



2025 Nursing Annual Report



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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 at Goshen Health



It is my honor to recognize and celebrate the extraordinary accomplishments of our nursing team as reflected in this annual report. Together, we continue to elevate the standard of care—delivering exceptional outcomes, advancing professional practice, and embracing innovation—all while compassionately serving our patients, families, and community. This report highlights the strength of our shared commitment to excellence. Through collaboration, ingenuity, and unwavering dedication, our nurses have driven meaningful progress across the organization and strengthened the impact of professional nursing practice.

Our culture of empowerment continues to inspire nurses to lead and advance practice through shared decision-making, strengthened professional governance, and a deep commitment to continuous learning. From clinical advancement to certification and academic achievement, our nurses exemplify what it means to pursue excellence and elevate the profession. Professional development remains a cornerstone at Goshen. We celebrate the many nurses who have pursued growth. Their dedication to lifelong learning not only strengthens their individual practice but also elevates the profession as a whole and inspires those around them.

I am continually inspired by our remarkable nursing team. Their unwavering commitment to our mission—to improve the health of our community through innovative, outstanding care delivered by exceptional people—defines who we are and what we stand for.

Please join me in celebrating the exceptional contributions of our nurses. Together, we will continue to advance nursing practice and deliver excellence to all those we are privileged to serve.

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

Transformational Leadership

New Nurse-To-Patient Ratios

Guided by evidence and the voices of those closest to the work, CNO Julie Crossley, MSN, MBA, RN, NEA-BC, successfully advocated for a **one-to-four or less nurse-to-patient ratio across all inpatient units**, reinforcing our commitment to patient safety, high-quality care, and nurse well-being. This proactive investment ensures manageable workloads, supports personalized care, and strengthens a sustainable practice environment.

Goshen Hospital's nursing excellence has been nationally recognized through the American Nurses Credentialing Center's Magnet Recognition Program® since 2004. A five-time Magnet designated organization, Goshen Hospital was the 5th in the world to achieve Magnet with Distinction® —an honor held by fewer than 60 hospitals at the end of 2025. Moving to the new ratios reflects our continued commitment to investing in our nursing workforce and delivering exceptional patient care and services. Improved ratios are one more way that we are a nationally recognized industry leader.



Leading Our
Region with
1-to-4
Nurse-to-Patient
Ratios.

“Establishing a one-to-four ratio affirms our belief that exceptional care begins with strong support for our nurses who work directly with patients. This change allows our nurses the time and focus they need to care for patients while also ensuring a healthy and sustainable work environment for our nursing teams.”

**Julie Crossley, MSN, MBA, RN, NEA-BC,
Chief Nursing Officer**

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

Nursing Professional Governance gives nurses closest to the work a voice and real authority over their practice, making it the backbone of how we operate and what sets our nursing practice apart. Much of this work is carried out through our committees and councils. **Our 2025 accomplishments directly aligned with our nursing strategic priorities.** Below are just a few of our Professional Governance accomplishments:

2025 Unit Practice Council Leadership

Medical / Surgical Chair: Juan Flores, BSN, RN

Oncology / CRU Chair: Marianne Grace, BSN, RN, MEDSURG-BC

Chair Elect: Sherri Martin, BSN, RN, MEDSURG-BC

ICU Chair: Makennize O'Campo, BSN, RN, MEDSURG-BC

PCU Chair: Stacey Griffin, RN

Birthplace Chair: Abbey Johnson, BSN, RN, RNC-OB

Chair Elect: Christina Moyer, BSN, RNC-OB

Emergency Department Chair: Kyla Edwards, RN, CEN

Chair Elect: Kaci Yoder, BSN, RN, CEN

Surgical Services Chair: Rachael Geiger, BSN, RN,

Chair Elect: Hayden Sardina, RN and Charmane Lorman, RN

Medical Home Chair: Shiela Graber, BSN, RN, CCM

Chair Elect: Julia Royce, BSN, RN, CCM

Center for Cancer Care Chair: Emily Bender, BSN, CBCN

Home Care & Hospice Chair: Moriah Moore, BSN, RN, CHPN

Chair Elect: Penny Hall, MSN, RN

Unit Practice Council Accomplishments

- Increased the number of Colleagues taking scheduled breaks to 86% taking breaks 80% of the time through improved team coverage and support.
- Implemented evidence-based early mobility tracking to enhance patient outcomes.
- Improved safety and workflow efficiency through successful advocacy for the deployment of wireless BMV scanners in each patient room.
- Created badge buddy resource for infant warmer set-up and resuscitation based on Neonatal Resuscitation Program guidelines.
- Developed a "Triage Assist" process to expedite the collection of patient vital signs during check-in, particularly during high-volume Emergency Department periods.
- Implemented a formal report process between OR and PACU.
- Developed quarterly meetings for assistance with clinical ladder, overall encouragement, opportunities to share and bring forward ideas for improvement.
- Added members from Goshen Physicians to collaborate with Ambulatory Care Coordination and Acute Care Coordination.
- Reviewed data on ED admissions and created nursing-driven action plans.

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®**.

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..

