

NURSING

2023 ANNUAL REPORT

Nursing Care,
Beyond Imagination





From left to right,
daughter & mother:

Melissa Cohen BSN, RN

Hematology/Oncology

Barbara Cohen BSN, RN, CPON

Hematology/Oncology

5 Stronger Together, Safer Together, Better Together

5 Sarah Matney
MSOL, BSN, RN, CPON, CENP

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you grow up?**



Stronger Together, Safer Together, Better Together

Dear Colleagues and Friends,

I am thrilled to present to you the 2023 Nursing Annual Report, a testament to the unwavering dedication and remarkable achievements of our nursing team here at Connecticut Children's. This year has been an incredible journey, filled with milestones and successes that reflect our commitment to excellence and our collective vision of providing the highest level of innovative patient care. As we reflect on the past year, it is clear that we are stronger together, and our achievements are a testament to the power of collaboration and teamwork. Inspired by Simon Sinek's philosophy of Better Together, we have embraced the spirit of unity and partnership in all that we do, ensuring that our patients receive the best possible care.

One of our proudest accomplishments this year was the successful submission of our Magnet document on December 1, 2023. This document, comprised of 92 examples of nursing excellence, showcases the outstanding contributions of our nursing team and reaffirms our commitment to delivering exceptional care that is 100% dedicated to kids.

In addition, we introduced our new 2023-2027 Nursing Strategic Plan, aligning our goals with the organizational Health Compass 2027 and setting the direction for nursing at Connecticut Children's. This strategic plan underscores our commitment to continuous improvement and innovation, guiding our efforts to provide the highest quality care to our patients and families.

Our performance indicators, including certification rates and the percentage of nurses with a BSN or higher degree, continue to exceed our goals year after year. This success is a testament to our investment in our nurses and their exceptional skills, and it speaks to the dedication and professionalism of our entire nursing team.

We also kicked off our professional governance model redesign work, empowering our nurses to have a voice in their practice and ensuring that their perspectives

are valued and heard. The relaunch of our unit-based councils further strengthens our commitment to nurse engagement and patient-centered care, providing a platform for nurses to drive positive change and innovation in their practice. We know they are the heart and soul of our organization, and those voices matter. Always at the heart of our achievements is our Nursing Mission: To provide the highest level of innovative patient care with compassion and in partnership with our patients, families, and healthcare team. Guided by our Nursing Vision, through nursing excellence, Connecticut Children's will be the leader in professional nursing practice for children's health.

As we celebrate our accomplishments and look towards the future, let us continue to stand together, united in our commitment to excellence and dedicated to making a difference in the lives of the children and families we serve. Together, we are stronger, safer, and better equipped to achieve our shared goals and create the future of pediatric healthcare.

Thank you for your dedication, passion, and unwavering commitment to nursing excellence. Here's to another year of remarkable achievements and meaningful impact. It is both inspirational and admirable.

With respect and admiration,



Sarah Matney, MSOL, BSN, RN, CPON, CENP
Chief Nursing Officer and Senior Vice President of Clinical Operations, Connecticut Children's

Nurse Practice Coordinating Council

Connecticut Children's Nursing Colleagues,

Nurse Practice Council (NPC) has continued its work to affect change that is reflective of the evolution of nursing as a whole. With this evolution, NPC has undergone a name change and we are now Nurse Practice Coordinating Council (NPCC). As a coordinating council, we ensure that work being done within the Nursing Professional Governance structure is aligned with the organization's nursing strategic plan. We aim to prioritize our goals to meet the common needs voiced by nurses across the institution. Our goal is that you can recognize the change and accomplishments highlighted in this report.

Our priority continues to be addressing nursing recognition, satisfaction and commitment at Connecticut Children's. We hope that in the coming years we are able to continue to contribute to the accomplishment of this very important goal as we continue to determine the types of recognition our peers find truly meaningful.

In efforts to show appreciation to our colleagues, the cheer cart and cheer basket continue to bring enjoyment to nursing units and other teams throughout the organization. Additionally, Nurses Week continues annually to highlight and recognize all the nurses for their hard work and dedication.

The 2023 nursing annual meeting was organized and run by NPCC. This year, we were lucky enough to have a family come and talk about their experience at Connecticut Children's. It was incredible to hear their story, and how much nursing had impacted their lives. Additionally, NPCC uses the annual meeting to highlight the great work being done by nursing, but also allows for feedback that can help further impact changes.

Over the past year, NPCC has been actively part of the professional governance redesign. With our Magnet re-designation this year, professional governance has undergone a full reconfiguration. NPCC's goal is to assist the Central Councils in developing annual goals that are aligned with Connecticut Children's nursing mission, vision and strategic plan.

We are focused on providing insights on behalf of nurses throughout the organization to deliver feedback on resources like the professional development tool and professional practice model.

We feel fulfilled by the work we have done and continue to do, as evidenced by this annual report. We are proud of the work our nurses do each and every day. We know that times can always be challenging for nurses across the organization and hope that knowing you have a team of nurses who continue to work for you. We are honored to represent nurses at Connecticut Children's.

Sincerely,

Alyson Mason *Erin Scanlon*



Alyson Mason
BSN, RN, CLC
NPC Co-Chair



Erin Scanlon
MSN, RN, CNML, CPN
NPC Co-Chair

By the Numbers

3,200

Team Members

115

Volunteers

12,354

Total Admissions

12,357

Surgeries

54,151

Emergency Dept Visits



844 Nurses



36 Locations



214 Advanced Practitioners





Advanced Practice Providers: Making Forward Progress

It continues to be a remarkable journey for the 200 plus, Advanced Practice Provider (APP) group (APRNs, PA's) at Connecticut Children's and I am honored to have our accomplishments shared alongside those of our nursing colleagues. In the Office of Advanced Practice Providers (OAPP), we are full of optimism as we continue to address APP challenges, opportunities, retain APPs and decrease turnover by increasing APP engagement and morale. Our vision is to develop Connecticut Children's as the premier pediatric academic health system in the country for APPs to work, grow, and develop their career.

Much work has been done to support and accelerate the visibility of nurse practitioners and physician assistants at Connecticut Children's. My colleague Garry Lapidus, PA-C, MPH and I serve as Co-Directors for the OAPP. We report to Dr. Jim Moore, President, Connecticut Children's Specialty Group (CCSG) with a dotted line to Sarah Matney (Chief Nursing

Officer). In addition, the APP Co-Directors have representation and a voting seat on the (CCSG) Board of Directors and coordinate their efforts closely with Dr. Moore. Our gratitude for their support extends *beyond imagination*.

Over the past year, the APP Advisory Council continues to leverage expertise to guide the OAPP and provide information and recommendations. Members of this council are asked to do the following:

- shape the future of the OAPP by sharing areas of expertise, feedback, and insight regarding professional practice and program development for the APPs;
- develop leadership skills through leading and participating in a committee or special project from planning to completion;
- serve as an advocate for the OAPP and;
- represent and network with APP colleagues throughout the organization.

2023 Updates

The development & implementation of an APP Career Ladder:

The competency-based career ladder was designed to formally progress a team member to a higher level of job responsibility within their current position.

Having an APP career ladder in place communicates that Connecticut Children's is invested in the development and retention of its APP workforce.

In addition, it will:

- provide APPs with clear competency based advancement targets and goals;
- address the compensation inequity among APPs in many departments;
- provide a clear path to reward our excellent performers and retain them for their clinical acumen, expertise and loyalty to the Connecticut Children's mission and;
- provide a structure to incentivize our APPs to continue to provide excellent care and growth within the institution.

The competency-based template for our APP Career Ladder was established by drawing on information included in the UConn pediatric residency manual. Department specific privileges and procedures were provided by the Medical Staff Office which were reviewed and then assigned by the APP team leads and department medical directors into the four step APP Career Ladder (Novice I, Developing II, Mastery III, and Expert/Coach IV).

Human Resources (HR) conducted a comprehensive review of the current APP salary structure and re-structured the salary compensation so it's an integral component of the APP Career Ladder.

Of the 164 full- and part-time APPs, 17% were assigned to the Novice I ladder level, 35% Developing II, 32% Mastery III, and 15% Expert & Coach. Results from the pre/post ladder implementation survey indicate that overall, a majority of APPs have a positive and favorable view of the career ladder and its implementation; however a very small number are not pleased with neither their ladder level assignment nor the process.

Future activities to support the career ladder include:

- centralize career ladder program within OAPP;
- maintain and update list of current APP ladder assignments across the institution quarterly;
- track trends in ladder distribution;
- review APP ladder promotion submissions;
- provide career ladder consults in collaboration with HR, Medical Directors, APP Team Leads and;
- implement educational activities to support and nurture the APP Career Ladder program.

This was a significant, structural change for our group. We received comments, concerns, and suggestions from many of our colleagues related to the ladder program. We recognize the need to address the observations and provide ongoing administrative support and education to ensure its long-term success. We thank our APP team leads, physician medical directors/division heads, HR career ladder workgroup and the CCSG/Executive Management Team (EMT) leadership for their time, efforts, as well as their kind support and guidance.

Committee updates from the APP Advisory Council:

- **Education and training committee** (Chair: Christina Giudice, APRN). Activities included planning and implementing the quarterly APP Grand Rounds series, and our Third Annual APP Summit this spring.
- **Transition to practice committee** (Chair: Elizabeth Oblon, PA-C). Activities include initiatives to improve onboarding and transition to practice for new APP team members. This year, focus was placed on formalizing 30-90-180 day check-in's for new APPs to support their professional growth.
- **Communication and marketing activities** (Chair: Pam Fanning, PA-C). Activities include production of quarterly APP newsletter, development of APP web content, and a second APP video highlighting the skills and talents of our team members in the Neonatal Intensive Care Unit (NICU).
- **Professional development activities** (Chair: Meredith Lake, APRN). Activities include research to build a model for Connecticut Children's APPs to recognize and reward above and beyond contributions for APRNs and PAs and assist with implementation/evaluation of a pilot process.

Celebrations and achievements: We have recognized four outstanding APPs at our third APP Annual Excellence Award dinner held 11/14/23, at the Pond House. This event celebrated the 5 nominees and 4 awardees. The four awards recognize select APPs for exemplary demonstration of Connecticut Children's values in their clinical practice and interaction with patients and team members. Representing our executive management team, Juan Salazar, MD, James Moore, MD, and Sarah Matney, provided welcoming remarks and applauded the event that acknowledged the outstanding achievements of our colleagues. Others in attendance included APP Advisory Council members, award nominators, friends, and family. By all accounts, the evening was a great success and we look forward to celebrating this tradition ahead.

Nominees include:

- Carol Erikson, APRN, Urgent Care
- Keith Ellis, APRN, Developmental Pediatrics
- Kathleen Kellerman, APRN, Cardiology/Cardiac Surgery
- Elizabeth Oblon, PA-C, Otolaryngology
- Lisa Tryon, PA-C, Emergency Medicine
- Amanda Zuse, Hematology/Oncology

The award winners for the APP Excellence Award:



Katelyn Colosi, PA-C
Orthopedics/Sports Medicine



Jim Gerace, PA-C
Neonatal Intensive Care Unit (NICU)



Amanda Filipelli, APRN
Pulmonary Medicine



Abby Theriaque, APRN
General Surgery

We also celebrated Christina Giudice, APRN and Kimberly Roche, APRN for their successful participation and completion in the Nursing Research Institute fellowship program.

The growth of APPs has been impressive and the contributions of nurse practitioners and physician assistants will continue to be a driving force in healthcare. Their partnership with our bedside nurses, nurse managers and leaders will offer ongoing opportunity to provide excellent care to our patients and families. We hope the initiatives supported this year will improve the overall engagement of this group at Connecticut Children's. In turn, this will impact the quality and accessibility of care for our patients and families across the region. We are looking forward to more growth and an even brighter future in 2024.

Sincerely,

B. Adams



Basia Adams, DNP, APRN
*Co-Director, OAPP;
APP Team Lead, Pediatric Hospital Medicine;
Instructor, Pediatrics,
University of Connecticut School of Medicine;
Assistant Professor,
Netter School of Medicine, Quinnipiac University*

Structural Empowerment



From left to right:

Heather Rea
BSN, RN, CPON
Hematology/Oncology

Leigh Hart
BSN, RN, CPON
Hematology/Oncology

Read their story on next page.

NURSING STORY

Heather Rea’s, BSN, RN, CPON, affiliation with her professional organization, Association of Pediatric Hematology/Oncology Nurses (APHON), leads to implementation of an evidence-based practice change and a resultant decrease in the percent of patients receiving an etoposide infusion with hypersensitivity reactions.

Background: Childhood cancers can occur suddenly and without warning but often have a high rate of cure. According to the World Health Organization (WHO), an estimated 400,000 children and adolescents 0-19 years old develop cancer each year worldwide (World Health Organization, 2021). Treatment options depend on the type of cancer and how advanced the cancer is at the time of diagnosis. The chemotherapeutic agent etoposide has had a long history of being used in a variety of pediatric regimens to treat oncologic diseases. By slowing or even stopping the growth of cancer cells, etoposide has proven itself to be a good option to treat various types of malignancies, including neuroblastoma, Ewing’s sarcoma, leukemias, lymphomas, soft tissue sarcoma, and osteogenic sarcoma (Ronsley et al., 2021). Etoposide, however, is cytotoxic and is known to have some potential side effects. In addition to these side effects, etoposide administration may lead to a range of hypersensitivity reactions. In the literature, reported hypersensitivity to etoposide range from 2%-51% (Stockton et al., 2020). These reactions typically occur immediately and may include fevers, chills, urticaria, and life-threatening reactions including anaphylaxis (Ronlsey et al, 2021).

Historically, Connecticut Children’s institutional Medication Administration – Intravenous policy required the use of an in-line filter with etoposide administrations. This decision was supported in the literature and is recommended due to the risk for precipitation (Lexicomp Online, 2020, Ronsley et al., 2021). To improve institutional policy compliance related to in-line filter use with specific medications, several years ago hospital-wide clinician education and improved workflows were implemented. Despite adherence to the recommended practice, clinical nurses from the Center for Cancer and Blood Disorders (hematology/oncology (H/O) unit) and medical surgical 8 unit (MS8) observed an increase in the frequency of patients experiencing etoposide hypersensitivity reactions requiring supportive care, including the use of epinephrine in extreme cases.

