

# ACHIEVING OUR STRATEGIC GOALS, TOGETHER

PARKVIEW NURSING 2024  
ANNUAL REPORT



# Table of Contents



## Our Health System

- 3 Message from the Chief Nursing and Patient Services Executive
- 4 Message from the Chief Executive Officer
- 5 Nursing by the Numbers

## 06 Innovation

- 6 Parkview Research Repository
- 7 Parkview Nursing Research and Evidence-based Practice Symposium
- 8 Using Predictive Modeling to Reduce HAPI
- 9 Parkview Health Nursing Page on the Pulse

## 10 Talent

- 10 The Nightingale Award
- 14 The Judy Boerger Excellence in Nursing Leadership Award
- 15 Distinguished Direct Patient Care Award
- 16 Indiana Nurses Foundation 2024 Nurses of Influence Award
- 17 The DAISY Award
- 19 The Martha Goodrich Award
- 20 Holistic Response Team
- 22 QUEST Committee

## 24 Strategic Growth

- 24 Nursing Institute Fund
- 25 Parkview Student Nurse Program
- 27 eXceed Nursing Recognition Program
- 29 Nurse Residency
- 31 Nursing Informatics and Virtual Care

## 34 Value

- 34 Scholarly Dissemination
- 35 Patient Care Improvements Related to Sepsis

## Our Communities

### 36 Northwest Market

- 36 Parkview Kosciusko Hospital
- 38 Parkview Whitley Hospital

### 40 North Market

- 40 Parkview LaGrange Hospital
- 42 Parkview Noble Hospital

### 43 Northeast/Ohio Market

- 43 Parkview Archbold, Parkview Bryan Hospital, Parkview Montpelier Hospital
- 45 Parkview DeKalb Hospital

### 46 South Market

- 46 Parkview Huntington Hospital
- 47 Parkview Wabash Hospital

### 48 Ambulatory

- 48 Parkview PPG/Ambulatory Care

### 50 Specialty

- 50 Parkview Ortho Hospital & Parkview Surgery One

## Parkview Regional Medical Center and Affiliates

- 51 Message from the Senior Vice President, Chief Nursing Officer

### 52 Innovation

- 52 Using New Technology for Lab Draws in the Family Birthing Center
- 52 Enhancing the Birthing Experience at Parkview Randallia FBC
- 53 Reducing the Severity of HAPI

### 54 Talent

- 54 New Graduate Rotation
- 55 Combatting Nurse Burnout with the ED Flex Team
- 56 New Parkview Nurse Scrub Program Creates Flexibility
- 57 Brave Hearts: A New Support Group for Men

### 58 Strategic Growth

- 58 Champion for Child Safety Through the Better Future Clinic

### 59 Value

- 59 Parkview Trauma Nurses Provide Injury Prevention
- 60 PVH FBC Named an INspire Hospital of Distinction
- 61 PRMC Respectful Maternity NCAT
- 62 Parkview Randallia Reduces HAPI
- 63 PRMC 4 South Implementation of CHG Hand Hygiene
- 64 MIUC Nursing Mobility Project
- 65 Nurses Lead Colorectal Surgery Site Infection Reduction





**Juli Johnson, MSN, RN, CENP**  
 Chief Nursing and Patient Services  
 Executive Parkview Health

As we reflect on the past year, we are proud to recognize the invaluable contributions of our nursing team at Parkview Health. We continue to successfully navigate the complexities of healthcare, and our nursing team plays a critical role in our success. Your dedication to patient care, your commitment to delivering the highest quality outcomes and your passion for making a difference have set new standards for clinical excellence. This year has been one of transformation, innovation and growth, and I am honored to present the Parkview Health 2024 Nursing Annual Report that demonstrates the incredible achievements of our nurses.

Our nursing team has consistently demonstrated exceptional leadership, compassion and dedication, and it is through their collective efforts that we have made significant strides in advancing our health system's strategic priorities: inspiring talent, delivering value, driving strategic growth and embracing innovation. These priorities are the foundation of our journey as a nursing community and serve as a guidepost as we continue to evolve and improve the care that we provide to our patients and to our community.

Our ability to attract, develop and retain top-tier nursing talent has remained one of our primary goals. We recognize that the strength of our workforce directly impacts the care we provide to our patients, and inspiring the next generation of nurses is essential to our future success. Through ongoing professional development initiatives, we have empowered our nursing staff to pursue leadership roles, further strengthening our team and fostering an environment where talent can thrive.

Delivering value is at the core of our mission and we have made significant strides in ensuring that the care we provide is not only of the highest quality but also cost effective and sustainable. Our nursing team has played a crucial role in improving patient outcomes, enhancing operational efficiencies and reducing unnecessary costs. By focusing on evidence-based practices, improving care coordination and streamlining processes, we have made strides in optimizing patient care while reducing waste and inefficiency.

## Message *from the* Chief Nursing and Patient Services Executive

Additionally, our commitment to patient-centered care has led to top decile quality and patient experience outcomes, reinforcing our reputation as a healthcare leader in northeast Indiana and northwest Ohio.

Driving strategic growth is critical as we continue to navigate our ever-changing healthcare landscape. This past year we have focused on expanding our services, increasing our nursing workforce and ensuring that we are prepared to meet the needs of the increasingly diverse population that we serve. Our expansion efforts have included enhancing our nursing roles in emerging areas, such as telehealth and virtual care. We have also focused on creating growth opportunities for our current nurses, offering new roles and pathways for career advancement. This investment in our team not only supports our growth strategy but also strengthens the foundation of our organization as we build for the future.

The healthcare landscape is evolving at an unprecedented rate, and embracing innovation is essential to keeping pace with these changes. We have made tremendous progress in integrating new technologies, tools and approaches to care delivery. Our nursing teams have been at the forefront of implementing cutting-edge technologies with our telehealth platforms. These innovations have allowed us to streamline workflows, improve communications and offer more personalized care to our patients.

In addition to technology, we have embraced innovative approaches in clinical practice. We have worked closely with interprofessional teams to explore new models of care, incorporating the latest research and best practices into our daily operations. Whether it's through the integration of artificial intelligence in diagnostics or new patient monitoring systems, we remain committed to welcoming advancements that enhance the care we provide.

This year has been a time of growth, achievement and reflection. Together we have made tremendous progress in our four key areas of focus — inspiring talent, delivering value, driving strategic growth and embracing innovation. The work we have done will serve as the foundation for the future of our nursing team, and I am confident that we will continue to build on these successes in the coming year.

Thank you for making Parkview the best place for our patients to receive care and for our nurses to practice. Your hard work, commitment, and passion are what makes our health system thrive, and I am excited to continue this journey with all of you. Together we are making a difference in the lives of our patients and the healthcare community that we serve.

With gratitude,

A handwritten signature in black ink that reads "Juli Johnson".

# Message *from the* Chief Executive Officer



“The strength of our nursing teams reflects the strength of our entire health system.”

**Rick Henvey**  
Chief Executive Officer  
Parkview Health

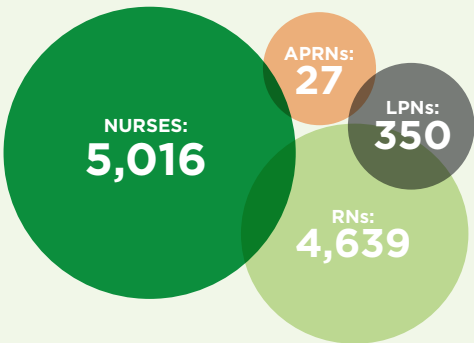
At Parkview Health, the power of nursing is woven into the very fabric of who we are — a trusted, patient-centered system driven by compassion, innovation and excellence. Our nurses are not only caregivers but leaders, educators, and advocates who shape the care experience across every touchpoint. Whether through advancing evidence-based practice, driving quality improvements or leading within professional governance structures, Parkview nurses consistently raise the bar. Their voice is integral in decision-making, their presence is foundational to our culture, and their impact is visible in the lives they touch every single day. The strength of our nursing teams reflects the strength of our

entire health system and for that, we are endlessly proud and grateful.

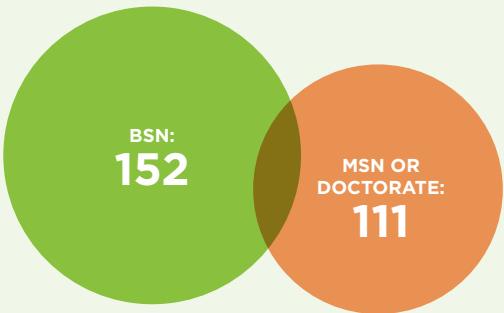
As a health system, we continue to navigate a complex and rapidly evolving care environment. What remains constant is the power of nursing to lead through change with integrity, compassion, and excellence. Our nurses play a foundational role in advancing our mission, supporting our communities, and ensuring we remain a trusted destination for care. Thank you for your dedication, your expertise and your unshakable commitment to our patients and to each other.

# Nursing *by the* Numbers\*

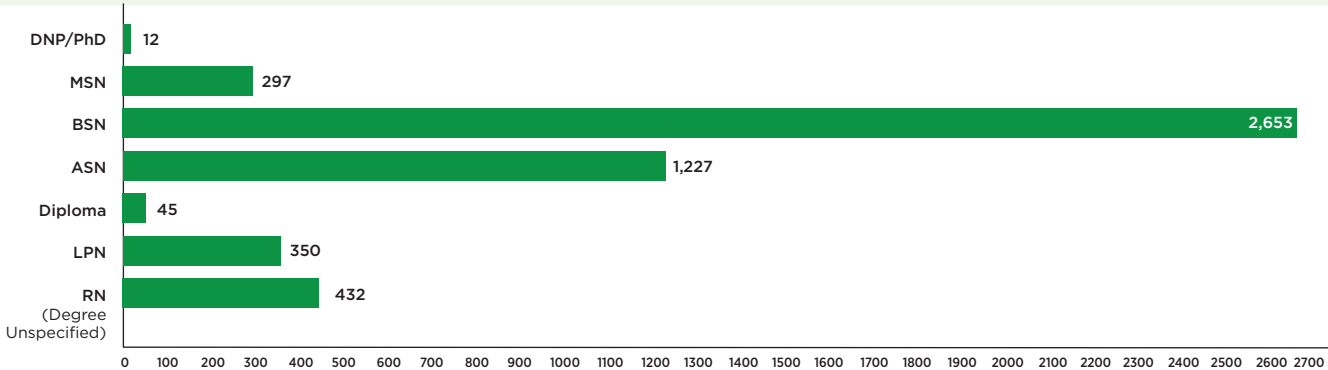
## NUMBER OF NURSES



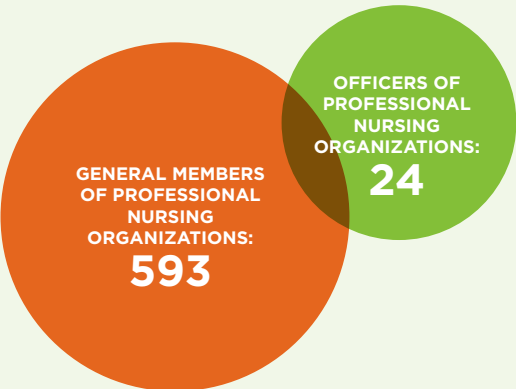
## ENROLLED IN NURSING DEGREE PROGRAM



## HIGHEST DEGREE IN NURSING

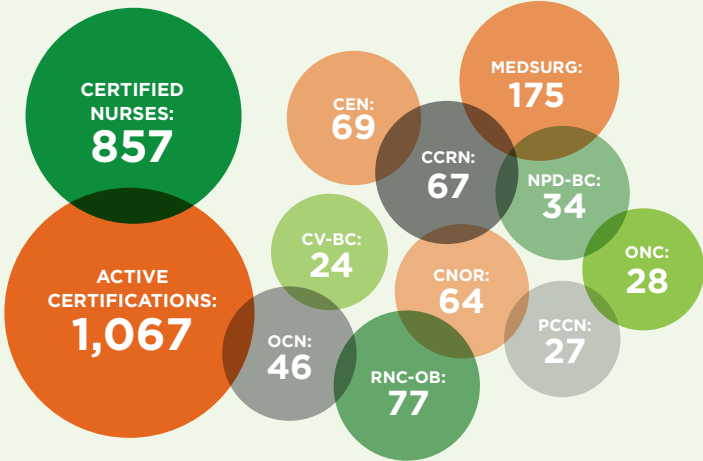


## PROFESSIONAL ORGANIZATION MEMBERSHIP



## CERTIFICATIONS

### Top 10 Certifications

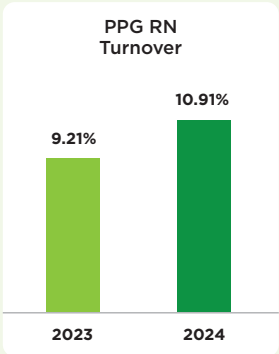
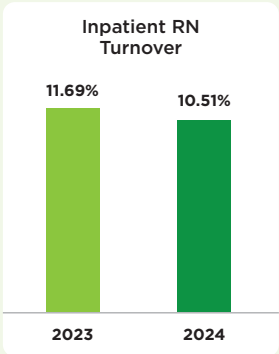


## CERTIFICATION PREPARATION

Nurses who participated in professional certification exam preparation courses.



## RETENTION



\*Numbers do not include nurses practicing as providers.

## Parkview Research Repository

### 2024 Nursing Research Metrics, Data & Statistics

Report compiled by Parkview Library Sarah Ellsworth, MLS



#### Works Total as of 2024

Last year, we added **23** new works to the Nursing Research section in the Repository. Total collection consists of **107 works**.

6,248

#### 2024 Downloads

The Repository recorded **6,248** downloads for the year. The month of October had the highest downloads count: **583**.

TOP 5

#### Top 5 Downloads of 2024

OBGYN Surgical Prep Standardized Process Presentation: **4,114**.

Interactive Sepsis Education Program Improves Nurses' Knowledge and Impact on Patient Outcomes: **568**.

Development of a Competency Model for Placement and Verification of Nasogastric and Nasoenteric Feeding Tubes for Adult Hospitalized Patients: **252**.

Comparative Evaluation of Chest Tube Insertion Site Dressings: A Randomized Controlled Trial: **237**.

Effectiveness of Multimodal Pain Therapy on Reducing Opioid Use in Surgical Geriatric Hip Fracture Patients: **111**.



#### Countries & Institutions Report

In 2024, Parkview nursing content was downloaded in **109** countries. Institutional readership was Commercial **43%**, Education **21%** and Organization **31%**.

YTD

#### YTD 2017-2024

Total Downloads: **12,469**

Metadata Hits: **3,657**

Top Referral: **Google**

[CHECK OUT OUR 50,000<sup>TH</sup> DOWNLOAD MILESTONE SUMMARY](#)



## 2024 Parkview Nursing Research and Evidence Symposium

### *From Inquiry to Action*



Nursing research award winners.

The 5<sup>th</sup> Annual Nursing Research Symposium was held on November 7<sup>th</sup>. The purpose of this symposium is to provide nurses in clinical practice, nursing faculty, nursing students and other disciplines with the knowledge, tools and resources to advance their clinical care and professional development through research and evidence-based practice.

The theme of the conference was “from inquiry to action,” exploring how evidence-based practice (EBP) is achieved beginning with nursing research.

The symposium had over 200 attendees with 20 presentations and 14 posters highlighting the excellent EBP and research studies by Parkview nurses.

### Research Award Winners

**Most Viewed on the Repository:** Weighted Blanket Versus Traditional Perioperative Practices on Anxiety and Pain in Elective Surgery Patients: A Randomized Controlled Trial: **Danielle Payne**

**Most Innovative:** Addressing Knowledge Gaps Among Adolescents Infant Safe Sleep and Shaken Baby: **Natalie McLaughlin, April Didion, Amy Moord**

**Most Improved Clinical Outcomes:** Custom Machine Learning Model for Hospital-Acquired Pressure Injuries (HAPI): **Brooke Randol**

**Evidence-Based Practice Award:** Bedside Nurse Utilization of Predictive Modeling to Reduce Hospital Acquired Pressure Injuries - Phase 2: **Andrea Conley**

**Student Poster Award:** Factors Influencing Nursing Students' Academic Burnout and Stress: **Olivia Lullo**

**People's Choice Poster Award:** By Land or by Sea, Experience Related to Water Births: **Angela Russ, Kim Noga, Nataley Frane, Allison Thorpe, Sarah Pickens, Lisa Smith**

**Researcher of the Year:** **Kellie Girardot**

## Using Predictive Modeling to Reduce Hospital Acquired Pressure Injuries (HAPI)

**Authors:** Brooke Randol, MSN, RN, AGCNS-BC, CWS, CMSRN  
Andrea Conley, MSN, RN, AGCNS-BC, CMSRN  
**Special thanks to:** David Franks, Data Scientist, Business Intelligence (BI)

Hospital Acquired Pressure Injuries (HAPI), also known as bed sores, are a serious complication and associated with significant morbidity and mortality. Nursing assessment of risk and implementation of interventions are key in preventing such injuries. Parkview Health's HAPI Charter Committee is committed to protecting hospitalized patients' skin and decreasing HAPIs throughout the system. In 2024, the committee established a goal to decrease full thickness pressure injuries by 20% compared to 2023. One initiative to achieve this goal was to partner with the Business Intelligence Department to develop and deploy a machine learning HAPI predictive model.

Current state, nurses utilize the Braden Scale to assess a patient's risk for developing a pressure injury. The Braden Scale is composed of five sub scores: moisture, activity, mobility, nutrition and friction/shear. For acutely ill hospitalized patients, the Braden Scale does not account for many factors known to decrease tissue tolerance and increase risk for PI development, such as exacerbation of comorbid conditions, lab values, history of pressure injuries and vasoactive or immunosuppressant medications.

Predictive models are a form of artificial intelligence that utilizes large data sets to create statistical algorithms used by staff to augment critical thinking and inform clinical decisions. To build the model, we pulled

information from over 800 patients who developed HAPIs between 2020-2023 to find 15 unique data points that inform the model. BI Data Scientist, David Franks, built and deployed the version one model for validation April - August 2023. During this time, the model demonstrated a strong ability to identify at-risk patients.

Pilot units were selected based on HAPI rates and nursing leadership support. PRMC six and seven medical utilized this model from September 2023 - February 2024. An automated report was created to identify high risk patients and operational leaders reviewed this report on Monday, Wednesday and Friday during these six months. Nurses that had high-risk patients would receive additional rounding from operational leaders to ensure HAPI prevention interventions were in place based on individual risk factors. Also, a standardized note was placed in the patient's chart detailing the high-risk status, top contributing factors, applied interventions and tasks for the bedside nurse. This detailed note assisted with closed-loop communication with staff.

During the pilot, we successfully reduced the severity of hospital acquired pressure injuries with an approximate cost avoidance of \$420,000.

The nurses reported an increase in ease of process to identify patients at risk for skin injury and deciding on HAPI prevention interventions.

	Braden Score (n=32)	Risk Prediction (n=25)
Accurately represent HAPI risk	66%	92%
Preventative skin interventions	61%	84%
Accurately informs interventions	73%	92%
Adequacy of HAPI prevention process	74%	96%

Utilizing the HAPI model reduced the average number of patients requiring interventions from 40% to 17%, reducing nursing workload and accurately identifying high risk patients.

Special thank you to Janet Fox BSN, RN, CMSRN, Jocelyn Gay BSN, RN, Valerie Haarer BSN, RN and Jill Culp BSN, RN for helping to make this project a great success.



## Parkview Health Nursing Page on the Pulse

**Authors:** Amanda Weaver, MSN, BA, RN, NPD-BC  
 LaToshia Gilbert, MSN, RN, NPD-BC  
 Cheryl Rockwell, MSN, RN, NPD-BC, CCRN  
 Senior Specialists, Nursing Professional Development

During Nurses' Week 2024, we were excited to unveil a new landing spot for Parkview nurses on the Pulse: the Nursing SharePoint page or, as it's commonly called, "the Nursing Page." To incorporate the voices of our nurses, we started as we often do — by conducting a series of surveys to gather nurses' suggestions on what would make a new landing page meaningful. We presented those survey results and facilitated discussion at several Nursing Coordinating Council (NCC) meetings to help us create an outline of what would be needed on the site and how nurses wanted it to function.

