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## A MESSAGE FROM OUR CHIEF NURSING EXECUTIVE

*Making a Difference* is more than the theme of last year's nursing annual report. It is a recurring theme, a reflection of Harris Health nurses' ongoing efforts to improve the health of our patients and our community. This year's theme, *We Live This*, simply punctuates our passion.

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We live our nursing mission every day, providing healing services through safe, quality care delivery, care coordination and education.

In 2023, Harris Health made a commitment to reduce nursing turnover and agency use by implementing quarterly performance quality checks

across all pavilions. These checks improve job performance and satisfaction as they help build a supportive professional environment where nurses feel empowered to make a positive difference for patients and one another. I am so proud of our results! The recent employee engagement survey shows that our nursing staff believes in our work's purpose: the work we do is meaningful and inspires our nurses to continue working at Harris Health long term. Both indicators scored high, at 5 points above the national healthcare benchmark.

Just as it takes time for a ship to change course, it takes time for an organization the size of ours to make a cultural shift, but we are well on our way. We are also making significant headway in quality of care and patient safety. Yes, we collect and measure a lot of data, but for very good reasons. Our nursing quality metrics focus on areas where nursing care strongly influences patient outcomes, such as reducing central line-associated bloodstream infections, hospital-acquired pressure injuries and catheter-associated urinary tract infections. Thank you for supporting Harris Health's journey toward becoming a high-reliability organization. While opportunities for improvement remain, together, we can achieve zero harm.

Jackie Brock, DNP, RN, NEA-BC, CCHP  
Executive Vice President/Chief Nursing Executive

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## Nursing Informatics Provide Valuable Support to Clinical Care

The electronic health record (EHR) is a vital and integral tool nurses and the clinical teams use throughout their shifts to review patient information, administer medications and complete required documentation. Thus, one of the Nursing Informatics (NI) department's goals in 2023 was to help reduce the burden of electronic documentation by focusing on efficiency and satisfaction. Through a surveying exercise, the NI team recognized opportunities to improve the nursing and EHR experience in the Neonatal (71st percentile) and Perioperative areas (40th percentile). The NI team shifted resources and prioritized these areas to help implement improvement strategies to drive satisfaction.

Prior to this initiative, the Perioperative services group did not have an assigned NI specialist. Since then, the NI team has been able to engage directly with the Perioperative team, provide specific education related to their area and offer direct contact for questions or support.

NI specialists are trained to implement standardized evidence-based tools that promote quality and safety in areas such as surgical site infections, universal protocol and other Epic best practices.

The NI team also provided support to the Neonatal Intensive Care Unit (NICU). A huddle with various team members revealed that nurses were having to manually adjust their documentation to better align with the NICU patient population and patient workflow. Within a few months, the NI team implemented tools to improve the EHR documentation experience for the Neonatal service line, creating custom documentation templates specifically designed and arranged to support the NICU workflow and industry best practices. These changes allowed staff members to review their shift's work, stay updated on daily documentation, remind staff of upcoming medication administrations and promote adherence to required documentation.

By partnering with the NI team, Perioperative and NICU nurses have more quality time with patients rather than maneuvering through tedious medical records documentation tasks.

By partnering with the NI team, Perioperative and NICU nurses have more quality time with patients rather than maneuvering through tedious medical records documentation tasks.

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### Developing Unlicensed Staff Through the Houston Community College Medical Assistant Program

The Ambulatory Care Services Nursing leadership team had a vision to establish a professional development program for unlicensed nursing staff. The program's goal was to offer patient care technicians (PCTs) the opportunity to advance their career into the medical assistant (MA) role. MAs provide important nursing care support in the ambulatory clinical environment. In September 2023, the Medical Assistant Program was born, in partnership with Houston Community College (HCC).

The HCC 10-week program consisted of hybrid learning with didactic instruction via online courses, interactive assignments and self-paced modules. Program infrastructure included a six-week orientation period with clinical training and competency skills, preparation to sit for the national certification and guidance with transitioning into a new role.

Internal candidates attended courses onsite at the Fournace location once a week during the evening. HCC faculty facilitated the weekly online courses as the clinical resource nursing team provided in-person support to help students navigate the hybrid courses.

Of the 35 PCTs who started the inaugural program, 34 completed it in December 2023, with a certification pass rate of 94% and 94% retention. With much success, the HCCMA Program enhanced the skill mix of Harris Health's nursing team, improved care coordination, promoted preventive services and provided safe quality care for Harris Health patients. As a result, Ambulatory Care Services Nursing leadership plans to launch the second program cohort in Fall 2024.

"ACS Nursing is shining bright in many areas of nursing practice, scholarship and professional development."

Matthew Schlueter, PhD, MBA, RN, NE-BC, PHN  
Chief Nursing Officer, ACS

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"We are most excited to begin our exploration of pursuing ANCC Magnet® designation as a standalone ambulatory organization."

Matthew Schlueter, PhD, MBA, RN, NE-BC, PHN  
Chief Nursing Officer, ACS

### Ambulatory Care Services Creates First Licensed Vocational Nurse Residency Program

Ambulatory Care Services clinical resource nurses (CRNs) in collaboration with the Executive Nursing Practice Group team developed and implemented an Ambulatory Care Licensed Vocational Nurse (LVN) Residency Program to help prepare novice LVNs for their clinical role, address practice gaps and prevent patient harm due to inexperience. The program launched in April 2022 with an inaugural class of 19 newly graduated LVNs or those with less than one year of experience.

Designed as a six-month course, the ACS Residency Program is comprised of six in-person conference sessions with didactic instruction, self-paced modules, simulations and reflective learning assignments. Ambulatory care CRNs, the chief nursing officer, administrative nursing directors, other department leaders and frontline nursing staff serve as instructors. The program prepares LVNs to demonstrate their ability to work independently in the ambulatory care setting, exhibit the appropriate knowledge, skills and

attitudes needed to provide safe quality patient care and meet the requirements of the course's six competencies: patient/family-centered care, communication, teamwork, quality, evidence-based practice, and informatics. At the conclusion of the program, participants complete a reflection project describing the knowledge, skills and attitudes they have gained and how one of the competencies transformed their nursing practice.

#### Retention Rate

After three completed cohorts as of April 2023, our LVN retention rate averages 50%. While appearing low, the primary reason LVNs depart the organization is to pursue advanced education to become a registered nurse.

**22%**

**Cohort 1:** After 2 years, 8 of 19 participating LVNs are still employed.

**55%**

**Cohort 2:** After 1.5 years, 5 of 9 participating LVNs are still employed.

**68%**

**Cohort 3:** After 1 year, 11 of 16 participating LVNs are still employed.

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**Confidence Level  
with Residency Program  
Competencies**

**100%**

Patient/family-centered care  
Communication  
Teamwork  
Informatics

**90%**

Quality  
Evidence-based practice

In April 2022, Ambulatory Care Services launched a successful Licensed Vocational Nurse Residency Program, which is now ongoing, to help prepare novice LVNs for their clinical role.

