JIMMY H. BAKER
Chancellor

Proposal for a New Degree Program

I. Information and Rationale

A. Primary Contact Information

Institution: Gadsden State Community College

Contact: Joey S. Battles

Title: Dean of Health Sciences

Email: jbattles@gadsdenstate.edu

Telephone: 256.549.8321

B. Program Information

Date of Proposal Submission: 5/13/2024

Award Level: Associate's Degree

Award Nomenclature (e.g., BS, MBA): A.A.S.

Field of Study/Program Title: Surgical Technology

CIP Code (6-digit): 51.0909

C. Implementation Information

Proposed Program Implementation Date: 8/19/2024

Anticipated Date of Approval from Institutional Governing Board: 6/17/2024

Anticipated Date of ACHE Meeting to Vote on Proposal: 6/14/2024

SACSCOC Sub Change Requirement (Notification, Approval, or NA): Approval

Other Considerations for Timing and Approval (e.g., upcoming SACSCOC review):

D. Specific Rationale (Strengths) for the Program

List 3 – 5 strengths of the proposed program as specific rationale for recommending approval of this proposal.

1. Prepare students for one of the national board examinations for surgical technology.
2. Educate students in disease prevention and transmission, waste management, legal and ethical consideration of infection control in the surgical/operating room, and personal safety will provide students with knowledge and application of infection control standards.
3. Explain the history of surgical technology, the roles of the various professional organizations, and the importance of working with a surgical team.
4. Discuss the purpose of the responsibilities of the surgical technologists and describe what can be legally performed, differentiating between civil and criminal law, discussing ways to prevent malpractice suits, and learning information disclosure procedures will allow students to comprehend major contributing factors in the surgical profession.

5. Provide training that will help students identify, define, pronounce, and utilize various surgical terms; differentiate between verbal and nonverbal communication; and learn the difference between individual paradigms and psychology.

List external entities (more may be added) that may have supplied letters of support attesting to the program's strengths and attach letters with the proposal at the end of this document.

1. Gadsden Regional Medical Center
2. Riverview Regional Medical Center

II. Background with Context

A. Concise Program Description

III. This program is designed to prepare competent entry-level surgical technologists for employment as members of the surgical team in any surgical facility setting. Program instruction includes cognitive, psychomotor, and affective learning domains. Students may obtain their certification as a Surgical Technologist after successful completion of this program and upon passing the national certification examination. Students will relate theoretical knowledge to the care of patients undergoing surgery and will develop skills necessary to prepare supplies, equipment, and instruments; maintain aseptic conditions; and assist surgeons with surgical procedures. Employment opportunities may be attained in labor/delivery departments, inpatient/outpatient surgery centers, hospital surgery departments, physicians' offices, and central supply departments.

A. Student Learning Outcomes

List four (4) to seven (7) of the student learning outcomes of the program.

1. Introducing students to the knowledge and application of infection control standards.
2. Providing opportunities within the program for national certification.
3. Providing knowledge in patient and surgical team interactions.
4. Developing comprehension in the basic principles of surgical ethics, jurisprudence, and HIPAA.

B. Administration of the Program

Name of Dean and College: Joey S. Battles, Gadsden State Community College

Name of Department/Division: Allied Health Division

Name of Chairperson: N/A

C. Similar Programs at Other Alabama Public Institutions

List programs at other Alabama public institutions of the same degree level and the same (or similar) CIP codes. If no similar programs exist within Alabama, list similar programs offered within the 16 SREB states. If the proposed program duplicates, closely resembles, or is similar to any other offerings in the state, provide justification for any potential duplication.

CIP Code	Degree Title	Institution with Similar Program	Justification for Duplication
51.0909	Surgical Technology	Coastal Alabama Community College	GSCC already has a short-term certificate program; we are changing the program to a degree to meet programmatic accreditation's new requirements.
51.0909	Surgical Technology	Bevill State	"""""
51.0909	Surgical Technology	Calhoun	"""""
51.0909	Surgical Technology	Southern Union	"""""
51.0909	Surgical Technology	Wallace-Dothan	"""""

D. Relationship to Existing Programs within the Institution

1. Is the proposed program associated with any existing offerings within the institution, including options within current degree programs?   **Yes** ☐ **No** ☒

   (Note: Most new programs have some relationship to existing offerings, *e.g.*, through shared courses or resources). If yes, complete the following table. If this is a graduate program, list any existing undergraduate programs which are directly or indirectly related. If this is a doctoral program, also list related master's programs.

