



2023-2024 Nursing Annual Report



Goshen Hospital



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Mission Statement

The mission of Goshen Health is to improve the health of our communities by providing innovative, outstanding care and services through exceptional people doing exceptional work.

Core Values

Compassion - and commitment to serve with empathy.

Accountability - with integrity and action.

Respect - through treating others as you wish to be treated.

Excellence - in all we do.

MISSION

Nursing's mission is to foster trusting relationships that promote health and wellness through innovative, exemplary nursing practices across the care continuum.

VISION

Professional Nursing at Goshen Health is nationally acclaimed for its innovative, outstanding, scholarly nursing practice that is grounded in our values of compassion, accountability, respect and excellence.

THEORETICAL FRAMEWORK

Nursing is grounded in Relationship-Based Care rooted in the Theory of Caring by Jean Watson.

From the Chief Nursing Officer

Julie Crossley, MSN, MBA, RN, NEA-BC

**Chief Nursing Officer
Goshen Health**



It is with great pride that I invite you to join me in celebrating our incredible nursing team and the accomplishments we've achieved. Working together, we provided exceptional care, implemented innovative solutions and advanced our profession as we compassionately cared for our patients, families and communities. **The Goshen Health 2023-2024 Nursing Report** highlights the innovative, collaborative efforts to promote exceptional nursing practice.

Our culture of empowerment and innovation led to significant achievements including our 5th Magnet® designation. **Goshen Hospital was the fifth organization in the world to be recognized by the ANCC Magnet Recognition Program® as Magnet with Distinction®** for our exceptional quality outcomes, high levels of patient satisfaction and interprofessional collaboration. Achieving Magnet *with Distinction* with 9 exemplars that exceeded the standards of excellence is a testament to our exceptional nurses and dedicated care team.

Empowering nurses to own and advance nursing practice through shared decision making is a core element of our culture. Clinical nurses and nurse leaders collaboratively redesigned and re-launched the Nursing Professional Governance structure to foster greater engagement and participation. Leveraging technology to enhance flexibility while emphasizing active involvement has significantly boosted nurse engagement across the care continuum. Nurses owning and advancing practice has improved outcomes for our patients, our Colleagues and our organization.

Professional development is foundational to nursing practice. We are incredibly proud of our nurses who have embraced opportunities for growth and excellence. Their active participation in the Nursing Clinical Ladder, achievement of specialty certifications and successful completion of advanced degree programs is a testament to their dedication to lifelong learning. Their commitment is inspiring, elevating the quality of care and advancing our profession.

I continue to be amazed by our team of dedicated nurses who support the organization's mission to improve the health of our community by providing innovative, outstanding care and services through exceptional people doing exceptional work. Please join me in celebrating the outstanding accomplishments of these exceptional nurses as we work together to advance nursing practice and deliver excellence to those we serve.

Transformational Leadership



Nurse Leader Mentoring Program Relaunch

Goshen Health values mentoring as a key part of supporting nurses, both formally and informally. Mentoring pairs experienced nurses with those new to the role, offering guidance, encouragement, and role modeling.

In 2024, the Nurse Leader Mentoring Program for nurses transitioning into leadership—via internal transfer or new hire—was revised and re-launched. This structured 12-month program fosters leadership growth and smooth integration. Andrea Keck, MSN, RN, RNC-OB, C-EFM, NE-BC, and Tracy Buller, MSN, BSN, RN, led the initiative.

"I learned a lot about myself as a leader while meeting with my mentee. I gained confidence in my skills and decisions as a leader. I also enjoyed learning from my mentee as well."

Andrea Keck, MSN, RN

"My mentor was a huge help to me as I was learning the manager role. She was a safe space for questions and just her listening ear played a big role."

Erica Byrns, BSN, RN, CEN

Nursing Strategic Planning Retreat

In September 2023, Nurse Leaders convened to develop the 2023–2025 Nursing Strategic Plan, guided by input from frontline nurses. The retreat focused on setting long-term goals and identifying key priorities for the future.

The team aligned their efforts with the newly approved Goshen Health Strategic Plan, considering both internal and external factors affecting nursing and patient care. Clinical nurses, educators, managers, and directors collaborated to create an actionable, aligned plan. The retreat was productive, collaborative, and energizing.



Belief Statement: We believe in engaging in authentic, caring practices that include meaningful partnerships with patients, families and each other.

Transformational Leadership

Goshen Health Strategic Priorities 2023-2025			
Nursing Strategic Priorities 2023-2025			
Nursing Mission: To foster trusting relationships that promotes health and wellness through innovative, exemplary nursing practice across the care continuum. Nursing Vision: Professional Nursing at Goshen is nationally acclaimed for innovative, outstanding, scholarly nursing practice that is grounded in our values.			
Growth of Key Service Lines	Timely & Efficient Access to Services	Partnerships	Clinical Quality
Personal & Professional Development	Efficient & Sustainable Care Delivery	Environment of Inclusion & Wellbeing	Clinical Quality Excellence
Promote professional development at all levels of nursing - Promote access to educational tools and opportunities - Leverage Clinical Ladder to further promote Colleague development - Advance nursing engagement in Professional Governance and expand inclusion of other disciplines Support Colleagues in their personal mission - Enhance collaboration with local schools of nursing - Recruit entry level clinical Colleagues through enhanced relationships with high schools and other career development programs and utilize pathway to promote growth and readiness. - Enhance intentional succession planning by leveraging in place development opportunities - Strengthen meaningful, consistent mentorship programs across all areas of nursing - Empower Colleagues to identify and develop their personal and professional goals	Assure RNs and UAPs working at top of practice - Transform care delivery through models such as Team Nursing and Virtual Nursing - Deliver high-quality, cost-effective care through intentional stewardship of resources - Empower each Colleague to work at top of license - Intentional promotion of nursing roles to retain knowledge and talent throughout the organization by creating a nimble workforce - Strengthen coordination of care across the continuum	Foster partnerships with diverse groups for education and initiatives development - Fortify partnership with DEI Action Council to disseminate information within nursing Increase diversity representation and collaboration - Embrace the voice of diverse patients - Recognize and embrace diversity in nursing - Champion intentional inclusion of diversity in the nursing workforce Promote Colleague wellbeing - Utilize trauma-informed principles in Colleague and patient interactions - Create a culture of breaks - Further implement initiatives to support a safe work environment	Exceed quality standards - Normalize Just Culture throughout the continuum of care - Engage all levels of nursing in quality data review to improve outcomes - Enculturate the use of Evidence Based Practice tools Recruitment & Retention Meaningful Appreciation of Talent Reward and recognize Colleagues - Identify elements of value-added recognition for individual Colleagues and infuse into the workplace - Expand peer to peer recognition opportunities across the continuum



Engagement and collaboration during the Nursing Strategic Planning Retreat



Belief Statement: We believe in providing intentional and sensitive relationship based care that is respectful of diversity and the patient's right to choose.