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16,000

The new Riverside Dialysis Center provides 16,000 in-center hemodialysis treatments.

14,000

The Center supports 14,000 home-based peritoneal dialysis treatments annually.

29

The renovated space has 29 hemodialysis stations.

### The History of Riverside Dialysis

In the late 1990s and early 2000s, Nephrology Services at Ben Taub and LBJ hospitals faced significant challenges in meeting the needs of unfunded end-stage renal disease patients who, historically, relied on the Emergency Department for urgent dialysis care.

In 2008, Riverside Dialysis Center opened to meet the needs of Harris County residents with renal failure. Highly skilled nurses specializing in hemodialysis delivered routine care six days a week on an outpatient basis. In this setting, nursing quality care indicators and health outcomes consistently exceeded national dialysis benchmarks. In 2017, Riverside increased access to quality dialysis care by offering peritoneal dialysis, the modality of choice.

Under the direction of leadership from the Ambulatory Surgical Center and Ambulatory Nursing, Riverside Dialysis Center moved to a new location at Quentin Mease Health Center on June 19, 2023.

The renovated space has 29 hemodialysis stations and five peritoneal dialysis training rooms with an emergency backup generator and potable water capability. The facility's new design, space and hours have increased nursing satisfaction and retention while providing 16,000 in-center hemodialysis treatments and supporting 14,000 home-based peritoneal dialysis treatments annually.

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“2024 promises to be an exciting year for ACS Nursing, and I am honored to lead our fine team in our unending pursuit of nursing excellence in ambulatory care.

Matthew Schlueter, PhD, MBA, RN, NE-BC, PHN  
Chief Nursing Officer, ACS



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## How Ben Taub Hospital Accelerated to #1 in Overall HCAHPS among America's Safety-Net Hospitals

In 2023, Ben Taub Hospital rated No. 1 in overall Hospital Consumer Assessment of Healthcare Providers and Systems' (HCAHPS) percentile ranking for safety-net hospitals across the United States. This journey began three years ago under the revolutionary leadership of Ben Taub's executive team. Ben Taub's leadership team has successfully transformed the organizational culture and care delivery model by implementing the following strategies.

- Acknowledged that safety-net hospitals experience unique challenges when caring for their patient population. Many safety-net hospitals operate in a uniquely complex, overcrowded environment challenged with staffing shortages, financial shortfalls and health inequities as they treat and support a patient population that struggles with multiple medical and social issues.

- Accelerated the transformation of a culture that recognizes that the patient experience is not a separate, detached challenge to overcome with programs and gimmicks, but rather a quality metric with the same status as quality and safety.
- Challenged long-held assumptions and mindsets and explored how to increase leadership engagement, connect teams to purpose and align leaders and teams toward a shared vision of patient-centered care.
- Leadership made it a strategic priority to outperform in all HCAHPS metrics, developing a roadmap to shift the patient paradigm that included:
  - Celebrating the positive through consistent messaging and a robust communication plan.
  - Allowing departments the autonomy to practice, minimizing micromanagement and encouraging innovation.

- Creating processes aimed at increasing patient and caregiver face time.

The culture shift at Ben Taub began in 2021 with the arrival of a new executive team.

- 2021 82.4 (985 n size) 78th safety-net percentile ranking.
- 2022 85.7 (760 n size) 92nd safety-net percentile ranking.
- Q2 2023 84.0 (617 n size) 95th safety-net percentile ranking.

Leveraging practical solutions and strategies aimed at care coordination directly impacted patient outcomes for the better and greatly increased HCAHPS scores over this three-year period, resulting in Ben Taub achieving the No. 1 ranking.

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## Nursing Leadership Introduces the Trauma Diversion Prevention Pilot

Trauma diversion is defined as any time the trauma center is not accepting trauma patients, which delays prompt and appropriate medical care. Ben Taub is one of only two hospitals with a Level I trauma center serving Harris County. The American College of Surgeons (ACS) recommends that a community has access to a Level I trauma center for every one million residents and requires the trauma center to remain off diversion 95% of the time. In the first half of 2021, when the pandemic was at its height, Ben Taub averaged 35% trauma diversion, far exceeding the ACS 5% threshold. Consequently, Ben Taub leadership made trauma diversion mitigation a top priority, forming a multidisciplinary team of key stakeholders in areas that directly impacted the flow of trauma patients, such as the Emergency Center (EC), Operating Room (OR) and Intensive Care Unit (ICU).

**“I want to recognize and thank every nurse and staff member who shows the determination, resilience, dedication and commitment to provide the absolute best care to our community. This past year, our nursing teams have demonstrated a commitment to One Harris Health and have collaborated across the system to ensure we are consistent in providing that high-quality, compassionate care.”**

Maureen Padilla, DNP, RN, NEA-BC  
SVP Nursing Affairs and Support Services,  
interim Chief Nursing Officer, Ben Taub

To reduce the diversion hours the team introduced new processes including:

- All requests to activate trauma diversion were reviewed by the Trauma Diversion Prevention team for authorization.
- Upon authorization, the house supervisor would evaluate hospital capacity within 30 minutes and then every subsequent hour, 24/7.
- Strategies were implemented to improve patient discharges, reduce wait times in the EC and improve patient throughput.

- A redesign of the EC waiting room improved patient progression.
- The Pre-Anesthesia Care Unit partnered with the Trauma Surgical ICU to accommodate overflow patients if needed. If the Neuro ICU needed beds to accommodate trauma patients, stroke patients would be diverted to the Medical ICU.
- Understanding the crucial roles that the OR and EC played in the avoidance of trauma diversion, the team conducted additional huddles to navigate and prioritize care.
- Diversion reports were reviewed regularly in the monthly trauma performance improvement meeting.

Ben Taub's trauma diversion rate remained under the 5% threshold for 2022 and 2023 thanks to these strategies, which are now hardwired policies. A Trauma Diversion Prevention Pilot prevented the potential loss of Ben Taub's Level I trauma designation, improved communication and encouraged collaboration among stakeholders.

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“Our staff treats every patient as a mother, father, brother or sister. Our patient experience scores validate what a great job we do in providing compassionate care.”

