

# Nursing – The TriHealth Way

Nursing  
Annual Report  
2025



**TriHealth**  
Nursing

Bethesda North Hospital | Good Samaritan Hospital  
Bethesda Butler Hospital | McCullough-Hyde Memorial  
Hospital

Bethesda Arrow Springs | Bethesda Surgery Center  
Good Samaritan Endoscopy Center North  
Good Samaritan Surgery Center West

Good Samaritan Western Ridge | Hospice of Cincinnati  
Onsite Medical

Cardiac Rehabilitation at TriHealth Fitness & Health Pavilion



Bethesda Arrow Springs, Bethesda Butler Hospital,  
Bethesda North Hospital, Bethesda Surgery Center,  
Cardiac Rehabilitation Center at TriHealth Fitness &  
Health Pavilion, Good Samaritan Endoscopy Center  
North, Good Samaritan Hospital, Good Samaritan  
Surgery Center West, Good Samaritan Western Ridge,  
McCullough-Hyde Memorial Hospital

# Advancing Exceptional Patient Experience and Workforce Stability

TriHealth Nursing celebrates fiscal year (FY) 2025 as a year defined by purpose, progress and partnership. Guided by our strategic focus areas — exceptional patient experience, workforce stability and operational excellence — we have advanced our mission to deliver compassionate, high-quality care across every TriHealth site.

## FY 2025 Highlights & Wins

This year, we deepened our commitment to achieving top decile, empathy-driven care. Through focused nurse leader rounding, coaching and skills validations, and interdepartmental collaboration, we saw measurable gains in our HCAHPS and EDCAHPS performance, with continued excellence at or near 90th percentile for CGCAHPS and OASCAHPS. (See story on page 12)

We have continued to partner with our talent acquisition team to recruit top talent for our nursing positions. To increase retention and team member engagement, we have developed a new Critical Care Nurse Fellowship and invested in nurse managers' leadership development. (See page 4 for both stories)

Our focus on getting staffing right has enabled us to efficiently meet our staffing needs while achieving strong performance on productivity and successful reduction of high-dollar premiums for labor. We have focused on appropriate levels of assignments for our charge nurses to enable them to give their time and attention to support the nursing care team.

## A Shared Commitment

As a team, we achieved significant improvements in care quality, staffing and team engagement in FY2025. Looking ahead, we will remain focused on sustaining momentum and embracing opportunity as we advance innovation and improve nurse well-being through refreshed practices, technology enhancements and a renewed commitment to our mission.

TriHealth nurses continue to be the heartbeat of our system — leading with skill, compassion and courage. Whether mentoring a new graduate, comforting a patient's family or driving quality improvement, your impact is profound and lasting.

Thank you for your dedication to our patients, our teams and our shared mission. Together, we are shaping the future of healthcare — one meaningful moment at a time.



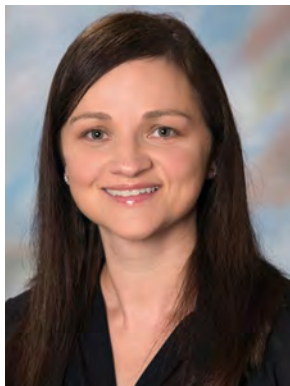
Cindy Adams



Maria Ashdown



Beth Berter



Amanda Kenney

Cindy Adams, PhD, RN, ANP-BC, NEA-BC, Senior Vice President and Chief Nursing Executive

Maria Ashdown, MSN, RN, NE-BC, Vice President and Chief Nursing Officer, Good Samaritan Hospital Region

Beth Berter, MSOL, BSN, RN, Senior Director of TPP Clinical Practice and Chief Nursing Officer

Amanda Kenney, MSN, RN, CMSRN, Interim Vice President and Chief Nursing Officer, Bethesda North Hospital Region

# Transformational Leadership

*Through their vision, influence and clinical knowledge, nurse leaders use creative energy to solve problems and develop innovative ideas.*

## DAISY Nurse Leader Award Recipients Inspire Leadership, Trust

*The DAISY Nurse Leader Award is given to team members who are known and respected for moving TriHealth Nursing forward through their vision and innovation.*



*Nurse Manager Barbara Berenz, Hospice of Cincinnati Blue Ash Inpatient Care Center (left), checks in with nurses Chava Vidal (right) and Anne Swanson. Nursing peers praise her creation of a culture of belonging and excellence.*

### Barbara Berenz, MSN, RN: Bethesda North Hospital Region

Hospice of Cincinnati (HOC) Blue Ash Inpatient Care Center (IPCC) Nurse Manager Barbara Berenz, MSN, RN, often hears from team members that the work culture has changed since her arrival in early 2019. Consistent themes are connection, encouragement and excellence.

The culture shift began during COVID as the team grew closer through their daily presence for patients. After restrictions eased, Berenz developed the team and aligned them around shared goals.

Chava Vidal, BSN, RN, CHPN, and Pamela Albright, BSN, RN, CHPN, state in their nomination: "She spends countless hours creating a culture

of belonging, inspiration and excellence." This includes writing thank you notes to staff, celebrating professional and personal milestones, and shoutouts for reaching unit goals.

Berenz believes the culture transformation also resulted from increased inclusion, empowerment and ownership. She has encouraged shared leadership by tapping into the passions of her team and naming leads to such areas as fall prevention, education and new hires. They began seeing how all the parts "tied in with the unit, then with HOC and TriHealth."

Her nominators write, "She has a knack for listening to what a person is passionate about and what they enjoy and pairing those skills with various committees, leadership opportunities and special projects."

Berenz says she enjoys "putting the frame of the puzzle together and supporting the team to make the picture come through. As they put things into place, they're seeing that big picture – and the difference we're making."

### Lindsay Carroll, BSN, RN: Good Samaritan Hospital Region

When Lindsay Carroll, BSN, RN, became Nurse Manager of Good Samaritan Hospital's Medical-Surgical Intensive Care Unit (ICU) in May 2024, she had already gained a reputation as a caring, influential leader during her prior six months as Assistant Nurse Manager. Her nominator, Rhonda Wilson, MSN, RN, NE-BC, writes, "When the Nurse Manager resigned, this team overwhelmingly threw their support behind making her their new Nurse Manager."

Through rounding, transparency and a genuine interest in hearing concerns, Carroll significantly improved unit morale and clinical care. The team

"started turning to her for leadership and guidance," Wilson continues.

Carroll began her nursing career at TriHealth 15 years ago as an LPN, then an RN. Her role as House Supervisor sparked an interest in leadership.

Adaptability is her super power. She credits the two years she lived on a sailboat as a teen off the Key West coast after her mother took a nursing position at a local hospital.

"I tend to be able to adapt to whatever group of people I'm with and to their needs," she says. She began transforming the unit, introducing patient safety projects and validation tools for bedside shift report. In less than a year, the unit's team member engagement score improved by 33.6%, patient outcomes for falls and hospital-acquired pressure injuries improved, and patient experience scores rose from the 37th to the 90th percentile in just six months.

Wilson's nomination notes, "She has helped this team feel part of a whole."



*Lindsay Carroll, Good Samaritan Hospital's Medical-Surgical ICU Nurse Manager, has significantly improved team member engagement, clinical care and patient experience scores through her transformational leadership.*

# Nurse Manager Develops New Critical Care Nurse Fellowship

A Critical Care Nurse Fellowship Program developed by Nurse Manager Natalie Trammell, MSN, RN, CNML, in Bethesda North Hospital's Cardiovascular Intensive Care Unit (CVICU), launched in January 2025. It resulted in significant decreased turnover and increased nurse engagement in its first six months.

"My main goal for the program was to help build resilience in a high-acuity environment, decrease our turnover rate and set nurses up for success," Trammell says. "From January through June in 2025, 24 team members completed the fellowship. We have decreased our new hire turnover in critical care at Bethesda North from 48% to 14% and increased our engagement scores from 60.1% to 81.3%."



Natalie Trammell

Upon her arrival at TriHealth in 2023, Trammell and

her assistant nurse manager conceptualized a six-week session for CVICU new hires with didactics, simulation and hands-on materials. Nurses who completed the pilot program demonstrated improved ICU skills.

In 2024, after success with a second pilot targeting new graduate nurses, she helped expand the program to address new hire turnover and to incorporate both Bethesda North Hospital Intensive Care Units – Medical-Surgical Intensive Care (MSICU) and CVICU – into a professional development program. Working with Nurse Educator Stephanie Ehrman, MSN-Ed, RN, CCRN (CVICU), and Nurse Educator at that time Tina Cervantes, MSN, RN, CCRN, CNL (MSICU), Trammell designed material based on orientation feedback and safety concerns seen in the departments.

"The collaboration from the two departments was excellent, and we learned things that specialized units were missing and could benefit from," Trammell notes.

She further incorporated learnings from a national Health Management Academy program, which helped her get buy-in from nursing leadership and increase the effectiveness of the fellowship training. (See related story below.)

Ehrman and Cervantes took charge of program implementation in 2025, with Trammell maintaining close contact and providing support. The eight-week program provides four hours of weekly lectures, plus hands-on skills for recent graduates or nurses new to the critical care experience. Nurses still maintain orientation hours at the bedside. Trammell also uses the program as a recruiting tool for telemetry nurses who express interest in advancing their careers into critical care nursing.

"Overall, the program has achieved its goals, and we look forward to tailoring it to support future growth and resiliency within nursing," Trammell says.

## Nurse Managers Hone Leadership Skills with Conference Learnings

Two cohorts of TriHealth nurse managers attended Nursing Catalyst Labs for leadership development in 2024-2025, through the nationally recognized Health Management Academy in Virginia.

"As participants, we learned how to effect rapid change at no cost using parameters under our control. We each came up with a problem we wanted to solve, and the instructors gave us a methodology to solve it," says Anjalisa Revel, BSN, RN-BC, Nurse Manager, 6200 Bethesda North Hospital.

As a bonus, "we also had the opportunity to talk with so many representatives from prestigious hospitals and academic centers across the country to discuss what has worked for them."

During the three-day interactive workshop, Revel chose to tackle the challenge of improving new hires' critical thinking skills and thereby decreasing their turnover rate. She created a Rapid Change Pitch PowerPoint that she presented to TriHealth nursing leaders upon her return.



Nurse Managers (from left) Andrea Morris, BSN, BA, RN, C-EFM, Med-Surg 8AB; Erica Reynard (no longer with TriHealth); Anjalisa Revel, BSN, RN-BC, Bethesda North Hospital 6200; and Erika Gilbert, MSN, RN, PCCN-K, CMSRN, Good Samaritan Hospital 15AB, attended a Nursing Catalyst Lab in Arlington, VA, in 2024 and continued the course at TriHealth, where they applied their learnings. (Not pictured: Cohort participant Natalie Trammell.)

The cohort continued to meet virtually for six months as participants executed their plans on their units. Revel created a questionnaire to be completed by each new

hire at the end of each shift during unit orientation.

"Preceptors then discussed the questions on the form to help orientees work through thought processes," Revel explains. "We wanted to increase the confidence of our team members, engage them more intentionally, and reflect on the "why" of things to help decrease new hire turnover."

