



2012

Nursing Excellence
Annual Report

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JOURNEY TO MAGNET AT MUSC



Dear Colleagues,

It is with great pleasure that I share with you this inaugural issue of MUSC's Annual Nursing Services Report. With this report, we celebrate nursing at MUSC by reflecting on our accomplishments this past year. The purpose of the report is to reinforce our MUSC Nursing Strategic Plan that will guide us over the next three years, discuss our progress in the Magnet Journey and celebrate our many successes. We share the MUSC enterprise goal to be in the top 25 among academic medical centers and the nursing vision that you created, "Best Practices for Best Outcomes," supports that goal. As you peruse the report, you will see we are well on our way! Our shared governance granted by Nurse Alliance is the foundation for your voice to be heard. Our Magnet journey is our compass – providing a model for continual improvement, hardwiring best practices and achieving best outcomes.

I am so proud to work in an organization with such knowledgeable, compassionate and caring nurses. Consider this report a "thank you" and acknowledgement of the role you play in making a difference every day for our patients, their families, your colleagues and MUSC!

Sincerely,

A handwritten signature in black ink that reads "Marilyn F. Schaffner". The signature is fluid and cursive, with a large loop at the end.

Marilyn Schaffner Ph.D., RN, CGRN
Chief Nursing Officer &
Administrator for Clinical Services

DID YOU KNOW?



MUSC by the Numbers...

- Nurses: 1,963
- Physicians: 778
- Employees: 5,923
- Beds: 709
- Admissions: 35,538
- Operating Room Procedures: 24,500
- Emergency Room Visits: 75,352
- Outpatient Visits: 941,271
- Operating Budget: \$1,041,071,064

Awards & Accolades

- Ranked #1 Hospital in South Carolina according to *U.S. News & World Report* 2012-2013.
- Recognized as a Best Hospital by *U.S. News & World Report* in their annual rankings for the 16th consecutive year.
- Four adult specialty programs and two pediatric specialty programs are ranked among the top 50 in the nation.

Cardiology & Heart Surgery #47

Ear, Nose & Throat #30

Gastroenterology #49

Nephrology #44

Pediatric Cardiology & Heart Surgery #15

Pediatric Gastroenterology #49

- Received the Rising Star Award in the UHC Quality & Accountability Study in 2012.
- The only National Cancer Institute designated center in South Carolina.
- In 2011 voted Charleston's Hospital of Choice for the 14th consecutive year.
- The Leapfrog Group gave MUSC an "A" for patient safety and quality of care in 2012.
- *U.S. News & World Report* recognized MUSC as one of the 156 "Most Connected Hospitals."
- Health Grades, a leading independent health care ratings company that provides profiles of hospitals, nursing homes and physicians, identified MUSC as one of the top hospitals in vascular surgery, stroke care and neurosciences.
- For the second year in a row, MUSC was given the "Outstanding Patient Experience Award" by Health Grades. This identifies us as performing in the top 10 percent of hospitals nationwide in patient satisfaction.
- Institute of Psychiatry named "Hospital of the Year" by the National Alliance on Mental Illness South Carolina Chapter in 2012.
- MUSC was one of four South Carolina hospitals chosen to participate in "Best Fed Beginnings" a national collaboration to increase rates of breastfeeding.
- The only nationally verified Level One Trauma Center in South Carolina.
- Awarded Joint Commission Advanced Inpatient Diabetes Certification in 2011.
- Awarded Joint Commission VAD Certification in 2012.
- Remote Evaluation of Acute Ischemic Stroke (REACH) established 14 lifesaving sites across S.C.
- MUSC leads in the best nursing category for the state of South Carolina according to the 2011-2012 National Research Corporation Survey.

College of Nursing Awards & Honors

- Among top 30 nursing programs in the National Institute of Health in 2011.
- Ninety-nine percent pass rate for National Council Licensure Examination in 2011.
- One hundred percent pass rate on the American Academy of Nurse Practitioners certification exam in 2010.

MUSC Health Enterprise Goal

Goal: Will be nationally recognized among the top 25 academic medical centers by 2015 according to *U.S. News & World Report*.

