallory.



Daniel Robie, MD, surgery, organized a Team’s call to make sure everyone was on the same page. Just one wrong move or one missing piece from the contingency plan could be enough to cause an unanticipated outcome. With a 24-hour window, it was all hands on-deck to pull off the risky procedure.

Mallory collaborated with intensivists, ENT physicians, OR and anesthesia staff to transform the patient’s room into an OR suite.

The collaboration made it possible to pull off a successful bedside tracheostomy. According to Mallory, the patient remained stable overnight.

“Personally, I felt thankful that I was requested to be the bedside nurse for this exceptionally rare event. I am proud to be part of such a skillful PICU team and to be held in high enough regard to be chosen to care for this critical patient,” said Mallory.

implement a NICU FICare Program – a model where parents become care partners with clinical staff, under the mentorship of a nurse.

Parents are taught how to properly feed, diaper change, bathe and give oral medications to their child.

“There’s a lot of trauma with a premature birth – a mother has a baby and then the family is on the hospital’s schedule. The parent is put in the passenger seat. By including family as members of the care team, the FICare Model puts them in the driver’s seat,” Jennifer said.

Thirty-five educational classes were hosted to train the NICU staff, occupational therapy, physical therapy, speech therapy and social work on program

specifics, nonjudgmental care, therapeutic family relationships, psychological implications of premature babies, breastfeeding, etc.

Since its launch, seven families have participated. On average, FICare patients gain weight quicker, have lower infection and 100% breastfeeding rates compared to nonparticipants.

“The program empowers parents, both mom and dad, to be an advocate for their child and makes them feel listened to by the staff,” said Jennifer. It accentuates the fact that Dayton Children’s puts families first and wants to include them in their baby’s care.”



Leah Evans, RN, emergency department

satellite ED improves patient access

When Dayton Children's began operating its satellite emergency department several years ago, it was as a decompression tool to help the hospital's main emergency department during its peak season from November to March. However, in 2021, the hospital decided to do something different — open the space on a permanent basis and operate it with a fast track methodology. In mid-December 2021, the satellite ED opened with a nursing and support team specifically trained to care for lower acuity patients to free up space in the core emergency department.

"The satellite emergency department is providing another access point in the community for more routine health care services and treatment. Our care teams provide a one-on-one experience while offering the same care and compassion that's become synonymous with Dayton Children's," said Matt Crabtree, BSN, RN, EMT, nurse manager, satellite emergency department.

The satellite is open from 11:00 am to 11:00 pm daily. When a patient enters the ED, the triage nurse will determine where they are seen — in the satellite or the core ED. While the satellite ED initially just treated patients for things like ear pain, runny noses, congestion, eye infections, and more, the team is now also treating patients in need of breathing treatments, as well as those who have a potential fracture where an x-ray is needed.

Since opening, the satellite ED is averaging 30-minute shorter visit times than the main emergency department. To date, its NPS scores are at 81.68. The satellite ED staff is made up of nurses, patient care assistants and an advanced practice provider, which is a shared position between the satellite ED and the core ED.

"Our staff is doing a tremendous job," Matt said. "By streamlining patient visits and focusing on those lower acuity patients, we're able to not only see patients in a more efficient manner, but also reduce the core ED's volume so they can focus on higher acuity and critical care pediatric patients. It's a win-win for patients and their families. None of this would have been possible without the support of Tami Wiggins, Jayne Gmeiner, Dr. Lisa Ziemnik and Dr. Thomas Krzmarzick, ED leadership and Brittany Randall."

staff benefits of My Impact Dashboard story

Data is a valuable tool for any hospital. Through data, hospitals can track needs to be addressed. At Dayton Children's, Epic Software is the main tool for key data collection and analytics. At the end of 2021, the hospital created three of its newest nursing dashboards for the inpatient units — Clinical Team Lead, My Impact and Nurse Manager — all to further assist nurses and nursing leaders with improving care and decreasing Hospital-Acquired Conditions (HACs).

HACs are very low at Dayton Children's and staff strive to keep them low with the ultimate goal of zero HACs. The first tool that was implemented for nursing was the "Epic Brain," which has been in use for many years. This tool is a timeline to guide nurses in the care of their patients for their shift. The Brain includes all the patient's information, medications, new orders and also specific tasks that fire based on certain criteria. For example, should a child have a central line in place, the Brain will let the nurse know if the seven-day dressing change is due. Other examples are tasks that fire for patients with foley catheters or recovering from surgery for site assessments. There are many items that can be documented in Epic, but the Brain tasks help guide the nurse to the exact assessments and documentation that help lead to the goal of zero HACs.

The second item in the arsenal is the Clinical Team Lead Dashboard. This dashboard allows the charge nurse specifically to see a snapshot of all patients in the unit at any given time throughout the shift. It shows what's going on with the patients and if there are any gaps in care which can then be rectified in the moment.



Jennifer York, RN, clinical information systems

"This new dashboard along with the Brain provides more awareness and cross-checking of the care we are providing to ensure that quality and safety remains at the forefront of all we do. They help our nurses to stay on track and ensure the right workflows are being followed," said Jennifer York, RN, inpatient analyst for the Epic Software system.

Once nursing and leadership were given the tools to monitor care while the patient is admitted, the My Impacts Dashboard was created and went live. All of those tasks on the Brain feed into My

Impacts and shows the nurse the impact they are having on the department in terms of quality metrics, reporting data and overall care of patients. My Impacts not only shows each HAC and regulatory requirement, but also how the nurse is performing overall in each area. The metrics then feed into the bigger Nurse Manager Dashboard for managers to see if there are any areas or processes in need of improvement for patient safety and quality.

"By having these tools available, it provides another layer of checks and balances to help our nurses in caring for pediatric patients. We want to do everything we can to make sure all care protocols that need to be accomplished for a patient are being completed," Jennifer said. "Our nurses are doing a fantastic job and with these assistant tools, they can maintain that level of care that is expected at Dayton Children's Hospital."

