



# 2024 Nursing Annual Report

# Mission, vision, values

## Nursing Aspiration:

Inova nurses are the most trusted nurses in the nation





## 2024 CNE message

*“Inova is one of the largest health systems with a Magnet designation for all hospitals.”*

**As we reflect on 2024, it is with immense pride and gratitude that I acknowledge the extraordinary contributions of the Inova nursing team.**

Their unwavering dedication to our patients, coupled with exceptional skills and compassionate hearts, has once again defined the Inova standard of care. A testament to this dedication is that all five Inova hospitals are now Magnet designated, making Inova one of the largest health systems with all hospitals receiving this prestigious recognition.

This past year marked a pivotal period in our ongoing pursuit of “systemness.” We made significant strides in aligning our practices and care delivery models across the Inova enterprise. From embracing the principles of the ANCC Practice Transition Accreditation Program® (PTAP®) to strategically coordinating our research efforts and implementing standardized, evidence-based protocols within our service line structure, we are ensuring consistent, high-quality care for every patient, regardless of their location in the Inova network. This concerted effort reinforces our commitment to delivering a seamless system of care. In 2024, Noah Kane was elected as Nursing Shared Governance president and Katie Healy was elected as the new co-chair, providing strong nursing leadership for these system-wide initiatives.

Innovation also remained a central theme throughout 2024. We actively sought out and embraced novel approaches to enhancing patient care and fostering a more supportive and enriching professional environment for our nurses. The successful integration of new roles, including behavioral health rounders and equipment technicians, exemplifies our commitment to creating a more comprehensive, patient-centered care model and supportive infrastructure for our nurses. Furthermore, we continued to refine our acute care model integrating virtual care, as we design care delivery for the future.

I am deeply honored to lead such an exceptional group of nursing professionals. As we move forward, we will continue to cultivate a culture of continuous learning, innovation and collaboration, empowering our nurses to excel in their practice and contribute to the advancement of nursing excellence. Together, we will continue to shape the future of healthcare and have a lasting impact on the well-being of our patients, our people and our communities.

**Maureen E. Sintich, DNP, MBA, RN, WHNP-BC, NEA-BC**  
Chief Nurse Executive, EVP, Inova Health System

# Table of contents

<b>2</b>	Mission, vision, values
<b>3</b>	Letter from the Chief Nurse Executive
<b>5</b>	Inova nursing at a glance 2024
<b>6</b>	Inova nursing professional practice model
<b>6</b>	Inova shared governance model
<b>7</b>	Inova nursing strategic plan 2024-2027
<b>8</b>	Nursing executive team 2024
<b>9</b>	Nursing's contribution to organizational priorities
<b>10</b>	Inova nursing congress report
<b>15</b>	Inova Alexandria Hospital
<b>19</b>	Inova Fairfax Medical Campus
<b>23</b>	Inova Fair Oaks Hospital
<b>26</b>	Inova Loudoun Hospital
<b>30</b>	Inova Mount Vernon Hospital
<b>33</b>	Inova ambulatory care
<b>35</b>	APP professional governance 2024
<b>37</b>	Inova system office
<b>44</b>	Nursing informatics
<b>46</b>	Foundation summary

# Inova nursing at a glance 2024

5 

Hospitals

26

Urgent care centers

15

HealthPlex locations

283+

Primary and specialty care practices

1,926 

Beds

23,976 

Employees

8,582

Registered nurses

64 

Daisy Award winners

9

Daisy Leader Awards

3

Daisy Team Award

48

Nursing Excellence Award winners

1,195

Trained in healing touch

169

Newly trained in healing touch

42.5%\*

Inova nurses with board certification

727

New certifications

483

New nursing degrees awarded: 415 BSNs, 58 MSNs, 9 DNPs, 1 PhDs

85.8%\*

BSN+ in 2024

2,355 

Total nurses participating in ADVANCE

## New nurses participating in ADVANCE

Facility	RN2	RN3	RN4	RN5	Total
IAH	76	24	6	5	111
IFMC	558	196	36	29	819
IFOH	161	61	21	8	251
ILH	134	40	4	23	201
IMVH	30	10	12	3	55
ISO	44	17	4	5	70
AMB	25	6	1	0	32
<b>Total</b>	<b>1,028</b>	<b>354</b>	<b>844</b>	<b>73</b>	<b>1,559</b>

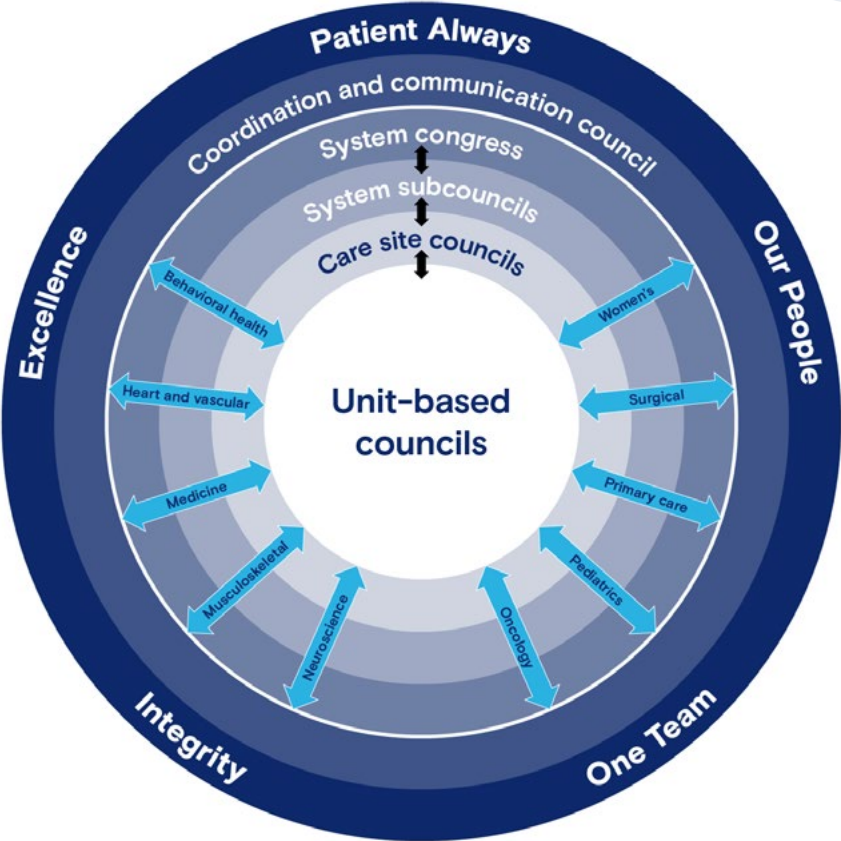
\*Ambulatory nurses not included in these calculations

# Inova nursing

Inova nursing professional practice model



Inova shared governance model





# Inova nursing strategic plan 2024-2027

Priority Area	Initiative
Fostering Thriving Team Members	Recruitment and Retention <ul style="list-style-type: none"> <li>Retention of Experienced Nurses</li> <li>Career Lattice/Map (Individual Growth)</li> <li>Professional Development</li> </ul>
	Voice of the Nurse
	DEI in Nursing
	Workplace Safety
	Work-Life Integration
Managing Access and Flows	Seamless Care Transitions – Technology
	Seamless Care Transitions – Communication and Collaboration
	Identify Barriers (SDOH)
	Individualize the Patient Experience
Transforming Care	Enhance Caring Relationships at Point of Care
	Optimize the Care Team
	Redefine the Nursing Profession
Driving Value	Sustainability of Resources
Growing Inova	Community Engagement
	Build the Pipeline of Nurses
	Build Infrastructure to Support Priority Programs and Specialty Nursing
	Enhance Education and Communication of Services
	Inova Nurse Advocacy

# Nursing executive team 2024



## Back row L to R:

**Theresa Davis, PhD, RN, NE-BC, FAAN**

Assistant Vice President, Nursing High Reliability Center

**Francine Barr, DNP, RN**

Vice President, Nursing, Inova Schar Heart and Vascular Institute, and Chief Nursing Officer, Inova Alexandria Hospital

**Deborah Fulbrook, EdM, MHS, BSN, RN, NEA-BC**

Vice President, Nursing, Musculoskeletal, and Chief Nursing Officer, Inova Fair Oaks Hospital

**Dina Dent, DNP, RN, NEA-BC**

Vice President, Nursing, Inova Medicine Service Line, and Chief Nursing Officer, Inova Fairfax Medical Campus

**Marguerite (Maggie) Cunningham, DNP, NEA-BC, RN-BC, CPHIMS**

Vice President, Chief Nursing Informatics Officer

**Paula Graling, DNP, RN, CNOR, NEA-BC, FAAN**

Vice President, Nursing, Surgery and Cancer Service Lines

**Ramona Basnight, DNP, RN, NEA-BC**

Former Vice President, Nursing, Inova Schar Cancer Institute

**Ashley Virts, MSN, RN, NEA-BC**

Vice President, Nursing for Women and Children's Service Line, and Chief Nursing Officer, Inova Loudoun Hospital

## Front row L to R:

**Michelle J. Vassallo, MHA, BSN, RN, NE-BC**

VP of Operations, Clinical Enterprise

**Alquietta L. Brown, PhD, MSHA, BSN, RN, NEA-BC**

Vice President, Nursing, Neuroscience and Behavioral Health Service Lines, and Chief Nursing Officer, Inova Mount Vernon Hospital

**Maureen E. Sintich, DNP, MBA, RN, WHNP-BC, NEA-BC**

Chief Nurse Executive, Inova Health System

**Kathleen Russell-Babin, PhD, MSN, RN, NEA-BC, ACNS-BC**

Vice President, Professional Practice

**Suzie Shibla, DNP, RN, FNP-DC, NE-BC**

Chief Nursing Officer, Inova Ambulatory/Provider Services, and Vice President, Nursing, Inova Primary Care Service Line



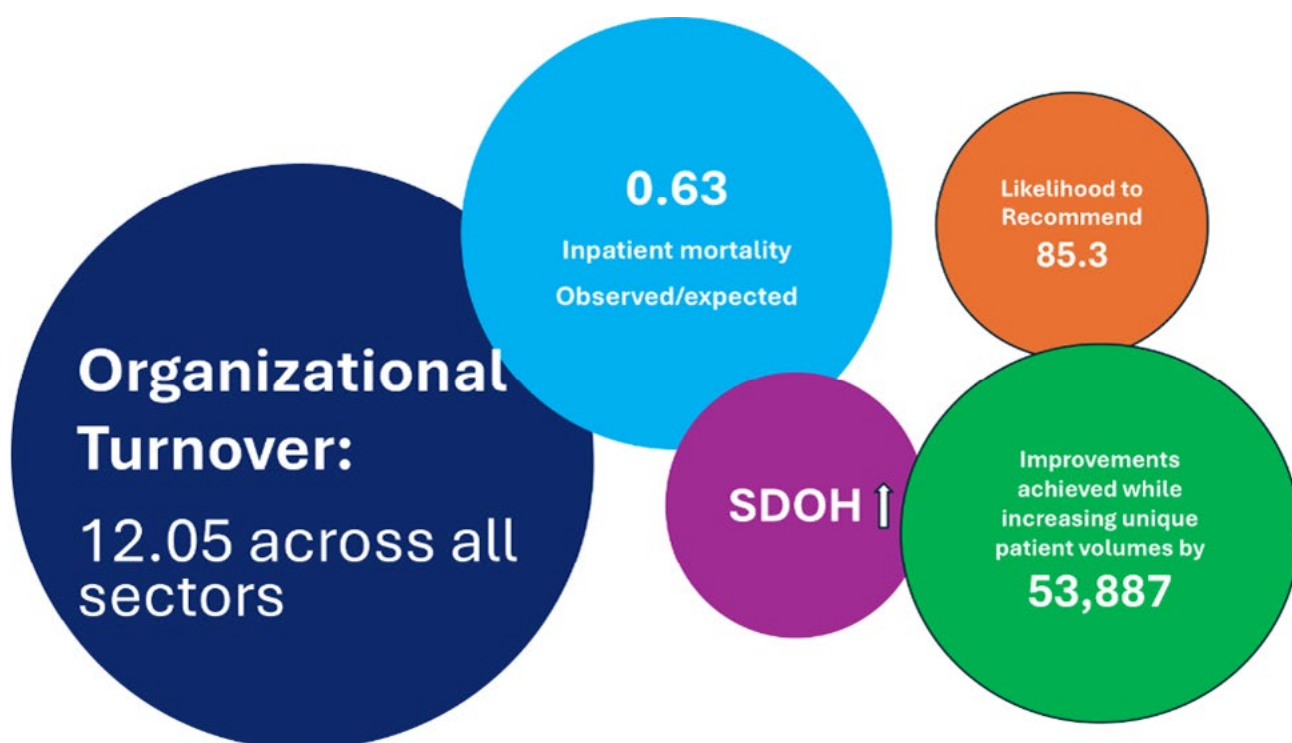
# Nursing's contribution to organizational priorities

Nursing continues to make significant contributions to the achievement of organizational goals. The impact of nursing on organizational achievements included the following:

- Organization-wide voluntary turnover decreased to 12.05%, lower than the target of 13.38%.
- The inpatient mortality observed/expected ratio remains strong at 0.63 (a ratio less than 1 indicates performance better than expected).
- The likelihood to recommend composite for patient satisfaction rose to 85.3, against a target of 84.2.
- The length-of-stay observed/expected ratio decreased to 0.87, against a target of 0.92.

