

Nurses

Leading with
CARE



Kaleida Health

2023 NURSING REPORT



Remain **centered** around the patient and family



Be **accountable** to patients and each other



Show **respect** and integrity



Provide **excellence** in all we do

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Message from Don Boyd

Now more than ever, nurses are at the forefront of what we do.

That's because our nurses at Kaleida Health, those across Western New York and even nurses around the world, continue to be on the front lines of the largest challenge health care has seen in over 100 years. While some have declared the COVID-19 pandemic over, our nurses still feel its impact every day.

As the leadership team and I round through our hospitals, clinics and long-term care facilities, we are continually impressed with our nursing team's selfless dedication to our patients, their families and their co-workers as well as their impressive skill and talent.

As you know, we are highly focused on recruiting the best of the best to ensure our patients and our community continue to make Kaleida Health their destination of choice for their healthcare needs. At the same time, we also want to be the *employer* of choice and ensure our nurses – and the rest of our staff – have what they need to provide the care our patients deserve. We appreciate your ongoing feedback and partnership in making Kaleida Health a better organization in which to work and receive care.

On behalf of our Board of Directors and the Kaleida Health management team, thank you to our nurses for taking care of our patients and always leading with CARE!



Donald J. Boyd
President and Chief Executive Officer

Donald W. Boyd



Cheryl Klass, RN
*Chief Nurse Executive and
Chief Operating Officer*

Message from Cheryl Klass, RN

I am very grateful and proud to work with the most talented team of nurses and patient support staff in all of Western New York. Your compassion is evident as patients and families relay how you made them feel, and the difference you made in their life or life of a family member. You will see that spirit of our team throughout this report.

At the center of our mission is advancing the health of our community with high quality and safe care. Wonderful examples representing that mission are demonstrated in this report. There are amazing stories, individuals and teams to recognize.

Please enjoy celebrating and recognizing our nursing profession and each other this year.

My personal thanks and gratitude for the care you provide every day!

Cheryl Klass RN

BUFFALO GENERAL MEDICAL CENTER/ GATES VASCULAR INSTITUTE



Thanking Our Patients

Shannon Gawronski, nurse manager, Recovery Rooms (PAAR), Buffalo General Medical Center/Gates Vascular Institute



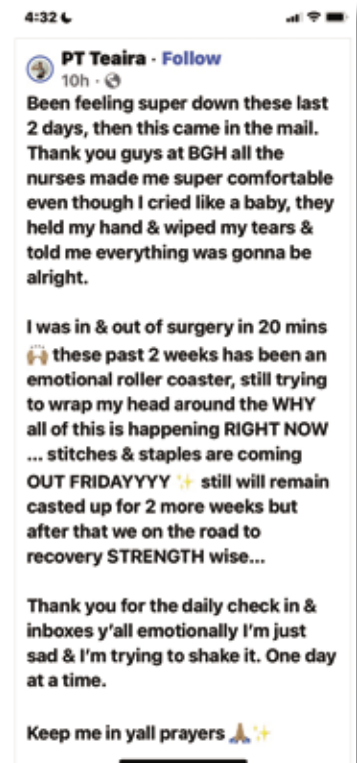
In early 2023, the Ambulatory Surgery Unit (ASU) team at Buffalo General Medical Center/Gates Vascular Institute (BGMC/GVI) started giving patients thank you cards. The card starts in Pre-admission Testing (PAT), where anyone taking care of the patient signs the card, including nurses, aides, secretaries, etc. The card is put in the patient's chart and goes to the ASU. If the patient did not utilize PAT, the card goes in the patient's chart when they arrive for surgery.

During the patient's stay, anyone involved in their care can sign the card – from Operating Room staff to Post Anesthesia Care Unit (PACU) staff to anesthesia staff.

If the patient is discharged from ASU, the team gives them the thank you card or mails it. If the patient is admitted, the card stays in the chart and goes with the patient to the floor, where any other floor staff can continue to sign the card until the patient is discharged.

In an effort to improve patient care, the team also developed a short survey that is included in the thank you cards for ASU patients. The survey asks patients for feedback about each area – admissions, EVS, nursing, physicians, communication, and rate your stay.

The team has already received a few cards back from patients' families, stating how good their visit was and how this helped them identify who they wanted to thank for their care. The cards are also a wonderful reminder of how many healing hands touch a patient throughout their stay.





