



INDIANA UNIVERSITY HEALTH NURSING



Indiana University Health

2025 Annual Report



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Every eligible IU Health hospital has achieved either ANCC Magnet with Distinction, ANCC Magnet or ANCC Pathway to Excellence designation demonstrating our commitment to excellence in healthcare.



2025 Nursing Annual Report

Message from Jason Gilbert, PhD, MBA, RN, NEA-BC
Executive Vice President & Chief Nurse Executive

To our IU Health nursing team, partners and community,

As we reflect on 2025, I am filled with deep appreciation for the unmatched commitment, compassion and courage our nurses demonstrate every day across Indiana. This past year, our teams not only delivered exceptional care, but they led transformative work that elevated professional practice, strengthened our workforce and advanced our mission to improve the health of all Hoosiers. This past year strengthened our foundation and positioned us for the bold work ahead.

Celebrating nursing excellence across our system

In 2025, IU Health nurses continued to contribute to advanced professional nursing practice and participated in building toward a thriving workforce and culture:

- Continued improvements in workforce stability, including gains in RN turnover, first-year turnover and functional vacancy
- Strong team member engagement participation and strengthened trust through transparent communication and shared leadership
- Sustained “green” performance across all sites in handoff communication, reinforcing reliability, safety and teamwork
- Overall patient harms decreased by 32.5% from 2024 to 2025 year-to-date (363 → 245 events), reflecting sustained system-wide improvement in patient safety.
- Significant reductions were achieved in key harm types, including SSI-C (-52.8%), SSI-H (-50.0%), CAUTI (-17.1%) and CDI (-9.6%).
- Multiple facilities demonstrated double-digit reductions in total harms, led by IU Health Bloomington (-51.9%), IU Health Arnett (-25.0%), IU Health West Hospital (-20.0%), Riley Children’s Health (-17.9%) and IU Health North (-16.7%).
- Advanced use of evidence-based practice (EBP) and DMAIC are leading our quality improvement by reducing variation, hardwiring reliability and sustaining outcomes.

We also achieved several prestigious recognitions:

- IU Health Bloomington: Magnet® fourth designation with seven exemplars
- IU Health North: Magnet with Distinction as a part of its third designation and 14 exemplars
- IU Health Bedford Hospital: Pathway to Excellence® fourth designation
- IU Health Paoli: Pathway to Excellence third designation

Driving systemwide nursing progress

Professional governance advancements

Our professional governance structure continued to evolve in 2025, strengthening nurse voice, ownership and accountability across the system:

- The CNE Advisory Council provided invaluable frontline insights guiding our system’s strategic priorities.
- The newly launched System Academic Practice Partnership Council improved alignment with academic partners, streamlined faculty and student onboarding and compliance, increased relationships between unit leaders and faculty, and elevated the quality of clinical experiences for faculty, students and team members.
- The Healthy Work Environment Council advanced the AACN Skilled Communication standard, identifying self-awareness as the highest-impact opportunity and recommending evidence-based strategies to strengthen team communication.
- The Care Model Redesign Council applied EBP methodology to inform virtual nursing model.
- The System Professional Development Council led the advancement and systemwide launch of the IU Health Nurse Residency Program in July 2025.

During the third and final year of participation in the ANA Psychological First Aid National Study, Nursing engaged in a national research initiative that advanced evidence-based strategies for psychological well-being, resilience and recovery.

Evidence-based practice momentum

This year, we made tremendous strides through the Michele A. Janney Center for Excellence towards embedding EBP into daily practice:

- 60 new EBP mentors added and grew several into EBP facilitators
- Engaged 250+ nurse leaders in a two-day EBP leadership workshop
- Advanced multiple EBP initiatives that resulted in validated best practices, evidence-based implementations and recommended de-implementations
- Strong work on aligning best practices with best processes to improve outcomes

Technology, innovation and workforce modernization

We strengthened our workforce today and prepared for the workforce of tomorrow through:

- Ongoing progress in EPIC optimization, 195 nurses are participating on 66 workgroups and achieving over 95% nursing ownership of foundational design decisions
- Systemwide redesign and launch of the IU Health Nurse Residency Program with the goal to improve readiness and retention for new graduate nurses
- Advancements in workforce modernization, including competency alignment, role clarity and career pathways

- Expanded virtual nursing to strategically position IU Health as a national leader in installed camera capacity upon full implementation, establishing a foundational use case to support innovative care delivery, future AI-enabled applications and targeted falls reduction
- Led enterprise nursing research on workload perception in partnership with the Indiana University Kelley School of Business, generating new knowledge to inform understanding and approach to workforce improvements

Looking ahead

As we launch our new Nursing Strategic Plan in 2026 – 2030, we do so with clarity and momentum. In the coming years, we will:

- Deliver **Excellent Care** through maturing our professional governance model, expanding our EBP capacity and infrastructure, and strengthening our harm reduction efforts
- Continue to create and improve our **Exceptional People** strategy through prioritization of workforce well-being, retention and leadership development
- **Expand our Impact** through EBP, research, improving our collaboration with academic institutions, and presentation and publication of our accomplishments

Thank you for your dedication to professional nursing practice and extraordinary service. You continue to shape a future of excellence at IU Health, one built on purpose, compassion and unwavering commitment to the patients and communities we are privileged to care for.

With deep gratitude,

Jason Gilbert, PhD, MBA, RN, NEA-BC
Executive Vice President and Chief Nurse Executive
Indiana University Health



IU Health Nursing Strategic Plan (2026 – 2030)

Make Indiana one of the nation's healthiest states

Our promise:
The Best Care, Designed With You

Our values:
Purpose, Excellence, Compassion, Team

Excellent Care



Destination health
Care delivery innovation
Patient and consumer journey
EBP/DMAIC
Quality and safety

Exceptional People



Talent
Professional development
Leadership excellence
Wellness
Workplace optimization

Expanding Impact



Healthy communities
Growth
Academic service partnerships
Philanthropy
Publications and presentations
Research

Nursing Professional Excellence at IU Health reflects an unwavering commitment to advancing the nursing profession through compassionate, evidence-based care, lifelong learning, and collaborative, accountable leadership that drives superior patient outcomes and strengthens the health of our communities.



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IU Health Adult Academic Health Center



Dear nursing colleagues,

As I reflect on the past year, I am filled with immense pride and gratitude for each of you who make up the IU Health Adult Academic Health Center (AAHC) nursing community. The year 2025 has been one of extraordinary progress—a testament to your resilience, your expertise and the unwavering compassion you bring to those we serve.

Across our campuses, nurses led and shaped initiatives that advanced quality, strengthened professional practice and elevated the wellbeing of both patients and team members. We saw meaningful gains in several critical outcome areas, including **an 8.53% reduction in harm**, with significant decreases in CLABSI (central line-associated bloodstream infection), CAUTI (catheter-associated urinary tract infection), C. diff (clostridium difficile) and surgical site infections. Our focus on reducing readmissions and improving care transitions resulted in **nearly a 24% improvement in readmission performance**, and we achieved a **2.8% decrease in length of stay**, all while preserving exceptional standards of safety and compassion.

Our team member experience also strengthened. Nurse engagement rose again this year—including an increase in the key measure, “my opinions seem to count at work.” This improvement reflects the power of our professional governance evolution, which expanded decisional authority for direct care nurses through restructured councils, clarified bylaws and enhanced accountability structures. As a result, the number of decisions made within Nursing Professional Governance increased by **433% from 2023 to 2025**, clearly demonstrating the growing strength of your professional voice.

This year also marked extraordinary innovation.

- Nurses led the implementation of **Stress First Aid**, a peer-led program supporting psychological wellbeing across high-intensity clinical environments.
- We expanded the reach of **art therapy for patients experiencing traumatic injury**, demonstrating meaningful impact on emotional regulation and patient experience.
- Our academic and research footprint continued to grow, with dozens of nurse-led publications, podium presentations, and ongoing research and evidence-based practice projects that are shaping the future of care delivery.

These accomplishments—along with national recognitions, a successful triennial regulatory survey and continued nursing excellence—are the direct result of your dedication, professionalism and relentless pursuit of better care for our patients.

Looking forward: Our vision for 2026–2029

As we celebrate these achievements, we also look ahead to one of the most transformative periods in our organization’s history. Guided by the **2026–2029 AAHC Nursing Strategic Plan**, our vision is bold, future focused and rooted in the belief that nurses are central to shaping the next era of healthcare delivery. In 2025, we used an Appreciative Inquiry approach to develop our strategic plan, with many team members across all levels providing feedback that shaped our next steps.

Over the next three years, our strategic priorities will focus on five pillars that will guide us toward national leadership:

1. Quality, safety and experience

We will strengthen our culture of high reliability by advancing nurse peer review processes, improving unit-based accountability structures and hardwiring service excellence. Our goal is simple yet profound: **zero preventable harm and exceptional experiences for every patient, every time.**

2. Workforce sustainability

We will expand initiatives that support retention, wellbeing, growth and pipeline development. Career pathways, capability building and shared accountability will remain central themes as we work to cultivate a thriving workforce prepared for the future.

3. Nursing professional governance

We will continue to enculturate professional identity and strengthen decision-making authority, ensuring that nurses have meaningful influence over practice, quality and outcomes across the AAHC.

4. Evidence-based practice, quality improvement, research and innovation

We will deepen our investment in implementation science, expand mentorship structures, build a digital hub for research resources and accelerate nurse-led inquiry that advances care delivery and contributes to the evidence base.

5. Systems transformation

Our preparation for the **new downtown hospital**, upcoming **EPIC implementation** and redesigned care model will require seamless change among leadership and strong cross-disciplinary collaboration. Together, we will build readiness, confidence and a unified culture as we step into a new era of academic healthcare in 2027.

Our path ahead

We are building on a foundation strengthened by your accomplishments, your innovation and your courage to lead. As we move forward, our collective focus remains clear: **To elevate nursing practice, advance health equity, drive innovation and deliver the highest quality care for the patients and communities who depend on us.**

Thank you for your unwavering commitment, your expertise and the heart you bring each day. It is my honor to serve alongside you.

With deep gratitude and continued optimism,

Amanda Noth-Matchett, PhD, MHA, RN, CENP, NEA-BC

Vice President and Chief Nursing Officer
IU Health Adult Academic Health Center
(IU Health Methodist and University hospitals)



PATIENT OUTCOMES

IU Health Methodist Hospital Emergency Department increased patient experience by 4.47%

REGULATORY – SUCCESSFUL TRIENNIAL SURVEY

100% reduction in high-risk/widespread findings

89% reduction in widespread findings overall

50% reduction in suicide prevention-related findings

In-patient category showed a 75% reduction in findings since 2022, and 83% reduction since 2019

Behavioral Health cited as an example of how to sustain compliance

Massive shift from high-risk/widespread findings to low-risk/narrow from previous survey

Continued improvements sustained over last two surveys (six years)

US News & World Report

- Rank improvements across 10 specialties
- Four high-performing specialties
- Earned best regional hospital recognition for community access
- High-performing designations in eight procedures/conditions



Implementation of a peer-led stress management program known as stress first aid (SFA)

Amanda Oster, MSN, RN, CNML, Melissa Hackney, MSN, RN and Vicki Mitchell, BSN, RN

A peer-led stress management program, known as stress first aid (SFA), has evolved from its origins in the U.S. military to the first responder workforce and, more recently, the healthcare workforce. Its innovative approach lies in adapting an effective intervention that has enhanced workforce well-being in high-stress professionals to meet the unique needs of the healthcare environment. SFA was implemented as a three-year study (2023 – 2025) within Indiana University Health hospitals in collaboration with the American Nurses Association and the American Nurses Foundation.

Two units from IU Health Methodist and University hospitals were added as pilot sites beginning in December 2023.

Led by the American Nurses Association, SFA was designed as a train-the-trainer program. The SFA innovation provides peer support by assessing stress level and provides subsequent intervention and/or referral. Nursing team members are educated to check in with team members who appear to be in distress and determine the level of stress including green (ready), yellow (reacting), orange (injured) and red (ill). Team members assessed to be orange require intervention (cover, calm, connect, competence, confidence) and those assessed to be red require referral (coordinate) in addition to intervention. To support meaningful integration across a large and diverse health system, pilot sites were strategically selected to represent a range of clinical settings and teams, allowing for tailored implementation and evaluation of SFA.

Local implementation of SFA at IU Health Methodist and University hospitals began with dedicated leaders and frontline champions committed to cultivating a culture of well-being. Amanda Oster, RN, MSN, CNML, Administrator for Healthy Work Environment at IU Health Methodist and University hospitals, attended initial training for year 2 of the study as the program coordinator for IU Health Methodist and University hospitals. Melissa Hackney, MSN, RN, Assistant Nurse Manager, 4N/4S IU Health University Hospital, and Vicki Mitchell, BSN, RN, Clinical Nurse, Neuro Critical Care, IU Health Methodist

Hospital, attended the training as pilot site leads (i.e., system leads). Pilot site leads selected nurses from their respective units to serve as champions, helping to cultivate a culture of well-being and deliver SFA training to fellow nurses and support staff.

Nurse champions were trained by system leads in May and a flexible timeline between June and August 2024 was established for pilot site implementation. Amanda supported pilot site leads and their champions throughout the implementation process.

In January 2025, three more pilot sites selected for SFA adoption at IU Health Methodist and University hospitals joined the program. Becca Long, BSN, RN, Clinical Nurse, and Ally Thatch, BSN, RN, Assistant Nurse Manager, served as pilot site leads for Day Surgery, IU Health University Hospital. Tricia Stucke, BSN, RN, Assistant Nurse Manager, Preop Assessment, IU Health Methodist Hospital, Eva Pulliam, BSN, RN, and Caitlin Weidle, MSN-FNP, RN, Vascular Access Team, IU Health Methodist and University hospitals, served as pilot site leads for their respective departments. Using the same train-the-trainer approach, champions from these areas were trained by system leads and implementation occurred from May through June.

The system leads supported implementation efforts for the 2025 pilot sites, as well as sustainment work for sites that had implemented SFA the previous year. Amanda facilitated monthly group and/or individual check-ins with pilot site leads to help guide both implementation and long-term sustainment strategies. She also worked closely with each site to address barriers and troubleshoot challenges to support successful outcomes.

System leads and champions trained more than 235 nurses and healthcare team members at IU Health Methodist and University hospitals across 2024 and 2025. Nearly 20 pilot-site system leads and champions will form a dedicated team to continue expanding SFA to additional units and departments, strengthening a culture of peer support and promoting nurse well-being.