Revel is pleased with the results: "The questionnaire is now part of our onboarding process. Our turnover numbers have improved. Nurses' ability to think critically was a quick win but also a skill nurses can take far into their nursing career."

Nurse Manager Natalie Trammell, MSN, RN, CNML, used the catalyst lab to further develop a Critical Care Nurse Fellowship at Bethesda North Hospital, where she leads the Cardiovascular Intensive Care Unit. Her learnings from the Health Management Academy program helped her refine the fellowship training program and obtain buy-in from nurse leaders. (See related story above.)

# Shared Leadership Committees Focus on Improving Nursing Practice and Quality of Work Life

Shared Leadership Committees (SLCs), unit-based groups of staff nurses throughout TriHealth, work at the ground level to improve nursing practice and policies. They play a critical role in TriHealth's Shared Decision-Making structure. SLC accomplishments in FY 2025 included:

## Bethesda North Hospital Region

**Bethesda Butler Hospital Inpatient Unit** SLC worked with their Nurse Manager, Brian Bell, BSN, RN, to enhance call light response times and team member handoffs. Protocol changes included having a unit clerk text via Voalte the nurse and acute care technician (ACT) assigned to the patient who pressed the call light button. If the assigned caregivers cannot respond in a timely way, the unit clerk sends out a group chat to see if someone else on the floor can help. Nurses and ACTs have block assignments, with patients all in the same area to save extra steps. As a result of the new system, patients are receiving care two minutes faster, on average.

Other changes promoted by the SLC included a new ACT-to-ACT handoff protocol at shift change, with the incoming ACT receiving a sheet with all responsibilities for the shift.

**Bethesda Surgery Center** participated in a music therapy research study to evaluate the role music may play in the amount of narcotics required in recovery for pain management.

**Bethesda Arrow Springs** improved the number of specialty certified nurses and percentage of nurses participating in the Clinical Ladder program.

**McCullough-Hyde Memorial Hospital**, following a Journal Club review, implemented a practice change: Family members are now asked to sit in the waiting room for the first five minutes of the visit to allow the nurse to privately ask questions about potential abuse and social determinants of health.

## Bethesda North Hospital SLCs

**Special Care Nursery (SCN)** coordinated translation and production of the unit's Spanish version of "Caring for Your Baby," a home instruction guide to care for babies discharged from the SCN. The unit also has a Spanish version of the informed consent form to transfer babies who need surgery or a higher level of care. Other accomplishments for SCN in FY 2025 included:

- Training and assessing nurses in the OB float pool to care for babies with high-flow nasal cannulas receiving two liters of oxygen or less so that core staff can focus on higher-acuity infants on the unit and throughout the hospital (e.g., Emergency Department or Surgery).
- Inviting non-nursing departments, such as Patient Safety, to make a brief presentation at the start of SLC meetings to enhance collaboration and knowledge of other areas.



*As a result of SLC initiatives, William Hawkins, RN, Bethesda Butler Inpatient Unit, follows new processes to respond more quickly to a patient's call light.*

- Encouraging nurses to submit ideas, suggestions and concerns to a confidential "Black Box" in the department, which can be assessed by unit members or nursing leaders.

**Post-Anesthesia Care Unit (PACU)** used evidence-based practice to create binders that standardize care for each PACU bay and improve care for patients, enhance team members' comfort, improve cost and increase efficiency.

## Good Samaritan Hospital Region

**Surgery Center West** collaborated with other TriHealth outpatient surgery centers to standardize pediatric care and supply carts. (See related story on page 13)

## Good Samaritan Hospital SLCs

**11ABCD** created an assignment sheet for code role assignments for every shift to reduce stress and enhance efficiency when a code is called.

**15AB** created an "ACT Room Setup Guide" to standardize the process for preparing empty rooms and make admissions more efficient.

**Medical-Surgical Intensive Care Unit** implemented a monthly education sheet about a specific disease process.

**Endoscopy** provided private rooms for patients following procedures with cancer diagnoses to provide a quiet, private environment for patients and their families to process difficult news.

## Women's Services Expands with Addition of OB-GYN Practices

Two well-established OB-GYN practices recently joined the TriHealth family, bringing more Greater Cincinnati women enhanced access to TriHealth's full range of quality, patient-centered care for all phases of a woman's life. TriHealth Women's Services welcomed Cincy OB-GYN (formerly Obstetrics and Gynecology Associates) in January 2024 and Seven Hills Women's Health Centers in April 2025.

As part of TriHealth Women's Services, these practices now have more direct access to TriHealth's highly-respected specialty services, including urogynecology, maternal-fetal medicine, gynecologic oncology and more.

"The Seven Hills Women's Health Centers partnership strengthens Good Samaritan Hospital's long-standing commitment to women and families," says Carolyn Slone, MSOL, BSN, RN, NE-BC, C-EFM, Senior Nurse Director, Perinatal Services. "By bringing together our skilled nurses with expanded perinatal services, we can provide more seamless, compassionate and comprehensive care, ensuring mothers and babies receive the very best support at every stage of their journey."

Bethesda North and Good Samaritan Hospitals worked collaboratively with the OB-GYN practices as physicians, nurses and support staff transitioned to become TriHealth team members. The hospitals also added nursing positions and renovated space to accommodate an increase in deliveries resulting from the new partnerships. At Good Samaritan, this included renovation of a hospital wing, complete with updated equipment and patient room couches that double as



*Greater Cincinnati women enjoy expanded access to TriHealth's top-rated Women's Services with the addition of Seven Hills Women's Health Centers and Cincy OB-GYN.*

beds for visitors.

"Adding Cincy OB-GYN to TriHealth's OB-GYN practices increases options for our patients," says Tammy Tenhundfeld, MSN, RN, NE-BC, Director of Perinatal Services for Bethesda North Hospital. "This experienced and established group expands the options of quality care within TriHealth for the women of our community."

Kristin Coppage, MD, a maternal fetal medicine

specialist and TriHealth's System Chief of Women's Services, notes the overall expansion in Women's Services, including a focus on menopause-related services.

"We started a menopause program where women can seek out providers who can take the time to guide them through all of those mental, physical and hormonal changes that are occurring at the later part of their life."



*Lisa Minks (left) provides immersive instruction in her role as Teaching Assistant with the ExCEL (Experience Clinical Excellence in Learning) program. She's pictured here with student nurses Sherelle Olverson (center) and Kelsey McCloud.*

## 'True Flow of Care' Highlights ExCEL Program Clinicals

A spring 2024 pilot, created as an alternative for a student nurse clinical experience, transitioned to a standard opportunity at TriHealth in FY 2025. The program, Experience Clinical Excellence in Learning (ExCEL), differs from traditional clinicals by offering a 2:1 student-teacher ratio, more immersive learning, longer shifts and TriHealth bedside registered nurses (RNs) as Teaching Assistants (TAs).

The ExCEL Program, approved by the Ohio Board of Nursing, is a partnership between the Good Samaritan College of Nursing and TriHealth Corporate Clinical Education. It is based on an innovative academic-practice model designed by the University of Maryland Medical Center and features weekly 12-hour clinical experiences throughout the semester.

"Students really get to see the day-to-day of nursing," says Brittany Callahan, MSN, RN, BMTCN, Senior Corporate Education Specialist, "since they experience the beginning and end of a shift, including bedside charting. The TA is able to spend more time describing medication or an assessment."

Jennifer Weaver, MSN, RN, NEA-BC, Director, Clinical Excellence, further explains, "Students get invited into everything – into every aspect of care." They benefit from exposure to "the true flow of care" and begin to feel part of the care team.

Lisa Minks, BSN, RN, who works on Bethesda North Hospital's 8300 Medical-Surgical Oncology Unit, has taught traditional clinical groups in the past and appreciates the ExCEL model.

"In this program, I was able to give the students more individualized time," she says. This enabled them to more fully understand a patient's diagnosis and care plan.

Emily Zai, BSN, RN, a TA on Good Samaritan Hospital Oncology 14 CD, recalls firsthand the impact of the program. A chemotherapy patient she'd been caring for preferred a small radius of caregivers but soon warmed up to her students.

"My patient loved them and wanted to know when they were coming back," Zai shares. "Students benefit because they get to see the whole patient story," she adds.

Beyond direct student benefits, the program also:

- Provides bedside nurses a professional development pathway into leadership and education
- Meets an increased demand for clinical placements for students
- Ensures the most current bedside practice for new hires

During FY 2025's fall and spring semesters, 25 TAs taught 50 students.

"One of our challenges is to have enough TAs," Weaver says. So far, the program has kept pace with the demand. Collaboration with nurse leaders to identify RNs who might "shine in this role and bring their heart and soul to it" has been key. The College prepares TAs, who must have BSNs and have a minimum of two years' medical-surgical experience.

Callahan says, "We're constantly learning and asking how we can lift this program to make it the best it can be."

# Nursing Achievements



2025 Directors' Awards for Excellence winners are (from left): Melissa Craig, Miranda Foote, Alexa Sengstack, Payton Nogueira and Alisha Eck. (Not pictured: Johaina Krekeler)

## Directors' Awards for Excellence in Nursing

Six TriHealth nurses received the system's top award for exemplary nursing. Winners of the 2025 Directors' Awards for Excellence in Nursing were:

- **Melissa Craig**, BSN, RN, RNC-MNN, Good Samaritan Hospital Mother-Baby Unit
- **Alisha Eck**, RN, McCullough-Hyde Memorial Hospital Surgery
- **Miranda Foote**, BSN, RN, Good Samaritan Hospital Neonatal Intensive Care Unit
- **Johaina Krekeler**, BSN, RNC-OB, C-EFM, Bethesda North Hospital Labor & Delivery
- **Payton Nogueira**, BSN, RN, CEN, Good Samaritan Hospital Emergency Department
- **Alexa Sengstack**, BSN, RN, Bethesda North Hospital Emergency Department

## DAISY Awards

TriHealth Nursing presented eight DAISY (Diseases Attacking the Immune System) awards for extraordinary nursing in FY 2025.

One awardee, Patricia Osner, RN, Bethesda North Hospital Endoscopy, provided a tissue and a hug – simple things that meant a world of difference to a distraught family member.

Her patient arrived needing a lung biopsy. Upon coming out of anesthesia, she had a “full-blown” panic attack, according to her son, adding that his mom had recently experienced a difficult divorce and suffered from anxiety.

Osner began calming the patient, who was attempting to rip off her oxygen mask. Simultaneously, she tuned into the son's distress at witnessing his mother in this state.

“Patty started holding my mom's left arm down, and I held her right arm,” he recalls. She was charting at the same time. “During this, she was also comforting me, as I was crying a lot.

“Patty was basically another mother figure to me during this really terrible situation,” he adds. She offered him tissues, gave him a hug and stayed at his mother's bedside while he grabbed a bite to eat.

“I'll never forget what she did that day. She helped calm both my mother and me while juggling 10 different things, and not once did she display any stress.”