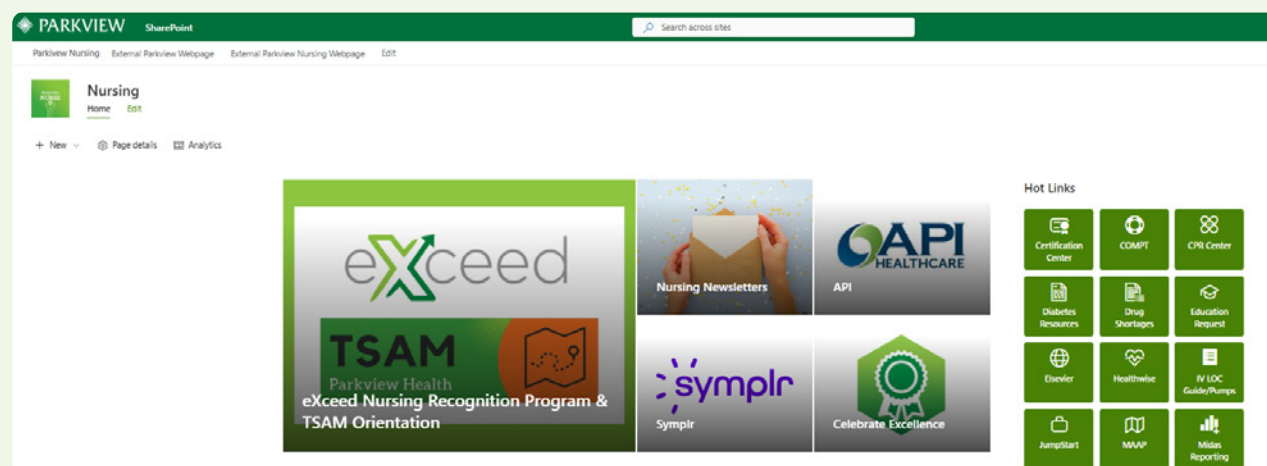
For several months prior to the site launch, we partnered with our Clinical Nurse Specialist (CNS) colleagues, nursing councils and committees, Organizational Development, Parkview web designers and other stakeholder groups to build a draft site with the most commonly visited media in one place for nurses, with fewer clicks and improved functionality. We sought help from the QUEST Committee to help prioritize the prime real estate on the site (i.e., what links should have the biggest buttons, front-and-center on the page). We were excited to bring nurses' most used references and programs together in one place, where they could also access newsfeeds with celebrations and recognition, a calendar of events and important clinical practice updates.

The "Nursing Page" is now home to great content including updates from the Professional Practice Council; newsletters from multiple system nursing committees; the eXceed Nursing Recognition Program and the Tiered Skills Acquisition Model (TSAM) onboarding platform; the Certification Center; HR links and more.

When the site launched that first week of May, we were still adding functionality, and we continue to make updates almost a year later! We consider the site to be constantly evolving to best meet the needs of nurses.

Over the next year, we plan to add improved news feed streaming, a replacement of the monthly nursing education packet and an integrated calendar showing educational and development offerings throughout the year.

We would like to give a big thanks to Nathan France, Web Developer with the IS team, for doing a lot of the heavy lifting with the site build, for training us on how to load and edit content and for always being available to answer our questions.





*Florence Nightingale, a statistician, theorist and nursing leader, had a profound impact on the practice of nursing in the 19<sup>th</sup> century. The principles and practices she employed to define nursing as a profession continue to guide nurses in their practice. She is recognized as the founder of modern nursing. Today, her legacy prevails in the midst of a very different healthcare environment.*

The Nightingale Awards are a wonderful opportunity to highlight the best of Parkview nurses. This award recognizes nurses for their contributions to nursing practice and patient outcomes. As servant leaders, nurses who are selected to receive the Nightingale Award provide compassionate and holistic care. They are innovative and mentor others in ways to provide care in a team environment. They consistently exceed patient and family expectations. Additionally, they are respected by co-workers for their work ethic and their dedication to quality improvement, reliability and perseverance. These qualities align with the organizational priorities related to provision of excellent care, tailoring a personal health journey and demonstrating world class teamwork. Following is the list of 2024 Nightingale Award winners along with some of the comments from their nomination letters.

## 2024 Nightingale Award Winners

### Shah Faisal

Shah is an exceptional nurse who provides holistic care by creating good partnerships with his patients and their families. He is devoted to addressing patients' needs based on an interactive understanding of the physical, psychological, emotional and spiritual dimension of human beings.

Shah is an outstanding team player. He is always there to support staff if he notices a co-worker is struggling in dealing with patients. Shah is a professional nurse with outstanding compassion in making a difference on patient's care outcomes. Shah is dedicated to the nursing profession through reviewing literature and attending training and workshops to advance his career and skills. Shah has demonstrated being an effective servant leader through sharing his knowledge and years of experience. He treats every staff member with respect and empathy. He also encourages co-workers to grow both personally and professionally.



**Shah Faisal, BSN, RN, PMH-BC**  
PBH IP – Adult Services – Nurse Leader

Comments from Shah's nomination: "I believe that Shah is one of the greatest nurses we have and is a great role model for students and novice nurses. I believe that Shah plays a great role in creating an excellent working environment in which co-workers feel well supported, acknowledged and treated with respect."

### Desiree Wagner

Desiree treats all patients and their families using a holistic approach in all she does. She cares for them physically, treating the reasons they came to be seen with so much compassion, and she also goes above and beyond, always looking for ways to meet patients' and their families' emotional and spiritual needs as well. Desiree always spends that extra time in patients' rooms, giving them a listening ear. She doesn't just listen while they talk, but she listens to understand what they are saying and going through. Desiree gives patients a sense of peace emotionally because they know she cares for them.

Desiree is an excellent co-worker and professional — caring, hard-working and kind to all. She is joyful, always bringing a smile with her to the department and not letting outside troubles bring her spirit down at work. She treats all co-workers including nursing staff,



**Desiree Wagner, BSN, RN**  
Bryan Hospital, Emergency Care

physicians, lab, radiology, EVS and more with kindness and a respectful attitude. She is always jumping in to help



# Talent

others around her even when she is busy herself. She handles difficult situations with co-workers with grace and is able to deescalate situations easily because of her kindness. She values each and every one's role in our patient's care.

Desiree is part of our NCAT team and works well with our manager and others to be innovative and is always supporting quality improvements to better our department. She sincerely wants the best for our department and our patients and works hard in any way she can to improve staff and patients.

Desiree uplifts people's spirits and is encouraging, gentle and kind. She goes out of her way to do acts of kindness for others around her. She is supportive and caring. Sometimes it can be difficult to put into words how genuine someone is, and Desiree is one of those people.

Desiree is deserving of the Florence Nightingale Award as she exemplifies exceptional compassion, dedication and innovation in nursing, mirroring the qualities of Nightingale herself. She goes beyond routine duties to make significant impacts on patient care, safety and outcomes, demonstrating an unwavering commitment to improving health standards.

## Peggy Roberts



**Peggy Roberts, MSN, RN, CCM**  
Parkview DeKalb Hospital, Emergency Care

Peggy recognizes that individuals are complex beings influenced by physical, emotional, social and spiritual factors. She views patients and their families not merely as recipients of medical treatment, but as unique individuals deserving of compassionate and comprehensive care. She actively listens to patients and families, understanding their concerns, fears and preferences, and involving them in decision-making processes.

Peggy strives to build trusting relationships, demonstrating empathy, respect and cultural sensitivity

to all patients in her care. She goes beyond fulfilling basic medical and nursing needs to address the broader aspects of well-being, advocating for her patients' rights and supporting their autonomy.

An amazing communicator, Peggy is clear, respectful and assertive to ensure that all team members are aware of patient needs, staff concerns and department requirements. She maintains excellent relationships and encourages teamwork among co-workers and encourages an environment of feedback and reflection. In addition, Peggy is empathetic and respectful of the skills and contributions of other healthcare professionals. She is informed about the latest evidence-based practices and quality improvement initiatives, both contributing to staff knowledge and patient outcomes.

Peggy shows adaptability and resilience to critical situations. She prioritizes the well-being and growth of individuals and the community, by promoting an inclusive and supportive environment. Through her advocacy for patient care improvements and community health initiatives, Peggy demonstrates a commitment to service beyond the clinical setting. Her leadership style is characterized by humility, collaboration and a strong ethical foundation, inspiring trust and respect from peers and promoting a culture of teamwork and shared purpose.

## Debra Kline



**Debra Kline, BSN, RN, CCRN, RN-BC**  
Parkview Heart Institute 3 Coronary Procedural ICU, Nurse Leader

Debra is the embodiment of Florence Nightingale's vision for the profession. Deb's commitment to compassionate care, unwavering dedication and selfless service makes her an exemplar of the values that Nightingale held dear. Despite her many accomplishments, Deb remains humble and modest, never seeking recognition or praise for her contributions. Like a hidden gem, she quietly shines her light, making a profound impact on those around her without seeking the spotlight. Her humility and grace reflect Nightingale's own humility and her belief in the power of quiet strength and steadfast dedication. In every sense, Debra Kline epitomizes what it means to be a nurse in the spirit of Florence Nightingale.

Deb looks at patients and families in a holistic manner, understanding that their well-being extends beyond just physical health. She consistently exceeds expectations in her care, providing not only medical treatment but also emotional support and comfort to both patients and their families. Her compassionate approach ensures that each individual feels valued and respected throughout their healthcare journey.

Through her exemplary behavior and high work ethic, she models the values and skills necessary for success in

nursing practice. Even with her 42 years of experience, veteran nurse status and working as a charge nurse, there is never a task that is below her. From answering call lights all the way across the unit, to assisting EVS, if Deb sees something she can help with, she will act immediately. Deb has invested many hours assisting with researching, identifying areas in need of improvement and implementing changes to targeted temperature management to improve patient care and outcomes.

Deb continues to be truly compassionate and wholeheartedly provides holistic care to patients and their families with empathy, respect and dignity. Deb is dedicated to her profession which is seen through the sacrifice of her time, continued learning and participation in committees in order to improve patient care and outcomes. Deb is highly respected by her coworkers in CICU as well as other coworkers throughout Parkview Heart Institute and the hospital. Deb emulates what it means to be a nurse. Her caring heart, tenacity, work ethic, critical skills, preceptorship and passion for teaching are only a few characteristics that help to describe her contributions to her patients and our unit.

### *The Judy Boerger Excellence in Nursing Leadership Award*

Former Chief Nursing Executive for Parkview Health, Judy Boerger embodied the highest professional nursing standards and is a role model for compassion and exemplary professional practice through her servant leadership.

Her leadership advanced the professional practice and image of nursing at Parkview Health, in our community and the nursing profession. She exhibited exceptional compassion and commitment to Parkview patients, colleagues and the nursing profession while continually mentoring nurses to grow and advance in practice.

Judy empowered nurses to have a voice in the care of patients and supports the foundation for this interprofessional collaborative care environment. Her work to create a professional nursing environment continues to shine through exceptional clinical outcomes and professional growth of our nursing teams.

Judy led Parkview Health to the achievement of system Magnet designation in 2017 and continues to encourage our nurses to share their voice at all levels including clinical research, board appointments, national presentations and publications.

The Judy Boerger Excellence in Nursing Leadership Award recognizes a nursing leader in a manager level and above role who exemplifies the above qualities.

### *2024 Judy Boerger Award Winner*



**Erin LaCross, DNP, RN, CENP**  
Senior Vice-President of Nursing Professional Development

Erin LaCross joined Parkview in 2003. Her journey to leadership started in 2006 as a clinical nurse, and she quickly advanced to manager based on her innate leadership skills. Erin's current position as Senior VP of Nursing Professional Development has allowed her to take her visionary leadership style to the next level, transforming not only the Nursing Professional

Development department but nursing practice across the entire system.

Erin is a true icon at Parkview Health and has charted a remarkable journey of leadership. Her dedication and compassion have been guiding lights propelling her to her current position. Erin's leadership is a testament to her soul and spirit, and she has a unique and personal style, deeply rooted in her varied experiences. Erin's journey to leadership was about guiding others to discover their own leadership gifts. She has been instrumental in helping other leaders reconnect with their work and spirit. The professional development department is stronger and more diverse because of her visionary leadership. Erin allows others to see their own gifts and strengths and see how capable they are of leading Parkview into the future.

Erin is truly a visionary leader and as a result is shaping the practice of professional nursing practice at Parkview Health into an exciting, innovative future. If you have the honor of working with Erin as a direct report or colleague, you quickly realize her ability to see outside the lines, beyond typical boundaries and create a new paradigm of nursing practice.



## *Distinguished Direct Patient Care Award*



**Janette Richardson, MSN, RN, AG-CNS, CCRN,**

Inpatient Surgical Clinical Nurse Specialist received the Distinguished Direct Patient Care Award in June 2024. This prestigious national award from the American Nurses Association (ANA) recognizes an individual registered nurse who provides exemplary direct patient care and contributes to the advancement of nursing practice by demonstrating a commitment to personal leadership development and serving as an inspirational role model for others.

Janette has been with Parkview for 22 years, starting as a unit assistant and patient care tech and working her way up through various nursing roles in the coronary medical ICU, Samaritan transport helicopter and rapid response team as well as serving as Nurse Leader and Interim Nurse Manager for Surgical/Trauma ICU.

Janette is an advocate for patients and nurses. She rounds on patients daily in the Surgical/Trauma Intensive Care Unit and inpatient surgical units. She focuses on complex patients and assists nurses in understanding the care required. Janette serves as a liaison between the bedside nurses and other disciplines, including physicians, helping coordinate care when required. A specialty focus for Janette is patients with

tracheostomies, she rounds on these high-risk patients to assess and evaluate their care progression. If the patient is going home with their tracheostomy, Janette provides in-depth patient education on care of their tracheostomy and collaborates with respiratory therapists to assure all education is completed.

Janette identified a gap in care after patient discharge and advocated for Parkview to launch a tracheostomy clinic to better meet the needs of these high-risk, complex patients. This came to fruition in 2024, and she is now credentialed and privileged with medical staff to see these patients in the pulmonary clinic. Janette is the first CNS in our institution to become credentialed with the medical staff to work in the tracheostomy clinic. She is leading the way to advancing CNS practice. Her work with this multidisciplinary team has resulted in up to three days decrease in length of stay, decreased mortality and more than \$2 million dollars cost avoidance.

Through her leadership and her innovative mindset, Janette is working every day to make sure Parkview meets its mission of providing the highest-quality care to its patients. She has a natural ability to lead and identify opportunities for improvement. She is able to engage nurses and other disciplines and lead clinical initiatives. As a CNS, she has improved many patient outcomes, participated in research studies, co-authored publications and given national presentations.



**Janette Richardson, MSN, RN, AG-CNS, CCRN,** Inpatient Surgical Clinical Nurse Specialist.

### *Indiana Nurses Foundation Announces Indiana's 2024 Nurses of Influence*

The Indiana Nurses Foundation (INF) announces Indiana's most influential nurses serving Hoosiers, future nurses and as role models to the nursing community. Nurses of influence are elevated by their peers, and embody the core values of nursing including human dignity, integrity, autonomy, altruism and social justice. The INF's Nurses of Influence ensure the ongoing legacy of our profession by advancing the care we provide and strengthening the current nursing workforce.



Indiana's 2024 Nursing Educator of the Year is **Stephani Schultz, BSN, RN, NP-D-BC, CMSRN** Nursing Professional Development Medical-Surgical Specialist, Parkview Health.

An influential educator goes beyond simply imparting knowledge; they

inspire, challenge and empower others to reach their full potential. Through a nursing educator's dedication, empathy and mentorship they leave a lasting impact on students and practicing nurses, instilling a lifelong love of learning and a sense of confidence to reach new professional heights ultimately, positively impacting the care provided to patients.

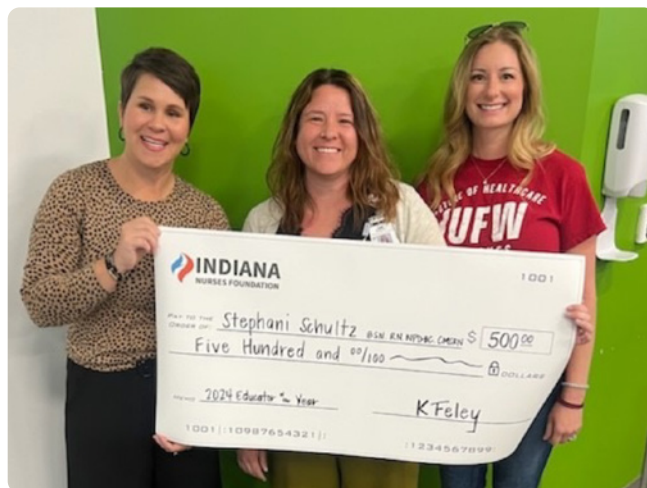
Stephani was recognized for her ability to not only teach the technical skills of nursing, but also how she sets an example through her passion for professional growth, thoughtful approach to care and uplifting nature to impart the most to those learning from her. She truly embodies a nurse's heart, not just in her desire to positively impact patient outcomes, but in her drive to help nurses, from student to seasoned expert, cultivate their unique passions, expertise and ideas find solutions to do so.

Stephani's organizational involvement, community contributions, legislative awareness and nursing advocacy alone makes her well deserving of this recognition. She is an active member of the Nursing Research and Evidence-Based Practice Committee and

the Professional Practice Committee, among several other advisory councils. She has also played a vital role in the development, distribution and maintenance of Parkview's nursing professional portfolio program which rolled out in 2022, as well as the Tiered Skill Acquisition Model (TSAM), a new nursing orientation process which was implemented in 2023.

Stephani is a longtime member of the American Nurses Association, the Indiana State Nurses Association and the Sigma Theta Tau International Honor Society of Nursing. She regularly speaks to legislators about issues impacting the nursing profession and social determinants of health. While her involvement with facility and system committees and councils, clinical groups and national organizations is impressive, it is often the extra efforts that go underrecognized that make her so respected in her role.

Stephani never shies away from an opportunity to help those she works with, whether aiding in patient care or offering a professional listening ear. She has a unique aptitude for recognizing the skills of others and playing to those strengths. Stephani is the type of special nurse, coworker and educator you only come across only once in a while during a career and her work and heart for the profession deserves to be celebrated.



**Stephani Schultz, MSN, RN, NP-D-BC, CMSRN** receives the Indiana Nurses' Association Nursing Educator of the Year award for 2024.



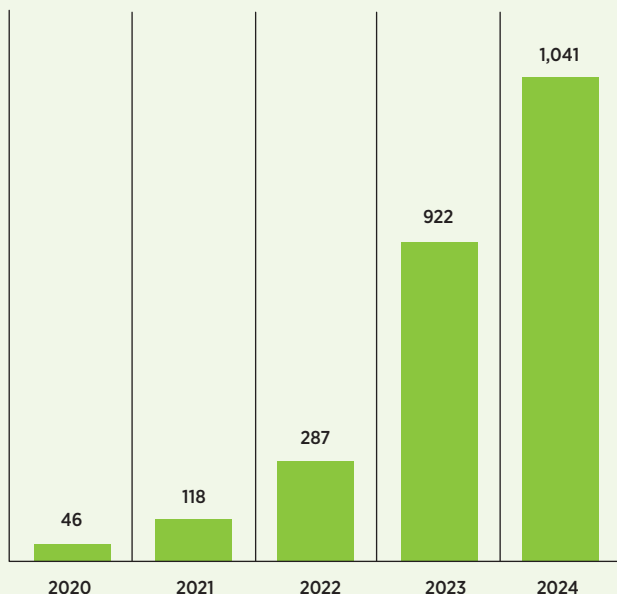
*For the past five years, Parkview has partnered with the DAISY Foundation to recognize our nurses through The DAISY Award. This award, established in 1999 by the family of Patrick Barnes, was inspired by the sensitivity and comfort Patrick's nurses provided while he was*

*hospitalized with immune thrombocytopenia. Since his passing, hundreds of thousands of extraordinary nurses have been awarded for the skilled, compassionate care they provide patients and their loved ones.*



Parkview began The DAISY Award program in 2020 to allow patients, families and staff to show their gratitude for nurses. Seen as one of the highest honors in nursing, the DAISY Award recognizes nurses for their clinical excellence and outstanding compassionate care. Since starting the award, 2,751 Parkview nurses have been nominated across the health system. Year over year we continue to see growth in the award.