Student placements

- Total undergraduate nursing students (including Capstone) = 2,461
- Graduate student nurse placements = 19

Academic partners with AAHC = 19

- Anderson University
- Ball State University
- Chamberlain University
- Indiana State University
- Indiana Wesleyan University
- IU – Bloomington
- IU – Columbus
- IU – Indianapolis
- IU – Kokomo
- Ivy Tech – Anderson
- Ivy Tech – Indianapolis
- Marian University
- Purdue University
- South College
- University of Indianapolis
- Vincennes University
- St. Mary of the Woods College
- Western Governors
- Grand Canyon University

Hours precepted:

- RN: 375,675
- Traveler: 35,280
- Support staff: 162,868

Classes facilitated/hours of teaching:

- 490 classes
- 2,220 hours of teaching

New team members onboarded:

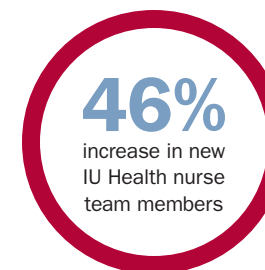
- IU Health RN: 753 (compared to 515 in 2024 = 46% increase in IU Health RN)
- Support staff: 482 (compared to 461 in 2024 = 4.5% increase)
 - 112 are Patient Care interns (student nurses to fuel the RN pipeline)
- Traveler: 458 (compared to 858 in 2024 = 47% decrease)

Team members through foundations:

- 517 RNs and LPNs completed hospital foundations

Transition to Patient Care Completion (Professional development program for support staff)

- Session 1 completion: 156 team members
- Session 2 completion: 142 team members
- Transition to practice graduates: 158 graduates in 2025
- Learner hours = 62,160
- Facilitator hours = 17,237
- Courses facilitated = 559
- Learners (not unique) = 9,931
- Charge nurse class – 33 learners attended (two-hour course)



NURSING OUTCOMES

3.89% improvement in mean inpatient nurse engagement results (3.85 to 4.00)

0.56% improvement in nurse engagement question 'my opinions seem to count at work' (3.55 to 3.57)

Length of stay: 2.8% decrease in length of stay (met goal at 0.9405 vs. goal of 0.9833)

Readmissions: Met goal by 23.98% (8.7427 vs. goal of 11.501)

Harm: 8.53% decrease in harm (met goal at 139 harm events vs. goal of 210)

HARM DETAIL:

- 9.72% decrease in CLABSI (72 to 65 CLABSI vs. target 72, SIR 0.82)
- 32.26% decrease in CAUTI (31 to 21 CAUTI vs. target 36, SIR 0.26)
- 33.33 % decrease in CDIFF (66 to 44 CDI vs. target 70, SIR 0.30)
- 70.37% decrease in SSI – Colon surgeries (27 to 8 SSI Colon vs. target 27, SIR 0.36 [not finalized])
- 50% decrease in SSI – Abdominal hysterectomy (2 to 1 SSI Abd Hyst vs. target 2, SIR 0.63 [not finalized])



Riley Children's Health

Dear nursing colleagues,

It is with immense pride and heartfelt gratitude that I share this year's Annual Nursing Report with you. Every day, I am reminded of what an incredible privilege it is to lead this team of elite Riley nurses. Your expertise, compassion, resilience and relentless pursuit of excellence define not only what nursing is—but what it can be at its very best. To serve alongside you is one of the greatest honors of my career.

For some, this report may be familiar. For others, it may be your first time learning about it. Either way, this Annual Nursing Report exists for one reason: to tell the story of your impact. It preserves our accomplishments, demonstrates our contributions to the profession and celebrates the way your work advances our mission and our shared vision to make Indiana one of the nation's healthiest states.

Inside this report, you will find a curated collection of stories and achievements that highlight the exceptional work of Riley nurses, including:

- **Highlights of nursing achievements:** Showcasing major milestones, quality improvements, innovative care models and initiatives that elevated patient outcomes and strengthened our practice environment
- **Nursing research, evidence-based projects and presentations:** Featuring nurse-led studies, abstracts, podium presentations, posters and the scholarly work that continues to advance pediatric nursing practice locally, nationally and globally
- **Nursing award recipients:** Celebrating those who received local, system or national recognition for excellence, leadership, compassion and professional contributions
- **General highlights of nursing excellence:** A broad look at the extraordinary moments—large and small—that reflect the talent, dedication and heart of every Riley nurse. These examples show how your daily work shapes the patient and family experience, strengthens interdisciplinary partnerships and drives our mission forward.
- **Nursing outcomes:** This section provides a detailed look at the outcomes you've driven this year. It highlights several top accomplishments that transformed our facility and our patient care environment, such as expanding patient spaces, excelling in our Joint Commission survey, onboarding new staff that reduced premium pay reliance, adapting to the changing needs of the children and families we serve, and standing strong for our communities during times of change and uncertainty.

Key outcomes highlighted include:

- Empirical patient outcomes that reflect the precision and quality of your practice
- Patient experience results shaped by your compassion and communication
- Support of academic partnerships, including student placements and precepted hours
- Collaborative work that strengthened our workforce and our culture

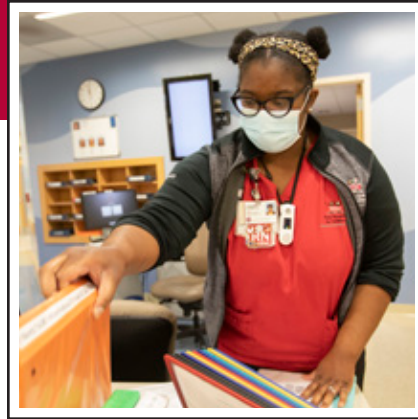
As you read through this report, I hope you feel both pride and belonging. This is your story. Whether you are new to the profession or have decades of experience, whether you work at the bedside, in an ambulatory setting, in education or leadership—your work matters, and this report captures that truth.



Thank you for everything you do for our maternity and pediatric patients, their families, our colleagues and community. Thank you for the heart you bring to your work. And thank you for the extraordinary privilege of leading you.

With profound respect and admiration,

Melissa A. Alstott, MSN/Ed, RN, NE-BC
Interim Vice President and Chief Nursing Officer
Riley Children's Health



Nursing story

In May 2025, the Neonatal Intensive Care Unit (NICU) interdisciplinary CLABSI Quality Improvement team embarked on a pivotal initiative to strengthen infection prevention practices for one of the hospital's most fragile patient populations. Central line-associated bloodstream infections (CLABSIs) remain a persistent threat and can have profound clinical consequences. Although chlorhexidine gluconate (CHG) has long been a cornerstone of CLABSI prevention bundles, its use in neonates—particularly extremely premature infants—has been limited by age-related contraindications and concerns about skin integrity. This left a critical gap in antimicrobial hygiene protection for the very infants most dependent on central lines for survival.

Recognizing this vulnerability, the NICU's CLABSI Quality Improvement team, led by clinical nurse specialist Laura Blazier, MSN, RN, ACCNS-P, RNC-NIC, sought a safe, evidence-supported alternative that could extend antimicrobial coverage without compromising neonatal skin health. After a thorough literature review of available options, the team selected **Theraworx Protect**, a non-CHG hygiene solution with demonstrated broad-spectrum antimicrobial activity and evidence of noninferiority to CHG. Its favorable safety profile, compatibility with delicate neonatal skin and ease of integration into existing workflows made it an ideal choice to close the longstanding gap in the prevention bundle.

The implementation process was deliberate and collaborative. Nursing staff, neonatologists, infection prevention specialists and quality leaders worked together to develop standardized protocols, refine application techniques and ensure seamless incorporation into daily care routines. Education sessions, hands-on demonstrations and real-time coaching supported staff confidence and consistency. The team also established monitoring mechanisms to evaluate both safety and effectiveness, ensuring that the intervention aligned with developmental care principles and family-centered practices.

The impact was both measurable and meaningful. In 2024, before the introduction of Theraworx Protect, the combined annual CLABSI rate for the Riley Maternity Tower (RMT) and Van Dyke NICUs stood at 1.01 per 1,000 line days. Following midyear implementation in 2025, **the annual rate fell to 0.35 per 1,000 line days, representing a 65% reduction.** This improvement did not occur in isolation; it reflected the synergy of a broader multimodal strategy that included strengthened line maintenance practices, enhanced environmental hygiene, improved hand hygiene reliability, systematic evaluation of secondary infection sources and rapid response to line concerns. Yet the addition of Theraworx Protect provided a crucial layer of protection for infants previously unable to receive CHG, helping to ensure more equitable and consistent antimicrobial coverage across the entire NICU population.

Beyond the numbers, the initiative reinforced the NICU's culture of proactive safety, interdisciplinary collaboration and evidence-based innovation. By identifying a longstanding vulnerability and implementing a thoughtful, developmentally appropriate solution, the team demonstrated its unwavering commitment to safeguarding the health of its smallest patients. With the demonstrated improvement in outcomes and strong safety profile of the product, the use of Theraworx Protect is now being evaluated for implementation in additional pediatric areas at Riley. This includes use for patients with CHG allergy or contraindication, as well as standardized peri care for infection prevention in pediatric patients with indwelling urinary catheters.



PATIENT OUTCOMES

65% reduction in the combined annual CLABSI rate for the RMT and VanDyke NICUs



NURSING OUTCOMES

Student placements: approximately 95 – 100 clinical groups hosted, with 8 – 10 students in each group

Capstone placements: 128

Hours precepted: 128 students placed x 92 hours per student (average number, as number of capstone course hours varies by school) = 11,500 hours

Student shadows programs: three held during CY 2025 – 23 shadows in March; 25 shadows in May; 21 shadows in December



IU Health Fishers

Dear colleagues,

As we close out 2025, I want to take a moment to reflect on the remarkable accomplishments we have achieved together this year. Each milestone represents not just the hard work of individuals but the collective commitment to the IU Health mission, vision and values.

Expansion of IU Health Fishers

This year saw the completion of our new bed tower, effectively doubling the size of our current hospital footprint to 88 adult inpatient beds and six special care nursery beds. This expansion allows us to introduce new services, including obstetrics, meeting a crucial need in our community. The additional space and resources will help us provide comprehensive care and improve patient experiences.

Pediatric Emergency Department

One of our most significant achievements was the opening of our 12-bed Pediatric Emergency Department. This facility not only enhances our capacity to provide critical care but also affirms our commitment to the health and wellbeing of our youngest patients and their families within the Fishers and surrounding communities.

Adult Emergency Department expansion

We are also excited about the ongoing expansion of our adult Emergency Department, which increased bed capacity to 15. The renovations scheduled for 2026 will include two clinical decision unit (CDU) rooms, a consultative office and patient showering spaces. These enhancements will significantly improve patient flow and comfort during their stay.

TeamSTEPPS Training

We implemented TeamSTEPPS training aimed at building a collaborative hospital culture. This initiative has fostered stronger communication and teamwork across departments, ultimately enhancing patient care and staff satisfaction.

Professional governance

We are laying the groundwork for a solid foundation in nursing professional governance. This initiative will ensure that our nursing staff has a voice in decision-making processes, fostering a sense of ownership and accountability in our practice.

Gratitude and recognition

This year, we celebrated the outstanding achievements of our nursing staff with six DAISY Award winners, honoring their extraordinary dedication and compassionate care. Additionally, we recognized one DAISY Nurse Leader and one DAISY Nurse Educator, whose leadership and commitment to education have significantly impacted our team and patients alike. These awards reflect our culture of excellence and the high standards we uphold in nursing practice.

Looking ahead

Moving forward, I am excited to share my nursing vision focused on cultivating a culture of inclusivity and relationship building. By prioritizing these values, we can create an environment where every team member feels valued and empowered to contribute to our mission. In addition, I want to emphasize our commitment to the Nursing Strategic Plan, in which we will continue to build a workplace where every team member feels valued and empowered to contribute to our mission.



As we look to the future, I am grateful for each of you. Your dedication, compassion and professionalism are what drive our success. Together, we will continue to elevate the standard of care we provide to our community.

Thank you for your hard work and commitment to our shared goals.

Diane L. Hesson, MSN, RNC-OB, NE-BC
Vice President and Chief Nursing Officer
IU Health Fishers



ICU Liberation

(written by Kimberly Hodge)

Caela Ignatov, BSN, RN, joined the ICU team at IU Health Fishers in October 2025 and quickly emerged as a nurse leader and visible champion of the unit's ICU Liberation work, grounded in the evidence-based ABCDEF Bundle. The ICU Liberation framework—addressing pain management, spontaneous awakening and breathing trials, optimal sedation choice, delirium prevention, early mobility and family engagement—standardizes interdisciplinary critical care practices that are associated with reduced mortality, shorter duration of mechanical ventilation, fewer delirium and coma days, and lower ICU readmissions. As a frontline RN, Caela translates this evidence into daily practice by modeling best practices during rounds, initiating and sustaining ICU Liberation-focused discussions and coordinating care with the full interdisciplinary ICU team, including physicians, advanced practice providers, respiratory therapy, rehabilitation services, pharmacy and others. Her influence as an early nursing adopter of the bundle has strengthened unit-wide adherence, elevated nurse-driven elements such as sedation minimization and early mobility, and helped cultivate a culture in which ICU nurses are recognized as key leaders in driving quality, safety and patient- and family-centered outcomes for critically ill adults at IU Health Fishers.



PATIENT OUTCOMES

Maintained high patient experience performance in 2025 through renovations, the opening of a new wing, unit relocations and the launch of new service lines.



NURSING OUTCOMES

Partnership with Hamilton Southeastern and Fishers High School: four students employed at Fishers

32 clinical placements

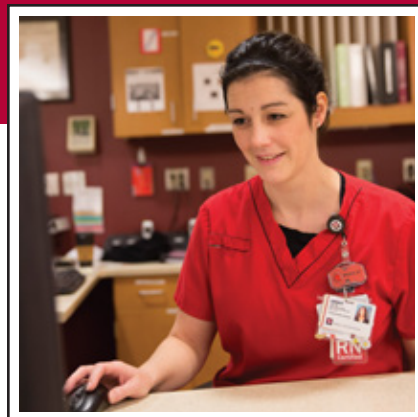
No CLABSIs in 2025



IU Health North

Dear colleagues,

It continues to be one of the greatest honors of my career to serve as the chief nursing officer for this highly engaged and deeply committed nursing team. Each day, I have the privilege of witnessing your passion, professionalism and unwavering dedication to our values of Team, Compassion, Excellence and Purpose. These values are not simply words for us—they are the foundation of how we show up for one another, for our patients and for the broader communities we serve. I am profoundly grateful to lead a team whose energy, innovation and heart propel our organization forward in meaningful and measurable ways.



Achievement of Magnet Recognition with Distinction

This year marked a defining achievement in our nursing journey: Magnet Recognition with Distinction. This honor reflects the exceptional practice environment you have built and demonstrates the transformational impact of your work. Our appraisal included 14 exemplars, underscoring particular strength in professional governance, where our nurses continue to lead, influence decisions and shape practice standards through authentic shared ownership.

This accomplishment is more than a designation—it is a reflection of who we are. It represents the outcomes you generate, the evidence-based approaches you advance and the compassion you bring to every interaction. Earning Magnet with Distinction places our nursing team among the most elite in the nation, and you should take immense pride in this well-deserved recognition.

Team engagement – Sustained growth and momentum

Our continued focus on cultivating an engaged, supported and empowered nursing workforce has yielded remarkable results. Over the past year, we achieved improvements in 11 of the 12 engagement domains, with statistically significant growth in four additional domains. This means our progress is not only consistent but also increasingly strong and meaningful.

Your voices, your collaboration and your commitment to shaping our culture have built a workplace where nurses thrive. This level of engagement fuels innovation, strengthens teamwork and enhances our ability to provide the safest, highest quality care. Engagement is not an end point—it is a driver of everything that follows.

Impact on quality and safety – Extraordinary reduction in harm events

The power of your engagement was unmistakably evident in our 2025 quality and safety outcomes. Due to your vigilance, proactive problem-solving and relentless pursuit of excellence, we achieved a 44% improvement in harm event reduction above target. Importantly, this target was already an increased benchmark from 2024—meaning the standard was higher, and yet you surpassed it with exceptional performance.

This is transformational work. Fewer harm events mean safer patient care, fewer complications, improved trust and better outcomes for every individual who enters our doors. This achievement is the direct result of your ownership of practice, your willingness to challenge norms and your commitment to continuous improvement.

Looking ahead – Building on a strong foundation

As we reflect on a year of extraordinary accomplishments, we also look forward with excitement and determination. Our next phase centers on deepening our professional governance evolution, further strengthening the structures that empower nurses to drive and own their practice. We will continue building robust, evidence-based models that elevate decision-making, advance clinical excellence and support our teams in shaping the future of nursing care within our organization.

The foundation we have built together is strong—rooted in engagement, aligned with our values and reinforced by the outcomes we continue to achieve. Our journey is far from over, and the opportunities ahead are tremendous.

Thank you for an amazing year of dedication, leadership and heart. I am deeply grateful for every one of you and inspired by what we will accomplish next. Together, we will continue advancing our practice, strengthening our profession and delivering exceptional care to those we serve.