JOHN R. OISHEI CHILDREN'S HOSPITAL

Collaboration on the Trach Vent Unit

Audrey DeMaria, nurse manager, J10, Oishei Children's Hospital

Ever since J10 at Oishei Children's Hospital (OCH) became the trach/vent unit in August 2018, a multidisciplinary team has been working hard to streamline the process of getting vent-dependent patients home or into a subacute setting until they are able to go home.

In New York State, there are 11 pediatric long-term care (LTC) facilities, with seven of those in or around New York City. Fortunately, Kaleida Health's HighPointe on Michigan facility has a Pediatric Pavilion, which is a 20-bed LTC nursing unit for pediatric patients right around the corner from OCH. Since the Pediatric Pavilion opened its doors, the team has accepted 28 patients from OCH, 15 of whom were subsequently discharged to home.



When patients who have trach/vents graduate to J10 from the Neonatal Intensive Care Unit (NICU) or the Pediatric Intensive Care Unit (PICU), the goal is to have the family involved in the total care of their child. The multidisciplinary team works with the families to train them on life-saving skills from admission to discharge. They learn about the vent, how to change and clean a trach, suctioning, and trach ties. The teams work to have two fully-trained adults as well as the patient's school nurse educated and comfortable with providing trach/vent care.

HighPointe's Pediatric Pavilion is an exceptional resource when a family cannot identify a second trained provider, lacks social support, or is unable to secure home nursing. Our OCH pulmonary team, cardiologists, and ENT doctors are able to provide onsite services to the patients at HighPointe. OCH continues to partner with HighPointe so our patients can stay in Buffalo. The team has made significant progress in the care we are able to provide to trach/vent dependent patients and their families, resulting in decreased lengths of stay. In 2022, the OCH team successfully discharged eight patients home while on a vent because of this team effort.

DEGRAFF MEDICAL PARK
&
MILLARD FILLMORE
SUBURBAN HOSPITAL



Focus on Quality Metrics Produces Successful Outcomes

Tricia Fusillo, director of women's services, Millard Fillmore Suburban Hospital

In 2022, despite continuing to manage challenging COVID-19 peaks, the nursing teams at DeGraff Medical Park (DMP) and Millard Fillmore Suburban Hospital (MFSH) resumed their pre COVID-19 laser-focus on improving quality metrics to produce successful outcomes. I am proud of the many accomplishments they've made.

Some notable achievements include:

- Launch of a successful mentorship program assisting 28 new RNs to support recruitment and retention
- In the Intensive Care Unit (ICU), an interdisciplinary team implemented evidence-based processes as a result of having six Catheter Acquired Urinary Tract Infections (CAUTI) in 2021, and last year went 246 days without another CAUTI infection
- In Women's Services, the nursing team added the use of Triton QBL (Quantified Blood Loss), an accurate blood loss calculation tool, which results in reduced maternal hemorrhage
- The Emergency Department (ED) throughput team reduced Left Without Being Seen measures from 5% to 3% and received praise during the DNV Primary Stroke Center certification for overall metric improvement
- At DMP, the November ED Press Ganey scores were the highest they've been despite seeing the largest volume of patients in over five years
- The MFSH wound care team – Jennifer Breitwieser, Rikki Gozdziaik and Sarah Christopher – attended the WOCN (Wound, Ostomy and Continence Nurses Society) Northeast Region conference to learn about wound and skin issues; Paula Angevine, director of perioperative services at MFSH, attended an American Nurse Association (ANA) conference on nursing leadership

Congratulations to all on these outstanding achievements, and thank you all for your commitment to our patients!



HIGHPOINTE ON MICHIGAN & DEGRAFF REHABILITATION & SKILLED NURSING FACILITY

A Bright Future for Long-term Care at Kaleida Health

Audrey Bertozzi, director of nursing for long-term care, DeGraff Rehabilitation & Skilled Nursing Facility, and Garynique Ferguson, senior director of nursing for long-term care, HighPointe on Michigan

COVID-19 continues to play a role in the day-to-day operations of both DeGraff Rehabilitation & Skilled Nursing Facility and HighPointe on Michigan, but the number of those testing positive continues to decline over the past year. Visitation restrictions have been eased and our residents are back to dining together and attending activities with live entertainment.

In February, DeGraff Rehabilitation & Skilled Nursing Facility completed the annual Centers for Medicare and Medicaid recertification survey. We are proud to report that the Nursing Department had zero deficiencies. This is a significant accomplishment and further validation of the team’s commitment to providing excellent care to their residents.