- Our indicators on social drivers of health/what matters most and depression screening continue to increase.
- ED boarder hours continue to decline, indicating that patients are getting the right care in the right location.

All of this was accomplished with the total number of unique patients served increasing to 1,292,627 against a projected 1,238,740, a 53,887 difference.



# Inova nursing congress report

## Nursing congress

In 2024, Nursing Shared Governance continued to strengthen and achieve. Members participated in a strategic planning meeting, and the System Nursing Congress approved the 2024–2027 Strategic Plan. Member evaluations reflected that over 97% of nurses understood Inova’s strategic direction and nursing’s role in executing priority work, and 99% of the nurses present said they were able to contribute and felt heard.



Shannon Fortney, RN, BSN, RN, IFMC, and Katie Weber, BSN, RN, ILH, address the Nursing Congress during the strategic planning workday.

The action request form (ARF) taskforce simplified and digitized the ARF process, and an ARF tipsheet was added to Tools and Toolkits. The Nursing Congress approved a title change for the Nursing Innovation and Technology Subcouncil and changed its scope within the bylaws. Members transitioned to the Teams platform. Additionally, the Congress gave its approval for Katie Healy to join Noah Kane in Nursing Congress leadership.

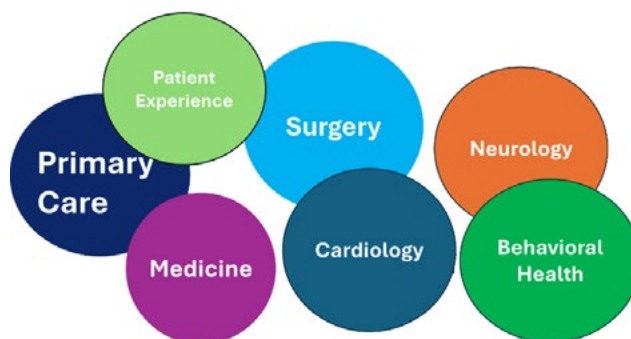
Three “Bring a Friend to Shared Governance” events brought new members to the ranks of Nursing Congress. The Congress adopted a new System Staffing Subcouncil taskforce to further integrate staffing and scheduling issues. The Professional Development Subcouncil held four Shared Governance 101 classes at rotating sites, offering 3.5 CEs, and had 117 participants. Congress approved updates to the bylaws to reflect term limits and membership. ARFs remained a strong vehicle for nurses’ voices, with 109 ARFs received and 54 resolved to date. Nursing Congress reviewed and approved 172 policy documents, with 11 policies changed to other formats and 6 documents retired.

Looking to 2025, the priorities include further work to accomplish the Nursing Strategic Plan, additional development and integration of the Staffing Subcouncil into the Congress, and continued growth of Nursing Shared Governance, with guidance from the results of the Shared Governance Maturation survey administered in the first quarter.

## Ambulatory subcouncil

Emilie Clark, BSN, RN (Fairfax Family Practice), and Jennifer Zechman, RN (Fair Oaks ED), continued to lead the Ambulatory Subcouncil throughout 2024. Their leadership is appreciated.

The subcouncil increased participation to include most of the service lines.



Our diversity helped us gain perspective from many different areas and improved how we look at finding solutions in the ambulatory environment.

In 2024, we celebrated the one-year anniversary of the Ambulatory ADVANCE Program. We currently have over 100 applications in process. The subcouncil continues to encourage our nurses to get certified in ambulatory nursing; 12 achieved certification in 2024.

The subcouncil celebrated the Ambulatory Nursing Research and EBP Fellows, who presented their project on safety in ambulatory medical emergencies this year at the system symposium. Additionally, Beth Harness presented “Ambulatory Clinician Engagement in Addressing Social Determinants of Health: Insights into Knowledge, Confidence, and Barriers” at Sigma Theta Tau’s 35th International Nursing Research Congress.

The Ambulatory Subcouncil created a communication tool to facilitate smoother transitions of care between Inova care centers. This aligns with the goal of improved communication stated in the Nursing Strategic Plan. The team completed a pilot with a small group of ambulatory sites and received positive feedback. The tool will be fully launched in early 2025.

Another task from the Nursing Strategic Plan involves increasing awareness of volunteer opportunities in the community. We are looking to centralize where these announcements are located, so that more team members can participate in these events that improve the health of those we serve.

## Caring design and implementation subcouncil

In 2024, the Caring Design and Implementation Subcouncil achieved several significant milestones. The well-received Connection to Caring class was launched in the first quarter.



Above: Participants in the Connection to Caring class learning about the therapeutic value of drumming.

We celebrated two members of our team who were inducted into the Holistic Nurse Global Academy: **Jennifer Drake, DNP, RN, NP-D-BC, HN-BC, SGAHN**, and **Mary Ann Friesen, PhD, RN, CQH, SGAHN**. **Dana Lowry, BSN, RN**; **Carol Swamidoss Douglass, PhD, MPH, RNC-MNN**; and **Jennifer Drake, DNP, RN, NP-D-BC, HN-BC, SGAHN**, presented research on exploring nurses' perceptions of caring at the VONEL conference in April 2024. Members also contributed to publications, including an article by **Jennifer Drake, Terry M. Davis, Ann Marie O'Brien, Carla Parker, Carol Swamidoss Douglas, Donna Thomas, Sarah Rickard, Maureen E. Sintich, Audra Gollenberg** and **Bernice D. Mowery** titled "Nurses' Perceptions of Caring at Work: Mixed-Methods Study, Quantitative Report" in *The Journal of Nursing Administration*.

Members from IFMC piloted care site meetings, where they reviewed the 10 Watson Caritas processes and engaged in self-care activities. The subcouncil explored how to relate this work to the system group.

Looking to 2025, the priorities include expanding the Caring Design and Implementation Subcouncil as well as the Holistic Care Council and its care site subcouncils. The focus will be on the development and growth of the Caritas Collaborative, as well as two strategic plan initiatives, transforming care and fostering thriving team members.

## Clinical director subcouncil

The System Clinical Director Subcouncil has the overarching goal of establishing a thriving nursing leadership culture to enhance the support of our clinicians and team members by standardizing the leadership workflow, providing education and onboarding, and enhancing resources.

In alignment with Inova Nursing Strategic Plan for 2024–2027, the primary focus of our subcouncil is to use "voice of the nurse" to support our nurses' ability to provide ideas and feedback. Additionally, we endeavor to support a culture of inquiry along with Refining and Redefining the Nursing Profession, through which we are looking to enable clinicians to practice at the top of their license, provide opportunities for growth and establish the support needed for success.

## 2024 Projects and Accomplishments of the Clinical Director Subcouncil:

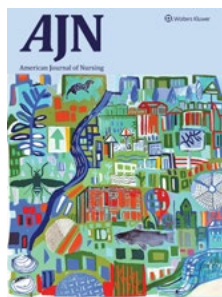


The next steps are to:

- Enhance and support the role of the RNUS.
- Standardize clinical director onboarding competency.
- Implement the clinical director onboarding buddy pilot.
- Support the implementation and enhancement of Staff Garden and related changes to the ADVANCE Ladder.

## Evidence-based practice implementation subcouncil

The Evidence-Based Practice Implementation (EBP-I) Subcouncil began 2024 with the successful launch of the Implementation Science (IS) Symposium, showcasing the collective efforts of the Inova team in advancing evidence-based practices across the organization and bringing national expertise to the topic of IS practice. Inova nurses shared their expertise in IS work.



The team celebrated when **John Lawrence, BSN, RN, NPD-BC**, and his team published an article on using IS to introduce the Brøset Violence Checklist (BVC) in the *American Journal of Nursing (AJN)*, and **Donna Thomas, MSN, RN, CCRN**, and an ICU IS team authored

a paper on hospital-acquired pressure injuries (HAPIs) that was also published in AJN. These publications contribute significantly to the dissemination of IS practice among the national nursing community.

Midway through the year, members elected **Pamela Fernandez, MSN, RNC-NIC**, as chair and **Cyndi Miles, MSN, RN, CNE, RNC-LRN, NPD-BC**, as co-chair of the subcouncil. Their leadership continues to drive the subcouncil's goals and initiatives forward.

In an effort to raise awareness of IS, IS experts from the subcouncil engaged with system clinical triad leaders on the IS project related to psychological safety. This outreach led to the expansion of IS cohorts across various entities in the health system.

IS Program Manager **Jennifer McCaughey, MSN, RN, BS, RNC-MNN, NPD-BC**, created internal and external websites dedicated to IS with the subcouncil's guidance. Additionally, the team created an infosheet on IS projects and an application for nurses interested in pursuing IS projects. **Erin Brand, MPH, BSN, RN, PCCN**, developed an educational huddle on using IS to support education on heart failure discharge for internal dissemination.

Ms. McCaughey led IS training for five separate cohorts throughout the year, expanding to include multidisciplinary



teams. The subcouncil helped select IS practice topics. These cohorts tackled a variety of topics, including hand hygiene, psychological safety and burnout.

The EBP-I Subcouncil supports the Nursing Strategic Plan by advancing the voice of the nurse and supporting the Shared Governance Maturation study led by **Rebecca Babb, MSN, APRN, CPNP-AC, CPHON**, launching in January 2025.

## Interdisciplinary quality improvement subcouncil

In 2024, the Interdisciplinary Quality Improvement (IQI) Subcouncil addressed significant organizational issues. The team pursued improvement inspired by Vanderbilt Hospital's work on rounding excellence from the bedside nurse's perspective. Meetings were held with Vanderbilt members, and a Rounding Excellence taskforce was proposed and approved by the Nursing Congress. Meetings were held with representatives from the three campuses, with additional meetings scheduled in 2025.

The IQI team addressed six new action request forms (ARFs) and five ARFs from 2023. The team successfully closed four ARFs. The team addressed an ARF regarding an increase in the number of blood transfusions not being appropriately closed in Epic. The team decided to re-emphasize training and education on proper procedures for administering and closing transfusions. An eBAM SBAR and Job Aid were shared for this purpose. The discontinuance of dual verification for SQ insulin started in April 2024, with no increase in safety incident reporting throughout the year.