To address this practice challenge and support safe patient care, the interprofessional Etoposide Reaction Committee was formed. Members included pharmacists, hematology/oncology (H/O) physicians, clinical nurses, and nurse leaders, who met to discuss etoposide reactions, review relevant evidence, and consider medication filter policy changes. The group had historically conducted a literature search which revealed no key findings.

On September 2-4, 2020, H/O clinical nurse and Etoposide Reaction Committee member, Heather Rea, BSN, RN, CPON, attended the APHON 44th Annual Conference (virtually). This three-day conference is dedicated to nurses who specialize in pediatric hematology/oncology nursing and are seeking opportunities to gain valuable knowledge from experts in the field, examine current and future trends, and network with nurses who experience the same daily challenges. During the conference, Heather found herself focused on a poster from British Columbia Children’s Hospital titled, “Evaluating Infusion Related Reactions to Etoposide in Pediatric Oncology Patients” (Jacques & Mahon, 2020). This poster showed, with supportive evidence, a correlation between in-line filters and increased infusion related reactions to etoposide. Heather committed to bringing this finding back to Connecticut Children’s to drive practice change, based on this new evidence, to decrease the percent of patients receiving etoposide infusion that develop a hypersensitivity reaction at Connecticut Children’s.

Challenge: By the end of Q3 2020, the percent of patients at Connecticut Children’s receiving etoposide infusion who developed a hypersensitivity reaction reached 50%, signaling the need for additional action.

Goal Statement: To decrease the percent of patients receiving etoposide infusion who develop a hypersensitivity reaction at Connecticut Children’s.

Measurement: The number of patients who develop an etoposide hypersensitivity reaction/number of patients receiving an etoposide infusions during the same timeframe x 100.

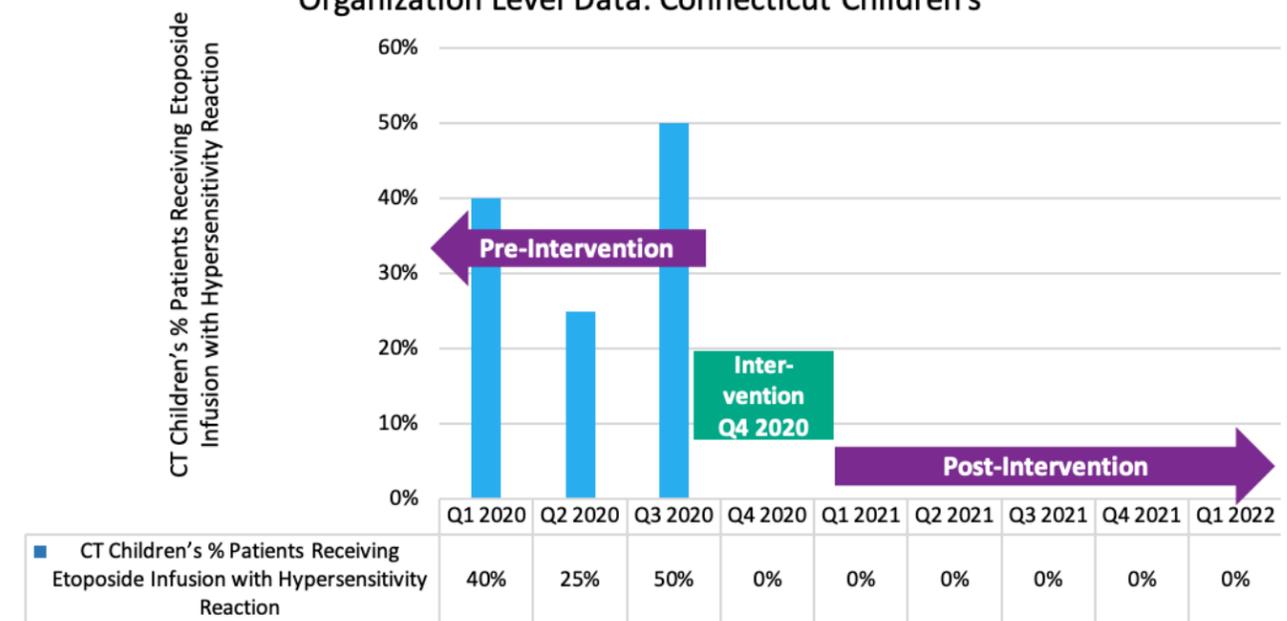
Implementing a New Practice: Armed with this new evidence, Heather brought the information back to the Etoposide Reaction Committee. On October 16, 2020, the Etoposide Reaction Committee met to discuss the APHON poster, the supporting evidence, and current percent of patients with hypersensitivity reactions. Based on this new evidence discovered through Heather’s affiliation with APHON, the Etoposide Reaction Committee made the decision to go through the appropriate steps to edit Connecticut Children’s Medication Administration – Intravenous policy to not requiring etoposide to be administered with a filter. Subsequently, the

medical record administration instructions for etoposide infusions was updated to have no filter required and medication pump settings were changed, removing prompts for a filter. On October 30, 2020, all H/O nurses were provided education regarding the change and clinical nurses were instructed to stop utilizing an in-line filter for etoposide reactions. The evidence-based practice change was reinforced at huddles, staff meetings and one-on-one feedback throughout Q4 2020.

Outcome: As a result of a clinical nurse’s affiliation with the professional nursing organization APHON, the percent of patients receiving etoposide infusion who develop a hypersensitivity reaction at Connecticut Children’s decreased.

Post-Intervention Data: During the post-intervention timeframe, the percent of patients at Connecticut Children’s receiving etoposide infusion who developed a hypersensitivity reaction was 0%. This represents a 100% reduction.

Decrease in the Percent of Patients Receiving Etoposide Infusion Who Develop a Hypersensitivity Reaction
Organization Level Data: Connecticut Children’s

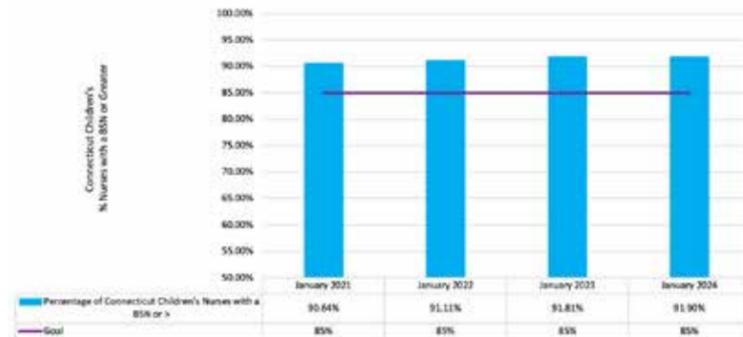


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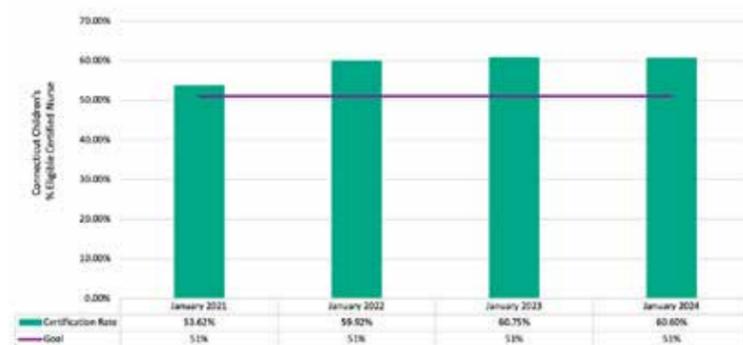
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PROFESSIONAL DEVELOPMENT

Percentage of Nurses with BSN or Greater:



Professional Nursing Certification Rates:



Professional Governance Redesign

Beginning in November 2022 and throughout all of 2023, Connecticut Children's nursing embarked on a professional governance redesign. The purpose of the redesign was to strengthen the nursing shared-decision making structure. In addition, the March 2023 Nursing Excellence Survey showed an opportunity to strengthen nursing voice in nursing practice. From this work and per the recommendations from the American Organization of Nursing Leaders (AONL), the Shared Governance terminology was retired and advanced to the new terminology of Professional Governance. As a result of this change, new definitions were adopted to define our governance model. Per AONL, professional governance is defined as "A structure empowering professional clinical nurses to contribute collaboratively as decision makers regarding the nursing practice environment" (2023). Through the redesign process, Nurse Practice Council changed its name to the Nurse Practice Coordinating Council (NPCC) to further clarify their coordinating role. Additional changes in the councils and reporting structures were as followed:

- Unit based councils developed: each unit developed 1 unit-based council with 3 annual goals – nursing satisfaction project, evidence-based quality improvement initiative, and patient and family experience initiative.
- Location-based councils formed through the ambulatory nursing structure. 6 location-based councils formed to represent all of ambulatory nursing. Their 3 annual goals – nursing satisfaction project, evidence-based quality improvement or patient and family experience initiative, and community outreach.
- Central councils: Staffing Committee, Professional Advancement, Certifications and Engagement (PACE) council, and Nursing Informatics Council.
- Supporting council: Quarterly council for all unit-based and location-based council chairs.

We look forward to continually assess our professional governance model, ensuring nursing has a strong voice in shared decision-making. Thank you for your engagement, Connecticut Children's nurses!

Residency Program

Spring Cohort:

100% retention (12/12)

4 Evidence Based Practice Projects

- Aschlyn Cahill, Amanda Chiemlinski, Meghan Duhammel
- Cat Galan, Holly Noe, Rebecca Fracasse
- Ugbad Awale, Jasmine Demaoi, Allison Grover, Michelle Woodruff
- Yujin Kim, Stephanie Yoon, Kayla Do Carmo Chong Kam

Summer Cohort:

87% retention (20/23)

5 Evidence Based Practice Projects

- Rachel Gilroy, Marissa Grisell, Lola Kane, Lindsey Montminy, Gabriella Roy
- Renata Abialii, Amanda Brocki, Abigail Moison, Mirabella Sousa, Julia Watrous
- Elizabeth Agreda, Halle Baron, Caroline Hamilton, Victoria Rovirosa
- Autumn Brigalia, Alyssa Decapua, Madleine Neeb, Jillian Pernerewski
- Alyssa Bastenbeck, Nicholas Edwards, Allison Pfeffer

Fall Cohort:

77% retention (24/31)

8 Evidence Based Practice Projects

(1 project implemented)

- Kaylan Genewicz, Kelsey MarcAurele, Lauren Pavao, Emma Soucy
- Sarah Piersinski, Samantha Oris, Caroline Summa
- Elizabeth Fetzner, Hailey Gandolfo, Gabriella Mota
- Davishka DeSilva, Micheal Sullivan, Emilee Tirino
- Hailey Lugo, Jade Turski
- Heather Boucher, Bobbi Rountos, Tatem Strong, Cameron Villaneuva
- Kailey Conlon, Catherine Philbin, Brooke Tomascak
- Ella Benoit, Sarah Farley





Flynn Fellow:

Summary

The Susan D. Flynn Pediatric Oncology Nursing Fellowship program is intended to help stimulate the career interest and foster the professional development of potential pediatric oncology nurses. The program is focused on the critically important field of oncology nursing. The fellowship enhances the student nurse intern's core clinical education through direct involvement with oncology patient care, expert training in compassionate care, and exposure to related patient care duties and services that typify oncology nurses' valuable role and important inter-relationships with other members of the healthcare team. Opportunities to attend various pertinent internal educational programs and meetings with key team members at Connecticut Children's provide additional learning experiences for the student nurse intern. The Flynn Fellowship Student Nurse Intern functions as a patient care assistant, under the direct supervision of a registered nurse, and is provided with a comprehensive scope of direct observational and learning experiences related to oncology nursing.

Chelsea Bergamini
Abigail Cofsky

Student Nurse Intern:

Summary

Under the direct supervision of a registered nurse as part of an inpatient/hospital unit, Student Nurse Interns (SNIs) perform a variety of routine direct patient care, environmental, and administrative support activities to promote the health, safety, and comfort of patients and families. SNIs also participate in weekly educational sessions to further their understanding of the inner workings of Connecticut Children's and the art of nursing. Topics include palliative care, organ donation, introduction to PICU/NICU, social media do's and don't's and risk management.

MS6: Cadee Savoie, Isabelle Lamour, Sophie Pramuka
MS7: Kathryn Bergstrom, Courtney Lessard, Christine Vittner, Nikitha Kikanamada
MS8: Meagan Gallacher, Meaghan Mikulski, Cierra Freer
PICU: Jen Cone, Caroline Baldwin
ED: Mackenzie Lynch, Kaitlynn Torres, Isabella Murphy, Molly Rubin
NICU: Megan Carpenter, Kate Tandon, Laura Lissner

RECOGNITIONS & AWARDS

The Daisy Award



DAISY Award Winners



Amanda Brocki, BSN, RN



Amanda Chmielinski, BSN, RN



Lisa Pierce, BSN, RN, IBCLC



Carly Silva, BSN, RN



Lexie Soucie, BSN, RN



Yaz See, BSN, RN

Nightingale



Nominees

Tracey Allen, APRN, CCSG Sleep
Nicole Cruz, RN, CCRN, PICU
Elizabeth Dormevil, RN, BSN, PED-BC, OneCall/Transfers

Tricia Giscombe, RN, BSN, CCSG Urology
Kristie Holderbach, RN, BSN, CCDS, Utilization Management
Heather Landry, RN, BSN, Urgent Care

Nightingale Award Winners



Danielle Crawford
RN, BSN, ACM
Case Management



Jennafer Euen
RN, BSN, CPN, PED-BC, WCC
CCSG Craniofacial



Rebecca Strong
APRN, MSN, CPNP
CCSG Aerodigestive

Angel Awards

Nominated



Francesca Basadonna, Radiology Tech/MA, Urgent Care
 Nicole Bengtson, PCP, CSO
 Andrea Briatico, MA, Infusion Center
 Derek Briggs, PCA, CSO Float Pool
 Linda Carrion, Ophthalmology Assistant, Ophthalmology
 Haley Chapin, MA, Sedation Services

McKenna Connelly, Ophthalmology Assistant, Ophthalmology
 Jennifer Dejesus-Perez, Ophthalmology Assistant, Ophthalmology
 Amaris Delgado, MA, Primary Care
 Roseanne Gowdy, Radiology Tech/MA, Urgent Care
 Renee Grenier, MA Float, Float Pool

Angel Award Winners



Edwin Diaz
 Medical Support Services,
 Equipment Depot

Caitlin Gardner
 PCA Float, CSO

Asha-Layla Robinson, MA
 Endocrinology

Monika Jarosz, CNA
 NICU West

Su Tang
 PCA III, MS7

NURSES WEEK



A photograph of two female nurses standing in a hospital hallway. They are both wearing blue scrubs and have their arms crossed. The nurse on the left has a tattoo on her right arm and is wearing a lanyard with a badge that says 'NURSE'. The nurse on the right is also wearing a lanyard with a badge that says 'NURSE LEADER'. The background shows a hallway with doors and a colorful butterfly decoration on the ceiling.