In addition to Osner, the following nurses also were honored for their quality, compassionate care provided to patients and families:

- Charles Cox, RN, Good Samaritan Hospital 15AB
- Skylar Deaton, BSN, RN, Kenwood Infusion Center
- Kathleen Finnegan, RN, Bethesda North Hospital 4100
- Blake Jones, MSN, RN, CCRN, Bethesda North Hospital Float Pool
- Beverly Lunsford, BSN, RN, Good Samaritan Hospital 14AB



Patricia Osner, RN, Bethesda North Hospital Endoscopy

- Kelsey Martin, BSN, RN, Good Samaritan Hospital 11ABCD
  - Dara Shumaker, LPN, Bethesda North Hospital 5200 Clinical Decision Unit
- TriHealth presented additional DAISY Awards for:

#### Extraordinary Nurse Educator

- Stephanie Ehrman, MSN-Ed, RN, CCRN, Bethesda North Hospital Cardiovascular Intensive Care Unit
- Samantha Koeninger, BSN, RN, CEN, Good Samaritan Hospital Emergency Department

#### Nurse Leader (See story on page 3.)

- **Barbara Berenz**, MSN, RN, Hospice of Cincinnati Central Inpatient Unit
- **Lindsay Carroll**, BSN, RN, Good Samaritan Hospital Medical-Surgical Intensive Care Unit

## Nursing Excellence Awards

Team members were recognized by their peers for exceptional nursing practice. Winners for the 2025 Nursing Excellence Awards were:

#### Advanced Practice Provider Award

**Danielle Mason**, MSN, MBA, APRN, FNP-BC, TriHealth Physician Partners (See story on page 16.)

#### Collaborators in Care Award

**Matt Weissmann**, Good Samaritan Western Ridge, Lead Emergency Department & ECG Tech

#### Engaged Nurse of the Year Award

**Curt Rowland**, BSN, RN, CEN, Bethesda North Hospital Emergency Department

#### Nursing Clinical Support Award

**Amy Keller**, MSN, RN, NPD-BC, NEA-BC, Bethesda North Hospital Region Professional Excellence Specialist

#### Partner in Practice Award

**Luke Bobbitt**, PharmD, Good Samaritan Hospital Inpatient Pharmacy

#### Preceptor/Clinical Coach Award

**Heidi Overbee**, BSN, RN, Bethesda North Hospital Emergency Department

#### Rookie of the Year Award

**Devin Klaserner**, RN, Good Samaritan Hospital 8AB

## Living Our Values Awards

TriHealth Living Our Values Awards honor exceptional non-management team members who embody TriHealth values and behaviors, and inspire other team members in the process. Seven of 22 winners in 2025 were nurses and two were STNAs:

**Dorian Adams**, BSN, RN, Bethesda North Hospital Labor & Delivery

**Abbey Boric**, RN, TriHealth Physician Partners Clifton  
**Kamill Buenavides-Allen**, RN, Hospice of Cincinnati Admitting

**Barbara Glenn**, STNA, Hospice of Cincinnati West Inpatient Unit

**Samantha Jeffries**, COA, APN, TriHealth Physician Partners Bethel

**Laura Mullen**, RN, McCullough-Hyde Memorial Hospital Corporate Educational Services

**Patricia Naber**, BSN, RN, Good Samaritan Hospital Medical Specialties Administration

**Sara Robertson**, STNA, Hospice of Cincinnati Central Region

**Sarah Stecher**, LPN, GE Family Wellness Center

## Sunshine Awards

The Sunshine Award recognizes an Acute Care Tech (ACT), State-Tested Nurse Aide (STNA), or a direct patient care tech (ED, OR, etc.) who consistently demonstrates SERVE (Serve, Excel, Respect, Value, Engage) values, along with our mission to improve the health status of the people we serve. 2025 winners were:

**Hannah Daniels**, Technician, Bethesda Butler Hospital Emergency Department

**Michelle Gertz**, STNA, Hospice of Cincinnati Inpatient Blue Ash

**Jennifer Gibson**, ACT, Good Samaritan Hospital Clinical Decision Unit

**Maggie Jostworth**, ACT, Good Samaritan Hospital Mother-Baby Unit

**Ashley Leggett**, Endoscopy Assistant, Good Samaritan Hospital Endoscopy Center North

**Savannah Suer**, ACT, Bethesda North Hospital 5200 Clinical Decision Unit

**Abbigail Taylor**, ACT, Bethesda North Hospital 6300  
**Delora Thornton**, ACT, Good Samaritan Hospital 8Q

## Other Honors and Awards

**McCullough-Hyde Memorial Hospital** received gold status, the highest level for safe sleep through Cribs for Kids' National Safe Sleep Hospital Certification program in spring 2024. The five-year certification recognizes hospitals and hospital systems for their commitment to infant safe sleep to reduce the risk of sudden unexpected infant death, accidental suffocation and strangulation in bed, sudden infant death syndrome (SIDS), and unsafe sleep injuries. Gold is the highest level awarded to hospitals that model and teach infant safe sleep according to current American Academy of Pediatrics best practices outlined by Cribs for Kids.

"Nurses teach safe sleep upon admission to the Labor & Delivery Unit. This education begins with a safe sleep video and continues throughout the stay. The nurses mimic all safe sleep practices while the infant rooms in with the mother. We believe that by educating, encouraging and demonstrating safe sleep practices from the beginning, this gives caregivers the confidence to promote safe sleep at home," says Lyndsey Bengal, MSN, BA, RN, C-EFM, Nurse Manager, Perinatal Services at McCullough-Hyde.

**Marisa Pike**, BSN, RN, RNC-OB, HNB-BC, C-EFM, Bethesda North Hospital Labor & Delivery, received an \$89,000 grant from the Bethesda Foundation to fund a two-year study on the association between vitamin D deficiency and hypertensive disorders of pregnancy. The goal is to reduce the occurrence and associated outcomes of gestational hypertension and preeclampsia.

**Diane Smith**, BSN, RN, CAPA, has served on the board of Cincinnati Area Perianesthesia Nursing Association (CAPANA) as past president.

TriHealth Emergency Department nurses continued to play important leadership roles in the Ohio Emergency Nurses Association (OENA) in FY 2025: **Jeannie Burnie**, MS, APRN, AGCNS-BC, CEN, FAEN, FCNS, President of OENA for 2025-2026; **Samantha Koeninger**, BSN, RN, CEN, Secretary of OENA and Chairperson of the Education Special Interest Group; **Deb Walker**, Treasurer-Elect of OENA (will become Treasurer in January 2026); **Megan Ellis**, MSN, RN, CEN, OENA Board of Directors; and **Wendy Walters**, BSN, RN, CEN, TCRN, EMTP, OENA Board of Directors.

## Implicit Bias Training Doubles in Nursing

TriHealth patients now benefit from twice as many nurses who more fully understand the impact of implicit bias on patient care. In FY 2025, 1,395 nurses completed a four-hour, in-person Implicit Bias Training course. This more than doubles the number who completed training in FYs 2023 and 2024 combined. To date, nearly 55% of TriHealth nurses have completed the training.

The course was first introduced in 2019 to all TriHealth team members. In 2021, a customized module designed specifically for nursing was created, says Tira Williams, DNP, RN, NE-BC, Senior Director of the TriHealth Center for Health Equity. In 2023, Williams became a certified facilitator, with a goal of leading a larger group of nurse facilitators.

“When you have nurses who can share relatable stories from a nurse perspective of how bias shows up in patient care, it adds value,” Williams explains. The training course features table top exercises that shed light on the prevalence of bias in everyday care.

“They learn the power of the pause,” Williams says, which helps nurses become more empathetic by slowing down in their response to better understand what the patient is going through.

Bias in healthcare can cause harm, she says. “When healthcare providers lead with bias, it can cause adverse events for the patient. Having an ear for that is important.”

While the increase in trained nurses is welcome, Williams continues leading efforts to bring that number closer to 90% by the end of 2025 to help TriHealth provide more equitable healthcare to all.

*PHOTO Tira Williams presents an Implicit Bias Training course to TriHealth nurses. Her efforts have led to more than double the number of nurses trained in FY 2025 compared to the previous two years combined.*



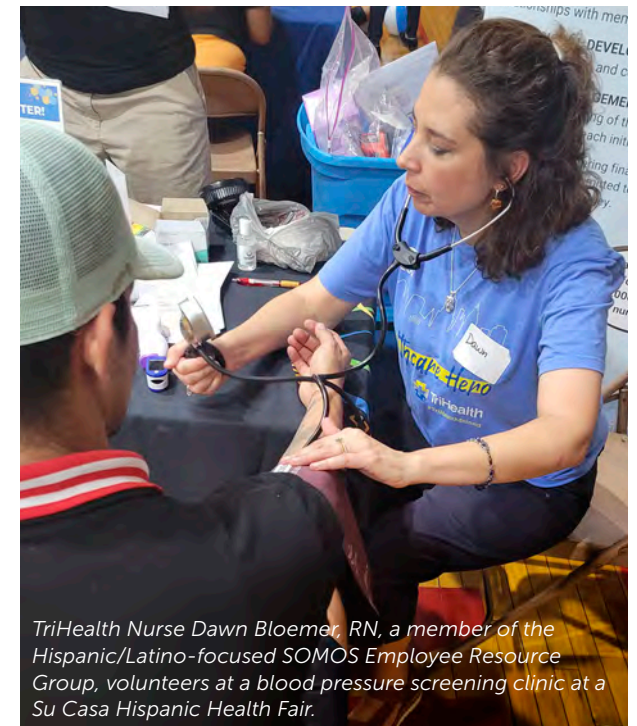
## Community Involvement

Across TriHealth, nurses went on medical mission trips, volunteered at food pantries, donated gifts and canned goods, participated in community walks and runs for charitable organizations, and devoted their time to other worthy causes.

- **SOMOS**, an Employee Resource Group (ERG) supporting Hispanic/Latino team members and community, is led by Nurse Manager **Carole Castillo**, MSN, RN, CCRN, and includes several TriHealth nurses. The group is involved in multiple community events throughout the year, including Su Casa activities, Closing the Gap Health Fair and Cincy Cinco. SOMOS means “we are” in Spanish.
- **TriHealth Armed Forces Group and Supporters (TAGS)** ERG team members went to the airport to welcome back veterans on four honor flights in FY 2025. Nurses who participated included **CJ Adams**, MBA, BSN, RN, CNML; **Vanessa Beckman**, RN; **Kelly Ervin**, BSN, RN; **Julie Collins**, MBA, BSN, RN, ACM-RN; and **Maggie Cosker**, BSN, RN, CCRN.
- **TriHealth Physician Partners and Hospice of Cincinnati** implemented their annual Lemonade Project. The idea came from the wish of a dying team member, **Bev Bradley**, for patients in Hospice inpatient or home care to receive small tokens to let them know someone was thinking of them. This project collects items such as socks, small toiletries and cards, bags them and gives them to the Hospice of Cincinnati Forget Me Not program to hand out to patients. Last year, the project delivered 150 care packages.
- **Good Samaritan Western Ridge** team members participated in the annual Harvest Home Parade and hosted a booth at the Harvest Home Festival to promote stroke awareness. Team members also “adopted” 30 children through Pathways to Home and provided them with Christmas gifts. They participated in holiday events at Christmas and Easter and coordinated teams for local races.
- **Bethesda Butler Hospital Inpatient and ICU** team members participated in the Martin Luther King Jr.

walk, supporting Black History Month. They also implemented employee diversity recognition of members’ heritage.

