

the thread

Nursing Services Newsletter for Monroe Carell Jr. Children's Hospital at Vanderbilt

FY25 Annual Report

Special Edition

Celebrating nursing excellence in FY25



6

Empowering New Nurses

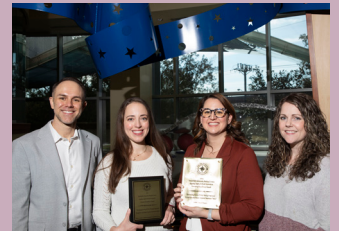
Tiered skills model eases transition for new nurses



10

Championing Safety

Nurse-led initiative celebrated for innovation



13

"Paws" for Progress

Research validates facility dog support



Celebrating Care, One Milestone at a Time

A letter from our Chief Nursing Officer

Welcome to the November 2025 edition of *The Thread*—a special Annual Report edition celebrating our collective accomplishments from Fiscal Year 2025 and setting the stage for the challenges and opportunities that lie ahead in FY26. As we reflect on the strides we've made in advancing practice, I am filled with pride and gratitude for the unwavering commitment of our teams.

This past year has been a remarkable chapter in our story, and I am thrilled to begin this issue by celebrating the 1st anniversary of *The Thread*. Over the past year, our newsletter has evolved into a platform for connection, education, and recognition, serving as a testament to the strength and unity of our Monroe Carell community.

Our nursing statistics for FY25 tell a powerful story of growth and excellence. With an impressive number of total RNs, APRNs, BSN+ clinicians, certified nurses, and VPARE advancements, these metrics illustrate the caliber of talent we bring to the bedside every day.

This edition revisits some of our most impactful initiatives, such as Senior Leader Rounds and our APRN Pre-op Phone Call Program. Our team continues to advance care for children through groundbreaking clinical projects like our Making Safety Personal campaign, and the expansion of our transplantation program to include dual liver and pancreas transplants for pediatric patients. These endeavors demonstrate the profound impact of nursing on improving outcomes and creating brighter futures for our patients and families.

Among the exciting highlights is the launch of our Tiered Skills Orientation Model, designed to streamline onboarding and equip new nurses with the tools needed to succeed. We also spotlight the VPARE redesign, which modernizes and builds upon our foundation of professional development. Our Mentor Tabletops have led to inspiring mentor pairings which underscore our commitment to leadership development and fostering meaningful professional relationships.

We are proud to showcase the intellectual curiosity and scientific contributions of our nurses through features like Nursing Grand Rounds and the annual Nurses Week Poster Gallery. These projects are a testament to the innovative spirit that drives our team to push boundaries and redefine pediatric care.

Finally, we honor our nurses through our awards pages, highlighting accolades that reflect the extraordinary dedication and compassion that define our team.

As we enter FY26, a year anticipated to bring significant challenges and headwinds, I am confident in our ability to rise above with resilience and determination. Together, we will continue advancing care for children while maintaining our steadfast commitment to excellence, innovation, and teamwork.

Thank you for all that you do, and I hope you enjoy this celebratory edition of *The Thread*.

Warmest regards,



Gretchen K. D. McCullough, MSN, RN, NEA-BC
Chief Nursing Officer



PHOTO BY DAWN JONES



Together, we will
continue advancing
care for children
while maintaining our
steadfast commitment to
excellence, innovation,
and teamwork.

Nursing By The Numbers

Nurses at Monroe Carell Jr. Children's Hospital at Vanderbilt touch 1,746 patient lives daily (average), leading teams that advance community health and well-being.



Total
RNs
1658

Total
APRNs
263

RNs
Joining
Nurse
Residency
133

Nurses
Nominated
for DAISY
Awards
563



BSN
or
Higher
91.84%

Eligible
Certified
Nurses
49.59%

RN
Turnover
Rate
10.7%

Eligible RNs
Advanced
via VPARE
23.28%



Years
Magnet
Designated
19



Nurse As Scientist

- **13** RNs authored/co-authored 6 journal articles
- **11** RNs gave oral presentations at 10 conferences
- **49** RNs gave poster presentations at 10 conferences
- **1** RN co-authored a textbook
- **2** completed nursing research studies



Newsletter Editorial Board members mark their one-year anniversary. (From top left: Brittany Brown, Shelly Bledsoe, MSN, RN, NE-BC, Marissa Lemley-Brown, PhD, RN, NE-BC, NPDA-BC, CPN, Danelle Bradley, BSN, RN; (from bottom left) Casie Smith, BS, RRT-NPS, Vanessa Rivera, BSN, RN, CCRN, Deb Poloway, RN, Ashley Ried, MMHC, BSN, RN, CPPS, NE-BC, Leslie Speer, MSN, RN, CNL, CPN; (Not Pictured) Jessika Boles, Ellis Daugherty, Meagan Davis, Christina Echegaray, Lia Herrera, Margaret Kababik, Jill Kinch, Margaret Rabatin, Ericka Simon, and Lauran Sevier.

PHOTO BY ERIN O. SMITH



Look Back, Moving Forward

Celebrating The Thread's First Year of Stories, Insights, and Community

Just over a year ago a group of Monroe Carell Jr. Children's Hospital at Vanderbilt nurses, advanced practice nurses, respiratory therapists, and child life specialists were asked to form an editorial board and step into the roles of writers, editors, and more. After Chief Nursing Officer (CNO), Gretchen McCullough, MSN, RN, NEA-BC, completed her "First 100-Day Assessment," she identified the need to offer "a place where we can celebrate, across our diverse environments of care" and with this call to action, *The Thread* newsletter was born. *The Thread* felt like the perfect name; like threads in a piece of fabric, we, in our varying roles, come together to form a pattern of excellence, purpose, and strength.

The Thread aims to keep readers connected and informed with topics like frontline innovation, achievements, and introductions to new faces. Shelly Bledsoe, MSN, RN, NE-BC, serving as Content Manager, put it perfectly saying, "we have

the honor of spotlighting the incredible work of our Monroe Carell nursing and clinical support teams whose compassion, expertise, and commitment to excellence inspire us all." Christina Echegaray, Director of Communications, added that "this publication sets a standard for how teams can strengthen communication and spotlight their achievements."

Reflecting on some of our most loved articles from the first year: Our launch issue introduced our newest facility dog, Velour, who provides animal-assisted interventions for pediatric patients. Another issue showcased Graden Knapp, Gaming and Technology Specialist, who uses gaming to build connections with patients to support healing processes. NICU's Melissa Hill, BSN, RN, CCRN, was featured for creating a process resulting in over 425 calendar days between gastrointestinal flora related Central Line Associated Bloodstream Infections. In perioperative services, Kathleen Gobbell, BSN, RN, CPN, and

Rachel Bram, BSN, RN, were highlighted for their research on decreasing temperature related events in patients with cerebral palsy.

To close, a few words from our CNO, Gretchen McCullough: "One year into our work on *The Thread*, we have created a tangible collection of some of our most powerful stories. It is my hope that this publication continues to be a way of bringing our communities together and to connect each of us to the things that matter most, healthy patients and healthy clinician communities. I want to offer my gratitude to the exceptional group of professionals who have produced each issue of this publication and to the many others whose hard work and dedication have given us stories worth telling."

- by Lauran Sevier



Gretchen McCullough, MSN, RN, NEA-BC, Chief Nursing Officer, and Kara Powell, BSN, RN, CPN, PSTAM RN3, review supply room storage during Senior Leader Rounds.

Daily Senior Leader Rounds Elevates Frontline Voices

Created and initiated after Chief Nursing Officer, Gretchen McCullough's "First 100-Day Assessment" at Monroe Carell Jr. Children's Hospital at Vanderbilt, Senior Leader Rounds have become an integral part of our hospital culture and daily routines. These rounds have expanded to involve an interdisciplinary team, including members of the Nurse Administrative Board, Quality and Safety leaders, Operations leaders, and Physician partners, spending an hour in direct conversation with the people doing the work. Daily rounds allow staff to voice what is going well, highlight areas needing attention, and discuss how they can be supported in delivering safe and effective patient-and-family-centered care.

To support rounds, Gretchen, has worked diligently to bridge gaps existing between leaders and staff. She intentionally uses therapeutic silence and active listening to foster meaningful dialogue. By approaching staff as people first and clinicians second, she has shifted the culture of rounds to one of openness and shared understanding.

Gretchen emphasizes that the impact of Senior Leader Rounds on nursing practice range from practical solutions — such as repairing a broken monitor or providing additional feeding pumps — to broader changes such as increasing the number of operating rooms or restructuring staff benefits. Additionally, many quality and

safety initiatives stem directly from staff input, who identify gaps in care and safety concerns. Gretchen notes that many tactics in the nursing strategic plan are influenced by these bedside conversations, affecting staff and overall hospital operations.

A recent success story from rounds involved increasing resources for Emergency Department nurses who are caring for behavioral health patients. Nurses raised concerns about the challenges of finding and securing outpatient placements for these children and adolescents. After concerns were shared with advocacy groups at the state level, Monroe Carell received a large disbursement of funds for behavioral health resources, including discharge planners and assessment specialists, that better support nurses in the management of patient care. This is just one story highlighting the tangible benefits of daily rounds.