Vision: Nationally recognized premier academic medical center

Values: Accountability, respect, excellence and adaptability

MUSC Nursing Strategic Direction 2012-2016

- Reinforce accountability for consistent and efficient quality care.
- Create a systematic process for obtaining and communicating staff input in the decision making process.
- Develop methods to increase opportunities for RNs to voice their opinions and shape best practice.

Fiscal Accountability

- Decrease RN turnover.
- Identify and implement best practices in supply and chain command (chargeable, non-chargeable items, expiration dates, waste and opportunity).

Enhance Communication

- Develop a streamlined communication process for organizational changes, policies and email.
- Standardize interprofessional rounds (M.D., RN, PCT, PT, OT & students) including setting expectations for MUSC Standards of Behavior.

Excellent Patient Care

- Develop methods for sharing expertise, clinical knowledge and promoting mentors across service lines.
- Promote a positive, professional culture among RNs and staff members.

Improve Patient Access

- Explore options for improving care transitions for our patients.
- Integrate education and translational research into clinical practice.
- Develop a continuing education unit requirement for all bedside nurses as a part of their annual evaluation.
- Engage with the College of Nursing for continuing education opportunities.

Promote MUSC Nursing Mission, Vision & Values

- Investigate methods to create public awareness of what nurses are doing at MUSC both internally and externally.



TRANSFORMATIONAL LEADERSHIP

Embarking on an approach to innovative practice is an essential component of transformation. A shift towards a culture embracing accessibility, communication and a vision for the future embodies Transformational Leadership.

The Medical College of South Carolina began leading the frontier of health care discovery on December 20, 1823, when it was chartered by the South Carolina legislature making it the tenth medical school in America. We continue to explore new territory on the peninsula and beyond with the leadership of Julie Heckman, MSN, RN, Pediatric Emergency Room Nurse Manager, and Marilyn Schaffner, Ph.D., RN, CGRN, Clinical Services Administrator and Medical Center Chief Nursing Officer.

“Transformational Leadership helps give a formal structure for the rest of the tenets to succeed,” Heckman said.

“It’s about opening up that chain of communication and having a little more visibility, a bit more transparency so that everybody’s involved in the same goal.”

Priority has been placed on defining and achieving the mission and vision of the Nursing Strategic Plan within the next five years. The Transformational Leadership working group conducted two workshops last summer and fall with numerous nurses, leaders and representatives. MUSC’s Strategic Health Plan was presented as a framework for developing the Nursing Strategic Plan. Over 10 percent of MUSC nurses expressed their interest on the objectives they value the most and devised the tactics encompassing this plan of action.

“I feel very proud because we had nurses who actually formulated the plan, staff nurses, nurses at the bedside, nurse leaders, and then we had nurses come to forums and actually vote for the top two objectives,” Dr. Schaffner said. “We had nursing input from start to finish.”



The Magnet Committee Members

At MUSC we're transforming nursing by:

1. Employing tactics to accomplish the goals of the Nursing Strategic Plan.
2. Developing tools and solutions to eliminate negative behaviors, including forms of lateral, vertical and horizontal violence.
3. Implementing enterprise wide rollout of EPIC electronic medical record system with the assistance of the Chief Nursing Information Officer, as well as the Program Administrator, who is also a nurse.

Schaffner is particularly passionate about creating an environment where people feel empowered to address negative behaviors and believes the first step is creating awareness.

"Negative behaviors in health care are not just a MUSC problem; it's pervasive in other organizations," Dr. Schaffner said. "If we can impact negative behaviors in health care and tell that story then we will be able to change what some people would think is changing what's impossible, but I think it is possible, and we will change what's possible."

Elimination of Negative Behaviors

- The Negative Behaviors in Health Care Survey was conducted in 2012.
- There were 1,900 participants including more than 200 physicians.
- In addition to quantitative results, there were 2,100 qualitative comments for three open-ended questions sharing examples of aggressive behavior, perceptions of their causes and suggestions of ways to eliminate this behavior.
- Dr. Marilyn Schaffner presented the findings to a variety of groups including leaders, staff and the Medical Executive Committee.
- A second all-day workshop was conducted last fall where more than 100 professionals gathered to develop tools and solutions.
- Our goal is to implement the plan in 2013.