Transformational Leadership

Shadowing Nurses Across Continuum

Throughout 2024, CNO Julie Crossley, MSN, MBA, RN, NEA-BC took the opportunity to shadow RNs to delve more deeply into their daily routines. This experience proved to be insightful for Julie and sparked numerous important conversations and questions. Julie had the distinct honor of shadowing and learning from the following RNs:

Deb Brenneman, BSN, RN, Dina Patti, BSN, RN, and Clarissa Villegas, BSN, RN,
Surgical Services

Brenda Yoder BSN, RN, CHPN, and Ryan Jarrel, BSN, RN
Goshen Home Care and Hospice

Ashley Bontrager BSN, RN, CEN, and Eva Woodcock, BSN, RN
Emergency Department

Linda Bontrager, RN, CCM
Acute Care Coordination

Naomi Keown, BSN, RN
Progressive Care Unit

Nathan Shedrow Ortiz, BSN, RN
Medical Surgical

Shadowing RNs in various departments highlighted the passion and dedication our Colleagues bring to their work every day.

This experience provided Julie with valuable insights and perspectives, enhancing her ability to represent and advocate for nurses in her leadership role.



Belief Statement: We believe in the absolute necessity of a healthy work environment that values each member's contribution with their unique knowledge, skills and diversity of opinions.

Transformational Leadership

DAISY and Gardener Award

The DAISY and Gardener Awards celebrate the compassionate, skilled care our Colleagues provide every day. Introduced in 2021, these awards complement Goshen Health's Colleague of the Month and MACademy Awards, but are uniquely based on nominations from patients, families, and community members.

The **DAISY Award** is an international recognition created by the family of J. Patrick Barnes, who passed away from an autoimmune disease in 1999. Deeply moved by the clinical excellence and heartfelt compassion shown by his nurses, the Barnes family established the award to honor nurses who go above and beyond in delivering exceptional care. It serves as a lasting "thank you" to nurses who make a profound difference in the lives of patients and families. Learn more: [DAISY Award](#).

The **Gardener Award** recognizes non-nursing Colleagues who exemplify professionalism, positivity, and Goshen Health's mission in their daily work. Learn more: [Gardener Award](#).

A diverse committee of clinical and non-clinical Colleagues reviews nominations quarterly and selects recipients who demonstrate extraordinary care and service.

DAISY Honorees:

2023:

- Abigail Nehls, BSN, RN, OCN CCC, Medical Oncology
- Bethany Anderson, BSN, RN, C-EFM, The Birthplace
- Olivia Willians, BSN, RN, ICU
- Alyssa Stoltzfus, BSN, RN, ICU

2024:

- Sarah Sark, BSN, RN, CCRN, ICU
- Brianna Andrews, BSN, RN, The Birthplace
- Makennize Williams, BSN, RN, RN-BC, ICU
- Jamie Schmucker, RN, Goshen Homecare and Hospice

Gardener Award Winners:

2023:

- Ann Bender, Imaging
- Ashlyn Gomez, Laboratory
- Polly Beasley, Surgical Services
- Polly Beasley, Surgical Services

2024:

- Samantha Thorn, GP North Webster
- Tanner Black, PCU
- Allison Miller, PT, DPT, CAFS, GP Rehab

Belief Statement: We believe in the value of professional nursing care, therefore we seek to provide meaningful recognition to honor excellent nursing across all settings.



Nurse Leader Advocacy

Rebecca Simmons, MSN, RN, NE-BC
Director of Home Care & Hospice
Goshen Health



"I was invited to travel to the nation's capital to advocate for home care patients by speaking up about how the recent funding cuts were impacting these patients. I accompanied several Indiana Home Care business owners, lobbyists, and the Executive Director for the National Alliance for Home Care and Hospice.

I was the only nurse in the group and admit all of the lawyers were a bit intimidating. It was a humbling moment to speak on behalf of the countless patients who want to receive their care at home where they feel most comfortable.

As a board member of the Indiana Association of Home Care and Hospice the opportunity to advocate at this level was a chance of a lifetime. Sharing the stories and challenges of patients and advocating where they cannot is at the heart of nursing. I was proud to do my part."

Belief Statement: We believe in the practice of nursing with integrity as guided by the ANA Standards of Practice and Code of Ethics.

Belief Statement: We believe in promoting health and wellness through care delivery systems intentionally adapted to meet the needs and priorities of patients and their families in all practice settings.

Structural Empowerment

Nursing Professional Governance

Goshen Health fosters a culture where all Colleagues are empowered to drive positive change. Nursing Professional Governance ensures nurses have a voice in decisions that shape practice and deliver high quality patient care.

Governance Structure:

- **Unit Practice Councils (UPC):** Led by clinical nurses on each unit, UPCs focus on best practices, quality, workflow improvements, patient satisfaction, and a healthy work environment. They use unit-specific data and the Nursing Strategic Plan to set goals.
- **Professional Practice Council (PPC):** Composed of UPC chairs, PPC promotes collaboration across units and the continuum of care, analyzes quality data, and guides clinical practice decisions.
- **Nursing Integrating Council (NIC):** Sets nursing strategic priorities and oversees governance councils to ensure alignment and accountability.
- **Professional Development and Research Council (PDRC):** Supports lifelong learning, professional growth, evidence-based practice, and nursing research.
- **Nursing Management Council (NMC):** Promotes transformational leadership and consistency in management practices.
- **Informatics and Electronic Documentation Committee (EDocs):** Ensures efficient and effective nursing documentation systems.
- **Patient Care Transition Committee (PCTC):** Enhances care continuity across settings to improve outcomes, patient education, and cost-effective care.
- **After Hours Committee (AHC):** Supports evening, night, and weekend staff with resources and events that promote quality care and reduce burnout.

Belief Statement: We believe all nurses are leaders and share the vision to act with purpose, remove barriers to quality care and make patients, families and Colleagues their highest priority.