Maureen Padilla, DNP, RN, NEA-BC  
SVP Nursing Affairs and Support Services,  
interim Chief Nursing Officer, Ben Taub

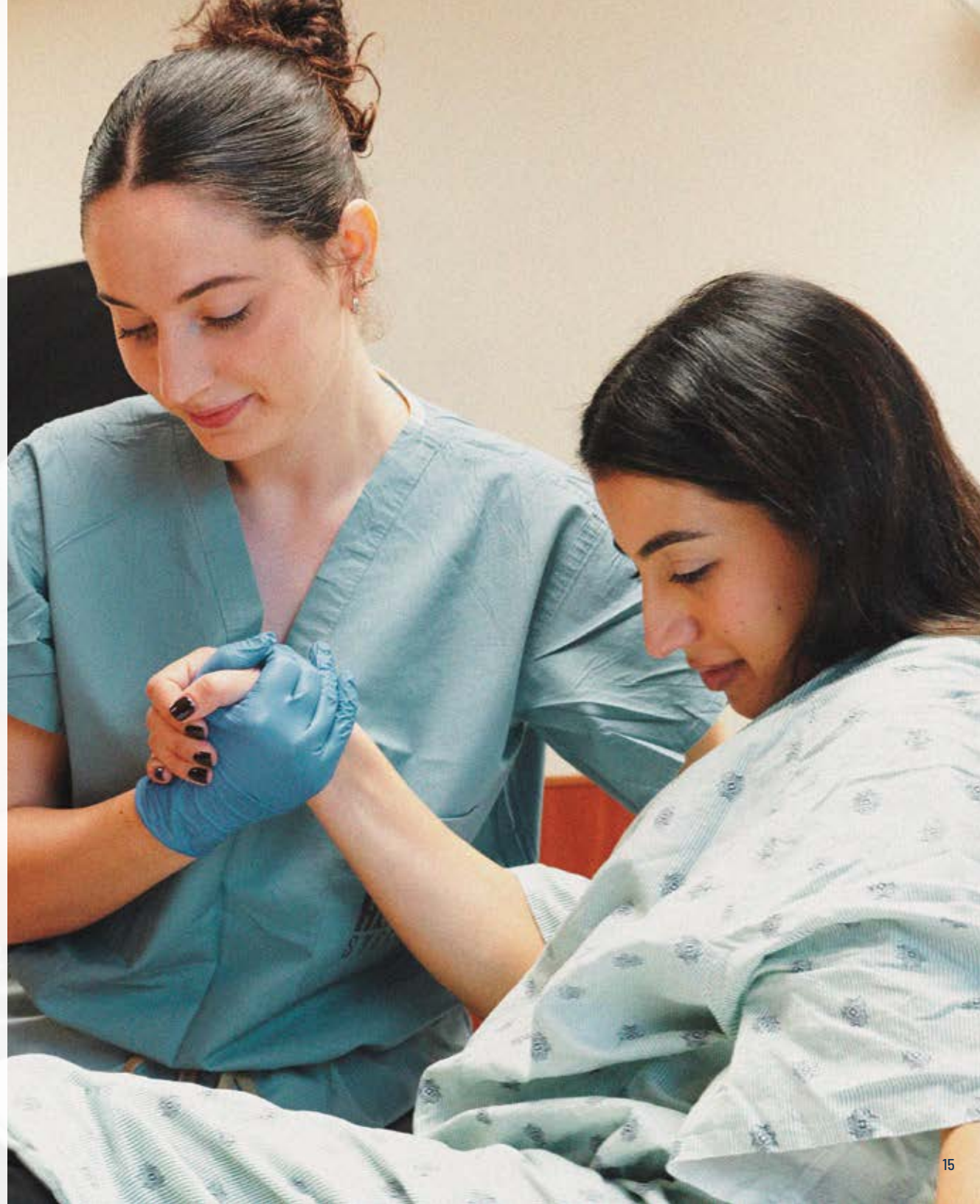


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### Implementing a Licensed Vocational Nurse Residency Program in the Correctional Health Setting

Every year, thousands of nurses graduate nursing school. Despite numerous residency programs for registered nurses, there are few programs available for licensed vocational nurses (LVNs) and even fewer programs for training in the correctional health setting.

Leadership identified the need within the jail system for specially trained nursing teams with enhanced critical-thinking skills, adaptability and a passion to deliver quality, compassionate care to this unique patient population. As a result, the Correctional Health Nursing department developed its own LVN Residency program. The program provides educational support and mentorship to LVNs who are recent graduates or those with less than 12 months of clinical experience.

The program equips LVN residents with the necessary tools to be effective and conscious about patient safety and care delivery. The program includes competency assessments using the Jane AI knowledge assessment tool and nursing simulations, skills demonstrations and interactive modules. Throughout the program, residents receive in-depth training to ensure competency and confidence so they can successfully transition into independent practice.

The initial cohort launched January 2023 and to date has had a total of six program participants with a 100% retention rate.

The LVN Residency Program's initial cohort launched January 2023 and to date has had a total of six program participants with a 100% retention rate.

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## Hospital-acquired Infection Prevention

Throughout 2023, Lyndon B. Johnson Hospital demonstrated unwavering commitment to enhancing patient outcomes by preventing central line-associated bloodstream infections (CLABSIs) and catheter-associated urinary tract infections (CAUTIs), resulting in a notable decrease in these critical patient safety events. Nurse clinicians spearheaded multidisciplinary teams, identifying systemic gaps and devising effective solutions to address them, thereby embedding best practices across the pavilion.

Key initiatives included leveraging technology for proactive, patient-centered education via chlorhexidine treatment videos, optimizing the electronic health record to streamline and support nursing documentation, promoting alternative solutions to indwelling catheters and refining surveillance methodologies for secondary bloodstream infections. These efforts yielded remarkable results, with multiple units achieving significant milestones: 3C IMU celebrated 1,185 days free from CLABSI and 2B Med-Surg marked 1,600 days free from CAUTI.

Also impressive, the entire LBJ Hospital achieved 100 days free from both CLABSI and CAUTI in 2023. These achievements underscore our dedication to high-quality, safe patient care resulting in a notable 40% reduction in CLABSIs and an extraordinary 67% reduction in CAUTIs compared to the previous year. This exemplifies our dedication to embracing the mission, lighting the way and driving success in patient care.

**“We are not changing who we are; rather, we are improving our processes, hardwiring best practices, learning from missed opportunities and tying it all together to present premium care for our community.”**

Derek Curtis, DNP, MA, RN, NEA-BC  
Chief Nursing Officer, LBJ Hospital

## LBJ 3C IMU

1,185 days

0 central line-associated  
bloodstream infections

## LBJ 2B Med/Surg Unit

1,600 days

0 catheter-associated urinary tract  
infections

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"We hear you.  
A great idea that  
isn't implemented  
is still a great idea.  
It just wasn't on the  
chosen path at the  
time of decision.  
Keep thinking,  
keep moving, keep  
evaluating."

Derek Curtis, DNP, MA, RN, NEA-BC  
Chief Nursing Officer, LBJ Hospital

### Impact Program

An optimal retention strategy hinges on fostering a workplace culture that engenders employee commitment. To this end, the LBJ leadership team introduced IMPACT (Intentionally Motivating Professionals and Authentically Cultivating Transformation) sessions. These sessions emerged from our dedication to providing a nurturing environment for our newest nurse residents. The sessions serve as dedicated forums for residents to openly share their experiences and discuss opportunities directly with their chief nursing officer, promoting a culture of trust and openness.