- **McCullough-Hyde Memorial Hospital Emergency Department** team members coordinated a canned food, diaper and toy drive for Talawanda Oxford Pantry and Social Services and Oxford Women’s Care Center.
- **Good Samaritan Hospital Neonatal Intensive Care Unit (NICU)** holds monthly NICU Family Pizza Night/Ice Cream Socials. This allows NICU families to network and lean on each other for support. The unit also offers gifts to families for holidays and celebrations, such as gift cards, ornaments and Easter baskets.
- **Surgery Center West** assisted Heaven’s Gain Ministries by repurposing packing materials to use for shipping baby caskets, urns, miscarriage kits and other supplies.



*TriHealth Nurse Dawn Bloemer, RN, a member of the Hispanic/Latino-focused SOMOS Employee Resource Group, volunteers at a blood pressure screening clinic at a Su Casa Hispanic Health Fair.*

# New Committees Promote Nurse Empowerment, Safety

Nurses laid the groundwork for two new nursing committees in FY 2025: The Advocacy Committee will seek to encourage nurses to speak up about public policy. The Restraint, Seclusion and Suicide Prevention Committee will strive to update safety policies and keep TriHealth in compliance with state and national regulations to maximize safety for nurses and patients. Full implementation will begin in FY 2026.

## Advocacy Committee

Provision 9 of the Nursing Code of Ethics calls on nurses to actively engage in the political process, especially related to social and structural determinants of health.

“Our committee aims to promote education, collaboration, and ethical engagement in local, state, and national advocacy efforts,” says Erica Scarborough, MSN, RN, Clinical Quality Consultant, and Chair of the new Advocacy Committee.

“Because of nurses’ reach in the community and the trust people place in us, I believe we can have a greater role and amplify our voices in matters of health policy, equity and patient advocacy.”

## Restraint, Seclusion and Suicide Prevention Committee (RSSP)

Use of restraints, seclusion and suicide prevention techniques can occur anywhere throughout the TriHealth system. To ensure TriHealth’s compliance with state and national guidelines, TriHealth Nursing’s RSSP, which halted during COVID, restarted in January 2025.

“Committees like this can bring greater understanding, more detail and efficient ways to achieve positive outcomes for patients,” says Kim Carter, MSN, RN, Committee Co-Chair and Program Administrator for TriHealth Nursing Quality. “Everyone should know our policies and what action to take.”



Clinical Quality Consultant Erica Scarborough, MSN, RN, (left) and Nurse Researcher Rachel Baker, PhD, RN, CRN-BC, are enthusiastic about the new Advocacy Committee they have spearheaded.

Behavioral Health Educator Sierra Reed, MSN, RN, PMH-BC, notes that the committee is crucial to the Behavioral Health Unit because it allows for multidisciplinary teams across TriHealth to review and discuss current policies, procedures and guidelines in accordance with The Joint Commission, Centers for Medicare & Medicaid Services, plus state and local governing bodies.

“Mitigating seclusions and restraints, as well as suicide risks, is our priority,” Reed says.

“We understand that difficult conversations and situations can arise in all environments where care is provided, and we equally support the safety of staff and patients.”



## Watson Room Offers Respite for Bethesda Arrow Springs Nurses

Bethesda Arrow Springs Nurse Alexandra Wiechering, BSN, RN, SCRNP, CV-BC, seeks the benefits of TriHealth’s newest Watson Room, which opened at the facility in January 2025. A Watson Room provides nurses with a private space to rest and recover during a work shift. Watson Rooms promote a caring theory of Nurse Jean Watson that nurses must be gentle and compassionate with themselves before offering compassionate care to others. Each room includes amenities such as a massage chair, meditative music and soft lighting.



## Comfort on Wheels

A Code Lavender Cart, introduced in March 2025, is designed to enhance team members’ well-being following traumatic events at work. Good Samaritan Hospital Nurse Managers Erika Gilbert, MSN, RN, PCCN, CMSRN, 15AB (left), and Andrea Morris, BSN, BA, RN, C-EFM, 8AB, created the concept to support team members through such events as patient demise, traumatic codes and patient verbal/physical assault. Items on the cart include snacks, stress balls and notebooks for journaling.

# Exemplary Professional Practice

*Our professional practice model, "Caring for People First," emphasizes patient- and family-centered care. We collaborate with other professionals to create a safe, healing environment that is ethically based, sensitive to diversity and focused on quality.*

## Patient Experience Scores Trend Upward in FY 2025

TriHealth's patient experience scores have shown consistent, year-over-year improvement, reflecting a strong commitment to excellence and a clear trajectory toward achieving the system's goal to reach top decile (90th percentile) performance.

"While our goal remains ahead of us, the measurable improvements in our scores reflect the dedication and resilience of our teams. With continued focus and strategic alignment, we are well-positioned to accelerate our progress and achieve top decile performance," says Amanda Kenney, MSN, RN, CMSRN, Interim Vice President and Chief Nursing Officer for the Bethesda North Hospital Region.

Her counterpart for the Good Samaritan Hospital Region, Maria Ashdown, MSN, RN, NE-BC, Vice President and Chief Nursing Officer, echoes Kenney's assessment that TriHealth is on the right path.

Ashdown notes, "What's becoming increasingly clear is that consistency and

standardization are not just helpful — they're essential. Every patient, every shift, every interaction matters. Excellence isn't built on occasional brilliance; it's built on reliable, repeatable behaviors that reflect our shared values and expectations."

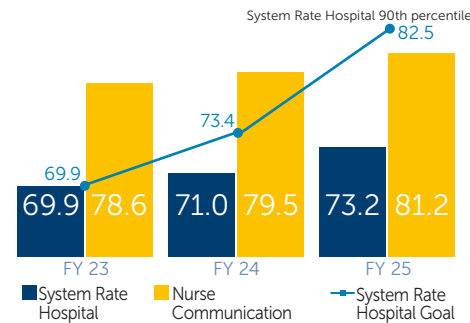
She further states, "We already have the tools, the talent, and the culture to get there. What we need now is precision and unity in how we show up – day after day, patient after patient."

Strides have been made with bedside shift report, hourly safety rounds, nurse leader rounding on patients, keeping communication boards current and ALWAYS treating patients and families with dignity and respect.

She concludes, "Let's keep pushing – not just for the score, but for the experience our patients deserve."

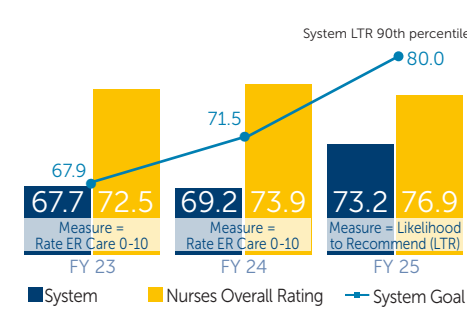
TriHealth also showed improvement in Outpatient Ambulatory Surgery scores and TriHealth Physician Partners scores.

**FY23-25 Top Box Scores for Inpatient (HCAHPS)**



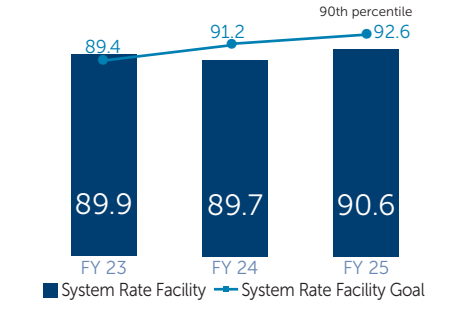
*Inpatient HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) Top Box scores for Nursing and for the system have improved since FY 2023. TriHealth is striving to reach the 82.5% Top Box goal, which would place the system in the 90th percentile of all reporting organizations across the country.*

**FY23-25 Top Box Scores for Emergency Department (EDCAHPS)**



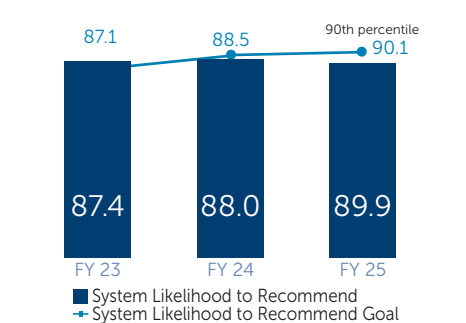
*The EDCAHPS (Emergency Department Consumer Assessment of Healthcare Providers and Systems) scores for TriHealth system and Nursing Emergency Department improve every year. Achieving 80% would rank TriHealth in the 90th percentile of all reporting organizations. The goal question changed from Rate ER Care to the highly correlated Likelihood to Recommend (LTR) in FY 2025.*

**FY23-25 Top Box Scores for Outpatient Ambulatory Surgery (OASCAHPS)**



*OASCAHPS (Outpatient and Ambulatory Surgery Consumer Assessment of Healthcare Providers and Systems) survey did not have sufficient data for nursing scores, so this reflects only the system's scores. Over the past two fiscal years, OAS has been under 90.0% Top Box, but broke that barrier in FY 2025 by +0.6%.*

**FY23-25 Top Box Scores for TriHealth Physician Partners (CGCAHPS)**



*TriHealth Physician Partners' (TPP) CGCAHPS (Clinician and Group Consumer Assessment of Healthcare Providers and Systems) included nurses' scores in system results. While TPP was just below the 90th percentile for the year, it did reach its goal for the fourth quarter, which was the FY 2025 measurement period.*

For all categories, TriHealth measured FY 2025 goal achievement by fourth quarter results.



Nurse Manager Susan Sutton (first row, fifth from left) leads Bethesda North Hospital's Linking Arms initiative, a multidisciplinary group that meets biweekly to collaborate on ways to create exceptional patient experiences.

## Standardizing Care for Pediatric Patients

Four TriHealth outpatient surgery sites collaborated to standardize their best practices for nursing and anesthesia in FY 2025.

"We were getting more pediatric cases and didn't have guidelines to go by for standard surgical carts, children's ages, or the kinds of cases we would do," says Michelle Young, BSN, RN, CNOR, Nurse Manager of the Bethesda North Minimally Invasive Surgery Center (MISC).

Young says anesthesiologist James Weller, MD, was instrumental in the effort to standardize processes at MISC, Surgery Center West, Bethesda Butler Hospital and Anderson Surgery Center. He and nursing site managers worked with a LEAN team, pediatricians, anesthesiologists, Pre-Surgical Services and educators.

Accomplishments included:

- Identified anesthesiologists and nurse anesthetists who specialize in pediatric cases for assigned days at the four centers.
- Standardized surgery carts across four facilities, including color coding medicine dosages.
- Performed mock codes with TriHealth's simulation lab to standardize practices.
- Identified pediatric surgical candidates: at or below 40 BMI or the 99th percentile for weight; six months or older for ear tubes; adenoid removal age 2 and up; and tonsil removal age 3 and up. Children with poorly controlled asthma, obstructive sleep apnea, autism or a behavioral health diagnosis will be referred to Cincinnati Children's Hospital Medical Center.