Structural Empowerment

Professional Governance Accomplishments

Unit Practice Councils

- Improved admission intake questions
- Educated the community at Goshen's First Friday events
- Boosted bedside medication barcode scanning rates
- Streamlined staffing flows for efficiency

Professional Practice Council

- Expanded access to quality data
- Improved medication verification scanning
- Promoted nurse wellness through the Culture of Breaks initiative

Nursing Integrating Council

- Developed the 2023–2025 Nursing Strategic Plan
- Approved key nursing policies
- Advanced workplace safety strategies

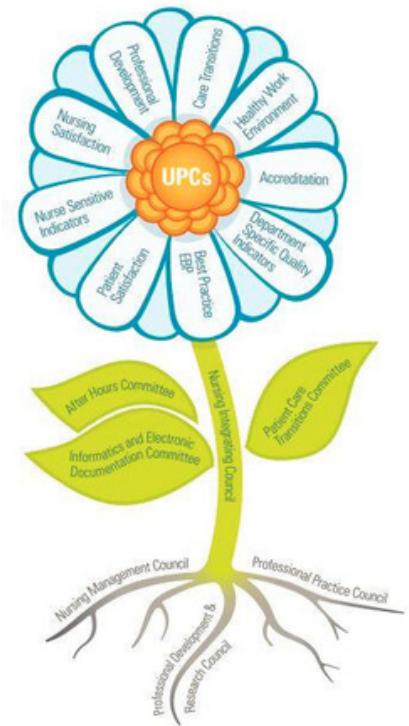
Professional Development and Research Council

- Prioritized top-of-practice education
- Launched the first Goshen Health Research Expo
- Delivered Trauma-Informed Care education to all Colleagues

Nursing Management Council

- Strengthened nurse leader mentoring
- Promoted Just Culture via peer review
- Increased recognition using the new Toolkit

The innovative work and commitment to excellence by our professional governance councils and committees contributed to achieving our 5th Magnet® Designation, recognized as Magnet *with Distinction*®.



Patient Care Transitions Committee

- Revitalized MAAP It Out for better patient education
- Standardized materials to align with health literacy standards

Informatics and Electronic Documentation Committee

- Approved DIGs and JDIs to enhance documentation quality and efficiency
- Led initiative to review and revise all care plans

After Hours Committee

- Offered fit testing, flu shots, and education during after-hours events
- Launched wellness efforts that increased nurse break participation
- Partnered with Chaplains to boost visibility on nights and weekends

Structural Empowerment

2023 & 2024 Professional Governance Leadership

Professional Practice Council

- Tori Espinosa, BSN, RN, PCCN
- Wendy Meller, MSN, RN, CCM
- Rachelle Anderson, BSN, RN, MEDSURG-BC

Professional Development Research Council

- Charlee Alzman, MSN, RN, C-EFM, RNC-OB, C-ONQS, NPD-BC
- Jamie Lauver, MSN, RN, CCRN, NPD-BC
- Abby Kamp, MSN, RN, NPD-BC, CEN

Nursing Management Council

- Renee Miller, MSN, RN, CMSRN
- Andrea Keck, MSN, RN, RNC-OB, C-EFM, NE-BC

After Hours Committee

- Kate Neely, BSN, RN, RNC-OB
- Janay Wilson, BSN, RN, RNC-OB

Informatics & Electronic Documentation Committee

- Luke Peters, BSN, RN
- Heater Van Aken, BSN, RN, CEN

Patient Care Transitions Committee

- Wendy Meller, MSN, RN, CCM
- Holly Ilada, BSN, RN, CCM

Medical Surgical UPC

- Rachel Bontrager, RN, MEDSURG-BC
- Nathan Shedrow Ortiz, BSN, RN

Intensive Care UPC

- Joann Alwine, BSN, RN, CEN
- Tori Espinosa, BSN, RN, PCCN

Progressive Care UPC

- Fay McDonald, BSN, RN, MEDSURG-BC
- Elizabeth (Libby) Dunn, BSN, RN, PCCN

Oncology and CRU UPC

- Rachelle Anderson, BSN, RN, MEDSURG-BC
- Wanda Bontrager, RN, OCN

The Birthplace UPC

- Kelly Miller Biddle, BSN, RN, RNC-OB
- Janay Wilson, BSN, RN, RNC-OB

Emergency Department UPC

- Erica Byrns, BSN, RN, CEN
- Nick Adkins, BSN, RN, CEN

Surgical Services / CVL/IR UPC

- Clarissa Villegas, BSN, RN
- Rachael Geiger, BSN, RN

Center for Cancer Care UPC

- Madeline Woody, BSN, RN, OCN

Homecare Hospice UPC

- Brenda Yoder, BSN, RN, CHPN
- Ryan Jarrell, BSN, RN

Medical Home UPC

- Deb Sweetser, BSN, RN, CCM
- Alyssa Weeks, BSN, RN

Belief Statement: We believe in the advancement of nursing practice by actively participating in professional governance, peer review and performance improvement activities to achieve nationally acclaimed nursing outcomes.

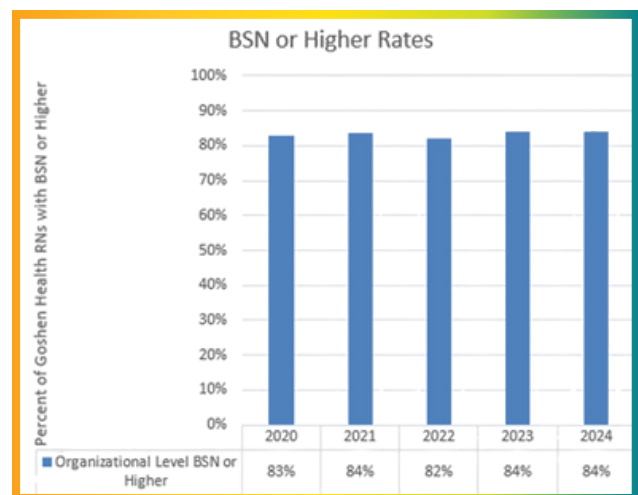
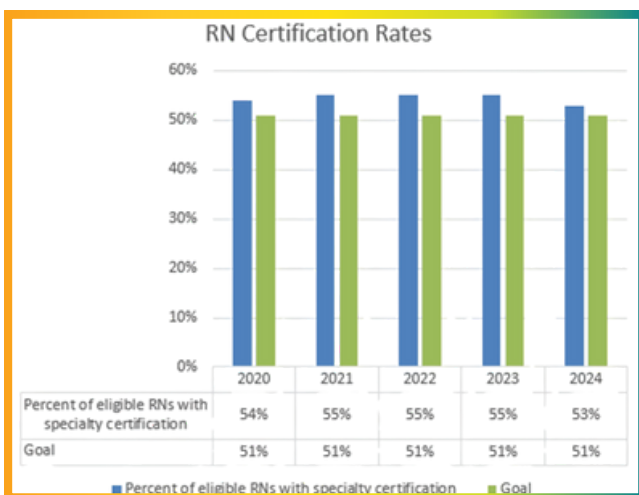
Structural Empowerment

Certification

Professional board certification recognizes nursing expertise and professionalism. Goshen Health supports nurses through the application process and celebrates achievements publicly. Annual certification goals are set and tracked, and our nurses consistently exceed the target of 51% certified among those eligible.