With gratitude and enthusiasm for the year ahead,

Carrie M. Wing, RN, MBA, CENP, ONC
Vice President and Chief Nursing Officer
IU Health North Hospital



Strengthening trust through collaborative front end care

In the spring of 2025, a multidisciplinary team of nurses, physicians and operational partners at IU Health North came together with a shared purpose: to understand the patient experience through the eyes of those waiting to be seen in the Emergency Department. The team already knew there was a gap in how trust was built during the earliest phase of care. What had been missing was a unified direction. This work accelerated once nursing and provider leadership established a shared vision for excellent frontend care—and committed to pursuing it together.

That shared vision led to the launch of a new interdisciplinary frontend care model in August, blending redesigned Flex Provider standard work with strengthened nursing roles. Together, nurses and physicians formed a cohesive “front door team” designed to deliver early assessment, timely treatment and ongoing communication.

- **Provider in Triage (weekdays 11 am – 6 pm):** Physicians and advanced practice providers partner directly with the triage nurse, jointly conducting early assessments and placing initial orders within minutes of arrival. This shared workflow demonstrates responsiveness, safety and a unified clinical voice—showing patients that their care team is aligned from the very beginning.
- **Throughput Nurse:** Working in step with the Provider in Triage, the Throughput Nurse initiates lines, labs and medications within 30 minutes. This partnership ensures that patients begin receiving meaningful care immediately, reinforcing that physicians and nurses are collaborating continuously—even before a room is available.
- **Waiting Room Nurse (Mondays/Tuesdays):** While providers remain accessible for questions and clinical updates, the Waiting Room Nurse maintains close contact with patients and families, offering education, reassurance and timely reassessment. This ongoing dialogue between nurses and providers creates a seamless, shared approach to communication and support.

This coordinated model—built on real-time teamwork, shared visibility and a jointly crafted vision for care—significantly strengthened trust among patients waiting to be seen.

The results reflect the power of true nurse-provider collaboration. **Net Promoter Score (NPS) increased by 11.7 points on Mondays and Tuesdays**, with a **7.5-point improvement across all weekdays**. Trust top box scores rose by 8% on Mondays and Tuesdays and 2% overall. Compliments about timeliness outpaced complaints for the first time, shifting from **39:71 to 60:57**, even with slightly longer waits. And among level 3 acuity patients who ultimately received care in hallway beds, NPS rose dramatically—from **2.2 to 55.7**.

By redesigning the first moments of care together, nurses and physicians at IU Health North created a model grounded in teamwork, transparency and compassion. Their unified approach shows patients that they are valued, supported and safe from the moment they walk through the door—setting a new shared standard for trust-building care.



NURSING OUTCOMES

Partnership with Carmel High School: 12 students employed at IU Health North

140 clinical placements

44% reduction in harm events

Engagement survey results: 4 of 12 this year were a statistically significant improvement

Patient satisfaction: More than 75% of departments outperformed 2024 patient experience metrics in 2025, including Emergency Medicine and four of five inpatient departments.



IU Health West Hospital

In 2025, IU Health West Hospital's commitment to excellence in patient safety was strengthened through the implementation of a comprehensive hand hygiene program that elevated culture, accountability and clinical practice. The Chief Nursing Officer (CNO) launched a call to action across the multidisciplinary hospital team. In collaboration with the Senior Project Manager (PM), the CNO established a cross-functional steering team, halted existing observation practices and launched a new facility-wide hand hygiene infrastructure. This structure emphasized inclusive departmental participation, standardized observation expectations, transparent and consistent data sharing, education and competency validation, and consistent feedback loops. The CNO and PM conducted a communication roadshow to build awareness, foster desire and enhance knowledge around hand hygiene and keeping patients safe.



For accountability, hand hygiene compliance data by role and department was sent to all leaders and posted on the facility-wide huddle board in report card grade format. Hand hygiene rounding was consistently completed by facility executive leaders and directors. Accountability loops were established by capturing team member names to recognize and names to coach with expectation to escalate to corrective action, as needed.

Establishing a formal structured Hand Hygiene program has increased awareness, desire and knowledge across all roles and all departments. The structure is successful when training, education, culture, infrastructure and feedback are established. Recognition and accountability are necessary components and must be the expectation at the executive level. Hand Hygiene success is a cultural movement for continuous awareness versus a team member knowledge gap. Creating a culture of humanizing harms—"safe hands, safe patients"—creates desire in caregivers that personalizes their behaviors and impacts patients and peer safety.

In 2025, IU Health West Hospital launched the 2025 – 2026 Nursing Strategic Plan (NSP). As Chief Nursing Officer, I am proud of how our nursing teams translated strategy into action—demonstrating disciplined follow-through, embracing evidence-based practice and advancing the organization's mission to deliver safe, compassionate and exceptional care.

Some 2025 highlights include:

- Workplace violence initiatives
- Moral distress and healthy work environment initiatives
- Evidence-based practice training and projects by housewide Nursing Professional Governance Council (NPG)
- Clinical nurse development training for charge RNs
- Increased number of eligible certified RNs
- Care model redesigns
- Leader model redesign
- RN workload burden reduction
 - Documentation standards
 - 6S/room refresh medical and medurg



I'm incredibly proud of our team and the talents of each nurse leader to accomplish excellence. It goes beyond nursing—it's truly a collaboration across all disciplines within the hospital. Each of our leaders and team members is committed to achieving excellence every day.

Kapri D. Ames, MSN, RN, CPC, NE-BC, FACHE
 Vice President and Chief Nursing Officer
 IU Health West Hospital

Nursing stories

Katie Kottaridis, BSN, RN, is a clinical bedside nurse on the Endoscopy unit at IU Health West Hospital and co-chair of the NPG council. In early 2025, her and her team encountered a patient who received a colon decompression tube, a procedure rarely performed in their area. When nurses from the recovery area requested information on how to provide ongoing care for the tube, Katie and her nursing team discovered that there were no specific orders or guidance related to the device and situation. After consulting with the medical team, Lippincott, and the product manufacturer, it was discovered that standard guidance for device care did not exist. The patient was closely monitored, and no complications occurred, though Katie saw the opportunity to improve and seized on it. She collaborated with their lead GI physician and the clinical informatics team on the creation of an order set for post-procedural care of the colon decompression tube. The order set was presented to the IU Health system GI council, was approved for use, and went live in late 2025 as an excellent example of clinical collaboration and nursing innovation.

In May 2025, a challenge was identified in the care of patients who experience intravenous extravasation events at IU Health West Hospital. Delays in treatment existed due to complexities in identifying which antidote to administer, depending on the infiltrated medication or infusion and varied order and occurrence of procedure steps. This often led to multiple discussions between nurses, pharmacists, and physicians to determine appropriate care and treatment of a patient's extravasation. The issue was discussed at the house-wide Nursing Professional Governance council and a team was formed comprising clinical nurses Rebecca Crain, BSN, CCRN, Savannah Steedman, BSN, RN, VA-BC, and Erin Kelly, BSN, RN, Clinical Nurse Specialist Ann Allison, DNP, RN, ACNS-BC, and pharmacy manager W. Blake Hays, PharmD, BCCCP. The interdisciplinary group knew that this could assist with the timely treatment of the clinical issue to decrease patient complications while utilizing and maximizing nursing's scope of practice. The group created a draft protocol and associated management algorithm, which integrated Lippincott's evidence-based procedures on infiltration and extravasation management and recently published evidence into nursing workflow. The protocol was approved by the house-wide Nursing Professional Governance council in August 2025, the Pharmacy and Therapeutics council in August 2025, the Medical Executive Council in September 2025, and went into effect in December 2025.



PATIENT OUTCOMES

Emergency Department likelihood to recommend achieved 200% of target

2 CLABSIs in 2025 vs. 9 in 2024

1 Colon SSI in 2025 vs. 3 in 2024

0 Hyster SSI in 2025 vs. 2 in 2024



NURSING OUTCOMES

Onboarded 373 team members, including RNs, LPNs and patient care support roles

Placed 287 students for a total of 5,457 hours – representing 15 different schools and organizations

Launched new clinical/academic partnerships – Interprofessional education, Leadership and Case Management

Successfully completed all 2025 Nursing Strategic Plan objectives (21 total):

- Redesigned and implemented a new nursing leadership framework, creating role clarity and enhanced accountability
- With increased engagement in the Workplace Violence Committee, successfully launched five initiatives focused on team member wellbeing
- Designed and implemented a Charge Nurse development course to foster growth and support unit operations

House-wide NPG members completed two evidence-based project initiatives

15 completed EBP projects and eight in progress

Launched a new translation device, enabling better patient and team member experiences through more conversational topics

Improved hand hygiene compliance by 10% through a dedicated nurse-led hand hygiene program

IU Health Arnett

Team,

The accomplishments of 2025 reflect a steadfast commitment to professional practice, patient safety and compassionate care. Throughout the year, our teams delivered exceptional outcomes while advancing innovation, strengthening the practice environment and supporting one another through unprecedented demand.

Patient safety remained a defining priority in 2025. Despite increasing patient volumes, complexity and acuity, IU Health Arnett achieved single-digit Promise Dashboard patient harms, reflecting disciplined, nurse-led prevention strategies and a deeply embedded culture of reliability. These outcomes demonstrate our unwavering focus on protecting patients from harm through evidence-based practice (EBP) and high-reliability behaviors.

In parallel, we delivered outstanding patient experience results. IU Health Arnett inpatient departments achieved top-quartile patient experience performance, underscoring the consistency, compassion and professionalism of care delivered at the bedside. In the Emergency Department, we achieved the highest patient experience performance in departmental history, despite seeing the highest Emergency Department visit volumes ever recorded.

Our teams also achieved sustained and measurable improvements in 2025 clinical quality and safety through innovation and EBP:

- We saw a 31% reduction in HAPIs (hospital-acquired pressure injuries) across inpatient care areas.
- Our AC5 inpatient unit achieved 446 consecutive days HAPI-free and remains five years C. diff-free.
- Our AC6 inpatient unit reduced patient falls by 33% compared to 2024, is four years CAUTI-free, and one year C. diff-free.
- Our Level III NICU achieved 100% patient experience for the second consecutive year and had zero hospital-acquired infections.
- Our Observation unit sustained two years with no CAUTI, CLABSI or C. diff.
- Through implementation of a specialty bed algorithm, ICU achieved a 33% reduction in HAPIs, including a 62% reduction in surface-related injuries. ICU also remains CAUTI-free since July 2023 and is three years C. diff-free.
- Following implementation of the AirTAPS algorithm, PCU achieved a 40% reduction in HAPIs, including an 83% reduction in coccyx, sacrum and gluteal injuries. PCU also remains three years CLABSI-free and is CAUTI-free since July 2024.
- Our Emergency Department reduced blood culture contamination by 25%, improving diagnostic accuracy and patient safety.

Care delivery innovation was also central to our progress. We completed the successful Emergency Department reconfiguration project, improving patient flow and care delivery. Virtual nursing went live, expanding clinical support and promoting workload sustainability. The “Road to Home” pilot on the Mother Baby Unit enhanced discharge planning and patient experience, while Maternal Child Health launched the Healthy Work Initiative, reinforcing a safe and supportive work environment.

To further elevate responsiveness to patient voice, we implemented Advocor leader rounding software, allowing documentation of our hardwired best practice of leader rounding and enabling more actionable, real-time insights from patient feedback.

Our commitment to our people remained strong. The full team member engagement survey demonstrated a 0.43-point improvement among IU Health Arnett nurses from 2024. We also achieved full staffing across nursing leadership roles, ensuring strong clinical leadership presence and continuity.



As we look ahead, my vision for nursing at IU Health Arnett remains aligned with the IU Health Nursing Strategic Plan and our shared commitment to sustained excellence. We will continue to focus on outcomes-driven practice, workforce engagement and wellbeing, nurse-led innovation and transparent accountability.

The results achieved in 2025 reflect the professionalism, expertise and dedication of our nurses. I am deeply grateful for their leadership and confident in the continued impact they will make for our patients, families and community.

With pride and optimism,

Star Meyer, JD, BSN, RN
Vice President and Chief Nursing Officer
IU Health Arnett



Under the Bridge project

ED Nurse Director Amanda Rardon, MSN, RN, CEN, TCRN, and ED Nurse Manager Kayla Glover, BSN, RN, participated in the “Under the Bridge” initiative, which promoted equity and inclusion for those who are unhoused in the local community. This initiative aligns with our organizational strategic plan to address social determinants of health (SDOH) and community health.

Overall, big-picture strategic plans are created at a system level for implementation and refinement at the organizational level. The strategic plan centers on three pillars: Excellent Care, Exceptional People and Expanding Impact, which advance our vision, values and promise to the patients and communities we serve. Our vision is to make Indiana one of the nation’s healthiest states. Supporting healthy communities is a key element of this vision.

SDOH are the conditions in the environments where people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning and quality-of-life outcomes and risks. While the connection between housing and homelessness (unhoused individuals) is clear, its impact on health is often overlooked. Homelessness affects diverse groups—children, families, older adults, people with disabilities—and everyone needs access to care. Health issues can lead to homelessness, which can then worsen existing or create new health problems due to unsafe environments and stress, and healing can be challenging without stable housing. Misconceptions about homelessness contribute to stigma and discrimination, increasing social isolation and vulnerability.

Team members in the IU Health Arnett Emergency Department (ED) recognized an opportunity to better support individuals in their community. Several team members, including Brittney Witherow and Kayla Rogers, were involved in the local Emergency Nurses Association Chapter 501, which started a collection for those who were homeless. ED Paramedic Melissa Schmidt, NREMT-P, CPST, Community Outreach Chair for the ENA chapter, took over this initiative, which became known as “Under the Bridge.”

Under the Bridge’s ED team members visit the homeless campsites and hand out much-needed items. Initially, they went to the campsites at night, but based on feedback from law enforcement, they switched to mornings. By teaming up with the Lafayette Police Department, other IU Health facilities, Purdue University School of Nursing, St. Elizabeth’s School of Nursing, the West Lafayette Police Department, Tipp Homemakers Association and others, the initiative is now an annual community event.

In September, they sent out a flyer about the project to solicit volunteers and donations. In January, the ENA chapter began planning the event for later in 2024 and discussed the initiative at chapter meetings throughout the year. On Sept. 18 and again on Nov. 13, 2024, Nurse Director and ENA chapter president Amanda Rardon participated in planning discussions regarding the upcoming “Under the Bridge” activities.

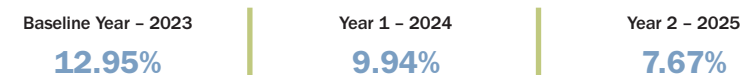
Melissa, Amanda, and the group solicited donations, and a packing party was held in November. On Dec. 11, 2024, a group of team members from the ED, including Kayla Glover, delivered 95 self-care packages to unhoused individuals living under one of the large bridges in Tippecanoe County. On Dec. 8, 2025, ED team members once again delivered 120 self-care packages and blankets to unhoused individuals living under the same bridge.

Key References

Gaston, M. H. (1999). Principles of practice: A clinical resource guide for health care for the homeless programs, Department of Health and Human Services <https://nhchc.org/wp-content/uploads/2021/03/PAL-99-12.pdf#page=7>, PAL99-12A; retrieved January 21, 2026.

National Health Care for the Homeless Council (September 2025). Fact sheet: Homelessness and health: What’s the connection?

Nurse turnover rate exceeded the goal of 0.5% decrease for the last two years.



- NDNQI reported **0 OR Patient Burns** per 1,000 patients from Q2 2024 to Q3 2025.
- NDNQI reported **0 Hospital Surgical Errors** per 1,000 patient visits/cases from Q2 2024 to Q3 2025.
- NDNQI reported **0 Surgical Errors** for Arnett Ambulatory Surgery Center from Q4 2023 to Q3 2025.