Related Degree Program Level	Related Degree Program Title	Explanation of the Relationship Between the Programs

2. Will this program replace any existing programs or specializations, options, or concentrations?   **Yes** ☒ **No** ☐

   If yes, please explain. We currently offer a short-term certificate for surgical/operating room technology; however, the programmatic accreditor will no longer recognize short-term certificates (only associate or higher degrees). We must transition the program to be accredited programmatically.

3. Will the program compete with any current internal offerings?   **Yes** ☐ **No** ☒

   If yes, please explain.

E. Collaboration

Have collaborations with other institutions or external entities been explored?   **Yes** ☐ **No** ☒

If yes, provide a brief explanation indicating those collaboration plan(s) for the proposed program. We currently have a short-term certificate and all students seeking employment have secured jobs. There continues to be a significant need for surgical technology students, both locally and nationally.

Have any collaborations within your institution been explored? **Yes** ☐ **No** ☒

If yes, provide a brief explanation indicating those collaboration plan(s) for the proposed program.

F. Specialized Accreditation

1. Will this program have any external accreditation requirements in addition to the institution's SACSCOC program requirements? **Yes** ☒ **No** ☐

   If yes, list the name(s) of the specialized accrediting organization(s) and the anticipated timeframe of the application process. CAAHEP

2. Does your institution intend to pursue any other non-required accrediting organizations for the program?* **Yes** ☐ **No** ☒

   If yes, list the name(s) of the organization(s) and the purpose of the pursuit.

   If there are plans to pursue non-required external accreditation at a later date, list the name(s) and why the institution is not pursuing them at this time. No.

   Note: Check *No* to indicate that non-required external accreditation will not be pursued, which requires no explanation.

G. Admissions

Will this program have any additional admissions requirements beyond the institution's standard admissions process/policies for this degree level? **Yes** ☒ **No** ☐

If yes, describe any other special admissions or curricular requirements, including any prior education or work experience required for acceptance into the program. The program will have competitive admissions similar to our other allied health programs. This will be a point system based on high school or college grades, points for any completed general education courses, and points for attending an information session.

H. Mode of Delivery

Provide the planned delivery format(s) (*i.e.*, in-person, online, hybrid) of the program as defined in policy along with the planned location(s) at which the program will be delivered (*i.e.*, on-campus and/or at specific off-campus instructional site(s)). Please also note whether any program requirements can be completed through competency-based assessment. The program will be housed at our Ayers Campus in Anniston and will be in-person. The clinical

education component will be competency based with a minimum number of hours to complete.

I. Projected Program Demand (Student Demand)

Briefly describe the primary method(s) used to determine the level of student demand for this program using evidence, such as enrollments in related coursework at the institution, or a survey of student interest conducted (indicate the survey instrument used), number and percentage of respondents, and summary of results.

GSCC currently has a short-term certificate in surgical technology and routinely admits 24 students twice a year. The revised A.A.S. degree will have one admission date annually and admit 20 students annually.

IV. Program Resource Requirements

A. Proposed Program Faculty*

Current Faculty and Faculty to Be Hired

Complete the following **New Academic Degree Proposal Faculty Roster** to provide a brief \ summary and qualifications of current faculty and potential new hires specific to the program.

*Note: Institutions must maintain and have current as well as additional faculty curriculum vitae available upon ACHE request for as long as the program is active, but CVs are **not** to be submitted with this proposal.