Degree Advancement

Goshen Health advances the profession of nursing by supporting nurses pursuing BSN and MSN degrees through tuition reimbursement, loan repayment, and full tuition for select programs. By the end of 2024, 84% of Goshen Hospital nurses held a BSN or higher—surpassing the 80% goal aligned with national standards for high-quality care.



Nursing Professional Governance Retreat



Professional Governance Council Chairs, directors, managers, and educators gathered in December 2024 to celebrate accomplishments, review our 2023-2025 Nursing Strategic Plan, and prepare for the upcoming year.

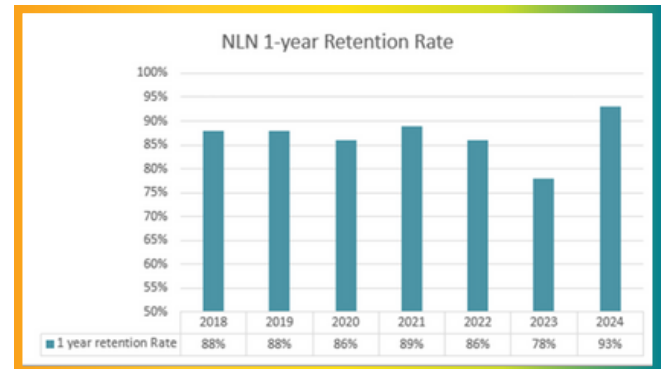
Structural Empowerment

RN Residency

Lisa Helfrich, MSN, RN, NPD-BC, and Michelle Lambright, BSN, RN, lead Goshen Health's Vizion/AACN Nurse Residency Program™, a structured 9-month program that supports newly licensed nurses (NLNs) as they transition from classroom to clinical practice.

Monthly sessions led by expert facilitators offer interdisciplinary learning, peer support, and debriefing opportunities. With guidance from mentors and strong peer connections, residents build confidence and competence throughout their first year.

In 2023, 32 NLNs completed the program, followed by 21 in 2024. The program consistently earns high praise from participants and contributes to first-year NLN retention rates above the national average.



L to R: Tatiana Weible-Cueto, Med/Surg, Fernando Miranda, Med/Surg, Lisa Helfrich, Facilitator, Sarah Evans, ED, Emily Ott, Birthplace, Hayden Sardina, OR (not pictured)

What Residents Appreciate:

The community of nurses with although different backgrounds, are in similar seasons of life professionally.

~Hayden Sardina, BSN, RN, MEDSURSG-BC (2023)

A group of new nurses going through the same experiences together.

~Fernando Miranda, BSN, RN (2023)

The support from everyone and how they are willing to help us through hardships.

~AnaMaria Ramirez, BSN, RN (2024)

Building community with other first year RNs.

~Hannah Warble BSN, RN (2024)

Receiving guidance and tips from more senior RNs.

~Samantha Van Scoik, RN (2024)

The ability to create friendships across departments.

~Stacey Griffin, BSN, RN (2024)



Front Row: Amanda Gannon, Med/ Surg, Liliana Lucas Rodriguez, ED, Elizabeth Stout, CRU, Anna Bower, CRU, Anna Gonzalez, CRU, Lidia Olayo Evangelista, PCU, Kathleen Funk, CRU
Back row: Alex Rios Garcia, ED, Kyla Edwards, ED, Lisa Helfrich, Lauren Winkler, Med/Surg, Isabella Dunlap, Birthplace, Ashley Moreno, Birthplace, Katelynn Weldy, CRU, Michelle Lambright, Facilitator, Thy Ram, PCU

Structural Empowerment

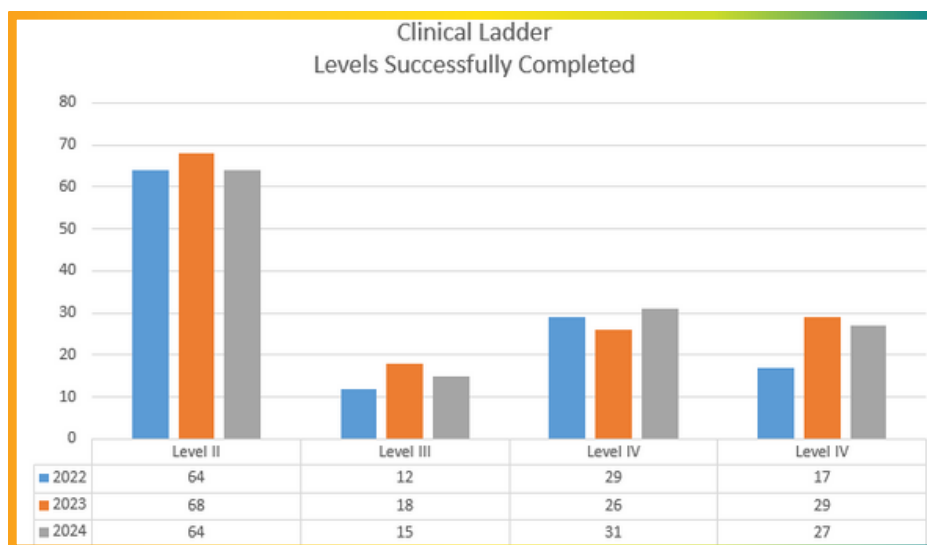
Clinical Ladder

Goshen Health's Clinical Ladder program supports professional growth, recognizes direct-care nurses, and promotes excellence in practice. Research links such programs to higher satisfaction, better care quality, and improved retention. Since its 2022 launch, nurse retention has increased, with ladder participants showing 4–6% higher retention than non-participants.

Eligibility is based on tenure, degree, and certifications. Nurses voluntarily apply and select a target level each year. Successful participants receive a financial bonus.

Key elements include:

- Advancement based on years of service
- Recognition for degrees and certifications
- Credit for precepting, governance, and mentoring
- Support for skill development



In 2023,
141 RNs successfully
completed the
Clinical Ladder
requirements, while
137 RNs met the
requirements in
2024.

RN Turnover Rates

2021: 18.3%

2022: 13.1%

2023: 14.9%

2024: 10.2%

Belief Statement: We believe in the professional potential and personal wellness of each nurse by supporting life-long learning through certification, education and professional development opportunities.