Transformational Leadership

2025 Core Council & Committee Leadership

Nursing Management Council

Chair: Ashley Ladig, BSN, RN, OCN

Chair elect: Kristi Miller, MSN, RNC-OB, NE-BC

Professional Practice Council

Chair: Rachelle Anderson, BSN, RN, MEDSURG-BC

Chair elect: Abbey Johnson, BSN, RN, RNC-OB

Professional Development & Research Council

Chair: Lisa Helfrich, MSN, RN, NPD-BC

Chair elect: Heidi Stoffel, BSN, RN, OCN

Informatics & E-Docs

Chair: Dianne Hogan, BSN, RN, RNC-OB

Chair elect: JoAnn Alwine, BSN, RN, CEN

Patient Care Transitions Committee

Chair: Holly Ilada, BSN, RN, CCM

Chair elect: Pamela Tomecek, BSN, RN, CCM

After Hours Committee

Chair: Kate Neely, BSN, RN, RNC-OB



Brian King from HR helping JoAnn Alwine, BSN, RN, CEN, with benefits



Kate Neeley, BSN, RN, RNC-OB, gives Hannah Diener, BSN, RN, a flu shot during an After Hours event

Core Council Accomplishments

- Reviewed and approved nursing policies, practice alerts, and new processes.
- Provided mentorship for Colleagues completing evidence-based practice projects, showcasing them in the Research EXPO.
- Improved performance in documentation of blood, critical labs and pain assessment.
- Developed an evidence-based Culture Assessment for admitted patients.
- Provided education, FIT testing, flu shots and open enrollment assistance at 2300 to accommodate night shift needs.



After Hours Easter Event: Esther Crist, Tiffany Miller, BSN, RN, C-EFM, & Shanae Perkins, RN

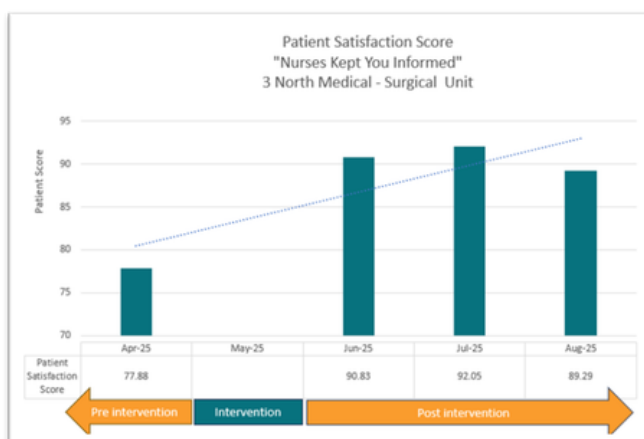
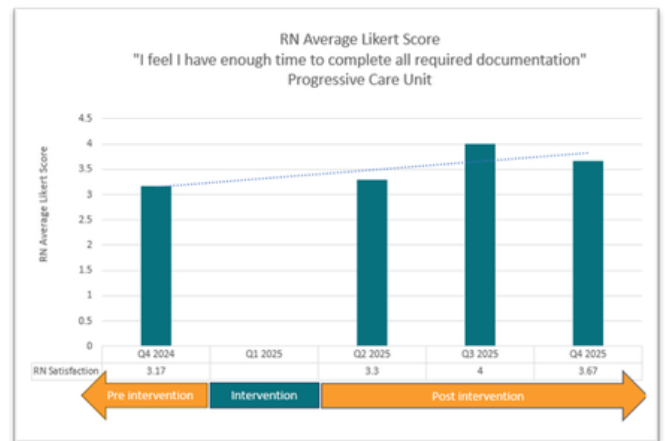
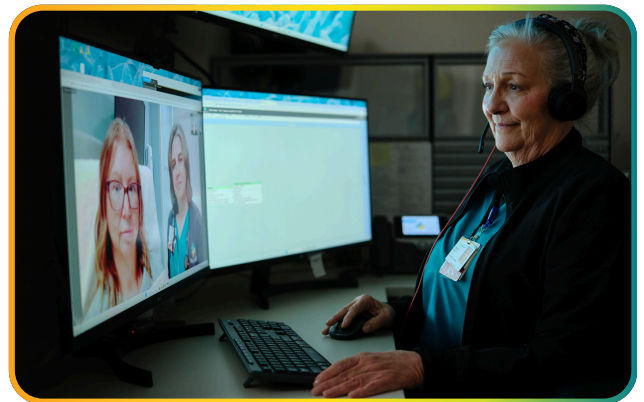
Transformational Leadership

Transforming Care Delivery Systems

Virtual Nursing (VN) was piloted in our Progressive Care Unit in the first quarter of 2025 and then launched in our Medical Surgical and Oncology units in May. The purpose of virtual nursing is to reduce workload burden on bedside nurses and return valuable time back to direct patient care rather than computer-based documentation.

In addition to workload support, we designed the program to provide an expert RN resource for newer nurses, allowing them to ask questions and strengthen clinical judgment and critical thinking in real time. Virtual nursing also creates an alternative pathway for experienced nurses to remain closely connected to bedside care in a different capacity.

Primary VN responsibilities include admissions, discharges, chart surveillance, sepsis notification, patient rounding, and critical lab monitoring. Since implementation, we have seen the value for both patients and nurses. Novice nurses gain immediate access to experienced clinical guidance, patients receive additional education and engagement, and bedside nurses regain time that would otherwise be spent completing admission and discharges, allowing them to focus more fully on direct patient care.