**Number of DAISY Nominees by Year**



**Meghan R. Pearson, BSN, RN**

*Not only did she provide great clinical care, but she also took time to listen to her as a person.*

*Grandma was having a hard time communicating but Joann was patient and kind, she was encouraging and compassionate.*



**Joann M. Blount, RN**



# Talent

## 2024 DAISY Award Winners

HOSPITAL	UNIT	RN NAME
PRMC	6 South/Flex Team	Jennifer A. Coffey, RN
PRMC	4 North Ortho/Trauma	Julie A. Tarlton, BSN, RN, CMSRN
PRMC	Progressive Care	Kali J. Moran, BSN, RN
DeKalb	Emergency Department	Meghan R. Pearson, BSN, RN
Kosciusko	Med/Surg/Constant Care	Brittany N. Saff, MSN, RN, CMSRN
Wabash	Emergency Department	Marlayna K. Young, BSN, RN
Whitley	Med/Surg/Constant Care	Mary J. Miller, RN
Huntington	Family Birthing Center	Molly Pettit, BSN, RN, CLS
Randallia	Carew Med/Surg	Joann M. Blount, RN
Noble	Obstetrics	Andrea K. Magnuson, BSN, RN
LaGrange	Med/Surg	Jessica L. Maines, BSN, RN
PRMC	Med/Surg/2 North Extended	Madelyn M. Heckaman, BSN, RN, CMSRN
PRMC	Surgical Trauma ICU	Angela M. Smith, RN
Randallia	Emergency Department	Aubrey J. Dunnuck, BSN, RN
PRMC	Pediatrics	Megan Morse, BSN, RN
Randallia	Medical ICU	Tara N. Luker, RN
PRMC	Emergency Department	Salim R. Idriss, BSN, RN
PRMC	Ortho Trauma	Heidi A. Elyea-Schulenberg, RN, CMSRN
Packnett Family Cancer Institue	OP Infusion Area	Kendra A. Hantz, BSN, RN, CCRN
Randallia	Family Birthing Center	Dena M. Short, BSN, RN
Ortho	Orthopedics	Brandy M. Hicks, RN, Medsurg_BC
PRMC	Labor & Delivery	Caitlin J. Kenny, BSN, RN
Whitley/Kosciusko	Labor & Delivery	Jessica Klausing, BSN, RN
Bryan	Med/Surg	Cassandra A. Staniski, RN
Parkview Heart Institute	4th Floor/Congestive Heart Treatment	Jason M. O'Connell, RN
Parkview Heart Institute	Cardiovascular OR	Shelly S. Merz, RN, CNOR, HN-BC
PRMC	Pediatrics/Pediatric ICU	Katlin M. Heimann, BSN, RN
DeKalb	Constant Care	Emily N. Burkholder, BSN, RN



Julie A. Tarlton, BSN, RN, CMSRN

“She took charge and took care of everything! The number of phone calls she made for me, the running back and forth, this woman did it all!! Julie’s patients are absolutely her top priority when she is on the clock. She is her patients’ advocate, and she gets ther job done!”

## Martha Goodrich Award



Left to right: **Linda Francies, MSN, RN, CENP**, Chief Nursing Officer, PRMC and Affiliates; **Theresa Smith, BSN, RN**; **John Bowen**, President, PRMC and Affiliates; **Heather Kegerreis, BSN, RN, CMSRN**, Nursing Services Manager, Orthopedics and Trauma, PRMC; and **Alan Aguilar**, Rosenberger Award Foundation PNC Bank representative.

Every year, a co-worker is awarded the prestigious Martha Goodrich Award, supported by the Raymond Rosenberger Award Foundation, which recognizes people who have provided exceptional service on behalf of exempt charitable organizations.

The Martha Goodrich Award is intended to encourage others to devote their energy toward accomplishing the charitable values of Parkview Health.

This year, the recognition was awarded during Nurses Week to Theresa Smith, BSN, RN in the Orthopedic and Trauma unit at Parkview Regional Medical Center (PRMC). We had many wonderful recommendations this year, which speaks to how special Theresa's service to our patients truly is.

Theresa was supported by her co-workers on her unit, who nominated her for the award. Theresa started at

Parkview in 2022. Her nomination mentioned that she is "cheerful, warm, and welcoming" and "embodies all that is good in this world."

Here are a few highlights from Theresa's nomination:

- She received her Associate of Science in Nursing degree in 2021 and finished her Bachelor of Science in Nursing in 2023.
- She is active in many different volunteer activities outside of Parkview Health, including 4-H, church and other community organizations.
- She is active in her unit's NCAT and volunteers for many unit-based projects.

Congratulations, Theresa, on this recognition for the amazing care provided and for serving our patients and community.

## Talent

### *Holistic Response Team*

The Holistic Response Team's mission is to ensure that healthcare professionals receive immediate assistance in moments of crisis, fostering resilience and well-being within Parkview Regional Medical Center. Through compassionate interventions and holistic care techniques, we are dedicated to sustaining a culture of support, ensuring that our staff can continue to provide exceptional patient care. In many ways, the team functions like an onsite Employee Assistance Program (EAP), delivering timely support and resources to our team members.

This year, our Holistic Response Team continued to have a profound impact on staff well-being. Through our dedicated approach, we have enhanced response times, strengthened interdisciplinary collaboration and increased the number of staff interactions.

The Holistic Response Team provides a wide range of services tailored to meet the unique needs of our staff. During a crisis, our team responds rapidly to assist with emotional and psychological stabilization, ensuring that staff receive the immediate support they need. To support staff in trauma processing, we conduct both informal "in-the-moment" and formal post-incident debriefings. These sessions are designed to strengthen teamwork and build emotional resilience. In 2024, we conducted a record **20 formal debriefings** throughout the health system.

We also continue to support co-workers through coaching sessions, and in 2024, we were able to retain **10 staff members** who were considering leaving. With the support of our team and the services Parkview offers, these individuals chose to remain within the health system. This accomplishment aligns with our goal for 2024 — focusing on long-term staff retention rather than just immediate outcomes.

In 2024, the Holistic Response Team saw a significant increase in engagement, responding to 2,765 crisis



**Aubree Volkert, BSN, RN**, rounded for the Holistic Response Team during Christmas and brought in a hot chocolate bar.

intervention calls. Additionally, the team conducted **41,475 rounding sessions**, providing direct emotional and psychological support to staff, resulting in **141,766 holistic interventions**. These interventions included nourishing snacks during long shifts, therapeutic communication, music therapy, aromatherapy, message therapy and energy work to promote emotional grounding.

The Holistic Response Team collaborates closely with various departments. Our key partnerships include house supervisors, who help identify areas requiring



## *Holistic Response Team*

additional staff support, and security, who assist in recognizing difficult patient situations that may cause increased stress for staff. Our team responds to Code Blue situations, Rapid Response activations, Behavioral Emergency Response Teams (BERTS) and stroke activations. Additionally, we provide extra rounding support for nurses caring for hospice patients, ensuring they receive the emotional support necessary to provide compassionate end-of-life care. The Holistic Response Team is also involved in Schwartz Rounds and our DAISY

program, further reinforcing our commitment to staff well-being and professional recognition.

Through these initiatives, we continue to cultivate an environment that prioritizes staff well-being, promotes holistic healing and reinforces our mission. The Holistic Response Team remains steadfast in providing immediate and lasting support, ensuring that all staff members feel valued, heard and equipped to navigate the challenges of healthcare with resilience and strength.

### Co-worker praise for the Holistic Response Team

“Our team is incredibly grateful for the holistic response team. The massage and aromatherapy have significantly reduced our stress and improved our overall well-being. It has made a world of difference in how we feel during our shifts. Thank you for supporting us in such a meaningful way!”

“I was on the verge of leaving my shift early due to a pounding headache, but after just a few minutes with the Holistic Response Team, I felt significant relief. The guided breathing, acupressure and aromatherapy helped me reset, and I was able to stay and continue caring for my patients. This service is invaluable—not just for individual well-being, but for the continuity of patient care. Thank you!”

“Thank you for debriefing with me and my co-workers. You created a safe space for us to process, reflect and heal. I left feeling lighter, supported and ready to move forward. This kind of care is invaluable—thank you!”



**Melisa Smith, RN**  
Holistic Response Team rounds

## QUEST Committee

**Author: Sam Baker, BSN, RN**  
QUEST Committee Chair



**Katie Edwards, DNP, RN, CCRN, CNE** uses her chalk art talents to create a Nurses' Week welcome to coworkers entering the Parkview Education Center.

The nursing QUEST (Quality Understanding Engagement Satisfaction Teamwork) committee formed when the Nursing Quality of Life Council and NEST (Nursing Engagement and Satisfaction Team) combined. The merging of these two committees made sense as they both focused on work-life balance and ownership of our nursing practice. QUEST's work took off at the beginning of 2024.

### QUEST Projects

Nurses' Week was the most robust project we worked on in 2024. We put a lot of effort into collecting the "wish list" of recognition requested by nurses. A subcommittee

was formed to review all suggestions for Nurses' Week celebrations and to look at what would be feasible for system-wide activities. The subcommittee reported back to all the members of QUEST to discuss its final recommendations. Our goal was to make Nurses' Week meaningful for nurses wherever they practiced, whether at PRMC, remotely or at our community hospitals and outreach areas.

In 2024, we also began a journey of understanding the business and financial side of the health system. After the pandemic there has been a focus on recovery in all ways, and QUEST wanted to know how nursing can support



## QUEST Committee



The QUEST Committee designed new badge reels for Parkview nurses, distributed during Nurses' Week.

post-pandemic recovery beyond a focus on staffing. We contacted various departments (Dietary, Talent Acquisition, Human Resources and Benefits) to help explain their areas' roles and goals. These discussions among QUEST committee members and other vital departments within the health system have opened great opportunities for collaboration between nurses and non-nurses. QUEST members take information learned in meetings out to their teams and bring back additional questions and feedback.

QUEST also had the opportunity in 2024 to examine nurse retention data with the Coworker Experience Team. Through discussions on retention, we were able to see a trend in turnover among nurses with 3-5 years of experience and those with part-time status. After taking

this information out to our teams, QUEST members brought back valuable insights to share with the Coworker Experience Team and made a recommendation to focus on flexible employment options for nurses who need to drop below part-time for specific seasons of life.

We are very proud of the nurses who have stepped forward over the last year to become official members of QUEST. We have increased our average monthly meeting attendance from 15 nurses to 35 nurses per meeting, which has helped create more robust discussions and idea-generation.

### Looking Ahead

In the next year, we plan to secure members from every hospital location and specialty, including growing our ambulatory nursing membership. We will also be an important part of ongoing work to optimize Parkview nurses' professional governance model.

QUEST is grateful for the support and engagement of nurses and nursing leaders across the system, as well as our non-nursing partners. We know as we provide space for Parkview nurses to focus on Quality, Understanding, Engagement, Satisfaction, and Teamwork (QUEST), we will continue to grow in our practice together.



Cori Ames, MSN, RN, Nursing Services Director, PRMC, celebrates Nurses' Week with "Florence Nightingale."

# Strategic Growth

## *Nursing Institute Fund*

**Authors: Jan Powers, PhD, RN, CCNS, CCRN, NE-BC, EBP-C, FCCM, FCNS, FAAN**

Director, Nursing Research and Evidence-based Practice

**Johnathan Liechty, MBA, BSN, RN, NPD-BC, NEA-BC, CENP**

Director, Nursing Professional Development and Nurse Residency Program

**Erin LaCross, DNP, RN, CENP**

Senior Vice President, Nursing Professional Development

After sharing the strategic vision to one day formally launch a nursing institute at Parkview Health as a testament to the excellence in practice and outcomes of our nurses, we were incredibly surprised to be notified by Denise Andorfer of the Parkview Health Foundation that a grateful patient's family was inspired to become the first-ever donor to a new Nursing Institute Fund. This generous gift by an anonymous donor was more than enough to formally establish a fund in September 2024 in the name of the future Parkview Health Nursing Institute, and to allow for the Foundation to begin socializing this opportunity among current and prospective donors.

After taking news of this generous gift and new fund to the Nursing Coordinating Council, nurses provided suggestions on how the funds might be used in the future to reward and recognize excellence and to support ongoing innovation. We created a draft flyer to be used as a starting point with the Foundation and for further idea generation among nurses.

In the coming year, we look forward to co-branded marketing opportunities with the Parkview Foundation, setting goals for giving and to establishing parameters for use of this fund as a way to reinvest in Parkview nurses.

On behalf of Parkview nurses, we would like to express our deepest thanks to the grateful patient's family that shares our vision for elevating Parkview nurses' contributions to new levels.

### THE PARKVIEW NURSING INSTITUTE FUND

#### THROUGH GENEROSITY, THIS FUND CAN SUPPORT

Mini grants for teams and individuals

Conference attendance

Training & development

Professional certification

Reward & recognition

Nursing Honor Guard

Minor equipment

Nursing research

Evidence-based practice & innovation  
and more

 **PARKVIEW  
NURSING INSTITUTE**

*Launching in 2025*



[nursinginstitute@parkview.com](mailto:nursinginstitute@parkview.com)



## *Parkview Student Nurse Program*

**Author: Mary Hunt, MSN, RN, NPD-BC**  
Supervisor, Student Nurse Program



Student Nurse Apprentices (SNAP) and leaders celebrated graduation together after an NCLEX (nursing licensure exam) preparation course.

2024 was a very successful year for the Student Nurse Program! Since launching in 2022, we have collected a lot of program data and spent time this year evaluating trends, successes and identifying any areas for improvement. We restructured the roles within the team, and our Nursing Professional Development (NPD) Practitioners are now aligned with specific hospitals and specialties. This allows each NPD to form lasting relationships with nursing leaders and with students to better support them as they progress through all three student roles of the program. We are very proud of our program outcomes, and especially excited to see a 95.7% first-year retention rate among our former Student Nurse Apprentices (SNAP) in their nursing positions.

### **Student Award Winners**

Leah Fry, Student Nurse Technician, was awarded the Shirley Traster Nursing Scholarship. This scholarship was created by the Traster family in memory of Shirley Traster RN, who graduated from the Fort Wayne Methodist School of Nursing in 1950 and practiced at McCray Memorial Hospital until her retirement in 1986. Leah was selected as the recipient of this award for the compassionate care she provides patients. She is currently enrolled in the Bachelor of Science in Nursing program at Purdue University.

Later in 2024, Yesenia Haro-Rodriguez, Student Nurse Apprentice, was awarded the inaugural Parkview Health Student Nurse Program Award. This award, which is presented at the University of Saint Francis pinning ceremony, was created to recognize a dedicated SNAP graduating from USF for contributions to patient care and academic achievements. Recipients are selected among SNAPs graduating from USF who have accepted nursing positions at Parkview, and who have been endorsed by Student Nurse Program leadership, inpatient nursing department leadership and Division of Nursing faculty at the university. Yesenia completed her Bachelor of Science in Nursing in December 2024 and now practices as a Registered Nurse on 6 South at Parkview Regional Medical Center.

### **Successes and Goals**

In the Student Nurse Program, we aim to provide future Parkview nurses with valuable experience in patient care and an insider's view into professional nursing practice while pursuing their degrees. One benefit to the students and to the organization is the onboarding they can take advantage of prior to graduation. Using the Tiered Skills Acquisition Model (TSAM), Student Nurse Apprentices (SNAP) in their last 6-12 months of nursing school can progress through a portion of nursing orientation,

# Strategic Growth

## Parkview Student Nursing Program

which reduces the amount of orientation needed after graduation. In 2024, we were able to help Parkview Health avoid \$528,260 in costs by SNAP completing 18,432 hours of nursing orientation through the Student Nurse Program.

Our major goal for the next year is to sustain at least an 85% SNAP acceptance rate into nursing positions upon graduation. We know students have many choices for where they begin practicing as nurses, and we are confident their experience at Parkview sets them up for success. Another area of focus for us is to conduct a retrospective analysis of patient quality data to see whether we can associate any positive outcomes with the presence of our students on inpatient care teams.

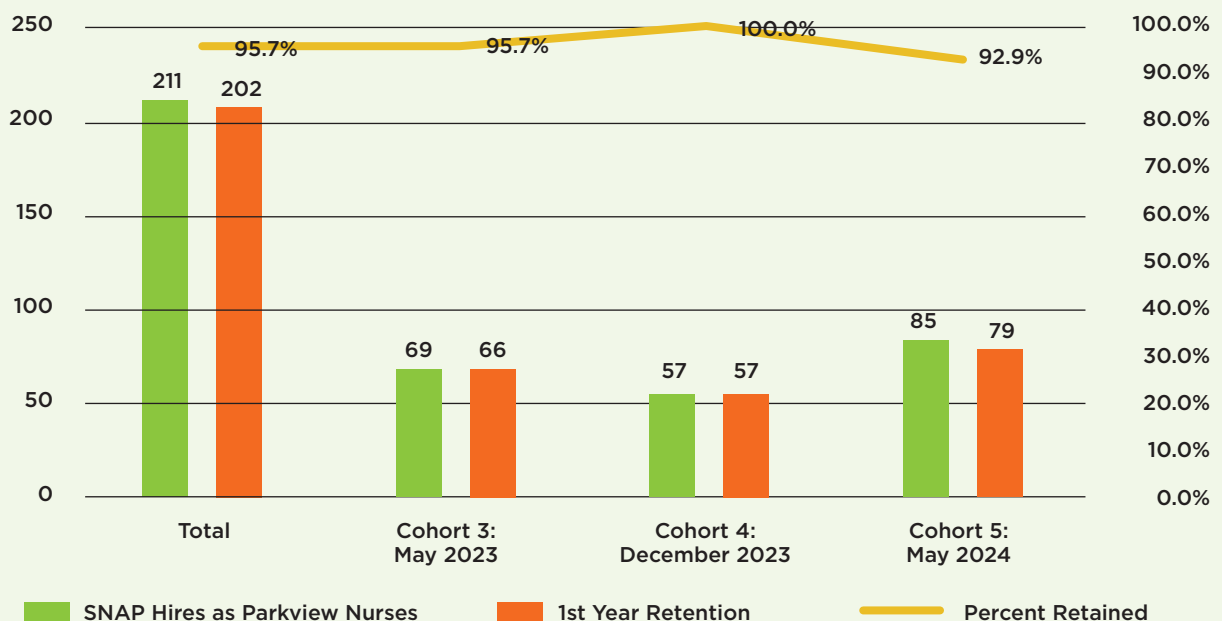
Our Student Nurse Program is grateful to be a major part of so many future Parkview nurses' journeys. We look

forward to partnering with students, nurses and nursing leaders in the years to come and also to sharing our program's success through publication.



Members of the Traster family present Leah Fry, Student Nurse Technician, with the Shirley Traster Nursing Scholarship.

### 1st Year Retention of SNAP Hired as Nurses



### *eXceed Nursing Recognition Program*



**Authors:** Erin LaCross, DNP, RN, CENP  
Senior Vice President, Nursing Professional Development  
**Amanda Weaver, MSN, RN, NPD-BC**  
Senior Specialist, Nursing Professional Development and  
Administrator, eXceed Nursing Recognition Program

2024 was the most successful year yet for the eXceed Nursing Recognition Program. Launched in 2022, eXceed provides opportunities for nurses to engage in meaningful work to improve patient care and nursing practice, and to be recognized and rewarded for that work. Each year, an advisory committee of clinical nurses

across Parkview Health selects the activities available to nurses within the eXceed program, making sure those activities align with the organization's goals and the nursing strategic plan. We have been able to observe a 90% retention among nurses who complete at least one eXceed application annually.

#### **Growth in Activities**

Nurses completed 1,960 applications in 2024, in which they showcased their accomplishments, including leading councils and professional organizations, implementing new evidence in the practice setting, volunteering inside and outside the organization, publishing and presenting innovations and nursing research and more. Additionally, nurses received recognition for completing 62 new graduate nursing degrees and for achieving a total of 264 new national professional nursing certifications.

An activity that took off in 2024 was the Regulatory Champion. The Regulatory Champion activity allows for a nurse to complete regulatory training with the Quality and Accreditation department, and using the knowledge gained, support a culture of continual readiness through departmental audits, coworker feedback and coaching and regulatory prep activities. We saw the new Regulatory Champion activity submitted on 26 applications, and another 47 applications showed evidence of nurses giving presentations and engaging in regulatory preparedness.