**Dina Dent, DNP, RN, NEA-BC**, and **Chapy Venkatesan, MD**, became the new facilitators of IQI in April. As part of the strategic planning process, participants decided that IQI would be responsible for individualizing the patient experience, enhancing caring relationships at the point of care and ensuring workplace safety. In 2025, the priorities include reviewing the financial impact of changes in IV hang times to determine the result of a recent policy change. Members will complete site meetings for the Rounding Excellence taskforce and make recommendations on policy and practice changes to the Nursing Congress. Committee members will address safety reporting in Q1 2025 to assess changes in safety events and review employee satisfaction and patient experience outcomes for impact.

## Nursing innovation and technology subcouncil

In March, the Inova System Congress voted to rename the Nursing Informatics and Technology Council as the Nursing Innovation and Technology (NITC) Subcouncil. Chaired by **Shannon Fortney, BSN, RN**, the NITC established a charter goal for 2024 to support technology to improve nurse workflow and standardize the action request form (ARF) process to better document and track nurses' input and concerns.

NITC spearheaded making a change to an electronic version of the ARF. From idea to creation and implementation, with feedback from the Congress, the new version was implemented in April. The NITC subcouncil consistently receives the most ARFs of any subcouncil. In 2024, members reviewed 42 ARFs, resolving 26 of them (an additional 7 are awaiting implementation or Epic change).

## Nursing ARF Summary 2024

**109**

Total # ARFs submitted in 2024

**54**

Number ARFs closed in 2024

**55**

Number of ARFs remaining open or rejected from 2024

**9**

Number of ARFs new in December to be reviewed

**6**

New ARFs for January

**42**

Number of ARFs to NITC in 2024

Examples of resolved issues include updating the ticket-to-ride handoff tool with oxygen needs and verifying RN signature on tank open and full, streamlining the line-drain-airway (LDA) flowsheet, updating the pain scale documentation for the Brain, adding the RN completed option to the prior to admission (PTA) med list review, and addressing medication administration record (MAR) issues such as stop times.

Members also approved the documentation burden improvements made in Epic, including the removal of shift notes, the addition of one-click options and the creation of macros. These support the subcouncil's charter goal of supporting technology to improve nurse workflow at the bedside. NITC also continues to collaborate with multiple other departments, including Informatics, Pharmacy, other subcouncils, the Epic team and Professional Practice.

## Professional development subcouncil

In 2024, several significant accomplishments were achieved. The team developed a system Continuing Education Assessment (CEA) education plan that guided the grand rounds topics during Nurses Week. Peer feedback was moved from July to May. Certification and BSN rates demonstrated significant progress in the end-of-year results. The ADVANCE Clinical Ladder team launched Staff Garden 2.0 system-wide. The team worked diligently on a celebration of Certified Nurses Day and Nurses Week, with the theme of “Inova Nurses: Above and Beyond.”

Looking to 2025, the priorities include focusing on helping team members thrive through the recruitment and retention of experienced nurses. Growing Inova will involve focusing on the Nursing Strategic Plan, which emphasizes the need for retention of experienced nurses. Professional development will be a key area, with an emphasis on advanced education, professional certification, participation in research and attendance at conferences or seminars. The CEA-based Grand Rounds will continue during Nurses Week. Celebrations of nurses, including recognition during Nurses Week with DAISY Awards, nurse certifications and Nursing Excellence Awards, will continue. The coaching and mentoring program will be enhanced to promote retention.

## System service line subcouncil

The System Service Line Subcouncil’s goals are to prevent duplication and overlap of effort while collaborating to deliver improved work products across clinical teams in service lines. The team supported community engagement events



and actively participated in the nursing strategic planning. A new chair and co-chair were welcomed, and several service line representatives shared their projects and initiatives. The team also addressed regular updates regarding the intravenous fluid shortage.

Looking to 2025, the priorities include ensuring that all service lines are represented. Key areas of focus also include providing educational opportunities, community outreach and specialty certifications. Additionally, the team will collaborate with the Neuro service line to implement service line nursing awards.



# Inova Alexandria Hospital



Champa Andresen, Marketing Communications Executive; Nick Carosi, former Inova foundation board member and current donor; Melissa Poretz Riddy, Director, Eastern Region, Government and Community Relations; Francine Barr, DNP, RN, Chief Nursing Officer, Inova Alexandria Hospital, and Vice President of Nursing, Inova Schar Heart and Vascular; Yvette Linde, MSc, AVP of Human Resources; Merebeth Richins, RN, BSN, MHA, CVRN, Senior Director for Critical Care Services, CVIR, Ultrasound – CVS; Shannon Hiskey, Executive Director of Philanthropy, Inova Health Foundation; Amber Fuller, MSN, RN, NE-BC, Sr. Director, Women's & Children's; Rina Bansal, MD, MBA, President, Inova Alexandria Hospital, and Senior Vice President, Inova Health System; J. Stephen Jones, MD, FACS, President and CEO, Inova Health System; Jeremy Graf, MD, Chief Medical Officer, Inova Alexandria Hospital; Maurice C. Francis-Wilson, Vice President, Surgical Services, and Operations Senior Director of Surgical Services, IAH

## New IAH hospitals broke ground

In late 2024, Inova broke ground at the sites of two new state-of-the-art hospitals – Inova Alexandria and Inova Franconia-Springfield – marking a significant milestone in expanding access and transforming the healthcare experience in Northern Virginia. IAH nurses contributed to the design and layout of patient rooms by making recommendations.

## Vizient AACN Nurse Residency Program™ contributions

Samantha Vetter, MSN, RN, CCRN, Clinical Educator – Perianesthesia, was accepted into the Care Site Nurse Residency Program in the role of planner. Clinical mentors continue to guide nurse residents in EBP and quality improvement project development during residency, and they are essential in fostering a spirit of inquiry. Two projects were supported by leadership and unit-based councils for full implementation:

- Benefits of delayed newborn bath: **Lorraine Boateng, BSN, RN; Mary Bruniany, BSN, RN; Jessica Ciufo, RN; Chloe Gulaskey, BSN, RN; Naomi Jones, BSN, RN; Mary Mendelson, BSN, RN; Trudy Walker, BSN, RN**
- IV comfort and success rates for pediatric patients: **Catherine Cannon, RN; Rachel Catugas, RN; and Jessica Canaan, RN**



IAH Nurse Residency Program graduates, August 2024

## Culture of inquiry

IAH nurses participated in five research studies. Nursing Research and EBP Subcouncil members participated in several system-wide studies: Caritas: Nurses' Perception of Caring in the Healthcare Environment, Bruise Data Repository and PRIME ED (Patient-Reported Measure of Diagnostic Excellence). IAH council members also participated in the planning of the 2025 Shared Governance Maturation study. Additionally, **Kristal Lewis, BSN, RN, CNOR**, Clinical Mentor, Perioperative Services, was the EBP Fellow at IAH who participated in the project "Improving the Perioperative Nurse Pipeline" (Integrative Review), which was presented at the 2024 Inova EBP and Research Symposium and accepted for the 2025 AORN national conference. Ten IAH nurses were trained in implementation science in 2024. Members now contribute to several teams, including the fall alarm de-implementation project and patient mobility.

## Nurse excellence awards

### Inova nurses: above and beyond

The following nurses received Nursing Excellence Awards during Nurses Week:

- **Taylor Daneshzadeh, MSN, RN, RNC-MNN, IBCLC, NE-BC**, Transformational Leadership
- **Rachel Foard, MSN, RNC-NIN, C-LRN**, Structural Empowerment
- **Lenor Quirong, BSN, RN**, New Knowledge and Innovation
- **Kelly Nguyen, BSN, RN4, RNC**, Exemplary Professional Practice
- **Elizabeth Clar, BSN, RN**, Rising Star Award
- **Evgeniya Martin, BSN, RN, PCCN**, and **Michelle Abdala, BSN, RNC-MNN**, Preceptor Awards
- **FCC Recruitment and Retention**, and **CVNICU Multidisciplinary Practice Council**, Team Collaboration

## IAH Nurses celebrate ANCC Magnet® designation!

IAH officially celebrated its first Magnet designation at the 2024 ANCC National Magnet Conference held in New Orleans, LA. Twenty-three IAH team members and 50+ team members from other Inova care sites walked across the stage to celebrate IAH.



## Magnet recognition



Toni Bland, MSN, RN, NE-BC, Director of Nursing Outcomes Improvement, celebrating IAH's ANCC Magnet® designation

## IAH professional development subcouncil hosted professional development fairs

The IAH Professional Development (PD) Subcouncil held its biannual PD fairs, with posters of information on advancement opportunities, certification, the ADVANCE Clinical Ladder, “So You Want to Go Back to School,” GUILD and Clin Tech opportunities. Each poster presentation was staffed by PD Subcouncil faculty. A total of 128 team members attended.



## Inova Alexandria Hospital care site council

In 2024, several significant accomplishments were achieved. IAH joined the system-wide adoption of the non-ventilator hospital-acquired pneumonia project. The development of IAH's 2024–2027 Nursing Strategic Plan was another major milestone. The Night Shift and Retention Councils began compassion cart rounding, resolved issues with the Beaker Epic lab system and partnered with the lab for support on hemolyzed specimens. A clinical educator was hired for the night shift. The NREBP Council provided education on the Johns Hopkins tools.

Looking to 2025, the priorities include continuing to grow council participation, strengthening charters with data-driven goals and supporting bi-directional communication at all council levels. There is a focus on developing teams to support the work on improving the process for nurse-sensitive indicators. Increasing the attendance for Shared Governance 101 training and involving more frontline staff in NREBP are key priorities. Recruiting a chair/co-chair for NREBP and increasing abstract submissions and presentations are also on the agenda.

89%

Of nurses have a BSN or higher

81

New graduate nurses were welcomed to Inova Health System Nurse Residency Program (NRP) and **84 graduated**.

42%

Of eligible nurses have achieved national certification

111

Nurses received ADVANCE clinical ladder promotions, a significant increase from 45 in 2023 (147%)

2

Inova Alexandria nurses were educated to be **implementation science specialist trainers**

10

IAH nurses are trained as implementation science specialists



# Inova Fairfax Medical Campus



## Revitalized campus

In 2024, the Inova Fairfax Medical Campus (IFMC) expanded its footprint for care delivery. The focus on increasing ambulatory care by redesigning the Children's Emergency Department and Adult Observation Unit, adding a new Psychiatric Observation Unit and expanding the Transplant Department has led to new and improved access to care for patients. Each area has implemented innovative workflows to enhance efficiency in the ambulatory care setting.



IFMC Children's Emergency Department



IFMC's Adult Observation Unit moved into a new building with additional bed capacity and is near the Adult Emergency Department. The new space, redesigned with input from clinical staff, enables efficient workflows and timely care, allowing nursing teams to work more effectively to care for patients. Opening-day ribbon cutting is shown above.

The new Psychiatric Observation Unit, also known as the Emergency Psychiatric Assessment, Treatment, and Health (EmPATH) Unit, provides an opportunity to evaluate and observe patients. The area has a therapeutic and less

restrictive setting with 14 recliner chairs in an open area, providing a calming environment. Research has shown that the use of EmPATH units can yield a 70–80% decrease in hospitalization and decrease overall length of stay (Kim et al., 2021). This is only the third such unit in the State of Virginia.

## Organizational highlights

In 2024, IFMC's Abdominal Transplant Department performed 204 kidney transplants and expanded its clinic space to accommodate the growing volume of patients who need abdominal organ transplants and lifesaving infusions. Growth in transplant care continued in the Thoracic Transplant Department in 2024, reaching a milestone number of 52 lung transplants.

A highlight of the DAISY Awards in 2024 was the team award given to the stem cell transplant team. The Inova Fairfax Hospital Stem Cell Transplant Program is the region's expert provider of bone marrow and stem cell transplant for patients with certain cancers such as lymphoma, leukemia and multiple myeloma.