In the outpatient setting, 93 TriHealth clinical team members across 13 pediatric sites completed training on pediatric EKG lead placement, suction, review of infant measurements, specimen labeling and proper cuff selection for children. The training, from May to July 2025, included a video, eLearn and onsite competency station check-offs.

## Collaboration Boosts Patient Experience Scores

What happens when department leaders from every corner of a hospital consistently gather with a shared goal to create exceptional patient experiences? The needle moves. Purpose aligns. Opportunities appear. And most importantly, patients benefit.

Multidisciplinary groups meet biweekly at Bethesda North and Good Samaritan Hospitals to elevate patient experiences, going by the names of Linking Arms and Stronger Together, respectively. Areas represented include Food and Nutrition, Lab, Radiology, Logistics, Care Management and more. Physicians, nurses and support team members identify key drivers for improving patient experience. They create and monitor action plans. They explore, listen, ask questions, brainstorm, identify barriers, collaborate and share best practices.

It's important work that brings TriHealth's commitment to patient-centered care to life.

At Bethesda North Hospital, the collaborative efforts of Linking Arms, which began in June 2024, have led to:

- Improved patient discharge experiences
- A Quietness Subcommittee for providing more restful patient environments
- Creation of a welcome packet to aid in patient expectations regarding their stay

These and other efforts have increased Bethesda North Hospital's Top Box Overall Rating on the HCAHPS survey from 68.1 to 73.5 percent.

"It's a safe, collaborative environment of different

viewpoints, perspectives and expertise," notes Nurse Manager Susan Sutton, BSN, RN, CMSRN, NE-BC, Bethesda North 6300, who leads the biweekly meetings. "It's a WE coming together to improve the patient experience."

Good Samaritan Hospital's Stronger Together group began meeting in December 2024 and has seen a boost in its HCAHPS Top Box overall rating as well, increasing from 70.82 to 75.32 percent. Stronger Together's efforts have:

- Aided in earlier discharge for patients needing testing by reducing order-to-completion times
- Resulted in a library of care videos and patient experience resources for team members
- Helped support teams like Registration implement consistent validation of standard work and language of their frontline team

"It's essential that we focus on the experience of every patient through every decision and with all our energy and effort so we can provide the highest quality of care in every patient interaction," says Sarah Barwell, MBA, BSN, RN, OCN, Associate Chief Nursing Officer for Good Samaritan Hospital and co-sponsor for the group, along with Brandon Ballhaus, MBA, BSN, RN, CNOR, Vice President of Hospital Operations.

Patient Experience Coach Susan Ryan, MBA, and Nurse Managers Emily Ledford, BSN, RN, CMSRN, Eric Powers, BSN, RN, OCN, and Andi Morris, BA, BSN, RN, C-EFM, lead the Stronger Together meetings.

# Diabetes Care Accomplishments

Nurses across the system initiated a variety of changes in FY 2025 to improve care of people with diabetes.

## Evaluating Insulin Pumps in the Emergency Department

In February 2025, Bethesda North Hospital Nurse Educator Vanessa Corboy-Long, MSN-Ed, RN, began investigating Emergency Department (ED) practices regarding patients' insulin pumps.

"The ED didn't have a policy and procedure for insulin pumps," she says. "Previously, we left the pump in place and didn't address how it was impacting the patient."

Corboy-Long worked with Nursing's Quality & Safety Council, Nurse Researcher Rachel Baker, PhD, RN, CRN-BC, and Jeannie Burnie, MS, APRN, AGCNS-BC, CEN, FAEN, FCNS, Senior Education Manager for Emergency Services, to conduct an extensive literature search. Based on their findings, they formulated evidence-based policies and procedures and created a resource binder for nurses describing various types of insulin pumps.

Corboy-Long explains, "Depending on the patient's chief complaint and whether they were being discharged, admitted or sent back to a facility, we set up a protocol to either keep the insulin pump in place or remove it for the patient's safety."

The ED staff makes a visual inspection to determine whether there are any physical defects with the pump. Corboy-Long says that most often, the patient will keep the insulin pump in place. If a patient is having seizures, is suicidal, confused or has altered mental status, is intoxicated, has diabetic ketoacidosis, is hyperglycemic, or has a critical illness needing ICU level of care, the pump will likely be removed.

"We educated 92% of our team at Bethesda North Hospital on these new policies," Corboy-Long says. All six TriHealth Emergency Departments have adopted these guidelines and offered education.

## Revising Order Set for Diabetic Ketoacidosis

In 2025, TriHealth Intensive Care Units implemented

an updated order set for treatment of diabetic ketoacidosis (DKA), a life-threatening complication of diabetes. The order set takes into consideration patients' comorbidities, such as chronic kidney disease and heart failure. It also addresses euglycemic DKA.

"The incidence of euglycemic DKA (formerly an uncommon complication of diabetes) has risen with increased use of a diabetic/heart failure medication class called SGLT 2 inhibitors and requires a different treatment regimen than DKA with hyperglycemia, which the revised order set provides," says Elissa Pleshinger, MSN, RN, ACNP-BC, Good Samaritan Hospital Inpatient Diabetes Advanced Practice Nurse.

Nurses also are collaborating with hospitalists to reduce the incidence of hypoglycemia by improving consistency of notifying physicians for blood sugars less than 70 mg/dL using a newly created template in the secure medical texting system (Voalte).

## Addressing Uncontrolled Diabetes in Black and Hispanic Populations

Bethesda Family Practice worked with a consulting firm and TriHealth's Center for Health Equity in FY 2025 to improve uncontrolled diabetes for patients with health inequalities.

The project focused on 33 Black or Hispanic patients with A1C levels greater than nine. The year-long study focused on identifying uncontrolled diabetes early and removing barriers contributing to this health problem. Nurse Supervisor Christina Green, RN, worked on a multidisciplinary team and provided valuable insight on the patient population.

TriHealth Physician Partners Chief Nursing Officer Elizabeth Berter, MSOL, BSN, RN, who worked on the project, notes, "We found we needed community health workers involved, because patients weren't answering their phones or didn't own a phone.

Whenever we couldn't get in touch with someone, we asked a community health worker to go to their house. The more we made contact with a patient and checked on them, the better the outcomes we would see."

When patients referred for diabetes education had low follow-up, the team created a video with a diabetes educator that people could watch at home. Additionally, the team established a reporting system to monitor patients' completion of referred services.

"Of the total cohort, 80.5% achieved a reduction of one percentage point or more, exceeding the project aim. We are hoping to spread these methods to other practices," Berter says.

## Distributing Diabetes Testing Kits

At Bethesda Butler Hospital, ICU Staff Nurse Robin Hayes, RN, obtained a grant to purchase diabetes testing kits for patients who cannot afford them. In FY 2025, 14 kits with glucometers, lancets, testing strips and alcohol pads, along with written instructions, were given to patients to routinely check their blood sugars.



Emergency Department Nurse Educator Vanessa Corboy-Long evaluates a patient's blood glucose level as she follows a new guideline to evaluate whether or not to keep her patient's insulin pump in place.

# Making Advances in Perinatal Care

TriHealth hospitals deliver more babies each year than any other regional hospital system, providing maternity services at Good Samaritan, Bethesda North and McCullough-Hyde Memorial Hospitals.

Several advances in FY 2025 created a safer and more emotionally satisfying birthing experience for patients. Efforts also were made to provide a comforting environment for families who experienced infant loss.

## Efforts to Support Labor and Reduce C-Section

A Labor Support Committee formed at Bethesda North and Good Samaritan Hospitals to explore additional ways Labor & Delivery nurses can support expectant mothers and families and provide education to team members. The group holds bimonthly meetings headed by Maigan Harris, BSN, RN, C-EFM, Clinical Nurse at Bethesda North Hospital.

"We have worked toward initiating kangaroo care (skin to skin with mother and baby) in the OR," says Lexie Durkin, RN, Labor and Delivery Staff Nurse at Good Samaritan Hospital. "We have a bulletin board filled with information for our patients and nurses. We are also working on a labor support cart for our mothers trying to go natural."

Durkin also is enthusiastic about measures to reduce C-section. In November 2024, 10 nurses each from Good Samaritan and Bethesda North Hospitals, and five nurses from McCullough-Hyde Memorial Hospital attended an eight-hour "Spinning Babies" course at Bethesda North Hospital.

The course teaches nurses to guide patients in positioning before and during labor and in using different stretching and movement techniques to get the baby in the best position, which is optimally face down. A C-section may be needed if the mom is unable to push the baby out. Helping to get the babies to descend in the face-down position can increase vaginal delivery rates.

Labor & Delivery nurses across the system also have helped decrease C-section rates by changing the epidural placement process and reducing drops in the



*Labor & Delivery Nurses (left to right) Mary Boykin, BSN, RN, C-EFM; Julia Litteral, BSN, RN, C-EFM; Olivia McElroy, BSN, RN, C-EFM; Lauren Rufner, BSN, RN, RNC-OB, C-EFM; and Gail Burton, BSN, RN, RNC-OB, C-EFM, hold items presented to families whose infant has died. They are standing in Bethesda North Hospital's new Angel Suite.*

mother's blood pressure, which can lead to a drop in the baby's heart rate.

"Led by Dr. Joel Pranikoff, the team has worked hard to achieve and maintain a C-section rate below 30%. In the first half of 2025, we achieved rates of 26.8% at Good Samaritan, 25.4% at Bethesda North and 17.6% at McCullough-Hyde Memorial," says Michele Lamping, MBA, BSN, RN, NE-BC, C-EFM, Women's Clinical Quality Improvement Officer. "We want to continue to lower the rate without jeopardizing unexpected complications in the newborn."

## Compassionate Care During Times of Bereavement

Bethesda North Hospital opened an Angel Suite in November 2024 to provide a sanctuary for families who have lost a baby. The Labor & Delivery Unit also opened a Compassion Room for extended family in January 2025. These rooms give families a soothing, private place as they grieve for a lost newborn.

The nurses work with Social Worker Melissa Herkins, LSW, to comfort families and provide them with keepsakes.

Charge Nurse Jessica Suggs, BSN, RN, RNC-OB, C-EFM, Bethesda North Hospital Labor & Delivery, has invested time in stocking bereavement cabinets with items such as burial outfits, memento boxes and

molds to capture imprints of the baby's hands and feet. Several of the nurses sew the hats, outfits and blankets given to families.

Good Samaritan Hospital also has an Angel Suite and similar services for grieving families.

## Advanced Care for Emergency Situations

TriHealth upgraded and expanded its S.T.A.B.L.E. training program in FY 2025 for stabilizing babies who need some level of resuscitation in Labor & Delivery or are sick and preparing for transport to receive a higher level of care. This widely distributed neonatal education program focuses on six assessment and care modules that give the program its name: Sugar, Temperature, Airway, Blood Pressure, Lab Work, and Emotional Support for the family.

"This is important for the care of our babies," says Victoria Titchenal, MSN, BSN, RNC-NIC, C-EFM, Nurse Educator, Special Care Nursery, Bethesda North Hospital. "Our nurses find the information to be really helpful. They can apply it, and evaluations help us make improvements."