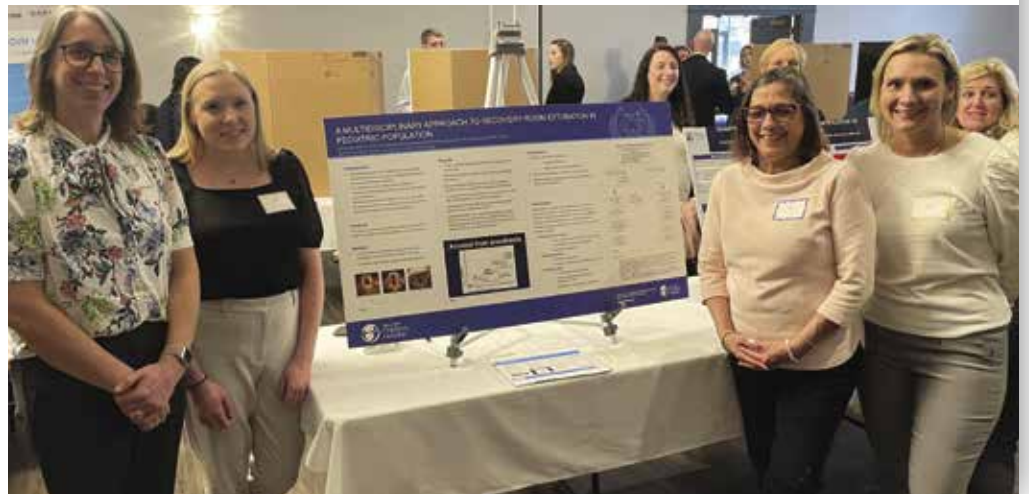
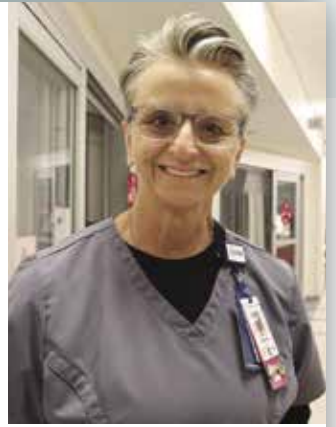
In June, HighPointe successfully launched a Nurse Aide Trainee program and hired a dedicated instructor to provide current employees, and community members, with new job opportunities. So far, 20 nurse aide trainees have completed the program, 13 have been certified and seven are awaiting testing.

Staffing continues to be a challenge across the entire healthcare industry, including long-term care. Both Kaleida Health LTC sites offer critical staffing bonuses, utilize agency staff and hold open interviews to meet staffing needs.

Our new long-term care recruiter is helping, too, as shown by the recent hiring of three new nurse managers at HighPointe.

The future of long-term care is bright thanks to the dedicated, compassionate and highly skilled nurses and staff we have in place to care for our residents and community!







VISITING NURSING ASSOCIATION OF WESTERN NEW YORK, INC.

Assessing and Addressing Social Determinants of Health

Judy Capruso, director of clinical operations, Erie County, Visiting Nursing Association of Western New York, Inc.

Social Determinants of Health (SDOH) are nonmedical factors that have an impact on a person's health and quality of life outcomes, including economic stability, education access and quality, healthcare access and quality, neighborhood and built environment, and social and community context.

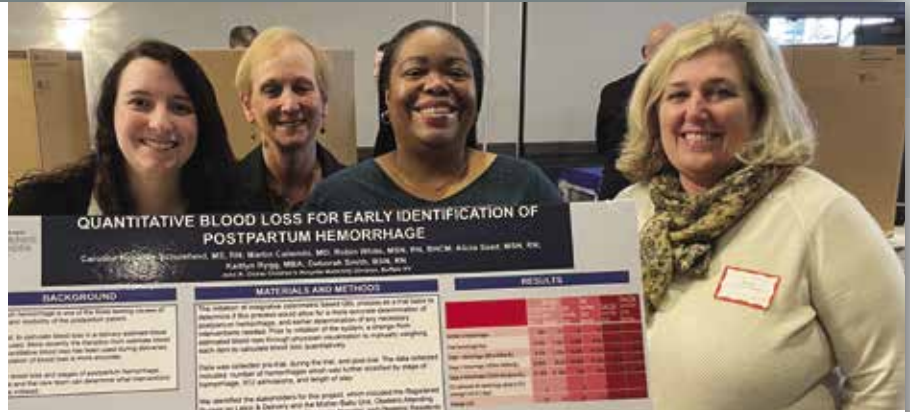
VNA home care nurses play a large role in assessing and addressing SDOH of patients as they deliver care in a patient's home. Part of the nurse's initial assessment includes completing the Outcomes Assessment Information Set (OASIS), standardized questions that capture information like the patient's functional status and risk factors as well as race, ethnicity, language and interpreter services, transportation, health literacy and social isolation. Home care nurses not only obtain the needed information but also respond when they identify patients with SDOH barriers. Treating patients in the home gives them the ability to address needs and barriers that may be unknown to the patient's physicians or hospital care team.

