



# 2025 NURSING ANNUAL REPORT

# ADVOCATE CHILDREN'S HOSPITAL

## 2025—A Year of Nursing Excellence

Dear Advocate Children's Hospital Nursing Team,

It is with great pride and gratitude that I share the 2025 Advocate Children's Hospital Nursing Annual Report—an inspiring reflection of your dedication, leadership, and compassion in caring for children and families.

This year marked a historic milestone as we became the first freestanding pediatric hospital in the world to earn Magnet® Recognition with Distinction. This achievement, along with countless nurse-led innovations, quality improvements, and advancements in care delivery, reflects the excellence you bring to practice every day. Equally important has been our continued focus on culture—supporting healthy work environments, strong professional governance, and leadership rooted in connection, well-being, and shared purpose.

This report is a tribute to you and the impact you make within our walls and far beyond them. Thank you for your unwavering commitment to our mission and for shaping the future of pediatric nursing through your expertise, curiosity, and heart.

With pride,

*Michelle Tracy*

Michelle Tracy, MPH, MBA, RN, CPN  
Chief Nursing Officer/Vice President Nursing Services





**MICHELLE TRACY, MPH, MBA, RN, CPN**  
Chief Nursing Officer & Vice President Nursing Services



# ABOUT ADVOCATE CHILDREN'S HOSPITAL



Advocate Children's Hospital is a 291-bed, freestanding children's hospital and one of the largest providers of pediatric care in Illinois and the Midwest. With campuses in Oak Lawn and Park Ridge, we are proud to be part of the Advocate Health enterprise, combining the specialized focus of a children's hospital with the strength of a large, integrated health system. Advocate Children's serves as a major regional referral center, offering family-centered care across a full range of specialties, including Level IV NICUs and Level I Pediatric Trauma Centers.

As a founding member of the Chicagoland Children's Health Alliance (CCHA), Advocate Children's Hospital has expanded partnerships with Endeavor Health, University of Chicago pediatric services, and others to improve access to high-quality care for more than 1.8 million children across Chicagoland. This growing network of hospitals and pediatric specialists delivers individualized, highly specialized care advancing comprehensive care for children and families.



# 2025 BY NUMBERS

**63,713**  
ED Visits

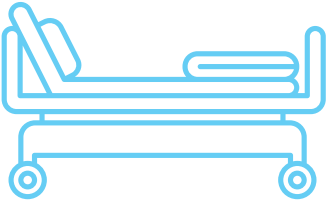
**12,411**  
Inpatient Discharges

**4,840**  
Patient Transports

**516,822**  
Outpatient Visits

**995**  
ACH Nurses

**119**  
Advanced  
Practice  
Nurses

  
**291** Number  
of beds

  
**6.67**  
Days Average  
Length of  
Stay

**252** Clinical Nurses  
with 10+ Years  
of Service

# ABOUT ADVOCATE CHILDREN'S HOSPITAL



## HISTORICAL FIRSTS

In March 2025, **Advocate Children's Hospital** achieved a historic milestone by becoming the first standalone pediatric hospital in the world to earn **Magnet® Recognition with Distinction**, the highest achievement of the American Nurses Credentialing Center's Magnet® Recognition Program. This elite designation recognizes exceptional nursing excellence, innovation, and outcomes. Advocate Children's was awarded 17 Magnet® exemplars, highlighting practices worthy of replication across the globe. In October, hospital nursing leaders proudly walked across the stage in Atlanta, Georgia, at the ANCC Magnet® & Pathway Conference™, celebrating this remarkable accomplishment and the extraordinary work of nurses who make excellence possible every day.

# MARKS OF DISTINCTION



American Nurses  
Credentialing Center's  
Magnet® Designation  
with Distinction



childkind



- U.S. News & World Report Top 25 Nationally Ranked - Pediatric Cardiology & Heart Surgery
- National Vermont Oxford Network World Class Newborn Intensive Care Units
- Society of Thoracic Surgeons ranked Pediatric Cardiovascular Surgery Programs
- Child Kind Certified for Pediatric Pain Management
- Top 25 Practice Green Health Environmental Excellence Award
- American Association of Critical Care Nurses Beacon Award - PICU Oak Lawn & Park Ridge
- Cystic Fibrosis Foundation Accreditation
- American Diabetes Association Accreditation
- ELSCO Center for Excellence Gold Level Award - Park Ridge ECMO Program
- AARC APEX Award for Respiratory Excellence - Transport Program
- Kids for Cribs Gold Certification
- SPN Pediatric Nursing Excellence Diamond Level Award - General Pediatrics Park Ridge





# TRANSFORMATIONAL LEADERSHIP





# TRANSFORMATIONAL LEADERSHIP

## *Leading Change With Vision and Purpose*

Transformational Leadership is the foundation of a Magnet® culture and reflects how nurse leaders guide the organization toward the future. In this model, leaders do more than manage operations or solve immediate problems—they create and communicate a clear vision, inspire others to embrace change, and lead with strong clinical and professional nursing expertise.

Transformational leaders help the organization understand why change is necessary and how each individual and department contributes to achieving shared goals. They are visible, accessible, and engaged, fostering trust through open communication and active listening. By challenging the status quo and encouraging innovation, these leaders empower nurses to think differently, speak up, and participate meaningfully in shaping practice and the work environment.

A key focus of Transformational Leadership is influencing culture, not just outcomes. Leaders model professional values, support nurse autonomy, and align nursing practice with the organization's mission, vision, and strategic priorities. Through advocacy, collaboration, and strategic planning, transformational leaders create the conditions necessary for nursing excellence to flourish—ensuring the organization is prepared not only for today's challenges, but for the future of healthcare.

# Inaugural Nursing Leadership Wellness Retreat

## *Caring for Those Who Lead*

In 2025, Advocate Children's Hospital launched its inaugural Nursing Leadership Wellness Retreat, beginning with nurse managers as an intentional first step in supporting leader well-being. Recognizing the critical role managers play in shaping culture, supporting teams, and navigating daily operational demands, ACH created dedicated space for leaders to pause, reflect, and reconnect with their purpose.

The retreat focused on psychological safety, resilience, and connection. Structured sessions addressed mindfulness, civility in practice, peer support, and best practices for engagement and rounding, while wellness activities encouraged leaders to step away from the pace of daily work and invest in their own well-being.

Beyond individual renewal, the retreat reinforced a shared commitment to sustainable leadership. By starting with managers and planning to expand to additional leadership groups in 2026, Advocate Children's Hospital affirmed that caring for those who lead is essential to building healthy work environments and sustaining excellence in patient care.



## ExCEL: Recognizing Growth, Advancing Practice

**101** Completed Workbooks

20% Increase from 2024



ExCEL Workbook Level

Excellence in Career Engagement & Learning (ExCEL) is Advocate Children's Hospital's clinical advancement program recognizing nurses for intentional professional growth and meaningful contributions to practice. Through an accomplishment-based workbook, nurses reflect on engagement in clinical practice, leadership, mentorship, education, and inquiry to strengthen patient care.

ExCEL has helped to drive many nurse-led practice improvements like implementation of the epi spritzer in Transport to support timely emergency care and advancement of oral rehydration therapy in the Emergency Department to promote evidence-based treatment. Each ExCEL level reflects a commitment to lifelong learning and accountability. In 2026, ExCEL will transition to ADVANCE, an enterprise clinical advancement model that builds on this foundation and continues to recognize the impact nurses make every day.

# TRANSFORMATIONAL LEADERSHIP

## Meet Mary Clark! 2025 Nurse Leader of the Year

For more than 40 years, Mary Clark has exemplified compassionate, servant leadership at Advocate Health. As manager of the Oak Lawn pediatric units, 2 Hope and 4 Hope, Mary has created a culture where teams feel valued, supported, and empowered to excel—earning her the honor of 2025 Nurse Leader of the Year.

Mary leads with intention and connection. Her teams consistently achieve engagement scores above 93%, reflecting her commitment to open communication through regular rounding, monthly staff meetings, and weekly newsletters. She celebrates others relentlessly sending birthday cards to teammates' homes, recognizing anniversaries, and sharing more than 600 kudos in 2025 alone. A passionate advocate for professional growth, Mary mentors nurses into leadership, professional governance, advanced practice, and education roles, while championing certification, conference participation, and lifelong learning.

Under her leadership, 2 Hope and 4 Hope maintain exceptional clinical and operational outcomes, including low turnover, high retention, and sustained patient satisfaction. Mary's innovative and collaborative approach to patient engagement and teammate satisfaction continues to drive meaningful improvements in care delivery.

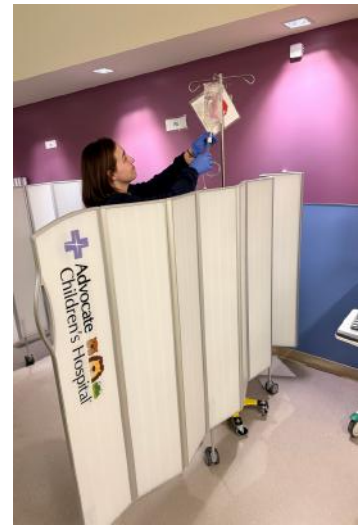
Whether supporting community outreach, DEI initiatives, or nurse advocacy at the state level, Mary leads with heart and purpose. Her legacy is evident in the strength of her teams and the countless nurses she has inspired to lead with confidence, compassion, and excellence.





## Caring Behind the Curtain: One Nurse's Bright Idea

During the 2024 Magnet® Conference, PED Park Ridge nurse Alyssa Geronimo explored vendor exhibits and sessions focused on enhancing patient experience and nursing workflow. There, she discovered Silentia screening panels and was immediately struck by their ease of use, cleanability, and ability to create privacy in busy clinical spaces. Reading about their successful use at Bristol Myers Squibb Children's Hospital further reinforced their potential value. Working in a high-volume pediatric emergency department, Alyssa recognized how this simple innovation could improve dignity, safety, and efficiency during peak times. Partnering with ACH and Unit leadership, she helped advocate for implementation, resulting in improved privacy, family comfort, and workflow efficiency—demonstrating the power of nurse-driven innovation.