TriHealth nurse educators partner with Children's Hospital Medical Center instructors seven to eight times a year to provide education to nurses in all Maternity units at TriHealth.

# Nurses as Teachers: Impacting Patient Safety, Satisfaction

Sharing knowledge is a fundamental precept of nursing practice. Below are stories of two nurses whose teaching worked to improve patient safety and satisfaction in FY 2025.

## Helping Endoscopy Techs Level Up

To better ensure Good Samaritan Hospital Endoscopy Technicians function at optimal competencies, the Endoscopy Department engaged Nurse Educator Debra Asbrock, MSN, RN, CV-BC. While her initial work focused on bringing more consistency to onboarding, education and competency, she advanced technician education even further in FY 2025.

Asbrock says her approach is to infiltrate departments she supports to achieve firsthand knowledge of what's being done right and what needs improvement.

"The job of an educator is to have oversight of things others might not be paying attention to," she explains.

She discovered the difficulty some technicians were having with reprocessing a wide variety of scopes – all with different guidelines. So, she created simplified step-by-step visual aids, which also help technicians adhere to the order of steps required by each IFU (instructions for use.)

"I have cheat sheets for every single thing we do in endoscopy," she notes. Asbrock punctuates her instruction with rationale for each scope's reprocessing guidelines. She also created a visual aid of the many different endoscopy tools and their functions for reinforcement.

"The more competent our endo techs, the safer our outcomes are for our patients," Asbrock says. "Infection prevention is the key with endoscope reprocessing. If the scopes aren't properly disinfected after each use, the risk for transmission is extremely high."



*Nurse Educator Debra Asbrock, MSN, RN, CV-BC, shows Dan Ewald, RN, visual aids she created to help endoscopy techs reprocess a wide variety of scopes.*

Asbrock's hands-on approach has attracted the attention of other TriHealth Endoscopy Department leaders and educators, whom she meets with monthly for collaboration and sharing.

## Coaching APPs to 'Top Box' Results

Advanced practice providers (APPs) play a fundamental role in creating positive patient experiences. In FY 2025, TriHealth Physician Partners (TPP) brought in Danielle Mason, MSN, MBA, APRN, FNP-BC, to observe, evaluate and educate TPP's physician assistants and nurse practitioners.

"I shadow them and give a suggestion or two on how to go from really good to really great," she explains. Her goal is to help APPs reach Top Box

in patient satisfaction scores. This means receiving a 5 – on a 1 to 5 scale – on more than 90% of survey questions.

"The goal is to get everyone to achieve top decile (90th percentile) performance," she says. Toward that goal, Mason also meets with APPs to discuss and explain survey results, line by line, within the context of their daily work.

Mason uses a coaching tool when she shadows that helps identify opportunities for improvement during patient visits. The one-page checklist evaluates a provider's patient interactions, including body language, tone of voice, listening skills and communication around patient expectations.

"I go above and beyond in every encounter to establish a good rapport with patients so they trust my guidance," Mason shares. Previously, she was regional manager for TriHealth Clinic at Walgreens.

"I've spent 10-plus years helping guide others in this same sentiment."



*Danielle Mason offers her coaching expertise to TriHealth Physician Partners team members to help promote positive patient experiences.*

# Efforts Continue to Reduce Hospital-Acquired Pressure Injuries and Falls

In FY 2025, TriHealth teams continued to explore new approaches to reducing hospital-acquired pressure injuries (HAPIs) and falls.

## Wound Care Teams Take Action

Wound Care teams at all sites have been instrumental in attending huddles and team meetings to assist with education on the importance of pressure-relieving measures.

Units that reached eight or more quarters without a HAPI were:

- **McCullough-Hyde Memorial Hospital Inpatient**
- **Bethesda Butler Hospital ICU**
- **Good Samaritan Hospital 8Q.**

Other accomplishments:

**Good Samaritan Hospital** continued to do well with HAPIs. Units consistently outperformed the mean for Magnet, benchmarking well against like units. Every eight quarters, 100% of the units have met this metric. The 15AB Unit went six quarters without a HAPI; 14AB and the Neonatal Intensive Care Unit went three quarters without a HAPI.

## Bethesda North Hospital

- Overall for the hospital, the HAPI rate improved to 2.51 in FY 2025, from 3.33 in FY 2024.
- Medical-Surgical Intensive Care Unit (MSICU) and 4200 went the last three quarters of FY 2025 without a HAPI. MSICU improved to 4.59 in FY 2025 from 9.52 in FY 2024.
- 8300 went five quarters without a HAPI – an improvement over FY 2024, when the HAPI rate was 1.53.
- The Cardiovascular Intensive Care Unit decreased HAPIs by 40% following implementation of turn teams early in 2025.

**Bethesda Butler Hospital Inpatient Unit** went seven out of eight quarters without a HAPI.

## Fall Prevention Strategies

The Fall Steering Committee is being led by Megan Ellis, MSN, RN, CEN, Director of Operations at Bethesda North Hospital, and Sarah Barwell, MBA, BSN, RN, OCN, Associate Chief Nursing Officer at Good Samaritan Hospital. All sites have Fall Committee Meetings that are led by nurse managers at each site.

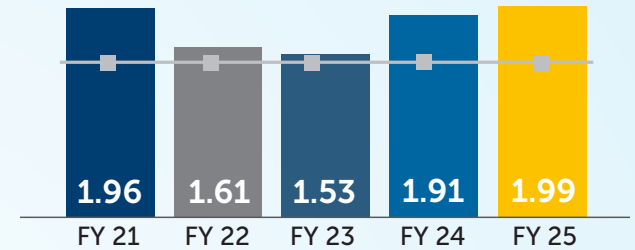
In FY 2025, the rate of falls with serious harm decreased, along with total falls and falls with injury.

Many interventions have been put into place to assist with this downward trend:

- Safety huddles occur at the unit level and again at the site level.
- With each fall that occurs, the nurse manager performs an apparent cause analysis (ACA). This aids the manager in identifying what deviations have occurred from the system's standard work.
- Stryker iBed Vision technology on many new hospital beds electronically sends information from a patient's bed to a dashboard in the nurses' station so nurses can monitor in real time the data on bed alarms, bed heights and side rails.
- Units standardized rounding and response to call lights, including alarms, with acute care techs (ACTs) and unit coordinators.
- Standardization of call lights and call tones for the Hill-Rom beds' call system was completed this fiscal year.
- An Epic Predictive Model has been piloted on 11 ABCD at Good Samaritan Hospital and Bethesda North Hospital's 6200. This Epic tool examines data after a patient is admitted, including such items as labs, medications and mobility status. The tool generates a score that will predict whether a patient is at risk for falls and alerts the nurse if the level of risk differs from the patient's Morse Fall Score (Nursing's current fall scoring). The nurse can review the scoring and update it as needed.

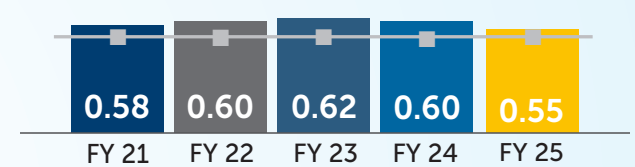
TriHealth\* HAPI Rate  
(Stage 2 and greater – Rate per 1,000 patient days)

< 1.5 goal for FY 25



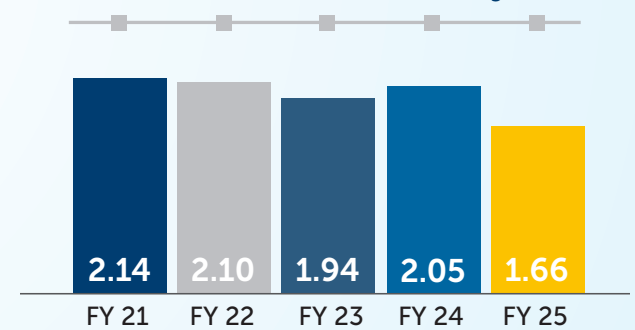
TriHealth\* Inpatient Falls with Injury  
Rate per 1,000 patient days

< 0.5 goal for FY 25



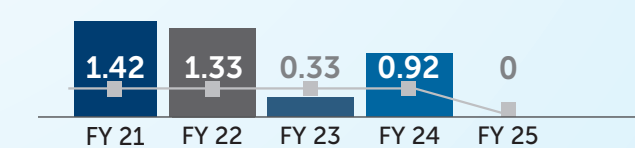
TriHealth\* Total Inpatient Falls  
Rate per 1,000 patient days

< 2.70 goal for FY 25



Hospice of Cincinnati Inpatient Falls with Harm  
Rate per 1,000 patient days

0 goal for FY 25



\* Includes Bethesda North, Bethesda Butler, Good Samaritan and McCullough-Hyde Memorial Hospitals

# New Knowledge, Innovations and Improvements

*Nurses integrate existing evidence into practice, discover new evidence and visibly contribute to the science of nursing through research and innovations.*

## Research Studies Continue Quest to Improve Patient Care

TriHealth nurses continue to enhance care through their research, completing four research studies in FY 2025. An additional 15 studies are ongoing.

Completed studies included a “Comparison of Patient Outcomes among Patients Undergoing Laparoscopic Cholecystectomy Receiving SABA Local Anesthesia Protocol and All Other Local Anesthesia.” Principal Investigator Debra Asbrock, MSN, RN-BC, and her research team conducted a retrospective chart review, spanning nearly two years of Good Samaritan Hospital patients, to determine differences in postoperative pain and length of stay in Post Anesthesia Care Unit (PACU) and Same Day Surgery (SDS).

The SABA local anesthetic is a cocktail of medications developed by Khamis Alexander Saba, MD, father of Good Samaritan surgeon Alexander Saba, MD, to facilitate optimal pain control and outcomes, according to Asbrock. With PACU nurses continuing to anecdotally report decreased pain and length of stay in patients receiving the SABA local, the research team went to work to determine if evidence supported the nurses’ observations.

“Research was conducted with the hope of having other surgeons adopt the SABA local for laparoscopic cholecystectomy patients to improve outcomes immediately postoperatively,” Asbrock notes.

Researchers examined outcomes in patients who received SABA local and patients who received any other anesthesia, analyzing the same number of patient charts within each group. The research team, which included Craig Rowe, BSN, RN, CNOR; Rebecca Napier, MHA, BS, CST; Caroline Greiner, BSN, RN-BC, CMSRN; and Tina Hawk, BSN, RN, CGRN, concluded that patients in the SABA anesthesia group experienced the following as compared to the group that received all other types of local anesthesia:

- Significantly lower for both average pain score and highest pain score in both the PACU and SDS.
- Significantly lower frequency of receiving pain medication during PACU and SDS recovery.
- No significant difference in average length of stay in the PACU, SDS or PACU/SDS combined.

Other studies completed by TriHealth researchers were:

- An Evaluation of Intraoperative Use of IV Methocarbamol on Postoperative Pain Scores, Opioid Use and Recovery Room Length of Stay in the Immediate Recovery Setting. Neil Nadel, DNP, RN, CRNA; Tim Unterreiner, BSN, RN; and Garry Posey Jr., BSN, RN.