New Knowledge, Innovation & Improvement

From left to right:

Eliza Baker, BSN, RN, CNRN

Clinical Trials Unit, Research Institute

Hendriana Nielsen, BSN, RN, CCRP, RD

Clinical Trials Unit, Research Institute

Read their story on next page.

NURSING STORY

Clinical research nurses use the Clinical Research Nursing Scope and Standards of Practice to create a new organizational practice guideline for initiating an inpatient clinical research study.

Background: According to the International Association of Clinical Research Nurses (CRNs), “Clinical research nursing is the specialized practice of professional nursing focused on maintaining equilibrium between care of the research participant and fidelity to the research protocol” (IACRN, 2007). A CRN is responsible for communicating clinical protocols to patients and must ensure appropriate understanding of the research protocol within the clinical care team, ensuring successful inpatient clinical trial execution. In the end, “CRNs make important contributions to the clinical research process, facilitating positive outcomes affecting the quality of the research and the participant’s safety. The participant’s care and the research process are closely related, requiring the CRN to continually balance the clinical needs of the participant and the requirements of the research” (International Association for Clinical Research Nurses & American Nurses Association, 2016). While research at Connecticut Children’s has always been a pillar of practice, in 2020, the organization committed to the elevation of research and development of Connecticut Children’s Research Institute (CCRI). The Clinical Trials Division is housed within the CCRI and supports Connecticut Children’s investigators in providing patient access to investigational treatments such as medications, biologics, gene therapy, devices, or other interventions through externally funded clinical trials or expanded access protocols. The team of CRNs, associates/assistants, start-up manager and lab coordinators have expertise in conducting complex clinical trials including rare disease, cancer and blood disorders, newborn medicine and immunology and infectious disease. As part of the Clinical Trials Division, the Clinical Trials Research Nursing Team is overseen by Nurse Manager, Hendriana Nielsen, BSN, RN, RD, CCRP, CPN, and includes three CRNs: Jennifer Querim, BSN, RN, CCRP, Sarah Brungard, BSN, RN, and Eliza Baker, BSN, RN CNRN, SCR.N. The CRNs provide direct patient care at least 51% of the time and are considered clinical nurses.

Connecticut Children’s has a long history of participating in clinical trials; however, historically most studies were conducted in the ambulatory and outpatient settings. In recent years, there has been an increase in the number of clinical trials on inpatient units. The abrupt rise in clinical trials involving

hospitalized patients posed new challenges, such as the absence of established guidelines for the CRNs in commencing studies with inpatient teams, lack of education and training for inpatient nurses on the clinical trials program, additional workload for the inpatient nurses during national workforce shortages, and minimal protocols for clinical personnel. With inpatient clinical trials occurring inconsistently throughout the hospital, an absence of inpatient infrastructure support and guidance by the clinical trials team, and a lack of research knowledge and training among team members, Connecticut Children’s CRNs noted inpatient clinical trials were being negatively impacted with slow study start-ups and deviations in data collection and protocol activities. Additionally, clinical nurses on the inpatient units began expressing uncertainty and discomfort with study tasks. During this time, CRNs had no standard of practice or guidelines to follow in establishing inpatient studies, leading to confusion and inconsistencies in protocol activities.

Clinical Research Nurses Incorporate Specialty Standards to Implement a New Practice: In early 2021, Senior Clinical Research Nurse Coordinator, Jennifer Querim, BSN, RN, CCRP, identified there was inconsistent processes to initiate clinical trials in an inpatient pediatric setting. Jennifer knew that there had to be a better way and brought her concerns to the Clinical Trials Research Nursing Team.

As a first step to address identified knowledge deficits among the CRNs, in October 2021, Jennifer developed a competency describing the start-up process for an inpatient clinical trial. Following approval by the Learning and Performance department, in April of 2022, it was assigned to all CRNs as required education.

Despite the initial progress made through this competency, the Clinical Trials Research Nursing Team acknowledged that additional work was needed. The team began to meet regularly, in May 2022, to develop a new evidence-based tool to support the initiation of a research protocol. By June 2022, Hendriana, Nurse Scientist, Katherine Hinderer, PhD, RN, CNE, NEA-BC and Jennifer completed a thorough review of the literature. On July 11, 2022, Hendriana, Jennifer, Sarah, Dr. Hinderer and the Director of Clinical Trials, Alison Oville, BA, CCRC, CHRC, met to review the literature and discuss current evidence. Following this meeting, the group continued to meet regularly to discuss the Inpatient Start-Up Guidance Tool (ISUGT) document. On July 25, 2022, the group met again and began to integrate the Clinical Research Nursing Scope and Standards of Practice into the document. From this review, the team learned that CRNs were responsible for bridging the gap between execution of the inpatient clinical trial and provision of clinical care on the inpatient service. Per the Scope and Standards, CRNs are responsible for the care coordination

and continuity of the clinical research trial. This means that the CRNs must focus on integrating “research and clinical activities in order to (1) meet the clinical needs of the research participant across the healthcare continuum, (2) coordinate and complete protocol activities, and (3) communicate with referring primary providers when necessary” (International Association for Clinical Research Nurses & American Nurses Association, 2016). This meant that the Clinical Trials Division was responsible for clinical trial specific education for the interprofessional team and study participants, helping to ensure plan of care was clearly articulated and followed, and ensuring that appropriate procedures are adhered to in data collection and other protocol activities. Specifically, this Clinical Trial Team identified the following standards as relevant and utilized them in the creation of an ISUGT (International Association for Clinical Research Nurses & American Nurses Association, 2016).

- **Standard 4:** The CRN develops a plan that prescribes strategies and alternatives within parameters of the research protocol to attain expected measurable outcomes.
- **Standard 5:** The CRN implements the identified healthcare and research plans.
- **Standard 5A:** The CRN coordinates care delivery.
- **Standard 9:** The CRN communicates effectively in all areas of practice.
- **Standard 10:** The CRN collaborates with the research participant and other key stakeholders in the conduct of nursing practice.
- **Standards 11:** The CRN leads within the professional practice setting and the profession.
- **Standard 12:** The CRN seeks knowledge and competency that reflect current clinical research nursing practice and promote futuristic thinking.
- **Standard 13:** The CRN integrates evidence and research into practice.
- **Standard 14:** Quality of Practice: The CRN contributes to quality nursing practice.

To operationalize the CRN standards of practice, the CRNs drafted the ISUGT, in July 2022. On July 28, 2022, the ISUGT was reviewed by the Research Institute Workforce group and feedback was provided to the team.

Following revisions to the document, based on feedback from the Research Institute’s Workforce Group, the ISUGT was first utilized, in August 2022 to support the initiation of the NIRTURE Study clinical trial in the Neonatal Intensive Care Unit. NIRTURE trial is a global research study about an approach to monitoring brain oxygen consumption in preterm infants using a FDA approved noninvasive device. The primary aim of the study is to see if maintaining brain oxygen levels in a specific range, in the first five days of life when risk of brain

injury is high, is protective to the preterm infant brain. The study is interventional with two separate groups and collects monitoring and clinical data during an infant’s inpatient admission, as well as long-term neurodevelopmental follow-up in the outpatient setting.

Impact of the New Practice: The CRNs implemented a new practice to the organization through creation of the ISUGT. The ISUGT directs the Clinical Trials Team (CRNs and CRAs) in streamlining the start-up of inpatient clinical trials to better support implementation of the research protocol in alignment with the CRN Scope and Standards of Practice. The NIH Collaboratory Health Care Systems Interactions Core has stated that by “splitting the scope of work into study tasks, care delivery tasks, and hybrid tasks will clarify the expected responsibility and time commitment of frontline personnel for training and carrying out study tasks” (2015). By using the Clinical Research Nursing Scope and Standards of Practice to guide the construction of the ISUGT, the CRNs facilitated improved project coordination and communication, decreasing project start-ups over time. The ISUGT was also designed to mitigate protocol deviations by improving clinicians’ understanding of protocol timelines and confidence in completing protocol tasks related to clinical trials thereby improving the accuracy in data collection.

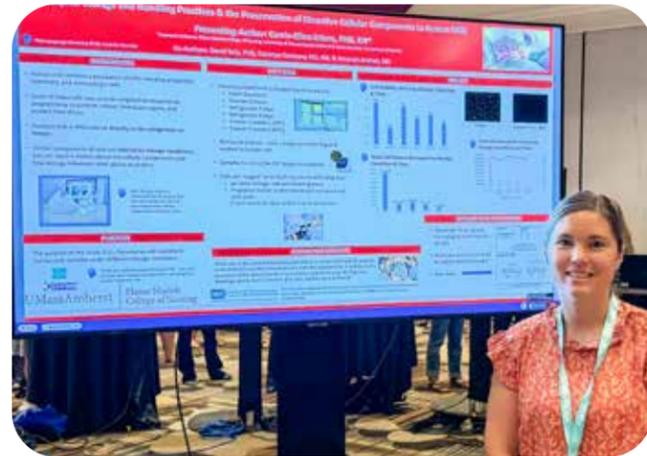
Through the rollout of this new evidence-based practice, the CRNs have learned the value of using their Scope and Standards to drive initiation of a new practice. Through implementation of this tool, the team provides ongoing education and support for the clinical team, including the need for ‘in the moment’ support. The ISUGT has provided the needed structure for initiating inpatient clinical trials. Due to the Clinical Trials Division providing appropriate preparation and education for the inpatient clinicians, the NIRTURE study was able to successfully open for enrollment in early spring 2023.

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RESEARCH ACCOMPLISHMENTS

Nursing Publications

Akande, M., Paquette, E. T., Magee, P., **Perry-Eaddy, M. A.**, Fink, E. L., & Slain, K. N. (2023). Screening for social determinants of health in the pediatric intensive care unit: Recommendations for clinicians. *Critical Care Clinics*, 39(2), 341–355. <https://doi.org/10.1016/j.ccc.2022.09.009>

Anderson, M. G., Jungbauer, D., Leclair, N. K., Ahn, E. S., **Stoltz, P.**, Martin, J. E., Hersh, D. S., & Bookland, M. J. (2023). Incorporation of a biparietal narrowing metric to improve the ability of machine learning models to detect sagittal craniosynostosis with 2D photographs. *Neurosurgical Focus*, 54(6), E9. <https://doi.org/10.3171/2023.3.FOCUS2349>

Bernier Carney, K. M., Goodrich, G., Lao, A., Tan, Z., Kiza, A. H., Cong, X., & **Hinderer, K. A.** (2023). Palliative care referral criteria and application in pediatric illness care: A scoping review. *Palliative Medicine*, 37(5):692-706. <https://doi.org/10.1177/02692163231163258>

Coco, M., Henderson, W. A., Park, C. L., & Starkweather, A. R. (2023). Growing beyond sickle cell disease: A metasynthesis of children, adolescents, and young adult experiences living with sickle cell disease. *Research in Nursing & Health*, 46(3), 299-312. <https://doi.org/10.1002/nur.22310>

Dedon, L., Hilliard, M., Rani, A., Merchan, T., Story, G., **Briere, C.E.**, & Sela, D. (2023). Fucosylated human milk oligosaccharides drive structure specific syntrophy between *Bifidobacterium infantis* and *Eubacterium hallii* within a modeled infant gut microbiome. *Molecular Nutrition and Food Research*, 67(11). Article 2200851. <https://doi.org/10.1002/mnfr.202200851>

Hoefgen, H. R., Benoit, J., Chan, S., Jayasinghe, Y., Lustberg, M., **Pohl, V.**, Saraf, A., Schmidt, D., & Appiah, L. C. (2023). Female reproductive health in pediatric, adolescent, and young adult cancer survivors. *Pediatric Blood & Cancer*, 70(S5). Article e29170. <https://doi.org/10.1002/pbc.29170>

Hsieh, S. I., Hsu, L. L., **Hinderer, K. A.**, Lin, H. L., Tseng, Y. P., Kao, C. Y., ... & Ho, L. H. (2022). The effects of a scenario-based spiritual care course on spiritual care competence among clinical nurses: A quasi-experimental study. *Healthcare*, 11(1), Article 11010036. <https://doi.org/10.3390/healthcare11010036>

Kompella, R., Naik, R., **Fairchild, W.**, Heyden, C., Mesia, C. I., Tiu, J. G., Upadhyay, S., & Dodeja, A. (2023). Raghieb syndrome, an unsuspecting culprit of recurrent strokes. *Journal of the*

American College of Cardiology, 81(8, Supplement), 3769. [https://doi.org/10.1016/S0735-1097\(23\)04213-4](https://doi.org/10.1016/S0735-1097(23)04213-4)

Lane, I. A., & Zempsky, W. T. (2023). Capturing the experiences of sexual and gender minorities with migraine headache. *Headache: The Journal of Head and Face Pain*, 63(7), 971–974. <https://doi.org/10.1111/head.14595>

Leclair, N. K., Chern, J., Ahn, E. S., Chamis, M., Paro, M. R., Lambert, W. A., **Stoltz, P.**, Hersh, D. S., Martin, J. E., & Bookland, M. J. (2023). Clinical metrics and tools for provider assessment and tracking of trigonocephaly. *Journal of Neurosurgery. Pediatrics*, 32(1), 82-90. <https://doi.org/10.3171/2023.2.PEDS22511>