## Built by Nurses: Strengthening Chemotherapy Care



In 2025, Advocate Children's Hospital introduced a new pediatric chemotherapy education class after nurses shared a need for more hands-on, unit-specific learning. Bedside pediatric oncology and general pediatric nurses voiced that additional education would help build confidence and support safe, consistent chemotherapy care. In response, the Hematology-Oncology and General Pediatric Nursing Professional Development teams partnered with clinical nurses to create a practical, blended course focused on real-world workflows. Nurses learn about chemotherapy processes, medication safety, central line care, and practice key skills through hands-on simulation. Early results show a 48% increase in nurse confidence following the class. This nurse-driven initiative highlights how listening to frontline voices leads to stronger education and safer care for children.

# TRANSFORMATIONAL LEADERSHIP

## 20 Years of Professional Governance

### *Elevating the Voice of the Nurse*

In 2025, Advocate Children's Hospital celebrated 20 years of Professional Governance, honoring two decades of shared decision-making and clinical nurse leadership. Professional Governance has become a defining strength in the organization enabled by collective partnership between nurses closest to the patient and leaders to shape practice and drive outcomes.

Over the years, nurses have used governance structures to influence practice, improve quality, and advocate for patients, families, colleagues, and communities. Unit-based and specialty councils have empowered nurses to lead change, develop professionally, and collaborate across disciplines to transform ideas into action.

As Professional Governance evolved, so did its impact—elevating nurse voices beyond councils and into strategic planning, Magnet® work, research, and organizational leadership. Twenty years later, Professional Governance remains a cornerstone of nursing excellence, reinforcing that when nurses lead, care is stronger and the future is brighter.

“Nursing Governance means having a voice that matters. It's the ability for nurses to not only care for patients, but to shape how that care is delivered. It's where ideas are heard, growth is encouraged, and change is possible.”

-Danielle Rivard, MSN, RN, President of Nursing Staff





## We Call the Shots

When clinical nurse Katie Hourihan identified gaps in immunization compliance among children with sickle cell disease undergoing chronic transfusions, she recognized an important opportunity to improve preventive care for a high-risk population. Due to functional asplenia and immune compromise, these patients are especially vulnerable to infection making timely immunizations essential. Yet a local audit revealed that only 50% of patients were up to date with recommended vaccines.

Partnering with a multidisciplinary team, Katie helped lead a quality improvement initiative that embedded immunization review directly into routine transfusion care. The approach focused on strengthening existing workflows rather than adding burden. Key interventions included using an EMR-based immunization tracking tool, conducting nurse-led chart reviews prior to transfusion appointments, and providing targeted education for patients and families on the importance of vaccination.

The impact was significant. Immunization compliance rose from 50% to 93%, with nearly all eligible patients brought up to date. Nursing engagement—particularly proactive review, education, and EMR utilization—emerged as a critical driver of success. This initiative demonstrated how clinical insight, collaboration, and technology can lead to sustainable improvements in outcomes. Building on this momentum, the team is now expanding the model to support preventive care for all patients with sickle cell disease across Advocate Children's Hospital.



# TRANSFORMATIONAL LEADERSHIP



## Splish Splash—Standardized at Last

The Advocate Children's Hospital Professional Governance Practice Council identified an opportunity to improve consistency and safety across both NICU units by advocating for standardized bath days. Through professional governance discussions, council members discovered that each NICU followed different bathing schedules, creating challenges for Clinical Resource Unit teammates who support both campuses. This lack of alignment also extended to chlorhexidine (CHG) bathing practices for patients with central lines, leading to variation in care for our most vulnerable population.

Recognizing the importance of evidence-based practice, the NICU unit-based professional governance council partnered with Nursing Professional Development Practitioners and APRN Coordinators to review current literature and best practices. Together, they evaluated methods that would reduce practice variation, prevent fallouts, and strengthen infection prevention efforts for neonatal patients with central lines.

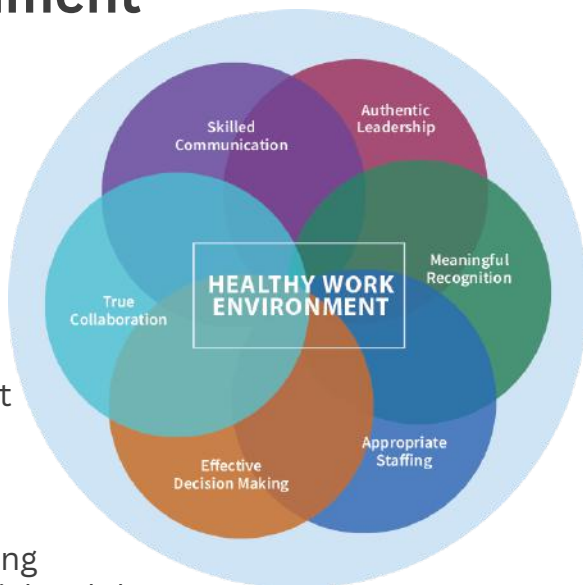


As a result, the council successfully advocated for standardized bath days and a unified, evidence-based approach to CHG bathing across both NICUs. This initiative improved workflow for cross-campus clinicians, enhanced consistency in care delivery, and reinforced a shared commitment to patient safety.

This work exemplifies how nurse-led professional governance empowers frontline teams to identify system challenges, collaborate across roles, and implement meaningful improvements that directly support high-quality, compassionate care for our tiniest patients.

# Leading with Intent: Building a Healthier Work Environment

In 2025–2026, Advocate Children’s Hospital advanced a coordinated Healthy Work Environment (HWE) strategy grounded in Transformational Leadership, focusing on psychological safety, interdisciplinary collaboration, and workforce sustainability across high-acuity pediatric settings. Through participation in the American Association of Critical Care Nurses HWE National Collaborative, leaders partnered with frontline teams to identify cultural challenges and implement data-driven interventions guided by the HWE Assessment Tool, burnout metrics, and key safety indicators.



## Words Matter in Pediatric Critical Care

In the Park Ridge Pediatric Intensive Care Unit (PICU), rising turnover, communication gaps, and verbal incivility highlighted the need for focused cultural change in a high-stress environment. Leaders engaged directly with frontline staff to co-create solutions, including a Code of Civility, a disruptor word for real-time intervention, and structured forums for open dialogue. These efforts were associated with an 18.4% reduction in reported verbal abuse, reinforcing the importance of visible leadership and consistent follow-through.

## *Belonging from Day One*

In the Oak Lawn NICU, leaders focused on strengthening psychological safety and connection through accessibility, consistent rounding, and a structured Ambassador Program pairing experienced nurses with new hires. The unit improved across all six HWE standards, with notable gains in communication with accountable leaders. Intent to stay increased from 62.7% to 72.7%, while job satisfaction rose from 27.2% to 48.5%.







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**Jordan**  
**BSN,**

Clinical Resource

hospital

 **ADVOCATE**HEALTH

# STRUCTURAL EMPOWERMENT



# STRUCTURAL EMPOWERMENT

## ***Building the Framework for Nursing Excellence***

Structural Empowerment reflects how an organization creates the systems, structures, and processes that enable nurses to practice to their full potential. In a Magnet® culture, empowerment is intentional—designed through policies, professional governance, leadership support, and access to resources that align nursing practice with the organization’s mission, vision, and values.

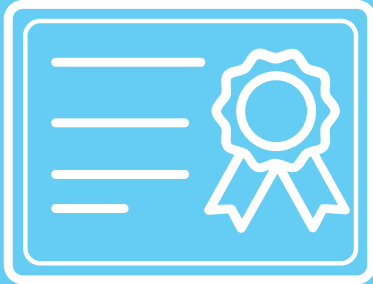
Through structural empowerment, nurses are supported to grow professionally, participate in decision-making, and influence practice at the unit, hospital, and system levels. These structures provide nurses with the authority, education, and opportunities needed to lead change, advance their expertise, and contribute meaningfully to organizational priorities.

Effective structural empowerment fosters strong professional identity, engagement, and accountability. By investing in professional development, recognizing nursing contributions, and encouraging community and organizational involvement, empowered nurses are better equipped to drive innovation, improve outcomes, and create healthy work environments where both nurses and patients thrive.



# 87.3%

Nurses wit BSN+

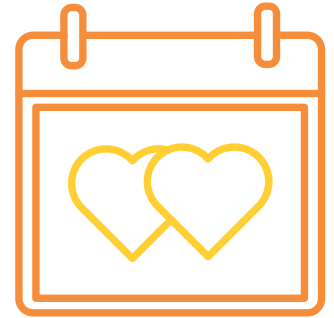


# 52%

Certified Nurses

# 9.2

Average Years  
of Service



## Pink Basins, Green Impact

### *4 Hope Leading Sustainability*

The 4 Hope Green Team is leading the charge for sustainability with a simple but impactful pink basin recycling initiative. While Advocate Children's participates in the hospital-wide CleanStream Recycling program, the 4 Hope team had not previously been involved. Recognizing an opportunity to reduce unit-based waste, a pediatric Nurse Bridget Konkoleski partnered with the Green Team to launch a focused recycling effort. Staff were educated on proper recycling procedures and designated collection areas were established to capture cleaned, non-isolation pink basins. By the end of 2024, the team successfully recycled more



than 101 pounds of basins, meeting their waste-reduction goal. The initiative sparked broader staff engagement, inspiring expanded sustainability efforts including supply donations to Project CURE and improved cardboard recycling—proving small changes can make a meaningful environmental impact. By empowering nurses to lead sustainability efforts, this work exemplifies Structural Empowerment in action—advancing community stewardship and environmental responsibility, because there is simply no Planet B.

# STRUCTURAL EMPOWERMENT



## Caring Beyond our Walls

The Professional Development Council (PDC), a core council within Advocate Children's Hospital's Professional Governance structure, embraced a bold goal this year: complete 500 community service hours to positively impact the health and wellbeing of our community. The response from nurses and interprofessional partners far exceeded expectations. Together, teams contributed more than 2,700 community service hours—demonstrating a strong commitment to service, advocacy, teamwork, and connection beyond the bedside.

Alongside individual volunteering, many units intentionally selected community service projects to complete together, helping strengthen teamwork, resilience, and shared purpose. PDC-supported efforts addressed critical community needs and health disparities, including health career education through career fairs and school presentations. Food security initiatives included food pantry partnerships and donation drives, while nurses also supported health screenings and early detection through programs such as Young Hearts for Life.