Senior Leaders Rounds are more than just an hour of people's time. In fact, they are the favorite part of Gretchen's day because of the chance to connect with nurses at the bedside. These daily conversations create room to make meaningful changes in the lives of those we serve while attending to the needs of the ones we serve alongside.

— by Lia Herrera

Leveling Up Leaders

Mentor Tabletop Sessions

To grow the nursing profession, organizations must empower nurses to develop as leaders. At Monroe Carell Jr. Children's Hospital at Vanderbilt, Chief Nursing Officer, Gretchen McCullough, MSN, RN, NEA-BC, embraced transformational leadership during her "First 100-Day Assessment" by conducting interviews to identify opportunities for improvement. Gaps were found in leader work-life balance, mentoring relationships, and understanding organizational processes.

To address these cultural challenges, a group of nurse leaders came together to brainstorm solutions which led to the Leader Mentor Tabletops, quarterly leadership development sessions sponsored by the Nursing Leadership Board (NLB). Designed by leaders for leaders, the initial 2024 sessions focused on work-life balance, networking, and professional growth.

As a Leader Mentor Tabletop advisory member, Ashley Ried, MMHC, BSN, RN, CPPS, NE-BC, noted, "knowing that I had a small part in developing the Mentor Table sessions has brought me great joy as I watch nurse leaders from across Monroe Carell engage with each other while promoting their own professional practice."

Leader Mentor Tabletop program leader Laura Parks, MSN, NI-BC, NPD-BC, stated, "the overall goal for the program is to increase connection and mentorship among leaders. I am happy to say we were able to meet that goal, seeing an increase of self-reported mentoring relationships from 36% to 70% (n=47) and an increase in our Leader Engagement composite score from 3.85 in 2022 to 4.0 in 2025."

In 2025, sessions focused on productivity, fostering growth and development in staff, review of the apparent cause analysis process, and hospital finance, each paired with a book club experience to deepen connections. These initiatives highlight how mentorship and support can transform health care cultures, helping leaders overcome challenges and create meaningful change.

— by Laura Parks



Monroe Carell's Mentor Tabletop Steering Group (from top left): Vicki Jones, MSN, RN, NE-BC, Marissa Lemley-Brown, PhD, RN, NE-BC, NPDA-BC, CPN, Shelly Bledsoe, MSN, RN, NE-BC, Belinda Mathis, MSN, RN, CNML; (from bottom left) Cristina Loaiza, MSN, RN, NE-BC, Gretchen McCullough, MSN, RN, NEA-BC, Laura Parks, and Ashley Ried

MENTOR SPOTLIGHT

Coffee Chats & Career Hacks

Inspired by a Mentor Tabletop session, Ryan Hamman, MBA, BSN, RN, NE-BC, sought a mentor to support his career progression. He chose Jeremy Crawford, MMHC, BBA, BSN, RN, NE-BC, noting, "He is a respected [nurse] leader within our organization. His extensive experiences ... combined with his operational roles aligned well with the areas I wanted to develop."

The pair meet monthly over coffee where Jeremy serves as a sounding board and advisor. Guided by Ryan's goals, Jeremy shares insight from his operational experiences and strategic views on nursing leadership. Ryan indicates, "[Jeremy has] helped me refine my management style, introduced me to new learning opportunities, and supported my growth in areas I was eager to improve."

Jeremy finds mentorship rewarding, "I take great satisfaction in observing the personal and professional development of my colleagues and helping them meet their goals. Additionally, I value building meaningful connections, as they contribute to a more collaborative and less impersonal work environment."

— by Shelly Bledsoe



Jeremy Crawford mentors Ryan Hamman over coffee in the Monroe Carell food court.

Preceptor Cinthia Zarate Jimenez, BSN, RN, and orientee Shianne Behrens, BSN, RN, participated in the Tiered Skills Orientation Model program for nurses at Monroe Carell Jr. Children's Hospital at Vanderbilt.



PHOTO BY DONN JONES

Step-by-Step: The Tiered Skills Orientation Model

Orientation to a new department and role — especially for a newly graduated nurse — can feel like a daunting expedition. Learning technical and soft skills while developing the nursing “brain” can quickly overwhelm even the most confident individuals.

With this in mind, nursing education specialist Brandi Meacham, MSN, RN, CPN, and the Nursing Education Team within Monroe Carell Jr. Children's Hospital at Vanderbilt launched an innovative pilot program in February 2023: the Tiered Skills Orientation Model. Following positive feedback from the Pediatric Intensive Care Unit (PICU) and the Pediatric Surgical, Trauma, and Adolescent Medicine Unit (PSTAM), the model was expanded across the organization. Most recently, the Neonatal Intensive Care Unit (NICU) and pediatric perioperative services completed implementation.

The Tiered Skills Orientation Model breaks onboarding into distinct tiers, each with specific goals and objectives that

build on one another. This framework streamlines the process and creates a more intentional experience for both orientee and preceptor. Nurses with prior experience may progress more quickly by demonstrating competency in previously mastered knowledge and skills.

Shianne Behrens, BSN, RN — a former Summer 2024 Extern and now a nurse resident — shared that orientation has been a “positive experience” under the model. Despite her prior experience, she said she never found the tiers redundant and appreciated the review of basic nursing skills in Tier 1. The clear structure also helped both her and her preceptor identify her baseline at the start of each shift.

Overall, this user-friendly model reduces cognitive overload for new hires regardless of their previous experience through its structured approach. It supports early identification of knowledge gaps and provides clear benchmarks for progress, benefiting orientees and preceptors. As the Tiered Skills Orientation Model continues

to expand, it not only eases the transition for new health care professionals but also strengthens the quality of care delivered across the organization.

— by Ellis Daugherty



PHOTO BY DONN JONES

(From left) Preceptor Cinthia Zarate Jimenez guides orientee Shianne Behrens in preparing patient medication as part of the Tiered Skills Orientation Model program.

Katie Kaicles, BSN, RN, CPN, and Savannah Bauer, BSN, RN, discuss the patients scheduled for surgery whom they will call to ensure the patient and families have all needed information prior to the day of surgery.



PHOTO BY DANIELLE BRADLEY

Pre-op Calls: Turning Surgery Stress into Success

The Holding Room (HR) and Post-Anesthesia Care Unit (PACU) play an important role in ensuring our pediatric patients are safe on the day of surgery. In January 2024, Kim Isenberg, MSN, APRN, CPNP-PC/AC, NE-BC, Advanced Practice Manager, LeighAnn Chadwell, MSN, RN, NE-BC, Associate Nursing Officer of Pediatric Surgical Services, and Katie Kaicles, BSN, RN, CPN, a Registered Nurse 4 in perioperative services, created a task force to develop a strategy to address significant gaps in pre-operative surgery information given to families that were contributing to a 6% to 15% rate of same day cancellation across all specialties. Identifying an opportunity for improvement, a process for perioperative pre-surgery calls was created.

This process enables a dedicated HR/PACU nurse to make phone calls one week prior to a patient's scheduled surgery. During this call, the nurse reviews arrival times, eating/drinking guidelines, medication records, recent illnesses, custody

agreements, and answers any questions the family has prior to the day of surgery. The Preoperative Assessment and Teaching for Children's Hospital (PATCH) advanced practice providers are available to provide support to the nurses making the phone calls.

Kim presented this pilot at The Health Management Academy's Nursing Manager Idea Labs program in Washington, D.C., in March 2024. She then presented this project to hospital leadership where it was received with overwhelming support. Meg Rush, MD, MMHC, President, and Gretchen McCullough, MSN, RN, NEA-BC, Chief Nursing Officer, approved a nursing full-time equivalent (FTE) position dedicated to perioperative phone calls Monday-Friday.

In May 2024, Urology was the first specialty to go live using this new process. Same day cancellations for Urology decreased from 13% to 6% in eight weeks. Since then, Plastic Surgery has also gone live. The goal is to provide all specialties with this service. There are currently 11

HR/PACU nurses trained to perform phone calls with plans to train more as this service is expanded.

—by Danelle Bradley



PHOTO BY DANIELLE BRADLEY

The Pre-op Phone Call Team: (from left) Savannah Bauer, Pia Mosley, BSN, RN, and Katie Kaicles.

VPARE: Climbing the Ladder, Reimagined

Advancing up the clinical ladder as a registered nurse (RN) working at the bedside is a goal many RNs strive to achieve. However, many nurses at Monroe Carell Jr. Children's Hospital at Vanderbilt found the process for clinical advancement to be overwhelming due to a complicated application process and a large amount of required writing. A redesign of the advancement program started in 2022 with a literature search to identify best practices. In 2024, the newly named Vanderbilt Professional Advancement and Recognition of Excellence (VPARE) program launched, mirroring the American Nurses Credentialing Center's Magnet Model framework, implementing specialty-specific internal mentorship, enabling multiple ways to submit evidence, and guaranteeing application reviews are completed by nurses who share clinical backgrounds with the applicants.