Stem Cell Transplant Team received a DAISY Award

## Inova Health System Nurse Residency Program

IFMC welcomed 440 nurses to the IHS Nurse Residency Program and graduated 426. 2024 was an exciting year for the Nurse Residency Program! We are grateful for our partnership with the ICPH facilities team in moving Nurse Residency from the main campus to the Conference Hall, allowing us to engage in activities seamlessly and reflect together as One Team. In collaboration with our system colleagues, we launched the first-ever Nurse Residency Program Escape Room. This interactive tabletop activity engages learners in critical thinking exercises to enhance their recognition of and response to patient deterioration. We celebrated three joyous cohort graduations, featuring a new EBP poster gallery walk. Highlights of resident accomplishments include new graduates making significant contributions to the organization as part of their evidence-based practice work. Examples include:

- **Adult Emergency Department.** A team of seven nurse residents in the Adult Emergency Department (ED) sought to improve timely completion of EKGs for patients who arrive at the ED via Emergency Medical Services (EMS). Guidelines recommend recording and interpreting EKGs within 10 minutes of arrival for patients who are experiencing chest pain. A comprehensive evidence-based bundle was shown to decrease door-to-EKG time by 6 minutes. This project highlights that new graduates are well-positioned to implement and drive changes to support high-quality patient care. This project will be presented at the 2025 Emergency Nurses Association annual conference as a poster, and the team is working on a manuscript for publication.
- **Labor and Delivery.** A team of 12 nurse residents in the Labor and Delivery unit sought to better support the health and safety of laboring pregnant patients by implementing the Bishop Score evaluation tool to help reduce cesarean sections. This tool helps to identify whether patients are at higher risk for a cesarean section. This project highlights how new graduates build on their education to implement practices that support patient safety.



## Building a culture of inquiry

The Nursing Research and Evidence-Based (NREBP) Council Care Site Subcouncil reviewed 11 PhD/DNP student projects in 2024 and increased its membership. Council members participated in several system-wide studies: Caritas: Nurses' Perception of Caring in the Healthcare Environment, Bruise Data Repository and PRIME ED (Patient-Reported Measure of Diagnostic Excellence). IFMC council members also participated in the planning of the 2025 Shared Governance Maturation study. Council members participated in multiple scholarly dissemination projects, both individually and on behalf of the council. Several council members participated as EBP Fellows in the Improving Perioperative Nurse Pipeline (Integrative Review) project, which was presented at the Inova EBP and Research Symposium and accepted for the 2025 AORN national conference. Members actively reviewed journal articles to identify opportunities for innovation while honing their research and EBP skills. IFMC continues to lead the system in the most implementation science (IS) specialists, with 38 nurses trained. They contributed to the work on de-implementation of bed alarms.

## Nurse excellence awards

### Inova nurses: above and beyond

The following nurses received Nursing Excellence Awards during Nurses Week:

- **Alvin Matium, MSN, RN, CCRN, NE-BC**, Transformational Leadership
- **Hanny Shin, BSN, RN**, Structural Empowerment
- **Angelica Ante, BSN, RN, RNC-MNN**, Exemplary Professional Practice
- **Sophia Pan, DNP, CNS, ACCNS-AG, CCRN-CSC**, New Knowledge, Innovations and Improvements
- **Hope Adams Gharrity, BSN, RN**, Rising Star Award
- **Theresa Magnotti, BSN, RN, PCCN**, Career Coach/Mentor
- **Caitlyn Drohan, BSN, RN, MEDSURG-BC**, Preceptor
- **Cardiac ICU's Clinical Excellence and Patient Experience**, led by **Maeve Mulvanerty, BSN, RN, CCRN**, and **Graham Reid, BSN, RN, CCRN-CMC**, Team Collaboration

## ANCC Magnet® designation

IFMC proudly produced documentation for its submission for ANCC Magnet® redesignation, submitting their evidence of nursing quality on October 1, 2024. IFMC Magnet champions gathered regularly to continue the journey to nursing excellence.



Magnet Champion Alyssa Lanzaone, BSN, RN, CV-BC, RN, Unit Supervisor of the Cardiovascular Stepdown Unit, addressing the Magnet champions, while Magnet Program Director Nicole Ware, DNP, RN, CNL, offers support and guidance.

## IFMC care site council and subcouncil accomplishments

The IFMC Care Site Council (CSC) hosted the first CSC/ leadership "meet and greet" and welcomed a second CSC recorder. A focus on bi-directional communication was prioritized. The nurses addressed over 30 action request forms in 2024.

The Clinical Excellence and Patient Experience Care Site Subcouncil participated in an ethics survey with Inova ethicists, created and cultivated a nursing-driven Ethics Award, and nominated and voted on award winners. They also recognized NDNQI superstars. The transition to Microsoft Teams was completed, integrating the use of technology in meetings. Completing the committee clinical biosketches and updating the committee strategic plan were notable achievements.

The Night Shift Council Care Site Subcouncil rounded with the Care Cart during Nurses Week and continued to focus on bi-directional communication and knowledge sharing. The Professional Development Care Site Subcouncil supported the Continuing Education Assessment (CEA) survey, made changes to the professional development brochure and updated the charter to reflect the System Nursing Strategic Plan. They

collaborated to improve the Nursing Stars page, presented the Guild education reimbursement platform and created sharable education, and provided clinical nurse insights on various clinical rollouts and professional development opportunities.

90.2% 

Of nurses have a BSN or higher

36% 

Of eligible nurses have achieved national certification

426

Nurses completed the Inova Health System Nurse Residency Program

899+

DAISY Award nominations and **15** recipients (12 nurses, 2 teams, 1 leader).

1030 

Nurses and **259** clinical technicians completed orientation

819 

Nurses were promoted in the ADVANCE Program

# Inova Fair Oaks Hospital



## Major accomplishments

### **Inova Fair Oaks Hospital Named Best Hospital for Maternity Care by U.S. News and World Report for the Third Time!**

Inova Fair Oaks Hospital received a “high performing” rating for labor and delivery services for uncomplicated pregnancies by U.S. News and World Report and is the only hospital in Northern Virginia to receive this designation three times since the category.

### **Inova Fair Oaks Hospital Received the Press Ganey Guardian of Excellence® Award for Clinical Quality**

Inova Fair Oaks was one of four organizations in the country honored with the prestigious Press Ganey Guardian of Excellence® Award. This award recognizes IFOH’s accomplishment of being in the 95th percentile in clinical measures related to patient safety and quality for the Emergency Department, outpatient services, pregnancy and inpatient care. The award was presented on May 1, 2024.



Bottom row: Amber Breyer, RN; Arlene Del Castillo, RN; Olivia O’Connell, RN; Marie Niemala, RNC; Kacen Davis, ST; Maria Carey, RN; April McKenzie, RNC; Nauje Jones, RN

Middle row: Catherine Gacheru, RN, BSN, RNC-MNN; Maryam Arfany, BSN, RNC-MNN; Lisa Perry, BSN, RN, RNC-MNN; Patricia Ewers, BSN, RN, RNC-MNN; Michelle Champlin, BSN, RN, RNC-MNN; Jessica Mathews, BSN, RN, C-EFM; Ana Raymondi, BSN, RN, RNC-MNN; Ana Chanu, BSN, RN, C-EFM; Jamie Crossett, BSN, RN, RNC-OB

Back row: Nicole Detorie, BSN, RN, C-EFM; Ana Jurado, ST; Jillian Eichinger, BSN, RN; Susan Benson, ST; Emma Koenig, BSN, RN, RNC-MNN; Joyce Oh, BSN, RN, RNC-MNN; Annie Barcado, BSN, RN; Raleigh McClure, BSN, RN; Lani Brown, MSN, RNC-OB, NE-BC; Chad Huckabee, BSN, RN, C-EFM; Leann Brown, BSN, RN; Michelle Gilliland, BSN, RN, RNC-MNN; Zach McKenna, BSN, RN; Essence Fuller, CT; Victoria Robinson, BSN, RN; Kristen Ahearn, DNP, RNC; Janet Warren, BSN, RN





Left to right: Debbie Fulbrook, MHS, EdM, BSN, RN, NEA-BC, CNO of Inova Fair Oaks Hospital and VP of Nursing, MSK Service Line; Eugene Christian, MD, CPE, FAAOS, Chief Medical Officer of Inova Fair Oaks Hospital, holding the Press Ganey Guardian of Excellence® Award for Clinical Quality; and Raj Chand, MD, FACEP, President of Inova Fair Oaks Hospital

### **Inova Fair Oaks Hospital Radiation Oncology Department Received a 2024 Press Ganey Human Experience Guardian of Excellence® Award for Patient Experience**

This award recognizes performance on key patient experience survey scores as compared to benchmark data from across the country.

### **Inova Fair Oaks Hospital Was Recognized by the American Association of Critical Care Nurses (AACN), with Four Units Receiving a Silver Beacon of Excellence Award**

Congratulations to the Medical, Surgical, Progressive Care and Intensive Care Units for this amazing accomplishment! The Beacon Award for Excellence is a significant milestone on the path of exceptional patient care and healthy work environments. Every department has worked to strengthen the required elements over the last several years to achieve this prestigious award.



Congratulations to our amazing nursing and teams:

- Medical Oncology Unit
- Surgical Ortho Unit
- Progressive Care Unit
- Intensive Care Unit

## **Nurse Residency Program**

IFOH welcomed 54 new nurses to the Inova Health System Nurse Residency Program and graduated 57.

## **Culture of inquiry**

Nursing Research and Evidence-Based Practice (NREBP) Subcouncil members participated in three system-wide studies: Caritas: Nurses' Perception of Caring in the Healthcare Environment, Bruise Data Repository and PRIME ED (Patient-Reported Measure of Diagnostic Excellence). IFOH council members also participated in the planning of the 2025 Shared Governance Maturation study. IFOH nurses are active in implementation science, with 15 trained specialists. They contributed to the de-implementation of bed alarms. Council members participated in multiple scholarly dissemination projects, both individually and on behalf of the council. Particularly impactful was the infant-driven feeding study by **Renee Bloom, MSN, RN4, RNC-NIC, RNC-LRN**, and her nursing research team. Additionally, OR professional practice members participated in the Improving Perioperative Nurse Pipeline (Integrative Review) project, which was presented at the Inova EBP and Research Symposium and accepted for the 2025 AORN national conference.

## **Nurse excellence awards**

### **Inova nurses: above and beyond**

- **Shilpa Sijapati, MHA, BSN, RN2**, Structural Empowerment
- **Renee Bloom, MSN, RN4, RNC-NIC, RNC-LRN**, New Knowledge, Innovations and Improvements
- **Frances Collins, MSN, RN, CCRN, NE-BC**, Transformation Leadership
- **Amy Scalercio, BSN, RN, PCCN, RN 4**, Exemplar Professional Practice
- **Courtney Falcone, BSN, RN, RN 2**, Career Coaching and Mentoring
- **Chelsea Koser, BSN, RN, CPAN, MED-SURG-BC, RN 4**, Preceptor
- **Jana Bonghi, BSN, RN, CFPN, Operating Room**, Rising Star
- **Falls Committee**, Team Collaborative  
**Laura McNicholl, MS, RN, CNS-BC, MEDSURG-BC PMGT-BC, GERO-BC**  
**Liz Harding, BSN, RN, CEN**  
**Katie Hile, MSN, RN, NE-BC**  
**Elizabeth Moran, BSN, RN4, CEN, CPEN, TCRN**  
**Charuta Mohair, BS, PT**  
**Frances Collins, MSN, RN, NE-BC, CCRN**  
**Jennifer Danyliw, MHA, BSN, BSBA, RN, CPN**

Richard Stieglitz, MS, PT  
 Cristin Schaub, BSN, RN, CEN, TCRN  
 Elizabeth Labish, MSN, RN, NE-BC  
 Rene Zelkin, BSN, MAOM, RN4, RNC-OB, C-EFM  
 Selina Felton, RDMS RT (R)  
 Ramanpreet Kaur, BSN, RN4, MEDSURG-BC  
 Cyndi Miles, MSN, RN, NPD-BC, CNE, RNC-LRN  
 Wendy Sloss, BSN, RN, MEDSURG-BC  
 Brenda Wells, DNP, RN, ACCNS-AG, CCRN

## IFOH Care Site Council (CSC)

In 2024, the Clinical Excellence Patient Experience (CEPE) team saw HCAHPS scores for inpatient likelihood to recommend (LTR) of 81.5% and ED LTR of 76.2%, both above goal numbers. Hospital-acquired pressure injury (HAPI) cases declined from 88 in 2023 to 33 for the year as of October 2024, lower than the goal of less than 75. TRIO rounding reached 74.6%, exceeding the goal. Social drivers of health (SDOH) documentation improved dramatically to 99.7% YTD from 55.2%. The team contributed to education on non-ventilator-acquired pneumonia (NVHAP) and the No Pass Zone project, and continued to work with hand hygiene surveillance.