Moving into a new career phase can be daunting, whether entering the workforce fresh or transitioning from another career. These sessions provide a platform for residents to learn from others' experiences, acquire strategies to navigate challenges, establish a support network and serve as a channel for effecting positive change.

As a result of these sessions, LBJ modified the orientation program to better support specialty transitions and addressed incivility issues through peer-to-peer dialogue and enhanced leadership involvement. Although the program is still in its infancy, its impact on retaining valuable employees is tangible, promoting a healthy work environment across the LBJ platform.

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"We have a great team! Let's play ball together and cultivate an environment where teammates feel safe, engaged, empowered and supported."

Derek Curtis, DNP, MA, RN, NEA-BC  
Chief Nursing Officer, LBJ Hospital



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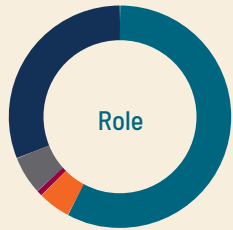
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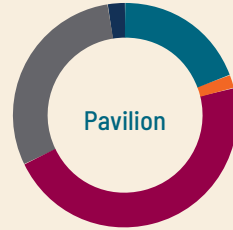
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## NURSING STAFF BY THE NUMBERS



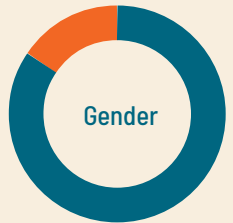
**Role**

- RN 2307
- LVN 195
- Non-RN Professional 33
- Unlicensed Admin 223
- Unlicensed Clinical 1230



**Pavilion**

- ACS 771
- ASC 72
- BT 1866
- LBJ 1182
- System 97



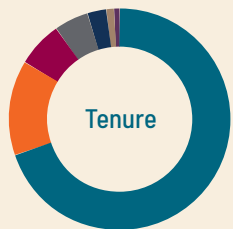
**Gender**

- Female 3370
- Male 618



**Ethnicity**

- American Indian 7
- Asian 832
- Black 1601
- Hispanic 1123
- White 405
- Unknown 20



**Tenure**

- 0-4 Years 2791
- 5-9 Years 550
- 10-14 Years 265
- 15-19 Years 202
- 20-24 Years 107
- 25-29 Years 47
- >= 30 Years 26



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# CAREER-BUILDING OPPORTUNITIES

## REACH FOR THE STARS NURSING SCHOLARSHIP

**Bachelor of Science  
in Nursing**

**Ben Taub Hospital  
Emergency Center**

Jenny Le

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# ADVANCEMENT PROGRAMS

## LVN RESIDENCY

### Cohort 1

Crystal Guidry  
Adenike Adedoyin-Sodipo  
Lea Alexander  
Anna Wheatley  
Lana Blanks  
Janee Christian  
Yexania Cardenas

### Cohort 2

Anthony Utomi  
Esteffany Cepeda  
Eduzola Akoh  
Leashia Armstrong  
Yexenia Cardenas

### Cohort 3

Erika Charo  
Dominique Garza  
Buffie Harrison  
Melissa Servin  
Andra Simmons  
Deorah Lacy  
Brittney Ifediora  
Kayla Henry  
Ladie Whithurst  
Mieka Anderson  
Alexus Lee

## NURSING CLINICAL ADVANCEMENT RN RESIDENCY

### Cohort 1 - Spring 2022

#### Ambulatory Surgical Center

Brian Garcia  
Luz Garcia  
Andrea Hoffman

#### Ben Taub Hospital

Shikha Abraham  
Oladapo Samuel  
Adegbamigbe  
Florence Adegunwa  
Peace Chioma Aghado  
LaCiera Anderson  
Marcela Asegurado  
Aderonke Awofiranye  
Nabila Barkou  
Candice Bloodworth  
Diana Evelyn Bonilla  
Zabrina Calahatian  
Maria Guadalupe Cardona  
Hope Malina Casper  
Lucero Castillo

Nejra Cilas  
Victoria Clegg  
Isaiah Culpepper  
Nathalie Damasco  
Jannet De La Cruz  
Anita DeLaFuente  
Adryl Delicana Jr  
Atiya Dhanani  
Samantha Enderwitz  
Alana Franco  
Celeste Gomez  
Jocelyn Gonzales  
Dean Harnboonzong  
Brittany Hines  
Michell Jaramillo  
Samantha Jarrow  
Zhigang Ji  
Sara Jose  
Feba Korah  
Casimir Leumalieu  
Ronnal Maldonado  
Natalya McConnell  
Matthew Medrano  
Rio Modequillo  
Deisy Molina

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Mariana Monterrubio  
 Ann Ngu  
 Misha Nguyen  
 My Ngoc Hoang Nguyen  
 Hannah Niemann  
 Ijeoma J. Obi  
 Nkechinyere Odinma  
 Valentina Ojeah  
 Cynthia Olvera  
 Elizabeth Olvera  
 Grace Onokoko  
 Ashley Pelayo  
 Jaqueline Pineda  
 Simran Prasla  
 Marion Quidilig  
 Victoria Reyes  
 Jenny Simon  
 Joy Ugwuanyi  
 Priyank Mohan Whitley  
 Krista Wittig  
 Jie Zhang  
**LBJ Hospital**  
 Edlawit Agdea  
 Michelle Bedolla  
 Kelsey Beeler

Ravyn Benjamin  
 Marcela Catano  
 Juyely Chacon  
 Gina Chavez  
 Ashley Cooper  
 Gabriela Cova  
 Keyla Diaz Gazmuri  
 Meliza Duenez  
 Erwin Gonzalez  
 Paola Hause  
 Gabriel Anthony Herrera  
 Sandeep Kaur  
 Laura Ellen Kennedy  
 Fatima S Khan  
 Yelli Kim  
 Mana Kpekpassse  
 Jorianna Luzardo Sulbaran  
 Aamir Mazhar  
 Zyiane Meads  
 Kendra Milton  
 Germaine Ngo Bassogock  
 Joseph Nguyen  
 Trinh Nguyen  
 Jerrod Norrell  
 Gloria Nwabuona

Yvonne Annabel Oyeka  
 Anna Paek  
 Abigail Pennington  
 Nancy Perez  
 Mini Sajimon Perunnilathil  
 Victoria W Rhodes  
 Simisola Shodunke  
 Amanda Thomas  
 Cherice Angel Thomas  
 Ruby Tlaseca  
 Kayla Woods  
**Cohort 2 - Summer 2022**  
**Ben Taub Hospital**  
 Swarna Abraham  
 Ricardo Alejandria  
 Maria Alvarez  
 Xochilt Ayllon  
 Arianna Baham  
 Veronica Bardales  
 Stephanie Barklage  
 Diana Iris Cavazos  
 Nisha Cicil Mendez  
 Rachel Coleman  
 Judith Colon