STRUCTURAL EMPOWERMENT

It's no secret that knowledge is power...

Creating an environment where individuals have the ability to contribute to collective decision making is ideal. We are providing an outlet for nurses to influence outcomes that drive their practice.

Over the years MUSC has built a strong foundation for structural empowerment through the promotion of professional development and by fostering a commitment to community involvement. Seeds for cultivating autonomy and mastery were planted in 1834 when the Medical College of South Carolina established an infirmary specifically for teaching purposes.

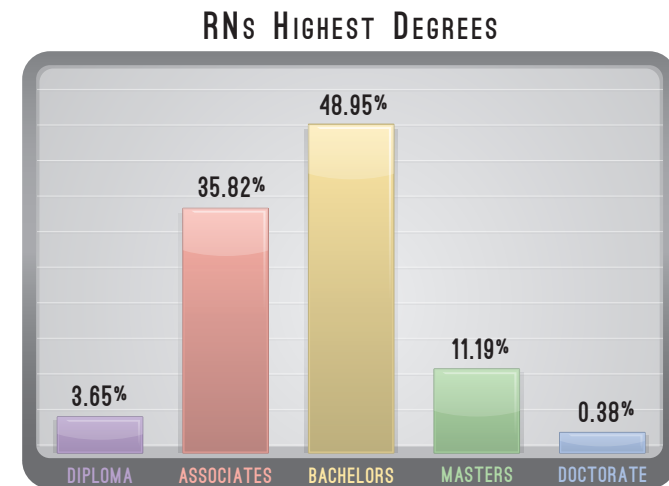
This tradition flourishes today with Carla Pascoe MA, RN, Children's Hospital Nurse Manager, and Lisa Langdale, MSN, RN, Center for Education and Best Practice Manager, leading efforts for Magnet's Structural Empowerment initiative.

Providing support to nurses who plan on earning specialized certifications and advanced degrees will optimize conditions for quality patient care. Thirteen percent of MUSC's nurses are certified. Our goal is to achieve a 5 percent increase annually due to our new endeavors. We're also anticipating that 20 nurses will further their education by earning their BSN, MSN or Ph.D. in the next couple of years.

Advocating for professional engagement through the establishment of unit based councils is another pivotal component. Pascoe emphasized that a more effective impact will be made with direct caregivers identifying best practice and being able to make those changes happen by having a strong voice in the decision-making process.

Objectives for this initiative are being met by providing nurses with the following resources:

1. Providing tuition assistance of \$5,250 a year to promote continued education.
2. Offering advance reimbursement of \$750 as an incentive for certification.



“For us, the ultimate goal is to have staff who are going to want to provide the best care for their patient, who are truly vested in our quality outcomes of being an academic medical center and aligning with the enterprise strategic plan,” Langdale said. “We want staff to have as much as they can in their professional development within the shared governance model to make decisions that drive and change patient care to get those quality outcomes. I know for us that’s what’s really important. We’re moving our staff to feel empowered.”



MUSC Schwartz Center Rounds

Schwartz Center Rounds offer health care providers a regularly scheduled time during their fast-paced work lives to openly and honestly discuss social and emotional issues that arise in caring for patients. In contrast to traditional medical rounds, the focus is on the human dimension of medicine. Caregivers have an opportunity to share their experiences and feelings on thought-provoking topics drawn from actual patient cases. The premise is that caregivers are better able to make personal connections with patients and colleagues when they have greater insight into their own responses and feelings.

A hallmark of the program is interdisciplinary dialogue. Panelists from diverse disciplines participate in the rounds, including physicians, nurses, social workers, psychologists, allied health professionals and chaplains. After listening to a panel's brief presentation on an identified case or topic, caregivers in the audience are invited to share their own perspectives on the case and broader related issues. Schwartz Center Rounds strengthen the caregiver-patient relationship and remind caregivers why they entered their profession. A comprehensive evaluation shows that the program has a unique and profound impact on caregivers, as well as their patients.

- MUSC is one of only two hospitals in S.C. approved to offer Schwartz Center Rounds.
- MUSC began offering Schwartz Center Rounds monthly in November 2008.