Highlights of the new design include one reflective narrative that can be submitted in various formats including written, voice-over presentation, or video. This personal narrative encourages applications to reflect on how their contributions impact their team, enhance their professional growth, and improve the professional practice of nursing. The new program also enables nurses to use

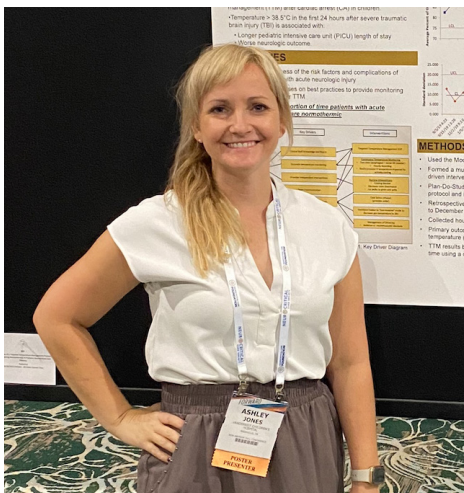
one project across multiple standards, highlighting the continuum of professional activities involved in practice change.

Monroe Carell nurses share that having a direct mentor with experience in their clinical background makes advancing easier and less intimidating. The mentors guide applicants in matching their work to the VPARE standards and in utilizing the new application submission platform. In combination, these changes have made the application process easier while still maintaining the rigor of the program. This is evident in the increased number of nurses who have moved up the clinical ladder.

As a result of the change to the VPARE model, VPARE advanced RNs in Monroe Carell have increased from 16.39% (FY23) to 23.38% (FY25), representing 217 RN3s and 60 RN4s. These statistics, combined with clinical nurse mentor and mentee feedback, demonstrate the clinical ladder optimization was successful. We are excited to see more nurses advance their professional practice in the years to come!

— by Danelle Bradley

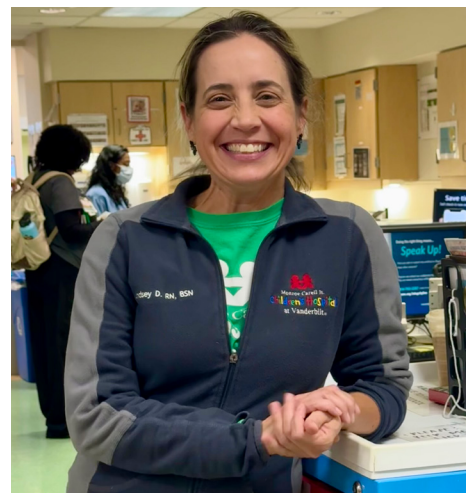
Percent of Clinical Ladder Advanced Eligible RNs



Ashley Jones, RN, PICU, advanced through the new VPARE program to an RN4. She credits her leaders and VPARE mentors for helping her showcase how bedside excellence improves outcomes and inspires others to grow.



Marcie Klemas, MSN, RN, PCICU, received well-deserved recognition for advancing care for children with heart disease—from the PCICU to Kenya—through her VPARE RN3 journey.



Lindsey Davis, BSN, RN, CPEN, PED, advanced to RN4 through the new VPARE program. She encourages others to believe in their ability to make a difference—improving their unit and hospital.

Expansion of Pediatric Transplantation with Landmark Dual Transplant

Monroe Carell Jr. Children's Hospital at Vanderbilt has expanded its solid organ transplant program to include pancreas and lung transplants. This milestone builds on its history of innovation in pediatric transplants, including Tennessee's first heart-kidney transplant (2016), heart-liver transplant (2017), and living donor liver transplant (2024).

On May 2, Jordyn Williams, 15, became the first patient at Monroe Carell to receive a dual liver-pancreas transplant. Born with cystic fibrosis, Jordyn faced years of complications, including diabetes, thyroid cancer, and severe liver dysfunction. The lifesaving procedure marked a turning point in her journey, eliminating the need for insulin and pancreatic enzymes.

Many of these patients are cared for both before and after transplant on the Pediatric Trauma, Surgery, and Adolescent Medicine Unit (PSTAM), forming meaningful relationships with patients and their families. The nursing team requires annual specialized training that is heavily based on the latest evidence to care for these complex patients. Additionally, nurses are invited to participate in the weekly Liver Selection Meeting where upcoming and post-transplant patients are discussed. The nurses are valued members of the team working alongside attending physicians and the new Hepatology APP team.

Jordyn was cared for by PSTAM nurses on the 8th floor after her transplant. Amanda Fry, BSN, RN, CPN, a PSTAM nurse shared, "It was a huge honor to take care of the first liver-pancreas transplant patient. I think it challenged us to work together as a team to provide the highest level of care possible." We are thankful for this dedicated team of nurses committed to our transplant patients.

— by Anastasia Quarles



SUBMITTED PHOTO

Jordyn Williams, 15, was the first dual liver-pancreas transplant recipient at Monroe Carell.

Improving Physical Abuse Screening for Kids Across Tennessee

Recognizing the need for a standard clinical practice for emergency department screening of pediatric physical abuse, Amber Greeno, MSN, APRN, CPNP-AC, CPN, NE-BC, TCRN, director, Pediatric Trauma and Injury Prevention, got to work. Amber collaborated with representatives from each of the Comprehensive Regional Pediatric Centers (CRPC) across Tennessee to develop a standardized screening tool that would help any level hospital to identify risk factors and provide suggestions for tests and imaging based on patient age and type of injury. "Identifying abuse early can significantly improve a child's outcome; however, if it goes unnoticed, situations often worsen," she explains.

Because early detection of physical abuse is so important, the CRPC work-

group also developed a roadmap resource specifically for non-pediatric hospitals. Amber shares, "It is troubling when we receive critical children from outside facilities where health care providers failed to recognize that these children were victims of physical abuse, some having visited the hospital multiple times for symptoms associated with physical abuse, yet the signs were missed." Non-pediatric hospitals across the state welcomed the new pediatric physical abuse screening tool and roadmap with open arms.

Amber continues to work closely with the Committee on Pediatric Emergency Care (COPEC) and the CRPC team to share this screening tool and improve physical abuse screening for children across Tennessee.

— by Lauren Sevier



PHOTO BY SUSAN URMY

Amber Greeno, MSN, APRN, CPNP-AC, CPN, NE-BC, TCRN, Director of the Pediatric Trauma and Injury Prevention

Wes Mangrum-Smith, Jessie Gurman, Amanda Mock, and Sarah Watson, hold their Monroe Carell and VUMC Pursuit of Excellence Awards.



PHOTO BY SUSAN URMY

Nurse-Led Quality Improvement Team Wins VUMC Awards

Following a patient harm event involving a serious peripheral IV infiltration, Vascular Access Team members Wes Mangrum-Smith, MHA, BSN, RN, Jessie Gurman, BSN, RN, VA-BC, and Sarah Watson, BSN, RN, along with Amanda Mock, MSN, RNC-NIC, EBP-C, CPPS, Manager of Nursing Quality, jumped into action. “We are a passionate group of nurses dedicated to vascular preservation and patient safety,” said Sarah. The team identified early detection and prompt administration of the antidote hyaluronidase as key factors in reducing serious Peripheral IV infiltrations and Extravasations (PIVIEs), making these the focus of their improvement efforts.

To support early assessment, the team developed a PIVIE Champion training program, recruiting volunteers from every unit to assess and treat PIVIEs. As a result, the number of frontline staff trained to assess PIVIEs increased from 12

to 87, increasing the percentage of PIVIEs assessed by an expert from 45% to 81%. By partnering with Pharmacy to improve access to hyaluronidase, the treatment time for PIVIEs decreased from 94 to 59 minutes. Jessie shared that, “Improving the efficiency in helping our patients is what made this project special to me.” Due to these efforts, the average number of days between serious PIVIEs increased from 44 to over 750 — and counting. Over the past two years, 17 serious IV infiltrations have been prevented!

This team’s work was presented at the VUMC Pursuit of Excellence Award Poster Session, winning first place for Monroe Carell Jr. Children’s Hospital at Vanderbilt and the overall award for Vanderbilt University Medical Center. It was also featured in May 2024 at the Solutions for Patient Safety Conference and at the 2023 Tennessee Nurse’s Association Annual Conference. Reflecting on the experience, Wes said, “It reminded me that bedside

nurses really can have a broader impact on patient outcomes through quality improvement and evidence-based practice initiatives.”

— by Casie Smith



PHOTO BY SUSAN URMY

Gwen Holder, MSN, RN, NI-BC, looks on as Jessie Gurman and Amanda Mock present their quality improvement project poster during the October 18, 2024, Pursuit of Excellence Poster Session held in Light Hall.