Structural Empowerment

Community Engagement and Volunteering

The ICU and PCU Unit Practice Councils regularly prepare and serve meals at Faith Mission in Elkhart—an initiative that supports the community, fosters team building, and allows nurses to earn clinical ladder points.

During 2023 and 2024 Nurses Week, a non-perishable food drive provided essential supplies to First Light Mission, which supports unhoused individuals in the community.



ICU and PCU Colleagues at Faith Mission

Front row, L to R: Victor Kiprotich, Vivianna Robledo, Emily Bach

Back row: Jose Flores, Simona Flores, Fay McDonald, Jason Lauver, Jamie Lauver, Karen LaChance, Nikki Sorg, Molly Hopkins, JoAnn Alwine

Patient Care Apprentice and Patient Care Extern Programs

Student Nurse Programs

To support the next generation of nurses, Goshen Health offers paid hands-on learning for sophomore (PCA) and junior (PCE) nursing students. Each student is paired with a preceptor for mentorship, gaining experience with patient care, unit-specific skills, and clinical procedures tailored to their education level.



2023: 16 PCEs and 4 PCAs completed the program
2024: 19 PCEs and 6 PCAs completed the program

Student Reflections:

I am feeling much more confident going into my senior year. ~Laura Shoemaker

The patient interactions made me more compassionate... I realized even more that I'm doing what I love. ~Cadence Hartford

This summer solidified my decision to pursue nursing and motivates me to keep going. ~Katie Sauder

Exemplary Professional Practice

From Annual Skills Days to Competent Observers

Historically, Annual Skills Days were used to assess nursing competency. However, this required nurses to attend a skills day on their days off or find time during their shifts to participate in multi-day competency validation events. In 2023, Clinical Practice Specialists and Professional Development Specialists utilized TUL to redesign the competency validation process.

The new approach introduced Competent Observers—experienced RNs who completed specialized training and had their own skills validated in preparation for their role. Once recognized as Competent Observers, these nurses became resources for Colleagues seeking annual skills validation.

With this method, nurses are assessed in real time, on their units, while providing patient care. Competent Observers directly evaluate their Colleagues' skills, fostering greater confidence and efficiency in the validation process. This new approach officially launched in 2024 and resulted in a first-year cost savings of \$33,600.



L to R: Clinical Practice Specialists Kayla Demopoulos, Jamie Lauver, Heidi Stoffel, Charlee Alsmann, Abigail Kamp pictured receiving their cumulative Gain Share of \$3,360.

Belief Statement: We believe nursing is an autonomous profession, therefore we utilize evidenced-based practice, research, TUL/LEAN activities and quality outcomes to drive exemplary professional practice every day, with every patient, in every setting.

Exemplary Professional Practice

Ambulatory Care Coordinators Use AI to Balance Caseloads

Led by Kate Shultz, MBA, BSN, NBC-HWC, and Deb Sweetser, BSN, CCM, this innovative project aimed to enhance care coordination and patient outcomes by optimizing nurse care coordinator caseloads through evidence-based practices and AI-generated acuity scoring

The Ambulatory Care Coordination team began with a comprehensive literature review to identify best practices for caseload management. Building on this foundation, they implemented an AI tool to evaluate patient needs and track acuity levels, referral volume, and caseload manageability. By analyzing these data points, the team uncovered clear patterns linking caseload size, patient acuity, and perceived workload.

Their findings revealed that caseloads exceeding 70 patients were consistently associated with lower manageability ratings, which in turn affected the delivery of high-quality care. Through this analysis, the team identified a caseload “sweet spot” that balanced patient volume and acuity—reducing nurse overwhelm, improving job satisfaction, and contributing to fewer avoidable hospitalizations, emergency department visits, and readmissions.

Integrating AI-driven insights into daily practice, this initiative advances our organizational goals by enhancing nursing excellence, promoting patient safety, and supporting sustainable caseload management in ambulatory care settings.

TSAM Method Improves Orientation

Launched in 2023, the Tiered Skills Acquisition Model (TSAM) is an evidence-based orientation framework designed to build nursing competencies through a structured, tiered approach aligned with adult learning principles. TSAM guides new nurses from foundational skills to advanced practice, promoting confidence and clinical growth.

The model has demonstrated success in shortening orientation time, boosting nurse and preceptor satisfaction, and improving retention.

Leadership for this initiative was provided by Abigail Kamp, MSN, RN, NPD-BC, CEN; Fay McDonald, BSN, RN, MEDSURG-BC; JoAnne Alwine, BSN, RN, CEN; Kayla Demopoulos, MSN, RN, MEDSURG-BC; Heidi Stoffel, BSN, RN, OCN; and Tracy Buller, MSN, RN.



Since we have been utilizing TSAM in the ED, we've seen a decrease in orientation length for experienced ED RNs. Overall, dividing the competencies into chunks (tiers) has made the process more manageable for both the orientee and preceptor, leaving the orientee feeling more confident about the many things there are to learn about ED."
~Abigail Kamp

Exemplary Professional Practice

Interprofessional Collaboration Improves Outcomes for Patients with Chest Pain

Nurses across Goshen Health play a key role in the Chest Pain Center Multidisciplinary Committee (CPCMC)—a collaborative team committed to delivering timely, evidence-based cardiovascular care for patients experiencing chest pain.

The CPCMC includes nurses, physicians, Heart and Vascular Colleagues, lab professionals, and EMS leaders. Together, they review cases, educate staff and the community, and continuously improve processes to ensure rapid recognition and response to heart attack symptoms.

Thanks to this strong collaboration, Goshen Health consistently exceeds national benchmarks:

- Door-to-reperfusion time ≤ 90 minutes
- Door-to-troponin result ≤ 60 minutes

These efforts helped Goshen Hospital earn the NCDR Chest Pain–MI Registry Platinum Performance Achievement Award for the 13th consecutive year, placing us in the top 10% of hospitals nationwide for heart attack care. Only 259 hospitals received this honor in 2024.



100% of inpatient units
outperformed similar organizations
the majority of quarters

- Hospital Acquired Pressure Injuries (HAPI)
- Device Related HAPIs
- Catheter Associated Urinary Tract Infections (CAUTI)
- Central Line Associated Blood Stream Infections (CLABSI)

Quality Outcomes

Our professional practice environment empowers nurses to achieve high-quality outcomes through active participation in professional governance, transparent access to quality data, and continuous improvement using The Uncommon Leader (TUL) tools.

Goshen nurses met the Magnet® standards, outperforming like-sized organizations in the majority of units the majority of the time, in nurse sensitive quality indicators in 2023 and 2024. In many instances, we exceeded the standards, delivering on our mission to improve the health of our community by providing innovative, outstanding care and services, through exceptional people doing exceptional work.