#### **New Course Development**

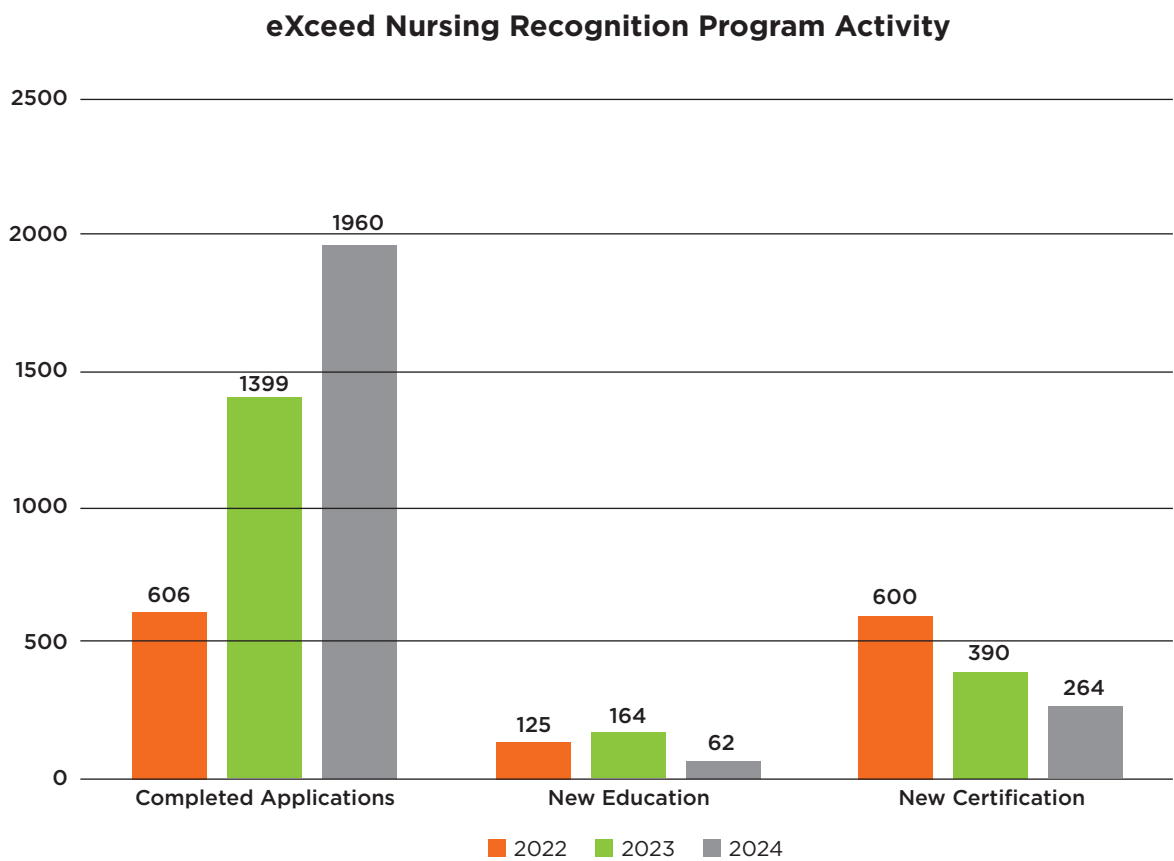
Recognizing widespread engagement and growing numbers of participants in the eXceed Nursing Recognition Program, four eXceed reviewers and Nursing Professional Development team members, Stephani

#### **Notable activities submitted by nurses on eXceed applications included:**

- 894 blood donations
- 684 instances of volunteering at a single event
- 137 formal presentations made inside Parkview Health
- 82 ideas implemented as innovations
- 62 presentations given to the community
- 11 presentations given at non-Parkview conferences or symposiums
- 10 publications in nursing journals
- 1 book authored

# Strategic Growth

## eXceed Nursing Recognition Program



Schultz MSN, RN, NPD-BC, CMSRN, Tim Cunningham MA, BS, RN, PMH-BC, Cassie Kimpel BSN, RN, and Terri Walker MSN, RN, NPD-BC, developed a new course to train clinical nurses how to serve as eXceed Champions for their teams.

Over 100 nurses completed this training in 2024 to increase their knowledge of the eXceed application process so that they could provide at-the-elbow support

and coaching to their peers. Champions also monitor the number of nurses on their teams who initiate applications and periodically round on them to offer assistance.

We thank the eXceed Advisory Committee, eXceed Champions, participants, nursing leaders and our non-nursing partners who collaborate to make this program special each year.



### *Parkview Health Nurse Residency Program Re-Accreditation*



**Authors: Johnathan Liechty, MBA, BSN, RN, NPD-BC, NEA-BC, CENP**  
Director, Nursing Professional Development and Nurse Residency Program

**Trina Rayle, MSN, RN, NPD-BC**  
Manager, Nursing Professional Development and Nurse Residency Site Coordinator

In 2024, we celebrated our Nurse Residency Program being re-accredited by the American Nurses Credentialing Center (ANCC) Practice Transitions Accreditation Program (PTAP). Parkview's nurse residency program began in 2015 as a structured way to provide support and continued growth and development to newly licensed Registered Nurses. The program received initial accreditation in 2020, during the Covid-19 pandemic.

National accreditation is important to us because it provides us with a framework and a set of standards to ensure our program is evidence-based and results in desired outcomes for nurses and our organization. Accreditation is a rigorous process that involves providing PTAP with program data, goals and outcomes,

and evidence that demonstrates effectiveness and excellence.

#### **Impactful Events of the Year**

By far, our biggest event for the year was our PTAP re-accreditation site visit on March 16<sup>th</sup>. The visit was in virtual format, and we had several recent Nurse Residency graduates participate by sharing their experiences and how the program supported their transitions from students to RNs and shaped their nursing practice. Dozens of nursing leaders joined to answer questions and validate the outcomes we submitted to the ANCC in our re-accreditation document. Nursing Professional Development team members serving as Practice Site Coordinators for the program participated as well. The ANCC PTAP surveyor was impressed with our outcomes and encouraged us to continue our journey and consider seeking Accreditation with Distinction for our next re-accreditation cycle.

#### **Quality Improvement Initiatives**

One of the important measures we monitor as an accredited program is retention among nurses who complete Nurse Residency. We submit data to PTAP annually in September for the prior 12 months, including the number of residents starting the program, and 12, 18, and 24-month retention of nurses who had been residents. In turn, we receive benchmarking data from PTAP to see how our measures compare to other PTAP-accredited nurse residency programs in the nation.

For the October 2023 - September 2024 reporting period, we started 291 new Nurse Residents. We are pleased to share that our most recent 12-month retention

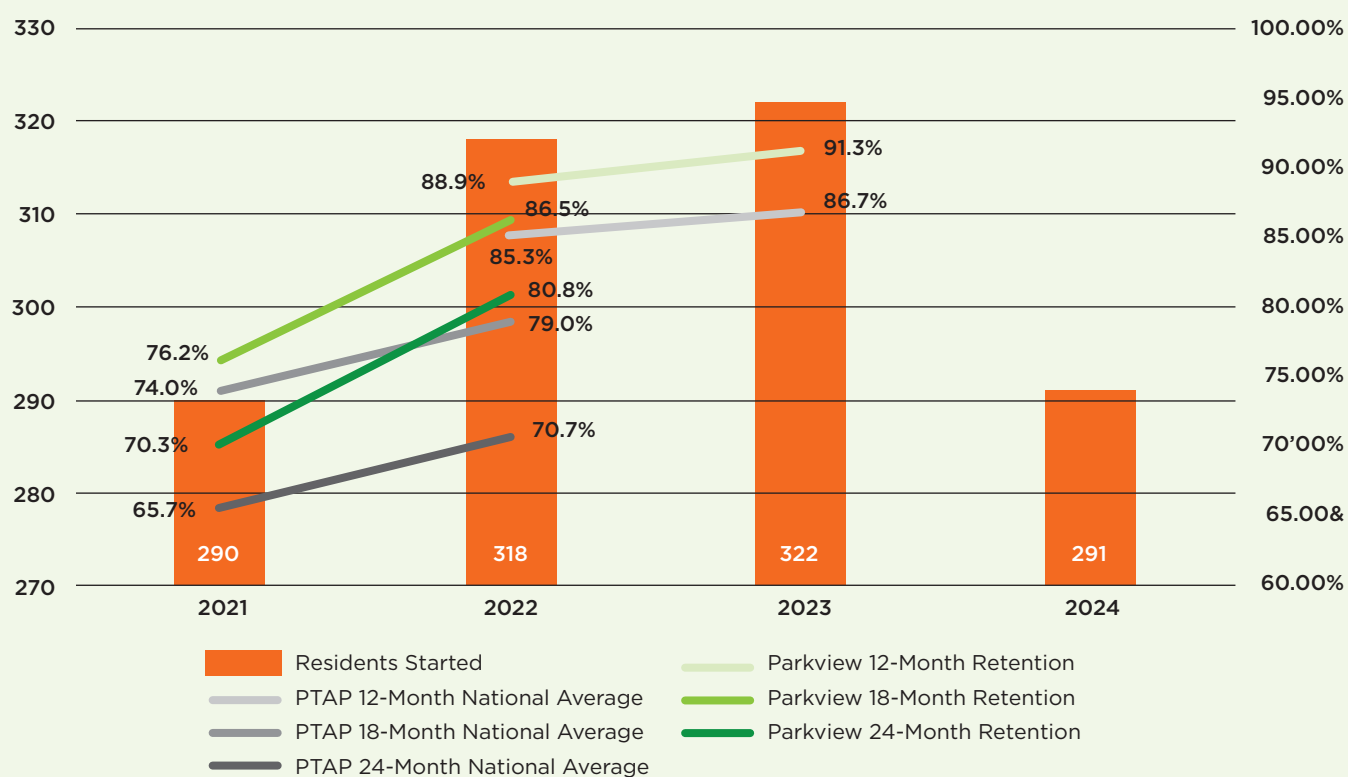
# Strategic Growth

## Nurse Residency Program Re-accreditation

rate was 91.3% compared to the PTAP national average of 86.7%. Our 18-month retention rate was 86.5% compared to the PTAP national average of 79.0%. And our 24-month retention rate was 80.8% compared to the PTAP national average of 70.7%.

Our Nurse Residency team is grateful to all the Parkview nurses, nursing leaders, and academic partners who support this program and the benefit it provides to nurses and those we serve.

**Retention of Nurse Residency Graduates: Parkview vs. PTAP National Average**



### *Nursing Informatics and Virtual Care*



**Author: Michelle Charles, DNP, MSN, RN-BC**

SVP and Chief Nursing Informatics and Virtual Care Officer,  
Patient Care Systems, Parkview Health

The use of technology is now an indispensable component of modern nursing practice. Through the utilization of diverse virtual care platforms, clinical application software and various communication tools, a crucial role is played in enabling innovative methods for nursing to document, communicate, conduct research and deliver patient care. Nursing staff frequently face significant challenges balancing workload demands and providing optimal patient care. Leveraging technology for patient care is crucial and offers ways to increase nursing well-being in practice. The crucial role of technology in optimizing patient care is underscored by its capacity to enhance both workflow efficiency and nurses' professional well-being.

The establishment of the Nursing Informatics and Virtual Care departments aims to foster innovation within nursing, cultivate new knowledge, facilitate the transformation of nursing models and deliver data-driven information to increase patient outcomes.

The Nursing Informatics (NI) team members play an integral role in supporting patient care by leading and consulting in key system initiatives to improve patient safety, increase quality of care, meet regulatory requirements and enhance nursing efficiency in the use of EPIC and other technical tools.

In 2024, efforts were made to ensure a safe and efficient handoff for every patient admitted from the ED to an inpatient unit. We worked with nursing leaders across the system EDs and Behavioral Health Institute to implement the use of Secure Chat to initiate the handoff process, resulting in a 33% decrease in time from "Bed Assigned" to "Admitted" from PVH ED to PBH.

Our team also helped the organization progress in meeting nursing efficiency and regulatory requirements by leading efforts to individualize the patient plan of care by integrating care planning goals and interventions into the flowsheet rows. Additionally, we worked with an interdisciplinary team to implement the Social Drivers of Health (SDoH) screening questions into EPIC to help the organization address patient needs, while meeting CMS mandates for reporting.

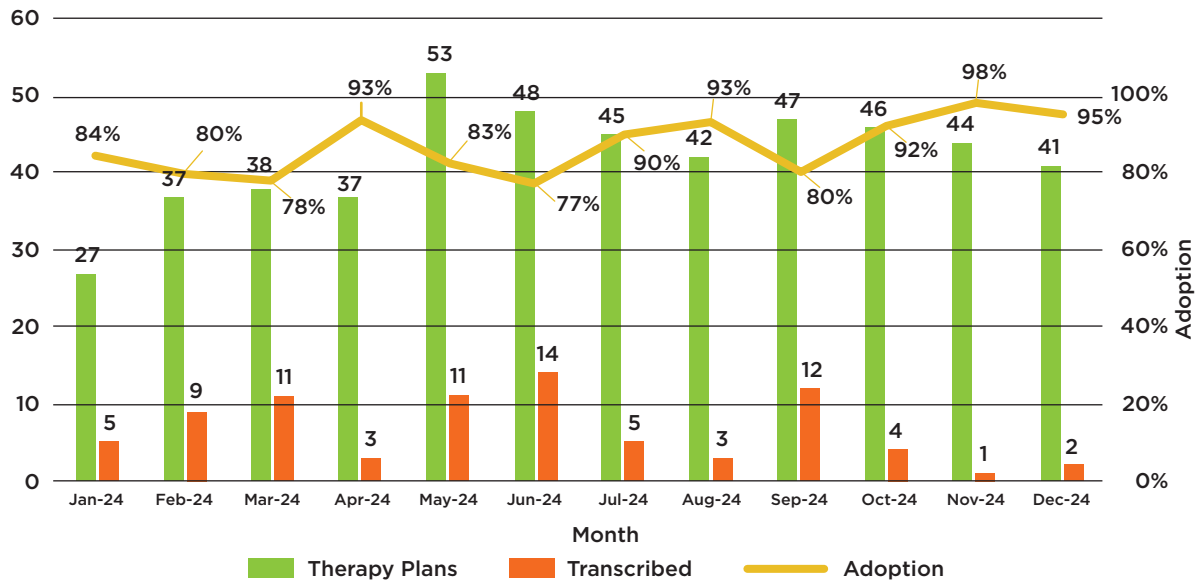
The Nursing Informatics Council (NIC) continues to provide an avenue for nurses to have a voice in the changes made to the electronic medical record (EMR). In 2024, we received 67 new requests and greater than 45 requests and upgrade changes were vetted, built and presented for polling at the bi-weekly NIC meetings.

A significant initiative that is still underway is related to improving patient safety by replacing the manual process of transcribing orders in the Outpatient Infusion departments with an electronic process. After thorough analysis of workflows, evaluation of options and planning and content review, the Outpatient Infusion workgroup successfully initiated the use of therapy plans in the Infectious Disease specialty as the pilot group. Prior to implementing the use of therapy plans for the Infectious Disease specialty, nurses were transcribing orders from paper into EPIC which is a risk-prone, ineffective use of nursing time. Since the implementation of therapy plans, nurses seldom have to transcribe orders from paper for the Infectious Disease providers. The project team has also observed a reduction of 8.41 days (a decrease of 65%) in the time to first billed date with the implementation of therapy plans.

## Strategic Growth

### Number of Therapy Plans Vs. Transcribed Orders

Jan. 2024 to December 2024, ID had a **95%** Adoption of Therapy Plans

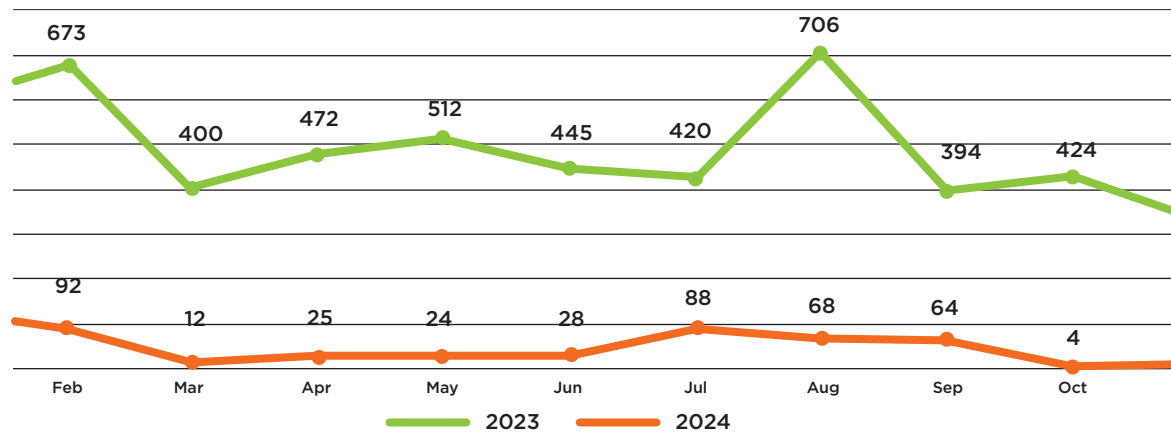


### Number of Transcribed Orders: Infectious Disease

**165%** Decrease in transcribed orders

No. of Orders 2023: **5,609**

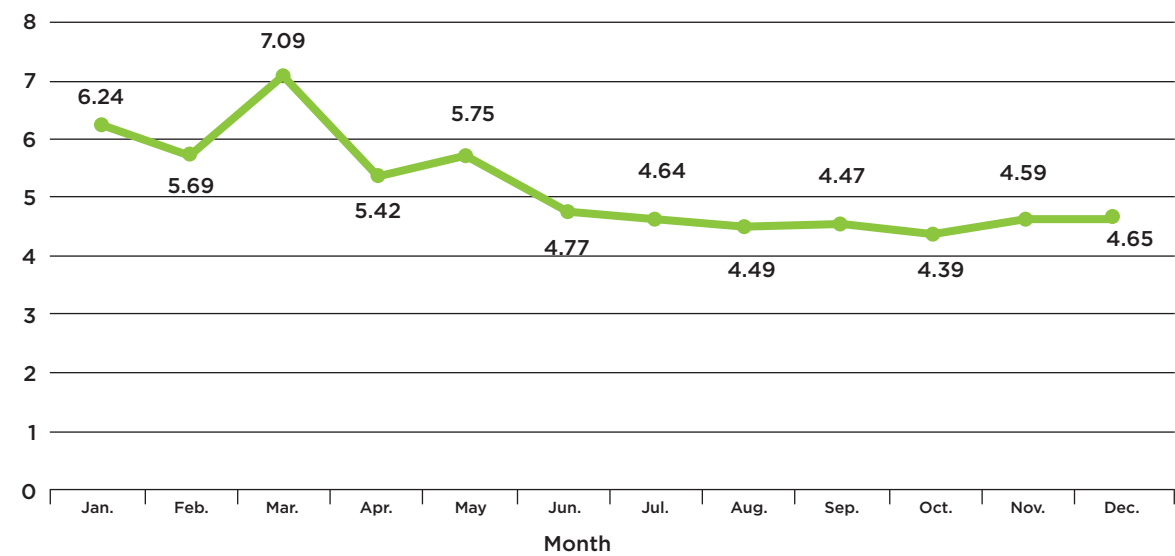
No. of Orders 2024: **535**





Average Number of Days to First Billed

Pre-ID Implementation of Therapy Plans 2023: 12.88 days  
After Implementation of ID in 2024: 4.65  
63% Decrease in Average First Billed Date in 2024



In 2025, the conversion process from paper orders to Therapy Plans for additional specialties will continue, aiming to further reduce manual processes.

Efforts to further optimize nursing care planning and improve efficiency of SDoH documentation will also be carried into 2025. Additionally, three key focus areas for providing support will center on screening patients for potential violence, reducing nurses' documentation burden and preparing for system downtimes.

The Nursing Informatics (NI) team has made significant strides in 2024 to enhance patient care, improve efficiency and meet regulatory requirements. Through collaborative efforts, innovative solutions and a commitment to excellence, we have successfully implemented key initiatives that have positively impacted patient safety and nursing efficiency. As we move forward into 2025, we remain dedicated to furthering these efforts, addressing new challenges, and continuing to support our community through volunteer work. Our ongoing commitment to improvement and innovation

will ensure that we provide the highest quality of care to our patients and support our nursing staff in their critical roles.