Current Faculty

1	2	3	4
CURRENT FACULTY NAME (FT, PT)	COURSES TAUGHT including Term, Course Number, Course Title, & Credit Hours (D, UN, UT, G, DU)	ACADEMIC DEGREES and COURSEWORK Relevant to Courses Taught, including Institution and Major; List Specific Graduate Coursework, if needed	OTHER QUALIFICATIONS and COMMENTS Related to Courses Taught and Modality(ies) (IP, OL, HY, OCIS)
New Hire (FT)	Spring, SUR 100 Principles of Surgical Technology (5) UT; SUR 102 Applied Surgical Techniques (4) UT Fall, SUR 108 Pharmacology for the Surgical Technologist (2) UT; SUR 105 Surgical Practicum II (5) UT Summer, SUR 103 Surgical Procedures; SUR 104 Surgical Practicum I (4) UT; SUR 107 Surgical Anatomy and Pathophysiology (3) UT	Will follow programmatic accreditation requirements: • Possess a minimum of an associate's degree, with a concentration in surgical technology, from an institution accredited by an agency recognized by the United States Department of Education **is required**; and • Be a graduate of an education program in surgical technology accredited by a nationally recognized programmatic accreditation agency **is required**; and • Possess a credential in the field of surgical technology through a national certification program that is accredited by the national Commission of Certifying Agencies (NCCA) **is required**; and • Have a minimum total of five (5) years of experience, either in the operating room scrub role or as an instructor in surgical technology, or a combination or both, within the past ten years **is required**.	

Current Faculty

1	2	3	4
CURRENT FACULTY NAME (FT, PT)	COURSES TAUGHT including Term, Course Number, Course Title, & Credit Hours (D, UN, UT, G, DU)	ACADEMIC DEGREES and COURSEWORK Relevant to Courses Taught, including Institution and Major; List Specific Graduate Coursework, if needed	OTHER QUALIFICATIONS and COMMENTS Related to Courses Taught and Modality(ies) (IP, OL, HY, OCIS)
New Hire (PT)	Spring, SUR 106 Role Transition in Surgical Technology (1) UT and SUR 204 Surgical Practicum III (4) UT	• Possess a minimum of an associate's degree, with a concentration in surgical technology, from an institution accredited by an agency recognized by the United States Department of Education **is required;** and • Be a graduate of an education program in surgical technology accredited by a nationally recognized programmatic accreditation agency **is required;** and • Possess a credential in the field of surgical technology through a national certification program that is accredited by the national Commission of Certifying Agencies (NCCA) **is required;** and • Have a minimum total of five (5) years of experience, either in the operating room scrub role or as an instructor in surgical technology, or a combination or both, within the past ten years **is required.**	

Additional Faculty (To Be Hired)

1	2	3	4
FACULTY POSITION (FT, PT)	COURSES TO BE TAUGHT including Term, Course Number, Course Title, & Credit Hours (D, UN, UT, G, DU)	ACADEMIC DEGREES and COURSEWORK Relevant to Courses Taught, including Institution and Major; List Specific Graduate Coursework, if needed	OTHER QUALIFICATIONS and COMMENTS Related to Courses Taught and Modality(ies) (IP, OL, HY, OCIS)
N/A			

Abbreviations: (FT, PT): Full-Time, Part-Time; (D, UN, UT, G, DU): Developmental, Undergraduate Nontransferable, Undergraduate Transferable, Graduate, Dual: High School Dual Enrollment
Course Modality: (IP, OL, HY, OCIS): In-Person, Online, Hybrid, Off-Campus Instructional Site
Courses Taught/To be Taught – For a substantive change prospectus/application, list the courses *to be taught*, not historical teaching assignments.

B. All Proposed Program Personnel

Provide all personnel counts for the proposed program.

Employment Status of Program Personnel		Personnel Information		
		Count from Proposed Program Department	Count from Other Departments	Subtotal of Personnel
Current	Full-Time Faculty			
	Part-Time Faculty			
	Administration			
	Support Staff	.25		.25
**New To Be Hired	Full-Time Faculty	1		1
	Part-Time Faculty	1		1
	Administration			
	Support Staff			
			Personnel Total	**2.25**

Note: Any new funds designated for compensation costs (Faculty (FT/PT), Administration, and/or Support Staff to be Hired) **should be included in the **New Academic Degree Program Business Plan Excel file**. Current personnel salary/benefits (Faculty (FT/PT), Administration, and/or Support Staff) **should not be included** in the **Business Plan**.

Provide justification that the institution has proposed a sufficient number of faculty (full-time and part-time) for the proposed program to ensure curriculum and program quality, integrity, and review. The program currently has an FT program director for the short-term certificate and .25 clerical support; these positions will transfer over to the degree program. The part-time faculty position will most likely be an adjunct faculty teaching the two courses in the Spring Semester.