Sydney Craig  
 Margaret Emilia Davis  
 Janet Doloksaribu  
 Matthew Ellsworth  
 Karimah Estrada  
 Sarah Ferris  
 Victoria Fletcher  
 Alondra Gallegos  
 Savannah Hafele  
 Jalisa Jefferson  
 Johnnie Jones  
 Adanma Kekeh  
 MaryAnn Kuffell  
 John Kurihara  
 Lyndsey Lagria  
 Catherina Langston  
 Alyssa Maki  
 Parfait Mbita Ebele  
 Mary Jane Miki Naka  
 Angela Moore  
 Jennifer Nakayama  
 Mark Nguyen  
 Nathan Nguyen  
 Tram Nguyen  
 Ijeoma Nwosu

Victoria Obodo  
 Haymanot Ogonegbu  
 Oyinkansola Olorunfemi  
 Cristina Orozco Celaya  
 Jessica Plunkett  
 Enoch Ramirez  
 Jenna Riley  
 RonDeLu Robinson  
 Karla Rodriguez  
 Kendall Rogers  
 Brynn Rountree  
 Jazmyne Sanders  
 Aaron Santos  
 Kai Selin  
 Cara Sharp  
 Charlotte Sormah  
 Sydney Steward  
 Heather Stujenske  
 Fella Tahanout  
 Emily Tee  
 Sarath Thayil  
 Alejandra Torres  
 Tischel Toussaint  
 Kali Tran  
 Brittney Tucker

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Priya Vetticadan  
 Kelton Walker  
 Kia Washington  
 Megan Washington  
 Ragan Weeks  
 Amanda Whittington  
 Mengfan Zhuang

**LBJ Hospital**  
 Adrian Almendarez  
 Erica Anderson  
 Amanda Arellano  
 Jessica Bartel  
 Breonna Burns  
 Gabriella Campo  
 Dawne Casner  
 Teresa Cruz  
 Jane Ejeckam  
 Ashley Fuentes  
 America Gonzalez  
 Miriam Gonzalez  
 Elizabeth Igwe  
 Shelbi Kellogg  
 Gabrielle Leonard  
 Noemi Linares  
 John Lopez  
 Che'Kayvia Moore-Knight

Moshay Palmer  
 Omar Quevedo  
 Jasmine Robinson  
 Marlene Rosales  
 Chloe Rubio  
 Gina Samuel  
 Ashley Singson  
 Cristina Vazquez  
 Brigitte Velez

**Cohort 3 - Fall 2022**

**Ben Taub Hospital**  
 Camille Allain  
 Tatiana Alejandra Amaya  
 Ruth Amayo-Bello  
 Adaeze Amechi-fannin  
 Markeisha Brooks  
 Savanah Cadenas  
 Annie Cao  
 Paul Castaneda  
 Ronald Brandon Cosme  
 Bailey Nicole  
 A221 Dickens  
 Demetra E Fountain  
 Kelly Fullingim  
 Jose Garcia Flores  
 Adeja Giles

Lesly Gonzalez  
 Allen Huang  
 Jonathan James  
 Tuong Vi Lo  
 Juan Domingo Malana  
 Alma Martinez  
 Katheryn McDonald  
 Bryan McNeal  
 Jennifer Mendez  
 Chinenye Okechukwu Ogori  
 Chubuike Osigwe  
 Allison Ottaway  
 Jessica Park  
 Daisy Silva  
 Emily Solis  
 Jim Thomas  
 Sean Tran  
 Lindsey Wenzel  
 Samuel Osei Wireko  
 Alyssa Grace Yeakley  
 Girlinghouse  
 Yordanos Zewde

**LBJ Hospital**  
 Ijeoma Akunne  
 Ibrahim Altaie  
 Joselin Aureoles  
 Audrey Boyd

Roxana Chapa  
 Jean Gakumba  
 Madelyn Garcia  
 Crystal Nicole Guerra  
 Crystala Hadnot  
 Florencia Gabriela Herrera  
 Tianna Hill  
 Oluwademilade Idowu  
 Daikettia Sha'cora Johnson  
 Priya Kaur  
 Uzunma Lekwuwa  
 Grace Luders  
 Janet Montes  
 Thien Ngo  
 Fatimot Ojajuni  
 Ijeoma Okeke  
 Obianuju Okoli  
 Ijeoma Onya  
 Jenifer Sandoval  
 Samantha Tan  
 Ashley Tran  
 Britten Westover

**Nursing Clinical  
 Advancement Program  
 Promotions**

**Ambulatory Care Services**  
 Dia Vinod

**Ben Taub Hospital**  
 Jennifer Flores  
 Tina de los Santos

**LBJ Hospital**  
 Huong Tran

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## PEER-REVIEWED PUBLICATION

Bellegarde, K., Koh, L., Ziegler, C., Elia, M. R., **Bonuel, R.**, & Taylor, A. R. (December 2023). The power of nursing innovation in planetary health. *Interdisciplinary Journal of Partnership Studies*, 10(2).

Christie, S., **Windle, P.**, Ecobiza, S., & Lapid-Blum, M. (July 2023). Leveraging community partnerships to empower Filipino Texas towards patient-centered outcomes research. *Journal of Nursing Practice Applications and Reviews of Research*, (13)2: 7-18. DOI: 10.13178/jnparr.2023.13.02.1303.

River, F. B., Whoy Cha, S., Ansay, M. F. M., Vicera Taliño, M. K. V., Flores, G. P., Nguyen, R. T., **Bonuel, R.**, Araneta, M. R., Volgman, A. S., Shah, N., Vahidy, F., & Cainzos-Achirica, M. (Accepted July 27, 2023). Cardiovascular disease in Filipino American men and women: A 2023 Update, *American Heart Journal*. <https://doi.org/10.1016/j.ahj.2023.07.015>

Vidyadharan, V.A., Blesson, C.S., **Tanchico, D.**, Betancourt, A., Smith, C., Yallampalli, C. (2023). Low protein programming causes increased mitochondrial fusion and decreased oxygen consumption in the hepatocytes of female rats. *Nutrients*, 15, 1568. <https://doi.org/10.3390/nu15071568>

## PODIUM PRESENTATIONS

Bjarnason, D., **Moore, L.**, & Eldredge, D. (May 3, 2023). Building a foundation for a culture of nursing research. Invited speaker at the 2023 American Organization for Nursing Leadership National Conference Plenary Session. Anaheim, CA.