“The mission of the Schwartz Center is to strengthen relationships between patients and their professional caregivers in a way that provides hope for the patient, support for the caregiver and sustenance to the healing process.”

—Ramita Bonadonna, Ph.D., APRN-BC, Therapeutic Services

Nurse Alliance - Our Shared Governance

The Nurse Alliance provides a shared governance structure for nurses of all levels to take ownership of issues and empower themselves. It was established in 2004 to provide an outlet of change for current practices in an effort to promote beneficial outcomes for patients and staff members. All nurses and interdisciplinary members are encouraged to discuss issues impacting health care with the Nurse Executive Committee and the five councils: Practice, Education, Research, Leadership and Quality.

Ripple Effect of One Nurse

“Nine years ago my department at MUSC adopted a family for Christmas. MUSC health care workers are by their nature generous people, and during the holidays they really shine. The response was so overwhelming I decided we needed to do more. I partnered with the Salvation Army who selects the families and, most importantly, helps them all year long, not just during the holidays. The response grew each year until we eventually formed an MUSC Angel Board, a group of exceptional employees representing a cross section of departments in the university and hospital. With the board's help the program grew to include an annual parade and celebration of the season where the employees, and Santa, hand deliver the toys. This year we provided over 3,000 toys to children that otherwise would have gone without. The Lowcountry will be a different place Christmas morning because of the MUSC community,” said Elizabeth Nista, BSN, RN, CQIA.





2012 DAISY Winners

The DAISY Award is given to extraordinary nurses and was created in memory of Patrick Barnes to, "honor the super-human work nurses do for patients and families every day."



January - Jack Pugh, BSN, RN, and Charles Schleich, BBA, ADN, RN

February - Monica Davis, ADN, RN, CCRN

March - Amanda Willcox, BSN, RN

April - Andrea Homan, BSN, RN

May - Jannie Fisher, ADN, RN

June - Amy Dugan, ADN, RN

July - Alison Meeks, MSN, RN, APRN-BC

August - Suzanne Davis, BSN, RN

September - Karen Weaver, MA, BSN, RN

October - Jaime Greer, BSN, RN

November - Douglas Scott Gray, BSN, RN, CCRN

December - Donna Williams, BA, BSN, RN, CNRN

2012 Nurse of the Year

Cheryl Morrisette, BSN, RN, CNOR, ART OR

MUSC's Clinical Ladder

Currently, there are 150 RN IIIs serving as clinical leaders in the organization. Our clinical ladder recognizes nurses so they may develop as leaders at the bedside. The following nurses climbed the ladder this year:

Children's Hospital

Teri Daly, ADN, RN
Dawn Hale, ADN, RN
Kathy Kurowski, ADN, RN
Kenia Pointer, BSN, RN
Sandra Stoughton, ADN, RN

Surgery and Procedural Areas

Sarah Haslett, ADN, RN
Courtney Pickard, BSN, RN
Danielle Wineberg, BSN, RN

Adult Critical Care

Shannon Baskin, ADN, RN
Andrea Dickinson, BSN, RN
Corinne Dolan, BSN, RN, CCRN, TNCC
Stephanie James, BSN, RN, CCRN, CRNR
Amanda Lewis, BSN, RN

Adult Medical/Surgical

Ellen Babilon, ADN, RN
Katlyn Chace, BSN, RN, OCN
Shannon Gray, BSN, RN, CNRN
Sarah Hichman, ADN, RN
Tracy Millman, ADN, RN
Christina Mundo, BSN, RN, CNRN
Jessica Shaw, BSN, RN
Judy Singleton, RN, CCTN
Elieonora Smit, BSN, RN
Katie Steidle, MSN, RN-BC
Marie Gladys Villariza, BSN, RN
Andrea White, BSN, RN

Heart and Vascular

Ann Anderson, BSN, RN, PCCN
Elizabeth Boessneck, BSN, RN
Erin Johnson, BSN, RN
Patricia Nickerson, BSN, RN
Eileen Sandlin, ADN, RN
Meredith Sherman, BSN, RN
Laura Waters, BSN, RN