Belief Statement: We believe in providing safe, quality care that anticipates the needs of the patient, family and community by collaborating to provide cost-effective, innovative and comprehensive resources across the continuum.

New Knowledge, Improvements and Innovations

Goshen Heart and Vascular Pioneer Innovative Cardiology Procedure

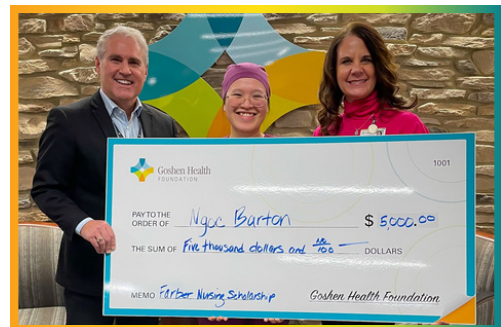
Goshen Heart and Vascular performed one of Indiana's first procedures using a cutting-edge drug-coated balloon (DCB) from Boston Scientific, successfully reopening a coronary artery that had repeatedly clotted despite multiple prior interventions. This rare and complex case underscores our leadership in advanced cardiac care.



The procedure adds to a growing list of innovations at Goshen, where our team routinely utilizes cutting-edge technologies such as drug-eluting stents, Intravascular Ultrasound (IVUS), and Fractional Flow Reserve (FFR) to deliver exceptional outcomes. By pioneering the use of DCBs for in-stent restenosis, Goshen Heart and Vascular continues to set the standard for cardiovascular excellence—bringing the most advanced care to our community.

Farber Nursing Scholarship

The Goshen Health Division of Nursing offers \$5,000 Farber Scholarships to Colleagues pursuing a nursing career. The Farber Scholarship is named after lifetime Goshen residents Ned and Agda Farber. Ned worked for the U.S. Postal Service and Agda Farber worked at First Federal Savings & Loan, and later at Tower Savings & Loan. They were members of First Methodist Church and were active in their philanthropic efforts in the community.



Scholarship recipients include:

2023

- Ngoc Barton, Clinical Resource Unit

2024

- Madison Sheperd, Medical /Surgical
- Allison Canniff, Center for Cancer Care Medical Oncology
- Erin Castrol, Goshen Physicians Keystone



New Knowledge, Improvements and Innovations

New Tools for Evidence-Based Practice

Ovid Synthesis is a powerful platform designed to advance evidence-based practice (EBP), quality improvement, and research by fostering a spirit of inquiry across healthcare settings. It offers healthcare professionals streamlined access to literature, expert-guided synthesis tools, and a collaborative online workspace—all aimed at improving patient outcomes through informed decision-making.

In 2024, Goshen Health implemented Ovid Synthesis, thanks to the leadership of Erica Prough, Michelle Lambright and Lisa Helfrich. Collaborating closely with the Ovid team, they customized the platform to align with our nursing resources and The Uncommon Leader (TUL) tools—making it more intuitive, relevant, and impactful for our Colleagues.

Newly licensed nurses in our RN Residency Program were the first to use Ovid Synthesis for their EBP projects. Their positive experience not only enhanced their learning but also laid the foundation for a lasting culture of inquiry, innovation, and evidence-based care at Goshen Health.

Research Expo

Held in the fall of 2024, the Research Expo offered nursing Colleagues an opportunity to showcase their evidence-based practice projects through engaging poster presentations. Sponsored by the Professional Development and Research Council, the event was designed to foster professional growth and celebrate a spirit of inquiry. The Expo underscored the vital role of evidence in advancing nursing practice and improving outcomes for our patients, Colleagues, and community.

The following projects were highlighted at the expo:

In comparison to traditional in-person nursing, what are the benefits experienced by unit nurses when utilizing virtual nursing interventions in healthcare settings.

- Ann Gonzalez, BSN, RN
- Katelynn Weldy, RN
- Kathleen Funk, RN
- Elizabeth Stout, BSN, RN
- Anna Beatty, BSN, RN



New Knowledge, Improvements and Innovations

Does a zone-nursing staff approach decrease the amount of falls in hospitalized patients compared to an acuity-based staffing model?

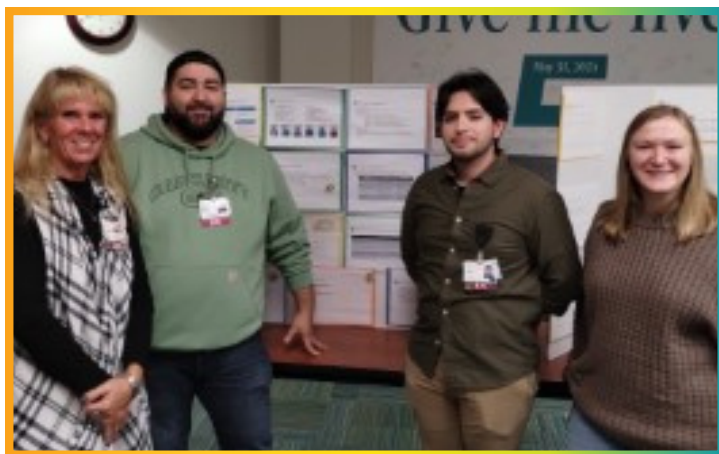
- Amanda Gannon, RN
- Thye Ram, BSN, RN
- Kalynn Workman, RN
- Lauren Winkler, RN
- Lidia Olayo Evangelista, RN

Does the Eat, Sleep, Console Scale improve screening and treatment in newborns at risk for withdrawal compared to the Neonatal Abstinence Syndrome scale?

- Charlee Alsman, MSN, RN, C-EFM, RNC-OB, C-ONQS, NPD-BC
- Isabella Dunlap, BSN, RN
- Ashley Moreno, BSN, RN

TSAM Tiered Skills Acquisition Model

- Heidi Stoffel, BSN, RN, OCN
- Abby Kamp, MSN, RN, NPD-BC, CEN
- Jamie Lauver, MSN, RN, CCRN, NPD-BC
- Kayla Demopoulos, MSN, RN, MEDSURG-BC
- Charlee Alsman, MSN, RN, C-EFM, RNC-OB, C-ONQS, NPD-BC
- Tracy Buller, MSN, RN



Analysis and implementation of bedside reporting on a MedSurg unit

- Nathan Shedrow Ortiz, BSN, RN
- Jeff Smith, BSN, RN, MEDSURG-BC
- Juan Flores, BSN, RN
- Rebekah Bontrager, BSN, RN, MEDSURG-BC
- Cheryl Stump, RN
- Michelle Coverstone
- Renee Miller, MSN, RN, CMSRN
- Heather Bishop

Compassionate Care: Navigating End-of Life for NLNs

- Michelle Lambright, BSN, RN
- Lisa Helfrich, MSN, RN, NPD-BC

In the context of care coordination within accountable care organizations without standardized caseloads, which acuity tool is most suitable for guiding care coordination or case management to achieve optimal patient outcomes, minimize readmissions, enhance nursing job satisfaction, and improve financial indicators?