The Virtual Nursing initiative got off the ground thanks to many Colleagues, but the core team consisted of:

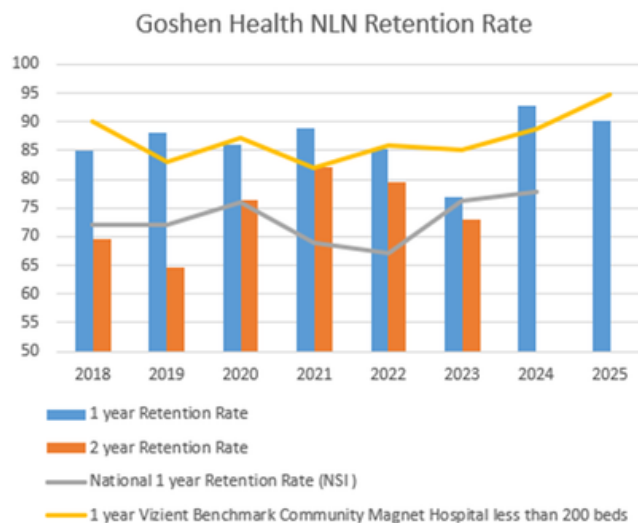
Terri Miller, BSN, RN, NE-BC, Dustin Copeman (IT Support), Jill Barber, BSN, RN, CCRN-K, Juli Yoder, BSN, RN, Dianne Hogan, BSN, RN, RNC-OB, Heather Sloan, BSN, RN, Simona Flores, BSN, RN, NE-BC, Heidi Stoffel, BSN, RN, OCN, Alyssa Bennett, BSN, RN, Flora Alailima, MSN, RN, MEDSURG-BC, Lorene Miller, BSN, RN, CCM, Elizabeth Dunn, RN and Melissa Bohnke, BSN, RN, CEN.

Structural Empowerment

RN Residency

Our RN Residency program has supported newly licensed nurses since it began in 2007. The program, currently under the leadership of Lisa Helfrich, MSN, RN, NPD-BC and Michelle Lambright, BSN, RN, **graduated 2 cohorts in 2025, helping a total of 22 newly licensed RNs successfully transition into professional nursing practice.**

In 2025, Michelle and Lisa launched Refresh and Reboot to provide ongoing support for recent graduates of the RN Residency program. Participants receive 1.5 ANCC contact hours for participation in this class that focused on professional development opportunities and accountability.



Cohort 16



Jerilyn Harmon, BSN, RN, Maria Camilo, BSN, RN, Alexis Miranda, BSN, RN, Avilene Evangelista, BSN, RN, Arika Hasty BSN, RN, Kayla Pippenger, BSN, RN, Sophia Eli, BSN, RN, Valentina Guaina, BSN, RN, Kailyn Stewart, BSN, RN, Karina Jimenez, BSN, RN, Ashley Valencia, BSN, RN, Jenrieshka Aerin, RN, Alma Rosa Carrillo Flores, BSN, RN, Leslie Moreno, BSN, RN, Kailey Orton, RN, Braedyn Byler, BSN, RN

Cohort 17



Paige Troyer, BSN, RN, Olivia Lilly, BSN, RN, Taylor Fraley, BSN, RN, Shanae Perkins, RN, Betsy Reyes, BSN, RN

Structural Empowerment

Launch of Shift Coordinator Workshop

To strengthen support for nurses serving in this essential leadership role, Shift Coordinators participated in one of three workshop sessions offered this year. The workshop was thoughtfully designed to equip and empower nurses with the tools, resources, and practical strategies needed to lead effectively within their respective departments.



Participants engaged in focused learning aimed at enhancing communication, decision-making, and operational leadership skills. **Fifty-one RNs participated** and received 2.8 ANCC contact hours in recognition of their commitment to ongoing professional development.

Workshop input was given by:

Amy Garoutte, BSN, RN, RNC-OB, NE-BC, Andrea Keck, MSN, RN, RNC-OB, C-EFM, NE-BC, Erica Byrns, BSN, RN, CEN, Kristi Miller, MSN, RN, RNC-OB, NE-BC, Erica Prough, MSN, RN, NEA-BC, NPD-BC, Lisa Helfrich, MSN, RN, NPD-BC, & Tracy Buller, MSN, RN.



2025 Farber Nursing Scholarship Recipients

Goshen Health is proud to recognize three outstanding Colleagues who have been awarded the Farber Nursing Scholarship, each exemplifying our mission through their dedication to compassionate care and excellent services. This scholarship supports their continued growth by providing funds toward their nursing degree, helping them advance their education and further strengthen the care they provide to our community.



Jim Caskey, Foundation VP & CNO Julie Crossley pose with Alejandra Murillo, Phlebotomist, Lab & Kimberly Camilo, USNA, ICU



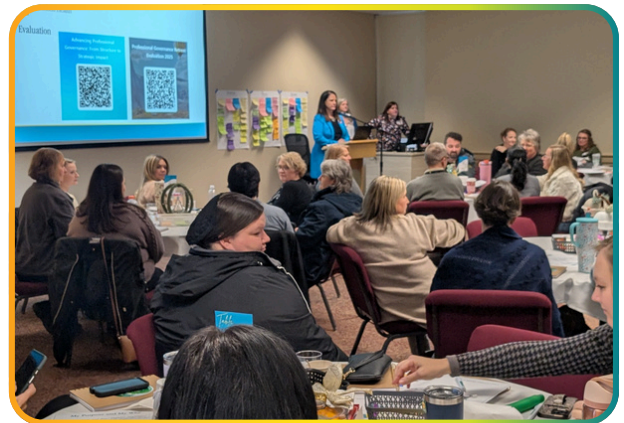
Jim Caskey & Julie Crossley pose with Allison Canniff, MA, Cancer Center

Structural Empowerment

Annual Professional Governance Retreat

Nursing leaders, including clinical nurses serving as Unit Practice Council chairs, gathered in December to celebrate the accomplishments of our professional governance councils and committees and to learn from the expertise of Dr. Tim Porter-O'Grady, DM, EdD, APRN, FAAN, FACCWS. A nationally recognized thought leader, Dr. Porter-O'Grady has dedicated his career and legacy to advancing best practices in professional governance and empowering nurses to lead within their practice environments.