- Efficacy of the Pericapsular Nerve Group Block Versus the Fascia Iliaca Block for Patients Undergoing Total Hip Arthroplasty. Neil Nadel, DNP, RN, CRNA; Brittany Myers, BSN, RN; and Lillian Schnautz, BSN, RN.
- Evaluating the Use of Peppermint Oil for Postpartum Women with Urinary Retention. Sarah Cushman, BSN, RN, RNC-MNN; Chrystal McMurry, BSN, RN, RNC-MNN; and Katie Glass, BSN, RN, RNC-MNN.

*Debra Asbrock (below) poses with patient stand-in Andre Cox, Operating Room Supply Tech. A retrospective chart review showed lower patient pain scores when the SABA local anesthesia was administered.*





"I Spy" rooms are the latest in innovative education at TriHealth. (From left) Good Samaritan Hospital Medical-Surgical Intensive Care Unit Nurses Isabella Houchens, BSN, RN, and Megan Underwood, RN; and Stephanie Ehrman, MSN-Ed, RN, CCRN, Bethesda North Hospital CVICU, sharpen their observation skills by spotting errors.



ICU nurses from McCullough-Hyde Memorial Hospital benefited from virtual reality simulation sessions implemented by the TriHealth Clinical Training and Testing Center in Fall 2024. Honing her skills is Susan Denlinger, BSN, RN, PCCN.

## Training Center Gamifies Learning to Help Build Skills, Knowledge

"You have 45 minutes to save your patient and escape the OR!"

This atypical phrase uttered during a training scenario led by the TriHealth Clinical Training and Testing Center is part of its increasing focus to gamify nursing education and training. The Center experienced such success with its first escape room in 2021 that it continued expanding this innovative teaching approach during FY 2025.

Escape room offerings grew to 48 last year with the addition of malignant hyperthermia, OR fires and postpartum hemorrhage case scenarios, all featuring such staples as black lights, combination locks, puzzles and keys.

In Fall 2024, the Center unveiled its first I Spy room – set up with incorrect patient care features – to support TriHealth's Critical Care Nurse Development Program. Participants sharpened their bedside shift report and observation skills by spotting errors such as an inaccurate insulin drip rate and improperly capped IV tubing.

Teamwork highlights all game rooms, and nurses are "sworn to secrecy" not to give away clues to future players.

Through teaching tools such as gamification, the Center offers many creative ways of developing nurses, increasing their skills and building new knowledge. Jennifer Brown, MSN/Ed, RNC-OB, C-EFM, Clinical Training Specialist with the Center, says gamification reinforces learning by offering unique ways to remember things versus simply moving through a skills checklist.

"The hands-on learning puts that critical thinking component into it," she explains. "It helps reinforce 'the why' behind what they're doing."

Brown shares that requests have grown systemwide for more of this type of

interactive training. "The word got out that we're doing a lot of cool things with education, so we're developing more of it."

The Center also introduced virtual reality training in Fall 2024 for more immersive and realistic experiences. Lifelike 3D environments replicate clinical settings and decision-making in real time to advance competence, confidence and clinical readiness.

Through a contract with SimX, the Center partnered with the company to create a simulation for rapid sequence intubation, a priority skill training requested by Nursing leaders. Brown also began developing a cardiogenic shock case with SimX. The contract includes access to hundreds of marketplace cases as well.

Also new at the Center during FY 2025 was the addition of an AI-powered, interdisciplinary human patient simulator (HPS), featuring conversational speech, lifelike motor movement and next-generation simulated physiology.

"We use this in addition to other high-fidelity simulators," Brown says. "It's a great addition because its AI capabilities allow for real-time communication with team members. It's also capable of more critical care functions, which allows for more efficient training."

During FY 2025, the following simulations were conducted with the new HPS:

- Critical care chronic heart failure
- Graduate Medical Education and nursing collaborative stroke
- Emergency Department respiratory, cardiac and sepsis

Brown adds that future plans are to use the HPS in the nurse First-Year Experience fellowship program.

# Evidence-Based Practice Projects Elevate Care for Patients, Families

TriHealth nurses completed seven evidence-based practice (EBP) projects in FY 2025, and work continues on nine additional projects.

Project leader Curt Rowland, BSN, RN, CEN, Bethesda North Hospital Emergency Department (ED), explored whether education and guidelines helped ED nurses gain confidence in cases involving ECMO (extracorporeal membrane oxygenation).

While a specialized team initiates most ECMO care in the Cath Lab, CVICU or Surgery, a growing number of cases were being initiated in the ED. Nurses in the ED voiced concern over knowledge gaps regarding their role in supporting the ECMO team and in identifying patients potentially appropriate for ECMO.

The EBP project featured an ECMO case study, an educational offering for ED staff, a recorded ECMO simulation (later posted to the TriHealth Learning Management System), guidelines for identifying appropriate patients for ECMO and updates in the ED electronic medical record for ECMO documentation.

In a post-implementation survey, ED team members reported feeling more confident and prepared when identifying and caring for ECMO patients.

“They feel much better about it now because they know what to expect and have a process to follow,” Rowland says.

“We have had one amazing success story following an obstetric cardiac arrest. This is reason alone for the ED to continue to partner with the ECMO team to give a patient who meets criteria the chance to live.”

Other projects asked:

- Among perioperative patients, does having a corneal abrasion standardized guideline and order set, compared to not, lead to more timely treatment of corneal abrasions? Project leader: Debra Asbrock, MSN, RN-BC.
- Will patients over the age of 65 years who have a trauma activation specific to geriatric trauma guidelines, as compared to current trauma activation guidelines, have more accurate trauma activation and more appropriate care? Project leader: Alexa Sengstack, BSN, RN.
- Among Emergency Department patients, does receiving care in a quiet zone with white noise generators, compared to not, lead to improved patient satisfaction prior to leaving the ED? Project leader: Lisa Sierra, BSN, RN, CEN.
- In family members of patients admitted to the inpatient unit, does having healthcare workers address family members' coping strategies, compared to not, reduce stress and improve quality of life during their family member's stay? Project leader: Handada Atetih, BSN, RN.
- In new graduate nurses with one year or less of experience who graduated post-Covid, what are the components of a successful PNR (Professional Nurse Residency) program to decrease turnover rate? Project leaders: Angie Dorsey, DNP, RN, PCCN; Morgan Borggren, MSN, RN.
- Among patients with stroke symptoms, does



Curt Rowland stands next to an ECMO (extracorporeal membrane oxygenation) circuit, which is sometimes initiated in the ED when minutes count. He led an evidence-based practice (EBP) project that continues to help ED nurses gain confidence and experience when supporting ECMO patients and the highly specialized ECMO team.

placing the head of bed flat or Trendelenburg position, compared to placing the head of bed at 30 degrees, reveal improved cerebral perfusion and penumbra preservation? Project leader: Payton Nogueira, BSN, RN, CEN.

## Disseminating Knowledge

### Publications

- Baker, R. (2024). From nurse leader to elected representative: My journey to state legislator. *AONL Voice of Nursing Leadership*.
- Keller, A., Huff, M., Broyles, A., Atetih, H., Ballhaus, B., & Baker, R. (2025). Cultivating joy with positive thinking skills and the effect on staff nurses' ability to cope with stress. *American Nurse Journal*.

### State and National Presentations

- “What Great Nursing Leaders Do Differently to Exceed Quality Goals” – panelist Elizabeth Berter, MSOL, BSN, RN, at Becker’s 12th Annual CEO + CFO Roundtable Meeting, Chicago, IL, November 2024.
- “Partners in Care: Including the Patient and Family in Ethical Decision Making” – presented by Lisa Belcher, BSN, RN, and Carole Castillo, MSN, RN, CCRN, at

TriHealth Pulmonary and Sleep Conference, which drew participants from across Ohio and Northern Kentucky. March 2025.

- “The Importance of Accurate Documentation” – presented by Colleen Kuderer, MSN, RN-BC, to the Southwest Ohio Chapter Association of Medical Assistants, Bethesda North Hospital, March 2025.



Richard Hofmeister displays upgraded intraoperative ultrasound equipment that offers greater visualization and precision in robotic surgery.

## Robotic Surgery Gains Precision

Every millimeter of sight gained in the surgical field is critical. To achieve even greater visualization in robotic surgery, Bethesda North Hospital upgraded its intraoperative ultrasound equipment in FY 2025 to optimize outcomes for patients.

“Intraoperative ultrasound complements preoperative imaging by providing real-time, updated information in the surgical field,” explains Richard Hofmeister, BSN, RN, Operating Room Manager. The updated technology’s high-resolution active imaging helps surgeons achieve a wider field of view, more easily visualize critical anatomy, and access difficult-to-reach areas with even greater precision.

Key benefits of intraoperative ultrasound include:

- Real-time visualization that helps surgeons more precisely locate tumors, blood vessels and other structures.
- Enhanced localization of tumors and other lesions, especially those that are not easily visible on tissue or organs.
- Improved tumor resection, via real-time guidance, minimizing damage to surrounding healthy tissue.
- Reduced complications for patients through improved visualization and accuracy.
- Less radiation (no use of ionizing radiation).

## Quality Improvement Projects

TriHealth Nursing supports quality improvement (QI) projects that strive to enhance patient care as well as work life for nurses. The summaries below highlight several FY 2025 QI projects.

**Reduction of Admission Hypothermia in a Level 3 NICU.** Nikole Wunder, MSN, RNC-NIC, C-ELBW, Nurse Educator, Good Samaritan Hospital Neonatal Intensive Care Unit (NICU), evaluated current thermoregulation practices in the NICU to identify interventions for reducing hypothermia admissions. A review of infants born weighing less than 2,000 grams and admitted over a one-year period showed a high number of hypothermic admission temperatures. Studies point to improved outcomes when a preterm infant’s admission temperature is 36.5-37.5°C. Through education provided to NICU, Anesthesia and Labor & Delivery teams, along with interventions executed pre-birth and in the delivery room, admission temperatures within the 36.5-37.5°C range for these preterm infants climbed from 52.6% in 2022 to 69.7% in 2024.

**Improving Care for Hospice Patients Living with Dementia.** To better understand the multiple factors influencing quality of care for hospice patients living with dementia, Crystal Schmidt, DNP, RN, OCN, CMSRN, Hospice of Cincinnati (HOC) Regional Nurse Manager, performed a systematic literature review. Key among her findings: specialized dementia care programs improve symptom management; caregiver education reduces burden and improves satisfaction; and validation tools improve assessment accuracy. To improve HOC care, Schmidt resourced clinical tools for dementia-specific care and assessment, implemented comprehensive staff education, and developed patient and caregiver resources. Results included a clinically meaningful reduction in caregiver burden and an 80% utilization of a dementia-specific care plan.