Leclair, N. K., Lambert, W., **Roche, K.**, Gillan, E., Gell, J. J., Lau, C. C., Wrubel, G., Knopf, J., Amin, S., Anderson, M., Martin, J. E., Bookland, M. J., & Hersh, D. S. (2022). Early experience with targeted therapy as a first-line adjuvant treatment for pediatric low-grade glioma. *Neurosurgical Focus*, 53(6), E15. <https://doi.org/10.3171/2022.9.FOCUS22410>

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Perry-Eaddy, M. A., **Braccialarghe, K.**, Cowl, A., & Melendez, E. (2023). Can an unplanned extubation checklist solely identify children at-risk for adverse events? A response to the pediatric unplanned extubation risk score. *Heart & Lung: The Journal of Critical Care*, 62, 278–279. <https://doi.org/10.1016/j.hrtlng.2023.07.001>

Perry-Eaddy, M.A., Dervan, L., Manning, J., Watson, R.S., Curley, M.A.Q. (2023). Pediatric critical care outcomes:

State of the science. *Critical Care Clinics*, 39(2), 309-326. <https://doi.org/10.1016/j.ccc.2022.09.007>

Polfuss, M., Mooney-Doyle, K., **Keller, M.**, Gralton, K. S., Giambra, B., & Vance, A. (2023). Developing a family resource: Considerations for family member research participation. *Journal of Family Nursing*, 29(2), 202-222. <https://doi.org/10.1177/10748407231157433>

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Sieberg, C. B., Lunde, C. E., Wong, C., Manganella, J., Starkweather, A. R., Sethna, N., & **Perry-Eaddy, M. A.** (2023). Pilot investigation of somatosensory functioning and pain catastrophizing in pediatric spinal fusion surgery. *Pain Management Nursing: Official Journal of the American Society of Pain Management Nurses*, 24(1), 27-34. <https://doi.org/10.1016/j.pmn.2022.11.001>

Story, G., **Briere, C. E.**, McClements, D. J., & Sela, D. A. (2023). Cannabidiol and intestinal motility: A systematic review. *Current Developments in Nutrition*, 7(10), Article 101972. <https://doi.org/10.1016/j.cdnut.2023.101972>

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Podium Presentations

Andreas, S., Jablow, N., Mandell, J., Brancato, J., **Paluso, L.**, & Kelley, M. (2023, April). *Simulation in urgent care* [Podium Presentation]. The Pediatric Academic Societies Meeting, Washington, DC.

Briere, C.E. (2023, April). *From bench research to community: Methodologies to support infant and maternal health*. [Panel Presentation]. The Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Briere, C.E., Kankaew, S., Mwalingo, T., & Clohisy, J. (2022, October). *Optimizing human milk composition for preterm infants: The impact of storage on cellular components* [Oral Presentation]. The 21st ISRHML Conference of the International Society for Research in Human Milk and Lactation, Panama City, Panama.

Coco, M. (2023, September). *Sensory, inflammatory and psychosocial characteristics of chronic pain in adolescents and young adults with sickle cell disease* [Podium Presentation]. The 47th Annual Conference and Exhibit of the Association for Hematology Oncology Nurses, Cleveland, OH.

Eisenberg, D., & Caneria, L. A. (2023, May). *Challenging case study: Caregiver fabricated illness presenting as autism* [Oral Presentation]. Connecticut Children's 3rd Annual Advanced Practice Provider Summit, Hartford, CT.

Fisco, S. (2023, May). *Pediatric hypertension* [Oral Presentation]. Connecticut Children's 3rd Annual Advanced Practice Provider Summit, Hartford, CT.

Giudice, C., & Sullivan, K. (2023, August). *A Prescription for function: Expanding your toolbox for somatic symptom disorder* [Oral Presentation]. The 2023 Pediatric Hospital Medicine Conference, Philadelphia, PA.

Hinderer, K., Wentland, B., & Briere, C. E. (2023, October). *Embracing interprofessionalism: advancing scholarship through collaborative research* [Oral Presentation]. Magnet Research Symposium 2023, Chicago, IL.

Keller, M. C., Holden, E., Needham, A., Ayr-Volta, L., **Hart, L.**, Foy, K., **Engelke, K.**, Marconi, L., & Hinderer, K. (2023, September). *Shooting for the STARS: Implementing an evidence-based end of treatment program for childhood cancer survivors and their parents* [Concurrent Session]. The 47th Annual Conference and Exhibit of the Association for Hematology Oncology Nurses' Annual Conference, Cleveland, OH.

Lane, I. A. (2023, March). *Recommendations to measure gender identity in clinical nursing research* [Symposium Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Lissner, L., Long, J., Ciarlo, A., Giuliano, A., Sink, D., & Golioto, A. (2023, June). *NICU CLABSI task force: Multidisciplinary initiative targeting infection prevention practices* [Podium Presentation]. Illuminations 2023, Hartford, CT.

Lissner, L., Long, J., **Ciarlo, A.**, Giuliano, A., Sink, D., & Golioto, A. (2023, October). *A multidisciplinary initiative for CLABSI and infection prevention in the neonatal intensive care unit* [Virtual Oral Presentation]. 27th Annual Evidence Based Practice Conference – The Scholarship of Nursing: What's in it for us? Hartford, CT.

McNall, A., McGeary, M. F., Lucas-Breda, K., & **Hinderer, K.** (2023, September). *Simulation, Storytelling, and Pediatric End-Of-Life Care: A Continuing Professional Development Approach for Nurse Residents* [General Session]. The 47th Annual Conference and Exhibit of the Association for Hematology Oncology Nurses' Annual Conference, Cleveland, OH.

Nielsen, H., Querim, J., Baker, E., Brungard, S., Oville, A., & **Hinderer, K. A.** (2023, October). *A Transformative Approach to Clinical Trial Implementation* [Oral Presentation]. The 2023 IACRN 15th Anniversary Annual Conference, Philadelphia, PA.

Roche, K., Mulchan, S., Elias, M., Ayr-Volta, L., Brimacombe, M., & **Hinderer, K.A.** (2022, October). *Coping during COVID-19: A Pilot Study on the Impact of Gratitude Journaling or Cognitive Strategies on Healthcare Workers* [Virtual Oral Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference.

Sabella, K. & **Lane, I. A.** (2023, July). *No Research on us without us: Infusing Participatory Action Research Methodology in Behavioral Health Research with Emerging Adults*. Invited presentation at the 14th Annual International Early Psychosis Association Conference, Lausanne, Switzerland.

Sherman, L. & **Matney, S.** (2023, November). *Unlikely friends combine forces to meet healthcare needs of children* [Oral Presentation]. The Children's Hospital Association 2023 Annual Leadership Conference, Phoenix, AZ.

Sterling, S., & Hinderer, K. (2022, October). *Medication barcode scanning in the pediatric emergency department*

[Virtual Oral Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference.

Stoltz, P. (2023, May). *Concussions/Mild traumatic injuries* [Podium Presentation]. Connecticut Children's 3rd Annual Advanced Practice Provider Summit, Hartford, CT.

Stoltz, P. (2023, November). *Concussions/Mild traumatic injuries* [Oral Presentation]. Connecticut APRN Society Conference, Mystic, CT.

Szafran, D., Dion, L., Stocklin, L., & Hussain, N. (2023, September). *Under pressure: Successful management of an unstageable halo pressure injury* [Oral Presentation]. The 2023 National Association of Neonatal Nurses Annual Conference, Anaheim, CA.

Toro-Salazar, O., **Ruiz, T.**, Whayne, J., Brimacombe, M., Osman, F., Orsey, A., Dodeja, A. (2023, January). *Identification of subclinical myocardial dysfunction by fastSENC cardiac magnetic resonance imaging in cardio-oncology patients* [Poster presentation]. Pediatric Academic Societies, Washington, D.C.

Toro-Salazar, O., **Ruiz, T. L.**, Whayne, J., Brimacombe, M., Osman, F. N., Orsey, A., Dodeja, A. (2023, January). *Identification of subclinical myocardial dysfunction by FastSENC cardiac magnetic resonance imaging in cardio-oncology patients* [Rapid Fire Talk]. Society for Cardiovascular Magnetic Resonance 26th Annual Scientific Session, San Diego, CA.

Wentland, B., & Dibble, M. (2022, October). *Addressing barriers to certification increases professional specialty certification rates* [Virtual Oral Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference, Virtual.

Wentland, B., & Hinderer, K. (2023, April). *Increasing scholarly capacity through a nursing research and EBP fellowship program* [Podium Presentation]. The 30th Annual National Evidence-Based Practice Conference, University of Iowa Healthcare, Coralville, IA.

Wentland, B. A., Hinderer, K. A., & Briere, C.E. (2023, October). *Increasing scholarly capacity: Outcomes of a pediatric nursing fellowship program* [Virtual Oral Presentation]. 27th Annual Evidence Based Practice Conference – The Scholarship of Nursing: What's in it for us? Hartford, CT.



Willey, J., Lucas, R., Conley, Y., & **Perry-Eaddy, M.** (2023, April). *Evaluate the concept of precision health through determinants of health: Focus on social determinants and omics* [Panel Presentation]. Eastern Nursing Research Society Annual Conference. Philadelphia, PA.

Visker, A., Iacuone, J., & Iacuone, K. (2023, May). *Leveraging the nursing impact dashboard to drive quality improvement* [Oral Presentation]. Epic Expert Group (XGM) Conference, Verona, WI.

Poster Presentations

Andreas, S., Mandell, J., Brancato, J., Jablow, N., **Peluso, L., & Kelley, M.** (2023, June). *The use of simulation for pediatric emergency readiness in urgent care* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Bailie, E., Parikh, V., Nardoza, M., Carter, B., Pereira, J., **Saccoccio, M., Rickles, J.,** Komkov, S., **Storey, B., & Fetta, A.** (2023, June). *Sustainment at Connecticut Children's: Is it possible?* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Beaulieu, A., Farr, M., Arkin, J., Chandna, J., Custer, M., Davey, K., Dlubac, K., Lesmes, E., Maher, T., Masella, P., Orawiecz, W., **Peluso, L.,** Skowronek, S., Spaniotis, T., & Stair, B. (2023, June). *Physician FTE allocation annual process* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Belanger, D., & Grant, C. (2022, November). *All hands on deck: Improving emergency department behavioral healthcare* [Poster Presentation]. The Children's Hospital of America's Annual Leadership Conference, Orlando, FL.

Belanger, D., Grant, C., O'Donnell, R., Boyle, E., Dixon Stinger, K. (2022, October). *All hands on deck: Improving emergency department behavioral healthcare* [Virtual Poster Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference, Virtual.

Belanger, D., O'Donnell, R., Hinderer, K., Chenard, D., Brimacombe, M., Borrup, K., **Boyle, E., & Rogers, S.** (2023, October). *Development of a pediatric behavioral health acuity assessment tool* [Poster Presentation]. 27th Annual Evidence Based Practice Conference – The Scholarship of Nursing: What's in it for us? Hartford, CT.

Bezler, N. S., **Zuse, A.,** McKay, L., & **Gardner, J.** (2023, June). *Improving the safety of discharge on enoxaparin* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Briere, C. E. *Does freshly expressed human milk protect the neonate's gastrointestinal system better than refrigerated and frozen human milk?* [Poster Presentation]. 27th Annual Evidence Based Practice Conference – The Scholarship of Nursing: What's in it for us? Hartford, CT.

Briere, C. E., Daley, M., Hastings, D., Arzheh, A., Arcaro, K., Madore, L., Sela, D., & Jerry, J. (2023, November). *Does freshly expressed human milk protect the neonate's gastrointestinal system better than refrigerated and frozen human milk?* [Poster Presentation]. 3rd Annual Connecticut Children's Research Institute Research Symposium. Hartford, CT.

Briere, C. E., Mwalingo, T., Clohisy, J., Kankaew, S., Srichalerm, T., Ochacher, J., Story, G., Sela, D. & Spencer, R. (2022, October). *Investigating human milk as a complex system in the early postpartum period: The interplay of sleep loss and milk composition* [Poster Presentation]. The 21st ISRHML Conference of the International Society for Research in Human Milk and Lactation, Panama City, Panama.

Briere, C.E., Mwalingo, T., Ochacher, J., Arzheh, A., Kankaew, S., Srichalerm, T., Sela, D., & Spencer, R. (2023, April). *Investigating human milk as a complex system in the early postpartum period: The interplay of sleep loss and milk composition* [Poster Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Briere, C.E., Arzheh, A., Hastings, D., Kankaew, & Ochacher, J. (2023, April). *Investigating the effects of storage length and temperature on breast milk nutritional quality and cell viability* [Poster Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Coco, M., Starkweather, A., Park, C., Henderson, W., Ameringer, S., & Zempsky, W. (2023, November). *Sensory, inflammatory, and psychosocial characteristics of chronic pain in adolescents and young adults with sickle cell disease* [Poster Presentation]. 3rd Annual Connecticut Children's Research Institute Research Symposium. Hartford, CT.

Canfield, A., Lopes, J., Squires, R., & Waynik, I. (2023, June). *Improving the use of topical anesthetics to reduce pain during venous access procedures* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Canfield, A., Pereira, J., **Squires, R.,** & Golden, A. (2023, June). *New MS7 service line: Telemetry* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Carter, B., **Bailie, E.**, Pelletier, L., Pereira, J., **Candiloro, K.**, & **O'Donnell, R.** (2023, June). *Patient safety's follow up process* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Dodeja, A. K., **Fairchild, W.**, Heller, F., & Upadhyay, S. (2023, August). *Metabolic risk factors in fontan palliated single ventricle patients* [Poster Presentation]. 8th World Congress of Pediatric Cardiology and Cardiac Surgery WCPCCS, Washington, D.C.

Dodeja, A. K., **Fairchild, W.**, Matloff, R., Heller, F., & Upadhyay, S. (2023, August). *Ambulatory blood pressure monitoring in adults with congenital heart disease* [Poster Presentation]. 8th World Congress of Pediatric Cardiology and Cardiac Surgery WCPCCS, Washington, D.C.

Dodeja, A. K., McGeorge, L. B., Dugan, A. G., Shaw, W. S., **Fairchild, W.**, Heller, F., & Upadhyay, S. (2023, August). *Career development for adults with congenital heart disease (ACHD): Preliminary findings from a survey of factors in career decision-making* [Poster Presentation]. 8th World Congress of Pediatric Cardiology and Cardiac Surgery WCPCCS, Washington, D.C.