Through meaningful engagement and thoughtful dialogue following his presentation, participants deepened their understanding of shared leadership and reaffirmed their commitment to strengthening our culture of professional governance. The insights gained continue to guide our efforts as we move forward with a renewed focus on nursing excellence.



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



Structural Empowerment

Nurse Leader Mentoring

The Nurse Leader Mentoring Program continues to play a vital role in supporting leadership development and successful transition into our organization. **In 2025, 9 nurses joined the nursing leadership team** and were paired with experienced leaders, forming 9 mentor–mentee dyads through the program.

This evidence based, structured program is designed to facilitate assimilation into our culture and professional practice while fostering connection, confidence, and leadership growth. Through monthly face-to-face meetings, mentors provide guidance, share institutional knowledge, and offer meaningful support and encouragement. Together, these partnerships strengthen leadership engagement, promote continuity, and reinforce our commitment to developing nurse leaders who are well-prepared to thrive within our organization.

Mentor & Mentee Dyads

Jeli Gill, BSN, RN, Nursing Manager & Simona Flores, BSN, RN, NE-BC, Nursing Manager

Felicia Sebastian, BSN, RN, Educator & Lisa Helfrich, MSN, RN, Professional Development Specialist

Mandi Gall, BSN, RN Nursing Manager & Patty Smith, BSN, RN, NE-BC, Nursing Manager

Kim Greising, MBA-HC, BSN, RN, Administrative Director & Rebecca Simmons, MSA, BSN, RN, NE-BC, Director

Jennifer Little Anderson, MSN, MBA, RN, Director & Terri Miller, BSN, RN, NE-BC, Director

Roland Helmuth, MBA-HM, BSN, RN Administrative Director & Angel Keene, MSN, RN, CEN, BCEN, Director

Diana Vogeler, MSN, RN, CV-BC, Nursing Manager & Renee Miller, MSN, RN, CMSRN, Nursing Manager

Christy Walker, BSN, RN, Wound/ Ostomy & Kayla Demopolous, MSN, RN, MEDSURG-BC, Clinical Practice Specialist

Shawana Himes, BSN, RN, Perioperative Educator & Heidi Stoffel, Clinical Practice Specialist, BSN, OCN.

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

Offering Degree Advancement

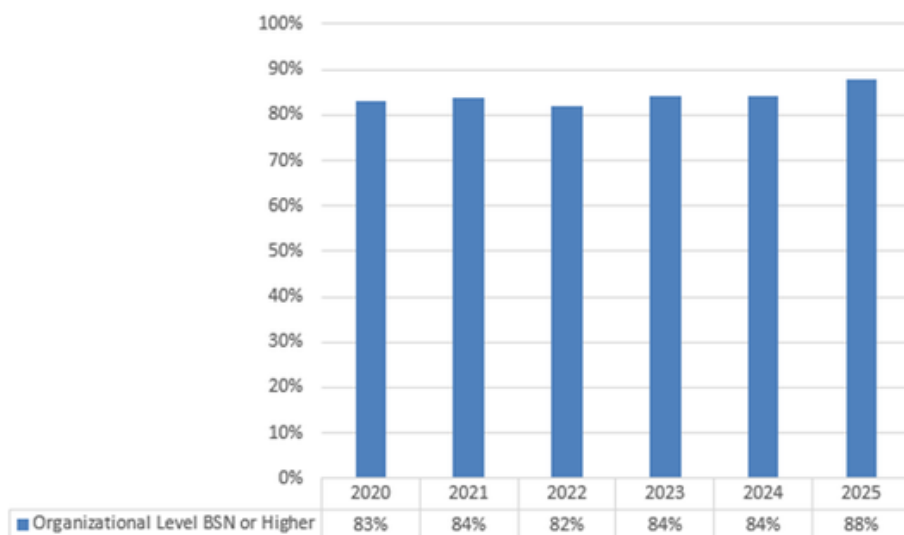
Nurses at Goshen Health continue to elevate the profession by pursuing advanced education, including bachelor's and master's degrees. Goshen actively supports this growth through tuition reimbursement, loan-repayment programs, and full-tuition options for select academic pathways, helping remove financial barriers for Colleagues who want to continue their education. **In 2025, three of our RNs utilized tuition reimbursement while at the same time eight RNs are advancing their degrees.**

At the end of 2025, 88% of Goshen Hospital nurses held a BSN or higher, allowing us to not only meet but sustain our Nursing Strategic priority of maintaining at least 80% BSN-prepared nurses. This achievement aligns with the Institute of Medicine's recommendation for a highly educated nursing workforce equipped to deliver the highest quality patient care.

We celebrate the dedication, hard work, and long-term commitment of all nurses who continue advancing their education and strengthening our profession.