NORTH REGION ACCOMPLISHMENTS



PATIENT OUTCOMES

31% reduction in hospital-acquired pressure injuries (HAPIs) across inpatient care areas

AC5 inpatient unit achieved 446 consecutive days HAPI-free and remains five years C. difficile-free

AC6 inpatient unit reduced patient falls by 33% compared to 2024, is four years CAUTI-free and one year C. difficile-free.

Level III NICU achieved 100% patient experience for the second consecutive year and had zero hospital-acquired infections.

Observation unit sustained two years with no CAUTI, CLABSI or C. difficile.

Through implementation of a specialty bed algorithm, ICU achieved a 33% reduction in HAPIs, including a 62% reduction in surface-related injuries. ICU also remains CAUTI-free since July 2023 and is three years C. difficile-free.

Following implementation of the AirTAPS algorithm, PCU achieved a 40% reduction in HAPIs, including an 83% reduction in coccyx, sacrum and gluteal injuries. PCU also remains three years CLABSI-free and is CAUTI-free since July 2024.

Emergency Department reduced blood culture contamination by 25%, improving diagnostic accuracy and patient safety.

Q1, 2024 – Q4, 2025: Acute Stroke Reporting Measure: Door to CT <= 25 min; percent of stroke patients who receive brain imaging within 25 minutes of arrival

The team at IU Health Arnett earned recertification from The Joint Commission as an **Advanced Primary Stroke Center**.



NURSING OUTCOMES

Onboarded RNs: **148**

Onboarded PCAs: **115**

School partnerships:

- Purdue University
- Saint Elizabeth School of Nursing
- IVY Tech – Lafayette
- IVY Tech – Kokomo
- IU – Kokomo
- Vincennes University

IU Health Ball

Dear IU Health Ball nursing team,

As we reflect on the past year, I am filled with deep gratitude and admiration for the extraordinary accomplishments of our nursing team. Your commitment to excellence, patient safety and innovation has defined 2025 as a year of remarkable transformation and achievement for our organization.

Together, we have made tremendous strides in reducing harm and improving patient outcomes.

Thanks to your vigilance, expertise and unwavering dedication to best practices, we have achieved over one full year without a CAUTI, an accomplishment that stands as a testament to consistent, disciplined care at every bedside. We also saw a significant reduction in CLABSI rates, demonstrating our team's relentless focus on preventing hospital-acquired infections. Additionally, through thoughtful risk-mitigation strategies and strong interdisciplinary collaboration, we reduced falls with injury by 50%, ensuring greater safety and confidence for those we serve. Our sustained focus on throughput and care coordination also resulted in improved patient length of stay, creating better experiences and outcomes for our patients and their families.

Your leadership has reached beyond our walls and into the national spotlight.

This year, our nurses proudly represented IU Health Ball at Magnet®, National Teaching Institute (NTI), American Organization for Nursing Leadership (AONL), Indiana Organization for Nursing Leadership (IONL), Sigma and numerous additional regional and national forums. Your presentations showcased not only the exceptional quality of care you deliver but also the spirit of innovation that defines our nursing practice. The visibility and recognition you have earned affirm that our work is among the best in the nation.

We also celebrate key milestones in strengthening our organizational health and the work environment for our teams.

Through improved workforce planning and fiscal stewardship, we meaningfully reduced reliance on traveler staff, allowing us to reinvest in our own people and programs. We improved the patient experience in both our inpatient settings and our Emergency Department, reflecting your ability to blend compassion with service excellence. Additionally, we saw an encouraging increase in participation in our associate engagement surveys, signaling that your voices are shaping our priorities and our future.

Innovation has been a defining force this year.

We successfully launched virtual nursing in our progressive care spaces, expanding our care capacity, enhancing support for bedside teams and improving patient monitoring and responsiveness. Our surgical teams continued to lead with excellence, utilizing state-of-the-art equipment that elevates procedural safety, efficiency and outcomes. And in the Emergency Department, our triage and flow redesigns have transformed patient throughput and overall experience, ensuring timely, effective and compassionate care during patients' most vulnerable moments.

As we look ahead, I am profoundly hopeful for what 2026 holds. In a world that often feels uncertain, I am deeply secure—and genuinely optimistic—because of this team. Your dedication, your heart for service and your relentless pursuit of excellence give me confidence not only in the future of IU Health Ball, but in the future of nursing itself.

Thank you for all you have accomplished this year, and for all the ways—big and small—you continue to make a difference. It is an honor to lead alongside you, and I am excited for all we will achieve together in the year to come.

With gratitude and pride,

Melissa R. Hicks, DNP, RN, NE-BC
Vice President and Chief Nursing Officer
IU Health Ball



Nursing story

Courtney Grizzle's journey reflects the strength of the partnership between IU Health and Ivy Tech – Muncie in developing the next generation of nurses. She began at IU Health in an entry-level role before becoming a PNC in the Emergency Department, where her passion for nursing took root. With encouragement from her leaders and the flexibility offered through Ivy Tech, Courtney completed her LPN while working full-time and growing her family. Ready for the next step, she continued through Ivy Tech's RN bridge program, graduating in May 2025. Her experience across roles—from Ivy Tech to LPN to RN—has built a strong clinical foundation, and she is now a valued and trusted member of the team. Her leaders describe her as adaptable, dedicated and an example of how educational support and on-the-job experience can grow exceptional nurses. Courtney's story highlights how the IU Health and Ivy Tech – Muncie partnership removes barriers, supports career mobility and helps team members advance their education while continuing to serve our patients and communities.



NORTH REGION ACCOMPLISHMENTS



PATIENT OUTCOMES

CAUTI free in 2025:
currently 466 days CAUTI free

2025 Culture of Patient Safety Survey: **6.46% increase in survey participation from 2023**

CLABSI: **2**

C. diff: **7**

Colon SSI: **4**

Abd Hyst SSI: **1**

Total harm events: **14**
(-22% compared to 2024)

LOS: **0.87 (goal is <.90)**

Mortality: **0.72 (goal <0.73)**

30-day readmissions: **12.08**
(goal 11.85)



NURSING OUTCOMES

ANE graduates/enrolled: **15 graduates**

Net new nurses: **88**

Nursing students hired: **55**

Handle with Care attendees: **65 initial; 149 recertifications**

PCAs onboarded: **201**

RNs onboarded : **198**

LPNs onboards: **8**

International RNs onboarded: **15**

Travelers: **62**

Nurses and PCAs attended roving learning labs: **650**

International to IU Health employee: **8**

As I reflect on this past year, I am filled with deep gratitude and excitement for the journey we are on together in Fort Wayne. Stepping into the role of Chief Nursing Officer at IU Health Fort Wayne during such a pivotal moment has been an extraordinary honor. Together, we are opening a new hospital and intentionally shaping a nursing culture and a model of care that will shape the future of healthcare in our community.

Building a hospital, a team and a vision

This year has been defined by collaboration, innovation and an unwavering commitment to doing what is best for our patients and families. With our new hospital opening on May 1, 2027, alongside our Epic go-live, we have a unique opportunity to design, test and refine care delivery from the ground up.

Across every facet of care, interdisciplinary workgroups are actively developing workflows, staffing models, communication standards and escalation pathways to ensure safe, seamless, patient-centered care on day one. Their creativity, engagement and shared purpose have been truly inspiring.

Systemwide partnership and support

We would not be where we are today without the extraordinary partnership of our colleagues across the IU Health system. Their expertise, mentorship and willingness to walk alongside us have strengthened our foundation and accelerated our progress. Their commitment reflects the IU Health value of teamwork and represents the very best of who we are as a system—one team, united by a mission to make Indiana healthier.

Laying the groundwork for nursing excellence

As we establish the structures that will support nursing excellence, including professional governance, academic partnerships and a culture rooted in excellence, inquiry, compassion and accountability, we are intentionally aligning this work with the IU Health Nursing Strategic Plan and Relationship-Based Care model. These foundations ensure nurses have a strong voice, meaningful opportunities for growth and the support needed to thrive. Our academic partnerships and pipelines further strengthen this foundation by bringing IU nursing talent to Fort Wayne, ensuring a strong, sustainable workforce for years to come.

Looking ahead

As we prepare for opening day, our focus remains on fulfilling our IU Health promise: the best care, designed with you, delivered by a joyful, resilient nursing workforce, to every patient, every time. We will continue building the structures that support professional growth, shared decision-making, evidence-based practice and a culture in which nurses feel valued and energized. This is only the beginning. The work we are doing today will shape the future of healthcare in Fort Wayne for generations to come.



Gratitude and recognition

To every nurse, leader, partner and team member who has contributed to this remarkable year, thank you. Thank you for trusting me, for inspiring me and for walking this journey with me. I am humbled to serve alongside you and inspired by what we will accomplish together. As we open our new hospital and embark on this next chapter, we will build a legacy of excellence, compassion and innovation for the Fort Wayne community.

Angela Powell, MBA, MSN, RN, NE-BC
Vice President and Chief Nursing Officer
IU Health Fort Wayne



Critical Access Hospitals

IU Health Frankfort | IU Health Jay | IU Health Tipton | IU Health White Memorial

Dear colleagues,

As I reflect on 2025, it was a year marked by resilience, innovation and unwavering commitment to those we serve. Every day, our nurses demonstrate the extraordinary impact of compassionate, evidence-based care, and it is an honor to lead such a dedicated and talented team.

Over the past year, we advanced our practice in meaningful ways. We strengthened our professional governance structures, broadened opportunities for clinical advancement and expanded support for nurse wellbeing. Our teams embraced new care models and consistently demonstrated adaptability in an evolving healthcare environment. These accomplishments reflect not only individual excellence, but the collective strength of a nursing workforce united by purpose.

Here are some highlights we have accomplished together:

- A tradition of excellence:** IU Health Frankfort and IU Health White Memorial Hospital walked the stage at ANCC Magnet/Pathway Conference for their second designations. IU Health Jay hosted two external trauma education training programs—rural trauma team development course (RTTDC) and Rural Health Innovation Collaborative (RHIC)—working to increase our trauma readiness. Between our four critical access hospitals, we have 72 certified nurses, including 35 nurses that are master's prepared or beyond.
- National bragging rights:** Holly Weaver and Julie Teeter were invited to speak at AWHONNs Rural Health Summit in Des Moines, Iowa, on the IU Health Jay Healthy Beginnings program.
- Top-tier care:** The IU Health White Memorial Hospital ED had the highest patient experience scores in the system for the second year in a row. The IU Health Jay ED successfully maintained a dedicated triage nurse role for a full year, improving patient flow and early clinical decision-making while the inpatient unit successfully implemented an admission/discharge/transfer RN role and an activities tech role with a primary focus on our Rehab to Home population.
- Successes:**
 - IU Health Frankfort Pain scores in both ED and inpatient were above 95%.
 - IU Health Jay opened the Activities of Daily Living Room (ADL) for our Rehab to Home Program and relaunched Health Talks on the local radio station.
 - IU Health White Memorial Hospital ED reached Gold status with the American Heart Association's Get With the Guidelines® Stroke Recognition Program.
 - All but one department exceeded patient experience scores in all four hospitals.

- All in:** All four hospitals exceeded the team member engagement participation goal of 88% and the goal of recommending this organization as a great place to work.
- Community engagement:**
 - IU Health Frankfort: Participation in the Senior Health Fair and Heros for Hope
 - IU Health Jay: Participation in Hope Fest Health Fair, Hispanic Health Fair, career day and free sports physicals at Jay County Jr-Sr High School, partnered to open the Family Resource Center in Jay County
 - IU Health Tipton Hospital: Food Finders Mobile Food Pantry, Tipton Talks at Encore, Laundry Lift, medication collections, free sports physicals
 - IU Health White Memorial Hospital: Mobile food pantry, health fair, garden bed building
- Safety superstars:** Last hospital-acquired infections
 - IU Health Frankfort: CAUTI: 2021, CLABSI: 2021, C. diff: Jan. 9, 2024
 - IU Health Jay: CAUTI: March 1, 2018, CLABSI: Sept. 29, 2024, C. diff: Jan. 26, 2020
 - IU Health Tipton Hospital: CAUTI: Dec. 1, 2015, CLABSI: July 19, 2015, C. diff: May 31, 2024
 - IU Health White Memorial Hospital: CAUTI: May 20, 2020, CLABSI: 2005, C. diff: May 29, 2025

You show up day after day with courage, empathy, professionalism and a level of dedication that defines the very best of healthcare. Whether at the bedside, in leadership, in support roles or advancing practice and education, your contributions make a profound difference in the lives of patients, families and colleagues. Thank you for your hard work, sacrifices and relentless pursuit of excellence. Thank you for the moments of comfort you provide, the advocacy you champion and the healing you bring. In 2025 and beyond, we honor you, we appreciate you and we are proud to stand alongside you.



Thank you for everything you do.
Christina Schemenaur, MSN, RN
 Vice President and Chief Nursing Officer
 IU Health North Region
 Critical Access Hospitals

Nursing stories

Twelve IU Health Jay departments teamed up with the Jay County Drug Prevention Coalition and other community partners to host the annual Hope Fest Health Fair in September 2025. Many months are spent planning to bring a day full of fun, resources and support to our neighbors. This year's event was attended by more than 500 people from multiple counties and featured free food, musical performances, family activities, health screenings, door prizes, educational resources and a diaper giveaway, all designed to promote health and support the well-being of our Jay County community.

Healthy Beginnings was created to support mothers and infants in Jay and Blackford counties by expanding access to prenatal care, providing coordinated navigation services and improving emergency care for pregnant women in rural areas without local OB services. In 2025, its fifth full year, the program continued to identify new opportunities to strengthen maternal and infant health interventions. The team focused on increasing community outreach and deepening partnerships with local organizations, all united in their mission to improve the health and well-being of families in the region. In July, with funding from the Portland Foundation, Healthy Beginnings partnered with Firefly, Purdue Extension and the Department of Child Services to open a Family Resource Center in Jay County. The center, part of the Strengthening Indiana Families initiative, became the first in the state to be launched solely through community collaboration and coordination. Family Resource Centers serve as community hubs where residents can access a range of supports while building a foundation for social inclusion and community participation. The nurses of Healthy Beginnings continue to provide educational programming and family support at the Family Resource Center.



NURSING OUTCOMES

IU Health Tipton Hospital

- RN: 8 hired, 3 transferred
- PCA.: 2 hired
- Paramedic.: 1 hired
- EMT: 1 hired, 1 transferred
- Surge tech: 1 transferred
- Student placement x 8 for 236 preceptor hours



PATIENT OUTCOMES

- IU Health Jay nursing units met their patient experience goals in 2025
- CAUTI-free for more than 7 years
- CLABSI-free for more than 1 year
- C. diff-free for more than 6 years
- Met all 2025 Fall Harm goals



NURSING OUTCOMES

- IU Health Jay hosted two external trauma education training programs, RTTDC and RHIC, working to increase our trauma readiness.
- The IU Health Jay ED successfully maintained a dedicated triage nurse role for a full year, improving patient flow and early clinical decision-making.
- The IU Health Jay Inpatient unit successfully implemented an ADT (Admission/Discharge/Transfer) RN role and an Activities/Mobility tech role with a primary focus on our Rehab to Home population.
- The IU Health Jay Inpatient unit opened the Activities of Daily Living room for the Rehab to Home program.

IU Health Jay exceeded the team member engagement participation goal of 88% and the goal of recommending this organization as a great place to work.

RN student placement: partnership with Ball State University as a clinical site for med-surg and population health nursing students

Continued partnership with Jay School Corporation as a clinical site for health occupation education students

10 new RN hires

IU Health Bloomington

Dear IU Health Bloomington nursing team,

It is with great pride and deep gratitude that I reflect on the remarkable accomplishments of our IU Health Bloomington nursing team in 2025. This past year has truly showcased the unwavering commitment, clinical expertise and compassion that define our nurses and reinforce our shared pursuit of excellence in patient care.