Unit-based projects further highlighted the impact of team-driven service. PCICU nurses volunteered at the 11th Annual Red Tie Ball hosted by the Children's Heart Foundation, supporting advances in congenital heart disease care and celebrating healthcare heroes. The Interfacility Transport Team partnered with Reclaim13 to support Cherish House, volunteering together to enhance a safe, healing environment for child survivors of trafficking. 4 Hope gave their time at Camp One Step, a free camp for children impacted by cancer, creating space for connection, confidence, and joy beyond illness.

These efforts reflect PDC's belief that professional development includes service, advocacy, and caring for one another—amplifying our mission while building resilient, connected teams far beyond our walls.



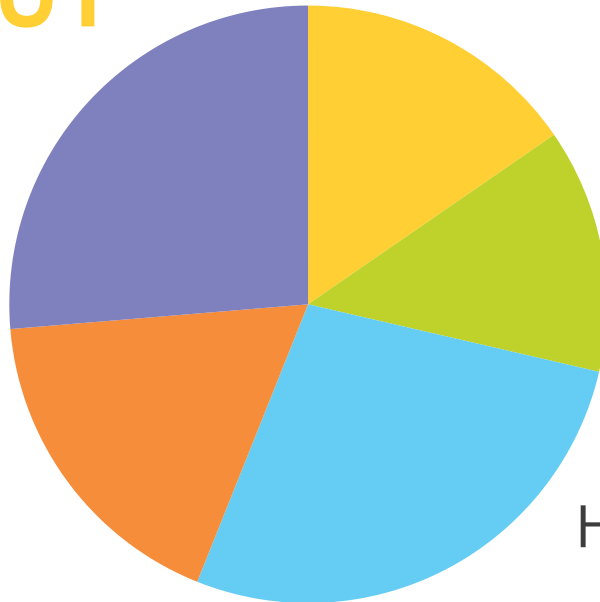
# OUR IMPACT

Camps & Youth Programming

**718 hours**

Food & Economic Security

**481 hours**



Caring Social Connections

**420 hours**

Education & Mentorship

**361 hours**

Health & Wellness

**748 hours**

## Putting Care into Motion

Bringing care where it's needed most, the Ronald McDonald Care Mobile Van reaches underserved children with essential health, dental, and care services. This mobile model expands access, addresses social needs, and strengthens long-term health outcomes across our communities.

**3,678** Kids cared for

**6,830** Vaccines given

**1,715** School Physicals

**1,546** Dental Visits

**653** Care Referrals

**1,384** Food Insecurity Backpacks given



# STRUCTURAL EMPOWERMENT

## Lights Down, Communication Up

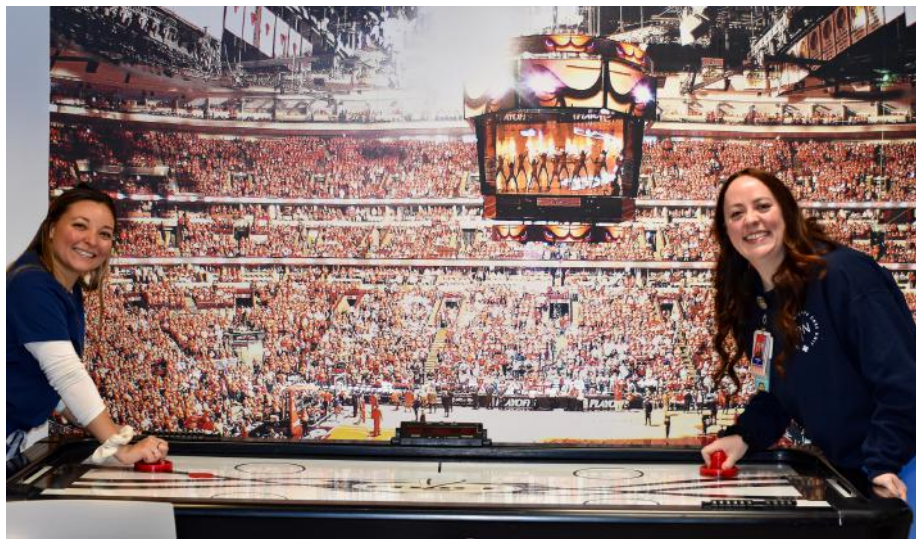
As part of the Healthy Work Environment Collaborative, the General Pediatrics team at Park Ridge identified an opportunity to improve overnight communication and workflow by standardizing night shift rounds. Team members noted that inconsistent rounding practices made it difficult to clearly prioritize care, anticipate needs, and support newer nurses during high-acuity events. In response, the team advocated for structured night rounds supported by a standardized script and a Time-Intensive Patient (TIP) list to guide discussion and decision-making.

The impact was immediate and measurable. Average night-shift rounding time decreased from approximately three hours to 90 minutes, improving efficiency without compromising safety or quality. Standardized rounds strengthened communication confidence, particularly for newer nurses, and led to improved real-time problem solving and “good catch” identification, such as missed orders, labs, or NPO planning.

“The standardized script has led to a lot of good catches... It helps us problem solve in real time.”

-Emma Serio, Pediatric Nurse

Providers also reported stronger alignment, improved relationships, and more proactive care planning overnight, supporting safer escalation and clearer messaging to families. This work highlights how frontline advocacy through HWE participation empowered the General Pediatrics team to create reliable communication practices that improve flow, safety, and teamwork—demonstrating the power of nurse-led innovation to strengthen both culture and outcomes.





## Because Tiny Passengers Deserve Big Protection

The Advocate Children’s Hospital Neonatal Transport team identified a growing need to strengthen collaboration, communication, and safety across an expanding multi-system transport program. Each year, the centralized team safely transports approximately 345 critically ill newborns between hospitals—often during the most vulnerable moments of care. As partnerships across two healthcare systems evolved, differences in communication expectations and clinical protocols introduced variability that could impact patient safety.

In response, the Transport team established a Neonatal Oversight Committee to create a shared, structured approach to decision-making. The committee brings together transport leadership, education specialists, and neonatal physician leaders from ten sites, meeting quarterly to review transport quality data, clinical workflows, equipment needs, and complex case events. Importantly, frontline nursing and respiratory therapists play a key role by identifying cases for review and elevating real-time safety concerns—ensuring bedside experience directly informs system-level improvements.

This nursing-led committee reflects Structural Empowerment by creating consistent opportunities for frontline voices to influence practice across systems. Since implementation, standardized workflows increased from three to eleven, including tools such as an ECMO Decision Tree and a Neonatal Return Criteria Checklist. Over the same 18-month comparison period, reported transport safety events decreased by 42.9%.

Through professional partnership and data-driven action, the Neonatal Oversight Committee demonstrates how empowered transport teams can streamline communication, reduce risk, and measurably improve safety for the most vulnerable neonatal patients—while offering a replicable model for transport programs nationwide.



# STRUCTURAL EMPOWERMENT



## AWARDS & DISTINCTIONS

### 2025 Nursing Excellence Awards

Advocate Children's Hospital proudly celebrated the 2025 Nurse Excellence Awards, honoring nurses and teams who exemplify compassion, professionalism, and innovation in patient care. This year's event recognized 195 nominees and introduced a new award category—the Spark Award—making the celebration even more special.

**Congratulations to the following nurses on their well-deserved recognition!**



**Jordan Feucht, BSN, RN**  
Nurse - Clinical Resource Unit (CRU)  
**2025 Nurse of the Year**



**The SANE Program**  
Sexual Assault Nurse Examiners  
**2025 Stronger Together Team Award**



**Mary Clark, MA, BSN, RN, CPN**  
Manager - 2 & 4 Hope Pediatrics  
**2025 Nurse Leader of the Year**



**Becky Faifer, BSN, RNC-NIC**  
Nurse - Neonatal ICU Oak Lawn  
**2025 Spark Award**



**Amanda Tam, MSN, RN, CCRN**  
NPD Specialist - PICU Park Ridge  
**Nursing Professional Development (NPD) Practitioner of the Year**



## The DAISY Award®

The DAISY Award® Foundation for Extraordinary Nurses was originally created by the DAISY Foundation in 1999 to honor nurses internationally in memory of J. Patrick Barnes. The DAISY Foundation was started by Patrick's family to honor the kindness and compassion that nurses showed Patrick during his eight-week hospital stay with autoimmune disease. Advocate Children's Hospital nurses received an incredible 687 DAISY nominations in 2025, reflecting the profound impact they make on patients every day.

### DAISY Nurse Awards

Dawn Patrizi (NICU OL)  
Michael Urrutia (PED OL)  
Kiara Bowes (PICU OL)  
Violeta Serban (Gen Peds PR)  
Aubrey Hefner (CRU)  
Tina Shereikis (PCICU OL)  
Madisen Estey (Gen Peds PR)  
Melanie Ropski (NICU PR)  
Kailey Bird (PED OL)  
Natalie Mack (PICU PR)  
Jennifer Orrico (AMG OL)  
Robin Wolfe (NICU OL)

### DAISY Nurse Leader

Amy Gorman (PICU OL)  
Kelly Martin (PED OL)

### DAISY Team Award

Oak Lawn Cath Lab



# STRUCTURAL EMPOWERMENT

## Leveling Up Learning

Welcome to New Teammate Orientation (NTO) at Advocate Children's Hospital where first days feel exciting, learning is immersive, and teamwork starts from minute one. This isn't your typical sit-and-listen orientation; it's an experience designed to engage, energize, and prepare new teammates for success.

And the reviews say it all. With over 250 survey responses, NTO earned near-perfect scores:

**Tier 1: 4.86 / 5★ | Tier 2: 4.89 / 5★**

New teammates shared comments like, *"This was by far the best orientation I've attended,"* and *"A great way to ease us into Advocate Children's Hospital."*

What makes NTO unforgettable? Learning by doing. Day 1 features interactive communication challenges—navigating mazes, weaving through cones, and matching dominoes while blindfolded and guided by a partner. Laughter fills the room, followed by meaningful reflection on communication styles, trust, and teamwork.

Then come the escape rooms—fan favorites that blend pediatric clinical skills with problem-solving and collaboration. In Tier 1, nurses uncover invisible-ink orders, practice pediatric assessment, complete medication math, start IVs, program pumps, and even provide parent education to "escape." Feedback consistently calls this station challenging, fun, and incredibly valuable.