C. Equipment

Will any special equipment be needed specifically for this program?   **Yes ☐ No ☒**
If *yes*, list the special equipment. Special equipment cost should be included
in the **New Academic Degree Program Business Plan Excel file.**
Since the College already has a short-term certificate program, the equipment will be used in the new A.A.S. degree program.

D. Facilities

Will any new facilities be required specifically for the program?   **Yes ☐ No ☒**

If *yes*, list only **new** facilities. New facilities cost should be included in the
New Academic Degree Program Business Plan Excel file.

Will any renovations to any existing infrastructure be required specifically for the program? **Yes ☐ No ☒**

If *yes*, list the renovations. Renovation costs should be included in the **New Academic Degree Program Business Plan Excel file.**

E. Assistantships/Fellowships

Will the institution offer any assistantships specifically for this program? **Yes ☐ No ☒**

If *yes*, how many assistantships will be offered?

The expenses associated with any *new* assistantships should be included in the **New Academic Degree Program Business Plan Excel file.**

F. Library

Provide a brief summarization (one to two paragraphs) describing the current status of the library collections supporting the proposed program. The short-term certificate has been an option for the College for many years. Library resources have been procured to assure resources meet the needs of the students. Many of the resources are similar to other allied health programs (e.g., online resources) and can be used by all programs.

Will additional library resources be required to support the program? **Yes ☐ No ☒**

If *yes*, briefly describe how any deficiencies will be remedied, and include the cost in the **New Academic Degree Program Business Plan Excel file.**

G. Accreditation Expenses

Will the proposed program require accreditation expenses? **Yes ☒ No ☐**

If *yes*, briefly describe the estimated cost and funding source(s) and include cost in the **New Academic Degree Program Business Plan Excel file.**

H. Other Costs

Please explain any other costs to be incurred with program implementation, such as marketing or recruitment costs. Be sure to note these in the **New Academic Degree Program Business Plan Excel file.**

I. Revenues for Program Support

Will the proposed program require budget reallocation? **Yes ☐ No ☒**

If *yes*, briefly describe how any deficiencies will be remedied and include the revenue in the **New Academic Degree Program Business Plan Excel file.**

Will the proposed program require external funding (*e.g.*, Perkins, Foundation, Federal Grants, Sponsored Research, etc.)? **Yes ☐ No ☒**

If *yes*, list the sources of external funding and include the revenue in the **New Academic Degree Program Business Plan Excel file.**

Please describe how you calculated the tuition revenue that appears in the **New Academic Degree Program Business Plan Excel file.** Specifically, did you calculate using cost per credit hour or per term? Did you factor in differences between resident and non-resident tuition rates? This will be calculated per credit hour for resident students (this is our current student population for the short-term certificate program and will most likely remain the same). There may be some non-resident tuition in the future.

V. Employment Outcomes and Program Demand (Industry Need)

A. Standard Occupational Code System

Using the federal Standard Occupational Code (SOC) System, indicate the top three occupational codes related to post-graduation employment from the program. A full list of SOCs can be found at https://www.onetcodeconnector.org/find/family/title#17.

A list of Alabama's *In-Demand Occupations* is available at https://www.ache.edu/index.php/policy-guidance/.

SOC 1 (**required**): 29-2055.00

SOC 2 (*optional*):

SOC 3 (*optional*):

Briefly describe how the program fulfills a specific industry or employment need for the State of Alabama. As appropriate, discuss alignment with Alabama's Statewide or Regional Lists of In-Demand Occupations (https://www.ache.edu/index.php/policy-guidance/) or with emerging industries as identified by Innovate Alabama or the Economic Development Partnership of Alabama (EDPA).

SOC code: 29-2055; 2021 employment 2,360. Of the 30 identified Health Sciences, surgical Technologists have the 13th highest number of employment in 2021.

B. Employment Preparation

Describe how the proposed program prepares graduates to seek employment in the occupations (SOC codes) identified. This program is designed to prepare competent entry-level surgical technologists for employment as members of the surgical team in any surgical facility setting. Program instruction includes cognitive, psychomotor, and affective learning domains. Students may obtain their certification as a Surgical Technologist after successful completion of this program and upon passing the national certification examination. Students will relate theoretical knowledge to the care of patients undergoing surgery and will develop skills necessary to prepare supplies, equipment, and instruments; maintain aseptic conditions; and assist surgeons with surgical procedures. Employment opportunities may be attained in

labor/delivery departments, inpatient/outpatient surgery centers, hospital surgery departments, physicians' offices, and central supply departments.