Duquette, A., & **Briere, C.E.** (2023, April). *Postpartum sleep deprivation and its effects on mother-infant bonding* [Poster Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Elliott, C. (2022, October). *Ambulatory Outreach: Diabetes Education for School Nurses* [Virtual Poster Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference, Virtual.

Ellis, D., Nichols, G., **Raboin, K.**, & Rubin, K. (2023, June). *The impact of clinical dashboards on improving care delivery* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Ellis, D., Nichols, G., Raboin, K., **Rubin, K.** (2023, October). *The impact of clinical dashboards and workflows in improving care delivery: A use case* [Poster Presentation]. 2023 APHL/ISNS Newborn Screening Symposium. Sacramento, CA.

Fairchild, W. (2023, August). *Percutaneous ASD closure: When the goal is to leave a hole* [Poster Presentation]. 8th World Congress of Pediatric Cardiology and Cardiac Surgery WCPCCS, Washington, D.C.

Fetta, A., Nardoza, M., Pereira, J., **Storey, B.**, & Pelletier, L. (2023, June). *Development of a regulatory tracer system* [Poster Presentation]. Illuminations 2023, Hartford, CT.

France, M., Orawiec, W., Hughes, C., Lauren Schmidtberg, L., Condren, M., **Euen, J.**, & Morales, G. (2023, June). *Tracking surgical clearance in the division of plastic surgery* [Poster Presentation]. Illuminations 2023, Hartford, CT.

France, M., **Condren, M.**, **Euen, J.**, Hughes, C., Morales, G., Orawiec, W., & Schmidtberg, L. (2023, October). *Nurses driving excellence: Ensuring high quality pediatric surgical outcomes* [Poster Presentation]. 27th Annual Evidence Based Practice Conference – The Scholarship of Nursing: What's in it for us? Hartford, CT.

Hart, L., Kervick, M., **Palazzo, B.**, Gradischer, K., **DeFrancesco, J.**, Bezler, N., **Rea, H.**, & **Lord, K.** (2022, October). *Forget the filter: An evidence-based approach to etoposide reactions* [Virtual Poster Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference, Virtual.

Hinderer, K., **O'Donnell, R.**, **Belanger, D.**, Chenard, D., Brimacombe, M., Borrup, K., **Boyle, E.**, & Rogers, S. (2023, November). *Development of a pediatric behavioral health acuity assessment tool* [Poster Presentation]. 3rd Annual Connecticut Children's Research Institute Research Symposium. Hartford, CT.

Hoppa, E., & **O'Donnell, R.** (2023, June). *ED LOS and LWBS* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Hong, G. (2023, June). *COVID-19 long haul clinic system design* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Giudice, C. & Sullivan, C. (2023, June). *Burn baby burn – Neonate with sunburn* [Poster Presentation]. The New England Pediatric Hospital Medicine Conference, New Haven, CT.

Gomes, A., **DeFrancesco, J.**, **Needham, A.**, **Tripp, C.**, Gibson, M., **Hinderer, K.**, **Visker, S.**, & Zarrilli, J. (2023, June). *Outpatient oncology malnutrition screen implementation* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Kankaew, S., & **Briere, C.E.** (2023, April). *Maternal nutrition and macro/ micronutrients composition in breast milk: A scoping review* [Poster Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Keller, M. C., Ayr-Volta, L., **Needham, A.**, **Holden, E.**, **Engelke, K.**, Anuar, A., Foy, K., **Hart, L.**, Marconi, E. & **Hinderer, K. A.** (2023, October). *Shooting for the STARS: Implementing an evidence-based program to meet the end of treatment needs of childhood cancer survivors and their families.* [Poster



Presentation}. 27th Annual Evidence Based Practice Conference – The Scholarship of Nursing: What’s in it for us? Hartford, CT.

Lane, I., & Sabella, K. (2023, April). *Recommendations to measure gender identity in young adults with serious mental health conditions* [Poster Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Ling, V. (2023, October). *What’s the gap? Developing competency based education for unlicensed assistive personnel* [Poster Presentation]. 27th Annual Evidence Based Practice Conference – The Scholarship of Nursing: What’s in it for us? Hartford, CT.

Lord, K., & Zizzamia, C. (2022, October). *Monitoring the hazards: Chemo wipe sampling in a hospital setting.* [Virtual Poster Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference, Virtual.

Lussier, M., Krieger, D., & Zarrilli, J. (2023, June). *Retrospective review of near miss feeding errors with the initiation of a breast milk and formula scanning system* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Matney, S. (2023, June). *Nursing strategic plan, Strategy deployment* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Mancinelli-Hough, K., Breda, K. L., Karl, C., **Wentland, B.** (2022, October). *Don’t ask, won’t tell: Suicide screening in the pediatric perioperative setting* [Virtual Poster Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference, Virtual.

McGeorge, L. B., Dugan, A. G., Shaw, W. S., **Fairchild, W.,** Heller, F., Dodeja, A. K., & Upadhyay, S. (2023, August). *Perceived barriers and opportunities for patients with adult*

congenital heart disease to pursue secondary education and employment: Qualitative Findings from patient interviews [Poster Presentation]. 8th World Congress of Pediatric Cardiology and Cardiac Surgery WCPCCS, Washington, D.C.

Molcan, M., Waynik, I., **Hong, G.,** & Rubin, K. (2023, June). *Impact of the Connecticut Children’s Leaders in Advanced Solutions for Pediatrics (CLASP) Program on Connecticut Children’s referral network* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Mwalingo, T., **Briere, C.E.,** Jacelon, C., Sibeko, L., & Pealman, J. (2023, April). *A mixed methods case study of the relationship between community engagement practices, neonatal and maternal health service utilization, and health outcomes* [Poster Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Nardoza, M., Pruden, C., Hoppa, E., **O’Donnell, R.,** Velez, L., **Bailie, E.,** & Pelletier, L. (2023, June). *ID banding in the emergency department: Patient safety absolute* [Poster Presentation]. Illuminations 2023, Hartford, CT.

O’Donnell, R., Belanger, D., Hinderer, K., Chenard, D., **Boyle, E.,** Borrup, K., & Rogers, S. (2023, September). *Developing a pediatric nurse emergency behavioral health acuity assessment tool* [E-Poster Presentation]. The Emergency Nurses’ Association 2023 Annual Meeting, San Diego, CA.

Pereira, J., Sekaran, A., **LeBlanc, K.,** Skurkis, C., **Crawford, D.,** Matthews-Wilson, A., **Saccoccio, M.** (2023, June). *Reducing delays to discharge on med/surge pediatric units* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Perry-Eaddy, M., & Curley, M. (2023, April). *Leveraging existing data to address social determinants of health in critically ill children: A methods analysis* [Poster Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Perry-Eaddy, M., Curley, M. A. Q., Flori, H., & Dahmer, M. (2023, April). *Persist-SNP: Pediatric recovery after sepsis treatment in the pediatric intensive care unit and single nucleotide polymorphisms* [Poster Presentation]. NIH/NHLBI PRIDE Annual Meeting, Bethesda, MD.

Rickles, J., Saccoccio, M., Dayley, T., Bonazelli, S., Barnett, K., Molcan, M., & Komkov, S. (2023, June). *QI and data requests process* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Rivera, B., Randazzese, S., Lee, W., **Grad, S.,** Agostinucci, B. (2023, June). *Improving efficiency and experience in code cart exchange* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Saccoccio, M., Bailie, E., Canfield, A., Anderson, A., Bedding, A., Boyle, E., Buck, H., Candiloro, K., Ciccone, E., Cohen, M., DeFrancesco, J., Desocio, T., Dibble M., Fetta, A., Jones, A., Hill, D., Iacuone, K., Kaczor, A., Martin, K., Palazzo, B., Squires, R., Veillette, M., Visinski, K., & Kozlowski, K. (2023, June). *Organization-wide bundle decreases PIVIE rates* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Santangelo, A., Agostinucci, B., & Pelletier, L. (2023, June). *ENFit: A new connection for enteral feeding and medication* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Steele, L., **Belanger, D., Grant, C., LeBlanc, K., O’Donnell, R.,** Rogers, S., **Boyle, E.,** Van Epps, S., McDermott, C., Santos, M., St. Louis, J., Tatem, C., **Twachtman-Bassett, J.,** Donnelly, J., Mikulski, M., **Brink, S., Kempner, K., Moloney, J., Fetta, A.,** Carter, B., **Matney, S.,** & Vargas, M. (2023, June). *Reducing employee harm from patients (Workplace violence)* [Poster Presentation]. Illuminations 2023, Hartford, CT.

St. Louis, J., Brown, T., Bewry, D., Cuevas, J., **Grant, C.,** Matthews-Wilson, A., Oldham, S. McDermott, C., Santos, M., **Belanger, D.,** Staroselsky, D., Davis, R., Blanchette, R., Schlegel, S., Pain, N., Gigi Simko, G., Van Epps, S., (2023, June). *Behavioral health transition clinic moving forward* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Storey, B., Fetta, A., Periera, J., Steger, U., Zello, M., Pelletier, L. (2023, June). *Sustainment of regulatory corrective action plans* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Turski, J., Lugo, H., & Visker, S. (2023, October). *Addressing the youth mental health crisis: ASQ the right questions at the right time.* [Poster Presentation]. 27th Annual Evidence Based Practice Conference – The Scholarship of Nursing: What’s in it for us? Hartford, CT.

Upadhyay, S., **Fairchild, W., Bopp, J.,** & Warsy, I. (2023, August). *Zero fluoroscopy radiofrequency ablation of atrioventricular node re-entry tachycardia in the pediatric age group: A single center experience* [Poster Presentation]. 8th World Congress of Pediatric Cardiology and Cardiac Surgery WCPCCS, Washington, D.C.

Upadhyay, S., **Fairchild, W.,** Dodeja, A. K., & Warsy, I. (2023, August). *Zero fluoroscopy radiofrequency ablation of supraventricular arrhythmias in adults with congenital heart disease* [Poster Presentation]. 8th World Congress of Pediatric Cardiology and Cardiac Surgery WCPCCS, Washington, D.C.

Van Epps, V., Dortenzio, M., Mendillo, E., Urzua, J., Vollero, M., **Hinderer, K.,** & Brimacombe, M. (2023, June). *Pediatric speech therapy outcomes, access, and satisfaction after pivoting a service model* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Van Epps, V., Dortenzio, M., Mendillo, E., Urzua, J., Vollero, M., Brimacombe, M., & **Hinderer, K.** (2023, November). *Pediatric speech therapy outcomes, access, and satisfaction*

after pivoting a service model [Poster Presentation]. 3rd Annual Connecticut Children’s Research Institute Research Symposium. Hartford, CT.

Vittner, D. (2023, April 3). *Oxytocin and cortisol release are associated with premature infant neurobehavioral patterns* [Poster Presentation]. Eastern Nursing Research Society Annual Conference, Philadelphia, PA.

Wasser, C., **O’Brien, C., Peluso, L., Reading, C.,** & Farr, M. (2023, June). *Emergency preparedness in the primary care setting* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Weaver, A. P., Roman, D. P., Webb, C., Walaszek, M., **Hinderer, K. A., Wentland, B. A.,** & Kuenze, C. *Early quadriceps strength recovery and second anterior cruciate ligament injury: Insights from a longitudinal study of adolescents with ACL reconstruction* [Poster Presentation]. 3rd Annual Connecticut Children’s Research Institute Research Symposium. Hartford, CT.

Wentland, B., Dixon-Stinger, K., & **Hinderer, K.** (2022, October). *Driving nursing inquiry through a fellowship program* [Virtual Poster Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference, Virtual.

Wiley, J., Dodeja, A. K., Heyden, C., Mesia, C. I., Heller, F., **Fairchild, W.,** & Upadhyay, S. (2023, August). *Right and left ventricular interactions: Improvement in left ventricular systolic function following alteration of right ventricular hemodynamics* [Poster Presentation]. 8th World Congress of Pediatric Cardiology and Cardiac Surgery WCPCCS, Washington, D.C.

Williams, J., Sander, P., Bessette, E., Tory, H., Zempsky, W., & **Hamre, T.** (2023, June). *Safety improvements to patient controlled analgesia* [Poster Presentation]. Illuminations 2023, Hartford, CT.

Zarrilli, J., **DeFrancesco, J., Needham, A., Tripp, C.,** Gibson, M., **Hinderer, K., Visker, S.,** & Gomes, A. (2022, October). *Early identification of malnutrition risk: Implementing a screening tool in an ambulatory setting* [Virtual Poster Presentation]. The 26th Annual Evidence-Based Practice Conference, Connecticut Nursing Research Alliance Conference, Virtual.

Invited Speaker Presentations

Bailie, E., & Pelletier, L. (2023, November). *Sustaining safety behaviors & actions – Is it possible?* [Virtual Presentation]. Virtual Nursing Grand Rounds, Connecticut Children’s, Hartford, CT.

Giudice, C., & Sullivan, C. (2023, January). *A prescription for function: Expanding your toolbox for pediatric patients with Somatic Symptom Disorders* [Virtual Presentation]. Virtual Nursing Grand Rounds, Connecticut Children's, Hartford, CT.

Hill, D. (2023, September). *Courage & creativity: How nursing innovation drives retention, organizational value and the bottom-line* [Virtual Presentation]. Virtual Nursing Grand Rounds, Connecticut Children's, Hartford, CT.

Hill, D. & Flynn, M. (2023, March). *Pre-conference leadership summit* [Session Facilitator]. Moving forward: Impacting NICU Practice through Science, Innovation and Compassion, 2023 NEANN Annual Conference, Tufts University, Medford, MA.

Hinderer, K., & Derynioski, L. (2023, May). *School nurse perspectives on managing COVID-related behavioral and mental health issues in schools.* [Concurrent Session]. New England School Nurse Conference, Mystic, CT.

Hinderer, K. (2023, January). *Nursing research at Connecticut Children's* [Virtual Presentation]. The Connecticut Nursing Research Alliance.

Kozlowski, K., (2023, March). *Decreasing incivility in healthcare* [Virtual Presentation]. Virtual Nursing Grand Rounds, Connecticut Children's, Hartford, CT.