Tier 3 takes it even further with unit-specific learning adventures:

- NICU: Operation Preemie Rescue
- ICU: Paws & Claws skills challenge
- Gen Peds: Dungeons & Diagnosis—where a roll of the dice sets the clinical scene
- PED: An Alice in Wonderland-themed asthma pathway escape room

At Advocate Children's Hospital, NTO doesn't just orient, it inspires teamwork, confidence, connection, and a love for learning from day one.





**187**

New  
Nurses  
at NTO  
in 2025

**66**

Support  
Teammates  
at NTO  
in 2025

**6,008**



## Beyond Orientation: What's Next for New Grads

At Advocate Children's Hospital, support doesn't stop after orientation. To further invest in our newest nurses, a pediatric-specific New Graduate Residency Program is currently in development designed intentionally for children's hospitals.

The program currently under development, will include four dedicated sessions focused on easing transition shock, promoting nurse well-being, and strengthening pediatric-specific clinical judgment and professional development. The goal is simple: help new-to-practice pediatric nurses feel supported, confident, and prepared—not just to start their careers, but to thrive in them.







# EXEMPLARY PROFESSIONAL PRACTICE



# EXEMPLARY PROFESSIONAL PRACTICE

## ***Delivering Excellence through Professional Practice***

Exemplary Professional Practice represents how nurses translate knowledge, skill, and compassion into exceptional care for patients, families, and communities. This component reflects the daily practice of nursing—how care is delivered, how teams collaborate, and how professional standards are upheld across all settings.

In a Magnet® organization, exemplary professional practice is grounded in a shared Professional Practice Model and supported by evidence-based care, interprofessional collaboration, and nurse autonomy. Nurses are accountable for their practice, empowered to make clinical decisions, and committed to maintaining the highest standards of safety, quality, and ethics.

Through continuous quality monitoring, peer review, and shared accountability, exemplary professional practice moves beyond individual performance to collective excellence. It is through this intentional, consistent approach to care delivery that nurses achieve meaningful outcomes and create extraordinary experiences for patients and families.

# The Heart of Caring

## *Our New Professional Practice Model*

In 2025, we said goodbye to our legacy Advocate Aurora Midwest Professional Practice Model (PPM) to make way for a new model designed to unite nurses across the Advocate Health enterprise. The Nursing Professional Practice Model is a visual representation of the blueprint for delivering excellent care, reflecting the values, goals, and standards that guide nursing practice.

The American Nurses Credentialing Center defines a professional practice model as the overarching framework that describes how nurses practice, collaborate, communicate, and develop professionally to deliver high-quality care to patients, families, and communities. Advocate Health's new PPM was carefully crafted by nurses from across the enterprise and ultimately selected through an enterprise-wide vote, ensuring the voice of the nurse shaped its creation. This shared model strengthens professional identity, aligns practice, and supports nursing excellence across Advocate Health.



### ADVOCATE HEALTH NURSING PROFESSIONAL PRACTICE MODEL ATTRIBUTES

- ♥ PERSON-CENTERED CARE
  - Values
  - Well-being
  - Governance
  - Professional Growth
  - Interprofessional Relationships

## A Little Spritz Can Go a Long Way

When seconds matter, preparation makes all the difference. The Advocate Children's Hospital Neonatal/Pediatric Transport Team (ACHTT), which completes approximately 2,000 critical transports each year, introduced the Epinephrine (Epi) Spritzer as a proactive tool to support patients experiencing hemodynamic instability during transport.

The Epi Spritzer—a dilute, premade IV push dose of epinephrine—was incorporated into standing transport protocols to allow immediate nurse-driven intervention. Prior to implementation, chart review identified multiple cases where the spritzer may have prevented patient decompensation. Following its May 2024 go-live, the Epi Spritzer was used on transport with successful hemodynamic stabilization each time.

Through collaboration with pharmacy, transport medical control physicians, and ACHTT leadership, the team developed standardized kits, provided hands-on education, and embedded continuous chart review for ongoing improvement. Today, transport RNs carry the Epi Spritzer on every transport offering a reliable bridge therapy, reducing potential for error, and strengthening patient safety when it matters most.



# EXEMPLARY PROFESSIONAL PRACTICE

## Advancing Pediatric Cardiac Care

Over the past few years, the Pediatric Cardiac Program at Advocate Children's Hospital has experienced significant growth expanding advanced services while caring for increasingly complex patients. In 2024, the program reached a major milestone with the launch of pediatric heart transplantation. Since then, five heart transplants have been successfully performed, with the most recent in July 2025, marking a new era in life-saving congenital heart care.

Each year, the program completes approximately 375 cardiac surgeries and procedures, serving patients from fragile neonates to adults with congenital heart disease. This breadth of expertise has consistently placed Advocate Children's Hospital among the top 25 pediatric cardiology and heart surgery programs in the nation.

As one of the only centers in Illinois offering portable heart and lung support (ECMO), the program also provides critical regional support, including safe transfer of children who require higher-level cardiac care. Together, these capabilities reflect a program defined by excellence, access, and coordinated teamwork.



### ***Preparation with Purpose: 2 Hope and Heart Transplant Education***

With the launch of pediatric heart transplantation at Advocate Children's Hospital, the impact extended well beyond the Pediatric Cardiac ICU. As children returned for follow-up care or treatment of non-cardiac conditions, many were appropriately cared for on 2 Hope, the general pediatrics unit that supports cardiac patients outside the ICU.

Recognizing the unique needs of this new population, nurses on 2 Hope proactively advocated for transplant-specific education to ensure safe, confident, and consistent care. Partnering closely with the heart transplant team, education was developed and delivered through multiple formats, including virtual sessions during staff meetings and real-time, bedside teaching on both day and night shifts.

As learning needs evolved, nurses continued to share feedback driving the creation of a cardiac reference binder that became a trusted point-of-care resource. Education was also embedded into Workday, supporting long-term access and sustainability for current and future staff.

When nurses identified additional challenges related to high-risk medications, they again raised their voices. Their advocacy led to interdisciplinary, hands-on education focused on safe hazardous drug handling, reinforcing patient safety and professional confidence.

This work remains ongoing, with nurses currently collaborating on a one-page quick-reference tip sheet to support just-in-time learning. The 2 Hope team's leadership reflects nursing excellence in action—demonstrating adaptability, clinical inquiry, and an unwavering commitment to providing high-quality care as the Pediatric Cardiac Program continues to grow.



## ***Prevention with Purpose: PCICU Preventing Arrests***

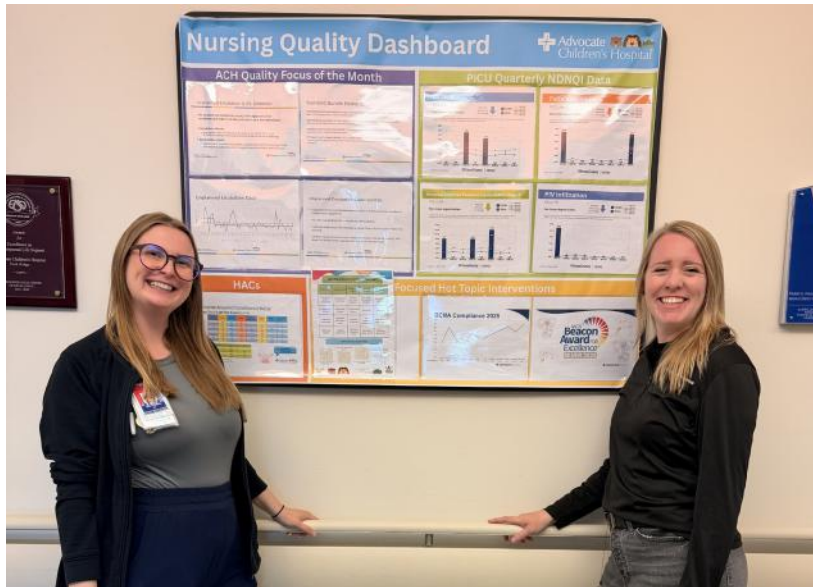
In 2025, the Pediatric Cardiac ICU (PCICU) strengthened its commitment to patient safety through a focused Cardiac Arrest Prevention (CAP) Initiative, delivering measurable and sustained improvement in a high-acuity environment. Following early-year cardiac arrest events, the team doubled down on standardized, evidence-based practices, translating process reliability into meaningful outcomes.

From June through November, the PCICU achieved multiple months with zero cardiac arrests, even during periods of high patient acuity and workload. CAP bundle compliance rose dramatically, improving from approximately 60% to near-perfect adherence by late fall. These gains highlighted a clear connection between consistent bundle execution, early risk recognition, and timely escalation of care.

Equally important, the team demonstrated resilience under pressure. Through rapid post-event learning cycles, visible accountability, and proactive surge planning, staff embedded safety into daily practice rather than reacting after the fact. The CAP Initiative reflects disciplined teamwork, reliability, and an unwavering focus on preventing harm to ensure the safest possible environment for our most vulnerable cardiac patients.



# EXEMPLARY PROFESSIONAL PRACTICE



## Connected by Quality

### *Making Quality and Safety Visible Across Every Unit*

During the Magnet® Site Visit in January 2025, appraisers engaged with nurses across Advocate Children's Hospital to learn how quality and safety data are shared at the unit level. While quality boards were actively used, appraisers noted an opportunity to strengthen alignment by ensuring consistent unit level data is available across all units. This feedback became a catalyst for meaningful improvement grounded in Exemplary Professional Practice (EP).

ACH Practice Chairs Jordan Feucht and Tori Muno immediately partnered with the Practice Council and Quality Department, bringing together all stakeholders to translate this feedback into action. Through professional governance, the group identified the most meaningful nurse-sensitive indicators to highlight, including CLABSI, CAUTI, Falls, PIVIE, and additional quality measures essential to pediatric care.

The result was a standardized quality dashboard template designed for display in clinical spaces throughout the hospital. These dashboards provide clear, transparent performance data for nurses, interprofessional teammates, physicians, patients, and families. Intentional space was built in for unit-specific education and “hot spot” indicators, allowing teams to quickly respond to trends and reinforce evidence-based practice.