C. Professional Licensure/Certification

Please explain if professional licensure or industry certification is required for graduates of the proposed program to gain entry-level employment in the occupations selected. Be sure to note which organization(s) grants licensure or certification. Not required in the State of Alabama; however, employers may have this as an employment requirement.

D. Additional Education/Training

Please explain whether further education/training is required for graduates of the proposed program to gain entry-level employment in the occupations selected. Employers may have some on-the-job training to assist graduates with institutional preferences.

VI. Curriculum Information for Proposed Degree Program

A. Program Completion Requirements: Enter the credit hour value for all applicable components (enter N/A if not applicable).

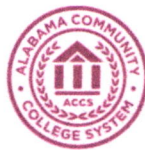| Curriculum Overview of Proposed Program	
Credit hours required in **general education**	30
Credit hours required in **program courses**	32
Credit hours in **program electives/concentrations/tracks**	0
Credit hours in **free electives**	0
Credit hours in **required research/thesis**	0
Total Credit Hours Required for Completion	**62**

Note: The above credit hours **MUST** match the credit hours in the *Curriculum Components of Proposed Program* table in Section V.G.

B. Maximum number of credits that can be transferred in from another institution and applied to the program: 29

C. Intended program duration in semesters for full-time students: 5

D. Intended program duration in semesters for part-time students: 5

E. Does the program require students to demonstrate industry-validated skills, Yes ☒ No ☐

specifically through an embedded industry-recognized certification, structured work-based learning with an employer partner, or alignment with nationally recognized industry standards?

If yes, explain how these components fit with the required coursework. Students will need to complete clinical competencies identified by certification organizations.

F. Does the program include any concentrations?　　　　　　　　Yes ☐ No ☒

If yes, provide an overview and identify these courses in the *Electives/Concentrations/Tracks* section in the Curriculum Components of Proposed Program Table in Section V.G.

G. Please provide all course information as indicated in the following table. Indicate new courses with "Y" in the associated column. If the course includes a required work-based learning component, such as an internship or practicum course, please indicate with a "Y" in the WBL column.

Program Name:	Surgical Technology			
Program Level:	A.A.S.			
Curriculum Components of Proposed Program				
Course Number	**Course Title**	**Credit Hours**	**New? (Y)**	**WBL? (Y)**
General Education Courses *(Undergraduate Only)*				
ORI 101	Freshman Seminar	1		
PSY 200	General Psychology	3		
BIO 201	Human Anatomy and Physiology I	4		
MTH 100	Intermediate College Algebra	3		
HPS 105	Medical Terminology	3		
BIO 202	Human Anatomy and Physiology II	4		
ENG 101	English Composition	3		
PSY 210	Human Growth and Development	3		
SPH 106 SHP 107	Fundamental of Oral Communication; or Fundamentals of Public Speaking	3		
	Humanities and Fine Arts Elective	3		
Program Courses				
SUR 100	Principles of Surgical Technology	5	Y	
SUR 102	Applied Surgical Techniques	4		
SUR 103	Surgical Procedures	5		
SUR 104	Surgical Practicum I	4		
SUR 107	Surgical Anatomy and Pathophysiology	3	Y	
SUR 108	Pharmacology for the Surgical Technologist	2	Y	
SUR 105	Surgical Practicum II	5	Y	
SUR 106	Role Transition in Surgical Technology	1	Y	
SUR 204	Surgical Practicum III	4	Y	
Program Electives/Concentrations/Tracks				

Research/Thesis				
	*Total Credit Hours Required for Completion	**62**		

*Note: The total credit hours should equal the total credit hours in the Curriculum Overview table (V.B, p. 9).

New Academic Degree Program Summary/Business Plan

Use the Excel form from for **New Academic Degree Program Business Plan**, to complete the New Academic Program Degree Proposal.

Steps for Submitting the New Academic Degree Proposal

1. Complete the **New Academic Degree Proposal** document.

2. Attach the letters of support from external entities listed in *Section I.D.* at the end of the **New Academic Degree Proposal** document.