The Professional Development (PD) team noted an increase in DAISY/Peach Award submissions with the introduction of online submission. The Continuing Educational Needs Assessment survey was completed, leading to customized educational in-services based on the survey results. Nurses

Week and Certified Nurses Week were celebrated, and the team handled seven action requests in 2024. Preceptors were recognized.

The night shift team hosted quarterly leadership/night shift breakfasts and “fall back” Compassion Cart rounding. They advocated for the SWAT/STAR tech role and recruited two new members. Frozen meal options were provided for L&D and NICU moms, and grab-and-go cafeteria options were made available after 1830 hours.

The CSC team initiated multiple recruitment efforts, including the “Bring a Friend” initiative. The 2025 meeting calendar dates were approved, and the team continues to update the charter as needed.

Looking to 2025, the CEPE team will continue to address opportunities with call bell response time and the No Pass Zone. The PD team plans to increase the number of ADVANCE RNs and certified RNs and conduct the educational needs assessment for 2025. The night shift team will focus on recruiting members and improving retention efforts at Inova. The CSC team will align subcouncils and CSC goals with the 2024–2027 Nursing Strategic Plan. They will move from information-sharing and report-out to more action items and decision-making work. Community outreach activities will grow. The team aims to make improvements based on Shared Governance Maturation survey results later this year and increase the number of action request forms (ARFs) filed at IFOH.

92% 

Of nurses have a BSN or higher

45% 

Of eligible nurses have achieved national certification

251 

ADVANCE promotions in 2024.

210

Nurses and clinical technicians completed orientation

55 

Nurses completed the Inova Health System Nurse Residency Program

200+

DAISY Award nominations and 12 recipient

4 

Leaders received DAISY Awards

1,100+

Days and counting since Medical Unit at IFOH had a CLABSI

# Inova Loudoun Hospital



Inova Loudoun Hospital (ILH) continues to outperform nationally! Congrats to all on achieving 25 straight-A ratings by Leapfrog.

## ILH Team Hit a Major Milestone Recently with Our First-Ever Awake Brain Surgery!

Congratulations to Sidhartha Chandela, MD, neurosurgeon, and the incredible surgical team for successfully performing the first-ever awake brain surgery at Inova. The procedure, known as awake craniotomy, involves performing brain surgery while the patient is awake and conscious. This unique approach enables our skilled team to monitor brain functions in real time, reducing the risk of postoperative complications.

## Nurse Residency

In 2024, 88 new nurses were supported by the IHS nurse residency program with 97 graduating. The residents made contributions to the organization during this time, including an evidence-based practice project on the behavioral health unit (LAMPS) to improve sleep hygiene.

## Culture of Inquiry

Nursing Research and Evidence-Based Practice Subcouncil members participated in three system-wide studies: Caritas: Nurses' Perception of Caring in the Healthcare Environment, Bruise Data Repository and PRIME ED (Patient-Reported Measure of Diagnostic Excellence). ILH council members also participated in the planning of the 2025 Shared Governance Maturation study. ILH is active in implementation science work, with 18 trained implementation science specialists. They contributed to the de-implementation of bed alarms and launched a media campaign to increase awareness of the subcouncil's mission and goals. Council members participated in multiple scholarly dissemination projects, both individually and on behalf of the council. Additionally, OR professional practice members participated in the project Improving the Perioperative Nurse Pipeline (Integrative Review) project, which was presented at the Inova EBP and Research Symposium and accepted for the 2025 AORN national conference. ILH nurses had one presentation at the NACNS conference, and posters at four conferences: APNA, AWHONN, ENA and Synova. In addition, ILH nurses published in seven national journals and contributed to a procedural manual.



## Nurse excellence awards

### Inova nurses: above and beyond

- **Amira Letona, MSN, RN, CCRN, TCRN**, Transformation Leadership
- **Mabel Mbelli, MSN, RN, CMSRN, GERO-BC, PCCN**, Structural Empowerment
- **Dejon Wright, BSN, RN, CCRN, CEN**, Exemplary Professional Practice
- **Jaimee Robinson, MSN, RN, RNC-OB, NPD-BC, C-EFM, ONQS, EBP-C**, New Knowledge, Innovations and Improvements
- **Sarah Alvarez, BSN, RN**, Rising Star
- **Sai Mine, BSN, RN**, Preceptor
- **Mary Birmingham, BSN, RN, NC-BC**, Career Coaching and Mentoring
- **ADVANCE Team**, Team Award-Winner
  - Alfredo Villaflor, BSN, RN CEN**
  - Genevieve Banville, BSN, RN, RNC-OB**
  - Brenna Barnhouse, BSN, RN, TCRN**
  - Lori Caslin, BSN, RN, LRN**
  - Wendi Cole, MSN, RN, RN-BC, NIC**
  - Mary Jo Dunn, BSN, RN, CMSRN**
  - Holly Gierisch, BSN, RN, PCCN**
  - Stephanie Herrera, MSN, RN, CNOR**
  - Elaine Hornaday, BSN, RN, CMSRN**
  - Pamela Kravatz, BSN, RN, RN-BC**
  - Emily Mayer, BSN, RN, TCRB**
  - Mabel Mbelli, MSN, RN, GERO-BC, PCCN, CMSRN**
  - Marianito Pasaylo, BSN, RN, PCCN, CCRN-CMC**
  - Amanda Collins, PhD, RN, CPN, CPEN**
  - Lindsay Schoem, BSN, RN, TCRN**
  - Mildred Tayong, BSN, RN-BC**
  - Rachel Ungerleider, BSN, RN, TCRN**
  - Hannah Williams, BSN, RN, PCCN**

## ANCC Magnet® designation

ILH, a four-time designated nursing organization, is seeking its fifth honor. Inova Loudoun Hospital (ILH) nurses devoted their attention to producing the submission documentation for their ANCC Magnet® redesignation in 2025. The team has been busy gathering data, writing and editing for most of the year. We are looking forward to a successful site visit and fifth designation. Our Olympic theme is “Igniting excellence: ILH is going for GOLD!”



ILH ANCC Magnet writing team, led by Deb Stanger, MSN, RN, NEA-BC, NPD-BC

## 2024 shared governance highlights

### Clinical excellence and patient experience subcouncil of care site council

During Clinical Excellence and Patient Experience meetings, clinical nurses review and evaluate nursing quality data in order to maintain and improve quality patient outcomes. We continue to strive for excellence by keeping our patients safe during their stay.

- Most of our units exceeded the ANCC Magnet® mean for falls with injury, hospital-acquired pressure injury (HAPI), central line associated bloodstream infection (CLABSI) and catheter associated urinary tract infection (CAUTI)
- 67% decrease in HAPI for 2024
- 60% decrease in CAUTI for 2024
- 50% decrease in CLABSI for 2024

## Professional development subcouncil

The members of the Professional Development Subcouncil are more than just nurses; they are mentors, educators and advocates who strive to support, encourage and empower their colleagues, working tirelessly to elevate the nursing profession to new heights. A shining example of their commitment is the fifth annual ILH Innovation in Healthcare conference, held in 2024. This year's event featured presentations and panel discussions centered on nursing ethics and legalities. Recognizing the evolving challenges that nurses face in clinical practice, the conference provided a platform for dialogue, education and innovative solutions.

Beyond educational initiatives, the subcouncil plays a vital role in celebrating excellence within the profession. They coordinate and manage the DAISY Award, which honors extraordinary nurses who go above and beyond in patient care, and the PEACH Award, which recognizes the essential contributions of support teams. These recognition programs serve as powerful reminders of the dedication, compassion and expertise that define our nursing community.



Members of the ILH Professional Development Subcouncil: Back row: Adele Tierney, BSN, RN; Amy McKenney, BSN, RN; Amy Peters, BSN, RN, CPEN; Nancy Devlin, BSN, RN, PCCN; Debbie Toland, MSN, RN, NE-BC. Front row: Alicia Smith, BSN, RN; Rochelle Conlan, BSN, RN, PCCN; Samantha Kelly, BSN, RN, CAPA; Lindsay Schoem, BSN, RN, TCRN

## Night subcouncil

The ILH Night Subcouncil demonstrated exceptional collaboration and performance! The subcouncil invited other operating units to speak at council meetings, encouraging the sharing of ideas and improvements. They initiated fun activities on the night shift with senior leadership. This council identifies patient safety trends unique to the night shift and reviews patient experience data. Our 2024 accomplishments include:

- Hosting monthly midnight Bingo, a fun monthly activity including our Senior Leadership team.
- Coordinating with Inova Blood Donor Services to change the blood drive time frames so that the night shift can take part. They now offer the option to donate blood from 7:30 a.m. to 1:30 p.m., making it easier for night shift to attend.
- Hosting the Night Shift Turkey Trot! Just like the day shift's event, the night shift had their own version of the Turkey Trot inside the south corridor.
- Reviving the Clustering of Care and Quiet at Night projects

Looking to 2025, the priorities for Inova Loudoun's shared governance include hosting another innovation conference on December 5, and Shared Governance 101 on May 30. The team aims to educate Shared Governance team members and add resources to the Teams page. The Research Council will share a quarterly newsletter with research and EBP opportunities and updates.

86%

Of nurses have a BSN or higher

56%

Of eligible nurses have achieved national certification

201

Nurses were promoted in the ADVANCE Program: **134** RN2s, **40** RN3s, **4** RN4s, and **23** RN5s.

## Highlight story: honorable mention!

### **Jaimee Robinson, MSN, RN, EBP-C, NPD-BC, RNC-OB, C-EFM, C-ONQS**

Nurse with outstanding contributions to EMS  
NV EMS Council



Jaimee Robinson is a clinical nurse educator in labor and delivery and volunteers her time to teach EMS members. She educates on normal physiologic changes in pregnancy, pregnancy complications, trauma and ACLS modifications and provides simulations of vaginal delivery, shoulder dystocia, vaginal breech, postpartum hemorrhage, normal newborn and basic neonatal resuscitation. She was honored by the EMS Council.

97 

Nurses completed the Inova Health System Nurse Residency Program

18

Nurses trained as implementation science specialists

13 

Nurses presented at local, regional or national conferences

5 

Publications in professional journals and 1 contribution to the AACN Procedure Manual



# Inova Mount Vernon Hospital



## Major accomplishment

### **Inova Mount Vernon Hospital Named Best Hospital for Stroke Care, Hip Replacement and Knee Replacement by U.S. News and World Report**

Inova Mount Vernon Hospital received a “high performing” rating for stroke, hip and knee replacement services by U.S. News and World Report. Hospitals are evaluated on how they perform on various metrics, such as stroke survival rate, discharge to home and prevention of surgical complications. This was only possible because of our team members’ deep commitment to providing high-quality, compassionate care for each person we have the privilege to serve.