To ensure the dashboards were truly patient-centered, prototypes were shared with the Family Advisory Council, incorporating patient-friendly definitions and clear comparisons to other Pediatric Magnet®-designated hospitals. Today, these dashboards exemplify EP by promoting transparency, accountability, and shared ownership of outcomes keeping quality and safety at the center of everything we do.

## Speaking Up is Our Superpower

At Advocate Children's Hospital, safety is more than a priority, it's part of who we are. With a safety event reporting rate of 12, well above our target of 5.7, ACH demonstrated one of the highest reporting rates in the enterprise, reinforcing a culture where teams speak up and learn from every event. More than 40 Safety Champions across 15 inpatient units review events, track trends, and lead mitigation efforts. Their work sparked impactful initiatives such as a pediatric-specific Narcan drip order set, MRI timeouts, an ECMO transfer checklist, and neonatal code documentation standardization. This strong culture was further reflected in 259 patient safety kudos for good catches, a 150% increase from 2024, highlighting our team's diligent proactivity and investment in safety.

# 259

Good Catch Kudos

# 12

Safety Event Reporting Rate

## Taking the Bite Out of Rabies Follow-Up Care

The Pediatric Emergency Department (PED) Oak Lawn team identified an opportunity to improve care delivery for patients requiring a rabies vaccine series after an initial emergency department visit. Historically, children returned to the Pediatric Emergency Department for all subsequent doses—leading to long wait times, higher costs, and unnecessary use of emergency resources.

By refining clinical workflows, PED Oak Lawn implemented a new process in which providers initiate a rabies vaccine therapy plan during the initial ED visit, allowing follow-up doses to be administered in Immediate Care Centers. This change improved access and convenience for families while optimizing PED capacity and aligning care with the most appropriate setting.

The updated protocol was adopted across Advocate Health emergency departments in Illinois and Wisconsin, resulting in increased outpatient vaccine administration and improved patient satisfaction demonstrating how thoughtful practice redesign can enhance quality, efficiency, and the overall patient experience.



# EXEMPLARY PROFESSIONAL PRACTICE

## Practice Makes Prepared: ECPR in the ICU

In the Pediatric ICU (PICU) at Advocate Children's Hospital Oak Lawn, Extracorporeal Cardiopulmonary Resuscitation (ECPR) simulations were born from both nurse advocacy and patient safety priorities. Initially developed in collaboration with the PCICU, the goal was clear: create a structured, reliable bridge for critically ill children experiencing cardiac arrest so teams could transition patients to ECMO as quickly and safely as possible.



Over time, the program evolved beyond ECPR activation alone. Recognizing that high-risk, low-volume skills require deliberate practice, PICU nurses advocated for simulation-based learning that allows teams to practice, learn, and troubleshoot in a safe environment without impacting patient care. Guided by safety event reviews and active involvement on the unit's Safety Committee, scenarios are tailored to real needs and current trends.

Quarterly simulations are built using real patient cases and paired with specific clinical skills. When communication challenges were identified, the team even designed a "room of errors" escape-room scenario to strengthen handoffs. Gamification, through formats like Jeopardy and Family Feud, keeps learning engaging and memorable.

Each session includes pre-work, focused education, hands-on skills, simulation, and debriefing. The impact is clear: nurses report increased confidence, stronger teamwork, improved preparedness, and fewer safety events. By combining innovation, advocacy, and collaboration, ECPR simulations strengthen both patient safety and professional practice, ensuring teams are ready when it matters most.

## Practicing Excellence: Celebrating Our Nurse of the Year

At Advocate Children's Hospital, Jordan Feucht exemplifies outstanding nursing practice through her commitment to quality, collaboration, and continuous improvement. In just two years as a nurse, she has made a lasting impact on how care is delivered across ACH. As Professional Governance Practice Chair, Jordan strengthens practice by bringing bedside voices into decision-making, aligning teams across campuses, and translating evidence into day-to-day care. Her work to standardize clinical processes, improve safety, and reduce variation ensures every child receives the same high standard of care wherever they are treated.

Jordan approaches governance and policy as extensions of patient care, advancing practice while supporting nurses at every level. Through her leadership, ACH nursing practice is clearer, stronger, and more connected making her a truly deserving Nurse of the Year.





## Raising the Bar for Trauma-Informed Care

The Sexual Assault Nurse Examiner (SANE) Program in the Emergency Departments at Advocate Children's Hospital Oak Lawn and Park Ridge has experienced meaningful growth, driven by strong leadership, collaboration, and a shared commitment to compassionate, trauma-informed care. Under the direction of the newly appointed Director and Nursing Program Manager for FNE/SANE Services, the program evolved to better support patients, nurses, and clinical teams.

A key milestone was the promotion of a bedside SANE nurse into a formal Program Manager role. With leadership support and data highlighting the scope and impact of the role, this transition filled a critical gap in coordination and oversight allowing the program to move forward with greater consistency and structure.

At the time, both sites faced challenges with around-the-clock coverage and variability in workflows and decision-support tools. In response, the team implemented practical improvements, including expanded 24/7 coverage at Oak Lawn, enhanced coverage at Park Ridge, and standardized consult and transfer protocols, decision trees, and documentation checklists aligned with SASETA requirements. Monthly dashboards now provide visibility into volume, training progress, and outcomes.

The impact has been significant. Average length of stay decreased from 921 minutes in 2022 to 474.5 minutes in 2024, and evidence collection and documentation practices strengthened. The program's work was recognized through inclusion in the Magnet® document, establishment of a SANE cost center and compensation plan, and the 2025 Stronger Together Team Award, reflecting sustained commitment to high-quality care for vulnerable pediatric patients.





NEW KNOWLEDGE,  
INNOVATIONS, & IMPROVEMENTS



## ***Advancing Practice Through Curiosity and Discovery***

New Knowledge, Innovations, and Improvements reflects the organization's commitment to advancing nursing practice through evidence-based practice, quality improvement, research, and innovation. Magnet® organizations foster a spirit of inquiry, encouraging nurses to question current practice, explore better ways of delivering care, and translate evidence into meaningful improvements.

Nurses are uniquely positioned to identify opportunities for change at the bedside and within the practice environment. Through structured support, mentorship, and interdisciplinary collaboration, nurses transform wondering questions into actionable initiatives that improve patient outcomes, safety, and the care experience.

This component emphasizes that excellence in nursing is dynamic not static. By integrating new knowledge into clinical and operational processes, organizations ensure care remains current, effective, and responsive to evolving patient needs. New knowledge, inquiry, and innovation empower nurses to shape the future of healthcare while continuously improving the care we provide today.

## Packed with Innovation

To enhance safety, comfort, and quality of life for children receiving continuous chemotherapy, the Hematology Oncology clinics introduced specialized pediatric infusion backpacks—a creative, patient-centered innovation designed to support active kids during treatment. Standard, adult-sized backpacks provided by infusion vendors were heavy, ill-fitting, and increased the risk of tubing tension and accidental disconnections.

In response, the team adopted lightweight, child-friendly Camelbak backpacks that better meet pediatric needs. Each backpack includes a secure Velcro pouch to safely house the infusion pump, an organized tubing pathway to reduce snagging, and space for essential supplies such as extra batteries and troubleshooting resources. Adjustable straps and discreet designs allow children to move freely, attend school, and participate in daily activities while blending in with peers.

This innovation significantly reduced therapy interruptions, improved the patient experience, and strengthened home-care safety. By combining clinical expertise with thoughtful design, this nurse-led initiative demonstrates how innovation can transform treatment beyond the bedside—supporting both safety and childhood normalcy during intensive care.



## OUR CLINICAL VOICE

**21**  
Podium  
Presentations

**20**  
Poster  
Presentations

**20**  
Professional  
Presentations

**4**  
Publications

**42,285**  
miles travelled to  
disseminate our  
clinical inquiry  
work nationally!

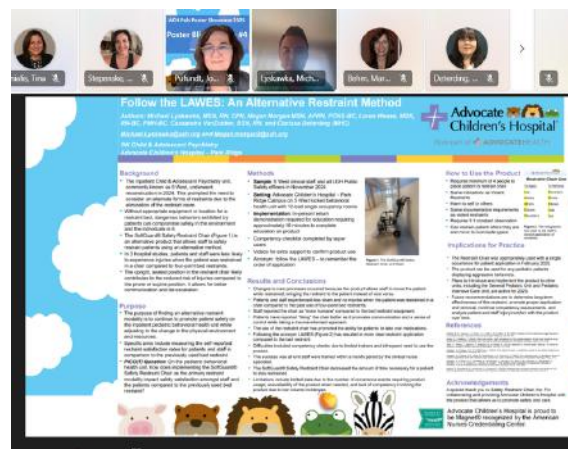
A map of the United States with states colored in various shades of blue, orange, and yellow. The number 42,285 is overlaid on the map, indicating the miles travelled to disseminate clinical inquiry work nationally.

# NEW KNOWLEDGE, INNOVATIONS, & IMPROVEMENTS

## Putting Inquiry on Display

### *The Inaugural Pal's Poster Showcase Event*

Advocate Children's Hospital proudly launched its inaugural PALS Poster Showcase, a first-of-its-kind internal dissemination event designed to celebrate clinical inquiry and share the innovative work happening across our organization every day. Nurses and interdisciplinary teammates were invited to present projects reflecting practice improvements, research, and evidence-based initiatives—creating space for learning, connection, and inspiration.



The response was extraordinary. Forty abstracts were submitted, resulting in 40 posters representing nearly every unit across ACH. Of those, 24 were new projects, while 16 showcased prior dissemination work, highlighting both fresh ideas and sustained impact. To increase accessibility across our split geography, the event was hosted virtually and featured six live poster blitz sessions, where 25 presenters shared their work with a real-time audience. More than 600 attendees joined these sessions, and over 500 viewers visited the SharePoint site to explore posters on demand. To add to the visibility of the event, units hosted Pal's Poster watch parties so that nurses could participate while on campus.

Two People's Choice Awards—both from Transport—were presented to Amanda Zabierek for her work on neonatal transport collaboration and safety, and to Coreen Carrasquillo, Kristin Coleman, Colleen Butler, and Jan Klein for the Epinephrine Spritzer initiative.