88% of Goshen Hospital nurses held a BSN or higher

RNs Earning a Bachelor or Higher Degree in Nursing



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

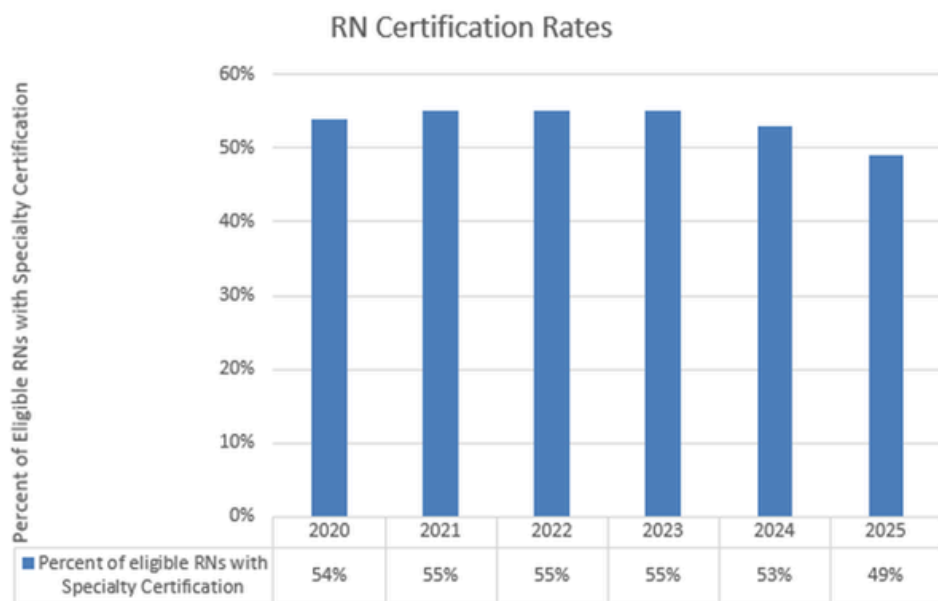
Professional Board Certification

Professional board certification is a highly valued accomplishment at Goshen Health and a significant milestone in a nurse's professional journey. Certification demonstrates a nurse's dedication to lifelong learning, specialized expertise, and a strong commitment to excellence in patient care.

Goshen Health is proud to support nurses throughout the certification process. Department leaders provide guidance, study resources, and encouragement, while financial support programs such as ANCC Success Pays, OCN Free Take, and other cost-eliminating initiatives help remove financial barriers so nurses can pursue certification without personal expense.

Nurses who achieve board certification are celebrated through public recognition and gain access to advancement opportunities within the RN Clinical Ladder, further reinforcing our culture of professional growth and high-quality care.

Each year, both organizational and departmental certification goals are established, and progress is monitored throughout the year. **By the end of 2025, 48.5% of eligible nurses at Goshen Health had achieved specialty board certification**, reflecting strong engagement and shared commitment to professional growth.



48.5% of eligible nurses achieved specialty board certification

Structural Empowerment

Clinical Ladder

Goshen Hospital's Nursing Clinical Ladder supports professional growth and recognizes excellence among direct-care nurses. Since its launch in 2022, the program has contributed to improved workforce stability, with participating nurses demonstrating a 4–6% higher retention rate than non-participants.

In 2025, 128 nurses successfully completed the Clinical Ladder, earning a financial bonus in recognition of their commitment to advancing professional practice. Collectively, Ladder participants contributed more than 560 hours of community service, supporting local organizations and promoting community health. They also engaged actively in Professional Governance, strengthened unit-based quality and safety initiatives, and advanced evidence-based practice across the organization.

128 RNs successfully completed the Clinical Ladder requirements, and contributed more than 560 hours of community service.

Patient Care Externs (PCEs)

PCEs are nursing students entering the final year of their nursing program, typically between their junior and senior year. This 10-week summer program is designed to support nursing students in their pursuit of a professional nursing degree.

Under the leadership of Michelle Lambright, BSN, RN, **22 PCEs participated in the program in 2025**; over 50% committed to return to Goshen Health as registered nurses after graduation, strengthening our future workforce and supporting our ongoing commitment to developing the next generation of nurses.

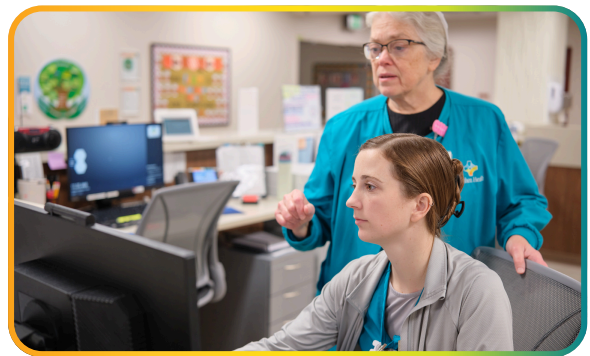


Chloe Boggs, Kimberly Camilo, Pilar Canedo, Sarah Cropsey, Kayla Donis, Madelaine Eblen, Mona Galeb, Karlie George, Magaly Gonzalez, Cadence Hartford, Jenna Knepp, Kaylen Carlson, Leah Miller, Anna Ryman, Katie Sauder, Cloey Schmucker, Lyllian Sutton, Naomi Uhlmann, Erin Wine, Lucas Wrenn, Kaylee Yoder.

Exemplary Professional Practice

Advancing Nursing Orientation & Preceptor Excellence

Two years ago, nursing launched the **Tiered Skills Acquisition Model (TSAM)** to strengthen and individualize orientation for newly hired RNs. This evidence-based approach supports experienced nurses in transitioning efficiently to practice while ensuring new graduate RNs build competence and confidence without unnecessary overwhelm. TSAM continues to provide a structured, competency-driven framework that promotes safe, progressive skill development across units.



This year, nurse educators further advanced our unit onboarding strategy by developing a comprehensive preceptor evaluation grounded in evidence-based competencies from the Association for Nursing Professional Development (ANPD).

Evaluation results affirm the strength of our preceptor and trainer community, reflecting a knowledgeable and engaged nursing team committed to developing others. Orientation experience ratings remain strong, reinforcing the important role nurses play in creating supportive learning environments that help new staff transition successfully into practice and deliver safe, high-quality patient care.

Overall orientation experience ratings also remain strong, reinforcing the positive impact of this work:

- 94% of RNs reported their orientation was tailored well or very well to their individual learning needs.
- 97% felt well or very well prepared to safely care for patients.
- 94% felt well or very well prepared to effectively manage their workload.
- 91% felt well or very well prepared to respond to unfamiliar and/or high-risk situations.