Institute of Psychiatry

Melanie Archer, ADN, RN, TACT
Georgia Jefferson, ADN, RN, TACT
Annette Warren, BSN, RN, TACT

2012 Palmetto Gold Award Winners

Top row: Debra Cassidy, BSC, RN, left to right, Lianne Jenkins, BSN, RN, VA-BC, CPUI, Brian Conner, Ph.D., MSN, RN, Perette Sabatino, MSN, RN, Ida Spruill, Ph.D., RN, LISW, FAAN, Linda Formby, BSN, RN, CIC and Berry Anderson, Ph.D., RN



EXEMPLARY PROFESSIONAL PRACTICE

Aspiring to provide the best possible care for patients is ingrained in our practice. This level of exemplary professional practice is evident with U.S. News & World Report Best Hospitals for 2012-2013 ranking MUSC as a national leader in six specialties, high-performing in nine specialties, as well as being named the best hospital in South Carolina.

The origins of MUSC's College of Nursing can be traced all the way back to 1882 when the City Council of Charleston approved a request for \$2,000 to establish a "Training School for Nurses." Today, the forces of magnetism driving Exemplary Professional Practice are being led by Darcy Kalles, MSN, RN, Heart and Vascular Center Administrator, and Cameron Mitchum, MSN, RN, CCRN, Professional Development Specialist, as they guided the development of MUSC's Professional Practice Model of Care.

"My feeling is it will be a model that will be so strong and evocative in what it represents that it will become the voice of nursing at MUSC," Kalles said.

Kalles believes MUSC's nurses will continue to transform health care by addressing the physical, psychological, spiritual and emotional needs of patients and their families.

Conceptualizing a visual reminder and representation for what nurses consciously believe about their practice provides validation. Exemplary Professional Practice's working group identified key concepts that epitomize the extraordinary care being offered by eliciting feedback through the distribution of a qualitative REDCap survey, facilitating staff discussions and also by conducting focus groups. Some of the common themes emerging from the 287 responses include caring, compassion and advocacy. These critical components of care were incorporated into a design of a wrought iron gate symbolic of both our beloved city, as well as the art and science of nursing.

Objectives for this initiative are being met by:

1. Cultivating a brand through the establishment of the Professional Practice Model of Care.
2. Expanding on this concept by promoting an additional model based on nursing theories.

"We know we've captured what nurses here believe is the essence of what they want us to be known for, what they feel an exemplary model of nursing should encompass," Mitchum said.

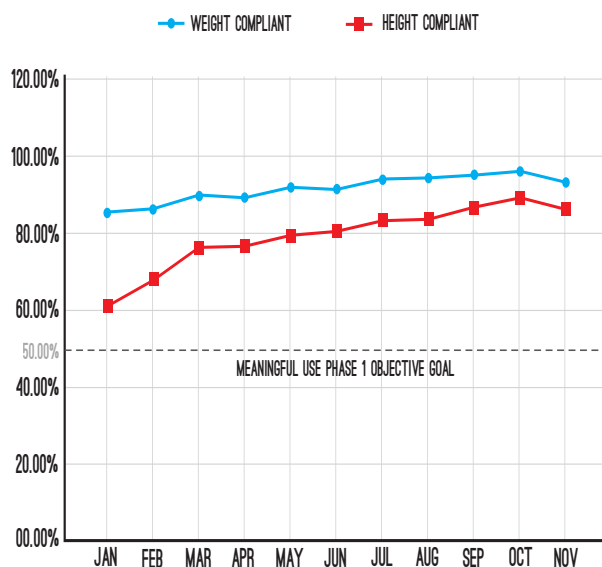


We live by our motto, “Caring within a tradition of excellence.”

Nurses Making a Difference

The Nurse Alliance Quality Council teamed with Nursing Data Analytics to develop a tool to assess height and weight documentation compliance in alignment with the Meaningful Use Objective. The team, comprised of direct care nurses, patient care technicians, nurse managers and data analytic specialists, met monthly for 10 months. Using the IMPROVE methodology, MUSC’s management philosophy, the team established measurable goals and determined barriers and remedies to reach the 75 percent goal of documentation compliance. With a battery of resources including education tools, the utilization of screensavers and additional staff members updating the Electronic Database Warehouse, compliance improved from 48 percent in November 2011 to 88 percent in October 2012.