Safety Starts with Us: Making Safety Personal at Every Level

Vanderbilt Health's multi-year journey to becoming a High Reliability Organization, known as Making Safety Personal, launched in March 2021, and is now in Phase 3. The Making Safety Personal journey aims to prevent adverse events from happening to our patients and staff by implementing Universal Safety and Reliability Skills. Currently, over 83% of the roughly 3,500 Monroe Carell Jr. Children's Hospital at Vanderbilt staff members enrolled have completed "We Speak Up for Safety," and "We are Personally Committed to Safety," the first two modules in the series. The third and final module in the Making Safety Personal series, "We are Accountable to Communicate Clearly and Completely," was assigned on September 2, 2025.

As part of the Making Safety Personal initiative, all leaders attended Safety Bootcamps where they were provided Universal Safety and Reliability Skills to implement with their teams, such as starting every meeting with a safety message and high reliability rounding on staff.

The next part of our journey will be the implementation of the Safety Coach Program, and we are so thankful to have our Chief Nursing Officer, Gretchen McCullough, MSN, RN, NEA-BC, serve as the Executive Sponsor. Safety Coaches are frontline departmental

staff who will support team members in using Universal Safety and Reliability Skills in their daily work.

- by Autumnne Harding



PHOTO BY ASHLEY RIED

Safety Coach Kenna Bakle, BSN, RN, CPN, congratulates Hannah Powers, BSN, RN, for using the High Reliability Technique *Buddy Check* to prevent patient harm.

Pediatric Nursing Grand Rounds

Elevating Practice Through Shared Learning

Launched on May 9, 2024, Pediatric Nursing Grand Rounds at Monroe Carell Jr. Children's Hospital at Vanderbilt has become a dynamic platform for advancing pediatric nursing knowledge and leadership. Facilitated by Chief Nursing Officer, Gretchen McCullough, MSN, RN, NEA-BC, the program features a triad model of presenters: a content expert, a nursing leader, and an emerging nurse developing along a career path. This structure fosters mentorship, professional growth, and interdisciplinary collaboration.

All sessions are virtual and offer one contact hour of continuing education. To date, 10 sessions have been held, covering array of topics. Highlights include:

- From Adversity to HOPE: Next Steps

in Trauma-Informed Care

- My Health Passport: Nursing-Driven Advocacy
- Transforming Airway Management: An Evidence-Based Quality Improvement Initiative
- CAUTI: Journey to Zero Infections

Attendance has averaged 62 participants per session, with a peak of 110 attendees in December 2024.

Feedback has been overwhelmingly positive, with 94% of participants reporting new knowledge gained. Comments include:

"This was great, eye-opening, new knowledge that I will utilize."

"Appreciate the resources shared—great overview and details."

This initiative reflects a commitment to excellence in pediatric nursing,

continuous learning, and the development of future nurse leaders.

- by Patti Runyan & Brittany Brown



The Pediatric Nursing Grand Rounds flyer advertising the April 2025 session "Fragile Fighters: Advancing Pressure Injury Prevention."

PHOTO BY SUSAN URMV



2025 Nurses Week Poster Gallery winners (from left to right): Maddy Cason (1st and 3rd place), Amanda Mock (1st place), Melissa Hill (2nd place and Best Interdisciplinary Team), and Chelsea Beardsley (2nd place and Best Interdisciplinary Team)



PHOTO BY SUSAN URMV



PHOTO BY SUSAN URMV

Top: Andrea Hughie shares findings from her nursing research study with Caroline Epps and Candy Stefansic.

Bottom: Kathryn Collier listens to poster pre-senters Frankie Gallian and Caitlin Slayden.

Posters with Purpose: 2025 Poster Gallery Highlights

In the past, nursing poster galleries were hosted by the health care system in Light Hall, making it difficult for many Monroe Carell Jr. Children's Hospital at Vanderbilt nurses to attend, especially those working night shifts, off-campus, or providing direct patient care. The limited participation resulted in fewer opportunities for our nurses to gain experience in presenting their work and learning from others.

To change that, Gretchen McCullough, MSN, RN, NEA-BC, asked Patti Runyan, DNP, MBA, RN, NEA-BC, EBP-C, and Ashley Ried, MMHC, BSN, RN, CPPS, NE-BC, to launch a Monroe Carell-specific poster gallery in 2023. Their goal was to create a space where nurses could showcase their research, evidence-based practice initiatives, and quality improvement projects to one another, interprofessional colleagues, and to our patients—right here at home. After a successful first year, the gallery became a featured event during Nurses Week.

This year's event, held on May 12, 2025, was a huge success. Posters were judged by a panel of experts, with the top entries receiving ribbons during the live session. A new award, Best Interdisciplinary Team, was added to recognize a team whose contributions influenced the clinical care of patients.

Attendees celebrated the winners, and photos were shared across Monroe Carell and VUMC social media. We're proud of all the participants and can't wait to see what's next!

- by Ashley Ried

1st Place: Maddy Cason & Amanda Mock
CAUTI: Journey to Zero Infections

2nd Place: Melissa Hill, Kayla Cohen, Chelsea Beardsley, Eva Dye, Emily Morris
Increasing Compliance with Staph Aureus Decolonization Bundle in the NICU

3rd Place: Maddy Cason & Allison Weatherly
Pediatric Health Assessment Tracker in the PICU

Best Interdisciplinary Team: Melissa Hill and team, including Kayla Cohen, Chelsea Beardsley, Eva Dye, Emily Morris, Ray Vaughns, Tanya Boswell, Amy Layne, Amanda Ashley, Nicole Williams, and Stephanie Abbu.

Increasing Compliance with Staph Aureus Decolonization Bundle in the NICU

PHOTO BY DONN JONES



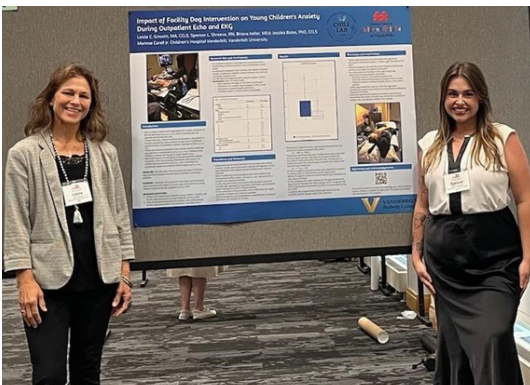
Patient Harper Rhody, left, interacts with Squid, the Canine Clinician Facility Dog, and Nicole Van Dermeir, BSN, RN, CPN, RN2, during a check up in the DOT 5 Cardiology Clinic.

PHOTO BY DONN JONES



DOT 5 Cardiology Clinic patient Harper Rhody visits with Leslie Grissim, Nicole Van Dermeir, Rachel Arnold, medical assistant 2, and Squid in the Echo room.

SUBMITTED PHOTO



Leslie Grissim, left, and Spencer Shreeve present their facility dog research findings at the Cardiac Neurodevelopmental Outcomes Collaborative in St. Louis, Missouri.

PHOTO BY DONN JONES



Harper Rhody shows her appreciation to Squid for helping decrease anxiety during her visit.

“Paws” for Progress

Research Study Demonstrates Positive Impact of Facility Dog Intervention

When nursing leader Michelle Robertson, MSN, RN, CNML, connected with Leslie Grissim, MA, CCLS, handler for Squid, facility dog at Monroe Carell Jr. Children's Hospital at Vanderbilt, her idea was small: trialing a once-a-week pilot program serving pediatric cardiology clinic patients undergoing Echo and EKG procedures. It wasn't long before everyone recognized the potential for this program to turn into something much larger! Partnering with Senior Director of Nursing Professional Practice Patti Runyan, DNP, MBA, RN, NEA-BC, EBP-C, and her colleague, Jessika Boles, PhD, CCLS, the team designed a quasi-experimental research study assessing the relationship between young children's anxiety and facility dog intervention during non-sedated Echo and EKG procedures. Nurses Spencer Shreeve, BSN, RN, Briana Jeffries, BSN, RN, CPN, and Mel Firebaugh, BSN, RN, took active roles in participant recruitment and data collection for this study.

Interestingly, their research showed a statistically significant relationship between facility dog intervention and decreased anxiety in young children during ECHO and EKG – even in children with a history of multiple prior procedures. On September 13, 2024, Leslie and Spencer presented these results at the Cardiac Neurodevelopmental Outcomes Collaborative in St. Louis, Missouri.

– by Jessika Boles

PHOTO BY ERIN O. SMITH



Michael Shackelford, BSN, RN, CPHON, left, and Kelsea Albright, BSN, RN, use Artificial Intelligence in the Pediatric Infusion Clinic on the 6th floor of the Doctor's Office Tower to improve patient throughput and increase patient access.



PHOTO BY ERIN O. SMITH



PHOTO BY ERIN O. SMITH

Top: A scheduling program in the Pediatric Infusion Clinic uses AI to increase patient throughput and the number of patients seen in a day. Bottom: Leslie Christian, RN, CPN, left, speaks with patient Avery Nixon, 15.

