



2023 Nursing Annual Report

Mission, vision, values

Nursing Aspiration:

Inova nurses are the most trusted nurses in the nation





2023 CNE message

“By the end of 2023, Inova had its best retention rate of nurses at 87%.”

2023 accomplishments are a testament to the hard work, dedication, and passion of the nursing team at Inova

In 2023, Inova nurses proudly marked the second anniversary of our System Nursing Shared Governance Congress, which highlights the dedication and innovative spirit of our nursing team. Our relentless pursuit of excellence and collaboration has established a new benchmark at Inova, showcasing our outstanding contribution to the field.

Congress was chaired by **Noah Kane, RN, CCRN**, (infusion nurse at Inova Schar Cancer Infusion Center) and co-chair **Sara Mulhern, BSN, RN, SCRNP, CMSRN** (RN4 in the Inova Mount Vernon Hospital Emergency Room). Through their leadership and guidance of the eight subcouncils and care site councils, we excelled to new heights of achievement. Together, we spearheaded remarkable improvement through the submission of 141 action request forms, resulting in significant practice changes that addressed current challenges and anticipated future needs. Furthermore, our Congress leadership team initiated shared governance classes to provide an overview to new members and elected leaders. These efforts were instrumental in pioneering new solutions and enhancing patient care outcomes across Inova.

While many health systems gradually decreased their reliance on shared governance during the pandemic, Inova remained steadfast and pushed forward to empower nurses. This has positively correlated to retention of nurses within our system.

By the end of 2023, Inova had its best retention rate of nurses at 87%.

In addition, we are proud to report that all our hospitals maintained their exceptional record of safety, receiving a Leapfrog Hospital Safety Grade of A in 2023. This achievement is an indicator of our nurses' dedication to maintain the highest standards of safety and quality across the system.

The American Nurses Credentialing Center has once again recognized Inova through the Magnet Recognition Program®. For the first time ever, all five of our hospitals have achieved Magnet® designation, an elite honor shared by less than 10% of hospitals nationwide, and even fewer health systems. Magnet recognition showcases the outstanding professionalism, teamwork and patient care excellence of our nurses and the entire interprofessional team.

The accomplishments of 2023 are a testament to the hard work, dedication and passion of Inova nurses. We look forward to building on this foundation in the coming years, striving for even greater heights in clinical care, quality outcomes and professional development. Together, we will continue to impact the health and wellbeing of each person in every community we have the privilege to serve.

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

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Inova nursing at a glance 2023

5 

Hospitals

11

Urgent care centers

15

HealthPlex locations

282+

Primary and specialty care practices

1,926 

Beds

23,976 

Employees

7,960

Registered nurses

68 

Daisy Award winners

4

Daisy Leader Awards

1

Daisy Team Award

46

Nursing Excellence Award winners

552

Trained in healing touch

147

Newly trained in healing touch

40.9%*

Inova nurses with board certification

494

New certifications

1,056

New nursing degrees

88.4%*

BSN+ in 2023

621

BSNs, 363 MSNs, 70 DNP's, 2 PhDs

1,438 

Total nurses participating in ADVANCE

New nurses participating in ADVANCE

Facility	RN2	RN3	RN4	RN5	Total
IAH	15	11	16	3	45
IFMC	72	52	136	22	282
IFOH	33	3	0	5	41
ILH	35	14	28	5	82
IMVH	28	6	10	5	49
AMB	4	1	0	0	5
Total	187	87	190	40	504