VNA nurse care managers also help break down health literacy barriers, using demonstrations and visual aids when teaching patients tasks such as drawing up insulin, performing wound care or managing an IV catheter.

A thorough assessment that includes SDOH factors is an important part of creating an individualized care plan for each patient and achieving the best outcomes. Not only do home care nurses collect SDOH data, they respond to those barriers and facilitate effective interventions.



Information on SDOH taken from Healthy People 2030, U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. Retrieved 2/16/2023, from <https://health.gov/healthypeople/objectives-and-data/social-determinants-health>





Upper Allegheny Health System

BRADFORD REGIONAL MEDICAL CENTER
&
OLEAN GENERAL HOSPITAL

Improving Recruitment and Retention Efforts

Jennifer Ruggles, MSN, RN, chief nursing officer, Upper Allegheny Health System

Like many other healthcare organizations across the country, Upper Allegheny Health System, the parent company of Bradford Regional Medical Center and Olean General Hospital, has made recruitment and retention of registered nurses the primary focus for 2023.

So far this year, 20 graduate nurses have committed to the organization. Engagement activities with graduate and experienced nurses included visiting schools to discuss nursing opportunities at UAHS, appealing to nursing students during their last semester of school through multiple events and giveaways, increased awareness through recruitment campaigns, and providing one-on-one engagement between recruits and our leadership team.



Creating an overall positive employee experience has been the nursing leadership team's other priority. UAHS has decreased its turnover rate from 12.5% in 2022 to 1.8% in the first quarter of 2023 by focusing on administrative and nurse leadership rounding and including bedside staff nurse in decision-making processes.

UAHS' most successful unit in RN engagement has been in the Emergency Room. In January 2023, the ED started a unit practice council committee meeting that meets regularly and has helped with ED throughput along with nursing recruitment and retention. The ED nurse leadership team has also embraced rounding in the ED and on patients who have been admitted in the last 24 hours.

UAHS leadership is confident in the solid strategic plan developed to recruit graduate and experienced nurses as well as continue to shift the workplace culture through adding value and improving retention of current team members.

Advancing Nursing Careers

Nurses Continue to Advance Careers through Clinical Progression Model

Nurses across Kaleida Health continue to advance their careers through the Kaleida Health Clinical Progression Model, which recognizes and rewards the clinical expertise and performance of nurses.

The goals of the Clinical Progression Model are to:

- Reward nurses who demonstrate excellent clinical knowledge, competence and performance
- Improve patient care through increased clinical expertise and education
- Increase job satisfaction, employee engagement and retention
- Promote leadership and career advancement

Letters of Intent and applications for the program are accepted throughout the year.

Congratulations to the following employees who acquired new RN statuses in the Kaleida Health Clinical Progression Model:

Buffalo General Medical Center/Gates Vascular Institute:

Mercedes Kalin, RN III

Millard Fillmore Suburban Hospital:

Lindsey Acevedo, RN III

Jennifer Breitwieser, RN III

Doreen Grobe, RN IV

Amanda Parker, RN III

Kathryn Scherer, RN IV

1199SEIU Training & Employment Fund

The 1199SEIU Training & Employment Fund (TEF) is a unique collaboration between healthcare workers and their employers that provides career and educational advising, adult education, skills enhancement programs, tuition vouchers/reimbursement, and professional development opportunities.