Throughout the year, our nursing team demonstrated extraordinary resilience, innovation and dedication to advancing care for our patients and community. I am honored to highlight several achievements that reflect both our collective strength and the unique excellence of our site.

One of our most significant milestones was earning our fourth Magnet Designation, a powerful testament to the strength of our professional nursing practice. Over the course of three days, three American Nurses Credentialing Center (ANCC) appraisers visited more than 66 departments and clinics, engaging directly with our nurses and advanced practice registered nurses (APRNs). They heard firsthand the stories of excellence, collaboration and innovation that define our practice every day. We were also proud to have 11 nurses represent IU Health Bloomington at the ANCC Magnet and Pathway™ Conference in Atlanta, celebrating this achievement on behalf of our entire organization.

Another key accomplishment was advancing safe patient handling through the implementation of the Hercules device. This technology has transformed how we approach patient mobility and repositioning, resulting in reduced staff injuries, improved workflow efficiency and enhanced patient comfort. The strong outcomes already achieved reflect our nurses' willingness to embrace innovation and our culture of continuous improvement.

This year also marked important progress in building expertise through Implementation Science workshops. These sessions strengthened our nurses' ability to translate evidence into practice by equipping teams with practical tools to evaluate interventions, identify barriers to adoption and design sustainable practice changes. As a result, teams are now applying structured frameworks to improve outcomes, accelerate innovation and strengthen consistency across units—positioning IU Health Bloomington as a leader in evidence-based transformation.

Our commitment to quality and safety excellence produced measurable results, including reductions in hospital-acquired conditions such as CAUTIs and CLABSIs. These improvements reflect the diligence of our bedside teams and the impact of strong interdisciplinary collaboration and safety huddles.

We also made meaningful strides in professional growth and recognition. Several nurses advanced their professional development through specialty certification, academic progression or participation in shared governance councils. Numerous team members were recognized with internal and regional awards for clinical excellence and compassionate care—an honor that reflects the extraordinary talent across our teams.

As we look ahead, our work remains closely aligned with the Nursing Strategic Plan, with continued focus on professional governance, workforce planning and optimization, care delivery innovation, workforce well-being, professional advancement and operational excellence. In the coming year, I am committed to:

- Strengthening a culture of belonging and well-being, ensuring every nurse feels supported, valued and empowered to thrive
- Expanding professional development pathways with an emphasis on mentorship, specialty certification and leadership readiness
- Advancing evidence-based practice and research, encouraging inquiry and innovation at every level
- Leveraging technology and data, building on successes such as the Hercules device and Virtual Nursing to streamline workflows and increase time at the bedside



Our nurses are truly the heart of this organization. Your dedication continues to shape the future of care for our patients and our community. I am inspired by what we have achieved together and energized by the opportunities ahead.

Thank you for your unwavering commitment, your resilience and the extraordinary care you provide every day. Together, we will continue to advance our mission and make a meaningful difference for our patients, our colleagues and our community.

With gratitude,

Cynthia (Cindy) Herrington, DNP, FNP, MSN, RN, NE-BC
Vice President and Chief Nursing Officer, IU Health Bloomington
IU Health South Region



Nursing story

In 2023, the 3W Acuity Adaptable Unit at IU Health Bloomington faced a persistent challenge: caring for a patient population with a disproportionately high risk for falls. These events carried significant consequences—emotional distress for patients and families, moral burden for staff and substantial financial impact related to injuries, diagnostic testing and increased length of stay. Recognizing the need for a transformational approach, the team launched an innovative video-based monitoring initiative on Oct. 24, 2023, designed to enhance safety and reduce preventable harm.



The unit installed 360-degree rotating cameras, equipped with two-way audio and prerecorded messaging, in all 30 patient rooms. A secure monitoring station allowed a dedicated camera technician to observe high fall-risk patients continuously and intervene in real time. This combination of high-visibility monitoring and immediate communication created a safer environment and enabled clinical teams to respond earlier and more effectively.

Within two years, the impact of this initiative was substantial. By 2025, the unit achieved a 55% reduction in total falls, demonstrating that continuous monitoring meaningfully improved patient safety. The technology also ensured that when falls did occur, many were witnessed by the monitoring technician—11 falls were witnessed since implementation, preventing unnecessary imaging that is traditionally required for unwitnessed events. This change alone resulted in \$10,692 in imaging cost savings.

Beyond imaging-related reductions, the overall fall decrease contributed significantly to organizational cost avoidance. In 2025, the estimated fall-related cost savings amounted to \$389,015, driven by fewer injuries, reduced treatment requirements and shorter length of stay for at-risk patients.

The program has also proven valuable beyond raw numbers. The ability to witness falls in real time eliminated delays in care escalation and reduced strain on hospital imaging resources. Early detection and intervention—supported by artificial intelligence within the monitoring system—enabled staff to redirect patients, prevent unsafe mobility attempts and maintain situational awareness across the unit.

Ultimately, the implementation of video monitoring on the 3W Acuity Adaptable Unit exemplifies how innovative technology and dedicated staffing can meaningfully improve safety outcomes. The initiative not only reduced the frequency and severity of falls but also enhanced the patient and family experience while creating measurable financial savings for the organization. This project demonstrates the powerful role of technology-assisted care in supporting nursing excellence and advancing quality outcomes at IU Health Bloomington.



SOUTH REGION ACCOMPLISHMENTS



PATIENT OUTCOMES

Overall falls: **5.8% reduction since 2024** (with the addition of a 17-bed unit – higher patient volumes)

Falls with injury: **6.3% reduction since 2024**

HAPI: **30% reduction since 2024**

CAUTI: **67% reduction since 2024**

CLABSI: **50% reduction since 2024**

Hospital acquired C-Difficile infection: **62% reduction since 2024**



NURSING OUTCOMES

43 IU School of Nursing Capstone placements

37 preceptor-led placements from other academic partners

70 individual group clinical placements

NPD instructional hours/NPD team:
Q1: 1,196, Q2: 1,462, Q3: 7,882,
Q4: 1,657

NPD team: Back to Basic Fundamentals intervention led to overall patient harm reduction in NSIs

NPD team: Implemented Donna Wright Competency Model across all service lines

100% conversion rate: PCI to RN

Dear IU Health Morgan nursing team,

As we reflect on the past year, I am grateful for the way you embraced your team member engagement results and made direct changes to your practice areas as a result. You have dedicated yourselves to ensuring your voices are heard, and you share in decision-making. Your commitment to our purpose, team, and values of excellence and compassion are evident in your interactions with each other and our patients. I am grateful to have had the ability to watch this growth and development.

A few highlights of what we have accomplished together:

- **Next patient ready:** Joint Commission survey with no deficiencies
- **Nursing professional development:** Hosting on-site mock drills and changing to a nurse-led competency model through education champions (based on Donna Wright framework)
- **Hosted rural trauma simulation training:** 40% participation rate and Trauma Nursing Core Course (TNCC) on-site education, which resulted in 96% TNCC certification in the ED
- **Cross-training:** Offered IU Health Morgan surgery and oncology nurses the opportunity to support Cardiac Testing by cross training
- **Top-tier care:** Inpatient patient experience score of 56.6, the 75th percentile of EDs reporting a Net Promoter Score to Vizient
- **Endoscopy:** Starting the fibro scan service
- **Process improvement:** Oncology department working on efficiency and patient-centered care using lean methodology
- **All in:** 100% participation in our full team member engagement survey
- **Community engagement:** Days of service including a million meals and notecards; participation in the Morgan County Local Emergency Planning Committee drill for hazardous materials, which included the ED team



I am incredibly proud of the progress you have made with process improvement and sustaining a culture of patient safety. Your commitment to professional growth, caring for your community, professional development and delivering on our promise to deliver the best care designed with our patients makes every day rewarding. I thank you, for not only the care you give, but for choosing to deliver that care with us. You have demonstrated a passion for excellence individually and collectively.

With respect and gratitude,

Michele A. Ridge, DNP, RN, NE-BC
Vice President and Chief Nursing Officer
IU Health Morgan and Paoli

Nursing story

At IU Health Morgan Cancer Center, the nurses and staff regularly deal with patients facing a tremendous amount of medical debt, as well as potentially incurable diagnoses, pain, appointment fatigue and emotional or spiritual crisis. Each year, by their own volition, many of the Cancer Services team members at IU Health Morgan contribute to the IU Health Foundation, as well as directly to a patient or two of their own choosing. This occurs around the winter holiday season.

This year, the nurses and staff decided to support a patient who came to them in a fragile financial situation. This patient was diagnosed with metastatic cancer and was

dealing with surgery and chemotherapy as treatment options. She and her husband were under the impression that they had adequate healthcare coverage, but soon were notified that they did not have medical insurance coverage. She is a teacher's aide and her husband is a police officer; they made too much money to qualify for Medicaid and therefore chose to be self-pay to get the life-saving treatment she needed. To make matters worse, the patient experienced multiple complicated, unexpected hospital stays. As the holidays approached, the patient shared concerns regarding medical insurance coverage and mounting medical bills. The nurses and the interdisciplinary team at

IU Health Morgan were able to pull in resources such as financial counselling services, which helped the patient by securing free medication for the patient. Additionally, the team collected money and gave a one-time monetary contribution to the patient. The gifted amount was nothing in comparison to the financial toxicity the patient was facing because of her illness, but the team wanted to support her regardless so that she knew she was not on this journey alone.

According to Beth Tharpe, nurse navigator for IU Health Morgan Cancer Center, this gift meant more than a few dollars "... she knew that we were in it for the holistic approach, more than just giving her chemo."

IU Health Bedford Hospital | IU Health Paoli

Nursing story – IU Health Paoli

In rural southern Indiana, where access to maternal resources can be limited, the nursing team at IU Health Paoli is finding innovative ways to meet families where they are. This year's Community Baby Shower did far more than distribute diapers and door prizes—it became a powerful example of how nurses can lead public health efforts and strengthen community trust, one relationship at a time.

The event drew 69 registered mothers and 95 total attendees, including 41 pregnant or postpartum individuals and 54 family members. Families circulated through tables hosted by 26 community partners, from local libraries to tobacco cessation educators, Medicaid managed care organizations, early childhood programs and IU Health nurses. The result was a lively, welcoming environment where essential education blended seamlessly with compassionate support.

The impact was easy to measure. Every single participant surveyed reported learning about community resources and reported that the vendors were very helpful. More than half named the education sessions—covering topics such as hypertension in pregnancy, gestational diabetes, tobacco cessation, recovery support and local resources—as one of their favorite parts of the day. The sessions were intentionally selected based on the region's Community Health Needs Assessment, ensuring that the content addressed real gaps in maternal and family health.

But the true success of the event was captured in individual stories that unfolded.

One mother, living with PTSD and anxiety, attended the event shortly before her scheduled induction. When she arrived at the hospital the following week, she immediately recognized one of the nurses she had met at the event. That single point of familiarity eased her fears and helped her feel safe during labor. "She was so excited to see me," the nurse reflected. "She said the baby shower helped calm her anxiety and made her feel prepared."

Another family—a non-English speaking couple who had delivered at IU Health Paoli the previous year—returned for the second year in a row. Despite the language barrier, their smiles spoke volumes. They shared that the event had provided them with resources and support they could not find elsewhere. The parents proudly placed their baby in the nurse's arms, a gesture of trust that crossed every communication gap.

These moments are not incidental; they represent the heart of rural nursing practice. Nurses at IU Health Paoli are deeply embedded in their community, often caring for patients in the clinic, hospital and at events like this one. That continuity builds confidence and lessens the fear many mothers feel when navigating pregnancy and early parenthood.

Led by Jodee Rhorer and Whitney Zapfen, and supported by a multidisciplinary planning team, the event also highlighted strong collaboration. Thirteen IU Health volunteers earned Healthy Results points, while partnerships with groups like Hope Resource Center, Hoosier Uplands Early Head Start, LIFE Family Resource Center, Nurse-Family Partnership and Southern Indiana Community Health Care brought additional expertise and resources. Every participant left with essential items—from diapers and wipes to food bags, cleaning supplies and meal vouchers—ensuring families had both knowledge and tangible support.

For nurses involved, the day was more than an event; it reflected their mission. "It filled my cup," one organizer shared. "It reminded me why we do this work."

Events like these demonstrate the profound impact of nursing leadership—transforming education into empowerment, resources into resilience, and community gatherings into gateways for healthier beginnings.



IU HEALTH PAOLI PATIENT OUTCOMES

Patient "likely to recommend" scores
Emergency Department:
51.19 (56th percentile)

Inpatient: increased to **91.53 (98th percentile)** since 2024

Outpatient: **86.99 (61st percentile)**

0 CAUTI, CLABSI and SSI for 6 years

0 HAPI for 2 years

13 falls in 2025, 4 with injury
Last fall with injury – April 19, 2025
No falls since Sept. 8, 2025



IU HEALTH PAOLI NURSING OUTCOMES

97.99% participation in our full team member engagement survey

4 nursing clinical placements

Preceptor hours: 172.5



Critical Access Hospitals *continued*

IU Health Bedford | IU Health Paoli

Dear IU Health Bedford nursing team,

Upon reviewing the past year, I am thoroughly impressed by the team's collective achievements. Your commitment to our mission, to one another and to upholding our core values of excellence, purpose, team and compassion has been exemplary. I sincerely appreciate your dedication and contributions, and I'm so thankful to be part of this outstanding team.

A few highlights and accomplishments from 2025:

- **A tradition of excellence:** Your fourth ANCC Pathway to Excellence Designation
- **National bragging rights:** IU Health Bedford received a 5-star rating from the Centers for Medicare & Medicaid Services. Ratings reflect hospital performance over five quality measures: mortality, safety, readmission, patient experience, and timely and effective care. We are one of only 12 Indiana hospitals to receive a 5-star rating.
- **Top-tier care:** Inpatient patient experience score 58.04 and outpatient patient experience score of 88.42
- **Emergency Department success:** ED patient experience score of 51.43
- **All in:** 92.56% participation in our full team member engagement survey
- **Community engagement:** Hygiene kits, county fair BP checks, days of service and 5K participation
- **Safety superstars:**
 - 0 CLABSI since December 2021
 - 0 CAUTI since November 2024
 - 0 SSI (surgical site infection) since November 2023

I am proud of and encouraged by the progress we have collectively achieved in fostering a culture of patient safety, showing improvements in all three focus areas over the prior Culture of Patient Safety Survey. Your dedication to professional development, serving our community locally and fulfilling our commitment to patient-centered care contributes significantly to our continued success. I appreciate not only the quality of care you provide but also your choice to deliver that care here as part of our team. Your perseverance and pursuit of excellence are evident both individually and as a whole.



As the landscape of rural healthcare evolves and gains national attention, I am appreciative of the opportunity to collaborate with you in shaping and advancing the standards for exceptional rural healthcare.

With respect and gratitude,
Amy Little, DNP, RN, NE-BC
 Vice President and Chief Nursing Officer
 IU Health Bedford Hospital



Nursing story – IU Health Bedford Hospital

In 2025, the South Region nursing team introduced the Hercules lifting technology to the Innovation team for evaluation and trial. The Hercules device allows a single caregiver to reposition a patient with the push of a button—eliminating the need for manual lifting, reducing physical strain and removing the reliance on multiple team members to assist with boosting in bed.

South Region nursing leaders prioritized funding and successfully brought this device to the bedside, making the South Region the first to implement this technology. Since the pilot launch, reported injuries related to patient lifting and boosting have dropped to zero, and caregivers have reported gaining back an average of 31 minutes per shift.