## New Virtual Nursing Initiative on PCU

In April 2024, the Progressive Care Unit implemented virtual nursing as an integrated model to support bedside nurses. The program pairs frontline nurses with virtual nurses who share patient care responsibilities via voice and video technology. The virtual nurse assists with admission histories, discharge teaching, patient education and multidisciplinary rounding. Aligned with our priority of transforming care, this project changes the way we care for our patients. Not only does it free

up bedside nurses to manage the physical needs of patients, but patients also report greater satisfaction knowing virtual assistance is available just by pushing a button.



### **New Virtual Nursing Initiative on PCU**

Back row: Reba Miller, JD, BSN, RN, SCRNP; Pete Hanna, MD, MBS, FACS; Alquieta Brown, PhD, MHSA, BSN, RN, NEA-BC; Zee Bryant, MSN, RN; Larisa Golding, MSN, RN, GERO-BC. Front row: Sheery Lawrence, BSN, RN; Astin Prinzback, BSN, RN

## IMVH nurses recognized at annual Virginia Nurses Foundation gala

Four IMVH nurses received awards at the annual Virginia Nurses Foundation (VNF) gala in November 2024. **Alquieta Brown, PhD, MHSA, BSN, RN, NEA-BC**, received an award for excellence in the chief nursing officer role supporting EBP and continuing education for the frontline staff. **Larisa Golding, MSN, RN, GERO, BC**, received the Virginia Magnet Consortium Award for Transformational Leadership.

**Dawnielle Feucht, BSN, RN-BC, SCRNP**, received the Virginia Magnet Consortium Award for Structural Empowerment. **Dolores Ritual-Gray, BSN, RN, OCN** received the Excellence Award for her role as a direct patient care leader in patient safety.



Larisa Golding, MSN, RN, GERO-BC, and Dawnielle Feucht, BSN, RN-BC, SCRNP



## IMVH nurse receives local recognition for community service

In April 2024, **Glenda Joseph, MSN, FNP, GERO-BC, NE-BC, Senior Director of Nursing Services**, received the President's Privilege Award from the Bernie L. Bates Foundation, the highest form of recognition by this board. The award is presented annually to community members who have demonstrated outstanding service to the Fairfax County community through the giving of personal time, talent and resources. Glenda has tirelessly dedicated her time and energy to organizing numerous community service initiatives, including backpack drives, blood donation campaigns and pantry drives in support of Inova's mission to serve our community.

## Nurse Residency Program

IMVH welcomed 27 new nurses to the Inova Health System Nurse Residency Program and graduated 52 in 2024.

## Culture of Inquiry

Nursing Research and Evidence-Based Practice Subcouncil members participated in three system-wide studies: Caritas: Nurses' Perception of Caring in the Healthcare Environment, Bruise Data Repository and PRIME ED (Patient-Reported Measure of Diagnostic Excellence). IMVH council members also participated in the planning of the 2025 Shared Governance Maturation study. IMVH is active in implementation science, with 15 trained nurses. They contributed to the de-implementation of bed alarms. Council members participated in multiple scholarly dissemination projects, both individually and on behalf of the council. Additionally, OR professional practice members participated in the Improving Perioperative Nurse Pipeline project, an integrative review that was presented at the Inova EBP and Research Symposium and accepted for the 2025 AORN national conference. The council worked tirelessly on the EBP project on proactive rounding to prevent patient deterioration.

## Nurse excellence awards

### Inova nurses: above and beyond

- **Jennifer Li, MSN, RN, CEN**, Transformation Leadership
- **Denise Lee, MS, BSN, RN, CRRN**, New Knowledge, Innovations and Improvements
- **Dolores Ritual-Gray, BSN, RN, OCN**, Exemplary Professional Practice
- **Christine Soma, BSN, RN, CEN, CPEN, TCRN, CTRN, CFRN, SCRn**, Structural Empowerment
- **Sabrina Lee, BSN, RN**, Rising Star
- **Betty Osei-Agyei, BSN, RN; Sarah Fernandez, BSN, RN, PGMT**, Preceptor
- **IMVH Skin Champions**, Team Collaboration  
**Leslie Woodward, BSN, RN, WOCN**  
**Monica Dontoh, BSN, RN, CRRN**  
**Carla Tageant, AS, RN**  
**Bernadeth Haile, BSN, RN, CRRN, GERO-BC**  
**Naomi Yett, BSN, RN, CRRN**  
**Renya Fernandez**,  
**Dolores Ritual-Gray, BSN, RN, OCN**  
**Michele Gaines, BSN, RN**  
**Anna Baltazer-Gillis, BSN, RN**  
**Christine Bowen, BSN, RN, CEN**

## IMVH care site council

The IMVH Care Site Council achieved several significant accomplishments in 2024. Key among them was the patient flow initiative, which was focused on improving interdepartmental communication to reduce length of stay (LOS) for patients. Additionally, a rehab patient Happy Hour was introduced to increase patient satisfaction, and the CCU implemented the ISHAPED care handoff to enhance patient care transitions. The council also had multiple conference podium and poster presentations, showcasing their work and achievements.

The Professional Development Council successfully increased clinical nurse representation, while the Nursing Research and EBP Council welcomed a new chair. The RN satisfaction survey exceeded benchmarks in all seven Magnet categories, with a 92% staff participation rate.

Looking to 2025, the council has set several priorities. These include a continued focus on improving nurse sensitive indicator performance and improving communication between units to further reduce LOS. Additionally, there is an emphasis on enhancing clinical staff phlebotomy skills for peripheral intravenous (PIV) and ultrasound-guided peripheral intravenous (USPIV) insertions.

93.1% 

Of nurses have a BSN or higher

34% 

Of eligible nurses have achieved national certification

28% 

Nurses participating in the ADVANCE Program: 176 ADVANCE promotions in 2024.

103

Nurses and 35 clinical technicians completed orientation

52 

Nurses completed the Inova Health System Nurse Residency Program.

86+ 

DAISY Award nominations and 12 recipients

## CNO to know

Alquietta Brown, PhD, MHSA, BSN, RN, NEW-BC, CNO, was named by Becker's Hospital Review as a 2024 CNO to know

0 deficiencies

The facility was redesignated a primary stroke center by the Joint Commission, with zero deficiencies.



# Inova ambulatory care

## Ambulatory culture of inquiry

The ambulatory Nursing Research and EBP Council focused on information dissemination in 2024, with significant national offerings:

- “Creating Study Team in a Large Health Care System to Conduct Caring Science Research,” presented at the ANA Enterprise Research Symposium in New Orleans, LA, on October 29 by **Carla Parker, MSN, MBA, RN, AMB-BC, Director of Nursing Operations, Inova Ambulatory and Physician Services; Bernice D. Mowery, PhD, RN, Nursing Research Scientist; and Jennifer Drake DNP, RN, NPD-BC, SGAHN, Caritas Coach/Leader, Clinical Educator for Onboarding**
- “Exploring Nurses’ Perceptions of Caring: A Mixed Methods Study,” presented by **Jennifer Drake, DNP, RN, NPD-BC, SGAHN, Caritas Coach/Leader, and Carla Parker, MSN, MBA, RN, AMB-BC**
- “Engaging Ambulatory Clinicians with the Social Drivers of Health: Knowledge and Confidence Research Study,” poster and podium presentation at the 2024 AACN Conference in Chicago on April 4 by **Kaitlyn Hegarty, BSN, RN, OCN, CBCN and Carla Parker, MSN, RN, AMB-BC**



Left photo: Jennifer Drake, DNP, RN, NPD-BC, SGAHN (left) and Carla Parker, MSN, MBA, RN, AMB-BC.

Right photo: Kaitlyn Hegarty, BSN, RN, OCN, CBCN (left) and Carla Parker, MSN, RN, AMB-BC at AACN.

Two ambulatory presentations were also given at the Inova Nursing Research and Evidenced-Based Practice Symposium in Falls Church, VA, on October 11, 2024:

“Enhancing the Efficacy of Depression Screening Within the Ambulatory Care Setting” by **Carla Parker, MSN, MBA, RN, AMB-BC; Erika Manemann; Jahmar Sparkes, MBA, CLSSBB, CPHQ; and Neeta Goel, MD**

“The SAME Project: Safety in Ambulatory Medical Emergencies,” a virtual presentation by **Carla Parker MSN, MBA, RN, AMB-BC; Laurel Sellman BSN, RN, AMB-BC; Rachel Ellis MSN, RN, AMB-BC; Nikki Dasari BSN, RN; Aisha Keplinger DNP, FNP-C; and Beth Harkness BSN, RN, CPN, CTP**



SAME Project presenters (left to right): Aisha Keplinger DNP, FNP-C; Beth Harkness BSN, RN, CPN, CTP; Laurel Sellman BSN, RN, AMB-BC; Nikki Dasari BSN, RN; Rachel Ellis MSN, RN, AMB-BC; Carla Parker MSN, MBA, RN, AMB-BC



ADVANCE promotion team (left to right): Karin Bourdelais, MSN, RN, AMB-BC; Carla Parker, MSN, MBA, RN, AMB-BC; Emilie Clark, BSN, RN; Suzan Shibla, DNP, RN, FNP-BC, VP, CNO; Laurel Sellman, BSN, RN; Kaila Morrow, BSN, RN, SCR, AMB-BC; and Amy Fisher, BSN, RN, AMB-BC. Not pictured: Kevin Proctor, MHA, BSN, RN

## ADVANCE

The Ambulatory ADVANCE committee reviewed and approved 32 applications in 2024.

## Volunteer work

Ambulatory nurses supported the community by participating in numerous activities, including back-to-school events at several Inova Cares clinics, community health events, cancer walks and educational events, and blood drives.

## Outreach to future nurses

Members of the Ambulatory team presented to the students at the Prince William County LPN School.



Karin Bourdelais, MSN, RN, AMB-BC, and Suzan Shibla, DNP, RN, FNP-BC, CNO, VP, along with instructor and LPN students.

Inova also provided outreach to 201 high school students at Falls Church Academies in conjunction with Talent Acquisition.

## Nurse excellence awards

### Inova nurses: above and beyond

In 2024, 81 nurses received excellence nominations. Eight nurses received individual awards and one team received an award:

- **Paru Piramanayagam, BSN, RN, AMB-BC, Clinical Supervisor, Broadlands Family Practice Ashburn Transformation Leadership**
- **Gloria Greenwalt, LPN, Master Preceptor, Ambulatory Physician and APP Services, Structural Empowerment**
- **Elyssa Wood, PhD, MPH, RN, System Nursing Research and EBP Lead, New Knowledge, Innovations and Improvements**
- **Larissa Jubiz, BSN, RN, Inova Children's Multispecialty, Rising Star**
- **Susan Segundo, LPN, Master Preceptor, Physician Services, and Heather Whyte, BA, BSN, RN, RN Case Manager, Medical House Calls, Exemplary Professional Practice**
- **Masaio Turay, DNP, APRN, FNP-BC, PCCN, Perioperative Care Clinic, Perioperative Services, Career Coach/Mentor**
- **Jenny Karmen, BSN, RN, AMB-BC, Inova 360, Preceptor**
- **Safeguarding Oxytocin Implementation Team: Team Collaboration**  
**Kristal Parker, MHIA, RN-BC, Bethany Batres, MSN, RN, RNC-OB; Jaimee Robinson, MSN, RN, EBP-C, RNC-OB, NPD-BC, C-EFM, C-ONQS, supported by Marissa Little, MSN, RNC, NE-BCA, Vice President, Administrator, Women's SL; and Kris Hematti, MSN, RN, RNC-MNN, NE-BC**

## Shared governance: primary care council

In 2024, the Primary Care (PC) Shared Governance Council hosted “guest stars” during meetings to help educate staff on system initiatives and enhance practices in the ambulatory setting. The speakers included **Laurel Sellman, RN**, who presented on mock codes in the PC arena; **Gloria Greenwalt, LPN**, who educated on the new Beaker process and rollout; the Ambulatory Preceptor team, who spoke about onboarding and new hire education for the PC service line (PCSL); and Rachel Lanoue, who addressed ambulatory safety and the Rapid Response team at our sites.