Perry-Eaddy, M. (2023, June). *Recovery through PICU discovery – A nurse scientist's perspective* [Virtual Presentation]. Virtual Nursing Grand Rounds, Connecticut Children's, Hartford, CT.

Perry-Eaddy, M. (2023, May). *Pediatric sepsis outcomes* [Invited Podium Presentation on behalf of the Sepsis Alliance]. American Association of Critical Care Nurses National Teaching Institute 2023, Philadelphia, PA.

Perry-Eaddy, M. (2023, April). *Integrating precision science into programs of research* [Virtual Presentation]. Penn Nursing Office of Nursing Research. Philadelphia, PA.

Roche, K. & Hinderer, K.A. (2022, October). *Coping during COVID-19: A pilot study on the impact of gratitude journaling or cognitive strategies on healthcare workers* [Virtual Presentation]. Virtual Nursing Grand Rounds, Connecticut Children's, Hartford, CT.

Wheeler, W. (2023, April). *Disaster nursing: What you need to know - The good, the bad, and the ugly* [Oral Presentation]. NENA Conference, Calgary, Canada.

Grants

Nurse Scientist and Principal Investigator **Mallory A. Perry-Eaddy, PhD, RN, CCRN** received an NIH/NIGMS grant [R00GM145411 (2022-2025)] to support her research *Pediatric REcovery after sepsIS Treatment in the Pediatric Intensive Care Unit* (PERSIST-PICU).

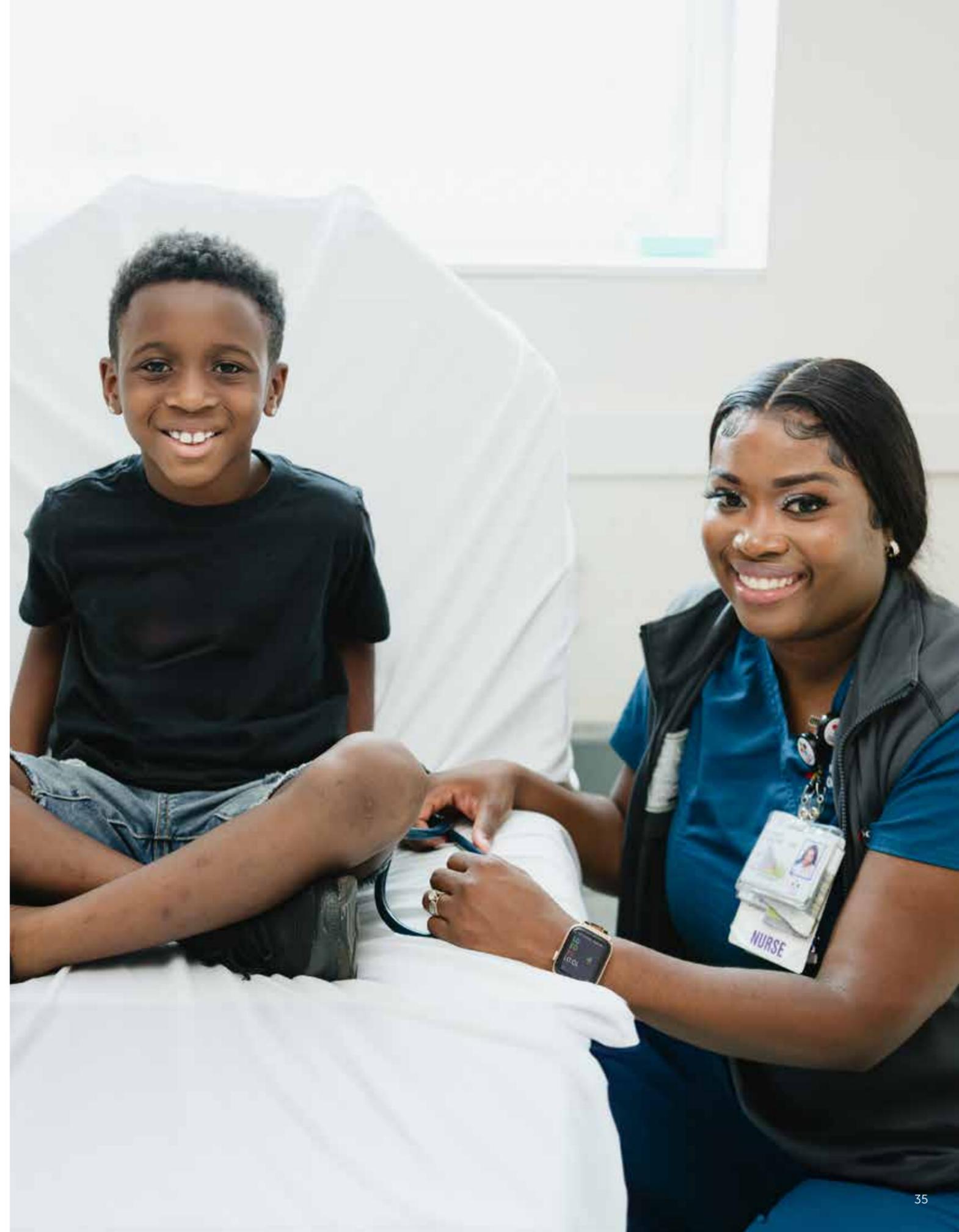
Awards

Nursing Research and EBP Council Awards. During Nurses Week 2023, these nurses received recognition for their commitment and dedication to nursing research and EBP.

- **The Most Engaged in Nursing Research Award** went to the following nurses: **Deanna Hill, MSN, RNC-NIC, NPD-BC and Jennifer Querim, BSN, RN, CCRP**
- **The Diversity, Equity, and Inclusion in Research and Evidence-Based Practice Award** was bestowed to **Hendriana Nielsen, RD, RN, BSN, CCRP, CPN** for her contributions to the rare disease community.
- **The Nursing Publication in Process Award** was awarded to **Avery McNall, BSN, RN, CPHON** for her paper titled, *Simulation, Storytelling, and Pediatric End-of-life Care: A Continuing Professional Development Approach for Nurse Residents*, article in press in the *Journal of Pediatric Hematology/Oncology Nursing* (JOPHON).
- **The Evidence-Based Practice Project Award** was awarded to **Debra Szafran, BSN, RNC-NIC, WCC** for her project titled, *Under Pressure: Successful Management of an Unstageable Halo Pressure Injury*.
- **Mary Lattarulo, BSN, RN** received the **New Graduate Nurse Scholar Award** for her enthusiasm related to research and evidence-based practice.

Connecticut Nursing Research Alliance 27th Annual Research and EBP Conference: Investing in the Scholarly Work of Nursing; What's in it for Us? 3rd Place Overall Poster Award was awarded to **Mary Conway Keller, Lauren Ayr-Volta, Andrew Needham, Elizabeth Holden, Karina Engelke, Amirul Anuar, Kelly Foy, Leigh Hart, Elizabeth Marconi, and Katherine A. Hinderer** for the poster, *Shooting for the STARS: Implementing an evidence-based program to meet the end of treatment needs of childhood cancer survivors and their families* during the conference poster session on October 19, 2023 in Hartford, CT.

Orthopedic Nursing Journal 2023 Nan Hilt Writers Award was awarded to senior author **Mallory A. Perry-Eaddy, PhD, RN, CCRN** and authors Eze, B., Kumar, S., Yang, Y., Kilcoyne, J., & Starkweather, A. on the paper *Bias in musculoskeletal pain management and bias-targeted interventions to improve pain outcomes: A scoping review* published in the March/April edition of the *Orthopedic Nursing Journal*.





FELLOWSHIP

The Nursing Research and Evidence-Based Practice (EBP) Fellowship is an 18-month program offered by the Institute for Nursing Research and Evidenced-Based Practice (INR). Since its inception in 2015, 29 nurse and 8 interprofessional fellows have graduated from the fellowship program. Core faculty include Carrie-Ellen Briere, PhD, RN, Beth Wentland, MBA, BSN, RN, NPD-BC, and Katherine Hinderer, PhD, RN, CNE, NEA-BC. In addition, partners from the Connecticut Children's Research Institute and the Clinical Research Nursing Team are invited faculty. Fellows receive didactic content, protocol development support, and project mentoring throughout the course of the program. The purpose of the program is to assist teams of staff nurses, nurse leaders, nurse educators, advanced practice providers (APPs), and allied health team members to develop a relevant research or evidence-based practice project that will result in achieving best patient or institutional outcomes with the greatest likelihood of success.

2022-2023 Nursing Research and EBP Fellows

November 15, 2023 marked the graduation for the first interprofessional fellowship cohort. Graduate names, clinical unit/division, and projects are included.

Christina Giudice, MSN, APRN, CPNP-PC, & Catherine Sullivan, MD, from the Division of Pediatric Hospital Medicine, conducted the study, *"An analysis of healthcare utilization in patients with somatic symptom disorders."*

Nannette Kyer, BSN, RN, IBCLC, & Silvana Michael, MSN, RN, IBCLC from the Neonatal Intensive Care Unit conducted the study, *"The impact of prenatal lactation education on pumping frequency among mothers of NICU infants."*

Kimberley Roche, MSN, PPCNP-BC, APRN from the Center for Cancer and Blood Disorders conducted the study, *"Monthly 5 minute mindfulness: An online healthcare workers wellbeing program."*

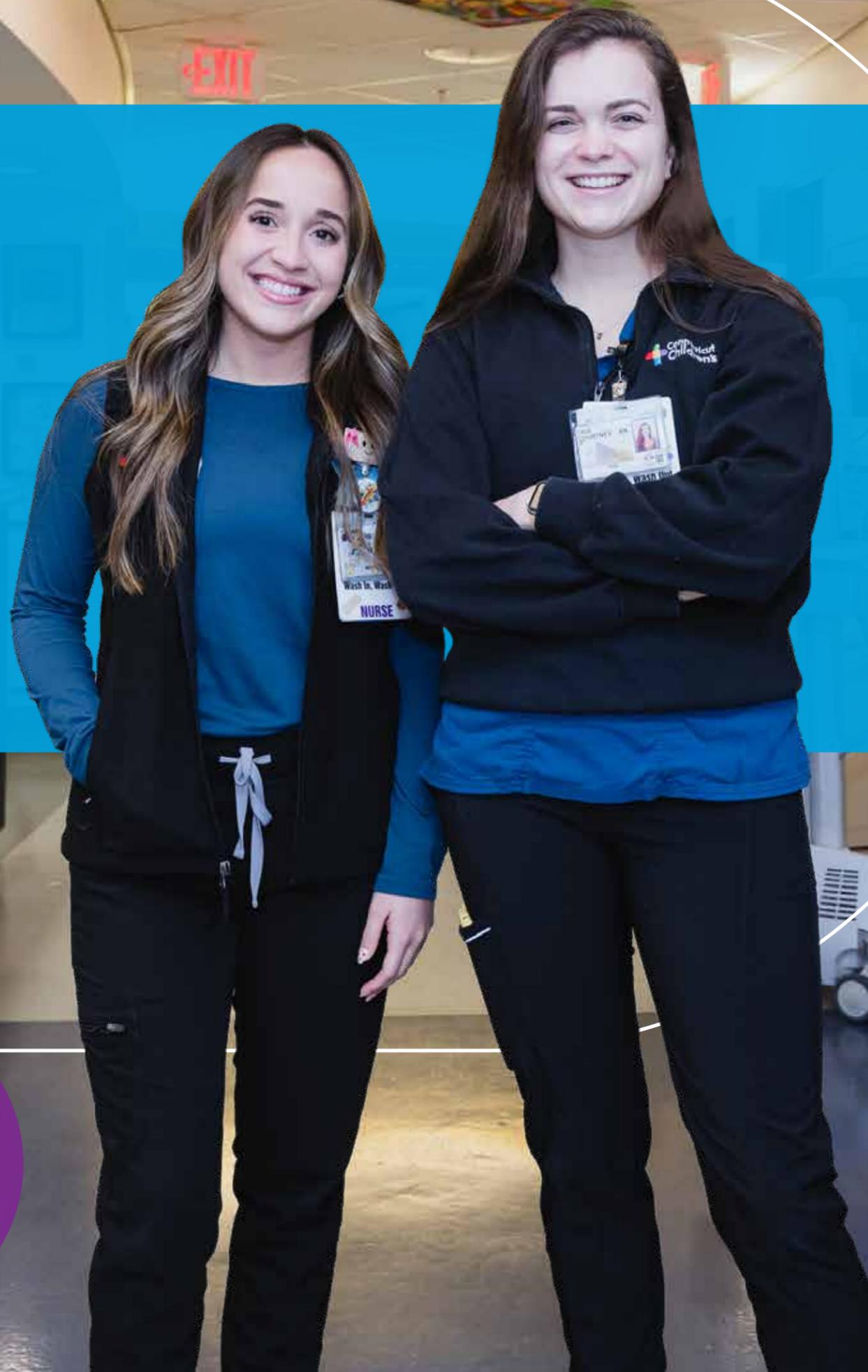
Virginia Van Epps, M.Ed., CCC-SLP, Mary Dortenzio, M.S., CCC-SLP, Emma Mendillo, M.A., CCC-SL, Jodi Urzua, M.S., CCC-SLP, & Morgan Daur-Schierholz, M.S., CCC-SLP from the Speech-Language Pathology Department, conducted the study, *"Pediatric speech therapy session frequency and speech outcomes."*

Adam Weaver, PT, DPT, & Dylan P. Roman, PT, DPT from the Department of Sports Therapy conducted the study, *"Early quadriceps strength recovery and the impact on second anterior cruciate ligament injury."*



Back Row (left to right): Adam Weaver, Beth Wentland, Dylan Roman, Nan Kyer, Silvana Michael, Katie Hinderer, Morgan Daur-Schierholz
 Front Row (left to right): Carrie-Ellen Briere, Jodi Urzua, Christina Giudice, Emma Mendillo, Mary Dortenzio
 Not pictured: Virginia Van Epps, Kim Roche, Dr. Cathy Sullivan

Exemplary Professional Practice



From left to right:

Lauren Molina, BSN, RN
MS6

Erin Courtney BSN, RN
MS6

Read their story on next page.