HEIGHT AND WEIGHT
COMPLIANT PERCENTAGES



Nursing Professional Practice Model

Caring is the central concept MUSC Nurses use to describe their practice. It’s what they do and are known for most. First and foremost, they care for the patient and family, and this level of caring is also extended to the community.

The wrought iron gate is a traditional symbol of MUSC’s home in Charleston and represents beauty and strength, as well as the art and science of nursing. This image is based on gates found throughout the city and was selected for its central “sunrise” graphic. Sunrise suggests new beginnings, optimism, forward-thinking and illumination. The points are representative of inverted hearts, pointing ever-upward toward higher goals and aspirations, while also being grounded in compassion.

MUSC Nurses demonstrate caring as presented in the spokes and rays of the sun:

Expertise

Growing from novice to expert and applying the highest level of skill to all aspects of nursing care.

Evidence-Based Innovation

Using scientific research to shape nursing practice, building knowledge that moves the discipline forward and enhances the care of people, families, as well as the community.

Accountability

Utilizing resources in a manner that shows respect for fiscal responsibility, people and the recognition of the interdependence of life on earth.

Advocacy

Keeping both the patient and family needs priority while recognizing vulnerability and using influence to assure those needs are central to our compassionate interdisciplinary care and treatment planning.

Professional Integrity

Caring for oneself and colleagues with actions guided by the American Nurses Association’s Ethical Code.

Collaboration

Practicing expert communication skills, functioning as a member of a team and working to enhance the team’s functioning to benefit caring.



NEW KNOWLEDGE, INNOVATION AND IMPROVEMENT

While defining new knowledge, seeking innovation and striving for improvement is what dreams are made of, these concepts are within our realm at MUSC every day.

MUSC has been defining this benchmark since its doors opened in 1824 with a faculty of seven physicians and 30 students. It's at the very core of our practice. The dynamics involved with serving as a public institution of higher learning enable us to adapt to the ever changing patient population.

The New Knowledge, Innovation and Improvement initiative is being redefined with the guidance of Cindy Little, MSN, MBA, RN, CCRN, NE-BC, Surgical Trauma Intensive Care Unit's Nurse Manager, as well as Brian Conner, Ph.D., MSN, RN, Nurse Alliance Research Council Chair and College of Nursing Assistant Professor. The natural synergy between Magnet's New Knowledge Committee and the Nurse Alliance Research Council resulted in their combined efforts.

“Quality improvement is always about continuous improvement,” Dr. Conner said.

The focus of these efforts includes performing cutting-edge research, defining strong evidence-based practice and leading discovery in the world of health care. Great significance is placed on conducting research that translates into quality bedside care. Nurses are championing improvement projects stemming from research that's been completed just down the hallway.

“We expect and want to be recognized as leaders in nursing research,” Little said. “When the John Hopkins, the M.D. Andersons and the Cleveland Clinics of the world say, ‘our nursing care will be like this,’ their reference point will be MUSC because our nurses have such great research to prove this is the best way to perform.”

Objectives for this initiative are being met by providing nurses with the following resources:

1. Education about the differences and connections between research, evidence-based practice and quality improvement
2. Development of online research tools to promote the validation of new findings
3. Establishment of the intensive Clinical Scholars Program

“If we want to change what's possible for patients, we have to change what's possible for nurses,” Dr. Conner said. “This is an overall shift of moving everyone towards the vision that we're all here to try to constantly figure out how to generate new knowledge, find better ways to do what we do and ultimately have better outcomes for our patients.”

2012 Clinical Scholars

Nursing Research at the Bedside

MUSC is offering fellowships to help nurses develop evidence-based projects and research projects. Evidence-based practice requires that we base care provided to patients, families and communities on current, best knowledge. Fellows will work with Dr. Conner to identify areas of focus. Additional MUSC faculty will contribute to this program as mentors.