- Kate Shultz-BSN, RN, ACE
- Sheila Graber, BSN, RN, CCM
- Julia Royce, BSN, RN, CCM
- Lorene Miller, BSN, RN, CCM
- Pam Tomecek, BSN, CCM
- Holly Ilada, BSN, CCM



Awards, Presentations and Publications

Fifth Magnet® Designation: Magnet *with Distinction*®

In May 2024, Goshen Hospital achieved its 5th Magnet® designation, earning the new honor of Magnet *with Distinction*® from the American Nurses Credentialing Center (ANCC). This elite recognition sets apart top-tier hospitals that exceed the highest standards in nursing excellence.

In March 2024, three nurse appraisers from the ANCC Magnet Recognition Program® visited Goshen Hospital as part of our re-designation process. Their goal: to verify, validate, and amplify the professional practice examples highlighted in our Magnet document.

During their visit, appraisers interviewed nurses, patients, healthcare team members, and community leaders. They frequently praised our work—encouraging us to publish and share our best practices nationally.

The visit was marked by strong Colleague engagement and a palpable sense of pride. Appraiser feedback affirmed the exceptional nursing practice and interprofessional collaboration that define our commitment to outstanding care for patients, families, and the community.

“What Magnet Means to Me” Video

Colleagues shared their personal reflections on “What Magnet Means to Me,” offering insights into how Magnet designation has shaped their work and deepened their commitment to excellence in care.

Nurses, physicians, a pharmacist and one of our patients express the pride, purpose, and passion that Magnet represents. They remind us that Magnet is more than a recognition—it’s a reflection of who we are and the difference we strive to make every day.



PPC Chair Rachelle Anderson, BSN, RN, MEDSURG-BC, shares her insights in the ‘What Magnet Means to Me’ Video

Awards, Presentations and Publications

Goshen Hospital Exceeded Magnet® Standards of Excellence, Achieving Exemplars in Nine Areas:

- Greater than 80% of nurses with a bachelor degree or higher
- Sustained decrease in Hospital Acquired Pressure Injury (HAPI) rate in the Oncology department
- Sustained decrease in HAPI rates in the Medical Surgical department
- Outperformance of the national benchmark for falls with injury in 100% of the inpatient departments
- Outperformance of the national benchmark for Catheter Associated Urinary Tract Infection (CAUTI) rate in 100% of the inpatient departments
- Outperformance of the national benchmark for Hospice patients receiving opioids treated with a bowel regimen in all 8 quarters
- Outperformance of the national benchmark in the Emergency Department for chest pain patients and hospital arrival to first troponin result in ≤ 60 minutes
- Outperformance of patient experience in 100% of inpatient units in the category of responsiveness
- Outperformance of patient experience in 100% of ambulatory care settings in the category of patient education



Left to Right: Charlee Alzman, Kate Neely, Erica Prough, Luke Peters, Tori Espinosa, Rachelle Anderson, Rachel Behrman, Simona Flores, Rachel Geiger, Rebecca Simmons, Kristi Miller and Emily Bender represented our nursing team at the ANCC International Magnet and Pathway Conference in October 2024 in New Orleans.

Awards, Presentations and Publications

Fifth Magnet® Celebration



Awards, Presentations and Publications



Awards, Presentations and Publications

We Honor Veterans

This award recognizes the Goshen Hospice team's dedication to providing exceptional end-of-life care and as well as caring for the unique needs of armed services veterans and their families. Hospice nurses engage members of local veterans' organizations and patients to better understand the care needs and concerns.

Beacon Award for Excellence

The Intensive Care Unit (ICU) at Goshen Hospital earned a silver-level Beacon Award for Excellence in 2024. This award, presented by the American Association of Critical-Care Nurses, recognizes the ICU's exceptional patient care and healthy work environment, marking the fifth time the unit has received this honor.

Baby Friendly

Goshen Hospital has been designated a Baby-Friendly Hospital thanks to exceptional efforts by nurses on the Birthplace. The Baby-Friendly initiative is sponsored by the World Health Organization and the United Nations Children's Fund. The hospital successfully earned redesignation in 2020.

INSpire Hospital of Distinction

This award, presented by the Indiana Hospital Association in collaboration with the Indiana Department of Health, honors hospitals for their excellence in implementing best practices to improve maternal and infant health outcomes. In 2024, The Birthplace was honored to receive this award for the fifth consecutive year.

Indiana Perinatal Levels of Care Designation

Perinatal Levels of Care designation is a certification system established by the Indiana Department of Health to ensure that hospitals and birthing centers provide appropriate care for pregnant women and newborns, tailored to the complexity of their medical needs. This certification underscores Goshen Hospital's commitment to maintaining high standards in maternal and neonatal care.



Awards, Presentations and Publications

American College of Radiology Re-Accreditation

The American College of Radiology recognizes Goshen Hospital as a Diagnostic Imaging Center of Excellence®. Additionally, The Center for Cancer Care is also reaccredited, highlighting their commitment to quality radiation oncology practices.

America's 250 Best Hospitals Award™

Goshen Hospital was honored with Healthgrades America's 250 Best Hospitals Award™ in both 2023 and 2024, placing it among the top 5% of hospitals nationwide for clinical excellence.

ANCC Contact Hour Accreditation

Goshen Hospital has been accredited as a provider of continuing nursing professional development by the American Nurses Credentialing Center (ANCC) since 2005. Accreditation assures that the ANCC standards are followed in the planning, implementation, and evaluation of education for which contact hours are given. Nurses at Goshen benefit from the high-quality contact hour offerings provided and can earn contact hours at no cost.

Colonoscopy and Endoscopy

Goshen Health's Ambulatory Surgery Center has been recognized for excellence in performing colonoscopy and endoscopy procedures. In July 2024, *U.S. News & World Report*, in collaboration with CareJourney, included the center in its list of the nation's best ambulatory surgery centers (ASCs) based on performance metrics such as patient outcomes, complication rates, and unplanned hospital admissions. Additionally, the American Society of Gastrointestinal Endoscopy (ASGE) has honored Goshen Health for providing high-quality, safe endoscopic care.