The South Region's implementation of the Hercules lifting technology directly advances IU Health's strategic goals by improving caregiver safety, enhancing care quality and promoting system efficiency. It reflects IU Health Nursing's priorities of innovation, inquiry, professional engagement and creating healthy work environments. By eliminating lifting injuries and streamlining patient care, this project supports IU Health's broader vision to make Indiana one of the nation's healthiest states through improved workforce well-being, safer patient care and stronger community health outcomes.



IU HEALTH BEDFORD HOSPITAL NURSING OUTCOMES

IU Health Bedford Hospital partnered with a wide range of academic institutions to support student clinical placement across multiple healthcare disciplines:

- Ivy Tech Community College (Bloomington, Columbus, Terre Haute)
- Vincennes University (Vincennes, Jasper)
- Indiana University School of Nursing
- Caris College
- Grand Canyon University
- Western Governors University
- Walden University
- Chamberlain College

In addition, IU Health Bedford Hospital hosted numerous high school shadowing experiences from surrounding community schools.

Through these partnerships, students were placed in a variety of educational programs, including:

- Nursing (LPN, ASN, BSN and MSN)
- Diagnostic Medical Sonography
- Exercise Physiology
- Cardiac Sonography
- Ultrasound
- Respiratory Therapy
- Phlebotomy
- Surgical Technology (CST)
- Certified Nursing Assistant (CNA)

IU Health Bedford Hospital also continued its collaboration with the North Lawrence High School Career Center, offering clinical placement opportunities for students enrolled in the CNA program.

These collective efforts resulted in the following student engagement outcomes for 2025:

- Students placed: 110
- Precepting hours provided: 9,185

IU Health Bedford Hospital also awarded the 2025 scholarship established in memory of Bonnie Clark, honoring her dedication to excellence in bedside nursing and leadership. This scholarship, created to support and encourage the education of future nurses, was presented to Trey Kimbley, ED TUS, and Katie Godlevske, ED TUS, both of whom are currently enrolled in nursing school.

IU Health Medical Group

Dear colleagues,

The year 2025 marked a defining milestone for IU Health Medical Group as our inaugural year as a unified medical group. Establishing IU Health Medical Group required focus, adaptability and a shared commitment to building a strong foundation while continuing to deliver high-quality care to the patients and communities we serve. I am proud of what was accomplished during this first year and grateful for the leadership demonstrated across our clinical teams.

From the outset, our priority was to establish consistent, reliable practice rooted in quality, safety and patient-centered care. Across IU Health Medical Group practices, teams aligned to evidence-based standards, strengthened clinical workflows and reinforced accountability for outcomes. These efforts were essential in creating a common approach to care delivery while respecting the expertise and local knowledge within our practices.

In 2025, IU Health Medical Group achieved significant quality outcomes as outlined:

- End-of-year (EOY) performance reached **78.24%**, exceeding the target by 0.41%, with an average month-over-month increase of 0.14%. All regions met their EOY targets.
- **Breast cancer screening** remained stable, improving 0.96% over the year. Performance improved from 72.61% to 73.57%.
- **Colorectal cancer screening** demonstrated steady gains, particularly in June, October and November, improving 1.46% and ending at 77.30%.
- **Pneumococcal vaccination (older adults)** improved 1.65% during the year and was the highest-performing measure in the AQI.
- **Hypertension control (BP < 140/90)** showed the greatest improvement, increasing 2.42% and closing the year at 79.39%.
- **Childhood immunizations** maintained strong performance despite national challenges, improving 0.68%. Performance improved from 76.42% to 77.10%.

As a new medical group, improving access and experience was central to our work. In 2025, IU Health Medical Group focused on enhancing clinic operations, care coordination and responsiveness to patient needs. These efforts supported timely access to care and reinforced the trust patients place in IU Health during a period of transition.

- This was the first time in nine years we had the most stable **patient experience performance** throughout the year with a steady increasing trendline. The medical group also brought in 49% of patient experience feedback surveys for all of IU Health.

Innovation was also critical to our inaugural year. IU Health Medical Group advanced team-based care models, expanded virtual and hybrid care and leveraged technology to support both patients and clinicians. These initiatives helped establish scalable, sustainable approaches to care that will continue to evolve as the medical group matures.

Equally important was our investment in our people. Building IU Health Medical Group required intentional attention to engagement, leadership presence and professional development for nurses, advanced practice providers, physicians and clinical team members. Creating a supportive and stable practice environment was foundational to our success in year one and remains a priority moving forward.

As we enter our next phase, IU Health Medical Group is well positioned to build on the groundwork established in 2025. Our focus will remain patient-centric, prioritizing evidence-based practice, access and experience, workforce wellbeing and disciplined execution aligned with our strategic priorities.



The accomplishments of our inaugural year reflect the dedication, expertise and resilience of our teams. Thank you for your commitment to IU Health Medical Group and for the role you continue to play in shaping its future.

Stayce Woodburn, DP, RN, PNP-BC, NE-BC
 Chief Nursing Officer, Ambulatory Services
 Vice President of Advanced Practice Providers & Academic Affairs
 IU Health Medical Group

IU Health Postgraduate APP Training Program earns APPFA Accreditation

IU Health's Postgraduate Advanced Practice Provider (APP) Training Program earned the prestigious Advanced Practice Provider Fellowship Accreditation (APPFA) from the American Nurses Credentialing Center in October 2025.

This national credential—developed through collaboration among leading APP experts—recognizes high-quality transition-to-practice programs for advanced practice nurses (APRNs) and physician assistants (PAs). Achieving APPFA signals that IU Health's program stands out for its evidence-based approach and commitment to helping PAs and APRNs confidently step into new practice settings.

IU Health is the first academic organization in Indiana to achieve this accreditation and has one of the largest accredited postgraduate APP training programs in the United States.

The IU Health Postgraduate APP Training Program is a 12-month postgraduate transition-to-practice program for NPs and PAs. The program includes hands-on learning through didactic teaching, clinical simulation, team learning and immersion into multiple clinical experiences at academic and community facilities.

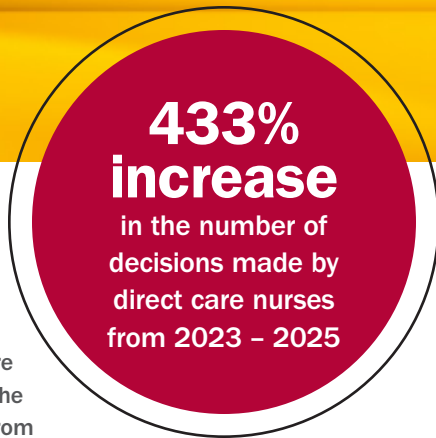
The program currently has 12 specialty tracks but will expand to 15 tracks in 2026. Cohorts start twice a year: one in the spring and one in the fall. The program is designed to support recently graduated APPs or experienced APPs transitioning to different medical specialties.



The Postgraduate APP Program had 15 graduates in the following specialties in 2025:

- Adult Critical Care
- Adult Comprehensive Cardiac Care
- Emergency Medicine
- Genetics
- Hospitalist
- Neonatology
- Neuroscience
- Orthopedics
- Pediatric Comprehensive Cardiac Care
- Pediatric Hematology/Oncology & Pediatric Critical Care
- Pediatric Urology
- Psychiatry

> For more information, visit [Postgraduate APP Training Program](#)



Professional governance

Professional governance (PG) enables nurses to exercise ownership and engagement in decision-making. Enculturation of PG requires strong professional obligation, decision-making and collateral relationships. Professional accountabilities are well established in literature and within professional standards; however, challenges persist regarding practice ownership and PG enculturation. Decisional authority is often unclear in the environment, impacted by hierarchical complexity and organizational structure. Adapting interactions between nurses, leaders and PG structures is necessary to clarify where decisional authority lies and actualize professional roles.

A baseline assessment of governance was completed at the AAHC using the Structural Professional Governance Self-Assessment Survey (SPGS-A) and the Verran Professional Governance Scale® (VPGS). SPGS-A results identified a need to simplify and realign facility PG councils to enable decision-making authority. VPGS results identified strength in collateral relationships with areas of improvement in decision-making and professional obligation. With a strong foundation in collateral relationships, a clear structure for decision-making is critical to optimizing professional obligation within the nursing workforce.

The decisional authority of clinical nurses was elevated by reorganizing governance structure, standardizing bylaws and tracking decisions made. The professional governance councils were restructured based on decision-making authority over the professional accountabilities of practice, quality, competence and knowledge. Committees were also formed to ensure the clinical nursing voice and influence is heard in key areas, including policy and products, quality and peer review, and support staff practice. Bylaws were standardized from the system to the departmental level in regard to decision-making, including delineating key roles and outlining the process. Steps of decision-making were included to ensure the right people are making the right decision at the right time for the right reason. Decisions made by each committee and council were intentionally tracked and compared over time.

The decision-making structure was evaluated by reviewing the number of decisions made from 2023 to 2025 and comparing baseline and post-VPGS results. Throughout the restructuring process, the number of decisions made in the NPG council steadily increased from three decisions in 2023, six decisions in 2024, to 16 decisions in 2025. This represents a 433% increase in the number of decisions made by direct care nurses. Key decisions include approval of council chairs and bylaws, nursing policies and protocols, and new patient care products. The council also created nurse accountability grids, developed nursing attributes, approved standards of care for nurses and role expectations for support staff.

In comparing the baseline and post-VPGS results, there was a statistically significant change in the professional obligation domain. While not statistically significant, the domains of decision-making and collateral relationships also increased from the baseline assessment. This suggests that creating a structure for decision-making influences professional obligation among nurses.

Promoting decisional authority through restructuring professional governance led to positive outcomes and increased professional obligation. Feedback indicates that restructuring has empowered direct care nurses' voice in decision-making by allowing them to exercise decisional authority and professional ownership over nursing practice. Standardized nursing bylaws shifted decision-making to direct care nurses, which fosters a culture of accountability, ownership and continuous improvement in patient care. Developing structured processes is essential for clarifying role-based responsibilities and translating professional standards into behavioral expectations and outcomes. Applying this process can improve patient outcomes, increase nurse satisfaction and foster a culture of nurse-led solutions and innovation. The findings of the SPGS-A and VPGS identified key strengths and clear opportunities to streamline processes that foster professional governance behaviors. Additional strategies and initiatives are underway to enhance PG culture as measured by VPGS.



Riley Nurse Residency Program

The Riley Children's Health Nurse Residency Program was founded on a mission to guide new nurses through one of the most challenging transitions of their careers—stepping from the classroom into professional practice. Its purpose is to create a supportive environment where residents feel grounded, connected and empowered to grow. That mission is strengthened by the program's accreditation from the Commission on Collegiate Nursing Education, a recognition that underscores its commitment to excellence and its alignment with national standards for nurse residency education.

In its first full year, the program welcomed 221 participants across 10 cohorts, each nurse bringing unique strengths and aspirations. Today, the momentum continues with 303 residents progressing through 11 active cohorts, a testament to both the program's reach and the trust new nurses place in it. These residents are supported through three core goals that bring the mission to life. The first is to provide socialization and support, with the aim of retaining 80% of alumni through their first two years of employment. The second is to strengthen clinical judgment, measured by the expectation that 80% of residents will achieve a mean score of at least 3 on items 1 - 12 of the revised Casey Fink survey. The third is to promote professional development, encouraging residents to step into leadership roles—formal or informal—with a goal of 70% doing so within two years of completing the program.

Together, these goals, outcomes and achievements form a story of a program that is not only growing but thriving. The residency serves as a launchpad for early-career nurses, equipping them with the confidence, competence and community they need to flourish. It is a place where new nurses discover their voice, refine their judgment and begin shaping the future of pediatric care with purpose and pride.



System Nurse Residency Program

In 2025, the IU Health System Professional Development NPG Council advanced our commitment to nursing excellence through the development and launch of a standardized, evidence-based System Nurse Residency Program. Since its implementation in summer 2025, the program has supported more than 600 nurse residents across the system.

This work was intentionally collaborative and developed through a shared governance model. The curriculum aligns with the developmental trajectory of the nurse's first year of practice and supports the transition from advanced beginner toward competent practitioner. Core objectives focus on strengthening clinical judgment, enhancing communication and interdisciplinary collaboration, building confidence and professional identity, and equipping nurses with resilience strategies to manage stress and role transition.

Early outcomes reflect strong engagement and meaningful impact:

- >96% report session topics are relevant to their practice
- >90% indicate timing aligns with their developmental needs
- >97% feel prepared to apply knowledge gained in the clinical setting

Participants emphasize the value of peer connection, shared learning experiences that normalize challenges and practical strategies that build resilience and foster confidence, reinforcing a culture of professional growth and psychological safety.

The NPG Council's systems-level thinking and intentional collaboration were critical to the program's success. By creating a standardized experience rooted in evidence and strengthened by regional partnership, the council established a sustainable foundation for workforce development. This initiative strengthens workforce stability, promotes professional identity formation and reinforces our commitment to quality, safety and nursing excellence.



Excellent care

IU HEALTH ARNETT – Lactation consultant Kathleen Comfort is used to providing education and help to mothers during the early stages of motherhood. When one of her patients received the news of their son's irregular heart scan, Comfort knew that having someone in their corner was going to be important now more than ever.

"She was there to help educate us on breastfeeding, but she ended up helping us understand the complexities of the heart scans. She could have easily left the room and not gotten involved in any of that. But instead, she stayed with us and broke things down until she could tell we understood and felt comfortable. She made me feel like I was someone special to her," says Comfort's patient.

When caring for patients, it takes a special heart to care holistically for someone, and this is just what Comfort did in their time of need. Because of her compassion, Comfort received a DAISY Award.

2025 System Professional Development NPG Members

Co-Chairs:
Alisha Harter and Stacey Junger

Council Members:
Patricia Avila, Kathi Bledsoe, Charles Boggs, Kaitlin Brendel, Lacey Bryant, Bri Carrera, Sharon Chaney, Audrey Duncan, Tim Grino, Michelle Huelskamp, Devon McDaniel, Maggie Mosier, Chris O'Day, Chelsea Ruddick, Kasey Rulon, Sammi Sorrentino, Michele Wallace

Council Support:
Kady Martini, Megan Isley, Monika Lamchi, Dawn Whitaker

IU HEALTH TIPTON – If you ask someone at IU Health Tipton Hospital about Lee Resto, you're bound to hear a story that makes you think he's been a fixture on the team for years. In reality, he's managed to become a beloved colleague in just nine months. And if you're lucky enough to talk to Resto in person, you'll see why.

Resto's journey to where he is today is a testament to resilience, dedication and the power of community. Born in Puerto Rico, Resto moved with his family to the United States at age 9, settling in Kokomo. He finished high school and found a job as an assistant manager at a local car wash. However, inspired by his mother's nursing career and the positive impact she had on her patients, Resto felt a growing intrigue towards nursing.

"My mom's been a nurse all her life, and I would see people in the community who'd say, 'your mom was my nurse, she was awesome' and that intrigued me," he says. "I love that sense of community that other patients and my mom were able to share with him."

In 2010, he made a pivotal decision to return to Puerto Rico as an adult, where he pursued a nursing degree at Interamerican University. Graduating in 2013, Lee's nursing career began in Puerto Rico, where he met his wife, also a nurse. Their shared passion for nursing and community service laid a strong foundation for their family.

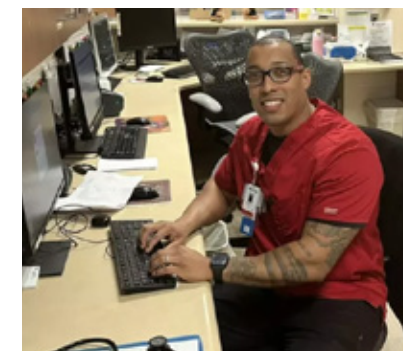
The devastating impact of Hurricane Maria on the island in 2017 prompted Resto to seek different opportunities for his family. He moved to North Carolina through a nursing agency that facilitated his certification to work in the US. After two years, Lee relocated to Chicago to be closer to his wife's family, where he gained invaluable experience at a teaching hospital. His time in Chicago was marked by significant professional growth, learning from diverse providers and treating a varied patient population.