**Bonuel, R.** (June 9, 2023). Nursing ethics and jurisprudence. Invited speaker at the Texas Clinical Nurse Specialist Annual Conference. Austin, TX.

**Windle, P.** (April 2023). Creating a strong and flexible workforce. Invited lecturer at the ASPAN 40th National Conference: Heart and Science of Caring. Denver, CO.

**Windle, P.** (May 2023). Nursing jurisprudence and ethics. Invited lecturer at the Philippine Nurses Association of Metropolitan Houston Spring Conference. Houston, TX.

**Windle, P.** (September 2023). Advanced patient safety: New approaches and directions. Invited speaker at the ASPAN's Seminar. University of Pennsylvania Hospital, Pennsylvania, PA.

## POSTER PRESENTATIONS

**Amaya, A. R., Colunga, L., Garcia, G., Lara, L.** (August 2023). Emergency department transfer to outpatient diabetes education prevents readmissions. Poster presentation at the 2023 Association of Diabetes Care and Education Specialists. Houston, TX.

**Cooper, K., Taylor, M., Wall, Y., Penick, M., Branch, D., & Vaxter, T.** (August 2024). Safe practices through automated surveillance in an ambulatory surgical center. Poster presentation at the 2023 Healthcare Safety Conference. Austin, TX.

**Phan, G., Eapen, S., Carethers, R., & Ortiz, H.** (May 2023). Journey to titratable medication: A patient safety focused approach. Poster presentation at the National Training Institute. Denver, CO.

*Names bolded are Harris Health nurses*

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## NEW DEGREES

### Ambulatory Care Services

#### Associate Degree in Nursing

Milli Aguilar

#### Bachelor of Science in Nursing

Tantra Ali

Sara Miranda

Luz Garcia

#### Master of Business Administration

Kiara Mabin

#### Master of Science in Nursing

Chamica Keys

Myles Matherne

Ann-Marie Servos

Melanie Williams

#### Master of Science in Information Systems

Olubunmi Amosu

### Ben Taub Hospital

#### Associate Degree in Nursing

Abel Hernandez

#### Bachelor of Science in Nursing

Feba Korah

Elizabeth Igwe

Roberta McDonald

Jennifer Nakayama

Tolulope Omogbehin

Rebecca Rubio

Aaron Gregory

Santos

Jordan Schirber

Cara Sharp

Melissa Toepfer

Ogugua Ugwuanyi

Mariah Williams

Fausiat Yekini

#### Doctor of Nursing Practice

Sheila Lockwood

Shaida Rahmatinick

#### Master of Business Administration

Snyquis Walden

#### Master of Science in Nursing

Joshua Bolwerk

Sydney Boyd

Corey Cowart

Doricah Mapesa

Erika Medlow-Braxton

Mary Ann Pavilonia

Joimon Philip

Ujo Oko

#### Master of Public Health

Mohan Sai Kuma

Yedhoti

### LBJ Hospital

#### Bachelor of Science in Nursing

Aleta Allen

Amanda Arellano

Roxana Chapa

Jasmine McDuffie

Olufunmilayo

Oduwale

Sandra Palacio

Charvelle Perkins

David Raynor

Bogdanka Velevska-

Djishe

#### Doctor of Nursing Practice

Richard Bustamante

Lakeshia Williams

#### Doctor of Philosophy – Nursing

Tashiana Roberts-Jackson

#### Master of Science in Nursing

Tinsah Bukhwele

Theresa Dam

Janisha Lane

Courtney Thomas

#### Master of Public Health

Tonya Burks

### System

#### Bachelor of Science in Nursing

Eunie Akano

Yawa Batoke

Gladys Dadeboe

Siobhan King

Elizabeth Spivey

#### Doctor of Nursing Practice

Mary Gatmaitan

#### Master of Science in Nursing

Charmmie Agriam

Fanta Jalabah

Velma Pete

Carlisha Tyree

Meyaconnie Williams

#### Master of Science in Information Systems

Glenn de la Pena

## NEW CERTIFICATIONS

### Ambulatory Care Services

#### Administration

Jessica Larson

Jhoanna Ramos

#### AIDS

Lei Runnels

#### Ambulatory Care

Anita Bates

Tonya Burks

Sarah Cepeda

Anna Grace Jacot

Gladys Lytle

Kiara Mabin

Soonaprabha

Thomas

Tessia Winnfield

#### Case Management

Yolanda Johnson

#### Dialysis

Damalie Nakatae

Solly Saji

#### Infusion

Elizabeth De La Torre

Johnny Hernandez

Audrey Le

#### Oncology

Sallena Driver

Leslie Monsivais

#### Post-anesthesia

Cotina Moore

Brandie White

### Ben Taub Hospital

#### Acute Care – Nurse Practitioner

Marina Pa De Jesus

#### Administration

Shaida Rahmatinick

Emily Townsend

#### Ambulatory PeriAnesthesia

Tamara Rowe

#### Critical Care

Peace Aghado

Susamma Babu

Jas Brana

Jacqueline Castro

Rosa Nataly Cueva

Ahsley Carpentier

Chioma Dedeibe

Dean Harnboonzong

Michael Lam

Ngan Le

Olivia Lin

Sylvia Maduagwu

Andrea Magana

Nikko Malabanan

Megan Meyer

Rinelle Myre

Nicole Myrick

Rodolfo Moreno

Carrie Nealis

Alice Nong

Mary Jane Miki Naka

Misha Nguyen

Ifechukwu

Oguejiofor

Oyinkansola

Olorunfemi

Denice Paule

Jessica Plunkett

Jonathan Richard

Joe Saynonh

Kai Selin

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DEVELOPMENT

Januka Subba  
Fella Tahanout  
Jyotshana Thapa  
Jim Thomas  
Joy Ugwuanyi  
Flavia Vancia  
Wincy Zhang

**Dialysis**

Soosan Chacko

**Emergency**

Alyssa Badillo  
Angela Baker  
Anchi Gonzalez Hu  
Jocelyn Yanez

**Maternal - Newborn**

Mary Jane Lazo  
Sandra Stephen

**Medical-Surgical**

Kristen Bond  
Melissa Castro  
Maria Chalaka  
Sabrina Dauphin  
Guilaine Ghislaine Deuleu  
Geraldine Dixon  
Miranda Hansom  
Tonidayeshawn McKenzie

Erika Medlow-Braxton  
Marlene Navarrete  
Sani Nellikkattil  
Omobolanle Oji  
Ifeoma Osondu  
Patricia Rosa  
Lucila Solatorio-Maranan  
Diane Tubiera