These outcomes reflect our continued commitment to evidence-based onboarding, strong preceptor development, and ensuring every nurse enters practice prepared, supported, and confident in delivering safe, high-quality care.

Exemplary Professional Practice

Improved Spiritual Distress Screening Tool

Utilizing *The Uncommon Leader (TUL)* tools, an interdisciplinary team implemented a new spiritual distress screening tool as part of the admission assessment. Previously, nurses often defaulted to asking if a patient wanted to see a chaplain—a yes/no question that frequently elicited a no, consequently missing the opportunity to support patients experiencing spiritual distress.

Nurses and chaplains adapted the Rush Protocol Spiritual Distress Screening Tool for admissions, with positive screens prompting a follow-up assessment and clear pathway to care. **Early results show it reliably identifies spiritual distress and enables timely chaplain support, enhancing patient-centered care.**

This effort was led by Donnie Johnson, Director of Spiritual Care Services, Lee Pfahler, Twilla Epp-Stutzman, Patrick Skinner (chaplains), Tracy Buller, MSN, RN, Anna Beatty, BSN, RN and Landon Miller, BSN, RN, OCN.



Exemplary Professional Practice

Quality Outcomes

Our professional practice environment fosters exceptional patient outcomes through active participation in professional governance, transparent access to quality data, and continuous improvement using *The Uncommon Leader (TUL)* tools.

Again this year, Goshen nurses **outperformed like-sized organizations** across all the following nurse-sensitive quality indicators. These achievements reflect our commitment to **our mission: *improving the health of our community by providing innovative, outstanding care and services through exceptional people doing exceptional work.***

The majority of inpatient units outperformed the majority of quarters for the following Nurse Sensitive Indicators (NSI):

- Falls with Injury
- Catheter-Associated Urinary Tract Infections (CAUTI)
- Central Line-Associated Bloodstream Infections (CLABSI)

100% of inpatient units outperformed all four quarters in the following NSIs:

- Hospital-Acquired Pressure Injuries (HAPI)
- Device-Related Hospital-Acquired Pressure Injuries

These results demonstrate the strength of our evidence-based practice, teamwork, and a shared commitment to delivering the safest, highest-quality care for every patient, every time.



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, Innovations & Improvements

Second Annual Research Expo

The second annual Research Expo, under the leadership of Lisa Helfrich, MSN, RN, NPD-BC and the Professional Development and Research Council (PDRC), showcased evidence-based practice (EBP) projects completed over the past year. The Expo highlights our commitment to advancing knowledge, sharing best practices, and improving patient care.

To support this important work, we offer resources such as Ovid Synthesis, a web-based platform that guides nurses through each step of the EBP process. The PDRC further strengthens this effort by providing mentorship, coaching and encouragement to transform innovative ideas into meaningful practice improvements.

We encourage all nurses to embrace a spirit of inquiry as we continue to elevate our nursing practice and enhance patient care.

2025 Projects:

Use of EBP Social Work Assessment for Better Patient Outcomes

- Kate Shultz, BSN, RN, ACE
- Courtney Mast, MSW, LSW
- Pamela Tomecek, BSN, RN, CCM
- Jacinda Garner, MSW, LCSW
- Brian Stuckey, MSW, LCSW
- Chris Lantz, MSW, LCSW, CCM

Ambulatory Care Coordination: Remote Patient Monitoring: Clinical Guidelines for Graduation

- Binh Ta, RN
- Julia Royce, BSN, RN, CCM
- Deb Sweetser, BSN, RN, CCM
- Kate Shultz, BSN, RN, CCM
- Lorene Miller, BSN, RN, CCM
- Sheila Graber, BSN, RN, CCM

Goshen Home Care and Hospice: Urine Dipstick for Early Detection & Treatment of at Home Patients

- Moriah Moore, BSN, RN, CHPN
- Gabriela Strombeck, BSN, RN
- Brenda Yoder, BSN, RN, CHPN
- Edna Yoder, BSN, RN
- Ryan Jarrell, BSN, RN
- Jamie Schmucker, RN
- Amy Harlan, BSN, RN

Use of EBP Inpatient Cultural Assessment

- James Wheat, MSW, LSW
- Amber Temple, BSN, RN, CMGT-BC
- Flora Alailima, MSN, RN, MEDSURG-BC
- Renee Bridges, BSN, RN, NE-BC
- Michelle Rubo, RN
- Rebecca Showalter MBA-HCM, NRP

Impact of Patient Centered Goals on outpatient outcomes

- Holly Ilada, BSN, RN, CCM
- Pamela Tomecek, BSN, RN, CCM
- Julie Hochstetler, MSW, LSW-CCC
- Jessica Fowler, AAS, NCMA
- Cheryl Thomas, BSN, RN
- Lorene Miller, BSN, RN, CCM

The Birthplace: Use of Eat, Sleep, Console to Identity Risk for Withdrawal

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

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

New Knowledge, Innovations & Improvements

New EMR for Goshen Home Care & Hospice

Transitioning to a new EMR became essential to strengthen patient safety, improve regulatory compliance, support cost-effective care, and enhance Colleague engagement. The previous system had been identified by Colleagues and regulatory agencies as a barrier to safe and effective care, limiting the ability to support comprehensive, patient-centered documentation and preventing compliance with new CMS HOPE Assessment requirements for hospice patients.