Improving Workflow and Patient Access through AI in the Pediatric Infusion Clinic

Long wait times, limited slots, overburdened nurses, and a waiting room full of patients — a clinic's worst nightmare! This was the reality for the Pediatric Infusion Clinic, 6th floor, Doctors' Office Tower (DOT 6) in Monroe Carell Jr. Children's Hospital at Vanderbilt. Despite utilizing high-quality acuity tools, charge nurses were spending hours trying to make equitable patient assignments, only to find assignments remained unbalanced and required several adjustments and re-assignments throughout the day. Clinic nurses brought this problem to Nurse Manager, Ashley Frost, MSN, RN, CPN, and Assistant Nurse Manager, Holly Tyler, BSN, RN. There had to be a better way — enter Artificial Intelligence (AI).

Ashley and Holly attended a webinar hosted by LeanTaas, a software company specializing in health care capacity management. The webinar highlighted a new feature for a product the clinic was already using for scheduling called iQueue. The new feature leverages AI to make patient assignments in real time. After the webinar, the leadership team contacted LeanTaas and became one of three pilot sites for this AI tool. The leadership team partnered with LeanTaas to customize the iQueue feature to support the clinic's unique needs during the pilot.

Using a similar acuity tool as before, the charge nurse assigns

an acuity level to each patient. As a patient arrives, the system utilizes AI to analyze their assigned acuity, as well as the times since the last patients were taken to identify four nurses with available capacity. The charge nurse selects the nurse to be assigned, and the process continues for each patient. Prior to this change, infusion nurses could have "boluses" of preassigned patients check-in over a short amount of time resulting in the nurse having to start multiple patients simultaneously. With this new feature, patient assignments are evenly spaced in such a way that allows each nurse to start one patient at a time, providing the patient and family with undivided attention.

Over six months, the clinic saw a 22% decrease in time from check-in to first medication as well as the ability to increase scheduling by adding 19 slots per week, a 9% increase. In addition to increasing patient throughput and access, Ashley and Holly saw a significant increase in staff satisfaction with the equity of assignments and perception of flow after only a couple months. "It's made such a dramatic impact because it basically changed the way we do everything!" said Ashley of the program.

— by Leslie Speer

Nursing Honors Awardees

Nurses Week 2025



Laura Parks, MSN, RN, NI-BC, NPD-BC, Nursing Education Specialist, received the VUMC Nursing Professional Development Award.



Gretchen Stockton, LPN, Surgical Technologist 2, was awarded the VUMC Inpatient LPN of the Year.



Maddy Cason, BSN, RN, CCRN, RN4, was named the Rosamond Gabrielson Staff Nurse of the Year for Monroe Carell Jr. Children's Hospital at Vanderbilt.



Wael Alfirai, MD, MS, Assistant Professor of Pediatrics, Neonatology, was honored with the VUMC Friend of Nursing Award.



Gretchen McCullough, MSN, RN, NEA-BC, Chief Nursing Officer, received the Rebecca Clark Culpepper Education and Mentorship Award.

PHOTO BY SUSAN URMV



The Pediatric Emergency Department Leadership Team received the VUMC Team Award for leadership in navigating the pediatric mental health crises with a focus on patient and employee safety.

From left:

- **Sarah Beth Harmon**, BSN, RN, Assistant Nurse Manager
- **Kelsey Jo Gorka**, MSN, RN, CPEN, Assistant Nurse Manager
- **Kate Copeland**, MSN, RN, NEA-BC, Associate Nursing Officer
- **Brittany Ewin**, MSN, APRN, FNP-C, Manager
- **Michelle Sloan**, MSN, APRN, FNP-C, Assistant Nurse Manager (not pictured)

Daisy Awardees

Honoring Skillful, Compassionate Nursing Care



Q3 2024

Kelly Mathis, BSN, RN
Pediatric Intensive Care Unit



Q4 2024

Katie Jordan, MBA, BSN, RN
Pediatric Emergency Department



January 2025

Jacob L. Pooser, BBA, RN
Pediatric Intensive Care Unit



February 2025

Morgan D'Orso, BSN, RN, CPN
Pediatric Medicine Acute Care



March 2025

Ainsley Micus, BSN, RN
Pediatric Medicine Acute Care



April 2025

Shane Andrews, BSN, RN
Vascular Access Team



May 2025

Beth Cochran, BSN, RN
Pediatric Medicine Acute Care



June 2025

Kaelyn Miller, BSN, RN
Pediatric Medicine Acute Care



awards and recognitions



Jeremy Crawford, MMHC, BBA, BSN, RN, NE-BC, Director of Nursing Operations, was awarded the VUMC Five Pillar Leader Award at the September 2024 Leadership Assembly.



Sarah Harmon, MSN, RN, CCRN, Manager, Neonatal and Pediatric Transport, was awarded the AAP Section of Transport Medicine Quality Improvement Project Award at the American Academic of Pediatrics National Conference and Exhibition in September 2024.



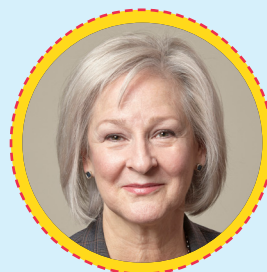
Mary Lee Lemley, MSN, RN, RN-CCE, disease specialty manager, was honored by the Tennessee Ambulance Service Association as the recipient of the John Fitzgerald EMS Advocate of the Year Award in February 2025.

PHOTO BY ERINO SMITH



The Pediatric Gene Therapy Workgroup was awarded the Elevate Team Award at the September 2024 Leadership Assembly. This interprofessional team included nurses:

- **Rachel Cox**, BSN, RN, CPN, Patient Care Coordinator, DOT 5 Cardiology Clinic
- **Ashley Frost**, MSN, RN, CPN, Manager, DOT 6 Hematology/Oncology Clinic
- **Michelle Robertson**, MSN, RN, CNML, Manager, DOT 5 Cardiology Clinic
- **Candy Stefansic**, MSN, RN, CPON, NE-BC, Senior Director Nursing, Pediatric Ambulatory Specialty Care
- **Holly Tyler**, BSN, RN, Assistant Manager, DOT 6 Hematology/Oncology Clinic



Marissa Lemley Brown, PhD, RN, NE-BC, NPDA-BC, CPN, Director, Clinical Education and Professional Development, **Ashley Ried**, MMHC, BSN, RN, CPPS, NE-BC, Magnet Program Director, and **Patti Runyan**, DNP, MBA, RN, NEA-BC, EBP-C, Senior Director, Nursing Professional Practice, were selected as Magnet abstract reviewers for the 2025 ANCC National Magnet Conference.

awards and recognitions

VPARE RN4

Temitope Akinsola
Donna Albright
Amanda Ashley
Lara Bauchiero
Connie Bauersachs
Allison Bigham
Tiffany Bledsoe
Sheree' Burdette
Madeline Cason
Mary Clark
Paul Cloutier
Alison Condra
Jennifer Cortez
Hannah Damron
Lindsey Davis
Marie Denholm
Amanda Eads
Frankie Gallian
Katharine Gillett
Abbie Greenwood
Rachel Griffith
Kaitlin Heffelfinger
Melissa Hill
Erica Holland
Carrigan Johnson
Ashley Jones
Kaitlin Kaicles
Alexis Kehmna
Sarah Kelly
Jordan King
Lauren Kinsall
Allison Kirkpatrick
Sasha Lewis
Carmen Magers
Abigail McCance
Jill McCann-Van
Dokkum
Victoria Mier
Ashlyn Miniat
Sarah Murray
Karen Mustain
Rebekah Nesbitt
Jaime Perdue
Allison Pitts
Mika Poe
Katie Porreca
Lauren Reinhardt
Rhodora Sanchez
Siobhan Scarfo
Kortney Schardt
Susan Schultz

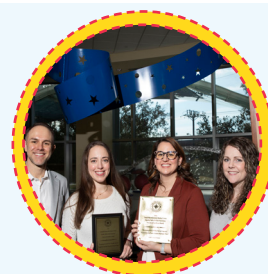
Caitlin Schwab
Caitlin Slayden
Elizabeth Sparta
Amanda Thomas
Julie Tsouris
Kathleen Vining
Jennifer Wilbanks
Margaret Wilburn
Kaylee Wilson
Taylor Ziegfeld

VPARE RN3

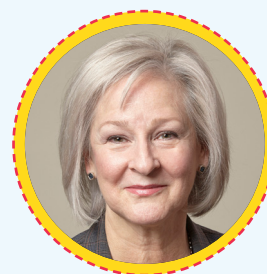
Megan Abatto
Qetuwrah Abdullah-
Muhammad
Madeline Abed
Shante Addy
Kayla Adkins
Elaura Aguilar
Jessica Akin
Kyra Alstott
Sara Anderson
Scarlett Anderson
Elisha Ariola
Clara Armstrong
Marissa Badia
Kenna Bakle
Lita Baldwin
Matthew Bane
Leah Barlow
Haleigh Barrett
Emily Bartlett
Rachel Battles
Randi Baumgardner
Heidi Bean
Chelsea Beardsley
Cameron Bell
Jayna Bell
Victoria Bell
Addison Bennett
Rebecca Bilodeau
Robin Black
Taylor Black
Katherine Borgmann
Robbie Boswell
Allison Brackey
Danelle Bradley
Rachel Bram
Annabeth Breeden
John Brennan
Karen Brennan
Bailey Brockley