In August 2024, Resto returned to Indiana, joining IU Health Tipton Hospital. He quickly earned a stellar reputation for his teamwork and reliability and has seen the IU Health value of Team play out in a way he'd never expected.

His 11-year-old son, Alejandro, has achieved notable success in the sport of boxing, including becoming the Indiana Silver Gloves State Champion and earning podium finishes in national tournaments. Next month, Alejandro will travel to Las Vegas to compete in the Junior Olympics and of course, Resto's team has his back. An envelope taped to a cabinet in the team's workspace collects donations big and small from colleagues to help make his dream a reality.

That support—of him as a whole person, not just a coworker—is part of what makes Resto confident he's found his fit at IU Health Tipton Hospital.

"I feel like I am a part of a community here, and it's gonna be a good run," he says. "I feel like this is going to be my home for a very long time."



IU HEALTH BEDFORD HOSPITAL

A 29-year-old patient with autism formed a strong bond with nurse Mitch Fields, RN, at IU Health Bedford Hospital's Oncology and Infusion unit after first meeting him during a difficult blood draw. As the patient and his mother returned frequently for labs, the team embraced them with warmth and patience, making the unit a safe and familiar place. In June 2024, this patient—who rarely complains—alerted his mother that something was wrong, leading to scans that revealed testicular cancer that had already spread. Grateful to receive chemotherapy close to home with the team they trusted, the patient underwent treatment from August to November, always looking forward to visits filled with singing, artwork, birthday celebrations and compassionate care that helped make a challenging experience positive for both him and his mother.



Lifelong learning and advancing the nursing profession



IU HEALTH MORGAN

“My work is my passion for sure,” says Anne Bucko, RN. “I am addicted to being able to put a smile on patients’ faces by helping them and their families feel better about themselves both physically and mentally.”

Bucko works in the IU Health Morgan Emergency Department now, but before this, she was in law enforcement. At the end of that career, she joined the IU Health Department of Public Safety (DPS), where she found a new passion as she interacted with patients and families.

“I quit law enforcement and started working as a tech while putting myself through nursing school,” says Bucko. “I was part of the lucky group that was fortunate enough to experience closing the legacy IU Health Bloomington Hospital Emergency Department and the controlled chaos of immediately getting back on track at the new hospital’s Emergency Department.”

She has now been with IU Health Morgan for just over two years and was named a DAISY Award winner after a patient’s loved one nominated her for the compassion and skill she showed during an upsetting time for their family.

“Anne took blood and did an amazing job in not bruising [the patient]. She answered all questions and was exceptionally good at explaining things when we did not understand. Anne has proven she loves her job and genuinely cares about her patients,” says the nominator.

Bucko says, “I can feel my inner self thriving when I am able to provide patients, families and co-workers with respect. I thoroughly enjoy being at the bedside and have always had what I consider a special gift to be able to place myself in someone else’s shoes and imagine how they feel. That makes it extremely easy to show them that I genuinely care for their well-being.”



Professional governance

IU HEALTH INDY METRO REGION – The Indy Metro Region Professional Governance Council launched a quarterly newsletter designed to enhance communication among ambulatory nurses and foster a sense of community within the organization. This initiative was developed by nurses, for nurses, to ensure relevance and practical value for its intended audience. The newsletter “Ambulatory Nurses in The Know: News for Ambulatory Nurses by Ambulatory Nurses” covers a wide range of topics such as Telephone Triage Tips and Tricks, Clinical Practice updates, Cerner information and opportunities for professional growth. By spotlighting clinics, sharing “A Day in the Life” stories and recognizing achievements, the council aims to keep nursing staff engaged and informed.

The primary goal of the newsletter is to connect nurses to ongoing events and resources, including practice insights, advancements in Cerner, recognition and celebration moments, and pathways to professional development. Each edition is carefully curated to address current trends and opportunities within the Indy Metro Region, providing a platform for nurses to share their experiences and insights. Through this collaborative communication tool, the council strives to support the continuous growth and recognition of ambulatory nurses, promoting a strong and cohesive professional community.

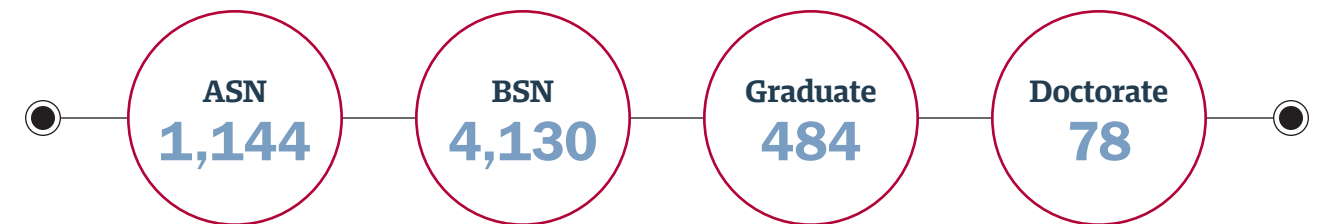
This effort is made possible thanks to the dedication and collaboration of team members Sunny Taylor, Amber McClure, Angela Hughes, Lisa Goodnight, Beth Lammers, Jessica Harris, Jenni Craney, Kelsey Anderson, Lynne Heatherly, KJ Newman and Margaret Beckner, whose contributions ensure the newsletter remains informative and relevant to ambulatory nurses.

Total certifications
1,269

Total publications and presentations
147

Professional organization memberships
343

Academic progression



Chairs/co-chairs of professional organizations

Lauren Black, co-chair – Indiana Perinatal Quality Improvement Collaborative (IPQIC) Women’s Health in the Emergency Room
Laura Blazier, chair – Indiana Association of Clinical Nurse Specialists (IACNS)
Gena Coers, chair, and Sarah Rogillio, co-chair – Nursing Research Council
Rachel Culpepper, chair and co-founder – American Organization for Nursing Leadership: Nurse Leaders in Advocacy; chair – Education Committee, Learning Community; co-chair – Indiana Organization for Nursing Leadership
Eliza Deckard, chair – President of Emergency Nurses Association – Chapter 131
Lori Delaney, chair – Advanced Practice
Emily Earls, chair, and Ryan Sidwell, co-chair – Clinical Practice and Innovation
Helen Jane Hansen-Sackey, chair – The Church of Pentecost
Stephanie Hughes, chair – Central Indiana Chapter AACN
Daysha Johnson, chair, and Tyler Reszka, co-chair – PGC
Mekayla Johnson, chair, and Kaiti Owens, co-chair – Professional Nursing Council (PNC)
Amy Kossack Sorrells, co-chair – IU Health Suburban Research Committee
Liz Montero, chair, and Hannah Neal, co-chair – Professional Development
Lucy Pickett, chair – Oncology Nursing Society, Wabash Valley Chapter, Vice President
Gwendolyn Rook, chair, and Amber Carter, co-chair – Healthy Work Environment
Katie Woolum, chair, and Ashley Lee, co-chair – Manager Council
Whitney Zapien, co-chair – Indiana Perinatal Improvement Collaborative Improving Women’s Health in the Emergency Department
Megan Zondor, chair – Indiana Association of Clinical Nurse Specialists

State and national representation

- **Kapri Ames** – Board member, Central Indiana Organization for Nursing Leadership; board member, Area 31; board member, Chamberlain School of Nursing; board member, Marian School of Nursing
- **Mindy Brinkman** – Board member, Advanced Provider Unit Nurse Planning for USLCA
- **Rachel Clem** – President-elect, Central Indiana Organization of Nursing Leaders
- **Rachel Culpepper** – Board member, American Organization for Nursing Leadership; board member, Indiana Organization for Nursing Leadership
- **Mary Drewes, MBA, RN** – American Nurses Association, Scope and Standards Review Committee
- **Alicia Driscoll** – Board member, INSPAN Board of Directors
- **Trisha Eby** – Board member, Ball State Nursing Alumni Society Board
- **Angela Goodman** – President, Speedway Music Boosters
- **Helen Jane Hansen-Sackey** – Executive board member, The Church of Pentecost Women’s Ministry
- **Daniel Hayden** – APP representative appointed by Gov. Mike Braun, Indiana Board of Nursing
- **Sarah Hellmich** – Board member, All for One Ministries
- **Shari Hertz** – Board member, FIMR (Fetal Infant Mortality Review Board); board member, FIRM CAT (Community Action Team)
- **Amanda Hutcheson** – Board member, Putnam Co. Youth Development Commission
- **Sandi Imhoff** – Board member, Lawrence Co. Breastfeeding Coalition
- **Kristi Kyge** – Board member, Lawrence Co. Chamber of Commerce; board member, Ivy Tech Nursing Advisory
- **Mendy Lambdin** – Purdue Extension Advisory Board; board member, LIFE Family Resource Center
- **Amy Little** – Board member, American Red Cross; board member, Nurse Family Partnership; board member, Community Advisory Board
- **Lisa Manor** – Board member, Jay Co. United Way
- **Kady Martini, DNP, RN, EBP-BC, NEA-BC** – Indiana Center for Nursing Board Position; Indiana Center for Nursing Academic Practice Council Chair; Indiana Center for Nursing Academic Practice Clinical Placement Co-Chair
- **Parker May** – Board of trustees, Jay Co. Public Library
- **Selina McNulty** – MCH manager, West Central Indiana Fetal and Infant Mortality Review Team; board member, FIMR (Fetal Infant Mortality Review Board); board member, FIRM CAT (Community Action Team)
- **Christina Menke** – Executive director, Lakeland Center
- **Jeanine Mikel** – Board member, FIMR (Fetal Infant Mortality Review Board); board member, FIRM CAT (Community action team)
- **Lucy Pickett** – Vice president, Oncology Nursing Society, Wabash Valley Chapter
- **Sarah Quaglio** – President, APIC IN District IV
- **Jodee Rhorer** – Board member, Lawrence Co. FIMR committee; board member, Community Action Team (CAT); board member, Lawrence Co. Child Protective Team, Lawrence Co. Moms Group
- **Michele Ridge** – Board of directors and vice president, Middle Way House; vice president, Middle Way House in Bloomington; vice president, Tri Kappa of Indiana, Paoli Delta Chapter
- **Julie Ruschhaupt** – Board member, Girls, Inc.; Shelbyville Central School Board
- **Christina Schemenaur** – Board member, John Jay Center for Learning Advisory Board; board member, Jay Co. Health Department Board
- **Sue Storey** – Board of trustees secretary, Clinical Nurse Specialist Institute Board
- **Julie Teeter** – Board member, Jay Co. DCS Child Protection Team; board member, Jay Co. Youth Service Bureau Advisory Board
- **Tanya Thompson** – Board member, Hartford House Child Advocacy Center and Life Smart Youth
- **Lynn Wagner** – Board member, Calvary United Methodist Church – Missions; board member, Calvary Learning Academy Pre-school
- **Michele Wallace** – Director of nursing practice, Nurses on Boards – Indiana
- **Belinda Wallbank** – President-elect, MPD Central Indiana Chapter of AACN Board of Directors
- **Holly Weaver** – Board member, Jay Co. DCS Child Protection Team
- **Rita Wilson** – Board member, Westside Church of the Nazarene
- **Whitney Zapien** – Board member, Paoli Youth Football League



AWARDS AND RECOGNITION

Exceptional People



DAISY Award recipients

- | | | | | |
|----------------------------------|---------------------------|--------------------------|--------------------------|-----------------------------|
| Lacey Adams | Brittany Dougherty | Steven Hembree | Michelle Merrel | Michelle Settles |
| Ashley Afflerbach | Ashley Dudley | Abby Hiatt | April Merriman | Stephanie Silvey |
| Melissa Baxter-Standridge | Crystal Edwards | Josiah Hudson | Ashley Mitchell | Olivia Slickers |
| Kristine Blissitt | Carol Eller | Aleisha Hurley | Denise Ngop | Darrah Star |
| Anne Bucko | Megan Farmer | Alicia Johnson | Shannon O’Brien | Matraca Thrasher |
| Christian Buenconsejo | Tori Fehrholz | Maya Johnston | Kristina Pate | Lauren Tracy |
| Emma Carson | Natasha Fitzgerald | Audri Jones | Brooke Pennington | Laura Velazquez-Meza |
| Laura Claffey | Allison Garrigus | Sharan Kaur | Kathie Ratliff | Jon Wegener |
| Paige Colpaert | Dee Gorrell | Alex Kincaid | Leedavid Resto | Emily Wheeler |
| Kathleen Comfort | Stevi Gough | Lauren LaMothe | Kirsten Reyes | Cindy White |
| Austin Cook | Justin Graf | Emma Laste | Blair Richardson | Samantha Wilson |
| Katie Cook | Heather Grandstaff | Kourtney LaVullis | Meagan Richardson | Emma Yarbrough |
| Hayley Cora | Kara Hall | Abigail Lewis | Jackie Riley | Kami Young |
| Brooke Crisler | Kallee Harvey | Danielle Lovern | Amber Robey | Austin Zimmerman |
| Amber Deno | Cynthia Hauze | Breanna Magness | Carla Runyon | |
| Kasandra Dobbe | Austin Haynes | Ashley Massey | Meghan Sanders | |

Excellence We do our best at all times and in new ways		Purpose We work to do good in the lives of all others
Team We count on and care for each other	Values 	
	Compassion We treat all people with respect, empathy and kindness	

IU Health Values Leadership Award recipients

- Amy Fields**
Mary Anne Proctor Holmes
IU Health Ball
IU Health Ball NICU
Jessica Johnson
Kathleen Lutes
Parker May
Claude Winklepleck
Billy York

Total IU Health Values Leadership Award nominations

68

Local/State/National awards

- Laura Koke** – Elite 50 Graduate Students
- Dr. Renee Twibell** – Best Poster
- Holly Jones** – Best Poster
- Gena Coers** – 2025 Ball State Outstanding Nurse Alumni
- Lisa Hayes** – Primary Stroke Center Recertification
- IU Health Ball NICU** – Scheumann Foundation Recipient (\$1 million gift)
- IU Health Ball** – Get with the Guidelines – Stroke GOLD PLUS with Target: Stroke Honor Roll Elite and Target: Type 2 Diabetes Honor Roll
- Rachael Ragland** – Nurse Leader Award
- Kim Korn** – Extraordinary Nurse Educator (yearly NPD award)
- Kaytlyn Niehaus, Taylor Hancock, Elaine McCoy** – West Lasting Impression
- Jazmine Davis-Yupa, Ella Allgood, Jonathan Ratzel** – West Great Catch Award
- Neuro Critical Care Unit** – American Association of Critical Care Nurses Beacon of Excellence Award – silver designation
- Tiffany Rader** – NACNS – CNS Mentor of the Year Award
- NACNS** – Indiana Affiliate – Affiliate of the Year Award
- Cheers for a Charge nurse program** – 33 charge nurses recognized by their peers for their dedication and support
- Denise Kerley** – Nurse Excellence
- Grace Faulkenberg** – Partner in Care
- Natalie Calow** – American Association of Critical Care Nurses Circle of Excellence Award
- IU Health Paoli** – *U.S. News & World Report*, IU Health Paoli High Performing Hospital for Maternity Care and Maternity Care Access Hospital
- IU Health Paoli** – American Stroke Association – Rural Stroke Bronze Quality Achievement Award
- IU Health Bedford Hospital** – Bedford Chamber of Commerce Business Hall of Fame
- IU Health Bedford Hospital** – CMS 5-Star Quality Rating