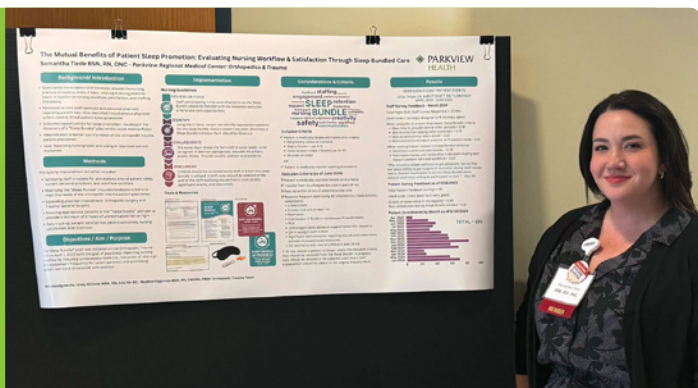
The NI and VC teams seek opportunities to give back to our community by volunteering our time. In August, 2024, the teams participated in the annual United Way Day of Caring by completing yard work and cleanup outside of the Lifehouse Community Church.



United Way Day of Caring.

# Value

## Scholarly Dissemination



**Samantha Tiede, BSN, RN, ONC**, Operational Lead in Ortho-Trauma presented a poster and oral presentation at National Association Orthopaedic Nurses (NAON) and Indiana State Nurses Association (ISNA) on her work with sleep promotion entitled, *The Mutual Benefits of Sleep Promotion: Evaluating Nursing Workforce & Satisfaction through Sleep Bundled Care*.



**Brooke Randol, MSN, RN, AGCNS-BC, CMSRN, CWS**, Clinical Nurse Specialist - Wound Care presented a poster and oral presentation at the Advances in Wound Care Conference on the *Clinical Nurse Specialist Role in Wound Care*.

As a part of nursing professional practice, disseminating work through presentations, posters or publications is essential. This not only showcases the great research and evidence-based projects nurses are completing at Parkview, it also shares essential information on best practices and patient outcomes so others may replicate in their institutions.

Nurses at Parkview have published in peer-reviewed journals and given presentations at national conferences (pictured, right).

In 2024, the work of Parkview nurses was also published in the following publications:

- Woods C, Wood M, Boylan A, Flanagan ME, Powers J. Fasting versus a heart-healthy diet before cardiac catheterization: A randomized controlled trial. *Am J Crit Care*. 2024;33(1):29-33.
- Payne DR, Vinson J, Powers J, McDaniel BT, Sevier C, Marshall C, Sell S. Effect of Weighted Blanket Versus Traditional Practices on Anxiety and Pain in Patients Undergoing Elective Surgery: A Multicenter Randomized Controlled Trial. *AORN J*. 2024 Jun;119(6):429-439.
- Rechter, J.& Dauscher, A. *ARDS and prone positioning Every nurse should know about this life-saving maneuver*. *American Nurse Today* (ANA journal).
- Hollister, L., Girardot, K., Konger, J., & Zhu, T. Factors influencing time to definitive care in hip fracture patients in a rural health system. *Journal of Trauma Nursing*, 2024;31(4), 182-188.

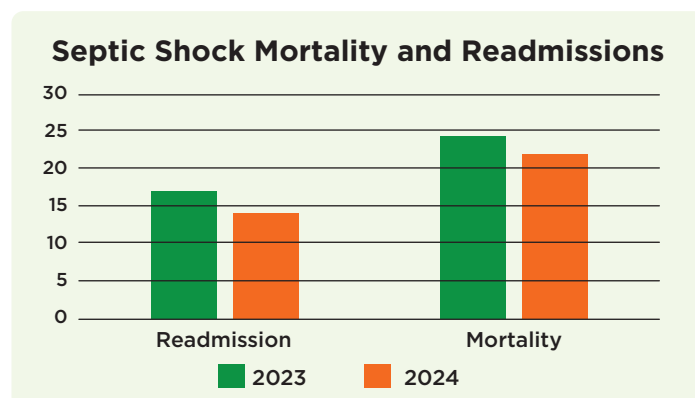
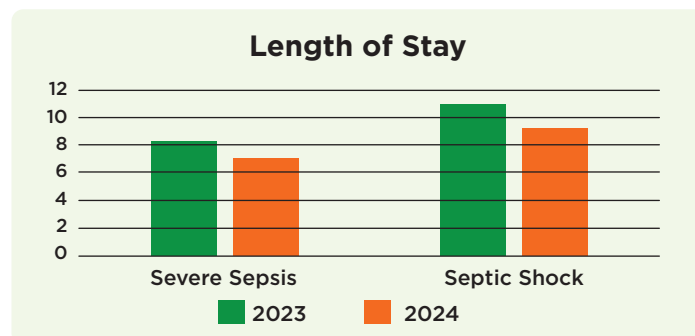
## Patient Care Improvements Related to Sepsis

Parkview Health System has a multi-disciplinary team that focuses on improving sepsis outcomes through early identification, documentation and treatment. This team reviews data and then develops new initiatives to implement at the system level. Some of the work completed to date includes development of a sepsis dashboard for data review, references and tools for providers. Additionally, the team collaborated with providers and provides education around sepsis definitions and documentation, coding and antibiotic de-escalation alerts.

The sepsis dashboard provides a mechanism for everyone in the system to be able to find sepsis data at the system and site level. The sepsis team continues to improve and develop visual enhancements within the electronic health system. The goal of this work is to increase sepsis awareness and to assist providers in documentation, which can be a contributing factor in improving patient outcomes.

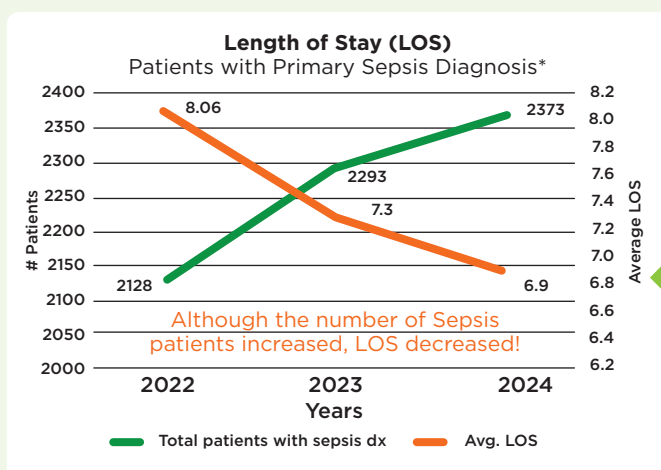
When comparing 2023 to 2024 sepsis not-present on arrival, length of stay (LOS) decreased by 0.45, severe

sepsis LOS decreased by 1.22 days, and septic shock days LOS by 1.1. Severe sepsis 30-day readmissions were also reduced by 2.9%.



### Surveillance Nursing Data

Reducing Length of Stay



The sepsis team also continued essential collaboration with the Virtual Care department and the surveillance nurses. The surveillance nurses have optimized documentation processes leading to improved reporting and more efficient workflows. Surveillance monitoring was also extended to our newest hospitals in Ohio - Parkview Bryan and Montpelier.

**\$2.356 million**

**Available Cost Reduction**  
Reduction in avoidable costs (based on a study by the Kaiser Family Foundation estimating \$3,029/day for inpatients in Indiana (2012 data) since 2022.

\*Using admission diagnoses of: Sepsis, Severe Sepsis, Septic Shock

## Northwest Market



**Ashley M. Wirges, MSN, RN, NEA-BC**

Vice President, Patient Care Services  
Parkview Kosciusko Hospital and Parkview Whitley Hospital

### *Parkview Kosciusko Hospital*

This past year has been a transformative one for Parkview Kosciusko nursing, marked by the successful completion of our expansion project. We were thrilled with the opening of our new facilities, which now include a medical surgical unit, surgical services, Family Birthing Center and Packnett Family Cancer Institute infusion bays. This expansion has not only enhanced our ability to provide comprehensive, high-quality care but also underscores our commitment to meeting the evolving healthcare needs of our community. With these new additions, Parkview Kosciusko is better equipped than ever to deliver exceptional patient care, close to home. Our dedicated team of nurses welcomed patients to our expanded hospital, where they delivered the same compassionate and personalized care that Parkview is known for.

Our nursing team continues to set the standard for excellence in patient care. Parkview Kosciusko nurses are recognized for their expertise, compassion and dedication to patient-centered care. This year, Parkview Kosciusko achieved a significant milestone by transitioning from an Acute Stroke Ready Hospital to a Primary Stroke Center. This accomplishment, certified by The Joint Commission and the American Stroke Association, reflects our

commitment to providing the highest quality of care for stroke patients. With our emergency nurses leading the way, our dedicated stroke team, that now includes our nurses in the emergency department and inpatient unit, have worked tirelessly to meet the rigorous standards required for this certification, ensuring that our patients receive timely and effective treatment for stroke.

### Quality Stories

Significant improvements have been made in the care of indwelling urinary devices on the Med-Surg unit. Catheter care compliance rates increased from 70.6% in April 2024 to an impressive 90% by year end. This remarkable progress was achieved through a combination of targeted education, regular charge nurse reminders and self-audits conducted prior to shift documentation. These strategies have collectively enhanced adherence to best practices, ensuring better patient outcomes and overall care quality.



Parkview Kosciusko nurses were instrumental in the successful opening of the new facilities.



### *Parkview Kosciusko Hospital*

As we reflect on the past year, we are proud of the work we have done to get us to where we are. We began with a limited capacity in our Medical-Surgical department, handling approximately 6-8 patients per shift. We quickly grew capable of managing up to 20 patients with a team of over 50 employees in this department. We welcomed pediatric patients into our care, and nearly all our nurses are now cross-trained in CCU (Progressive) care. Our team's dedication has made a significant impact, with 1,712 inpatients and outpatients treated, not to mention the countless family members whose lives we have touched over the past year.

The introduction of Surgical Services at Parkview Kosciusko has been a game-changer for our community as well. Our skilled surgical team, supported by our exceptional nursing staff, is now able to perform a variety of complex procedures locally, reducing the need for patients to travel long distances for care. More specifically, the surgical team has expanded beyond general surgeries to expertly handle orthopedic cases. There was a tremendous amount of commitment and dedication to learning and growing these services. We are proud of our team as the expansion has significantly improved access to surgical care and enhanced patient outcomes within our community.

The transition of the Family Birthing Center from Parkview Whitley to Parkview Kosciusko marked a significant shift in providing maternal care to the community. This move, completed in September 2024, aimed to enhance the quality and accessibility of birthing services for the northwest Indiana market. Throughout this period, our nursing team demonstrated remarkable resilience and adaptability. We faced numerous challenges, all while ensuring seamless patient care during the transition. Despite the hurdles, our unwavering dedication and compassion shone through. Our ability to maintain high standards of care, support expectant



The OB team at Parkview Kosciusko was ready to serve as the number of births continued to rise.

mothers, and foster a comforting environment illustrated our exceptional skill and commitment to our patients. This transition not only highlighted our professionalism but also our profound empathy and teamwork, ensuring that every family receives the best possible birth experience.

As we reflect on the past year, we extend appreciation to our incredible nursing staff and all those involved in our journey of growth and continued excellence. The dedication, compassion and expertise have been the cornerstone of our success. At Parkview Kosciusko, nursing remains steadfast in our commitment for excellence in all aspects of healthcare. Together, we will continue to look for ways to improve and provide the highest quality of care for our community.

# Northwest Market

## Parkview Whitley Hospital

At Parkview Whitley Hospital, our commitment to service excellence and quality care has driven us to achieve remarkable milestones over the past year. We are proud to share some highlights in this annual report, which reflect our dedication to maintaining the highest standards in healthcare. From being recognized as a top performer in quality metrics to receiving prestigious certifications and awards, our nurses continue to set benchmarks in patient-centered care using innovative healthcare solutions. Our accomplishments are a testament to the hard work and dedication of our exceptional nursing team.

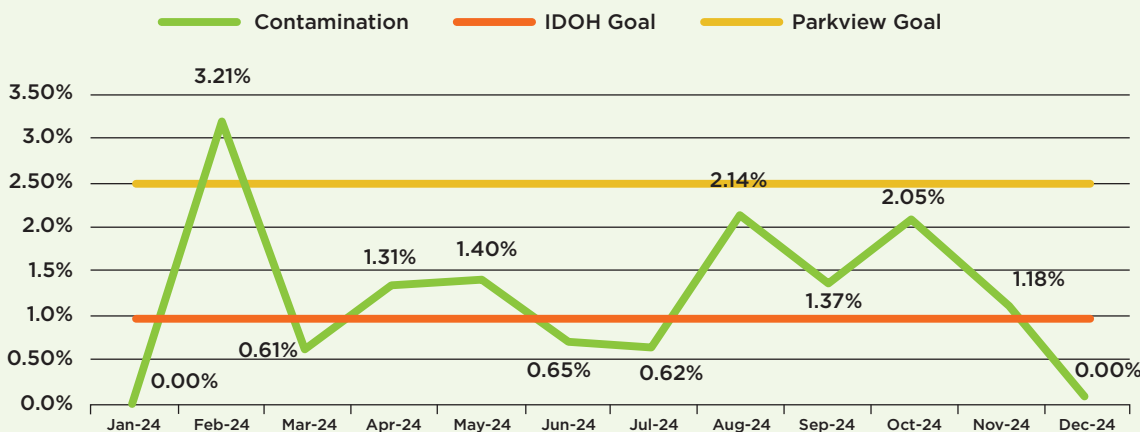
Our nursing teams continue to set the standard for excellence in patient care. Parkview Whitley nurses are recognized for their expertise, compassion and dedication to patient-centered care. This year, we maintained the Joint Commission and the American Stroke Association's Primary Stroke Certification. This prestigious certification underscores our commitment to providing the highest quality of care for stroke patients and achieving exceptional outcomes. Our dedicated

nurses in the emergency department and medical-surgical unit have worked tirelessly to maintain the standards required for this certification, ensuring that our patients receive timely and effective treatment for stroke.

### Quality Improvement Initiatives

At Parkview Whitley, our emergency department nurses made significant improvements in blood culture contamination rates through the implementation of stringent accountability standards. These measures enabled the facility to consistently meet Parkview's goal of maintaining contamination rates below 2.5%. Impressively, for five out of 12 months, Parkview Whitley also met the Indiana Department of Health's more rigorous standard of less than 1%. This success was made possible through the unwavering commitment of our nurses, who understood the challenges with blood culture contamination and dedicated themselves to making improvements. Our dedication underscores the effectiveness of the accountability initiatives and highlights the commitment to maintaining high-quality patient care.

**Parkview Whitley Blood Culture Contamination Rates — PWH ED Nurse Draws 2024**



## *Parkview Whitley Hospital*

### **Nursing Stories: Recognizing Our Teams**

The medical-surgical department at Parkview Whitley has seen significant success through the implementation of virtual sitters and virtual nurses. By leveraging Parkview's virtual care technology, we enhanced patient safety and streamlined workflows. The integration of virtual nurses has provided valuable support to our nurses, ensuring consistent and high-quality patient care. Overall, these innovations have transformed the department's operations, leading to more efficient and effective healthcare delivery.

The surgical services team at Parkview Whitley demonstrated exceptional dedication and teamwork by tirelessly supporting the orientation and onboarding of the new surgical services team for the successful opening at Parkview Kosciusko Hospital. Despite the additional responsibilities, we remained committed to providing high-quality and exceptional care to patients. Their efforts ensured a smooth transition and seamless integration of the new team, reflecting their professionalism and dedication to excellence in patient care. This collaboration not only facilitated the successful launch of the new facility but also reinforced Parkview Whitley's reputation for outstanding healthcare services. Our surgical services team also learned some new specialty robot uro-gynecology procedures. We promoted quality outcomes with a focus on discharge instructions from October to December, our busiest time of the year.

The transition of the Family Birthing Center from Parkview Whitley to Parkview Kosciusko marked a significant shift in providing maternal care to the community. This move, completed in September 2024, aimed to enhance the quality and accessibility of birthing services for the larger northwest Indiana market. Throughout this period, our nursing team demonstrated remarkable resilience and adaptability. We

faced numerous challenges, all while ensuring seamless patient care during the transition. Despite the hurdles, our dedication continued to shine through. Our ability to maintain high standards of care, support expectant mothers and foster a comforting environment illustrated our exceptional skill and commitment to our patients. This transition not only highlighted our professionalism but also our profound empathy and teamwork, ensuring that every family receives the best possible birth experience.

As we reflect on the past year's achievements, we extend our heartfelt gratitude to our dedicated nursing team, exceptional leadership and invaluable partners who have contributed to our successes. Our commitment, hard work and collaboration have been instrumental in delivering outstanding patient care and achieving our goals. All of our aforementioned nursing teams, in addition to our outpatient infusion nurses and house supervisors, demonstrate pride and dedication to the work they do in each of their respective areas. Together, we continue to build on our accomplishments and ensure that every patient receives the highest level of care and compassion. We thank Parkview Whitley's nurses for making Parkview Whitley Hospital a great place to work and to receive care.



Parkview Whitley inpatient nurses embrace innovation and growth.

## North Market



**Heather Stanley, MSN, RN, NE-BC**  
Vice President, Patient Care Services  
Parkview LaGrange Hospital and Parkview Noble Hospital

### *Parkview LaGrange Hospital*

Parkview LaGrange Hospital (PLH) has a longstanding tradition of providing high-quality care to our rural community. As a critical access hospital, the nurses and providers at PLH deliver expert, essential care to patients in a more accessible setting. In 2024, the inpatient nursing department worked diligently to expand their swing bed program, allowing more patients to access appropriate post-acute care in their own community. The nurses at PLH collaborate closely with leaders and service lines to continually enhance care. In that spirit of continual improvement, we successfully implemented several quality initiatives centered on patient care in 2024.

The Continuing Care program at Parkview LaGrange Hospital offers patients the opportunity to continue receiving care after their medical conditions no longer require acute hospitalization. This program supports patients in their efforts to return home. It serves as a bridge, bringing patients back to their community while giving them the extra “oomph” they need to complete

their recovery journey. The nursing staff at PLH works in partnership with a multidisciplinary team to create unique care plans specifically targeted at returning patients to their best health. PLH set a goal to expand our swing bed program, providing support to more patients in our community. In 2024, our swing bed program saw significant growth. We expanded from 635 patient days in 2023 to 817 in 2024, reflecting our commitment to meeting the evolving needs of our patients.

Not only are our nurses committed to meeting the unique needs of the community but also continually improving the care that we provide. Parkview LaGrange Hospital Inpatient Nursing Services Manager, Emily Plant MSN, MBA, RN, NE-BC, and Nurse Leader, Shannon Rheinbold, BSN, RN, CMSRN, identified a concerning trend in nurse communication with HCAHPS data in first quarter 2024. They led the development of an action plan to address and assist nursing in improving communication with our patients. Our intervention involved rounding specifically to address patients' needs and questions especially around the plan of care, which we implemented in April of 2024. This enhancement in communication ensured that patients felt more informed and involved in their care, leading to better overall satisfaction and outcomes.