Andrea White, 9 West BSN, RN

Patient-centered approach to pain management

Nicole Walhaupter, Hollings Cancer Center BSN, RN, OCN

Infusion-behavioral activation for depression among cancer patients

Crystal Menick, 6 East BSN, RN

Explore effects of increased interprofessional collaboration on patient outcomes

New Graduate Residency Program

MUSC established a Nurse Residency Program for the new graduate nurse to ease the transition in their first professional role. The Nursing Partnership Advancement Program takes this initiative a step further with an intensive, collective effort providing all nurses an opportunity for development and to be recognized for their achievements. Since inception in 2010, 268 RNs have graduated from MUSC's program according to Linda Horton, MSN, RN, Center for Education and Best Practice. MUSC recognizes these five elements of effective mentorship:

1. Befriending
2. Planning
3. Collaborating
4. Coaching
5. Reflection

The P.A.R.T.N.E.R.S. Program

The P.A.R.T.N.E.R.S. program is an exciting collaboration coordinated by Weatherly Brice, MSN, RN, Clinical Educator, between the MUSC Medical Center and the College of Medicine now entering its second year. The program allows first year College of Medicine students to gain exposure to the hospital environment. Students have the opportunity to gain familiarity with the sights and sounds of the hospital setting early in their learning experience through a shadow experience. They learn the importance of interpersonal collaboration while gaining an appreciation of the various roles of the health care team including registered nurses, respiratory, occupational and physical therapists, chaplains and other disciplines. Students participating in this program gain six clinical experiences within their first year.

Physicians
And
Registered Nurses
Trust
New Opportunities
Excellence and
Respect to be the key to our
Success



Magnet Steering Committee Members:

Marilyn Schaffner, Ph.D., RN, CGRN, Chief Nursing Officer & Administrator for Clinical Services
Sally Potts, MS, PNP, RN, NEA-BC, Therapeutic Services Director
Andrea Coyle, MSN, MHA, RN, CMSRN, Professional Excellence Manager
Lisa Langdale, MSN, RN, Center for Education & Best Practice Manager
Deborah Browning, MSN, RN, Children's Hospital Nursing Director
Elizabeth Holmes, BSN, RN, Institute of Psychiatry Nurse Manager
Heather Dolan, BSN, RN, Ambulatory Clinic Manager
Angela Czapala, MHS, BSN, RN, Hospital Supervisor
Sherry Gillespie Miller, MSN, RN, Ambulatory Director
Sharon De Grace, MSN, RN, Medical Acute Critical Care and Surgery Acute Critical Care Administrator
Keri Walker, BSN, RN III, Post Anesthesia Care Unit Nurse
Craig Duncan, BSN, RN, Pediatric Educator
Leah Ramos, MSN, BSN, RN, CCRN, Neuroscience Nurse Manager
Heather Craven, MS, RN, CMSRN, Enterprise Analytics
Becky Cherrington, MSN, RN III, Therapeutic Services
Christina Mundo, BSN, RN III, Neuroscience Nurse

Transformational Leadership Committee Members:

Co-Chair Julie Heckman, MSN, RN, Pediatric Emergency Room Manager; Co-Chair Marilyn Schaffner, Ph.D., RN, CGRN, Chief Nursing Officer & Administrator for Clinical Services; Amelia Little, BSN, RN, Pediatric Intensive Care Unit; Christine Greco, MA, RN, RT Clinic Manager; Claudia Mack, RN, Pediatric Emergency Room; Dawn Vocolina, BSN, RN, Institute of Psychiatry; Karen Weaver, MA, BSN, Director; Tessie Hutcheson, RN, Operating Room; Gennifer Collins, BSN, RN, Endoscopy; Vincent Vernacchio, BSN, RN, Neuroscience Intensive Care Unit; Karen Driggers, MSN, RN, Nurse Manager; June Darby, MSN, RN, Neuroscience Administrator

Structural Empowerment Committee Members:

Co-Chair Lisa Langdale, MSN, RN, Center for Education & Best Practice Manager; Co-Chair Carla Pascoe, MA, RN, Pediatrics Nurse Manager; Becky Cherrington, MSN, RN III, Therapeutic Services; Jessica Caples, BSN, RN, Medical Intensive Care Unit; Jennifer Wieckowski, BSN, CCRN, Medical Intensive Care Unit; Emily Warr, BSN, RNC, RN III, Neonatal Intensive Care Unit; Sarah Lowry, BSN, RN, CCRN, Medical Surgical Intensive Care Unit; Victoria Boucher, BSN, RN, Post Anesthesia Care Unit Assistant Manager; Lauren Watts, BSN, RN, Institute of Psychiatry; Christine Vitello, MSN, RN, Heart & Vascular Center Nurse Manager

Exemplary Professional Practice Committee Members:

Co-Chair Cameron Mitchum, MSN, RN, Professional Development Specialist; Co-Chair Darcy Kalles, MSN, RN, Heart & Vascular Center Administrator; Abigail Powers, RN, 3 West; Michelle Sharp, MSN, RN, IBCLC, Labor and Delivery; Katie Steidle, MSN, RN, 8 East; Kathleen White, RN, Neonatal Intensive Care Unit; Ramita Bonadonna, Ph.D., Psychiatric Nurse Liaison; Weatherly Brice, MSN, RN, Clinical Educator; Julie Colna, BSN, RN, Women's Care; Natalie Emanuel, BSN, RN, 7 East; Jennette Freund, ADN, RN, Heart & Vascular Center Coordinator; Sara McConnell, BSN, RN, Children's Educator; Tessie Hutcheson, RN, Operating Room; MaryLaura Smithwick, MSN, BSN, RN, Neonatal Nurseries Clinical Director

New Knowledge Committee Members:

Co-Chair Cindy Little, MSN, MBA, RN, CCRN, NE-BC, Surgical Trauma Intensive Care Unit's Nurse Manager; Co-Chair Brian Conner, Ph.D., MSN, RN, Nurse Alliance Research Council Chair and College of Nursing Assistant Professor; Analina Bayag, BSN, RN, Pediatric Endoscopy; Heather Craven, MS, RN, CMSRN, Enterprise Analytics; Linda Foster, MSN, RN, Meduflex Assistant Manager; Janice Freeman, BSN, RN, Endoscopy; Brittany Lewis, BSN, RN, 6 West; Gayle Wadford, MSN, MBA, RN, Neuroscience Patient Care Coordinator; Caroline Vaughn, ADN, RN, Nurse Coordinator; Carolyn Wysong, BSN, RN, CPEN, Pediatric Emergency Room; Tiedre Magee, BSN, RN, 8 East; Jaime Nettles, RN, Children's Hospital; David Sholl, RN, 2TCU; Donna Smith, RN, Ophthalmology; Heather Sodee, BSN, RN, Interventional Radiology; Belinda Green, RN, Pediatrics

Empirical Outcomes Committee Members:

Sally Potts, MS, PNP, RN, NEA-BC, Therapeutic Services Director; Heather Craven, MS, RN, CMSRN, Enterprise Analytics; Andrea Coyle, MSN, MHA, RN, CMSRN, Professional Excellence Manager; Donna Padgett, MSN, RN, Center for Education & Best Practices

Communications Committee Members:

Co-Chair Natalie Ankney, MSN, RN, Medical Acute Critical Care & Surgery Acute Critical Care Director; Co-Chair Janet Byrne, MSN, RN, Medical Intensive Care Unit Nurse Manager; Cindy Abole, BA, Journalism, Public Relations Specialist; Ava Goodhue, RN, Post Anesthesia Care Unit Nurse Manager; Ashley Bode, BA, Experimental Psychology, Service Excellence Coordinator; Sharon Ashburn, BA, Marketing Manager; Heather Woolwine, BS Psychology, BA, Corporate Communication, MA, Communication, Media Relations Director; Melissa Dunkerley, BSN, RN, Educator; Dorothy Whisenhunt, BSN, RN, CNRN, Neuroscience; Kelley Dubosh, BA, Communication, Heart & Vascular Center Administrative Assistant, Andrea Coyle, MSN, MHA, RN, CMSRN, Professional Excellence Manager, Donna Padgett, MSN, RN, Center for Education & Best Practices; Robin L. Smith, BA, Magnet Administrative Assistant