IU Health Foundation Awards

- Matthew “Matt” Arnold, BSN, RN**
- Ashley Carpenter, RN**
- Tristin Garvin, BSN, RN, MEDSURG-BC**
- Cheryl Hickok, RN**
- Richard “Benny” Hickok, RN**
- Caitline Holsapple, RN**
- Taylor Kinser, RN**
- Julie Kopach, RN**
- Tori Neiswinger, MSN, RN**
- Courtney Snoddy, BSN, RN**

Distinguished Nurse Excellence Program (DNEP) nurses

- Monica Bates**
- Erica Boggs**
- Erika Breivogel**
- Natalie Calow**
- Dara Cook**
- Melissa Coxey**
- Lisa Hayes**
- Virginia Murphy**
- Cynthia Schafer**
- Annie Waller**

Volunteer work

- Safe Sleep Education
- Spring Health Expo
- Nursing Honor Guard Ceremonies
- Cardiovascular Health Education with Seniors at Westminster Village
- IU Health Ball Emergency Department – “what’s changing”
- Community Service Projects
- Fishers Spark Parade and Festival
- Volunteering at the Life 5K
- Throop Elementary Backpacks of Blessings
- Packing food for students combating food insecurity
- Orange County Community Baby Shower
- First aid for Monumental Marathon, health fair with local church
- Indianapolis Mini Marathon (CIONL)
- Westfield youth basketball and soccer
- Pediatric Intensive Care Walkathon
- Bedford Senior Fair at Sherwood Oaks
- Creating hygiene kits for area youth
- Rock N Rest Station at the Lawrence Co Fair
- Hoosier Uplands Back to School Bash
- Mitchell School Wellness event
- NACNS Visibility Task Force
- NACNS Think Tank Qualitative Study
- NACNS Center for Implementation Science
- IU Indianapolis Faculty Council
- Manuscript Reviewer for six journals
- NACNS Journal editor
- Downey Cooperative Schools
- Decatur County Animal Shelter
- Bread of Life (Decatur County soup kitchen)
- Hendricks County Health Department
- Brownsburg Parks
- Zionsville Youth Soccer
- Avon Community Swim Team
- IONL Mini Marathon
- St Vincent Food Distribution Outreach
- Emmanuel Church
- Crooked Creek Food Pantry
- Prayer Shawl Program
- Active Grace Food Pantry
- Westside Church of the Nazarene
- DeVeau’s School of Gymnastics
- Avon High School
- Children’s Services Ministries
- Connection Pointe Christian Church
- Indiana Interchurch
- Overdose Lifeline
- Hope healthcare and hygiene bag
- Pride Academy Backpack Giveaway
- Pride Academy Christmas at the Balt
- Nursing Honor Guard
- Nursery care at Traders Point Christian Church
- Community Outreach IU Health
- Change to Heart annual Middle School meeting
- Mountain T.O.P. High School mission trip to TN
- Food pantry volunteer at Cornerstone Christian Church
- Lakeland Center
- Women’s shelter
- Humane Society
- Lead for medical mission trip to Gurabo in the Dominican Republic through Plainfield Christian Church
- Volunteer lead for “baby” project at Plainfield Christian Church
- Hospitality team volunteer at Plainfield Christian Church
- Hendricks County Women’s Giving Circle
- Naloxone kit packing
- Make-a-Wish telethon
- Installing residential smoke alarms
- Indy 500 medical volunteer
- Camp Good Grief
- Car Seat clinic
- Local Outreach program “A Baby’s Closet”
- APHON Scholarship Committee
- Serve on Board of Hoosier Burn Camp
- Serve on Board of Indiana Junior Club Lamb circuit
- Volunteer at a domestic violence shelter
- Youth Preparedness Presentation
- Scouting – First Aid Meet judge
- Mini Marathon Aid Station
- G Tube training for Head Start employee
- American Red Cross: State Fair First-Aid, Disaster Cycle Services – Shelter Clean Up, Sound the Alarm, Youth Preparedness
- Sorting and packing medical supplies for medical missions at FAME warehouse
- Volunteering at local churches
- West Central Region Nursing Honor Guard
- Days of service activities
- 4H overnight camp nurse
- Community baby showers – Tippecanoe and Warren Co.
- Blood pressure checks – Tippecanoe Co. Women’s Wellness Health Fair
- Child Passenger Safety – Tippecanoe and Clinton Co.
- Walk to End Alzheimer’s
- Scrub donations
- Blood donations
- Juneteenth Greater Lafayette – provided stroke education and BPs
- Lafayette Aviators game – provided cardiac and stroke awareness material
- Under the Bridge project – handing out clothes and blankets
- Guardians of the Children
- Natalie’s Second Chance dog shelter
- Food Finders
- Trick or treating event at IU Health Arnett
- Tandem
- Red Cross – Blood Donor Ambassador
- Warm Hearts Winter Drive for Summit Elementary School
- Kit assemblies
- Laundry lift
- Career fairs
- Mobile food pantries
- Heroes of hope community event (health screenings)
- Raices Festival
- Halloween
- Garden bed building
- Monticello Health Fair
- Veterans’ Day celebration
- Heart Month event
- Touch A Tractor event – BP checks
- Library Superhero event – BP checks and safe sleep info
- Hope Fest Health Fair – BP checks, distributed diapers and health info
- Hispanic Health Fair – BP checks, car seat education and health info
- County Fair Kids’ Day – BP checks, diaper distribution, diaper changing station, safe sleep and health info
- Partnered with Purdue Extension for Dining with Diabetes Cardiovascular class
- Career Day with Jay County Jr/Sr High School
- Opening of Jay County Family Resource Center
- Back-2-School events

POCUS overview

The Point-of-Care Ultrasound (POCUS) program expands ultrasound capabilities by doing the following: implementing a workflow for proper documentation and image capture, creating privileging pathways for providers, offering an advanced practice provider (APP) POCUS course and managing ultrasound devices.



Nurse story:

- The POCUS program partnered with Vascular Access Team (VAT) nurses across the system in 2025. This effort allowed for compliant image capture and billing for the teams. This helped improve revenue capture for VAT across the system. This partnership has also allowed for the future opportunity to train nurses at infusion sites to use ultrasound to place IVs to help improve patient experience.

APP story:

- The POCUS program started IU Health’s first-ever APP POCUS training program in 2025. We successfully trained 24 APPs across EM, Trauma, Critical Care and Hospitalist. All regions were represented with this training as APPs came from Riley Children’s, IU Health Methodist, West, Arnett, Ball and Bloomington hospitals. The APP training allows us to invest in our team members to improve their clinical abilities and lead to better patient outcomes. Success in 2025 has allowed the POCUS program to plan four trainings in 2026 with the goal of training more than 60 APPs.

Statistics:

- The VAT nurses across the enterprise documented more than 26,000 US exams in 2025.
- APPs who completed the course documented more than 140 exams in 2025.

By enhancing access to ultrasound technology and providing robust training opportunities, the POCUS program directly supports the strategic goals of improving patient outcomes and increasing team member engagement. Empowering nurses and APPs with advanced skills fosters a collaborative, innovative environment where clinicians are better equipped to deliver high-quality care. This investment in education and technology not only elevates patient safety and satisfaction but also encourages professional growth and retention among team members.

Day of service

- Clearing invasive plants
- Collaboration with fire department to teach water rescue class
- Creating women's sanitary packages
- Cool Creek Nature Park playground renovation
- Create cheerful cards for 100 individuals
- Million Meal Movement Meal Kit Pack
- Hoosier Hills Food Bank Mobile Pantry Distribution
- Safe Haven Voices of Recovery and Food Pantry
- Create a cheerful card for 90 individuals
- Westview Nursing & Rehab
- Cleaning kits for seniors
- B&O Trail Mural at Virgil Park
- DIY Canvas Toiletry Bags project
- Habitat for Humanity
- Hope Healthcare Projects
- Senior Health Fair
- Writing note cards for military and local ECF residents
- Fleece Blanket Build
- Gleaners Food Bank
- Junior Achievement Career Fair
- Community service projects
- Blanket making
- Lunch packing
- IU Health Arnett Garden
- Bookmark making
- Keychain making
- Blood donation
- Food Finders food bank
- Pantry 812
- Meals on Wheels
- Create a Smile
- Cleaning kits
- Birthday boxes
- Feminine hygiene kit
- No-sew fleece blankets
- Packing with a Purpose – Feminine and dental hygiene kits
- Landscaping at Westminster Preschool

Total
volunteer
hours
6,060



Publications and presentations

Sam Daily – “Because We’ve Always Done it That Way – Standardizing Medical-Surgical Documentation: A Delphi Study” AMSN Annual Convention

Sam Daily – “Fragile as a Peach: A Visual Management QI Project to Reduce Hospital Acquired Pressure Injuries” Hendricks County Collaboration Research Conference

Catana Philipps – “Enhancing Engagement: Leveraging Tech Tools for Interactive Education,” IEMSA/IENA Crossroads Emergency Conference

Kelly Powers, K. Renee Twibell, Rebecca Shears and Erin Najarian – “Family Presence During Resuscitation” Critical Care Nursing

Whitney Zapien, BSN, RN – Pathway Program Director Meeting, ANCC Pathway to Excellence National Pre-Conference, Panel: Sustaining Excellence After Designation

Whitney Zapien, BSN, RN – AWHONN Indiana, Panel: Perinatal Preparedness & Collaboration in the Emergency Department

Kim Hodges & Kayla Lockman – Ethics in Practice: Exploring Ethics and Values with Newly Licensed Nurses, Sigma Theta Tau International Nursing Research Congress

Amy Kossack Sorrells – 1.) Sorrells, A. K., Edwards, N., Nieforth, L. Richards, E., (2025, April) 2.) Sorrells, A. K., Edwards, N., Nieforth, L. Richards, E., (2025, March 28). Perceptions of oncology healthcare workers on animal-and equine-assisted services: A pilot study. Midwest Nursing Research Society Conference, Indianapolis, IN 3.) Perceptions of oncology healthcare workers on animal-and equine-assisted services: A pilot study. Helen R. Johnson Nursing Conference, West Lafayette, IN, USA

Amber Hinton & Jenna Olson – Utilizing Technology: Increasing IV Tubing Labeling Compliance to Prevent Central Line Associated Blood Stream Infection (CLABSI)- Presented at NTI

Luo, X., Zeleke, J., Puckett, R.K., Sears, I. & Storey, S. – A computational framework for tailored preventive care recommendations using electronic health records, MedInfo > doi.org/10.3233/SHTI251003

Storey, S., Luo, X., Ofner, S., Perkins, S. & Von Ah, D. – The role of hypoglycemic control on the symptoms and symptom clusters of breast cancer survivors with type 2 diabetes, Supportive Care in Cancer, DOI : 10.1007/s00520-025-09434-5

Cai, J., Wang, R., Zhao, D., Yuan, Z., McKenna, V., Friedman, A., Boente, R., Foot, R., Storey, S. & Vhaduri, S. – AuD-Former: A hierarchical transformer network for multimodal audio-based disease predictions. IEEE/ACM Transactions on Audio Speech and Language Processing

Galura, S., Farag, A., Grant, C. & Culpepper, R. – Strengthening Nurse Manager Retention: Practical strategies to reduce turnover, support leadership development and build sustainable roles for nurse managers. Nursing Leadership Workforce Compendium 2.0 (pp 2-18). American Organizational for Nursing Leadership. AONL_WorkforceCompendium2.2_RET.pdf

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Noth-Matchett, A., & Stoerger, L. (2025). – Nurse leader advocacy: Strengthening the professional nursing identity in a time of social outrage and political polarization. Nurse Leader, 23(1), 67-71. > [sciencedirect.com](https://www.sciencedirect.com)

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Keen, A., Davis, A., Lilly, J., Compton, L., Gerber, R., Habegger, L. – Alcohol withdrawal assessment instruments in acute care: An integrative review. Journal of the American Psychiatric Nurses Association.

Thomas, Tori, Helm, B. M., Hays, M., Swaggart, K. A., Parker, C. B., Thomas, V., Ware, S. M., & Suhrie, K. (2025). – Standardized Criteria for Genomic Testing in the NICU. Pediatrics, 156(1), e202406959

Bruckman, Heather – Publication in Advances of Neonatal Care: Impact of a Sedation Reduction Protocol in Infants Undergoing MRI Scanning

Mitchell, Joanna – “The Effect of Continuous Neuromuscular Blockade in a Cohort of Patients with Grade 3 or Grade 3 evolving Bronchopulmonary Dysplasia”

Pickett, Lucy – 1. Intervention Effects on ill-housed Persons’ Sexual Health Knowledge and Risk Behaviors, a Systematic Review. Poster presentation at the Midwest Nursing Research Conference + Poster presentation at the Helen R. Johnson 2025 Conference 2. Poster presentation at the Women’s Global Health Institute 2025 Women’s Health Research Symposium

Hale, Leslie – Greater Lafayette Career Academy, presented to Medical Assisting and Pre-Nursing Classes on Stroke.

Allyson Keen, Jessica Vickery, & Lauren Black. (2025, May 19 - 21) – *Elevating nursing practice: Harnessing the power of implementation science in healthcare initiatives.* [Podium presentation]. National Teaching Institute (NTI) & Critical Care Exposition, New Orleans, LA, United States.

Cassie Derck. (2025, April 9 – 13) – *Multidisciplinary communication and monitoring with cardiac devices in radiation oncology.* [Poster presentation]. Oncology Nursing Society Congress, Denver, CO, United States.

Cassie Derck. (2025, August 23) – *Radiation therapy for brain metastases: Evidence-based approaches and considerations.* [Podium presentation]. Indiana Oncology Nursing Society Symposium, Indianapolis, IN, United States.

Jackie Hillenberg, & Sarah Patterson. (2025, May 20 – 24) – *Unveiling the impact: Training transforms rechecked blood pressure rates.* [Poster presentation]. American Academy of Ambulatory Care Nurses (AAACN) 50th Annual Conference. San Diego, CA, United States.

Stephanie Konicek, & Amy Wonder. (2025, December 5) – *Preventing inpatient falls: How clinical inquiry informed evidence-based improvements in safe, high-quality care for hospitalized adults.* [Poster presentation]. 51st Annual IU Health Nursing Research Conference, Plainfield, IN, United States.

Kristy Todd. (2025, April 29 – May 2) – *Getting control: Reducing readmission rates and optimizing health with technology.* [Podium presentation]. ANPD Aspire Convention, Las Vegas, NV, United States.

Kristy Todd, & Kelly Skaggs. (2025, December 5) – *CGM at hospital discharge program: Implications for length of stay, readmission rates, and A1C levels.* [Podium presentation] 51st Annual IU Health Nursing Research Conference, Plainfield, IN, United States.

Suzanne Wright, Lisa Aldridge, & Kristin Crynes. (2025, December 5) – *Reducing the cost of falls through video monitoring.* [Podium and poster presentation] 51st Annual IU Health Nursing Research Conference, Plainfield, IN, United States.

Kayla Rogers/Tori Fehrholz – *Improving Pain Score Assessments and Re-Assessments in the Emergency Department.* Presented to the Professional Practice Council.

Julie Teeter, Holly Weaver. (2025, October 6) – *The Power of Navigation in OB Deserts.* [Podium Presentation] AWHONN District 4 Rural Health Summit, Des Moines, IA, United States.

Mary Drewes and Alexia Oaks – “Cracking the Code: Decoding Nursing Workload,” AONL, Boston, MA (2025).

Gallagher-Ford, L., J. Dean, K. Martini, and B. Thomas. 2025. – “Leveraging the Jigsaw Learning Strategy to Promote Competence, Confidence, and Efficiency in Evidence-Based Practice.” Worldviews on Evidence-Based Nursing22, no. 4: e70047. > doi.org/10.1111/wvn.70047



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