Sepsis can have long-lasting effects on patients and lead to poor outcomes. In 2024, the Emergency Department (ED) at Parkview LaGrange Hospital focused on improving compliance with evidence-based practices to enhance patient outcomes. ED Manager Trevor Fry, BSN, RN, CEN and Quality Assurance Specialist Dawn Ramsey, MBA, BSN, RN, identified gaps in nursing practice related to sepsis bundles. They addressed these gaps through group

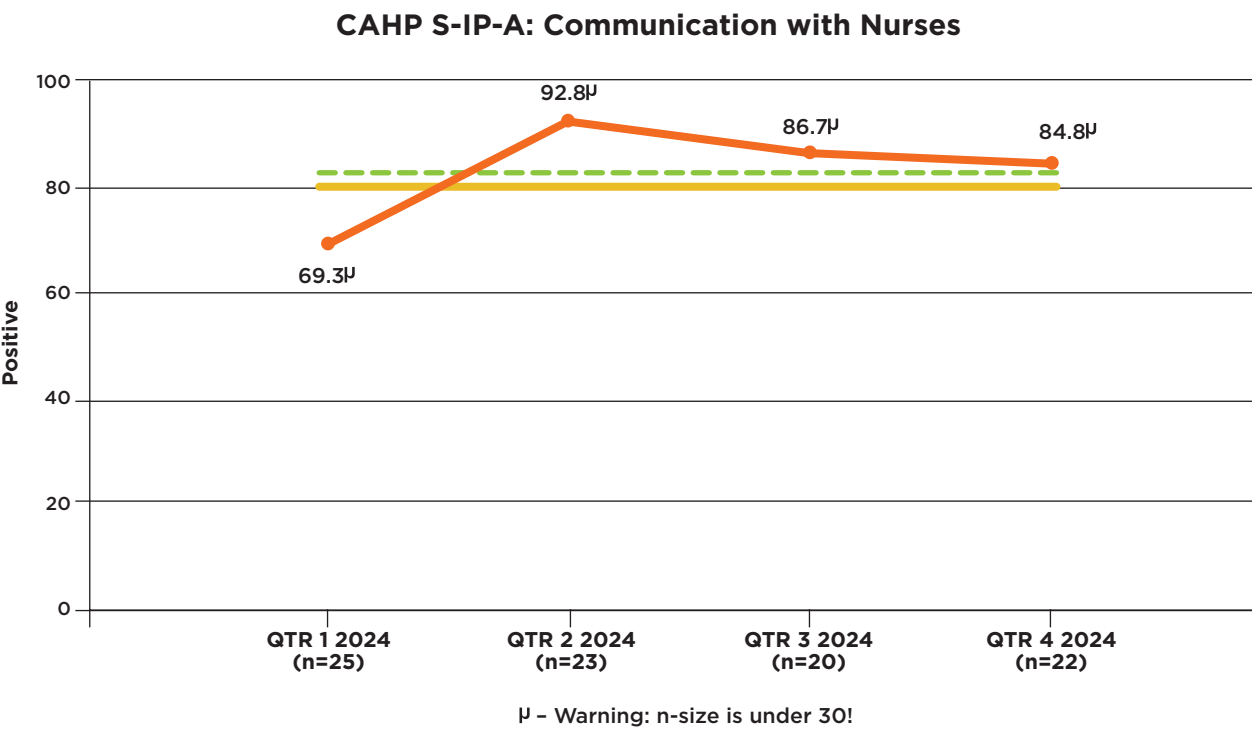


Parkview LaGrange Hospital

education and individual coaching for the ED staff. These efforts led to significant improvements in nursing practice, assisting our department in increasing our sepsis bundle compliance from 79% in 2023 to 89.3% in 2024.

The services and quality care provided by our critical access hospital are invaluable to the residents of

LaGrange County. The exceptional outcomes and services are made possible by the dedication and hard work of our nurses and leaders. Nurses are truly the engines that drive the health of our community, working daily to ensure that our patients receive the best possible care. Their commitment and expertise are the foundation of our success and the well-being of our community.



## North Market

### *Parkview Noble Hospital*

2024 was a transformative year for Parkview Noble Hospital, especially in the realms of robotic surgery and obstetrics (OB). Thanks to the support of our Foundation and the dedication of our surgical nurses and physicians, we introduced robotic surgery capabilities to Noble County. This advancement provides our community with surgical options that promote faster healing times and reduce hospital stays, enhancing overall patient care. Our Family Birthing Center experienced rapid growth, yet we remained steadfast in our commitment to high-quality patient outcomes.

Parkview Noble is dedicated to providing high-quality outcomes to the community. Robotic-assisted surgery

is a proven method of delivering exceptional care to surgical patients. By utilizing robotic assistance, the surgical team can reduce procedure times, shorten patient hospital stays and decrease the incidence of surgical site infections and readmissions. With these benefits in mind, Parkview Noble worked diligently to bring this advanced technology to Noble County.

At the beginning of 2024, the surgical team at Parkview Noble Hospital began preparing for the arrival of the da Vinci robot. On February 14, the da Vinci robot arrived, and the team commenced preparations for the first procedure using this new technology. Nurses worked extensively to familiarize themselves with the robot's care and to acquire the necessary knowledge to assist surgeons during procedures. In March, we performed our first robotic-assisted surgeries. Throughout 2024, we successfully completed 146 procedures, marking significant growth in this program.

The Family Birthing Center also experienced significant change in 2024 and rose to the challenge. Deliveries increased from 276 in 2023 to 397 in 2024. Despite this incredible growth, not only in volume but in diverse clinical presentations, our nursing team maintained high standards of practice and care, contributing to a reduction in C-section rates compared to 2023. Impressively, our primary C-section rates remained below the state average, reflecting our commitment to providing exceptional care to our patients.

The nurses at Parkview Noble are truly the heart of the care we provide to our community. Their dedication to delivering quality care across all disciplines within our facility, combined with the invaluable support from partners like the Parkview Foundation, creates lasting impacts that extend beyond our hometown. This collaborative effort ensures that we continue to meet the highest standards of patient care and make a positive difference in the lives of those we serve.



PNH Surgical Team with da Vinci robot. Left to Right: **Lisa Skidmore, RN**; **Kathy Barker, RN**; **Chelsea Handshoe, RN**; **Heather Antal, MSN, RN**, Manager, Surgical Services; **Dr. Joshua Liechty**; **Amy Eastwood, CSFA**; **Natalie Winans**, System Robotic Coordinator.

## Northeast/Ohio Market



**Elizabeth Grimes, MSN, RN**  
Vice President, Patient Care Services  
Parkview Archbold, Parkview Bryan Hospital and  
Parkview Montpelier Hospital

### *Parkview Archbold, Parkview Bryan Hospital, Parkview Montpelier Hospital*

It has been a year since Parkview Bryan Hospital, Parkview Montpelier Hospital and Parkview Archbold became affiliated with Parkview Health. We are proud to be the first Parkview hospitals in Ohio, and our nursing teams have been working hard this first year aligning nursing practices and standards of care.

Looking back on this past year, there have been many key accomplishments that our nursing teams have engaged in, like evidence-based practice initiatives, mentoring nursing students, leading process improvement efforts, joining departmental task forces, engaging in the patient experience and working through strategic planning. Our first year as Parkview nurses also meant a busy year of transitioning as our nursing teams adopted new workflows and processes like centralized bed management, Parkview EPIC, NRC for patient experience surveys, stroke activate, sepsis surveillance and new hand hygiene auditing. We were excited to receive new IV pumps, ultrasound machines, ventilators and fetal monitors. Nursing also took advantage of many continuing education opportunities offered by

Parkview. Attending conferences, certification courses, nursing care committees and taking part in simulation learning allowed our nursing teams to use a wide array of educational delivery models to enhance their knowledge and skill set.



With challenging work comes achievement; earning a 2024 Performance Leadership Award from The Chartis Center for Rural Health, Parkview Bryan was named to The Chartis Center's Top 100 rural hospital list. After our first year of participation, Parkview Bryan also received an "A" grade in the 2024 Hospital Safety Grades released by The Leapfrog Group. Highlighting a few quality improvement initiatives undertaken this year, our hospitals exceeded hand hygiene auditing goals by 85%, improved sepsis surveillance by 40% and obtained critical result reporting compliance greater than 90%. Parkview's Ohio Hospitals remain committed to delivering safe, quality and compassionate care to our community.

With achievement comes celebration, as we honored Desiree Wagner, BSN, RN, Emergency Department,



## Northeast/Ohio Market

*Parkview Archbold, Parkview Bryan Hospital, Parkview Montpelier Hospital*



**Desiree Wagner, BSN, RN**  
Bryan Hospital, Emergency Care

with the prestigious Nightingale Award. This award recognized Desiree's excellence in nursing practice and her dedication to nursing and her community.

With over 30 DAISY Award nominations in 2024, our first DAISY Award honoree, Cassie Staniski, RN, Medical Surgical, was nominated by a patient's family for providing excellent and compassionate care to their father before his passing. Parkview's Ohio Hospitals are proud to obtain top nursing talent throughout our region. In doing so, we support culturally competent, high-quality care.

As Vice President of Patient Care Services for our Parkview Ohio Hospitals, I am honored to be able to work



**Cassie Staniski, RN**  
Medical surgical

alongside the best of the best in healthcare. Thank you to Parkview Health for providing our coworkers with a supportive and safe workplace environment. Thank you to the care teams and support staff whose collaboration, teamwork and subject matter expertise provide valuable aid to our nursing care teams. Without your help, nurses would not be able to enhance their level of care and give our patients and their families the support needed. Lastly, to our Ohio nursing teams, your tireless dedication and commitment to your patients and our community is remarkable. As valued members of our healthcare team, may your passion for wellness and devotion to illness remain unwavering. Cheers to making a difference in the lives of others. I couldn't be prouder.





**Karra Heggen, MSN, RN, CENP**  
Vice President, Patient Care Services  
Parkview DeKalb Hospital

### *Parkview DeKalb Hospital*

The nursing departments at Parkview DeKalb Hospital are embracing professional governance to enhance nursing outcomes through performance improvement, nursing education and outstanding nursing practice. This commitment to excellence is evident in the various initiatives and programs implemented to ensure high-quality patient care and safety. One such initiative is the comprehensive fall reduction program led by the Emergency Department (ED) nursing clinical action team, which has significantly improved patient safety and reduced falls.

Our ED nursing clinical action team (NCAT) initiated a comprehensive fall reduction program in the Emergency Department. At the beginning of 2024, the NCAT set a clear goal to minimize falls, introduced it during our unit meetings and provided education on available resources, such as the Hill-Rom call light system, bed alarms on newly purchased stretchers, stretcher tables and a non-powered sit-to-stand device that helps patients perform transfers safely. This initiative has transformed our approach to patient safety and significantly impacted fall reduction.

Our focused efforts on quality improvement have yielded impressive results. In 2023, there were 7 falls within the Emergency Department. Through the implementation of targeted interventions, such as keeping stretchers with bed alarms in specific rooms for high-risk patients, and the addition of equipment like the sit-to-stand device, the Sara Steady and Stryker stretchers, we significantly

reduced falls. Using the Sara Steady enabled nurses to easily transport patients to restrooms, leading to increased utilization over just gait belts and ambulation assistance. The Stryker stretcher tables connect to the side rails, allowing them to both remain up and prevent falls out of the bed. Additionally, yellow signs indicating high fall risk were placed on patient doors, and we ensured these doors remained open to enhance visibility for ancillary departments involved in patient care.

The results of our fall prevention initiative speak volumes about our commitment to patient safety. We successfully reduced the number of falls from 7 in 2023 to 2 in 2024, a 71% reduction. These numbers demonstrate the effectiveness of our interventions and continuous performance improvement efforts led by NCAT to have outstanding patient outcomes.

Our ED nursing team has shown exceptional dedication to safety throughout the year. The NCAT's leadership and laser-focused approach to fall prevention, combined with the accountability of coworkers and the support of our charge nurses has been instrumental in achieving these results. We also want to recognize the contributions of the Parkview Foundation, which provided essential equipment that enhanced our ability to prevent falls and improve patient care. We extend our heartfelt gratitude to our PDH ED nursing team who contributed to this year's successes.

Thank you to all our PDH nurses for your unwavering support and commitment to excellence in nursing.



Parkview DeKalb ED team members demonstrate use of the Sara Steady.

## South Market



**Douglas Selig, MSN, RN, MBA, NEA-BC, LSBB**

Vice President, Patient Care Services

Parkview Huntington Hospital and Parkview Wabash Hospital

### *Parkview Huntington Hospital*

In the past year, Parkview Huntington Hospital (PHH) nursing has made remarkable strides in enhancing the quality of care we provide to our community. Our dedication to high-quality, compassionate care has been evident through numerous key developments and achievements. By leveraging innovative virtual nursing resources, we have significantly increased both patient and nurse safety, leading to improved patient outcomes. Our commitment to nursing education and training has further empowered our teams, ensuring that we continue to deliver excellent care. As we reflect on these accomplishments, we reaffirm our commitment to serving our community with the highest standards of nursing excellence.

PHH nurses have achieved remarkable milestones and received numerous recognitions. Their dedication to excellence has earned PHH prestigious awards such as the Grade A from Leapfrog Hospital Group, Chartis Hospital Top Performer for Outcomes and Vizient Top Clinical Performer Award. The hospital also received a CMS HCAHPS 4 Star Rating and was named an Inspire OB Hospital of Distinction. The Family Birth Center (FBC) became a Level 1 certified Obstetrics and Neonatal Care Unit. Molly Pettit, BSN, RN, CLS, FBC RN, was honored as the 2024 DAISY Award winner. PHH reported zero hospital-acquired conditions in 2024, a reduction of three from the previous year. Additionally, Cynthia Marshall, BSN, RN, CNOR, became our first nurse in recent years to be published in the AORN Journal for her research on the effect of weighted blankets versus traditional practices on anxiety and pain in patients undergoing elective surgery.

Plus, the inpatient unit coordinated a Christmas family adoption that made Christmas special for multiple families.

The Family Birthing Center (FBC) team dove into current nursing literature on reducing maternal exhaustion and risk for baby drops. After much discussion and review, the team trialed restricted visiting hours and specific quiet hours. These changes have been found to reduce maternal exhaustion and increase satisfaction, and they've had zero drops since implementation in September 2024. After presenting the trial results to system FBC leaders, designated visiting hours and specific quiet times have been adopted throughout Parkview FBCs.

With a continuous improvement mindset, PHH has consistently focused on training staff on utilizing TeamSTEPPS tools. The ED and OR staff displayed excellent use of TeamSTEPPS principals, including handoff, call-out, time-out and situation monitoring during a case involving an ectopic pregnancy diagnosed in the ED. These tools allowed that patient to be transferred from the ED to the operating room in 19 minutes after diagnosis was made. This led to a lifesaving outcome for the patient.

As we conclude our reflection on the nursing achievements of PHH in 2024, we extend our heartfelt gratitude to our dedicated nursing team, whose commitment to excellence has been the cornerstone of our success. We also thank our leadership, board of directors, Patient Family Advisory Committee members and our non-nursing partners for their invaluable support and collaboration. Together, we have made significant strides in patient care, and we remain steadfast in our commitment to continuous improvement and excellence. We look forward to building on this past year's successes and continuing to provide the highest quality care to our community.



The Parkview Huntington team has transformed patients' lives through embracing the use of TeamSTEPPS.

### *Parkview Wabash Hospital*



The Parkview Huntington team rallied to support #willpower.

In the past year, Parkview Wabash Nursing has demonstrated dedication to delivering high-quality, compassionate care to our community. Our commitment to excellence is evident through our innovative use of virtual nursing resources, continuous improvement initiatives and the continuous promotion of TeamSTEPPS to enhance patient and nurse safety. These efforts have led to significant improvements in patient outcomes.

Additionally, our focus on nursing education and training ensures that our team is well-equipped to provide excellent care to every person, every visit. As we celebrate these achievements, we reaffirm our commitment to maintaining the highest standards of care and compassion for our community.

This year, our nursing teams achieved numerous significant milestones. One of the key initiatives was the implementation of a daily clinical brief, spearheaded by Kathryn Douglass, MSN, RN, PCCN. This initiative emerged via recommendations from ED staff nurses, Alissa Pershing, BSN, RN and Marlayna Young, BSN, RN while rounding, to enhance communication across all Parkview Wabash clinical departments. The daily brief, attended by department leaders or staff members, covers department volumes, staffing and safety concerns. This multidisciplinary brief, which includes police, patient access and all hospital clinical departments, has fostered increased collaboration, transparency and teamwork.

Our efforts with continuous improvement led to an improvement in the CMS HCAHPS Star rating from 4 stars to 5 stars. We also celebrated having zero reportable injuries in 2024. Collaboration with physicians, quality and the system sepsis team resulted in a

remarkable increase in sepsis core measure compliance from 51% to 85%.

The ED team adopted a multidisciplinary approach involving ED providers, patient access and house supervisors, to reduce the length of time patients spent in the ED by 14 minutes compared to 2023. Additionally, the ED team collaborated with the simulation team to refine the OB activate process. By using the OB simulation manikin for onsite drills, they provided valuable education and significantly prepared staff for obstetrical emergencies. This ensured that the ED staff were well-equipped to handle critical situations effectively. Leveraging the OB activate process has greatly improved the care and safety for emergent obstetrical situations.

We were thrilled to honor Marlayna Young, BSN, RN, as the 2024 recipient of the annual DAISY Award, and we are also so proud of how our team rallied around one of our nurses and her family whose 2-year-old son endured a cancer journey, #willpower!

As we reflect on the nursing achievements at Parkview Wabash Hospital in 2024, we extend our deepest gratitude to our dedicated nursing teams, whose commitment has been instrumental in our success. We also thank our leadership, Patient Family Advisory Committee members, providers and our essential support unit coworkers for their invaluable contributions. Together, we have made significant strides in patient care, reinforcing our commitment to continuous improvement and excellence. We remain focused on making Parkview Wabash the best place to receive care and work as a nurse, ensuring a supportive and exceptional environment for both our patients and staff.

# Ambulatory



**Lee Ann Hinsky, DNP, MSN, RN**  
Vice President, Patient Care  
Parkview Physicians Group and Ambulatory Clinics

## *Parkview Physicians Group and Ambulatory Clinics*

Parkview Ambulatory Care Nursing is a unique domain of specialty nursing practice that focuses on health care for individuals, families, groups, communities and populations. We practice in primary and specialty care, non-acute surgical and diagnostic outpatient settings in our communities and during telehealth encounters that occur across the virtual environment. Our nurses work across 330 clinics and in 6 support services teams. There are 320 RNs and 222 LPNs providing care to patients in our communities.

Our nurses advocate for patients through interprofessional collaboration and relationships that expand community partnerships while improving clinical outcomes. They work collaboratively and independently to provide care to address patients' wellness, acute illnesses, chronic diseases, disabilities, as well as end-of-life needs with quality and compassion.

### **Impactful Events of the Year**

In 2024, we launched the Ambulatory Clinical Action Team (ACAT) with 30 participants. This team worked on three projects to improve the safety of care delivery. Our Clinical Operations Team, in collaboration with OBGYN, launched a new intrauterine insemination (IUI) service. This new service offering has the potential to

positively impact patients' lives by offering another treatment pathway for infertility.

In 2024, Primary Care daytime patient calls transitioned to the centralized Telehealth Nurse Triage Team. Our Telehealth Team had 428,898 phone interactions with patients and completed 206,984 medication refill requests.

We had 32 new preceptors join the Ambulatory Preceptor Program. Current active preceptors participated in education about:

- 90 Day Clinical Skills Checklist documentation
- Giving quality feedback
- Preceptor self-care
- Building a trusting relationship with their orientee

This year, our nursing team was invited to participate as an EPIC early adopter for the Hierarchical Condition Category (HCC) Pre-Visit Clinical Documentation Improvement Pilot. Supporting providers by locating/linking diagnoses previously documented within the chart and reviewing suspected conditions that may be indicated in the medical record.

Our Nurse Navigation Team piloted and implemented a new Chronic Care Management (CCM) Program within the Parkview Advantage Clinic. Providing coordinated care to patients with two or more chronic conditions to improve health outcomes and patient self-management.

### **Quality Improvement Initiatives**

New collaboration between the PPG Urology team and Telehealth Nurse Triage Team was initiated to streamline patient interactions and improve overall patient experience. The project was designed to enhance the accessibility of services, improve communication with patients and optimize operational processes within the Urology department. Prior to go-live, the answer rate for patient calls to Urology was between 50-60% and hold times were up to 45 minutes. After go-live the answer



## *Parkview Physicians Group and Ambulatory Clinics*

rate was 99% with little to no hold time. New protocols and standards were implemented for patient care and triage. These standardized procedures ensure consistent, high-quality, timely care, and improve patient outcomes.

An error was discovered in which the wrong, incompatible AED pads were sent to multiple PPG offices. Our team coordinated with SCORE, the manufacturer, and PPG leaders to identify and replace all affected pads within 2 days.

We successfully developed and implemented an overhauled sample medication program, with robust documentation and tracking processes. This program has given PPG the opportunity to continue to offer sample medications while staying in compliance with all state, federal, and regulatory requirements.

We successfully developed standing orders for PPG to authorize staff to identify and close quality care gaps. This workflow expedites patient care and ensures patients receive timely and necessary care.

We successfully coordinated nearly \$200,000 in repurposed equipment across PPG, leading to significant cost avoidance and timely delivery of equipment needed for patient care.

The Ambulatory Care Coordination team partnered with EPIC IS Digital Health to develop a Transitional Care Management (TCM) MyChart Questionnaire to increase options for patient communication and engagement.

The PPG Medicare Wellness Nursing Team supported patients by providing Annual Wellness visits and Advance Care Planning services in select clinics. The team saw a 27% increase in completed visits and a 170% increase in Advanced Care Planning visits.