Nurses played a key role in identifying these challenges and helping guide the transition to a system that better supports clinical practice. Since implementation, we have seen early improvements despite a steep learning curve for the Goshen Home Care and Hospice Colleagues. Some of the positive outcomes include:

- Documentation time has decreased, allowing nurses to spend more time in direct patient care.
- Analytics capabilities have improved significantly, supporting better clinical and operational insights.
- Billing processes are now more efficient and accurate.

Together, these improvements support safer, more coordinated, and more patient-centered care delivery.

This effort involved many of our Colleagues, but was led primarily by Colleen Caskey, BSN, RN, Jen Eiler, Jennifer Shetler, PT, DPT, CEEAA, Rhonda Griffin, BSN, RN, Rebecca Simmons, MSA, BSN, RN, BSed, NE-BC, Ryan Jarrell, BSN, RN, Penelope Hall, MSN, RN, Jill Claassen, Brenda Yoder, BSN, RN, CHPN, and Trevor Bailey.

Center For Cancer Care Innovation

When a member of our community was diagnosed with bladder cancer, the standard post-operative treatment posed a daunting challenge: weekly bladder instillations, often requiring patients to travel hours away. For many, these trips created physical, emotional, and financial strain during an already difficult time. Recognizing that patients should not have to leave their community to receive life-saving care, an interprofessional team at Goshen Health asked a simple but profound question: “How can we deliver this treatment safely and effectively here?”

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.

New Knowledge, Innovations & Improvements

(Continuation from previous page) –

Nursing leaders and the infusion team were central to the solution. They researched alternatives, identified Gemcitabine as a viable medication already available in the Center for Cancer Care, and designed a comprehensive process to safely administer it onsite. Clinical nurses developed a multi-tiered educational plan, trained staff, built order sets, and validated competencies—all while ensuring the first treatment could begin within two weeks of surgery. Their expertise, innovation, and dedication turned a complex logistical challenge into a patient-centered solution.

The first treatment in August 2025 marked more than a medical milestone; it was a triumph of nursing leadership and collaboration. Patients now receive bladder cancer chemotherapy close to home, reducing stress, travel, and disruption to their lives. Continuity of care has strengthened and **patient volume for this treatment has grown by 140%**.

In recognition of their outstanding contribution, the team received the “**Commitment to Customer Service – Bringing Advanced Cancer Care Home**” award at the Gosen Health MACademy Awards, a testament to the transformative impact of nurses and Colleagues who make exceptional care possible:

Patrick Schneider RPh, Jennifer Ewing, MSN, RN, ANP-C, Ashley Ladig, BSN, RN, OCN, William Born, Martha Luttrell, Kayla Miller, Anthony Gauthier Jr., MD, Michelle Cochran, Sally Dailey, Kimberly Greising, BSN, RN, Ashley Yehl, BSN, RN, OCN, Lori Fleischauer, Micah Thieszen, BSN, RN, OCN, Timothy Alukas, MSN, RN, MEDSURG-BC, Toni Warren, David Penrose and Cassandra Newby.



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.

Awards, Presentations & Publications

Goshen Nursing Shines on the International Stage

Goshen Health was proudly represented at the 2025 International Magnet Conference held in Atlanta, Georgia. Kate Shultz, MSN, RN, ACE, Manager of Ambulatory Care Coordination, and Deb Sweetser, BSN, RN, CCM Nurse Care Coordinator, delivered a well-received podium presentation titled *Ambulatory Care Coordinators Use AI to Balance Caseloads*. **Their session drew strong attendance and sparked meaningful engagement among participants.**

In addition to presenting, Kate, Deb, and Erica Prough, MSN, RN, NEA-BC, NPD-BC, Director of Education and Professional Practice and Magnet Program Director, attended a variety of sessions that inspired new ideas, affirmed best practices, and fostered professional growth.

Compassionate Care: Navigating End of Life for NLNs

Lisa Helfrich, MSN, RN, NPD-BC, and Michelle Lambright, BSN, RN, presented at the annual Vizient conference in Orlando, FL. Their presentation highlighted how the The Uncommon Leader (TUL) framework and Vizient curriculum were leveraged to enhance RN Residency sessions focused on end-of-life care for Newly Licensed Nurses (NLNs).

Recognizing that many NLNs report low confidence in this area, **the team incorporated interactive, multidisciplinary strategies to build competence, strengthen confidence, and support emotional processing.** Positive survey results and participant feedback affirmed the program's impact on both patient care and nurse well-being.



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

Cultivating Leadership: An Evidence Based Nurse Leader Mentoring Program

Tracy Buller, MSN, RN, and Andrea Keck, MSN, NE-BC, RNC-OB, C-EFM, delivered a 15-minute virtual presentation at the Indiana Center for Nursing's annual conference, highlighting the design, outcomes, and key learnings from our Nurse Leader Mentoring Program.

Their presentation showcased the evidence-based framework guiding the program, its impact on leadership development and engagement, and the value of structured mentorship in supporting new nurse leaders. The session underscored our organization's commitment to investing in leadership growth and fostering a strong, sustainable nursing leadership pipeline.

Awards, Presentations & Publications

Ovid Synthesis & Goshen Health: Enhancing our Culture through Partnership & Innovation

Erica Prough, MSN, RN, NEA-BC, NPD-BC, was invited to speak at a breakfast session during the 2025 Association for Nurses in Professional Development (ANPD) Conference in Las Vegas, Nevada. Co-presenting with a nurse leader from Stanford University Hospital System, she highlighted how Goshen Health is realizing significant benefits from using Ovid Synthesis to enhance the effectiveness and efficiency of evidence-based practice projects.