Benefits immediately upon hire for 1199SEIU and CWA members:

- Education and career counseling, including online resume support
- Free online learning:
 - ◆ College placement prep
 - ◆ 24/7 live tutoring in partnership with Tutor.com
 - ◆ Access to review and preparation classes for professional certifications
 - ◆ Non-credit courses in Medical Terminology, Microsoft Excel, Spanish for Healthcare, and more! Self-paced learning at your convenience – at home, on your phone, on your schedule

Benefits after your one-year anniversary for 1199SEIU and CWA members (effective June 1, 2023 - after 90 days):

- Tuition assistance and book reimbursement for those pursuing a college degree in health care
- Reimbursement for continuing education units, review courses and professional development for full-time employees
- Tuition assistance and continuing education are prorated for eligible part-time employees*

**Part time must work a minimum of 3/5 of a full-time schedule*

Stipend Program for full-time employees pursuing their LPN or ASN:

This new benefit is for full-time employees pursuing their Licensed Practical Nursing certificate or Associate Registered Nursing degree. Participants will receive a 1-day paid work release stipend from the Training Fund to offset the reduction in salary from taking time off for school. This additional day off provides participants more time to study and to complete their program at quicker rate. Applicants must attend mandatory information sessions prior to applying.

Program Deadlines:

For deadlines, answers to your questions or more information, contact the TEF at (716) 995-3755, email upstateinfo@1199funds.org or visit <https://www.1199seiubenefits.org/upstate/>

Please note: The TEF does not cover testing fees. See information below on the Kaleida Health Nursing Endowment Scholarship, which does cover testing fees.

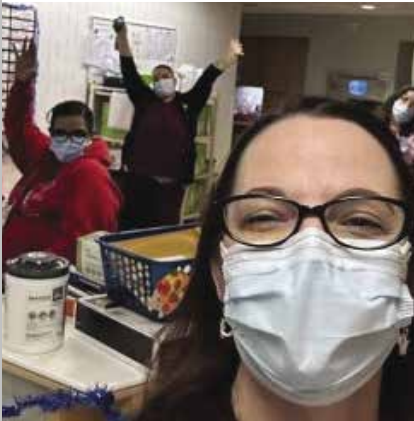
**Kaleida Health
Nursing Endowment Scholarship**

Thanks to our Kaleida Health Foundation, nursing scholarships are available for nursing college tuition and national certifications.

- Academic scholarships up to \$5,000 may be available to those who want to become a nurse and are pursuing the start of a nursing degree or those who want to advance their current degree within nursing
- Kaleida Health employees who are enrolled in an accredited nursing program, have a 3.0 GPA (no pass/fail grades), and are in good academic and employment standing are eligible to apply
- Nursing certification scholarships up to \$400 are also available for nurses who wish to expand their knowledge base and grow within the nursing field with a national nursing certification or re-certification
- Individuals must be employed by Kaleida Health for one year to be eligible to apply
- Union employees must use the 1199SEIU Training & Employment Fund (TEF) prior to distribution of scholarship funds; non-union employees must use Kaleida Health's reimbursement process prior to scholarship

Applications are accepted from February-April each year. Scholarship awards are conditioned upon one-year post-graduation employment as a Registered Professional Nurse in any open position within Kaleida Health.

See page 20 for a list of the 2022 Kaleida Health Nursing Endowment Scholarship recipients.



KALEIDA HEALTH AWARDS AND RECOGNITION

2023 Nursing Award Recipients

Congratulations to our Nursing Award recipients for their outstanding dedication and commitment to their patients, colleagues, community and the nursing profession!

Nurses of Distinction

Rachael Huff, RN (Education)
Bradford Regional Medical Center/Olean General Hospital

Karen Prosser, RN
Bradford Regional Medical Center

Mallory Felvus, RN (Education)
Buffalo General Medical Center/Gates Vascular Institute