This showcase marks the beginning of a growing platform for knowledge sharing at ACH. Looking ahead, plans are underway to expand the event and welcome pediatric and neonatal teams across the Midwest and Southeast. The PALS Poster Showcase highlights a thriving culture of inquiry and the passion our teams bring to improving care for patients and families every day.





## Transport Conference

Advocate Children's Hospital proudly hosted its inaugural Pediatric Transport Conference, bringing together nearly 150 participants, including healthcare professionals, EMS teams, and vendor partners from across Illinois, Indiana, Wisconsin, Colorado, and Iowa. The event created a dynamic forum for learning, collaboration, and shared commitment to advancing pediatric transport care.

Keynote sessions focused on high-risk, time-sensitive conditions central to transport medicine, including neonatal care the emergency department, congenital heart defects, and pediatric stroke. These presentations emphasized early recognition, rapid decision-making, and coordinated care across settings.

Breakout sessions explored a wide range of transport-specific topics, including ethics in transport, neonatal neurodevelopmental care, pediatric respiratory management, pain management, and fostering a healthy work environment. Interactive case studies and panel discussions allowed participants to examine real-world transport challenges, share perspectives, and strengthen interdisciplinary teamwork.

The conference also featured 12 poster presentations showcasing recent initiatives and the innovative work of the pediatric transport team. Building on the success of this milestone event, planning is already underway for the second annual Pediatric Transport Conference, continuing Advocate Children's Hospital's commitment to education, clinical excellence, and national collaboration.



# NEW KNOWLEDGE, INNOVATIONS, & IMPROVEMENTS



## Virtual Care, Real Connection

Advocate Children's Hospital expanded its Virtual RN program into the NICU at Oak Lawn, introducing an innovative model that enhances family education while strengthening bedside nursing support. During the six-month pilot, experienced NICU nurses served as Virtual RNs from a centralized command center, delivering education and support rooted in deep NICU expertise.

For families, that support can be transformative during an already overwhelming time. "Becoming a parent in the NICU is nothing like what families imagine," shared Abby Rapp, RN, NICU Oak Lawn nurse and Virtual RN. "Instead of a peaceful introduction, they're met with alarms, uncertainty, and fear... Working both at the bedside and virtually has given me a unique perspective on how we can ease that experience."

The Virtual RN role focused on standardizing orientation and discharge education, creating space for families to ask questions and receive reinforced guidance during critical moments. More than 600 parents were supported virtually, while 400+ hours were returned to bedside nurses—time that could be redirected to hands-on care, connection, and clinical excellence.

In one early experience, Abby saw firsthand how impactful that model could be. "The parents were anxious and had so many questions, but the bedside nurse was juggling multiple critical patients," she explained. "Through virtual support, I was able to spend uninterrupted time with the family—explaining the care plan, walking them through equipment, and answering their questions in real time."

That support also strengthens the care team. "Virtual nursing allows me to give my bedside teammates something incredibly valuable—time," Abby said. "When they're managing high-acuity patients, seconds matter."

The impact was reflected in the patient experience. In September, the NICU achieved 100% scores for "nurse listens" and "nurse explains," with the highest number of survey respondents all year. By pairing advanced technology with the heart of nursing, this model extends care in meaningful ways—advancing family support, elevating the care experience, and strengthening nursing practice.

## Safe Sleep, From the Start

The Safe Sleep Quality Improvement Initiative at Advocate Children's Hospital Park Ridge targeted critical gaps in sleep positioning practices across Neonatal ICU (NICU) and postpartum settings. Baseline audits using Cribs for Kids tools revealed strong modeling on postpartum units but inconsistent practice in the NICU, delayed transitions to safe sleep, fragmented education, and misaligned policies across campuses.

In response, a multidisciplinary team created the Safe Sleep and Beyond module, delivering standardized education to 100% of nursing, support, and therapy staff, with ongoing expansion to physicians and APPs. Unified policies across NICU and postpartum settings established clear expectations, while nursing grand rounds, OB grand rounds, and departmental education amplified spread.

Practice changes led to measurable impact. NICU safe sleep compliance improved from 0% at baseline to sustained >60%, while postpartum compliance remained near 100%. In partnership with family advisors and DE&I teams, culturally responsive family resources and a standardized AVS were implemented systemwide. Both Park Ridge and Oak Lawn NICUs have since achieved Gold Cribs for Kids certification, reflecting safer, more equitable care for families from day one.

## A Safer Seat at the Table

Behavioral Health unit 5 West recently introduced an innovative, chair-based restraint system grounded in evidence-based practice and trauma-informed care. Designed as an alternative to traditional four-point mechanical restraints, the restraint chair offers a more dignified approach, particularly beneficial for patients with a history of abuse, while improving safety and clinical outcomes.

Since implementation, the chair has been used a dozen times with consistently positive feedback from staff. Patients restrained in the chair often experience shorter restraint episodes, improved medication compliance with greater acceptance of oral medications, and quicker de-escalation. The upright positioning allows for clearer communication between patients and staff, supporting verbal de-escalation and reducing stress for all involved. The approach has also been associated with fewer patient and staff injuries and easier administration of IM medications when needed.

Successful rollout was supported by comprehensive training for nursing staff and Public Safety, a recurring competency to maintain proficiency, and an educational PowerPoint detailing safe application, removal, and maintenance. Due to its success, two additional chairs have been acquired for Park Ridge and Oak Lawn, expanding this safer, more compassionate approach across Behavioral Health settings.



# WE ARE ADVOCATE CHILDREN'S HOSPITAL





# PROFESSIONAL ACTIVITIES REPORT

## 2025 Poster Presentations

|                                                                                                                                    |                              |                                                                                                                                                                                     |                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advocating for Safe Sleep and Equity: A System-wide Approach to Preventing Infant Deaths and Improving Neonatal Care               | Neonatal Intensive Care      | Kim Vuckovich, RN, MSN, CNL, RNC-NIC                                                                                                                                                | AAH 2025 Building Bridges to Research Based Nursing Practice Conference<br>Milwaukee, WI<br>April 4, 2025                                               |
| Scan Do Attitude                                                                                                                   | General Pediatrics           | Sarah George BSN, RN, CPN & Jennifer Susay BSN, RN, CPN                                                                                                                             | University of Iowa Health 32nd National EBP Conference, Coralville, Iowa<br>April 16-17, 2025                                                           |
| Nasogastric/Orogastric Verification: pH or Not to pH?                                                                              | Advocate Children's Hospital | Ramona Jachymiak, MSN, RN, CCRN & Alyssa Lewellen, MSN, RN, FNP-BC                                                                                                                  | University of Iowa Health 32nd National EBP Conference, Coralville, Iowa<br>April 16-17, 2025                                                           |
| Optimizing Neurodevelopmental Outcomes by Increasing Skin-to-Skin Care for Neonatal Intensive Care Unit Patients                   | Neonatal Intensive Care      | Margaret Behm, MSN, APRN, RNC-NIC, C-ELBW, NTMNC, Christina Eldrenkamp, BA, BSN, RNC-NIC, C-ELBW, and Angela Lake, MSN, RNC-NIC, C-ELBW                                             | Nursing Research Day hosted by Ann & Robert H. Lurie Children's and Shirley Ryan Ability Lab's Nursing Research Councils, Chicago, IL<br>April 17, 2025 |
| To Immunity and Beyond: An Evidence-Based Approach to Oropharyngeal Therapy (OPT) for Neonatal Intensive Care Unit (NICU) Patients | Neonatal Intensive Care      | Margaret Behm, MSN, APRN, RNC-NIC, C-ELBW, NTMNC, Kimberly E. Butny, MSN, RNC-NIC, C-ELBW, C-NNIC, NTMNC, Wendy Walczak, MSN, RN, IBCLC, Margaret Zienkiewicz, BSN, RN, IBCLC, CEIM | Nursing Research Day hosted by Ann & Robert H. Lurie Children's and Shirley Ryan Ability Lab's Nursing Research Councils, Chicago, IL<br>April 17, 2025 |
| Keeping the Magic Alive: Enchanting Strategies for Engagement & Nurse Retention                                                    | General Pediatrics           | Mary Clark MA, BSN, RN-BC, CPN & Jessica Panice MSN, APRN, PCNS-BC                                                                                                                  | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                                                                                    |
| Tiny Drops, Big Impact: Strategies for Pediatric Transfusion Efficiency                                                            | Advocate Children's Hospital | Kelly Perez DNP, APRN, CPNP-PC                                                                                                                                                      | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                                                                                    |

## 2025 Poster Presentations

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|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Dressing for Success: Implementing PRN Changes to Combat CLABSI in Pediatrics                                                              | Advocate Children's Hospital | Megan Morgan MSN, APRN, PCNS-BC, CPN; Maggie Barry MSN, RN, CCRN                                                                                  | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                 |
| Breaking Down [Language] Barriers: Implementing a Universal Interpreter Symbol at the Bedside                                              | Advocate Children's Hospital | Carrie Quinn, MSN, RN & Alyssa Lewellen, MSN, RN, FNP-BC                                                                                          | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                 |
| Behavioral Health Handoff Tool                                                                                                             | Advocate Children's Hospital | Laurie Albanese MSN, RN, CCRN                                                                                                                     | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                 |
| Happily Ever After in Healthcare: Transforming Onboarding and Orientation with Evidence, Education, Integration, and a Touch of Pixie Dust | Advocate Children's Hospital | Rachel Rossow DNP, RN, RNC-NIC                                                                                                                    | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                 |
| Moving Leaders to Move Mountains: A Children's Hospital's Transformational Leadership Journey                                              | Advocate Children's Hospital | Kat Bulthuis MSN, APRN, ACCNS-N, & Catherine Larson, MSN, RN, CNML                                                                                | Synova NICU Leadership Forum,<br>Tucson, AZ<br>April 27-May 1, 2025                  |
| Transport-Related Risk Factors for Intraventricular Hemorrhage in Preterm Neonates: A Retrospective Analysis of Ground Transport           | Transport                    | Colleen Butler MSN, RN, C-NPT, Julianne Olshannikov MSc, RRT-NPS, C-NPT, Jennifer Watts MSc, RRT-NPS, C-NPT, FAARC, Rachelle J. Lancaster PhD, RN | 2025 Airborne Neonatal/Pediatric Transport Conference<br>Austin, Tx<br>May 7-9, 2025 |