### **Recognizing Our Teams**

Here is a story from one of our Medical Wellness Nurses that shows the impact we can have. “I think the most memorable visit I had was with a soft-spoken woman of few words. I always ask patients if they have any questions or need help with anything. After some encouragement she finally said that she had found a lump in her breast, but that she had not mentioned this to anyone before. I knew the seriousness of the situation and immediately informed her provider. Soon after that she was diagnosed with breast cancer and went on to have surgery for this. This patient continues to come in and see me during her visits.”

I continue to be proud of our PPG/Ambulatory Care Nurses in their demonstration of the characteristics that differentiate ambulatory care nursing as a specialty. Our nurses practice with critical reasoning and astute clinical judgment to expedite appropriate care and treatment, especially given the patient may present with complex problems or potentially life-threatening conditions. PPG/Ambulatory care RNs provide quality care across the life span to individuals, families, caregivers, groups, populations and communities. I am grateful for their commitment to provide the best care to our patients every day.

## Specialty



### Laurie Meitz, MSN, RN

Interim Vice President of Ortho Service Line Operations and  
Vice President, Patient Care Services  
Parkview Ortho Hospital and Parkview SurgeryONE

## *Parkview Ortho Hospital & Parkview SurgeryONE*

The year 2024 was one of remarkable achievements and continuous growth for our nursing teams at Parkview Ortho Hospital (POH) and Parkview SurgeryONE (PSO). Guided by our mission to “improve your health and inspire your well-being,” we kept patients at the center of everything. Our teams consistently rose to challenges, embraced new technologies and enhanced patient care experiences, resulting in numerous recognitions and improved outcomes across our facilities. Embracing innovation, our nursing teams implemented updated spine education content through MyChart and Care Companion that can be utilized throughout Parkview Health. We also implemented EPIC Procedure Pass with our anesthesia, Surgical Care Coordinators, and SAU, creating a paperless workflow for surgical scheduling that delivers value by reducing chart preparation time and eliminating physical chart transportation.

### Quality Improvement Initiatives

At Parkview SurgeryONE, we completed a quality improvement study focused on obtaining a second patient temperature measurement in pre-op prior to transporting patients to the OR. Through teamwork and targeted interventions, we improved compliance from 72.5% to 96%, exceeding our goal of 85%. This

improvement was achieved through co-worker feedback, implementation of reminders and creating accessibility to equipment exemplifying our commitment to evidence-based practice and patient safety.

At POH, our Post Anesthesia Care Unit (PACU) team achieved a high of 90% same-day discharges by implementing RN mobility assessments at discharge instead of requiring physical therapy evaluations. This initiative significantly decreased PACU time to discharge while keeping patients at the center of our care. The success of this approach demonstrated how innovation and process improvement can simultaneously enhance operational efficiency and patient experience.

Our nursing teams at POH enhanced patient communication about medications, resulting in HCAHPS results exceeding the 90th percentile to 71.9. The Inpatient NCAT developed a comprehensive plan that included purposeful bedside education, attention to explaining medication purposes and side effects and consistent follow-up to ensure patient understanding. These efforts not only improved HCAHPS but also enhanced patient safety and satisfaction.

### Notable Achievements

Ortho achieved for all roles an overall retention rate for 2024 of 93.58% surpassing the benchmark of 79.90%. Parkview Ortho Hospital was recognized by U.S. News and World Report as “High Performing” in three categories, demonstrating our commitment to delivering exceptional care. We received Becker’s Hospital Review Top Recommended Hospitals by State recognition and were honored with the NRC Health Excellence in Patient Experience Award for specialty hospitals. Parkview SurgeryONE was recognized with the ASHE Sustained Performance Award, highlighting our commitment to operational excellence and environmental stewardship in healthcare facility management.

We extend our gratitude to our exceptional nursing teams whose dedication exemplifies our organizational values. We remain committed to our mission of improving health and inspiring well-being, keeping patients at the center of everything we do. Together, we continue to deliver value, drive strategic growth, embrace innovation and inspire talent.

## Message *from the* Senior Vice President, Chief Nursing Officer



**Linda Francies, MSN, RN, CENP**

Senior Vice President and Chief Nursing Officer  
Parkview Regional Medical Center & Affiliates

Parkview Regional Medical Center and Affiliates professional nurses remained resolute in our commitment to excellence this past year. Nurses played a crucial role in ensuring safe patient care and supporting operational efficiency in our organization. The dedicated efforts of professional nurses enhanced care coordination and contributed to better health outcomes in our community.

We completed our focused RN engagement survey in 2024 and had exceptional participation with 2,048 RNs completing the survey. We outperformed the Magnet benchmark in all seven domains! This is a testament to our nurses' commitment to high quality patient care, nursing excellence and innovations in professional nursing practice. The results also reflect a strong, healthy work environment which correlates with better patient outcomes, higher retention rates and improved staff satisfaction.

Our nurses partnered with executive hospital leadership to create an Interprofessional Practice Council and developed innovative solutions for capacity management which resulted

in improved patient experience and a reduction in length of stay for our patients. By strengthening interprofessional collaboration, our nurses and our healthcare partners have been able to deliver more comprehensive and effective care.

Our Staffing Council was established this year and began using data and best practices to guide staffing decisions, ensuring that we are resourced appropriately for care delivery. The council fosters communication between nursing leadership and clinical nurses and promotes shared decision-making and transparency.

PRMC 3 and RNCC, our hospital nursing governance forums, were fully implemented in 2024 and are providing an increased opportunity for shared decision making. They have a renewed focus on sharing best practices and diverse perspectives across our hospitals in Allen County and continuing their alignment with our system nursing governance structure.

Charter Teams for all nurse sensitive indicators and priority nursing goals were established in 2024 with metrics and results cascaded across nursing services. We are confident that this structure will allow us to continue to embrace innovation, inspire talent, drive strategic growth, and deliver value. We are pleased to share a few examples of this work in the following stories.

We are truly thankful for our nurses whose passion and commitment to excellence inspires us all. With heartfelt gratitude, we celebrate them for their exceptional dedication and professionalism. Excellence lives here because of you!

A handwritten signature in black ink that reads "Linda Francies". The script is fluid and cursive.

## Innovation

### *Using New Technology for Lab Draws in the Family Birthing Center*



**Author: Lisa Smith, MSN, RN, AGCNS-BC, NP-C, RNC-OB**  
Clinical Nurse Specialist.

The nurses at Parkview's Family Birthing Center (FBC) identified a need to improve safety when administering high-risk medications to laboring patients. Practice at the time was to use an IV with a "Y" connector site, or extension tubing, to infuse multiple medications to the

patient. The patients often required additional needle sticks for blood draws as well.

Nurses on the unit asked Lisa Smith MSN, RN AGCNS-BC, NP-C, RNC-OB and Alisha Fisher, BSN, RN, RNC-OB, if there was anything else available that would be better for the patient. Lisa searched for new products and found a potential solution; a device called the Nexiva Nearport IV system that had two access ports. Also, one of the IV ports can be connected to another device, the PIVO, a needle-free blood collection device to collect blood from the patient.

With the new products, IV blood draws can be completed multiple times without a needle to stick the patient. The PRMC FBC has drawn over 500 labs using the PIVO device and led the way for this technology to expand to the other Parkview FBCs. Several patients have commented that the blood draw is painless and takes only three minutes of a nurses' time.

Approximately 40% of patients at PRMC FBC have all their labs drawn from their IV site, and another 50-60% of patients have some labs draw off their IV site. Parkview Health System became the first hospital in Indiana to use this technology to advance patient care, improve efficiency, and promote patient satisfaction.

### *Enhancing the Birthing Experience at Parkview Randallia Family Birthing Center*

Parkview Randallia Family Birthing Center introduced an enhanced service to allow mothers to tailor their birthing experience to better meet their individual needs. We saw an opportunity to offer nitrous oxide as an alternative pain management option. This new service has been well-received by patients, particularly as we expanded our Midwifery presence at Randallia in November 2023.

As we continue to focus on providing a more natural labor experience, we've seen growing interest from patients who desire alternatives to traditional pain relief. To better understand how we're meeting our patients' needs, we regularly survey their experiences. One key

question we ask is about how well our staff helped ease their discomfort. For 2024 year-end data, our score was 89.7%, significantly higher than the national benchmark of 71.7% for other hospitals.

At Parkview Randallia, our mission is to create lasting memories for families in our community, and we are proud to personalize each patient's birthing experience. As Kelly Horn, CNM, of the Family Birthing Center, Parkview Hospital Randallia, emphasizes, empowering women with control over their care is at the heart of what we do.



Reducing the Severity of Hospital-Acquired Pressure Injuries (HAPI)

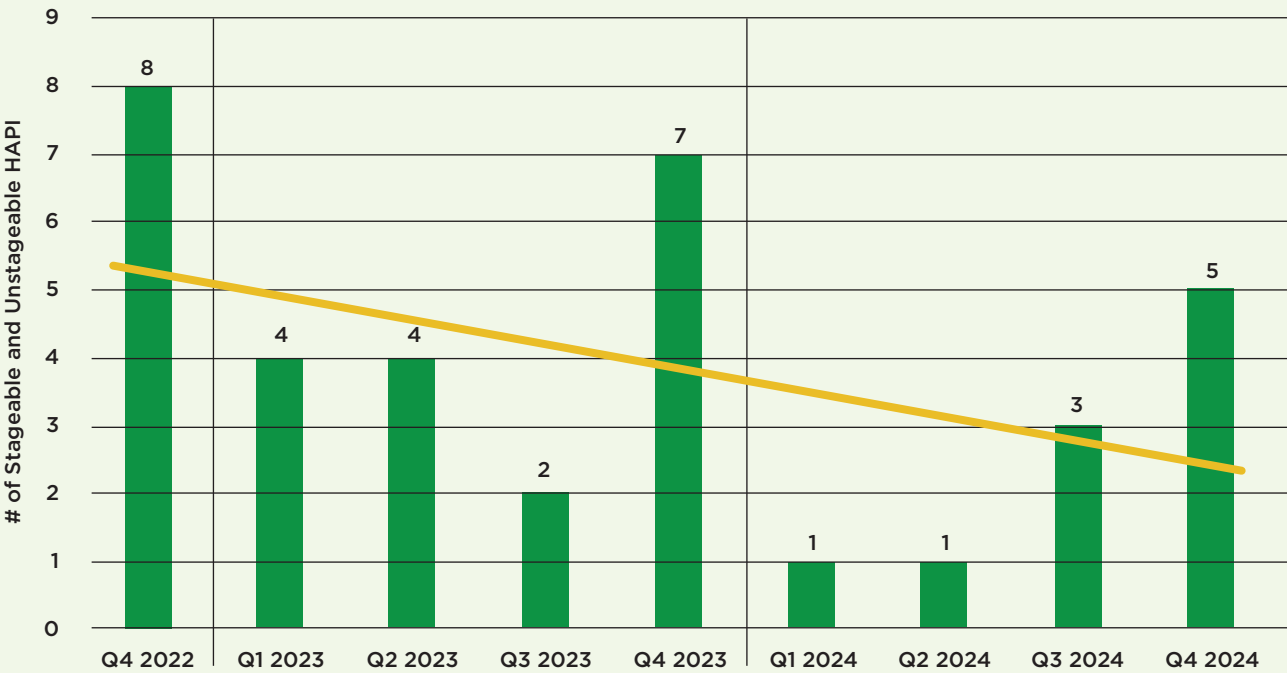
In September of 2023, two medical units at Parkview Regional Medical Center implemented a new computerized predictive model to identify patients at the highest risk for skin injury during their hospital stay. This innovation enabled clinical nurses to easily identify high-risk patients and clearly understand the factors contributing to their risk. As a result, patient-specific interventions could be implemented based on these risk factors.

The severity of pressure injuries significantly decreased on the 6 & 7 Medical units after the implementation

of this model. By utilizing this predictive model and shifting to less severe injuries, we were able to save approximately \$420,000 in costs during the first six months.

Bedside nurses found it easier to identify patients at risk for skin injuries and determine appropriate prevention methods using this model. The model reduced the number of patients requiring interventions from 40% to 17% and helped more accurately identify high-risk patients.

Reduction of Stageable & Unstageable HAPI - PRMC 6 Medical and 7 Medical



# Talent

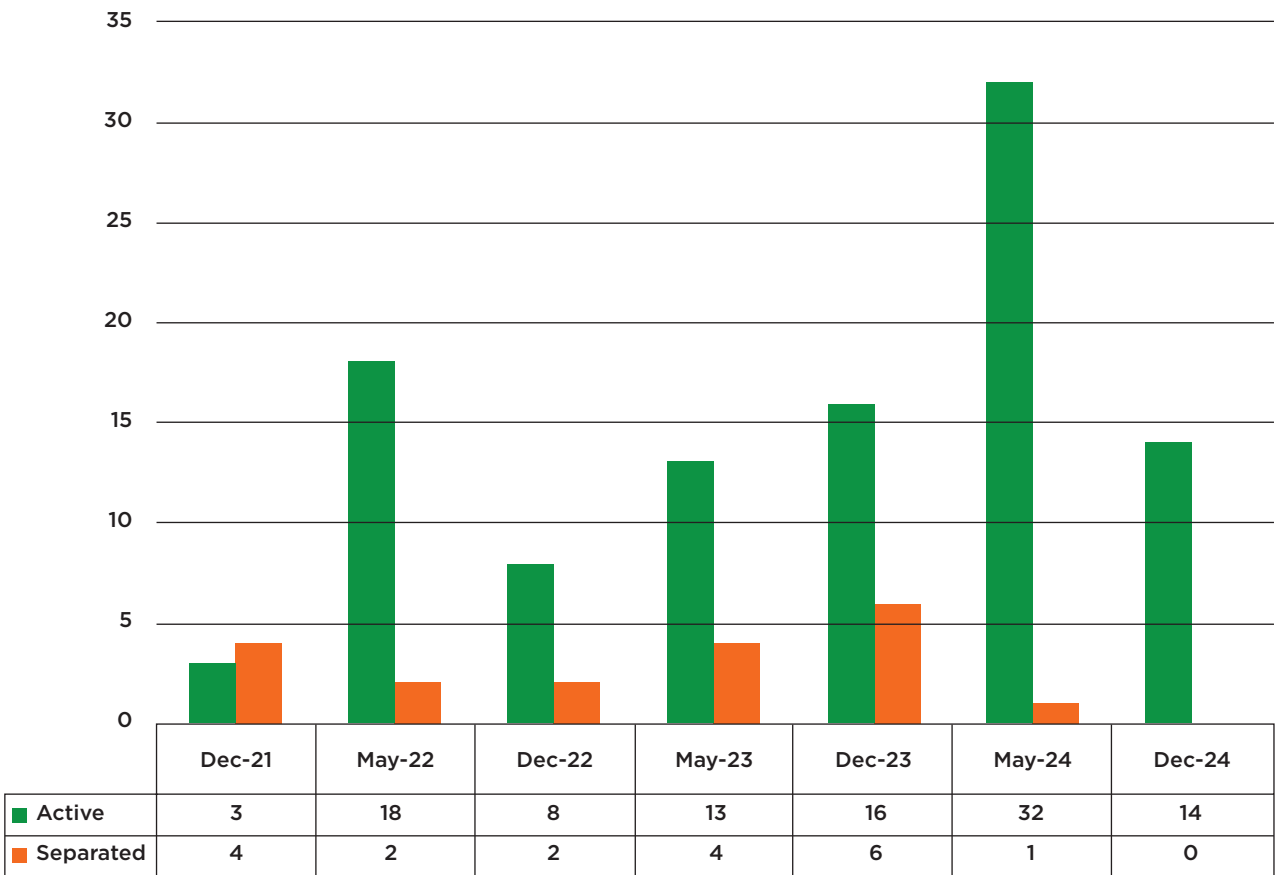
## New Graduate Rotation

The New Graduate Rotation, a program which allows new nursing graduates to try out different areas for up to a year before deciding where they want to practice, saw great success and growth in 2024. We hired a total of 54 new graduate nurses into the program. Of the 54 new graduate nurses hired in 2024, 30 of them have already chosen a permanent department to work in across a variety of specialties and locations including Critical Care Units, the Heart Institute, and Medical Surgical areas. At

the end of 2024, the retention rate for the New Graduate Rotation Program was 98%.

Through collaboration with leaders, we were able to add new experiences and opportunities in the rotation. As we look forward to 2025, we anticipate our largest class sizes, with a focus on growing and enriching our New Graduate Nurses in their new careers, while continuing to grow and expand the rotation across the health system.

Retention Status of Nurses Hired New Grad Rotation



## *Combatting Nurse Burnout with the ED Flex Team*



Flex Team members **Devyn Whitenack, BSN, RN; Paige Sleppy, BSN, RN; Derek Johnson, BS, RN; Erin Bechtold, BSN, RN.**

Across the nation, emergency departments struggle to navigate nurse turnover, largely fueled by burnout and the loss of experienced nurses to other departments or professions. Also, the inability to retain nurses increases the amount of stress on those that remain.

Several years ago, Parkview Emergency Departments (ED) sought to re-imagine nurse retention. We looked closely at the reasons nurses were leaving and what we could do differently for them to stay. One issue was that most growth opportunities within the ED moved nurses from a clinical role into a leadership role. This left a group of clinically excellent nurses who wanted to feel like their experience was fully utilized, without the additional demands of leading others and without losing their clinical skills. In response, the ED Flex Team was formed.

The ED Flex team is a team of expert nurses who have a demonstrated capacity to care for any emergency coming through our doors. These nurses float between all ten of Parkview's emergency departments supplementing staffing due to leaves of absence, unfilled positions, and unanticipated patient census. The nurses appreciate the flexibility to have input over when and where they work. The challenge of maintaining clinical proficiency and to transition seamlessly between sites results in fulfillment and job satisfaction for even the most experienced nurses on the team. Since its creation, 10 experienced nurses who had left the ED have returned. On average, the flex team fills 72 shifts across Parkview Health. The flex team is thriving, growing and providing a much-needed avenue for experienced staff who seek growth within a clinical role.

### *New Parkview Nurse Scrub Program Creates Flexibility*



**Ronna Parrot, BSN, RN, CNOR**

Peri-Operative Nursing Services Director and  
Creator of the Scrub Program

Due to increasing staffing shortages, a declining number of applicants, rising burnout and fewer prospective candidates entering healthcare programs, Parkview Perioperative Services has faced a significant shortage of scrub personnel and nurses. In response, a multidisciplinary team of surgery nurses and certified surgical technologists (CSTs) proposed the implementation of a Registered Nurse (RN) Scrub

Program. This program provides nurses with complete training and education to take on the scrub role in surgeries.

The curriculum was designed by nurses, in tandem with CSTs, for nurses and includes both classroom learning and hands-on practice. It features a nurse scrub fellowship program alongside a formal preceptor training initiative to ensure robust mentorship and skill development. A key part of the program is a perioperative validation system, which ensures nurses are fully trained in specific tasks like hand scrubbing, draping techniques, instrument counting, and safety with sharp tools.

This approach reflects a growing trend in hospitals, where institutions are focusing on training and developing their own staff to overcome staffing challenges and improve retention rates. Similar programs have been successful in other hospitals, showing the benefits of internal training to help solve staffing shortages (Smith et al., 2023; Johnson & Lee, 2024).



## *Brave Hearts: A New Support Group for Men at Parkview Heart Institute*



**Tom Ibholm, Director Nursing Services, MBA, BSN, RN and Michelle Wood, Clinical Nurse Specialist, MSN, RN, AGCNS-BC, CV-BC, creators of the Brave Hearts program.**

At Parkview Heart Institute, a new chapter of support and camaraderie has begun for men who have experienced cardiac surgery or events. This initiative started with a simple question from a 54-year-old patient to his clinical nurse: “Does Parkview Heart Institute have a support group for men like me?” The nurse, unaware of such a group, shared it with PHI leaders Tom Ibholm, Director Nursing Services, MBA, BSN, RN and Michelle Wood Clinical Nurse Specialist, MSN, RN, AGCNS-BC, CV-BC who met with the patient and began discussing the possibility of creating a men’s cardiac support group.

Four months later on May 9, 2024, Tom and Michelle held the initial meeting of the Brave Hearts Men’s Support Group. The group has grown in members and provides a safe space for men to discuss various topics crucial to their recovery and well-being. Stress management, healthy eating, exercise, medications and realistic goal setting are discussed. Stories are shared to help others gain insights and build a sense of community and peer support.

Brave Hearts is committed to fostering a supportive environment where men can navigate their recovery journey together. The group meets on the second Thursday of every month starting at 6 pm.