Connie Maggiore, RN
Buffalo General Medical Center/Gates Vascular Institute

Jennifer Bachiochi, RN (Education)
Millard Fillmore Suburban Hospital

Donna Sia, RN
Millard Fillmore Suburban Hospital

Betty Beyer, RN
Oishei Children's Hospital

Amanda Lagoda, RN (Education)
Oishei Children's Hospital

Ashley Ball, RN
Olean General Hospital

Deborah Palmeri, RN
Visiting Nursing Association of Western New York

Outstanding Staff RN

Missy McAndrew-Ivanich, RN
Bradford Regional Medical Center

Madison Broad, RN
Buffalo General Medical Center/Gates Vascular Institute

Jennifer Kowalski, RN
DeGraff Medical Park

Christopher Donner, RN
Millard Fillmore Suburban Hospital

Fawn Dipalma, RN
Oishei Children's Hospital

Sharon Walsh, RN
Olean General Hospital

Rachael Dinapoli, RN
Visiting Nursing Association of Western New York

Rising Star RN

Laura Staff, RN
Buffalo General Medical Center/Gates Vascular Institute

Adam Brousse, RN
DeGraff Medical Park

Barbara Gustafson, RN
DeGraff Rehabilitation & Skilled Nursing Facility

Mackenzie Hadaway, RN
Millard Fillmore Suburban Hospital

Gianna Stahl, RN
Oishei Children's Hospital

Branden Williams, RN
Visiting Nursing Association of Western New York

Outstanding Licensed Practical Nurse (LPN)

Karen Butler, LPN
Bradford Regional Medical Center

Lorie Dufour, LPN
Buffalo General Medical Center/Gates Vascular Institute

Marlene Marzullo, LPN
DeGraff Rehabilitation & Skilled Nursing Facility

Mia Yates-Foster, LPN
HighPointe on Michigan

Lacyana Boatwright, LPN
Oishei Children's Hospital

Amanda Updyke, LPN
Visiting Nursing Association of Western New York

Outstanding Care Partner

Tammie Hennegan, CMA
Buffalo General Medical Center/Gates Vascular Institute

Tim Taylor, PCA
DeGraff Medical Park

Norma Dabney, CNA
DeGraff Rehabilitation & Skilled Nursing Facility

Amanda Bauman, PCA
Millard Fillmore Suburban Hospital

Ann Anthony, MA
Oishei Children's Hospital

Maxim Dufour, HHA
Visiting Nursing Association of Western New York

KALEIDA HEALTH AWARDS AND RECOGNITION

Nurse Recognition

2022-2023 DAISY Award Winners

Daniel DiCarlo, RN
Buffalo General Medical Center/Gates Vascular Institute

Julie Gwizdowski, RN
Oishei Children's Hospital

Molly Jennings, RN
Buffalo General Medical Center/Gates Vascular Institute

Ardin Lobaugh, RN
Millard Fillmore Suburban Hospital

Cynthia McConnaghy, RN
Millard Fillmore Suburban Hospital

Deb Sciandra, RN
Oishei Children's Hospital

Lynne Wilkins, RN
Oishei Children's Hospital

2022-2023 DAISY Nurse Leader Award Winners

Sharon Barron, RN, BSN, CPN, C-ONQS
Oishei Children's Hospital

Teresa Boscoe, RN
Visiting Nursing Association of Western New York

Debra Brownsey, MS, RN, NE-BC
Buffalo General Medical Center/Gates Vascular Institute

Melissa Rowland, BSN, RN, PTA
Millard Fillmore Suburban Hospital

Millard Fillmore Suburban Hospital Pat Barszcz Scholarship for Nursing Excellence

Holly Bradley, Surgical Technologist

Visiting Nursing Association of WNY Bravo Winners

Zandra Billingsley, LPN

Erin Cullen, RN

Chris Hewitt, RN

Paula Horanburg, RN

Matthew Isenberg, RN

Nina Somerville, LPN

Branden Williams, RN

Bradford Regional Medical Center Star Award Winners

Samantha Gross, RN

Ann Kriner, RN

Brooke Lipps, RN

Charlotte Muckinhaupt, RN

John Nuzzo, RN

Shirley O'Dell, RN

Olean General Hospital Star Award Winners

Megan Farwell, RN

Katie Weaver, RN

Upper Allegheny Health System Nightingale Award Winners

2nd Quarter (2022)

Natalie Brown, RN

Bradford Regional Medical Center

2nd Quarter (2022)

Leasa Peterson, RN

Olean General Hospital

3rd Quarter (2022)

Jade Maybee, RN

Olean General Hospital

KALEIDA HEALTH AWARDS AND RECOGNITION

Completed Degrees

Buffalo General Medical Center/ Gates Vascular Institute

Nicole Harris, BSN

DeGraff Medical Park

Dawn Hayek, MSN
Gina Pennell, BSN

DeGraff Rehabilitation & Skilled Nursing Facility

Barbara Gustafson, BSN

HighPointe on Michigan

Nadia James, AAS
Jimmy Starr, BSN

Millard Fillmore Suburban Hospital

Caitlyn Bos, BSN
Jessica Gill, BSN
Mackenzie Hadaway, BSN
Jessica Ickowski, AAS
Hannah King, BSN
Casey Kinson, BSN
Lorraine Redfern, BSN
Amber Sherwood, BSN
Erica Sierzchula, ADN