NURSING STORY

New graduate nurse residency project focusing on nursing retention and implementation of the morale committee decreases the 12-month rolling all cause all RN turnover rate on Medical-Surgical 6.

Background: Nursing recruitment and retention is a critically important healthcare issue throughout the nation. According to Nursing Solutions Inc., the national RN turnover rate in 2022 was 22.5% (National Solutions Inc., 2023). For the pediatric specialty, the national RN turnover rate in 2022 was 17.1% (National Solutions, Inc., 2023). According to their research, the average cost of turnover for a clinical nurse is \$52,350 and each percent change in RN turnover will cost or save a hospital an additional \$380,600 per year (National Solutions Inc., 2023). Post COVID-19 pandemic, nursing turnover remained high nationwide. Hospitals and nursing leaders need to remain focused on implementing strategies to decrease nursing turnover and prioritize retention strategies.

Connecticut Children's Graduate Nurse Residency Program (GNRP) is a 12-month program that transitions newly licensed nurses into nursing practice. Part of the GNRP involves the graduate nurse residents working in small groups on an evidence-based practice (EBP) research project. In September 2021, a cohort of 36 new graduate nurses began their one-year GNRP at Connecticut Children's. After completing the practice based learning, in January 2022, the cohort began their EBP classes, taught by Beth Wentland MBA, BSN, RN, NPD-BC, Evidence-Based Practice and Nursing Excellence Specialist; and Katie Hinderer Ph.D., RN, CNE, NEA-BC, Nurse Scientist. In February 2022, the graduate nurse residents from Medical-Surgical 6 (MS6) formed a project team and chose their EBP project topic, selecting nursing burnout. The MS6 graduate nurse resident project team included clinical nurses Sarah Gruber BSN, RN; Jamie Carucci BSN, RN; Erin Courtney BSN, RN; and Lauren Molina BSN, RN.

From February through July 2022, the MS6 nurse resident project team worked on their EBP project. As the nurse residents were working on their EBP project, Marisa Cort BSN RN, MS6 Team Lead and clinical nurse; and Sarah Hovis BSN, RN, MS6 clinical nurse were having conversations about starting a MS6 Morale Committee. Marisa and Sarah were speaking with nursing colleagues from another hospital and learned about activities those nurses did outside of work to increase teamwork and a sense of belonging outside of

working hours. From those conversations, they decided to seek out interest from clinical nurses on MS6 to start a Morale Committee.

In August 2022, the nurse resident project team presented their final EBP poster to nursing leaders. Their recommendations for MS6 included creating a mentoring program for new nurses on MS6 and launching retention activities through the newly established MS6 Morale Committee. The project team hypothesized that by initiating these interventions, retention would improve and nursing turnover would decrease.

Challenge: By the end of August 2022, the 12-month rolling all RN all cause turnover rate on MS6 was 19.0%.

Goal Statement: Decrease the MS6 12-month rolling all cause all RN turnover rate (%).

Measurement: MS6 all cause 12 month rolling RN turnover rate: (total # RNs who resigned, retired, or were terminated during the 12 month rolling time period / average number of RNs in the same 12 month rolling period) x 100

Interventions: On September 3, 2022, recommendations from the retention project team began with the kickoff of a breakfast for the seven new graduate nurses coming off orientation. The breakfast was organized by the project team with support from Kristi Iacuone BSN, RN, CPN, Nurse Manager of MS6. The seven new graduate nurses attended the breakfast. The purpose of the breakfast was to connect the nurses just coming off orientation with the nurses who just finished the one-year residency program. The goal was that by forming these relationships, morale would improve, thereby improving MS6 nursing turnover.

The other recommendation of the New Graduate RN Retention program was launching retention and team building activities through the MS6 Morale Committee. On September 29, 2022, the Morale Committee, led by Marissa and Sarah, hosted their first Morale Committee meeting at a local restaurant in Hartford, Connecticut, Bear's Smokehouse. The following day, September 30, 2022, the Morale Committee hosted their first event – axe throwing at a local venue, in which 10 MS6 RNs participated.

Following the success of the September events, the Morale Committee decided to plan one event per month through the rest of 2022. In October 2022, the Morale Committee hosted a Halloween themed event in South Windsor, Connecticut. The event was a haunted walk that the nurses attended together. On November 1, 2022, the Morale Committee hosted a MS6 "Fall Party" at Sarah's home. In December 2022, the Morale Committee organized a "Secret Santa" activity in which the

entire MS6 unit was invited to participate. A large group of nurses opted to join the "Secret Santa" event, which occurred at the end of December.

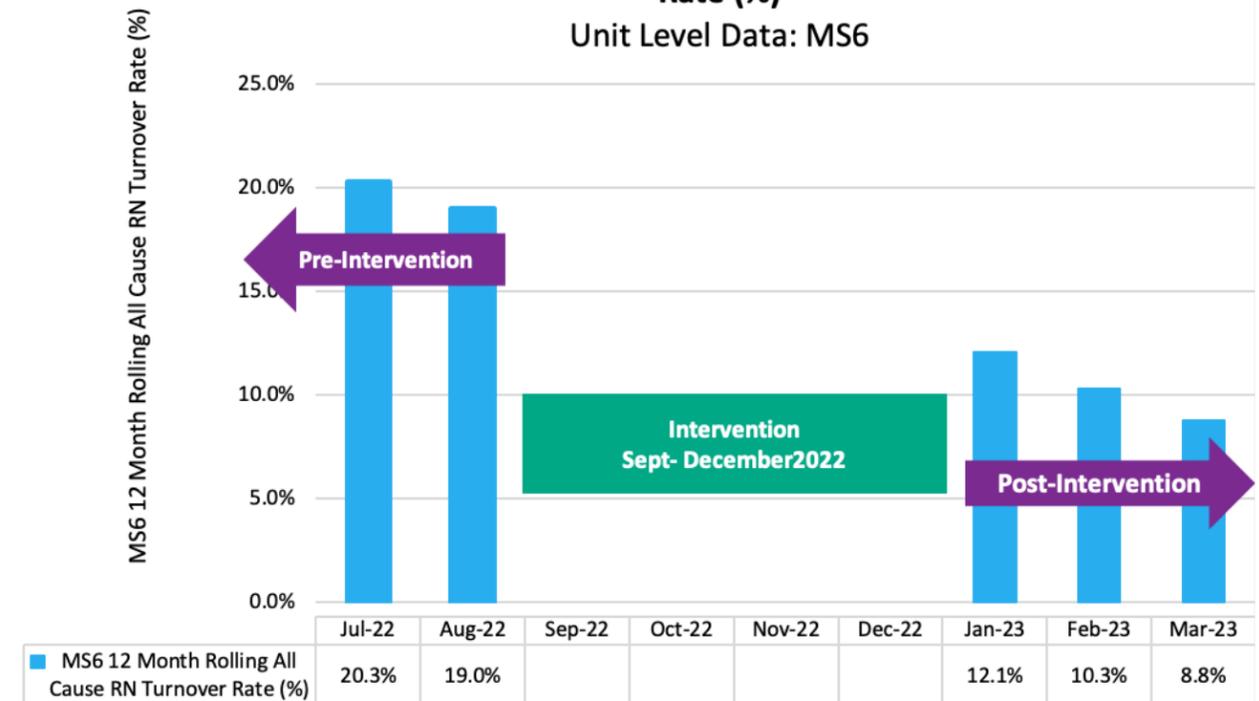
By the end of December 2022, the Morale Committee was fully launched with successful monthly team building events. Feedback was positive, and nurses enjoyed connecting with

each other outside of working hours to build meaningful relationships and promote a sense of belonging.

Outcome: During the post-intervention time period, the MS6 12 month rolling RN turnover rate ranged from 8.8% to 12.1% demonstrating a significant decrease in RN turnover.

EP10EOB: Decrease in the MS6 12 Month All Cause All RN Turnover Rate (%)

Unit Level Data: MS6



REFERENCES

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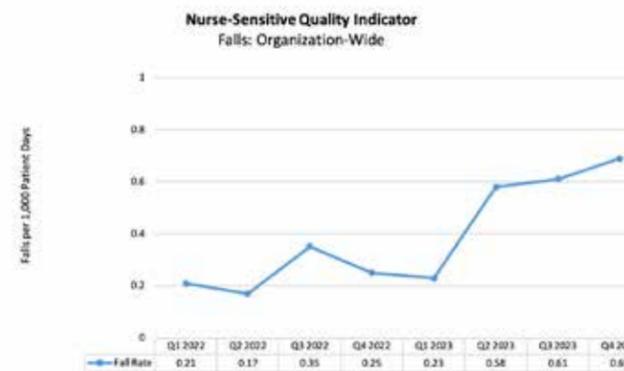
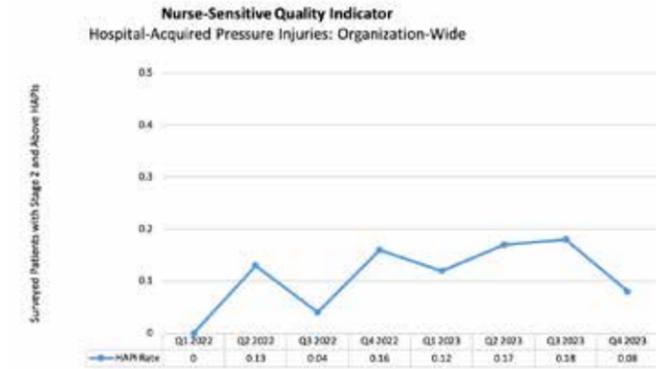
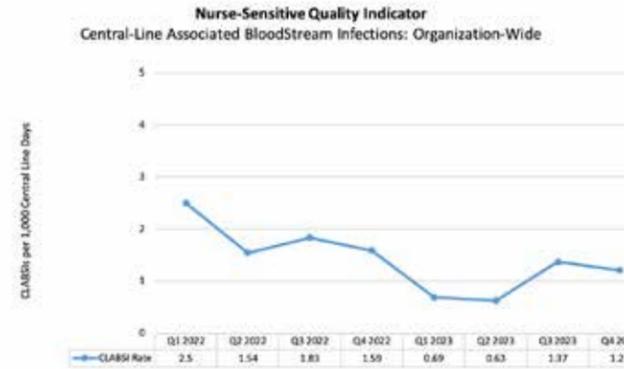


ANCC MAGNET RECOGNITION PROGRAM®

On November 30, 2023, we submitted our Magnet document to the Magnet Program Office for our second Magnet designation! Submitting our Magnet document is the first step in the process of re-designation. Our Magnet document has 92 stories of nursing excellence with nursing representation throughout Connecticut Children's. The document highlights nursing professional practice with strong clinical outcomes. We are so proud to be on this journey to our 2nd designation. Next step – site visit! Congratulations Connecticut Children's nursing on submitting a fantastic Magnet document – this is all about YOU!



Nurse-Sensitive Quality Indicator Graphs



CLINICAL LADDER

This year, we had 27 applications for professional advancement. We have approved 25 for advancement.

The following have completed all the criteria needed to advance to a **Level 2**.

Hanna Basile
Ashley Bowman
Melissa Cohen
Stephanie Colasanto
Tara Dailey

Maria Eulizier
Meghan Guzewicz
Emily Lewis
Jaime McCurry
Anna Milczek

Allison Molleur
Jennifer Moran
Kristie Oldham
Alexandra Pace
Meaghan Schneider

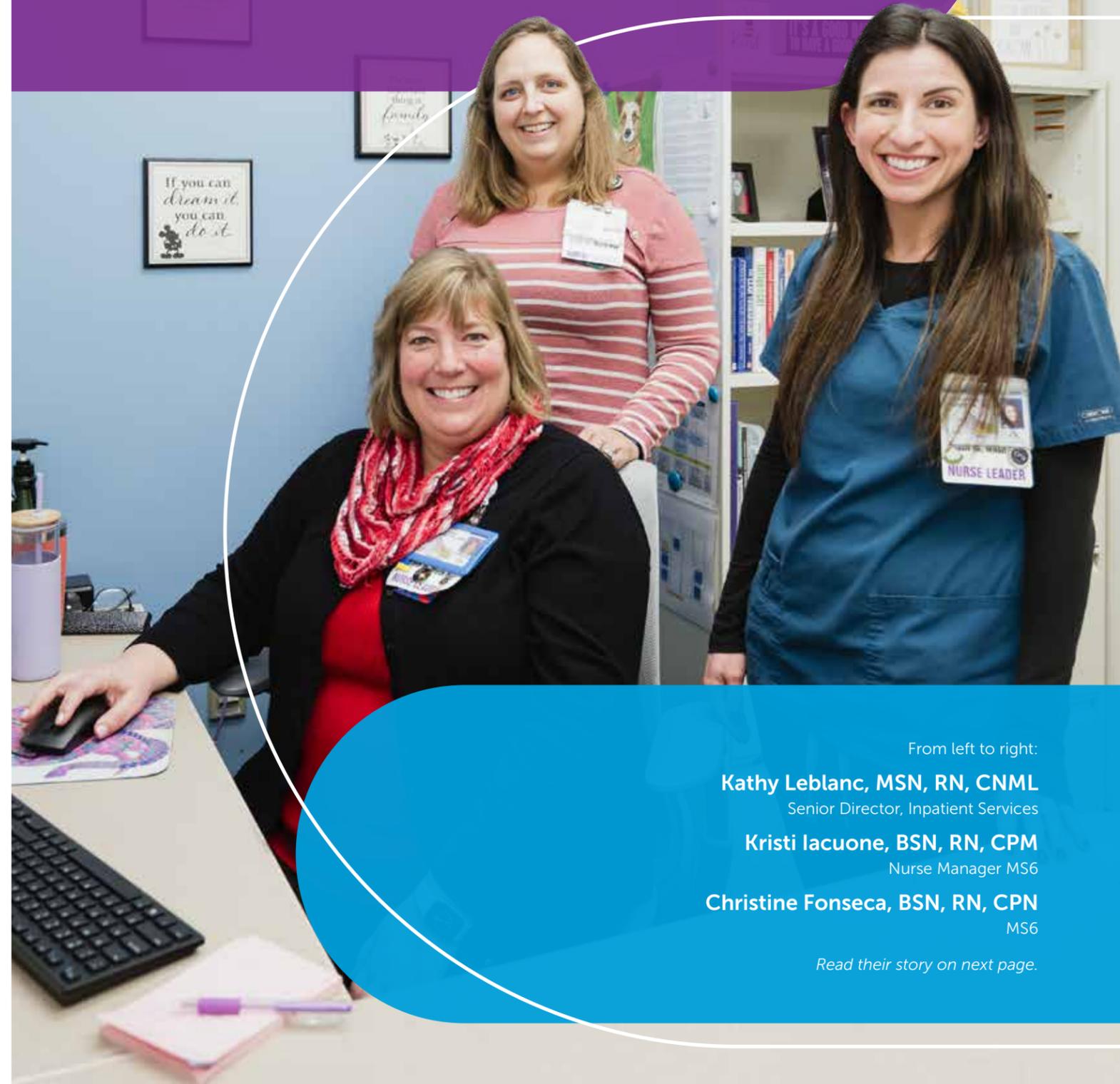
The following have completed all the criteria needed to advance to a **Level 3**.