# PROFESSIONAL ACTIVITIES REPORT

## 2025 Poster Presentations

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|------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| The Canary in the Coal Mine: A Survivor and a Mother challenges the Future of Childhood Cancer Survivorship                        | Hematology Oncology          | Julia Stepenske, BSN, RN, CPON & Linda Rivard, BSN, RN, CPON                                                                               | ISLCCC International Symposium on Late Complications After Cancer<br>Seattle, WA<br>June 19-21, 2025          |
| Redesigning Professional Governance: A Framework for Success                                                                       | Advocate Children's Hospital | Elizabeth Sheehan, BSN, RN, CCRN, Kendall Anderson, MSN, RN, CPN                                                                           | AONL Professional Governance Leadership Conference<br>San Antonio, TX<br>August 10-12, 2025                   |
| It's the Final Countdown: Tracking Methotrexate Timing                                                                             | Hematology Oncology          | Jessica Dukats, MSN, RN, CPN, Kristine Hoelle, MSN, RN, CPHON, CPN, Kelsey Niketopoulos, MSN, RN, CPHON, CPN, Danielle Prate, MSN, RN, CPN | APHON Conference 2025<br>Providence, RI<br>September 25-27, 2025                                              |
| POKE Plan: Standardizing Pain Management During Central Line Access for Pediatric Hematology Oncology Patients Across the Hospital | Advocate Children's Hospital | Kristine Hoelle, MSN, RN, CPHON, CPN, Kristina Novak, MSN, RN, CPEN, Ivelisse Sanchez DNP, APRN, ACCNS-P, CPN, CPEN                        | APHON Conference 2025<br>Providence, RI<br>September 25-27, 2025                                              |
| Navigating Naxitamab: Equipping Interdisciplinary Teams for Success                                                                | Hematology Oncology          | Kelsey Niketopoulos, MSN, RN, CPHON, CPN, Nicole Gockenbach, Pharm.D., BCPPS                                                               | APHON Conference 2025<br>Providence, RI<br>September 25-27, 2025                                              |
| The Impact of Structured Programming on Adolescents Living with Sickle Cell Disease                                                | Advocate Children's Hospital | Katie Krawzak, DNP, APRN, CHPPN, Rani Ganesan, MD                                                                                          | American Academy of Pediatrics (AAP) National Conference & Exhibition<br>Denver, CO.<br>September 26-30, 2025 |
| Advancing Pediatric Float Pool Operations: The Power of Streamlined Orientation                                                    | Advocate Children's Hospital | Aldana Lazic, MSN, RN, NPD-BC; Tammy Cesaretti, MSN, RN, NPD-BC, CPN; Carol Vance, MSN, RN, CIC                                            | Chicago ANPD Poster Symposium<br>Chicago, IL.<br>November 11, 2025                                            |

## 2025 Poster Presentations

|                                                                                                                                    |                              |                                                                                                                                                                                                                |                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transport Team Bonding Heart Program for Parents and Neonates Undergoing Critical Care Transport: A Quality Improvement Initiative | Transport                    | Jenna Gumprecht, BS, RRT, RRT-NPS, C-NPT and Colleen Butler, MSN, RN, C-NPT, NPD-BC                                                                                                                            | Advocate Children's Hospital Neonatal/Pediatric Transport Conference: Advocating for Excellence in Transport Medicine<br>Oak Brook, IL<br>October 17, 2025 |
| Transport Related Risk Factors for Intraventricular Hemorrhage in Preterm Neonates: An Exploratory Analysis of Ground Transport    | Transport                    | Colleen Butler, MSN, RN, C-NPT, NPD-BC, Juilanne Olshannikov, MSc, RRT-NPS, C-NPT, Jennifer Watts, MSc, RRT-NPS, C-NPT, FAARC, Rachelle J. Lancaster, PhD, RN, Mamta Jaiswal, MBBS, PhD, Joseph Chase, BS, MPH | Advocate Children's Hospital Neonatal/Pediatric Transport Conference: Advocating for Excellence in Transport Medicine<br>Oak Brook, IL<br>October 17, 2025 |
| Advocate Children's Hospital Neonatal/Pediatric Team's Epinephrine Spritzer Initiative                                             | Transport                    | Coreen Carrasquillo, MSN, RN, CCRN, C-NPT, Kristin Coleman, BSN, RN, CCRN, C-NPT, Colleen Butler, MSN, RN, C-NPT, BPD-BC, Jan Klein, BSN, RN, CCRN, CEN, C-NPT                                                 | Advocate Children's Hospital Neonatal/Pediatric Transport Conference: Advocating for Excellence in Transport Medicine<br>Oak Brook, IL<br>October 17, 2025 |
| Implementing Clinical Event Debriefing to Improve Patient Care in Neonatal/Pediatric Transport                                     | Transport                    | Colleen Butler, MSN, RN, C-NPT, NPD-BC                                                                                                                                                                         | Advocate Children's Hospital Neonatal/Pediatric Transport Conference: Advocating for Excellence in Transport Medicine<br>Oak Brook, IL<br>October 17, 2025 |
| Improving Collaboration and Patient Safety in Neonatal Transport: Implementation of a Transport Neonatal Oversight Committee       | Transport                    | Amanda Zabierek, MHA, BSN, RN, C-NPT                                                                                                                                                                           | Advocate Children's Hospital Neonatal/Pediatric Transport Conference: Advocating for Excellence in Transport Medicine<br>Oak Brook, IL<br>October 17, 2025 |
| Breaking Babel: Implementing a Universal Interpreter Symbol at the Bedside for Equitable Care                                      | Advocate Children's Hospital | Carrie Quinn, MSN, RN & Wendy Tuzik Micek, PhD, RN, NEA-BC                                                                                                                                                     | Advocate Health Sharing Day: Virtual Event<br>October 22, 2025                                                                                             |

# PROFESSIONAL ACTIVITIES REPORT

## 2025 Podium Presentations

|                                                                                            |                                |                                                                                                                                                                                                                                             |                                                                                                 |
|--------------------------------------------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Pediatric General Surgery for the Primary Care Provider                                    | General Pediatrics             | Sarah Cannon, DNP, CPNP, & Brittany Lawlor, DNP, CPNP                                                                                                                                                                                       | Lurie Children's Hospital Advanced Practice Provider Conference Chicago, IL<br>February 1, 2025 |
| Building Foundations: A CNS Developed Curriculum for New Graduate Nurses in a Pediatric ED | Pediatric Emergency Department | Ivelisse Sanchez, DNP, APRN, ACCNS, CPN, CPEN                                                                                                                                                                                               | NACNS Conference Boston, MA<br>March 10-13, 2025                                                |
| The CNS Journey: An Innovative Approach from Unit Specialist to System Influencer          | Advocate Children's Hospital   | Ivelisse Sanchez, DNP, APRN, ACCNS-P, CPN, CPEN, Jodie Pufundt, DNP, APRN-CNS, RNC-NIC, EBP-C, Kelly Perez, DNP, APRN, CPNP-PC, Jessica Panice, MSN, APRN, PCNS-BC, Megan Morgan, MSN, APRN, PCNS-BC, CPN, Kat Bulthuis, MSN, APRN, ACCNS-N | NACNS Conference Boston, MA<br>March 10-13, 2025                                                |
| Transitioning the CNS Role: An Innovative Approach to Standardized Care                    | Advocate Children's Hospital   | Jessica Panice, MSN, APRN, PCNS-BC, & Jodie Pufundt, DNP, APRN-CNS, RNC-NIC, EBP-C                                                                                                                                                          | NACNS Conference Boston, MA<br>March 10-13, 2025                                                |
| Tiny patients need bigger voices: CNS advocacy for a small specialty in a big region       | Advocate Children's Hospital   | Kat Bulthuis, MSN, APRN, AACNS-N, & Kelly Perez, DNP, APRN, PNP-PC                                                                                                                                                                          | NACNS Conference Boston, MA<br>March 10-13, 2025                                                |
| A CNS Impact Tracker: An Innovative Approach to Measuring Outcomes                         | Advocate Children's Hospital   | Ivelisse Sanchez, DNP, APRN, ACNS, CPN, CPEN, & Meagan Morgan, MSN, APRN, PCNS-BC, CPN                                                                                                                                                      | NACNS Conference Boston, MA<br>March 10-13, 2025                                                |
| Pediatric Microburst Education                                                             | Advocate Children's Hospital   | Marybeth Schmalz, BA & Carol Vance, MSN, RN, CIC                                                                                                                                                                                            | NRC Health 2025 Pediatric Collaborative Universal City, CA<br>March 20, 2025                    |

## 2025 Podium Presentations

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|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Choose Your Own Adventure: Development of a Clinical Inquiry Decision Framework                                             | Advocate Children's Hospital   | Elizabeth Sheehan BSN, RN, CCRN & Jodie Pufundt DNP, APRN-CNS, RNC-NIC, EBP-C                   | University of Iowa Health 32nd National EBP Conference, Coralville, Iowa<br>April 16-17, 2025 |
| Recognizing and Responding to Non-Accidental Trauma in Pediatric Emergency Care                                             | Pediatric Emergency Department | Ivelisse Sanchez, DNP, APRN, ACCNS, CPN, CPEN                                                   | 2025 Illinois Emergency Nurses Association Spring Symposium, Lisle, IL<br>April 25, 2025      |
| Oh Sugar, We are Going Down: A CNS led implementation of an evidence-based clinical pathway for pediatric hypoglycemia      | Advocate Children's Hospital   | Jessica Panice MSN, APRN, PCNS-BC                                                               | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                          |
| From Scapple to Monitor: Elevating Operating Room to Pediatric Intensive Care Unit Transitions for Optimal Patient Outcomes | Pediatric Intensive Care       | Kristina Lubke MSN, MBA, RN, TCRN, CPEN; Amanda Tam MSN, RN, CCRN                               | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                          |
| AMPPED-Up Patients: An Agitation Medication Pathway for the Pediatric Emergency Department                                  | Pediatric Emergency Department | Kristina Lubke MSN, MBA, RN, TCRN, CPEN, & Megan Morgan MSN, APRN, PCNS-BC, CPN                 | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                          |
| Beyond the Penlight: Leveraging Pupillometry in the Pediatric ICU                                                           | Pediatric Intensive Care       | Amanda Tam, MSN, RN, CCRN, & Kelly Perez DNP, APRN, CPNP-PC                                     | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                          |
| Advancing Pediatric Float Pool Operations: The Power of Streamlined Orientation                                             | Advocate Children's Hospital   | Aldana Lazic, MSN, RN, NPD-BC; Tammy Cesaretti, MSN, RN, NPD-BC, CPN; Carol Vance, MSN, RN, CIC | SPN Conference<br>Anaheim CA<br>April 30-May 2, 2025                                          |