Catherine Brooks
Chet Brown
Gabriela Brown
Margaret Brown
Deanna Bryant
Anna Burress
Meredith Caldwell
Tania Calvillo
Korena Campbell
Lauren Campbell
Aubrey Cavender
Maggie Cavender
Chelsea Chapman
Hannah Chernik
Leslie Christian
Haley Clifford-Cox
Judith Coffman
Starlette Cole
Abby Collier
Regan Comperry
Elizabeth Crauens
Shanaya Cross
Morgan Crum
Greer Crumpton
Jennifer Cruz
Gracen Curry
Amanda Daugherty
Travis Daugherty
Alyssa Deleon
Legacy Delgado
Allison Dodson
Allison Donahue
Sarah Duncan
Brittany Durham
Kathleen Eastman
Brienna Emmer
Nicholas Engstrom
Dixie Errico
Jacob Fender
Brooke Fine
Melissa Firebaugh
Kara FitzMaurice
Adrienne Foster
Elizabeth
Franciszkowicz
Madeline Frost
Amanda Fry
Rachel Fry
Stephanie Fuller
Melinda Garber
Megan Garrison
Jessica Gates

Lisa Giles
Kylie Glass
Lindsay Golden
Sarah Goodsell
Danielle Gorman
Abigail Gossen
Brittany Grich
Robbi Grier
Kayla Gross
Diamond Haley
Rebecca Hall
Tara Hambrick
Brady Hancock
Tate Harrop
Emily Hayes
Kate Haynes
Macey Haynes
Payton Heffelfinger
Jennifer Heggie
Taylor Helms
Julia Herboldt
Daphne Herrick
Josee Hodges
Madison Hodges
Audry Hodgkin
Gregory Horn
Alexandria Hudson
Amanda Hunter
Jonathan Jackson
Ashley Jewell
Hope Johnson
Autumn Justice
Margaret Kababik
Meghan Kimbro
Savannah King
Sherry King
Marcella Klemas
Brooke Kuluz
McKinsey Larson
Emily Lauritzen
Taylor Leach
Kirsten Ledbetter
Shana Lee
Haley Leonhard
Alyssa Libler
Allyson Lifsey
Leigha Lobkovich
Antonia Lubrano
Chandler Lundy
Ellen Maier
William Malan
Kimberly Manley



Wes Mangrum-Smith, MHA, BSN, Jessie Gurman, BSN, RN, VA-BC, RN, Amanda Mock, MSN, RNC-NIC, EBP-C, CPPS, and Sarah Watson, BSN, RN received the entity award for Monroe Carell Jr. Children's Hospital at Vanderbilt and the VUMC QSRP Pursuit of Excellence Award in October 2024.



Patti Runyan, DNP, MBA, RN, NEA-BC, EBP-C, Senior Director, Nursing Professional Practice, was selected as an abstract reviewer for the 2025 ANA Research Symposium.



Stacey Williams, DNP, APRN, CPNP-AC, Inpatient Nurse Practitioner, PCICU, was accepted as a member of the Fellowship in the American College of Critical Care Medicine by the American College of Critical Care Medicine.

awards and recognitions

VPARE RN3 (cont.)

Michele Manus
Pegah Marbury
Margie Martin
Stacey Martin
Kelly Mathis
Crystal Maupin
Morgan McCain
Evan McKay
Veronika Mcklean
Chelsea McMillen
Grace McRae
Hannah Meador
Julia Means
Bryan Melcher
Heidi Middeke
Kaelyn Miller
Elizabeth Mockmore
Abigail Momot
Erin Montgomery
Kasey Moore
Briana Morris
Maria Moseley
Addison Moulton
Rayanna Murray
Morgan Newberry
Kelly Newman
Haley Nolan
Elise Norton
Emily Osborne
Anne Ott
Stephanie Otte
Shannon Pagotan
Savannah Palmer
Caitlin Pandillo
Anna Parks
Radha Patel
Snehal Patel
Jodie Pickett
Debbie Poloway
Robyn Pracht
Kristen Price
Skylar Ramm
Carly Reeves
Ashlie Rhoades
Olivia Riggs
Rachel Rinne
Amanda Rivard
Alexander Rivera
Taylor Roach
Isabella Robinson
Emilie Rogers

Stephanie Ross
Molly Rudloff
Amelia Runnfeldt
Lisa Salmon
Mackenzie Sample
Stephanie Scarborough
Alexa Scheppeler
Brooke Schiedemeyer
Danielle Shackelford
Michael Shackelford
Dana Shaw
Maria Shiaivi-Johnson
Lauren Shrader
Lauren Smith
Katherine Snider
Ali Summar
Shelby Summers
Netra Suy
Sarah Swager
Katherine Taylor
Kelsey Thompson
Morgan Titus
Eva Todd
Caitlin Turner
Camden Uhl
Keri Vanmaanen
Christy Veal
Meredith Walker
Claire Wells
Debra Westra
Brittany Winston
Janice Yerge
Logan Youngblood
Katarina Zaborniak
Jimenez Zarate

VPARE LPN3

Hannah Brant
Kimberlyn Fender
Tiffany Geerdes
Virnality Martinez
Kimberly McBee
Alesia Payne
Nicole Taylor
Katherine Wagner
Tiffany Wood

Advanced APP

Micaela Arseneau
Daniel Barrett
Sarah Barrett
Beth Bass

Carly Bhawe
Catrina Bledsoe
Clare Gargaro
Sarah Hill
Catherine Huskins
Melissa Johnson
Whitney Kaslow
Curry Long
Craig Mathis
Danielle Ogg
Julia Peredo
Leah Supalla
Kelsie Townsend
Tracy Warhoover
Stacey Williams
Jason Willis

Care Partner 3

Latonya Beechum
Savanna Cook
Melanie Cusson
Lisa Damme
Hannah Hudson
Darcel Jackson
Amanda Mason
Kristina Miller
Shelea Monroe
Alice Nolin
Renee Odom
Kathy Pine
Martha Rice
Amber Richards
Grace Smith
Lyanne Sosa
Brittney Weese
Jessica Wilson

Care Partner 2

Amy Phebus
Angela Sanderson

Medical Assistant 3

Tarsha Badjie
Aretha Blair
Laura Burch
Paula Ciero
Chanele Collett
Yonli Djergou
Ayda Eshak
Taisha Garcia
Manal Gorgy
Kimberly Hanna

Jasmine Harris
Lauren Hirstreet
Jeremy Huston
Lacey Karnes
Estefany Lopez
Morgan Manns
Lora Mitchell
Hasini Nambukara T Harris
Jessica Nassiri
Skye Parker
Shalesha Payne
Dania Sherrill
Nicole Stephens
Shahrazad Taha

Medical Assistant 2

Maranda Allen
Rachel Arnold
Kimberly Bargery
Lakie Bates
Kristie Burnett
Barbara Calloway
Benjamin Campbell
Jenifer Capriel
Sophia Carter
Justine Colon
Latasha Darnell
Kira Dienberg
Quintasha Gamblin
Shaterryia Harris
Tabitha Lanier
Houngdavanh Leuang
Melanie Maldonado
Passion Marsh
Italia Nance
Lakiya Pierce
Virginia Rios Hernandez
Crylen Robinson
La Quita Tumblin
Maria Villanueva
Untereia Warner-Benford
Maha Yakoub

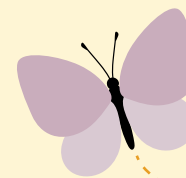
Respiratory Therapist 4

Asma Alammuri
Joslyn Berry
Mandi Britt
Kimberly Cortinez
Shareka Curry
Bailey Daugherty
Britni Davis
Christal Deloach

Amanda Dye
Emma Earnhart
Keridan Eason
Brittany Finn
Christy Frakes
Rachel Harvill
Jennifer Hurley
Jennifer Inman
Kristin Jordan
Jessica Manco
Dallas McDonald
Tamara Mobley
Morgan Newton
Annette Norman
Matthew Norton
Kaytlin Ray
Samantha Rooks
Rachel Shrum
Lacey Snell
Elizabeth Tyler
April White
Savannah York

Respiratory Therapist 3

Heather Albrecht
Sarah Arnold
Ashley Arnold
Teresa Bondi
Deborah Crawford
Lora Elliott
Dawn Ford
Caylin Hudson
Stephanie Hurley
Tikita Johnson
Mary Johnson
Jennifer June
Carly Licciardello
Janna Potts
Kassidy Price
Robert Probst
Priscilla Ringer
Emelia Siekpe
Ivy Smith
Travis Taylor
Mary Zank



disseminations

Beardsley, Chelsea (2025, May 12) CPAP Pressure Injury Prevention [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Borgmann, Katie; Kuehn, Kayla (2025, May 12) Neurosurgery Service Line in the Holding Room and PACU [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Boston, Lauren (2025, April 27–May 1) Who's Who in the PACU? A Multidisciplinary Response to Emergencies [Poster presentation]. ASPAN National Conference, Dallas, TX.