The PC Council promoted system subcouncil recruitment in a push for greater involvement in system shared governance. Rollout successes in PC included the conversion to Beaker barcode scanning and an update to the RN temp refill policy, and there was continued success with the Ambulatory ADVANCE Ladder.

The second half of the year focused on Social Drivers of Health (SDoH) and how to best gather this information and then access the needed resources for our patients in the community. Clear expectations were established for clinical staff moving through the rooming process to ensure that screenings are completed thoroughly. Tools were created and shared that can be used in the office environment to highlight such resources. Re-education materials regarding the Unite Us platform were disseminated amongst the PCSL to support the need for these community resources. This work carries forward in 2025.

The PCSL Council wrapped up the year by voting in a new chair and co-chair for 2025: **Natasha Nava, RN** and **Harleen Saini, RN**. We extend a great thank you to **Surbi Kalra, RN** and **Emilie Clark, RN** for leading so effectively in 2024.

## Ambulatory care site council

In 2024, significant strides were made in several key areas: the ongoing commitment to creating and distributing intimate partner violence (IPV) flyers in restrooms, helping to raise awareness and promote safety; enhancement of the RN/LPN temporary refill protocol, adding a broader range of medications to streamline the process for nurses across the system; efforts to improve system-wide visual aids, with integration of the What Matters Most (WMM) icon across the platform to better align with Epic – this initiative is designed to create a clearer, more effective user experience while capturing new key performance indicators (KPIs) in 2025.

## Ambulatory received DAISY Awards in 2024

In its inaugural year, the ambulatory areas received 149 DAISY Award nominations and were honored with six awards. The first two DAISY winners for 2024 were Lisa Graber and Heather Mulvaney, RN, CDCES, with Children's Multispecialty.



From left: Teresa Howard, RN; Suzan Shibla, DNP, FNP, NE-BC, CNO Ambulatory Services and VP Primary Care SL; Sandy Cave, BSN, RN, AVP of Primary Care SL; Lisa Graber, BSN, RN; Lauri Rustand, MBA, VP of Primary Care SL; Marque Macon, FACHE, CSSBB, VP and Administrator of Ambulatory Operations; and Aida Hozanovic, MSN, RN

---

# 479

Team members completed ambulatory orientation, including **58 LPNs** and **140 RNs**

---

# 32

Nurses received ADVANCE Clinical Ladder Program promotions: **25 RN2s**, **6 RN3s** and **1 RN4** (Maintaining)

---

# 12

Nurses received ambulatory care nursing certification, bringing the total to **31** board-certified ambulatory care nurses in 2024

---

# 60

Nurses within the ambulatory care setting are board certified in various areas of nursing care.

---

# 82

New preceptors were trained in ambulatory precepting, bringing the total preceptors to **189**; **101** of whom are nurses (**49 RNs** and **52 LPNs**)



# APP professional governance 2024



APP PG leadership and APP of the Year recipients: Tiffany Latham, DNP, ANP-BC, Chair of APP PG; Evan Franke, PA-C; Blair Bartlett, ANP-BC; Regina Kasun, ANP-BC; Lea Thies, DNP, NP-C; Maria Fe Hauptmann, ANP-BC; Brenda Perez, CNM, WHNP; Tracy Rickard, NNP-BC; Danette Nicholes, AGNP; Lindsey Chapman, MSN, FNP-BC; Senta Keegan, CRNA; and Bobby Cockram, DMSc, PA-C, DFAAPA, AVP of APP

## APP awards

Inova Advanced Practice Provider Professional Governance again sponsored the APP Awards for the year.

2024 APP of the Year recipients were:

- **Tracy Rickard, NNP-BC**, Nurse Practitioner of the Year, Neonatal Intensive Care Unit
- **Evan Franke, PA-C**, PA of the Year, Critical Care Services
- **Brenda Perez, CNM, WHNP**, Nurse Midwife of the Year, Department of Women's Health
- **Senta Keegan, CRNA**, Nurse Anesthetist of the Year, Department of Anesthesia
- **Lindsey Chapman FNP-BC**, Rising Star/New to Practice APP, Department of Surgery
- **Blair Bartlett, ANP-BC; Maria Fe Hauptmann, ANP-BC; Regina Kasun, ANP-BC; Danette Nicholes, AGNP; and Lea Thies, DNP, NP-C**, Advanced Practice Provider Team of the Year, Inova Medical House Calls

## APP professional governance – 2024 end-of-year summary

Several significant accomplishments were achieved in 2024. APP Grand Rounds were held monthly, providing valuable learning opportunities for all APPs. APP Week was celebrated across the system, fostering a sense of community and recognition. Attendance at APP socials increased, indicating a growing engagement among APPs. Quarterly open forums were established to enhance communication opportunities for all APPs. The election process continued to be modernized and streamlined, improving the efficiency and clarity of the process. Role clarity for members, officers and facilitators was enhanced, ensuring that everyone understood their responsibilities. A new simplified nomination process for APP of the Year was introduced, resulting in a diverse pool of nominees and nominators. Weekly social media announcements of APPs of the Year were rolled out, receiving robust responses from the community.

Looking to 2025, the priorities include continuing to refine and streamline APP Grand Rounds, maintaining the APP Week celebration and pursuing host status, and continuing the APP of the Year awards. The nominees for APP of the Year will be included in social media highlights. APP socials and open forums will continue to be held. The elections process will be further refined and streamlined, and efforts will be made to build preceptor resources through a toolkit.

# Inova system office

## Practice Transition Accreditation Program (PTAP)

The Inova Health System Nurse Residency Program achieved ANCC Practice Transition Accreditation Program® (PTAP) designation in 2024. Using evidence-based sources, PTAP identifies over 50 standards of excellence that organizations must meet in order to have their practice transition program accredited. The end result is robust programming that supports new graduate nurses in transitioning successfully to full professional practice as registered nurses.

Professional Practice celebrated their success in the fall of 2024. The appraisers shared the following strengths of the program:



**Preceptor Support**  
**Clinical Resources**  
**Leadership Support**  
**Clinical Mentors and Clinical Mentor Extenders**  
**Well-being Coaches and Counseling**  
**Use of Literature/Evidence-Based Findings**

The sites currently included in this accreditation designation are:

- Inova Alexandria Hospital
- Inova Fairfax Medical Campus
- Inova Fair Oaks Hospital
- Inova Loudoun Hospital
- Inova Mount Vernon Hospital
- Inova HealthPlex Franconia Springfield
- Inova Fairfax Hospital Inpatient Rehabilitation
- Inova Ashburn Emergency Room-HealthPlex
- Inova Loudoun Hospital Cornwall Campus (ER and Inpatient Behavioral Health Unit LAMPS)
- Inova HealthPlex, Lorton

The practice settings currently included in this accreditation designation are:

- Medical
- Surgical
- Medical-Surgical
- Oncology
- Step-Down
- Critical Care



Inova Professional Practice members celebrated achieving PTAP® designation.



- Labor and Delivery
- Ante/Postpartum
- Neonatal Intensive Care Unit (NICU)
- Pediatrics
- Pediatric Intensive Care Unit (PICU)
- Operating Room
- Post-Anesthesia Recovery Unit (PACU)
- Same-Day/Ambulatory Procedures
- Psychiatry
- Rehabilitation
- Emergency Department

### Why does accreditation matter?

- It shows discerning new RN grads looking for a place to work that Inova supports transition to practice.
- It helps to ensure that every new graduate has an equal chance for success, no matter where they practice.
- We set the standard higher than most, and accreditation for our programming aligns with that.

### What does the residency include?

- Vizient AACN Nurse Residency Program™
- System Inova New and Inova New Nurse
- System Nurse Essentials and Care Site Nursing Care Team Orientation
- New graduate boot camp
- Putting It All Together (PIAT) simulations
- Clinical Mentor oversight and Clinical Mentor Extender support
- Preceptorship for completing practice-based learning guiding skills checklist
- Specialty onboarding program
- Career coaching (mentoring) available
- Socratic teaching rounds and educator/CNS consultation as needed

### Inova nursing professional development

Onboarding and orientation: The Inova Nursing Professional Development team supports nursing and clinical technicians with initial orientation and onboarding. These are the numbers of team members who attended specialty onboarding courses in 2024:

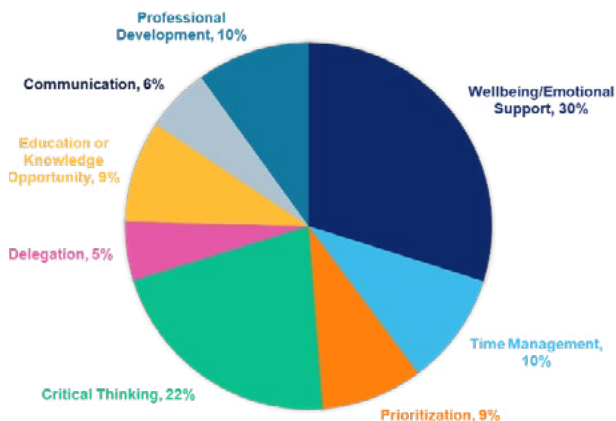
Specialty onboarding courses	2024 number of attendees
Behavioral Health	40
Critical Care	136
Emergency	158
Medical-Surgical/Rehab	199
NICU	84
Perianesthesia	13
Pediatrics	65
Perioperative	40
Perinatal (L&D, FCC)	102
Progressive Care	247
Oncology	27
<b>Surg Techs</b>	
Surgical Technicians	43
<b>Clin Tech Academy</b>	
CT1s/CT2s	672
EMTs	108
Nurse Externs	183
Mental Health Technicians	37

System nursing orientation: Inova onboarded 1,829 acute care nurses, including new hires, travelers, international RNs and some RN transfers.

Schools of nursing: Inova partners with 10 local nursing schools and provides clinical placements for undergraduate clinical rotations. The rotations provide clinical experience for students in the medical-surgical, women's health, pediatric and behavioral health areas. Inova provided placements for 391 individual senior capstone students, offering an average of **130 supported hours per student, for a total of 50,830 precepted hours.**

Clinical mentor extenders (CMEs): CMEs provide rounds to support new graduates in the clinical practice environment. **CMEs provided 18,015 rounds** for 1,411 team members.

**CME rounding targets**



**Boot camp:** A total of 16 new graduate boot camp sessions accommodated 776 new graduate RNs. This is a 4-hour course that focuses on the core concepts of prioritization, de-escalation, recognizing and handling deterioration, communication, and wellness strategies.

**Nursing Professional Development Academy** (portrayed below): A total of 27 new professional practice team members from acute care, ambulatory and the system office attended a 4-day program designed to help them transition to their new roles in Professional Development.

**Preceptor course:** INPD offered 39 preceptor training classes, educating 1,186 nurses, and awarded 6,819.5 contact hours.

**Charge nurse/RNUS Course:** INPD offered 13 RN unit supervisor/charge classes, educating 579 nurse leaders and awarded 2,895 contact hours.

## Nursing research and evidence-based practice (NREBP)

The purpose of system NREBP is to support patient-centered care at Inova by sustaining the structure and processes for reviewing and conducting nursing research and integrating evidence-based practice into the clinical setting.