Awards:

DAISY® Award Winners



Q1: Will Grant, BSN, RN
Emergency Department



Q2: Victor Kiprotich, BSN, RN
Day Surgery



Q3: Karina Jimenez, BSN, RN
Progressive Care Unit



Q4: Katherine Smith, BSN, RN, RNC-OB
The Birthplace

Awards, Presentations & Publications

Goshen Surgery Center Receives National Award

U.S. News & World Report recently recognized Goshen Surgery Center (Goshen Health) as one of the nation's highest performing ambulatory surgery centers in the category of Colonoscopy & Endoscopy. **This is the Goshen Surgery Center's second year earning this accolade.** The unwavering commitment to excellence and exceptional patient care continues to make a profound impact.



Excellence in Infant & Maternal Health

The Birthplace at Goshen Hospital was recognized with the *INspire: Hospital of Distinction 2024 Award* from the Indiana Hospital Association in partnership with State Health Commissioner, Lindsay Weaver, M.D., FACEP. **This is the fifth year that Goshen Hospital's Birthplace has received this important accolade.**



Andrea Keck, Amy Garoutte & Brittany Waggoner from IHA

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

Awards, Presentations & Publications

Goshen Heart & Vascular Center Receives Award

Goshen Heart & Vascular Center received the *2025 National Cardiovascular Data Registry (NCDR) Chest Pain – MI Registry Platinum Performance Achievement Award*—marking our **14th consecutive year of recognition!**

This award reflects our team’s sustained excellence in treating heart attack patients according to the highest national standards. It’s a testament to the dedication, skill and collaboration of our heart care team. This year, it is an honor awarded to only 323 hospitals nationwide.

Advancing Sepsis Care Through Innovation

We are proud to recognize the publication of **Rule-Based Artificial Intelligence and Workflow to Prompt Early Sepsis Management: A Quality Improvement Project**, showcasing a 2022 TUL-led initiative focused on improving early sepsis detection and response through VigiLanz activations and multidisciplinary collaboration.

The project integrated rule-based artificial intelligence into clinical workflows to strengthen timely intervention in one of acute care’s most critical areas. This published work reflects the expertise and dedication of:

Dr. Dan Nafziger – *Executive/VP*

Dr. Peter Martin – *Process Owner*

Abby Kamp, MSN, RN, NPD-BC – *Team Leader*

Jonah Hochstetler – *TUL Coach*

Emily Grooms, BSN, RN, NI-BC & Kathy Turco, BSN, RN, CEN – *Stakeholders*

Breanna Diaz, Sharon Spear, JoAnn Alwine, BSN, RN, CEN, Andrea Yoder, RN, CEN & Jamie Lauver, MSN, RN, CCRN, NPD-BC – *Process Experts*

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.

Awards, Presentations & Publications

MACademy Award Winners

The MACademy Awards, presented by Goshen Health’s Management Action Council (MAC), celebrate team members who exemplify our core values of compassion, accountability, respect, and excellence. This event creates a meaningful pause to recognize those who bring our mission to life—improving the health of our communities through innovative, outstanding care and services delivered by exceptional people.

This year, **the contributions of our nursing Colleagues were especially evident, with many award recipients representing the nursing team.** Their presence among the honorees reflects the vital role nurses play in shaping the patient experience, strengthening team collaboration, and advancing the quality and safety of care across our organization. Through their clinical expertise, critical thinking, and consistent presence at the point of care, nurses help translate our mission into action every day—impacting not only individual patients, but the overall health and well-being of the communities we serve.

Individual Award Winners



Excellence:
Rachael Geiger, BSN, RN



TUL Ambassador Award:
Emily Grooms, BSN, RN, NI-BC

Education:

Jennifer Van Fleet, MSN, RN, RNC-OB (*not pictured*)

Awards, Presentations & Publications

Team Award Winners



Commitment to Education – A Team Approach to Safer Triage Care:

Charlee Alsman, MSN, RN, C-EFM, RNC-OB, C-ONQS, NPD-BC, Andrea Keck, MSN, RN, RNC-OB, Amy Garoutte, BSN, RN, RNC-OB, Alyssa Mohler, RN, & Katherine Neely, BSN, RN, RNC-OB.



Commitment to High Quality – Right Patient, Right Time: Smarter Caseload Balance:

Holly Ilada, BSN, RN, Julia Royce, BSN, RN, CCM, Sheila Graber, BSN, RN, CCM, Lorene Miller, BSN, RN, CCM, Kate Shultz, MBA-HM, BSN, RN, NBC-HWC, Debra Sweetser, BSN, RN, CCM & Pamela Tomecek, BSN, RN, CCM.

Awards, Presentations & Publications



Commitment to Customer Service – Bringing Advanced Cancer Care Home:

Patrick Schneider, Jennifer Ewing, MSN, RN, ANP-C, Ashley Ladig, BSN, RN, OCN, William Born, Martha Luttrell, Kayla Miller, Anthony Gauthier Jr., Michelle Cochran, Sally Dailey, Kimberly Greising, BSN, RN, Ashley Yehl, BSN, RN, OCN, Lori Fleischauer, Micah Thieszen, BSN, RN, OCN, Timothy Alukas, MSN, RN, MEDSURG-BC, Toni Warren, David Penrose & Cassandra Newby.



Commitment to Patient Safety – Transforming Care Through Technology:

Ryan Jarrell, BSN, RN, Jennifer Shetler, Rachel Penry, Trevor Bailey, Kerry Segety, Christine Laws, Simon Smucker, Nicole Beatingo, Colleen Caskey, BSN, RN, Gabriela Strombeck, BSN, RN, Jennifer Eiler, Jill Classen, Rebecca Simmons, MSN, RN, NE-BC, Tonya Yoder, Heather Linn & Heidi Stoffel, BSN, RN, OCN.

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