Boston, Lauren; Margraf, Fallon (2025, May 12) Who's who in the PACU? A Multidisciplinary Response to Emergencies [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Caldwell, Becky (2025, April 3–6). Multidisciplinary Team Communication and Successful Pediatric Behavioral Health Transitions [Conference session]. American Case Management Association National Conference, Denver, CO.

Calvert, Rose Tinch (2025, June 11) Improve Use of Standardized Questionnaire to Prepare Spina Bifida Patients for Transition from Pediatric to Adult Health care [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Cason, Madeline (2025, June 11) Stop the Confusion – Let's Fix the Infusions! [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Cason, Madeline; Mock, Amanda (2025, May 12) CAUTI: Journey to Zero Infections [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Cason, Madeline; Weatherly, Alison (2025, May 12) Pediatric Health Assessment Tracker: A Quality Improvement Initiative to Obtain Weights Consistently and Appropriately in a Tertiary Pediatric Intensive Care Unit [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Chae, A., **Mansfield, Ashley, Bergman, Leah**, Loh, K., & Hoang, A. (2024, October 18) Parking Lot Emergence: Management of a Pediatric Patient Under General Anesthesia During Fire Alarm Evacuation [Poster presentation]. Society for Pediatric Anesthesiology Conference, Philadelphia, PA.

Clinard, Kristin (2025, June 11) OPERATION RESILIENCE: Increasing Suicide Risk Screening Compliance in the Pediatric Emergency Department [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Crawford, Jeremy (2025, March 30–April 2) Enhancing Nursing Workforce by Supporting Male Nurses [Group discussion]. American Organization for Nursing Leadership (AONL) Conference, Boston, MA.

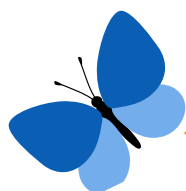
Eades, Molly; Stafford, Raven (2025, May 12) Picture This: Using Photos to Personalize Nurse Assignments [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Fauret, Lacie (2025, June 11) Improving Postop Checklist Compliance in the Pediatric OR [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Gallian, Frankie; Slayden, Caitlin (2025, May 12) Buckle Up: Shared Governance Saves Lives [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Greeno, Amber (2024, November 12–14) Implementation of a Pediatric Spinal Cord Injury Clinical Practice Guideline Decreases Post Injury Complications [Poster presentation]. American College of Surgeons Trauma Quality Improvement Program (TQIP) Conference, Denver, CO.

Greeno, Amber (2024, November 6–9) Creation of a Statewide Physical Abuse Screening Tool [Conference session]. Pediatric Trauma Society Annual Meeting, Charlotte, NC.



disseminations

Greeno, Amber (2024, November 6–9) Utilizing Electronic Admission Order Sets to Generate Alcohol Misuse Screenings [Conference session]. Pediatric Trauma Society Annual Meeting, Charlotte, NC.

Grissim, Leslie, Shreeve, Spencer, & Boles, Jessika (2024, September 13). Impact of Facility Dog Intervention on Young Children's Anxiety During Outpatient ECHO and EKG [Poster presentation]. Cardiac Neurodevelopmental Outcomes Collaborative, St. Louis, MO.

Hamman, Ryan (2025, June 11) Connected for Safety: Protecting Our Decentralized Workforce [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Hamman, Ryan; Shook, Erin (2025, May 12) Navigating New Waters in Float Pool: Buddy System [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Hardison, Daphne (2025, March 19–23) Pediatric ECMO Track, ECMO Specialist Certification: Why? [Conference session]. American Society of Extracorporeal Technology Conference, San Diego, CA.

Hardison, Daphne; Sigler, Kelly (2025, March 2–5) Digital ischemia associated with the use of adult sized oxygenators in pediatric patients on ECMO [Conference session]. 41st Annual Children's National Symposium: ECMO and the Advanced Therapies for Cardiovascular and Respiratory Failure, Keystone, CO.

Hardison, Daphne; Sigler, Kelly (2025, March 2–5) ECMO and the Advanced Therapies for Respiratory and Cardiac Failure [Conference session]. 41st Annual Children's National Symposium: ECMO and the Advanced Therapies for

Cardiovascular and Respiratory Failure, Keystone, CO.

Harmon, Sarah (2024, September 27 – October 1) Improve morbidity and mortality of outborn VLBW infants transported [Conference session]. American Academy of Pediatrics National Conference and Exhibition, Orlando, FL.

Harmon, Sarah; O'Brien, Erin; Dye, Mary Eva (2025, May 12) Reducing Severe IVH on Transport in Very Low Birth Weight Infants [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Hill, Melissa (2024, October 30–November 1) CLABSI Watcher: Identifying High Risk Patients in the NICU [Poster presentation]. ANCC National Magnet Conference, New Orleans, LA.

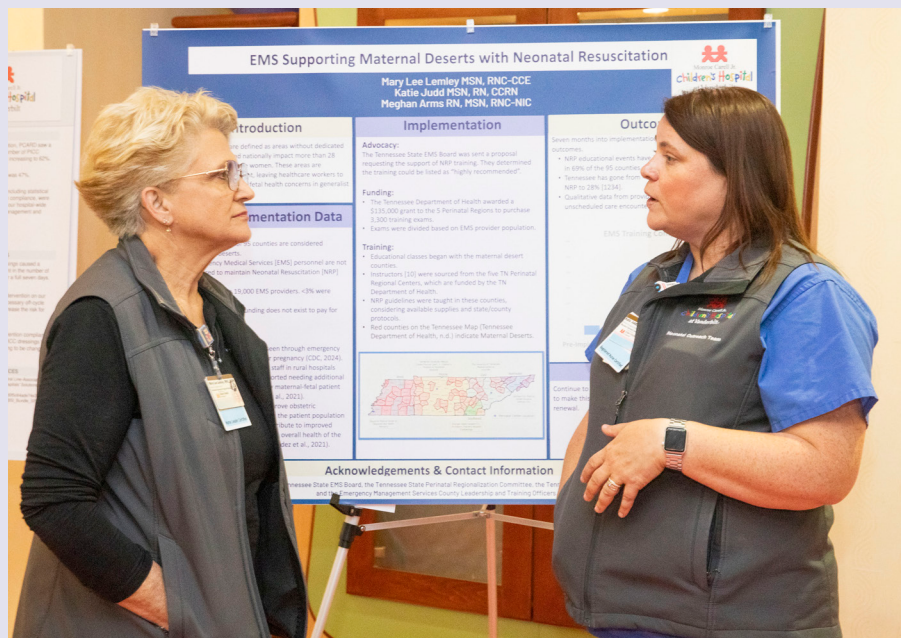
Hill, Melissa (2025, May 12) Increasing Compliance with Staph Aureus Decolonization Bundle in the Neonatal ICU [Poster presentation]. Monroe Carell Jr.

Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Hill, Melissa (2025, May 12) Reducing Access to Central Lines to Reduce CLABSI: A NICU Quality Improvement [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Hughie, Andrea; Boles, Jessika; Patti Runyan (2025, May 12) Seen and Heard: Elevating the Child's Voice in Care [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Jackson, H., **Arseneau, Micaela, Terrell, Michelle, Steanson, Kim, & Dietrich, M.** (2024). Auricular Acupressure Adjunct Treatment for Opioid Tapering: A Randomized Pilot Feasibility Study. *Pain management nursing: official journal of the American Society of Pain Management Nurses*, 25(6), 591–595. <https://doi.org/10.1016/j.pmn.2024.07.010>



From left: Mary Lee Lemley and Katie Judd present their poster at the 3rd annual Monroe Carell Nurses Week Poster Gallery in May 2025.

disseminations

Johnson, Melissa (2025, June 11)

Decreasing DOS Cancellations in Our Pediatric ASC [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Kiernon, Karen (2025, June 11) Improving Efficiency and Turnover in the Pediatric OR [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Klemas, Marcie; Mock, Amanda (2025, May 12) Guardians of the Airway: Unplanned Extubation Prevention in the PICU [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Leigh, Jenny (2025, June 11) CLABSI Defense: Driving Prevention through Tubing Bundle Adherence in the NICU [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Lemley, Mary Lee; Judd, Katie; Arms, Meghan (2025, May 12) EMS Supporting Maternal Deserts with Neonatal Resuscitation [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

MacKeil-White, Kimberly (2025, April 10-11) We love our kids, but they need to be gooder: A discussion on anticipatory guidance [Conference Session]. Tennessee Emergency Nurses Association Annual Education Conference, Nashville, TN.