## Strategic Growth

### *Champion for Child Safety Through the Better Future Clinic*



**Lisa Hollister, DNP, MSN, RN, LSSBB,** cutting the Opening Ribbon for the Better Future Clinic.

Lisa Hollister, DNP, MSN, RN, LSSBB, is a highly respected healthcare leader who has dedicated her career to improving trauma care and community health. As the Administrative Director of the Trauma System at Parkview Health, Lisa has been instrumental in developing programs that address critical gaps in healthcare. One of her most impactful achievements is the creation of the Better Future Clinic, a comprehensive child maltreatment follow-up clinic designed to provide a safe, supportive environment for children who have experienced abuse or neglect.

Recognizing that children who suffer maltreatment may fall through the cracks, Lisa led the charge in establishing a specialized clinic where these young patients could receive comprehensive medical evaluations and trauma-informed care. The Better Future Clinic is built on a multidisciplinary approach, bringing together pediatricians, nurses, social workers and child specialists to ensure each child receives not only medical treatment but also emotional and social support.

Unlike emergency rooms, which can be overwhelming and not always equipped for long-term follow-up, the Better Future Clinic is designed to be a calm,

welcoming space where children and families can heal. The clinic provides detailed medical follow-up in cases of suspected abuse, ensuring proper documentation for legal and protective services while minimizing additional trauma for the child. It also connects families with essential community resources, including counseling and social services, reinforcing the vision that healing extends beyond just medical treatment.

Lisa's leadership in developing the Better Future Clinic reflects her lifelong dedication to advocating for vulnerable populations. She worked closely with medical experts, child welfare agencies, and community organizations to bring this initiative to life. Through this clinic, she has not only improved the standard of care for child abuse victims but also set a precedent for how healthcare systems can play a more proactive role in protecting children from harm.

Through the Better Future Clinic, Lisa Hollister has created a lasting impact on child safety, trauma care and community resilience, ensuring that no child is left without the support they need to move toward a better future.

## *Parkview Trauma Nurses Provide Injury Prevention to the Communities That We Serve*

Parkview's trauma prevention programs, led by nurses, have been the cornerstone in many northeast Indiana communities, reaching nearly 200,000 people through social media, community outreach, educational events and the distribution of prevention materials.

**Stop the Bleed:** Parkview Trauma Center nurses provide free bleeding control training across Indiana and Ohio, equipping schools and communities with Stop the Bleed kits and education. In 2023, over 900 school staff members were trained, and one kit was supplied for every 95 students in the region.

**Don't Text & Drive:** Parkview's long-standing initiative raises awareness of distracted driving dangers through community outreach and partnerships, including Evans Toyota. In 2023, Parkview nurses provided education to high school students across Allen County and beyond.



**Child Maltreatment Prevention:** Parkview Pediatric Trauma Center nurses remain committed to identifying, treating and preventing child maltreatment through a multidisciplinary team of nurses, medical professionals,

social workers and community partners. In 2023, the team enhanced ER protocols for identifying abuse, collaborated with Allen County DCS and pediatricians to improve documentation for litigation, and launched the Better Future Pilot Clinic for follow-up care. With nearly 500 patients accessing services, Parkview nurses continue to monitor injury patterns, provide crisis support and streamline reporting through a 24-hour helpline. As Indiana's first verified pediatric trauma center outside Indianapolis, Parkview nurses prioritize specialized care, injury prevention and professional education to ensure the best outcomes for children. Parkview nurses also coordinate an annual community Child Maltreatment Symposium for anyone who works with children, such as, school, law enforcement, healthcare, social work and various others, with funding provided by the Community Foundation of Fort Wayne.

**Share the Road:** Parkview promotes road safety by educating motorists, cyclists and pedestrians through public service campaigns, billboards and local events. In 2023, the program expanded outreach to surrounding counties to encourage responsible road-sharing.

**The Parkview Safety Store:** Parkview nurses oversee the Parkview Safety Store located within the Parkview Carew Medical Building, providing the community with safety-certified bike helmets that are properly fitted. In 2023, the store sold 600 helmets at cost, primarily to children. To further promote bicycle safety, Parkview Trauma Center nurses participated in events such as the Fort Wayne Community schools Bike to School Day and the Kickstart program, donating over 550 helmets to local organizations and children. The store provides a variety of safety gear, such as reflective vests and road apparel. Moreover, Parkview Trauma Center nurses, in partnership with the Fort Wayne Police Department, initiated the Gunlock Safety Initiative to combat the increase in firearm-related injuries by supplying gun owners with secure storage solutions at no charge.



## Value

### *Parkview Randallia Family Birthing Center named an INspire Hospital of Distinction*

As we continue to focus on delivering safe, quality care to each of our patients, Parkview Family Birthing Center collaborates with the Indiana Hospital Association to participate in the INspire program. This program was developed to create initiatives that focus on delivery of best practice care for mom's and babies in our own communities and throughout the Hoosier state. The categories are based on infant safe sleep, breastfeeding, perinatal substance use, social drivers of health, obstetric hemorrhage and maternal hypertension.

The Parkview Randallia Family Birthing Center has received the INspire Hospital of Distinction award 5 years in a row. This award is given to those hospitals meeting four or five of the category criteria for best practice. This represents the highest award you could receive in their program. Our patients are at the center of what we do daily; therefore, we strive to ensure that we are continuously working at delivering best outcomes.



**Shavon Fitts, MSN, RN**  
Nursing Services Manager, OB Randallia



## *Parkview Regional Medical Center Respectful Maternity Care NCAT*

At Parkview, our Magnet designation represents our unwavering commitment to nursing excellence and patient-centered care. This commitment is demonstrated in the Family Birthing Center. At the beginning of 2024, PRMC's Family Birthing Center restructured its Nursing Clinical Action Teams (NCAT) to improve collaboration and patient outcomes across the labor & delivery and postpartum units. The new structure included a Safety and Quality NCAT and a Respectful Maternity Care NCAT.

Respectful Maternity Care promotes equitable access to evidence-based care while recognizing the unique needs and preferences of everyone. The Respectful Maternity Care Committee strives to improve quality of care and reduce maternal morbidity and mortality. The multidisciplinary team is comprised of RNs, patient care technicians, social workers, lactation nurses, nurse navigators and community health workers caring for

women and their families across the childbearing spectrum.

The team's first initiative was to improve the referral process for care coordination needs after discharge from the hospital. They helped patients with various needs, such as postpartum depression screening, substance use screening and treatment referrals, and referrals to community resources for food, diapers, transportation and other fundamental needs.

The team also provided education on cultural aptitude at PRMC and PVH's FBCs. The series addresses attitudes and behaviors of healthcare providers that may cause unintended harm during patient interactions due to implicit and explicit biases. Participants learned about various cultural traditions and practices surrounding labor, delivery and the postpartum period.



**Jeanne Buta, RN, IBCLC; Amanda Shaffner, BSN, RN, C-EFM; Marissa Baber, BSN, RN, RNC-Mnn; Cori McKenzie, Bereavement Coordinator; Helen Garcia, BSN, RN; Angela Russ, MSN, RN, AGCNS-BC; Emily Govardman, BSN, RN, C-EFM; Ashlee Miller, SW; Laura Green, MSN, RN.**

Parkview Randallia's Success in Reducing Hospital Acquired Pressure Injuries (HAPI)



Front row L to R: Breanna VanDyke, MSN, RN; Sherri Fiedler, BSN, RN, WCC; Linda Otis, BSN, RN; Katrina Williams, LPN  
Second row L to R: Jennifer Davis, MSN, RN, CWS; Pam Reese, RN, WCC; Lara Miller, RN, CMSRN; Jan Kuhnke, BSN, RN, CMSRN; Tasha Jenkins, RN, CMSRN  
Third row L to R: Kathy Fisher, MBA, BSN, RN, CNML; Tracy Alderman, BSN, RN; Tiffany Schreck, MSN, RN; Jessica Franz, BSN, RN, CMSRN

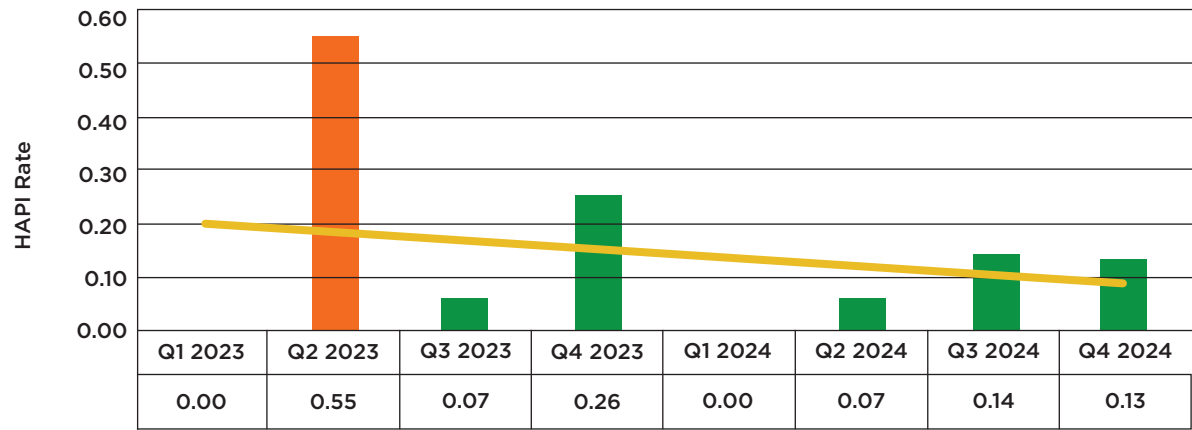
In 2024, inpatient units at Parkview Randallia dramatically reduced hospital acquired full thickness pressure injury rates from 0.22 in 2023 to 0.08 - a 63.6% decrease. This remarkable improvement was achieved through collaboration between nursing leaders, nurses and the unit-based shared governance teams to focus on HAPI prevention.

Nurses completed computer-based learning modules and nurse skin champions were identified to help actively engage all team members in HAPI prevention. Skin assessments, documentation and implementation

of skin care measures improved. Other initiatives included daily discussions about patients who were at high risk to develop pressure injuries, encouraging use of turning wedges, daily care report tools for patient care technicians (PCT) and increasing use of Air Tap (a specialized air mattress). An innovative approach was that the PCTs shadowed the specialized wound care nurses to gain more experience in HAPI prevention.

These efforts across the inpatient Medical Surgical units at Parkview Randallia have significantly contributed to our success in reducing HAPI rates and improving patient care.

HAPI Rate per 1000 Patient Days Parkview Hospital - Randallia



## 4 South Implementation of CHG Hand Hygiene

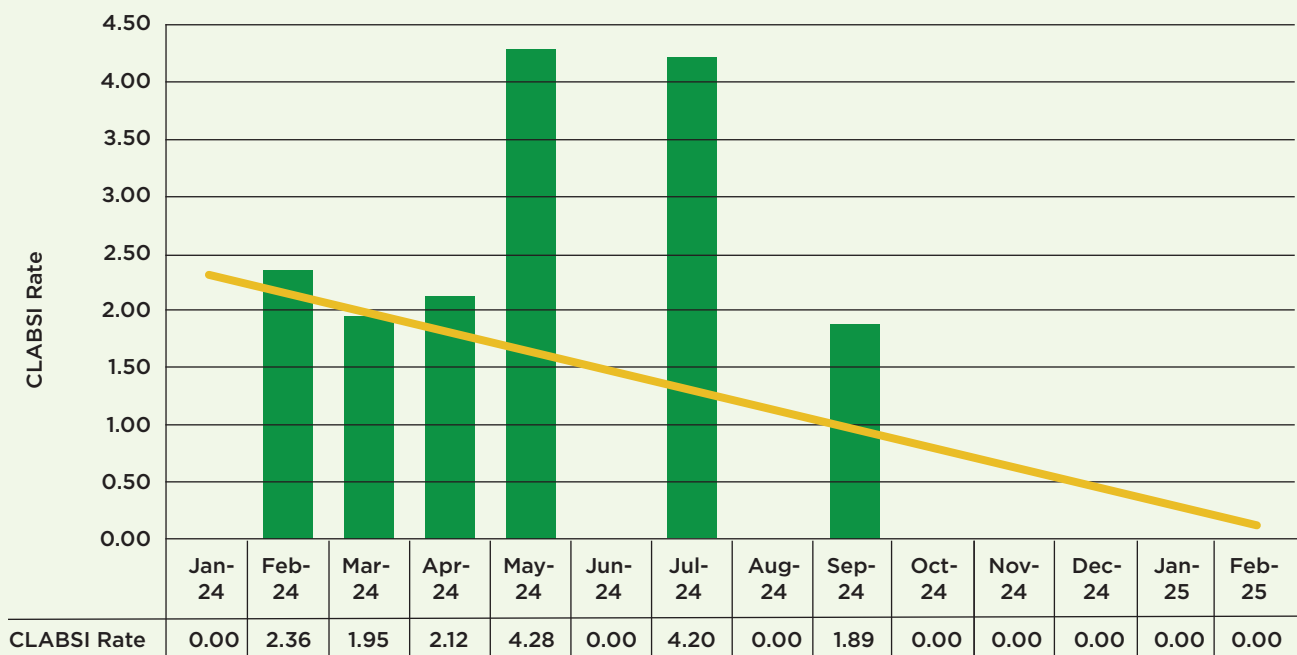
**Julie Roth, BSN, RN** and **Mackenzie Spangler, BSN, RN, OCN** saw an increase in Central Line Bloodstream Infections (CLABSI) on the Inpatient Oncology unit in 2023. Mentored by Sarah Cook, MSN, RN, CNS they enrolled in a fellowship to learn how to implement changes through evidence-based practice. They collaborated with the Infection Prevention Department to design a project where nurses completed a chlorhexidine gluconate (CHG) hand wash prior to starting their shift.

The new process requires Oncology nurses to complete a 60-second hand wash using CHG soap at a dedicated sink on the unit. Prior to this change, staff used alcohol-based sanitizer and regular soap and water to wash their hands. The use of CHG soap and the extended handwashing time added additional measures to prevent hospital acquired infections. They implemented this on the Inpatient Oncology unit in June 2024 and since then, they have seen a decrease in CLABSIs.



**Mackenzie Spangler, BSN, RN, OCN** and **Julie Roth, BSN, RN**

**CLABSI Rate per 1000 Patient Days  
4S Oncology**





# Medical Intensive Care Unit (MICU) Nursing Mobility Project

The nurses in the Medical Intensive Care Unit (MICU) noted a decrease in the number of critical care patients being mobilized in 2023. Early mobility improves the health and quality of life of our patients, along with reducing the amount of time patients need to be in the hospital or on a breathing machine.

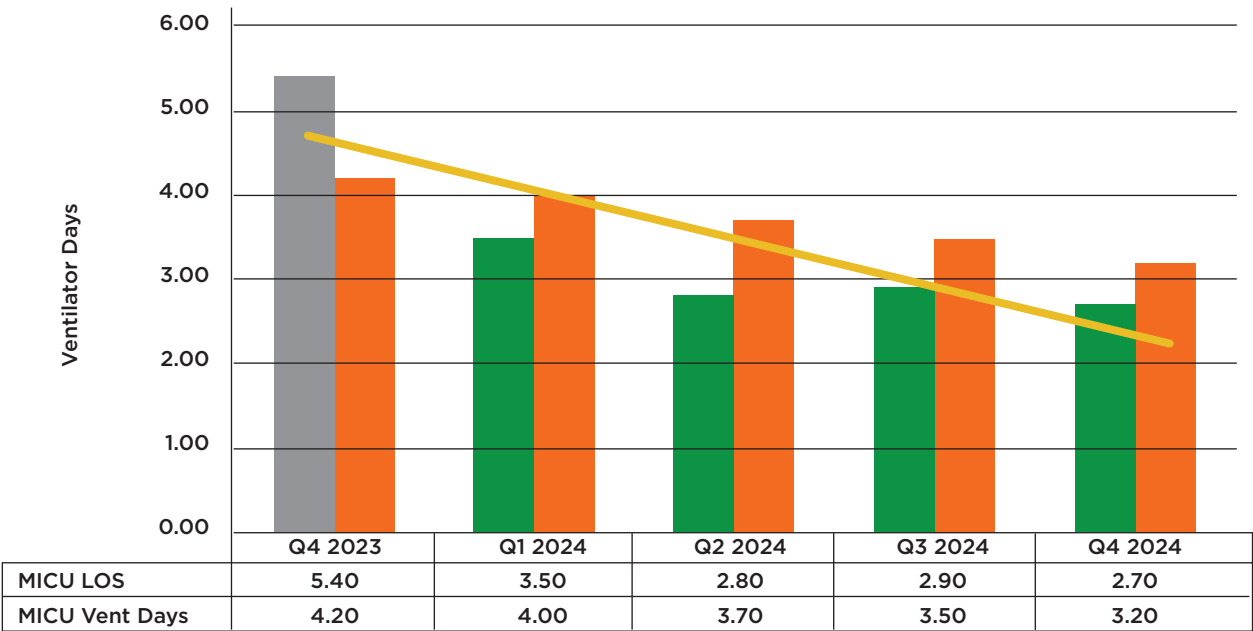
In early 2024, nurses in the MICU created a team which included patient care technicians (PCT), doctors and our physical therapists. The team created guidelines for which patients could be safely moved. The guide included ranges for heart rate, blood pressure and oxygen levels. Our physical therapists provided education on how to mobilize patients safely and key nurses became mobility champions. The therapy team became our biggest support as they encouraged us and reminded us of the great work we were doing for our patients. The Parkview Foundation granted equipment funding to purchase two wheelchairs and ten walkers to assist patients.

This project began in October 2023, continued throughout 2024, and is still thriving today! We have seen an average length of stay in the MICU decrease from 5.36 in 2023 to 3.46 in 2024. Our patients' days on the ventilator (breathing machine) decreased from 4.54 to 3.54. We continue to work closely with our therapists and doctors to sustain and even improve our results further. It is important for our patients.



Dawn Winchester, RN, CCRN; Shauna Cox, BSN, RN; Lisa Jobe, RN; Paolo Dumadag, PT

Mobility Impact on Ventilator Days





## *Nurse Leaders Help Parkview Become One of the Lowest in the Nation for Colorectal Surgery Site Infections*

Colorectal surgery involves the intestines, which naturally contain a lot of bacteria. This makes infections after surgery a common problem. When infections happen, patients stay in the hospital longer and medical costs go up. A simple way to lower the risk of infection is by using “closing packs” in surgery. This is a fresh set of clean tools and supplies used only when the wound is being closed at the end of surgery.

### **Why Do Infections Happen in Colorectal Surgery?**

Because colorectal surgery takes place in the intestines, there is a high chance that bacteria can spread to the surgical wound. If the same tools are used throughout the entire surgery, bacteria from the intestines can get into the wound, which could lead to infection.

### **Putting the “Closing Packs” into Action**

Parkview nurse leaders worked with a team of surgeons, infection prevention specialists and operating room staff to find a way to prevent infections. Together, they introduced closing packs as a standard part of surgery. They trained hospital staff, added the process to surgical checklists and closely monitored how well it worked. Thanks to their efforts, fewer patients developed infections, and recovery times improved.

### **What are Closing Packs?**

The closing packs are a second set of new tools and supplies that the surgical team only use when closing the wound. It includes a variety of instruments and

disposable supplies, such as suction tubing, fresh gloves for the surgical team, clean drapes and gauze, special sutures, etc.

### **How Do Closing Packs Prevent Infections?**

Using closing packs help prevent infections in several ways. Since the supplies in the pack haven’t been used earlier in the surgery, they don’t carry bacteria from the intestines. Fresh gloves and fresh materials help keep the wound area as sterile as possible. Having a standard process like this makes surgeries safer for patients.

### **Why Closing Packs Work**

Studies show that using the closing packs can lower infection rates by 30–50% which is consistent with Parkview results. It also helps patients heal faster, cutting hospital stays by 2–3 days. By reducing infections, closing packs also lower the need for extra antibiotics, which helps prevent antibiotic resistance.

Closing packs are a simple but powerful way to reduce infections after colorectal surgery at no extra cost to the patient. Thanks to nursing leadership and the dedicated team of healthcare professionals, closing packs have become a key part of improving patient safety. By keeping wounds clean and free from bacteria, this approach is helping patients recover faster and reducing healthcare costs. Making closing packs a routine part of surgery can keep more people safe and healthy.

Parkview Health  
PO Box 5600  
Fort Wayne, IN 46895-5600