NCDR Chest Pain-MI Registry Platinum Performance Achievement Award

In 2024, Goshen Hospital received the NCDR Chest Pain-MI Registry Platinum Performance Achievement Award from the American College of Cardiology and the American Heart Association. This accolade places the hospital among the top 10% nationally for heart attack care and acknowledges its consistent adherence to high-quality care standards for 13 consecutive years.

Awards, Presentations and Publications

MACademy Awards

The annual MACademy Awards offer a meaningful opportunity to pause and celebrate Colleagues for their innovative and exceptional contributions. Each year, the Management Action Council (MAC) reviews over 400 nominations submitted by peers across the organization.

Nurses are frequently among the nominees and recipients in categories such as Compassion, Accountability, Respect, Excellence, Customer Service, Education, Quality, Innovation, and Financial Improvement.

Two special honors include:

- **The Uncommon Leader (TUL) Ambassador Award**, selected by MAC, recognizing a Colleague's commitment to continuous improvement using TUL tools. Five nursing Colleagues were honored to be the recipients of this award in 2024 (see below).
- **The President's Award**, presented by CEO Randy Christophel, honoring individuals who have made a significant impact on our culture and advanced our mission. Randy states, "Rebecca restructured her departments and retrained team, accelerating our quality in home care and hospice, and improving our patient access times/ experience...Rebecca's insight and impact can be felt across the organization. Rebecca lifts up other leaders through mentoring, drives to achieve organizational goals, and leads our Colleagues with compassion through hard decisions and numerous changes."



2024 President's Award

Left to right: Jen Shetler, PT, DPT, CEEAA, **President's Award Winner Rebecca Simmons, MSN, RN, NE-BC**, and Colleen Caskey, BSN, RN



2024 TUL Ambassador Award

Left to right: Kayla Demopoulos, MSN, RN, MEDSURG-BC, Abby Kamp, MSN, RN, CEN, NPD-BC, Heidi Stoffel, BSN, RN, OCN, Charlee Alsman, MSN, RN, C-EFM, RNC-OB, C-ONQS, NPD-BC, Jamie Lauver, MSN, RN, CCRN, NPD-BC

Awards, Presentations and Publications

2023 MACademy Awards:



Education Group Award:
Creative Education for Treating Hypertensive Patients

Left to Right: Londyn Baker, BSN, RN, RNC-OB, Charlee Alsman, MSN, RN, C-EFM, RNC-OB, C-ONQS, NPD-BC, Megan Ewing, BSN, RN, RNC-OB, Kelly Miller Biddle, BSN, RN, RNC-OB, Katrina Evans Harris, BSN, RN, RNC-OB. Not pictured: Caitlyn Hooley, BSN, RN, RNC-OB, Janay Wilson, BSN, RN, RNC-OB



Patient Safety Group Award:
Paracentesis & Thoracentesis Order Set Changes

Left to Right: Michelle Sinkovics, Angie Lucas, MSN, RN, CCRN-K, Lindsay Johnson, Michelle Rubo, RN. Not pictured: Lorri Allen, Rose Mace, Kristin Snyder



2024 MACademy Awards



Accountability Award

Left to right: Tori Espinosa, BSN, RN, PCCN, Marlene Marks, MSN, RN, CCM, CPHQ



Innovation Individual Award

Emily Grooms, BSN, RN, RN-BC



Patient Safety Individual Award

Kaitlin Sager, BSN, RN

Awards, Presentations and Publications



Customer Service Group Award:
Rabies Vaccine Administration

Left to right: Kathy Turco, BSN, RN, CEN, Amanda Malone, Ashley Ladig, BSN, RN, OCN, Allison Pinion, MSN, RN, CMGT-BC, Taide Galvez, Erica Unzicker Not pictured: Teresa Jackson, Cassandra Newby, Chris Reilly, BSN, RN, CEN, CPEN, TCRN, CTRN, David Rippey, RPh, Madeline Woody, BSN, RN, OCN



Innovation Group Award:
2023 After hours Committee

Left to right: Kate Neely, BSN, RN, RNC-OB, Janay Wilson, BSN, RN, RNC-OB, Amy Garoutte, BSN, RN, RNC-OB, NE-BC, Constance Curtis, BSN, RN, Libby Dunn, BSN, RN, PCCN, Emily Spicher, BSN, RN, CEN, Not pictured: JoAnn Alwine, BSN, RN, CEN



Financial Improvement Group Award:
PICC Line Training

Left to right: Stephen Garber, BSN, RN, NE-BC, Sarah Sark, BSN, RN, CCRN, Tori Espinosa, BSN, RN, PCCN, Jamie Lauver, MSN, RN, CCRN, NPD-BC, Brenda Price Not pictured: Ram Khattri Chettri, MBA, BSN-HCM, MS, MATS, FNP-C, Chris Lamble, BSN, RN, CCRN, Clarissa Villegas, BSN, RN.



Patient Safety Group Award:
Telemetry Management

Left to right: Marlene Marks, MSN, RN, CCN, CPHQ, Abby Kamp, MSN, RN, CEN, NPD-BC, Terri Miller, BSN, RN, NE-BC, Patty Smith, BSN, RN, NE-BC, Angel Keene, MSN, RN, CEN, Renee Miller, MSN, RN, CMSRN, Stephen Garber, BSN, RN, NE-BC, Not pictured: Jill Barber, BSN, RN, CCRN-K, Simona Flores, BSN, RN, NE-BC, Angie Lucas, MSN, RN, CCRN-K

National and Regional Presentations

Association for Professionals in Infection Control and Epidemiology (APIC) Conference

Emily Grooms, BSN, RN, RN-BC and Manager of Clinical Informatics, presented on utilizing VigiLanz software to identify severe sepsis in ED patients at the June 2024 APIC Conference in San Antonio, TX.



MHA Safe Table Event

In June of 2023, Goshen Hospital hosted the Michigan Hospital Association, consisting of quality and risk leaders from the region that come together quarterly to learn about and process high risk events. Marlene Marks, MSN, RN, CCM, CPHQ and Director of Quality and Performance Improvement, presented and led a group discussion on risk topics related to technology- ransomware, downtime, technology health literacy of patients and more.



Vizient RN Residency Conference

Michelle Lambright, BSN, RN, and Lisa Helfrich, MSN, RN, NPD-BC, traveled in April of 2023 to New Orleans to present a poster at the Vizient RN Residency National Conference. Many conference attendees stopped to view the poster, titled “Fostering Growth during Transition and Celebrating Accomplishments” which highlighted our work supporting newly licenses nurses at Goshen Hospital.



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Goshen Hospital