Mansfield, Ashley; Bergman, Leah (2025, May 12) Parking Lot Emergence:

Management of a Pediatric Patient Under General Anesthesia during Fire Alarm Evacuation [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Marron, Alonso; Totapally, Abhinav; Weatherly, Allison; De, Subhendu; **Barber (Cason), Madeline; Lifsey, Allyson; Boyle, Katharine. (2025)** Pediatric Health Assessment Tracker: A Quality Improvement Initiative to Obtain Weights Consistently and Appropriately in a Tertiary Pediatric Intensive Care Unit. *Pediatric Quality and Safety* 10(1):p e791, January/February 2025. | DOI: 10.1097/pq9.0000000000000791

Matthews, Melissa; Milovancev, Monica; Townsend, Kelsie; Lopez, Monica; Huang, Eunice; Zabaleta, Tatiana; Robinson, Jamie (2025, May 7-10) Same Day Discharge after Surgical Gastrostomy Tube Placement in Children [Conference session]. American Pediatric Surgical Association Annual Meeting, Montreal, Canada.

Mauldin, Carmen (2025, April 29-May 2) What's NEXT? Using Evidence to Reinvigorate a Nursing Externship Program [Poster presentation]. Association for Nursing Professional Development (ANPD) Aspire Convention, Las Vegas, NV.

Mauldin, Carmen; Collier, Kathryn (2025, May 12) What's NEXT? Using Evidence to Reinvigorate a Nursing Externship Program [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Milovancev, Monica (2025, June 11) Antibiotic stewardship for Pediatric Complicated Appendicitis [Poster pre-

sentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

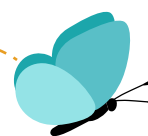
Milovancev, Monica; Lopez, Monica; Zabaleta, Tatiana; Evans, Parker; Qwaider, Yasmeen (2025, May 7-10) Implementation of a Clinical Pathway for Shortened Antibiotic Therapy in Children with Complicated Appendicitis [Conference session]. American Pediatric Surgical Association Annual Meeting, Montreal, Canada.

Milovancev, Monica; Matthews, Melissa (2024, May 16-19) Improving Time to Goal Feeding and Discharge after Surgical Gastrostomy Tube Placement in Children [Poster abstract]. American Pediatric Surgical Association Annual Meeting, Phoenix, AZ.

Mock, Amanda; Mangrum-Smith, Wesley; Watson, Sarah; Gurman, Jessica (2024, October 11) Decreasing Serious PIVIEs Through Improved Recognition and Faster Antidote Treatment Times [Poster presentation]. Vanderbilt University Medical Center Quality, Safety and Risk Prevention's Pursuit of Excellence Poster Session, Nashville, TN.

Mock, Amanda; Throop, Pat; Ried, Ashley (2024, October 11) CAUTI: Journey to Zero Infections [Poster presentation]. Vanderbilt University Medical Center Quality, Safety and Risk Prevention Pursuit of Excellence Poster Session, Nashville, TN.

Morrissey, Maria; Eads, Amanda (2024, October 11) Reducing CLABSIs in the Pediatric Cardiac ICU Utilizing a Multidisciplinary Approach [Poster presentation]. Vanderbilt University Medical Center Quality, Safety and Risk Prevention's Pursuit of Excellence Poster Session, Nashville, TN.



disseminations

Morrissey, Maria; Griffith, Rachel (2024, November 14-17) Reducing CLABSI in the Pediatric Cardiac ICU Utilizing a Multidisciplinary Approach [Poster presentation]. Pediatric Cardiac Intensive Care Society Annual Meeting, San Diego, CA.

Morrissey, Maria; Griffith, Rachel; Eads, Amanda (2025, May 12) Reducing CLABSI in the Pediatric Cardiac ICU Utilizing Multidisciplinary Approach [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Moyer, A., & **McCullough, Gretchen** (2025). Health policy on the front line. Cognella Academic Publishing

Parks, Laura; McCullough, Gretchen (2025, May 12) Monroe Carell Mentor Tabletops: Leveling up Leaders [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Peterson, LeAnn (2025, June 11) Pedi-

atric IBD Outside Infusion Lab Tracking [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Shreeve, Spencer; Grissim, Leslie; Jessika Boles (2025, May 12) Impact of Facility Dog Intervention on Young Children's Anxiety during Outpatient ECHO and EKG [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Smeltzer, Cory; Chadwell, LeighAnn; Eades, Molly (2025, May 12) Ringing in Success: Preoperative Nurse Calls a Multidisciplinary Approach to Reduce Same Day Surgery Cancellations [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Nurses' Week Poster Session, Nashville, TN.

Strong, Erika (2024, November 1-2) Harnessing Data to Drive Patient Safety and Quality Improvement Initiatives [Conference Session]. 8th International

Tracheostomy Symposium, Virtual.

Strong, Erika, & Wooten, C. (2024, September 28 - October 1). Airway Anti-Inflammatory Medication Regimen for Pediatric Intensive Care Unit Patients [Conference session]. American Academy of Otolaryngology-Head and Neck Surgery (AAO) Annual Meeting, Miami, FL.

Tierney-Robinson, Jenifer (2025, June 11) Prioritizing PO [Poster presentation]. Monroe Carell Jr. Children's Hospital at Vanderbilt Quality Academy Graduate Poster Session, Nashville, TN.

Totapally, Abhinav; Stark, Ryan; Danko, Melissa; Chen, Heidi; Altheimer, Alyssa; **Hardison, Daphne**; Malone, Matthew P.; Zivick, Elizabeth; Bridges, Brian. (2025) Central or Peripheral Venoarterial Extracorporeal Membrane Oxygenation for Pediatric Sepsis: Outcomes Comparison in the Extracorporeal Life Support Organization Dataset, 2000-2021. Pediatric Critical Care Medicine 26(4):p e463-e472 | DOI: 10.1097/PCC.0000000000003692

Wang, Chen Chia; Gupta, Ashwin; Stone, Michelle; **Milovancev, Monica; Townsend, Kelsie; Zhao, Shilin; Greeno, Amber.** (2024). A Protocol Driven Approach to Reduce Lengths of Stay for Pediatric Blunt Liver and Spleen Injury Patients. Journal of Trauma and Acute Care Surgery, 97(3): p 371-378, September 2024. | DOI: 10.1097/TA.0000000000004259

Wong, Amelia; Thomas, Anita; Pearce, Jean; Sanseau, Elizabeth; Levas, Michael; Bharath, Anita; Monteilh, Cecilia; Louvorn, Harold; D'Cruz, Roshan; Wilbur, Rebecca; **MacKeil-White, Kimberly**; Cierner, Daisy (2025). Pediatric Emergency Medicine Didactics and Simulation (PEMDAS): Armed Penetrating Trauma. Cureus, 17(6).

PHOTO BY SUSAN URMYY



Poster presenters Erin Shook (L) and Ryan Hamman (R) speak to attendees at the 2025 Nurses Week Poster Gallery on Monroe Carell's Main Street.

contributors

Chief Nursing Officer

**Monroe Carell Jr. Children's Hospital
at Vanderbilt**

Gretchen McCullough, MSN, RN, NEA-BC

Editorial Advisors

Christina Echegaray

Ashley Ried, MMHC, BSN, RN, CPPS, NE-BC

Content Manager

Shelly Bledsoe, MSN, RN, NE-BC

Editors

Shelly Bledsoe, MSN, RN, NE-BC

Lia Herrera, BSN, RN, CPN

Margaret Kababik, BSN, RN, CPN

Maggie Rabatin, DNP, APRN, FNP-BC

Ashley Ried, MMHC, BSN, RN, CPPS, NE-BC

Vanessa Rivera, BSN, RN, CCRN

Leslie Speer, MSN, RN, CNL, CPN

Photography

Shelly Bledsoe, MSN, RN, NE-BC

Danelle Bradley, BSN, RN

Donn Jones

Ashley Ried, MMHC, BSN, RN, CPPS, NE-BC

Erin O. Smith

Susan Urmy

Design and Art Direction

Shelly Bledsoe, MSN, RN, NE-BC

Brittany Brown

Diana Duren

Christina Echegaray

Ashley Ried, MMHC, BSN, RN, CPPS, NE-BC

Editorial Board Members

Shelly Bledsoe, MSN, RN, NE-BC

Marissa Lemley Brown, PhD, RN, NE-BC, NPDA-BC, CPN

Jessika Boles, PhD, CCLS

Danelle Bradley, BSN, RN

Meagan Davis, MHA, BSN, RN

Christina Echegaray

Ellis Daugherty, MSN, RN, CCRN

Lia Herrera, BSN, RN, CPN

Margaret Kababik, BSN, RN, CPN

Debbie Poloway, RN

Maggie Rabatin, DNP, APRN, FNP-BC

Ashley Ried, MMHC, BSN, RN, CPPS, NE-BC

Vanessa Rivera, BSN, RN, CCRN

Lauran Sevier, Med

Ericka Simon, MBA, BSN, RN

Casie Smith, BS, RRT-NPS

Leslie Speer, MSN, RN, CNL, CPN

PHOTO BY SUSAN URMY



2025 Nurses Week Poster Gallery presenters and organizers pose at the Main Stage in front of Seacrest Studios.