**Neonatal**

Elena Sorbet  
Daren Christopher Tanchico

**Nephrology**

Eduardo Dela Cruz  
Ignacio Gonzelez  
Ignacio Navarro

**Obstetrics**

Asia Carter

**Operating Room**

Cynthia Etakibuebu  
David Hoang

**Progressive Care**

Juliana DeLeon  
Shelbie Henry  
Anvi John  
Linh Nguyen

**Psychiatry**

Marguerite Adetunji  
Becky Zwahr

**Psychiatry - Nurse Practitioner**

Charles Okoh

**Trauma**

Rebecca Aden  
Hannah Butler  
Hannah Goethe  
Brigit Hines  
Robyn McKeever  
Jennifer Tran

**LBJ Hospital**

**Administration**

Rhonda Fisher

**Critical Care**

Dori Hoang  
Sandra Klaff  
Rafiatu Mohammed  
Joseph Nguyen  
Tran Nguyen

Jasmin Raspberry

**Emergency**

Adrian Almendarez  
Brennan Channell  
George Hurst  
Desiree Passmore

David Raynor

**Flight Nurse**

Ashley Susik-Floyd  
Gabriela Oxford  
Valerie Pulido

**Medical-Surgical**

Alondra Martinez Almanza  
Cynthia Davila Bermudez  
Sara Charleston  
Ikechukwu Dike  
Natalia Geiger  
Maricela Ortega  
Carla Ramirez

**Nursing Professional Development**

Sherolyn Frazier

**Obstetrics**

Stephanie Hively  
Desiree Lozano  
Kyonna Watson

**Operating Room**

Elizabeth Villanueva  
Britten Westover

**Ostomy Care**

Linh Le

**Progressive Care**

Casey Allen  
Olatokunbo Kappo  
Geoffrey Kimkemboi  
Arkisha Macon  
Emelita Mendioro  
Katiana Oro  
Mayra Rios  
Anna Skariah

**Trauma**

Melissa Cather  
Rocio Carreon  
Jonathan Gilmore  
Meghan Myers  
Scott Myron

**System**

**Administration**

Susan Kilbourn  
Gilbert Medrano

**Ambulatory Care**

Toyia Green

**Breastfeeding**

Mariagoretti Adigwe

**Case Management**

Divya Jose  
Daniel Martinez  
Marivic Nasayao  
Olga Villegas

**Correctional Health**

Amarachi Chukwu  
Quamish Williams

**Correctional Health - RN**

Jacqueline Brock  
Dena Villanueva

**Critical Care**

Jasmine Balbir Singh Aneja  
Lea Lene Medrano  
Phonphet Somphanthabansouk

**Diabetes**

Ana Ritchey

**Emergency**

Christopher Williams  
LaKendric English

**Healthcare Quality**

Ansu Abraham  
Kimberly Cooper  
James Landureth  
Evelyne Laka  
Jeannine Sidberry  
Christopher Walthall

**Medical-Surgical**

Selona Alleyne

**Nursing Professional Development**

Pamela Davis

**Occupational Health**

Rukayat Idris

**Psychiatry**

Jasmine Balbir Singh Aneja  
Fanta Jalabah  
Phonphet Somphanthabansouk

**Sexual Assault**

Jessica Freeman  
Patricia Orekoya  
Caitlin Tracy

**Trauma**

Ifrah Raja

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## DAISY AWARDS

### Lifetime Achievement

Theresa Sampson, MSN, RN, NE-BC  
Director of Nursing, Ben Taub Medical-Surgical Services

### Ethics Leader

Danielle Monique Adams, MSN, RN, NE-BC, Med-Surg-BC  
Nurse Manager, Ben Taub 5D

### Ethics Team

Uday Uprety, BSN, RN  
Nurse Manager, Ben Taub 5C/Team Lead

### Health Equity Team

Suzanne Lundeen, PhD, RN, NEA-BC, RNC-OB, C-EFM  
Administrative Director, Ben Taub Women, Infants & Children

### Health Equity Individual

Monique Rhodes, MSN, RNC-OB, NEA-BC  
Director of Nursing, Women's and Infant Services

## Leadership

Stacey Washington, BSN, RN, AMB-BC  
Ambulatory Care Nurse Manager

Sini Eapen, MSN, RN, ACNP, CCRN  
Program Manager, Chest Pain

Courtney Thomas, MSN, RN, CMSRN  
Clinical Resource Nurse, Medical-Surgical Services

Sharon Singleton, MSN, RN  
Nurse Program Manager, Clinical Education-Correctional Health

## Teams

### Ben Taub Critical Care Unit/6F

Crystal Butler, MSN, RN, CCRN (Nurse Manager - Lead)

Meshawn Cook, MSN, RN, CCRN

Marina De Jesus, BSN, RN

Shelby Garaza

Ada Cortez, ADN, RN, CCRN

Autumn Hinson, BSN, RN

Morgan Peterson, BSN, RN

Julie Joshua, BSN, RN

Jacqueline Castro, BSN, RN, CCRN, CCRN-CMC

Sini Eapen, MSN, RN, ACNP, CCRN

## LBJ 4B Diamonds

Tammy Straps, MSN, RN, MEDSURG-BC (Nurse Manager - Lead)

Gina Chavez, ADN, RN

Janie Stringer, BSN, RN, PCCN, MEDSURG-BC

Cynthia Vasquez, BSN, RN

Habeebat Are, BSN, RN, MEDSURG-BC

Phoebe Rodwell, BSN, RN

Purity Kaniu, BSN, RN

Geena Antony PCA

Brittany Hudson PCA

Terrielle Harrison PCA

## Correctional Health Triage

Marlene Orta, BSN, RN, CCHP (Nurse Manager - Lead)

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## GOOD SAMARITAN EXCELLENCE IN NURSING AWARDS

### Ambulatory Care Services

Natasha Abney, MSN, RN, AMB-BC  
 Michelle Edmond, MSN, RN, NE-BC  
 Toni Isaacs, MSN, RN, AMB-BC  
 Rita Mack, MSN, RN, AMB-BC  
 Vonda Thomas, BSN, RN  
 Eric Vistan, MSN, RN, CAPA  
 Chamica Keys, MSN, RNC-MNN  
 Gladys "Helen" Lytle, BSN, RN  
 Deidra Williams, DNP, RN, FNP-C  
 Anny Abraham, MSN, RN, CLNC  
 Kathryn Boschen, MSN, RN, CPAN  
 Naoshia Carroll, PhD, MSN, RN, NEA-BC  
 Maya Glover, MSN, RN, AMB-BC  
 Shilpa Patel, BSN, RN, OCN  
 Consuelo Puga, BSN, RN, AMB-BC  
 Soonaprabha Thomas, MSN, RN  
 LaToya Woods, MSN, RN, OCN, NEA-BC

### Ben Taub Hospital

Christopher Acac, BSN, RN, CMSRN  
 Ehimudiamen Aigbokhan, BSN, RN  
 Lauren Ainsworth, BSN, RNC-NIC  
 Michelle Alesna, BSN, RN, PCCN  
 Prince Balason, BSN, RN, CCRN-CSC, CMC, CVRN-