Theresa Desocio
Abigail Giulano
Leigh Hart
Liz Holden

Katie Lord
Kristen Martin
Alyson Mason
Drew Needham

Jodi Simlick
Shanice Sterling

Transformational Leadership



From left to right:

Kathy Leblanc, MSN, RN, CNML

Senior Director, Inpatient Services

Kristi Iacuone, BSN, RN, CPM

Nurse Manager MS6

Christine Fonseca, BSN, RN, CPN

MS6

Read their story on next page.

NURSING STORY

Kathy Leblanc, MSN, RN CNML, advocates for night shift team lead positions to support nursing satisfaction, a strategic organizational goal.

Background: In December 2020, Kathy Leblanc, MSN, RN, CNML was promoted to the role of Director of Inpatient Services, overseeing Medical-Surgical 6, Medical-Surgical 7, and Medical-Surgical 8. When Kathy became Director, in December 2020, Kristi Iacune, BSN, RN, CPN, was promoted from Assistant Nurse Manager of MS6 to Interim Nurse Manager of MS6. Also during this time, Natalie Benevento, BSN, RN, CPON, Assistant Nurse Manager of MS8, transitioned into the role of Assistant Nurse Manager of the Float Pool.

Rather than fill the two assistant nurse manager positions, Kathy took feedback from the MS6 and MS8 clinical nurses to come up with a proposal for two new positions, called Night Team Lead. Throughout her leadership roles on med-surg, Kathy heard from clinical nurses that they desired more leadership support on nightshift. As well, nurse managers and bed managers were desiring more presence from nursing leaders on the nightshift to handle overnight concerns in the moment.

Kathy posited the creation of the night team lead positions would increase nursing satisfaction and nurse manager satisfaction and retention. The clinical nurses would have ready access to an in-person leader and the unit nurse managers would have fewer calls in the middle of the night. In addition, if a family member asked to speak to a leader, there would be a leader present on the unit to immediately address the patient concern. In discussing the concept, the clinical nurses shared the importance of having a nightshift leader who was also able to help clinically. Taking in all this information, in December 2020, Kathy began to work on a proposal to advocate for night team lead positions.

Organizational Goal: Health Compass 2022 was Connecticut Children's five year organizational strategic plan that spanned 2018-2022. One of the seven segments in the Health Compass 2022 strategic plan was Operational Excellence, Quality & Safety. A key tactic for Operational Excellence, Quality & Safety is creation and utilization of the Strategic Talent Acquisition Retention (STAR) group. The STAR group had a goal to "Increase team member engagement and retention."

Advocating for Resources: To support the night shift nursing teams, in December 2020, Kathy worked with Kristi and Beth Palazzo BSN, RN, CPHON, Nurse Manager of MS8 to develop two Night Team Lead positions – one for MS6 and one for MS8. The Night Team Lead nurse position would be a 40-hour position with two eight-hour shifts and two twelve-hour shifts. Over the next few weeks, Kathy worked with Human Resources to finalize the job description in preparation for requesting approval.

On March 3, 2021, Kathy emailed Sarah Matney, MSOL, BSN, RN, CPON, CENP, Chief Nursing Officer and Senior Vice President of Clinical Operations, advocating for the new positions. In her email. On March 26, 2021, Sarah announced the approval of the Night Team Lead nurse positions.

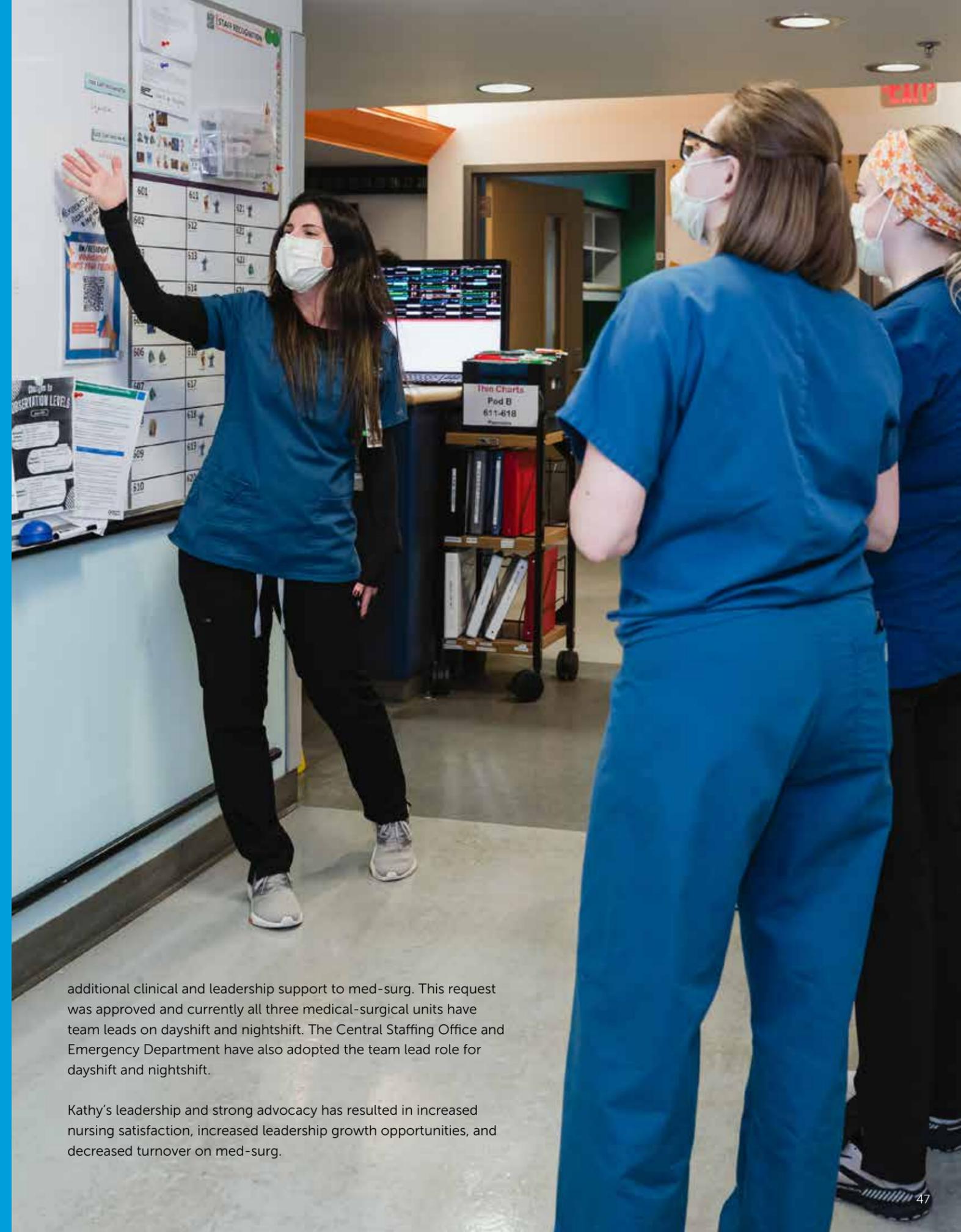
On April 29, 2021, Kathy announced the selection of the two new Night Team Leads: Christine Baldi BSN, RN, CPN (MS6) and Olivia Berger BSN, RN (MS8) Christine and Olivia would both work two 12-hour clinical shifts as the resource nurse and 16 hours of dedicated leadership time.

On September 8, 2021, Kathy emailed Sarah to advocate for a night team lead position on MS7. Kathy's proposal was to transition Ashley Canfield, MSN, RN, from the Assistant Nurse Manager position on MS7 to the ANM in the Central Staffing Office, and open up a new position on MS7 as a Night Team Lead. The night team lead position for MS7 was approved.

Results: Since initiation of the night shift team lead position, Kathy has received significant positive feedback from multiple nursing roles. The clinical nurses and Nursing Operations Leaders are appreciative of having leadership presence on nightshift. The night team leads have a much more global perspective and are able to work with the bed managers on staffing concerns and patient assignments. Nurse Managers also report satisfaction as they have a dedicated nurse leader to handle nightshift specific concerns and are therefore getting less phone calls at night. The added leadership support has been a huge satisfier for both nursing managers and clinical nurses.

Since initiating the night nurse lead, the medical-surgical units have shown improvement in their Nursing Engagement surveys. The med-surg units have gone up 12 points in the leadership support category when comparing the 2021 survey to the 2022 survey, which is statistically significant. This demonstrates its impact on team member engagement, an organizational strategic goal.

Due to the positive effects of the night team lead, in November 2022, Kathy advocated for day team lead positions to give



additional clinical and leadership support to med-surg. This request was approved and currently all three medical-surgical units have team leads on dayshift and nightshift. The Central Staffing Office and Emergency Department have also adopted the team lead role for dayshift and nightshift.

Kathy's leadership and strong advocacy has resulted in increased nursing satisfaction, increased leadership growth opportunities, and decreased turnover on med-surg.

LEADERSHIP RECOGNITION

Sarah Matney

"Chief Nursing Officers to Know" List, Becker's Hospital Review honors Sarah exceptional leadership in navigating staffing shortages, nursing budgets and pioneering professional pathways for the next generation of Nurses.



Marge Julian, Shannon Grad, and Connie Grant
Completed Connecticut Children's Leadership Discovery

- Ryan O'Donnell** promoted to Senior Nurse Manager
- Jeanne Walczak** promoted to Assistant Nurse Manager
- Jodi Simlick** promoted to MS7 Team Lead
- Marissa Cort** promoted to MS6 Team Lead
- Rachel Mariani** promoted to CSO Team Lead
- Kaley Dickie** promoted to MS8 Team Lead
- Allison Eastman** promoted to CSO Nurse Manager
- Ashley Polson** promoted to CSO Team Lead
- Katrina Earl** promoted to CSO Team Lead

NURSING LEADER AWARDS



Tara Philips
Daisy Nurse Leader

PROFESSIONAL BOARDS & COMMITTEES

- Tiffany Ruiz:** International Cardio-Oncology Society; Eastern Nursing Research Society
- Felicia Tam:** American Congenital Heart Association – Connecticut Walk for 1 in 100 planning committee
- Jamie Bopp:** American Congenital Heart Association – Connecticut Walk for 1 in 100 planning committee
- Jennafer Euen:** American Cleft Palate – Craniofacial Association
- Ashley Veilluex:** Broviac Dressing Committee
- Tricia Giscombe:** New England Spina Bifida council; Professional Development committee; New England DSD committee; Wethersfield Veterans Committee
- Caitlin Greenslade:** Professional Advancement; Certifications and Engagement Council; Magnet Rep

- Robyn Rosario:** Magnet Rep; Dialysis Quality Assurance and Performance Improvement Committee
- Diane Trusz:** Professional Development Committee
- Kim Carole:** Member of APHON, Association of Pediatric Hematology Oncology Nurses; Member of ONS, Oncology Nurses Society
- Debbie Ellis:** NewSTEPS and Expecting Health National Education Workgroup, co-chairperson; Connecticut Department of Public Health Universal cCMV Screening Workgroup, member
- Comalita Elliott:** Member of the Northern CT Black Nurses Association, Inc.; Member of The National Black Nurses Association and an active participant in the Mentorship Program

ANNUAL MEETING



What did you want to be when you grew up?

Sarah Matney: A nurse!

Rachel Caster: A pediatric nurse practitioner!
Here I am...happy as can be as a certified pediatric nurse!
(For over 17 years!)

Kristin Kozlowski: I wanted to perform on Broadway, but I have no talent. I can't sing, I can't dance, but I have passion!

Risa Squires: Fashion designer

Kathy Visinski: Vet

Gwen Beaudoin: Marine biologist

Audrey Heermance: Lifeguard

Danielle Crawford: Prima ballerina in The Nutcracker

Kristie Holderbach: School bus driver

Leann Abbott: Marine biologist

Erin Gentile: Detective

Katelyn Zarotney: Hot dog truck

Katie Culliton: Play the clarinet in the orchestra for Annie

Heather Rea: Truck driver with monkey
(*BJ & the Bear* inspired)

Amber Arroyo: Pop star

Kody Mooney: Tooth fairy

Erin Courtney: Broadway star

Meg Pollack: Bus driver

Jen Long: Vet

Bri LoManto: Grandma because they get to go shopping!

Ryan O'Donnell: Astronaut

Bernadette Holmes: Paleontologist

Beth Storey: Teacher

Melissa Mollcan: Fighter pilot

Mary Saccoccio: Nurse, architect, archeologist

Ed Beaudry: Firefighter

Paula: Doctor inspired by Marcus

Allison Eastman: Astronaut, sell ice cream in the hospital

Katrina Polson: Professional ice hockey player

Julia Lopes: Teacher

Meghan Lavallee: Detective/Rockette

Carla Albini: Professional soccer player

Emily Milliken: Flower girl

Alex Pace: Professional soccer player

Amanda Bedding: FBI agent

Amelia Luginbuhl: Olympic gymnast

Kevin Gonzalez: Astronaut

James Hallowell: Veterinarian

Megin Coleman: I wanted to be a dietician and was accepted to college with that major. I took a nurses aide course my senior year in high school and my mentor was our school nurse. She had such a great impression on me that I changed my major to nursing. No regrets! I love my profession!