# PROFESSIONAL ACTIVITIES REPORT

## 2025 Podium Presentations

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| The Implementation of NICU Therapeutic Listening Nurse Specialist                                   | Neonatal Intensive Care        | Christina Banialis DNP, RNC-NIC, C-ELBW, PMH-C                                  | Synova NICU Leadership Forum, Tucson, AZ<br>April 27-May 1, 2025                  |
| Making Quality Alignments and Collaboration Possible: A Regionalization of CLABSI Reduction Efforts | Advocate Children's Hospital   | Kat Bulthuis MSN, APRN, ACCNS-N, & Carol Vance, MSN, RN, CIC                    | Synova NICU Leadership Forum, Tucson, AZ<br>April 27-May 1, 2025                  |
| Improving Audiovisual Distraction Uptake at a Pediatric Orthopedic Clinic                           | Advocate Children's Hospital   | Summer Watkins, DNP, APRN, CPNP-AC/PC                                           | POPS/POSNA<br>Las Vegas, NV<br>May 14-16, 2025                                    |
| Not Just Little Adults: Two Outbreaks in NICUs and Lessons Learned                                  | Neonatal Intensive Care        | Carol Vance, MSN, RN, CIC & Michael Tekippe MD, PhD                             | APIC Conference<br>Phoenix, AZ<br>June 16-18, 2025                                |
| Pediatric Asthma in the ER and Acute Care Management                                                | Pediatric Emergency Department | Yuiry Olshannikov, DNP, APRN, CPNP-PC, Chelsea Buchannan, MSN, APRN, CPNP-PC    | APAPP Conference<br>Nashville, TN<br>June 26-28, 2025                             |
| Implementing Clinical Event Debriefing to Improve Patient Care in Neonatal / Pediatric Transport    | Transport                      | Colleen Butler MSN, RN, C-NPT, NPD-BC                                           | ENA Emergency Nursing 2025 Conference<br>New Orleans, LA<br>September 17-18, 2025 |
| Hodgkins Lymphoma: Insights from a Survivor and Her Work BFF                                        | Hematology Oncology            | Kelsey Niketopoulos, MSN, RN, CPHON, CPN & Kristine Hoelle, MSN, RN, CPHON, CPN | APHON Conference 2025, Providence, RI<br>September 25-27, 2025                    |

## 2025 Professional Presentations

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| An Insider's View: A Pediatric Nurse Practitioner's Reflection as a Palliative Care Clinician, Caregiver, and Mother (Podcast) | Advocate Children's Hospital | Meggan Mikal, DNP, APRN, PCNS-BC, CPNP-PC, CHPPN, FPCN                                                                                                                                                                                                                                                                                                                                        | Episode 43 of the HPNA's Palliative Perspective Podcast on March 3, 2025 |
| Pediatric End-Of-Life Nursing Education Consortium (Podium)                                                                    | Advocate Children's Hospital | Meggan Mikal, DNP, APRN, PCNS-BC, CPNP-PC, CHPPN, FPCN; Kimberly Wittmayer, APRN, PCNS-BC, PMGT-BC, AP-PMN; Natalie Vertucci, MSN, APRN, PNP-AC; Chaplain Cassie Wohlfarth, MDiv; Chaplain Eliza Leatherberry, MDiv, BCC; Dr. Rani Ganesan, MD; Katie Krawzak, DNP, APRN, CHPPN; Grace Tervin, MSN, RN, CHPPN; Lou Carrillo; Caroline Carrillo, Betsy Shannon; Kaila Mugford, Mally La Giglia | Advocate Support Center Oak Brook, IL<br>March 13-14, 2025               |
| Do you Know Where Your Line is? Maintaining Professional Boundaries (Podium)                                                   | Advocate Children's Hospital | Meggan Mikal, DNP, APRN, PCNS-BC, CPNP-PC, FPCN                                                                                                                                                                                                                                                                                                                                               | Illinois NAPNAP Spring Meeting Chicago, IL<br>April 12, 2025             |
| Caring for Children with Medical Complexities (Podium)                                                                         | Advocate Children's Hospital | Elise Gentile, MSN, APRN, PNP-PC                                                                                                                                                                                                                                                                                                                                                              | Illinois NAPNAP Spring Meeting Chicago, IL<br>April 12, 2025             |
| Addressing Pediatric Behavioral Health: Pharmacologic Interventions (Webinar)                                                  | Pediatric Behavioral Health  | Kristina Lubke MSN, MBA, RN, TCRN, CPEN, & Megan Morgan MSN, APRN, PCNS-BC, CPN                                                                                                                                                                                                                                                                                                               | Society of Pediatric Nursing (SPN) Recorded Lecture                      |
| A CNS Impact Tracker: An Innovative Approach to Measuring Outcomes (Webinar)                                                   | Advocate Children's Hospital | Ivelisse Sanchez DNP, APRN, ACCNS-P, CPN, CPEN & Megan Morgan MSN, APRN, PCNS-BC                                                                                                                                                                                                                                                                                                              | CNS ELEVATE: NACNS Next Generation<br>August 11, 2025                    |

# PROFESSIONAL ACTIVITIES REPORT

## 2025 Professional Presentations

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| Oh Sugar, We are Going Down: A CNS led implementation of an evidence-based clinical pathway for pediatric hypoglycemia (Webinar) | Advocate Children's Hospital   | Jessica Panice MSN, APRN, PCNS-BC                                                                        | SPN Fall Virtual Event: Best of the 35th Annual Conference<br>September 23, 2025                               |
| AMPPED-Up Patients: An Agitation Medication Pathway for the Pediatric Emergency Department (Virtual Podium)                      | Pediatric Emergency Department | Kristina Lubke MSN, MBA, RN, TCRN, CPEN & Megan Morgan MSN, APRN, PCNS-BC, CPN                           | SPN Fall Virtual Event: Best of the 35th Annual Conference<br>September 23, 2025                               |
| Comfort in Chaos: Pediatric Pain Strategies for First Responders & ED Teams (Virtual Podium)                                     | Advocate Children's Hospital   | Kimberly Wittmayer, APRN, PCNS-BC, PMGT-BC, AP-PMN                                                       | Advocate Children's Hospital 2025 Neonatal/Pediatric Transport Conference<br>Oak Brook, IL<br>October 17, 2025 |
| Neonatal Neurodevelopmental Care (Podium)                                                                                        | Advocate Children's Hospital   | Kimberly Butny MSN, RNC-NIC, C-ELBW, C-NNIC, NTMNC                                                       | Advocate Children's Hospital 2025 Neonatal/Pediatric Transport Conference<br>Oak Brook, IL<br>October 17, 2025 |
| Healthy Work Environment (Podium)                                                                                                | Advocate Children's Hospital   | Genevive Thompson MSN, RNC-NIC                                                                           | Advocate Children's Hospital 2025 Neonatal/Pediatric Transport Conference<br>Oak Brook, IL<br>October 17, 2025 |
| Ethics (Podium)                                                                                                                  | Advocate Children's Hospital   | Danielle Bergman RN, BSN, CCRN                                                                           | Advocate Children's Hospital 2025 Neonatal/Pediatric Transport Conference<br>Oak Brook, IL<br>October 17, 2025 |
| Team Case Studies & Panel Discussion                                                                                             | Advocate Children's Hospital   | Julianne Olshannikov MSc, RRT-NPS, C-NP, Amanda Zabierek MHA, BSN, RN, C-NPT, Susan Clark BSN, RN, C-NPT | Advocate Children's Hospital 2025 Neonatal/Pediatric Transport Conference<br>Oak Brook, IL<br>October 17, 2025 |

## 2025 Publications

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| Strengthening Nursing Research Communication: Implementing R-SBAR in Magnet® Hospitals.                                     | Advocate Children's Hospital | Micek, W. T., Lancaster, R. J., Hlebichuk, J., Panice, J., & Bulthuis, K.                                                                                 | J Nurs Adm. 2025 May 1;55(5): E24-E26.<br>doi:10.1097/NNA.0000000000001571. PMID: 40266103.                                                                                     |
| Heart Exposed: Strategies for Cardiac Arrest in Ectopia Cordis                                                              | Pediatric Cardiac Care       | Smith R, Pena E, Nelson Mcmillan K, Rusk D.                                                                                                               | The Journal of Emergency Medicine, Vol. 74, No. C, pp. 119–121, 2025<br><a href="https://doi.org/10.1016/j.jemerm.2025.02.007">https://doi.org/10.1016/j.jemerm.2025.02.007</a> |
| Transport-Related Risk Factors for Intraventricular Hemorrhage in Preterm Neonates: A Retrospective An Exploratory Analysis | Transport                    | Colleen Butler MSN, RN, C-NPT, Julianne Olshannikov, MSc, Jennifer Watts, MSc, Rachelle J Lancaster, PhD, Mamta Jaiswal, MBBS, PhD, Joseph Chase, BS, MPH | Air Medical Journal. Available online 27 June 2025<br><a href="https://doi.org/10.1016/j.amj.2025.05.009">https://doi.org/10.1016/j.amj.2025.05.009</a>                         |

## A Note from the Editorial Board

As we reflect on another year of exceptional nursing care and innovation, we extend our heartfelt thanks to every member of our nursing community. Your dedication and commitment to excellence are the foundation of the outstanding care we provide to our patients and families each day. Together, you inspire progress, elevate practice, and exemplify what it means to deliver truly extraordinary care.

This publication does not contain all individual, specialty, unit, or department wins and accomplishments. Thank you to everyone who contributed stories, photos, and data to this publication!



**Carrie Quinn, MSN, RN**  
Magnet Program Coordinator  
carrie.quinn@aah.org



**Wendy Tuzik Micek, PhD, RN, NEA-BC**  
Director of Nursing Excellence & Magnet Program  
wendy.micek@aah.org



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