**The Effect of Pre-operative Bowel Preparation Video.** Upon observing increased outpatient adult colonoscopy case cancellations at Good Samaritan Hospital, a team explored whether adding video instructions for bowel preparation made a difference. After comparing patients given written instructions only and those given both written and video instructions, learnings included: fewer case cancellations in the second group; statistically significant improvement in bowel preparation scores among first-time colonoscopy patients who received both written and video instructions; no significant difference between the groups regarding bowel preparation scores and patient satisfaction scores; 35% of patients were not aware of the video. Efforts have increased to improve patient awareness of the video and to expand its distribution. Project team members included Sarah Boggio, DNP, RN, AGAC-BC, CGRN, then Good Samaritan Hospital Endoscopy nurse; Karen Rahe, MSN, RN, Endoscopy Nurse Manager; Soohwan Chun, MD, MHA, TriHealth Physician Practices; and Christina Vest, DNP, APRN, ACNP-BC, University of Cincinnati.

These QI projects also were completed in FY 2025:

- **Safe Maximum Allowable Blood Draw (SMABD) in the Pediatric Patient.** Angela Downard, BSN, RN, CPEN, Emergency Department, McCullough-Hyde Memorial Hospital.
- **Oncology Patient Education Flowsheet.** Lora Hamilton, BSN, RN, OCN, Infusion Center, Bethesda Medical Center at Arrow Springs.



Nikole Wunder, MSN, RNC-NIC, C-ELBW (second from right), Nurse Educator, Good Samaritan Hospital Neonatal Intensive Care Unit (NICU), discusses the importance of thermoregulation in preterm infants with (from left) Margaret Shaw, BSN, RNC-NIC; Christa Black, MSN, RNC-NIC; and Kathy Ann Bosse, MSN, RNC-NIC. Wunder led a quality improvement project that reduced hypothermia admissions in preterm infants.

# TriHealth Nursing by the Numbers

# 4,462

TriHealth nurses

# 3,825

Registered nurses

# 273

Licensed practical nurses

# 364

Advanced practice nurses

## Professional Development

In FY 2024, TriHealth Nursing began calculating professional development numbers for the calendar year (CY). Numbers here reflect CY 2024.

### Certifications

- **95** new specialty certifications
- **84** recertifications
- **1,161** total certified nurses, who have typically practiced in their specialty for longer than two years



## Nursing Degree

### Percentage of TriHealth Direct Care Nurses with BSN or Higher



FY 2021	<b>64.3%</b>
CY 2022	<b>70.86%</b>
CY 2023	<b>77.02%</b>
CY 2024	<b>77.13%</b>

### Percentage of Nursing Management with Graduate Degrees



FY 2021	<b>41.3%</b>
CY 2022	<b>47.18%</b>
CY 2023	<b>54.67%</b>
CY 2024	<b>56.25%</b>

### Continuing Education

# 21,933

contact hours

earned by **6,525** nursing team members in **302** in-person continuing education offerings. TriHealth educators also created many more continuing education courses, which resulted in **14,462** web-based trainings completed and **16,030** contact hours awarded for TriHealth-specific education through Corporate Clinical Education.

Molly Sammons, BSN, RN, Telephonic Triage Nurse for Diversified Services, participated in a marketing photo shoot in January 2025. Photos of TriHealth nurses, team members and physicians are often used in digital marketing campaigns to advertise clinical services across the system.





As part of her Clinical Ladder Level IV project, NICU Staff Nurse Karen Stevens, BSN, RN, RNC-NIC (right), explains a research study on preventing diaper dermatitis in NICU babies to Staff Nurse Stephanie Prost, BSN, RN. Stevens is working with lead investigator Gina Marie Allaire, DNP, RN, RNC-OB, C-EFM, RNC-IAP, also a Level IV Nurse.

### Clinical Ladder Participation



	Level IV	Level III	Level II	Total
FY 2022	18	219	45	282
FY 2023	23	257	46	326
FY 2024	26	288	41	355
FY 2025	46	339	58	443

## Community Outreach

### Cardiac Rehabilitation Programs

#### TriHealth Fitness & Health Pavilion

- Patients: **526**
- Visits: **11,531**

#### Good Samaritan at Western Ridge

- Patients: **279**
- Visits: **7,147**

### Corporate Health Onsite Medical Services

**55** (physicians, nurse practitioners, physician assistants, nurses, licensed practical nurses) provided services to:

- **22** business partners
- **68,000+** employees (plus students at Miami University, Oxford and Mount St. Joseph University; and inmates at Middletown Jail).

### Interpreter Services

**2,704,955** minutes of interpreting provided for **154,910** calls through TriHealth nurses collaborating with

Diversity, Inclusion and Language Services. People communicated in more than **115** languages via in-person, phone and video interpreters.

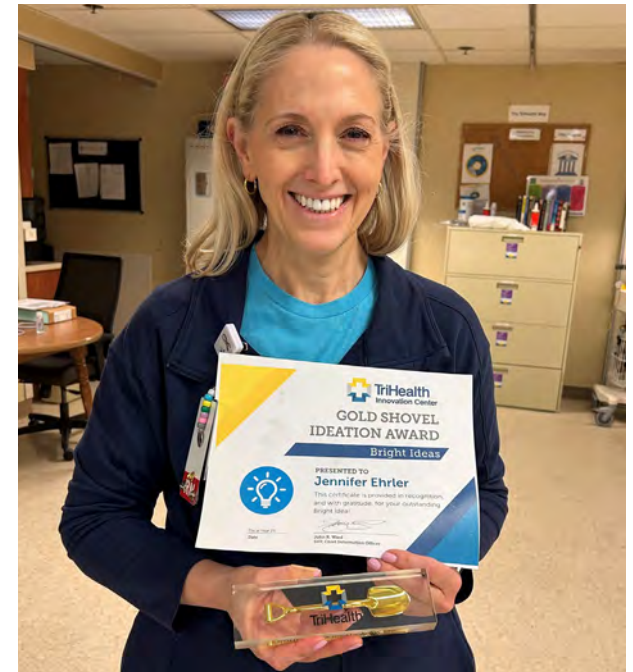
### Foundation and Guild Contributions

- Bethesda Foundation awarded **\$58,500** in scholarships in FY 2025 to support nursing education. Additionally, the Bethesda School of Nursing Alumni Association awarded **\$33,000** in scholarships to current students and alumni of the Bethesda School of Nursing at Cincinnati State.
- The Bethesda Auxiliary provided more than **\$200,000** in support through project review and other annual funding, benefiting Bethesda North Hospital, Bethesda Butler Hospital, Bethesda Arrow Springs and the TriHealth Fitness & Health Pavilion.
- Bethesda Foundation raised **\$111,000** through the Grateful Patient Program and recognized **22** individuals and teams. The Hospice of Cincinnati Grateful Family Program honored **241** individuals and teams with donations of **\$143,000**.
- In FY 2025, Good Samaritan Foundation's Grateful Patient Program honored **63** nurses and hospital teams and raised more than **\$400,000** to support services in the Good Samaritan Region.
- The Good Samaritan Hospital Guild funded more than **\$280,000** for projects across the Good Samaritan Region in support of the Nursing staff.

## Nursing Achievements

### Innovation Center Bright Ideas

- **6,561** Bright Ideas were submitted during FY 2025, many by nurses.
- **40%** of Gold Shovel Ideation Awards were earned by Nursing staff for outstanding Bright Ideas.
- **34%** of Spotlight Recognitions were awarded to Nursing staff for exceptional Bright Ideas.



Jennifer Ehrler, MSN, RN, VA-BC, Vascular Access Nurse for Bethesda North Hospital's PICC (peripherally inserted central catheter) Line Team, (pictured above) recommended that patients going home with a PICC line receive a "sleeve" to wear over the PICC line to keep the line from being pulled or snagged. Patients can slip a six-inch piece of stockinette over their arm to keep the dangling lumens against their upper arm. Vascular Access Team Manager Michele Huff, MSN, RN, CPHQ, GERO-BC, CMSRN, also assisted in presenting this idea, which received a Gold Shovel Ideation Award.

# TriHealth Mission Statement

Our Mission is to improve the health status of the people we serve. We pursue our Mission by providing a full range of health-related services including prevention, wellness and education. Care is provided with compassion consistent with the Values of our organization.

## TriHealth Nursing Division Mission

The Mission of TriHealth Nursing is to assist and support the people we serve to optimize their health status. We pursue our Mission through interdisciplinary collaboration to provide services across the continuum of care and throughout the life span.

## Vision

**EVERY** TriHealth nurse is a leader!

## Philosophy

The nursing philosophy within TriHealth is rooted in the Christian heritage of the Founding Sisters of Charity and the German Methodist Deaconesses.

- 1 We believe that each human being possesses personal dignity, worth and God-given human rights.
- 2 We believe in the uniqueness of the individual and approach care from a holistic perspective.
- 3 We believe that caring and service are fundamental components of the art, science and practice of nursing.
- 4 We believe the professional nurse is responsible for implementing the nursing process to guide nursing practice.
- 5 We believe nursing processes and patient outcomes are enhanced in an environment of continuous quality improvement and collaborative practice.
- 6 We believe each nurse is responsible and accountable for his/her own practice and professional development.
- 7 We believe creativity, innovation, competency, stewardship, compassion and leadership are needed to assure our future state.
- 8 We believe we are responsible for creating a professionally satisfying and rewarding practice environment.



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## TriHealth Certifications and Accreditations

All six TriHealth Emergency Departments are currently recognized by the Emergency Nurses Association with a Lantern Award for quality, innovation, evidence-based practice and healthy work environment. TriHealth has several specialty-specific programs certified or accredited by national organizations, mostly from The Joint Commission.

### Bethesda North Hospital

Advanced Inpatient Diabetes	Hip Fracture
Advanced Perinatal Care	Joint Replacement – Hip
Advanced Thrombectomy Capable Stroke Center	Joint Replacement – Knee
	Patient Blood Management

In addition, the American Heart Association's (AHA) Get with the Guidelines® program designated Bethesda North Hospital Stroke Gold Plus, Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll. The hospital is certified in Left Ventricular Assist Device by DNV-Healthcare, certified in Trauma Care by the American College of Surgeons, and an accredited Sleep Center by the American Academy of Sleep Medicine.

### Good Samaritan Hospital

Advanced Comprehensive Stroke Center	Advanced Total Hip and Knee Replacement
Advanced Inpatient Diabetes	Joint Replacement – Shoulder
Advanced Perinatal Care	Patient Blood Management
Advanced Spine Surgery	

In addition, the AHA's Get with the Guidelines® program designated Good Samaritan Hospital Stroke Gold Plus, Stroke Honor Roll Elite, Target: Type 2 Diabetes Honor Roll. The hospital is accredited by FACT for Bone Marrow Transplant, and an accredited Sleep Center by the American Academy of Sleep Medicine.

### Bethesda Butler Hospital

Advanced Primary Stroke Center  
AHA's Get with the Guidelines® Stroke Gold Plus, Target: Type 2 Diabetes Honor Roll

### McCullough-Hyde Memorial Hospital

Acute Stroke Ready Hospital

In addition the hospital received the Anthem Blue Distinction Award in 2023 for demonstrating expertise and a commitment to quality care for deliveries; 2024 Best Maternity Units U.S. News & World Report; and AHA's Get with the Guidelines® Stroke Gold Plus, Target: Type 2 Diabetes Honor Roll.

### Bethesda Arrow Springs and Good Samaritan Western Ridge

Acute Stroke Ready