### 2024 Council Highlights

In 2024, the System NREBP Council led advances in nursing science and fostered innovative ANCC Magnet® initiatives. The council supported the work of six Nursing Research and EBP Councils to deliver transformative solutions and enhance patient care across all Inova care sites and ambulatory settings. The council elevated the visibility of nursing research and quality improvement (QI) initiatives with publications in peer-reviewed journals and project presentations at national conferences. Members offered education and promoted professional growth through workshops, personalized project mentorship and the highly regarded 2024 Nursing Research and EBP Fellows Program.

The council's efforts culminated in the virtual 2024 Nursing Research and EBP Symposium, themed "Advances in Nursing Research and Practice: Harnessing the Power of Technology and Innovation." Attracting over 500 registrants nationwide, this event featured a keynote address by **Alvin D. Jeffery, PhD, RN-BC, CCRN-K, FNP-BC**, Assistant Professor at the



Vanderbilt University School of Nursing and Department of Biomedical Informatics, who shared his expertise in nursing informatics, machine learning and artificial intelligence in nursing. The symposium featured 14 engaging podium presentations and 28 impressive poster presentations, selected through a rigorous abstract submission and peer review process, solidifying the council's role as a catalyst for nursing excellence at Inova. Over 100 Inova registered nurses delivered high-quality presentations that demonstrated their achievements and their commitment to nursing scholarship. These presentations showcased the 2024 Nursing Research and EBP Fellows' projects. The 2024 symposium welcomed the largest audience and most robust agenda in its nine-year history, and program evaluations confirmed the event's success.

#### National information dissemination occurred at multiple venues:

**Kathleen Russell-Babin, PhD, RN, NEA-BC, ACNS-BC**, presented "Leveraging Technology to Keep Nurses Safe: Validating an Electronic Brøset Violence Checklist for Utilization in Inpatient Settings" at the 2024 ANA Enterprise Research Symposium (ANCC Magnet Preconference) in October.



From left: Erica Aguirre, BSN, RN, OCN; Rebecca Babb, MSN, APRN, CPNP-AC, CPHON; Marshall Perkins, BSN, RN; and R. Harris, BSN, RN, OCN, at the national oncology meeting where Rebecca and Marshall presented



Carla Parker, MSN, MBA, RN, AMB-BC, and Kaitlyn Hegarty, BSN, RN, OCN, CBCN, presenting at the AACN conference.



## Top take-aways from 2024:

### Highlighting 2024 Nursing Research Accomplishments



Facilitated the advancement of more than 25 Nursing Research studies, fostering innovation within our healthcare system and improving patient care.



Promoted the widespread dissemination of research studies, Quality Improvement (QI) initiatives and Implementation Systems (IS) projects through publication in peer-reviewed journals.



Hosted a successful 2024 Nursing Research & Evidence-Based Practice (EBP) Symposium, attracting over 500 registrants to engage in dialogue and knowledge exchange.

### Quick Look: Research Accomplishments 2024

90 +

Presentations at  
National Conferences

15

Peer Reviewed  
Publications

64

Team Members Directly  
Involved in Nursing  
Research studies

24

Team Members Involved  
in the NREBP  
Fellowship

600 +

Symposium Registrants

9

Active Nursing Research  
Studies



## At a Glance: Inova Implementation Science Specialists

224

Trained Team Members

178

Active IISS

16

Trainers/Facilitators

9

Cohorts

127

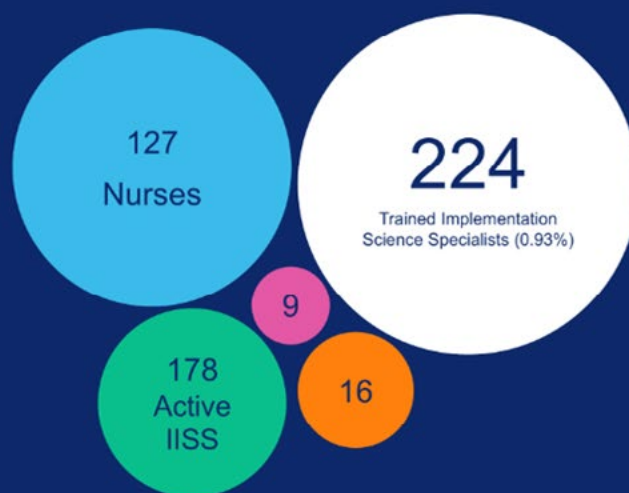
Nurses

25

Physician/APPs

72

Ancillary & Non-Clinical



*\*Data obtained all trained IISS (including those trained prior to PCORI award)*

● Trained IISS Nurses ● Trainers/Facilitators ● Active IISS ● IISS Cohorts

### Implementation Science

Inova's implementation science (IS) program successfully trained 155 clinicians in 2024, including 76 registered nurses and APPs. Nurses now represent 119 of the more than 200 clinicians trained in IS at Inova.

Multiple educational videos were developed and distributed, covering topics such as leader support in IS, de-implementation strategies and an overview of IS. Webinars addressed key IS themes, including trust-building, power dynamics and de-implementation in healthcare. Our first annual IS symposium, held in March had more than 600 registered attendees. The first cohort trained under the PCORI HSII award program went live with their project on the de-implementation of bed and chair alarms at eight pilot units across the system in December. IS practitioners contributed significantly to the dissemination of information on IS practice in the nursing community through publications.

### Advanced medical simulation (ICAMS)

In 2024, the Inova Center for Advanced Medical Simulation (ICAMS) expanded simulation in nursing education across the Inova system.

The putting it all together (PIAT) simulation sessions touch every new graduate nurse hired at Inova. The program, started in 2022, was developed to enhance self-confidence in new graduate nurses at the end of their orientation experience before they embark on independent practice.

This program continued to flourish in 2024, with just over 500 nurses attending the session during the year. This program is a part of the robust nurse residency program at Inova and has been shown to significantly ( $p = 0.0008$ ) improve self-confidence in new grad nurses.

In 2024, ICAMS partnered with nursing professional practice teams across the system to increase the use of experiential learning in nursing education. The Perianesthesia Care Unit (PACU) professional practice team collaborated with ICAMS to enhance competency drills to meet expectations for malignant hyperthermia (MH) and local anesthetic systemic toxicity (LAST) syndrome readiness through simulation.

The Safety in Ambulatory Medical Emergencies (SAME) project was an evidence-based practice exercise in which nurses used a simulation to enhance their readiness for medical emergencies in the ambulatory setting. Nurses were trained at ICAMS to run the simulation, and it was conducted in situ with nurses, clinical technicians, physicians and advanced practice providers.

The ICAMS team also provided a leadership simulation to enhance emotional intelligence for new nurse leaders at Inova. Also, new nursing professional practice team members participated in a training session on how to use simulation methodology in their practice.



### **Nurse leader transition into practice (NLTIP) program**

The sixth cohort of the Nurse Leader Transition into Practice Program completed their program in the summer of 2024. After finishing seven days of programming, the participants found that the most valuable classes were:

- Mindsets
- DiSC assessment
- Strengths finder
- Courageous conversations
- HR hiring to firing/just culture

One year later, 93% remain in leadership positions. The graduation ceremony was held in July 2024 for the 29 participants of the program (pictured above).



# Nursing informatics



Nursing Informatics Team Celebrating Macros Madness

Erica L. Pitts MSN, RN, CNOR; Marguerite Cunningham, DNP, NEA-BC, RN-BC, CPHIMS; Ilona Edwards, MSN, NI-BC, CSSGB; Susan Weatherbee, MSN, RN, NI-BC; Kristal Parker MHIA, RN, NI-BC; Aissatou Ba, BSN, RN, CEN, CAHIMS, CLSSGB; Toni Hawkins, MSN, RN, ACM; Melissa Bautista, LPN, CAHIMS; Antoinette Trang, MSN, RN, NI-BC, SCRNI

In 2024 the Nursing Informatics team at Inova made significant strides in integrating technology with clinical workflows and supporting frontline clinical team members. Led by the VP and chief nursing informatics officer, the team includes seven informatics nurses, a senior director of virtual care and the AVP of the high-reliability operations center. The team supported numerous new initiatives this year:

- Mytonomy is a video-based patient education platform that promotes patients' active participation in their healthcare by providing portable micro-learning education, delivered via the patient's preferred modality. The nursing informatics team collaborated with the vendor, the project team, frontline nurses and team members to review and customize educational playlists specific to every patient's condition.



- Nursing Informatics held its fourth Innovation Accelerator event in 2024. The event focused on acute care redesign and included an interprofessional team from across the health system. The event resulted in the expansion of projects in four categories: technology, staffing models, virtual care and burden reduction.
- In 2024, Nursing Informatics focused on efforts to reduce the documentation burden by introducing the use of macros in Epic. Macros allow nurses to document preset normal flowsheet values with a click of a button, saving millions of clicks and hours of time for our frontline workers.
- Led by the senior director of virtual care, frontline nurses and nursing informatics, virtual care services expanded in 2024 to include case management and wound care. In 2024, virtual nurses had more than 25,000 patient interactions, covering admissions and discharges for 94 beds across three sites of care.



Nursing Informatics Fellows (Left to Right): Tracy Bowers, BSN, RN, CCRN; Twila Abuedo, MSN, RN, CPAN, TCRN, CEN; Alexis Leskovac, BSN, RN, CCRN; Megan Yoder, MHS, RN Cardiovascular Invasive Specialist Tech 3; Caroline M Asuah, BSN, SCRNP; Mariona (Mari) Franklin, BSN, RN; Gabriela Chirila, BSN, RN, MEDSURG-BC

- The Nursing Informatics Fellowship Program pairs seven nursing informatics team members with frontline staff nurses from Inova's five care sites and ambulatory. The fellows have 24 hours of dedicated time monthly, working shoulder-to-shoulder with their mentors on informatics-related activities. Additionally, they have monthly educational sessions with expert guest speakers on topics such as workflow mapping and data and analytics. All nursing informatics fellows present a scholarly project at the culmination of the fellowship.

Nursing Informatics serves as the facilitator for the Nursing Innovation and Technology Council (NITC) of Shared Governance. The governance committee has many functions, including reviewing and assigning nursing s (ARFs). In 2024, NITC received more than 100 new ARFs to review.

# Foundation summary

## Together, we elevate nursing excellence through giving

Together, we elevate nursing excellence through giving. In 2024, Inova's donors and community partners continued to demonstrate their unwavering support for our world-class nurses by contributing to their education, training and clinical development. We are deeply grateful for the trust our community places in Inova's dedicated team of over 7,000 nurses.

Here are some of the impactful ways our community supported Inova nurses in 2024:

- Over 150 donors gave a total of \$657,738 to support nurses.
- 56 nurses were awarded scholarships equaling \$476,000, with an average award of \$8,500 per nurse:
  - 16 nurses earned a BSN
  - 14 nurses earned an MSN
  - 21 nurses earned an NP
  - 5 nurses earned a DNP
- Over 450 nurses received professional development awards (conferences, nursing ed, certification, etc.) equaling more than \$458,150 in reimbursements

Philanthropic support funds nurses' attendance at Magnet conferences, helping all five Inova care sites achieve Magnet hospital certification by the American Nurses Credentialing Center (ANCC).

## Donor highlight

The David and Marilyn Karlgaard Nursing Scholarship Endowment continues to make a significant impact on the lives of Inova nurses. The ongoing generosity of the Karlgaard Endowment provides invaluable opportunities for nurses to further their education, advance their skills and deliver exceptional care to patients. This continued support allows us to expand the reach of the scholarship, empowering more nurses every year to achieve their professional goals and uphold the highest standards of excellence in nursing and patient care.



## \$657,000

Given by Inova's donors and community partners to support Inova nurses

## 450



Nurses received professional development awards equaling more than \$458,150 in reimbursements



8095 Innovation Park Dr.  
Fairfax, VA 22031



[InovaNursing.org](https://www.inovanursing.org)