BC, LSSYB  
 Sidney Brown, BSN, RN, CCRN, PCCN-K  
 Andrea Cantu, BSN, RN, CMSRN  
 Ana Davis, MSN, FNP-C, CCRN, CVRN-BC II, NEA-BC  
 Kristen Delphin, BSN, RN, TCRN  
 Sini Eapen, MSN, RN, CCRN, CMC, ACNPC-AG, AGACNP-BC  
 Mark Fanning, MSN, BA, RN, NE-BC  
 Guadalupe Galvan, MSN, RN, PCCN  
 Miranda Hansom, BSN, RN  
 Augusta Iheme, BSN, RN  
 Julie Joshua, BSN, RN  
 Manpreet Kaur, ADN, RN, CMSRN  
 Virgilio Marabiles, BSN, RN  
 Arielle Masiglat, BSN, RN  
 Jipson Mathew, BSN, RN  
 Rinelle Myre, BSN, RN, CCRN-CMC  
 Sani Nellikkattil, BSN, RN  
 Attiya Noor, MSN, RN, APRN, FNP-C, OCN  
 Mercy Philip, BSN, RNC-NIC  
 Tekhesia Phillips, MSN, RN, NEA-BC  
 Elizabeth Pickney, DHA, MSN, RN-BC, NEA-BC, ASQ-CQA  
 Bridgette Picquet, ADN, RN  
 Shaída Rahmatinick, DNP, APRN, FNP-C, PCCN  
 Vilma Ramos, BSN, RNC-NIC  
 Divina Sasuman, BSN, RN, CCRN  
 Nisha Skariah, BSN, RN, CMSRN

Uday Uprety, BSN, RN, CCHP  
 Treesa Varghese, MSN, RNC-NIC  
 Mini Vincent, BSN, RN, CCRN  
 Posey Willis, BSN, RNC-NIC  
 Pamela Windle, DNP, RN, NE-BC, CPAN, CAPA, FAAN, FASPAN  
 Emily Ybarra, MSN, RNC-MNN, LBSW, CCM  
 Tina De Los Santos, BSN, RN, CMSRN  
 Venecia Ybarra, BSN, RN, CMSRN

### LBJ Hospital

Ama Acheampong, MSN, RN, CWON  
 Casey Allen, BSN, RN, PCCN  
 Ifeyinwa Amanchukwu, BSN, RN  
 Habeebat Are, BSN, RN-BC  
 Amanda Brown, BSN, RN-BC  
 Tamikia Brown, MSN, RN, CCRN, NEA-BC  
 Gina Chavez, ADN, RN  
 Derek Curtis, DNP, MA, RN, NEA-BC  
 Theresa Dam, MSN, RN, PCCN, CCRN  
 Ikechukwu Felix Dike, BSN, RN-BC  
 Abey Easo, MSN, RN-BC, ACM  
 Nyingi Nene Efebo, MSN, RN, FNP-C  
 Nora Fuentes, BSN, RN  
 Caroyln Gafford, MAOM, RN, NE-BC  
 Lingasperi Govender, MSN, RN, AMB-BC  
 Kyanna Green, MSN, RN, CCRN  
 Michelle Hanks, MS, BSN, RN, CCRN

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Shibu Jacob, MSN, RN, PCCN  
 Divya Jose, MSN, RN  
 Nohemi Ledezma, BSN, RN, PCCN  
 Christina McClain, BSN, RN  
 Chinwe Madu, BSN, RN  
 Mercelyn Mejia, BSN, RN, PCCN  
 Monica Mendoza-Moore, ADN, RN  
 Valerie Nzongang, BSN, RN  
 Juliet Onuoha, BSN, RN  
 Diana Onyango, BSN, RN  
 Katiana Oro, BSN, RN, PCCN  
 Ma Soledad Puyat Osorio, BSN, RN  
 Maryann Padua, BSN, RN, CMSRN  
 Sherry Plummer, MSN, RN, CMGT-BC  
 Myrna Punsalan, BSN, RN  
 Rose Saavedra, MBA, BSN, RN  
 Anna Skariah, BSN, RN  
 Lindsey Thayer, MSN, APRN, FNP-C  
 Ann Thomas, BSN, RN, PCCN  
 Salamma Thomas, BSN, RN  
 Tam Tong, BSN, RN  
 Sherly Varghese, BSN, RN  
 Cecilia Wamwiri, BSN, RN PCCN  
 Britten Westover, BSN, RN  
 Deandria Winchester, BSN, RN, PCCN  
 Rosie Woods, BS, AAS, RN

**System**

Selona Alleyne, MSN, BS, RN, CMSRN, NP-BC  
 Reba Carethers, MSN, APRN, CCRN, NP-C  
 Edward Donel, MBA, BS, CPHQ, CPPS, NE-BC (Silver)  
 Renee Eddings, MSN, RN, RNC-OB  
 Sara Hodge-Garrett, MSN, RN, MEDSURG-BC, CPHQ  
 Stephanie Masson, MSN, RN, FACHE, CPHQ, CPPS  
 Linsie Mathew, MSN, RN-BC, PCCN-K  
 Kathleen Mozell, MSN, BS, RN, CEN, NP-BC, LSSYB  
 Cheryl Oliver, MSN, M.A.C.E., RN, NP-BC, AMB-BC  
 Releine Petilla, MSN, RN-BC  
 Grace Phan, MSN, RN, CCRN, NP-BC  
 Tynikka Thibodeaux, MSN, RN, NP-BC, CNOR

**TEXAS NURSING ASSOCIATION DISTRICT 9  
 TOP 20 OUSTANDING NURSE AWARD**

Alicia Hernandez, DNP, RN, NEA-BC, NP-BC  
 Nena Bonuel, PhD, RN, APRN-BC, ACNS-BC, CCRN-K  
 Fallon Wiley, MSN, RN-BC, NE-BC

**HOUSTON CHRONICLE TOP 200 SALUTE TO  
 NURSES AWARD**

**Top 15**

Patel Shilpa, BSN, RN, OCN  
 Pamela Windle, DNP, RN, CAPA, CPAN, NE-BC

**Top 150**

Michelle Alesna, BSN, RN, PCCN  
 Maria Bermudez, LVN  
 Jennifer Edwards, MSN, RN-BC  
 Jennifer Flores, BSN, RN, CMSRN  
 Ingrid Hansen, MSN, RN, FNP  
 Divya Jose, MSN, RN, CCRN  
 Nikki Lee, ADN, RN, CCM  
 Kathleen Mozell, MS, RN, CEN, CPD-BC  
 Helen Ombena, BSN, RN  
 Mary Ann Padua, BSN, RN, CMSRN  
 Maria Theresa Cruz, BSN, RN  
 Elvira Ticzon, BSN, RN

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