Oishei Children's Hospital

Barb Aceti, MSN-FNP
Sarah Barclay, MSN-FNP
Emily Dollendorf, BSN
Sarah Hickey, MSN-FNP
Chelsea Hoehman, MSN-FNP
Katie Kochmanski, BSN
Awtumn Miles, MSN-FNP
Sara Montgomery, MSN
Emily Stobnicki, MSN-FNP
Austin Szumada, BSN
Lisa Tatta, RN (Associate)
Alyssa Wnuk, MSN – Education

Upper Allegheny Health System

Patricia Gear, BSN
Riley Mucher, BSN
Sarah Nicholson, MSN
Michelle Ransom, BSN
Katlin Sikes, BSN
Jami Smith, BSN

Visiting Nursing Association of WNY

Marilyn Coleman, ASN
Angela Newhouse, ASN
Sabrina Quarantillo-Rawley, MSN/FNP-BC
Diane Walker, MS Psychology with an
Emphasis on Life Coaching



KALEIDA HEALTH AWARDS AND RECOGNITION

Certifications

Buffalo General Medical Center/ Gates Vascular Institute

Deborah Ojeme, CCRN

DeGraff Medical Park

Dawn Hayek, AFN-BC
Gina Pennell, CEN

Millard Fillmore Suburban Hospital

Lindsey Acevedo, CCRN
Stephanie Davis, CNOR
Andrea Downie, RNFA, CNOR
Betty Thompson, LPN
Nicole Zahn, ACNP-BC

Oishei Children's Hospital

Sharon Barron, C-ONQS
Amanda Barton, ABNN
Lisa Beckwith, ABNN
Emily Besch, ATCN
Julie Comella Higgins, CPNON
Sheri Drew, RNC-OB
Kara Esford, ATCN
Rachel Fallon, IBCLC
Erik Hjemdahl-Monsen, ATCN
Amanda Lagoda, CNOR
Candi Mahoney, CPAN
Kelly Mansour, ATCN
Daria Simon, ABNN
Michelle Stoll, ABNN
Michelle Szeffler, C-EFM
Angeline Wagner, IBCLC

Upper Allegheny Health System

Melanie Luther-Shay, ONS/ONCC

KALEIDA HEALTH

2022 Nursing Endowment Scholarship Recipients

Scholarships to complete degree programs:

Christina Calak, RN
Marilyn Coleman, RN
Mecca Cook, PCA
Matthew Creamer, PCA
Audrey DeMaria, RN
Fawn Dipalma, RN
Emily Dollendorf, RN
Ashley Estes, RN
Isabella Gordon, RN
Barb Gustafson, RN
Kristopher Kolden, RN
Alyssa Kowalski, RN
Stephanie Lotito, RN
Tonya McNulty, RN
Jessica Patterson, RN

Carmen Pritchard, RN
Tempresst Ravenell, RN
Cara Reilly, RN
Rebecca Schiltz, RNS
Amber Sherwood, RN
Rachel Staley, MA, Student RN
Lisa Tatta, RN
Megan Wagner, OB Technologist

Scholarships to complete certification exams:

Lisa Brown, RN
Elizabeth Cline, RN
Adrian Cyman, RN
Allyson Czaja, RN
Tracy Dankanich, RN
Andrea Downie, RNFA

Tracey George, RN
Camille Johnson, RN
Jennifer McGill, Nurse Educator MS
Annette Mineo-Brady, RN, MSN
Rebecca Natalzia, RNFA
Michael Radel, RN
Amanda Sattelberg, FNP
Colleen Spencer, RN
Michelle Szefer,
Obestrical Outreach Coordinator
Christian Veress, RN
Nicole Vickers, RN
Melinda Weislo, RNFA



Kaleida Health

mission

Our mission is to advance the health of our community.

Bradford Regional Medical Center

**Buffalo General Medical Center/
Gates Vascular Institute**

DeGraff Medical Park

**DeGraff Rehabilitation &
Skilled Nursing Facility**

HighPointe on Michigan

John R. Oishei Children's Hospital

Kaleida Health Ambulatory Care Network

Kaleida Health Laboratories

Millard Fillmore Suburban Hospital

Olean General Hospital

Visiting Nursing Association of WNY



Kaleida Health
kaleidahealth.org