3. Save the **New Academic Degree Proposal** document as a **.pdf file.**

4. Complete the **New Academic Degree Program Business Plan** and save as an **.xlsx file.**

NEW ACADEMIC DEGREE PROGRAM PROPOSAL SUMMARY

INSTITUTION: Gadsden State Community College

PROGRAM: Surgical Technology   Select Level: Associate

ESTIMATED *NEW* EXPENSES TO IMPLEMENT PROPOSED PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TOTAL
FACULTY	80751	88173	90668	93238	95885	98612	101420	648747
STAFF	12156	12520	12896	13283	13681	14092	14514	93142
EQUIPMENT	5000	5000	5000	5000	5000	5000	5000	35000
FACILITIES	2500				2500			5000
LIBRARY	2000	1500	1500	1500	1500	1500	1500	11000
ASSISTANTSHIPS								0
OTHER	9000	8000	3000	3000	3000	3000	3000	32000
TOTAL	**111407**	**115193**	**113064**	**116021**	**121566**	**122204**	**125434**	**824889**

NEW REVENUES AVAILABLE FOR PROGRAM SUPPORT

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TOTAL
REALLOCATIONS								0
EXTRAMURAL	125000							125000
TUITION	70560	106848	106848	106848	106848	106848	106848	711648
TOTAL	**195560**	**106848**	**106848**	**106848**	**106848**	**106848**	**106848**	**836648**

Validation 1: Program revenues exceed or match expenses. **YES**

ENROLLMENT PROJECTIONS
Note: "New Enrollment Headcount" is defined as unduplicated counts across years.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	AVERAGE
FULL-TIME HEADCOUNT	Year 1 - No data reporting required	20	20	20	20	20	20	20
PART-TIME HEADCOUNT	Year 1 - No data reporting required	20	20	20	20	20	20	20
TOTAL HEADCOUNT	Year 1 - No data reporting required	40	40	40	40	40	40	40
NEW ENROLLMENT HEADCOUNT	Year 1 - No data reporting required	20	20	20	20	20	20	20

Validation 2: Students who graduated the prior year are not included in the total headcount. **OK**

DEGREE COMPLETION PROJECTIONS
Note: Do not count Lead "0"s and Lead 0 years in computing the average annual degree completions.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	AVERAGE
DEGREE COMPLETION PROJECTIONS	Year 1 - No data reporting required	18	18	18	18	18	18	18

Validation 3: There are enough new students enrolling each year to sustain completions. **YES**

Validation 4: Completion projections meet viability standard for this degree level. **MET**

New entails additional expenses or revenues associated with program implementation. Please include any planning or start-up expenses within Year 1 (even if these were incurred in Year 0 or prior). Do not include expenses or revenues already budgeted for a department or instructional unit prior to the development of this specific program. For instance, if new faculty will be hired to teach in this program, salary/benefits should be included for each year following hire, but salary/benefits for existing faculty would not be included.

Riverview Regional Medical Center

TO: Gadsden State Community College

FROM: Shannon Hagood, MSN, RN, CNOR
    Director of Surgical Services

DATE: April 4, 2024

RE: Support of GSCC transitioning the Surgical Tech Program to an Associate's Degree program

To whom it may concern,

I was asked to provide a letter of support for transitioning your current Surgical Technician Program to an Associate's Degree Program. I whole-heartedly support this transition. I believe that providing a degree goaled program will help attract more students and provide them with a higher level of competence and pride in their work. Considering the ever-increasing vacancy in this role, I believe that the offer of a degree may spark the student's interest in this career.

Sincerely,

Shannon Hagood, MSN, RN, CNOR
Director of Surgical Services
Riverview Regional Medical Center
600 South 3rd Street
Gadsden, Al. 35901
Telephone: 256-543-5229
Email: shagood@primehealthcare.com

GADSDEN REGIONAL
medical center

1007 Goodyear Avenue
Gadsden, AL 35903
256-494-4000

To whom it may concern,

I would love to give my support to the Gadsden State Community College Surgical
Technology program in their pursuit to have this program offered as an associates
degree. This program is so valuable to our surgery department, and to many others in
this surrounding area. This would be so helpful for the program, the facilities that
acquire these students as employees, but importantly, for the students that this
program serves.

Thank you for your consideration,

Emily Hefner, RN, BSN, CNOR
Education Coordinator, Surgical Services
Gadsden Regional Medical Center
256-494-4145