*Ambulatory nurses not included in these calculations

American Nurses Credentialing Center (ANCC) Magnet® Status

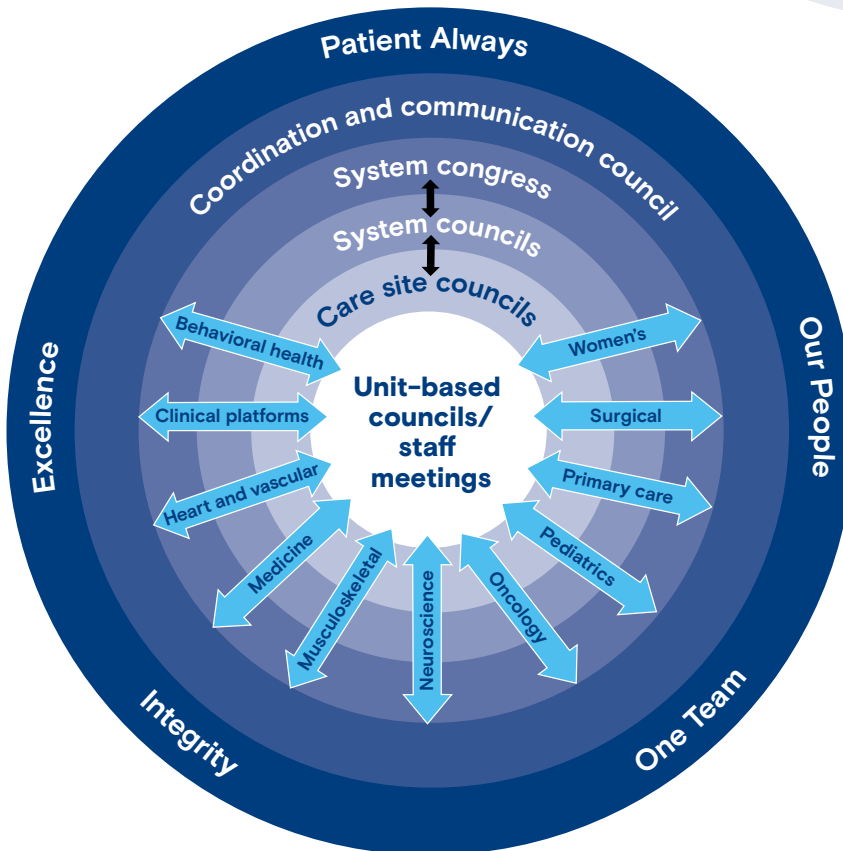
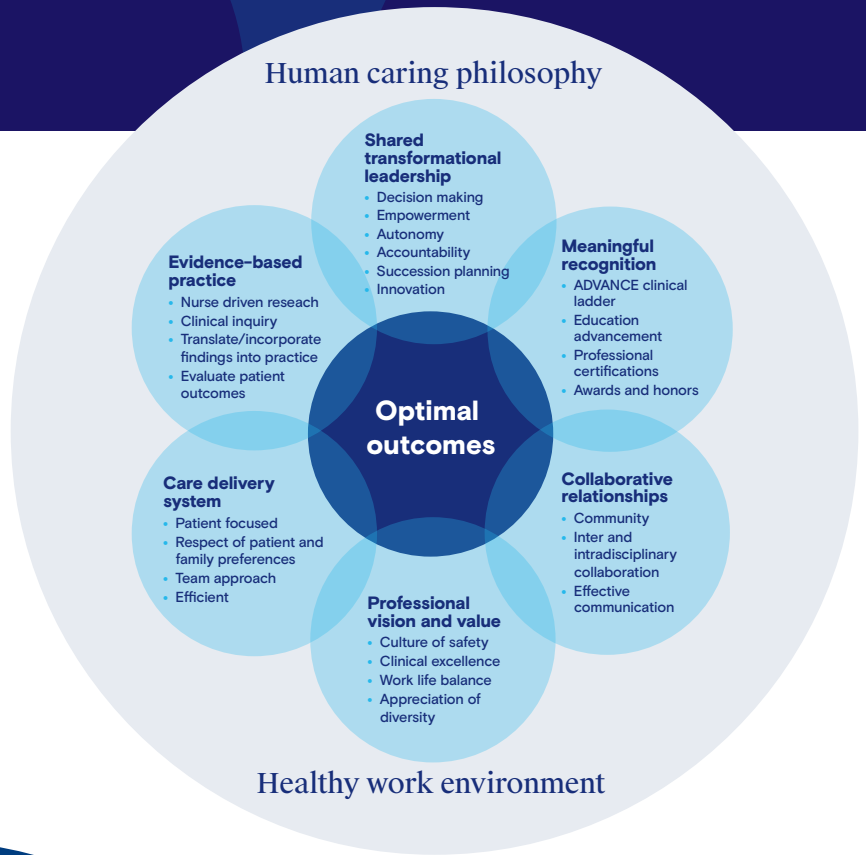


Inova Health System is the first and only health system in the Washington, DC, metropolitan region and the Commonwealth of Virginia to have all hospitals achieve ANCC Magnet® designation, the highest organizational honor awarded for nursing excellence. As part of the Magnet designation process, all Inova hospitals received exemplars for top performances in several areas. Exemplars are nationally recognized best practice models. The latest of our hospitals to be Magnet-recognized was Inova Alexandria Hospital in 2023.



Inova nursing

Inova nursing professional practice model



Inova shared governance model

Inova nursing strategic plan 2021-2023

The nursing strategic plan was formally accepted at Inova's first system-wide nursing congress meeting in March 2021. It contains six major arms of work:

- 1. Enhanced caring environment (our people and culture, clinical enterprise)**
 - a. Applies to both team members and patients
 - i. Holistic care (integration of care imperatives)
 1. Human connection
 - ii. Workplace safety
- 2. Professional development (our people and culture, clinical enterprise)**
 - a. Inclusive of leadership development
 - b. New RN roles and responsibilities
 - c. Career ladders
 - d. Professional practice model
- 3. Continued evolution of our culture (our people and culture, clinical enterprise, our patients, clinical transformation)**
 - a. Magnet excellence
 - b. Shared governance
 - c. Service line integration
- 4. Clinical nurse engagement and leadership (our people and culture, clinical enterprise, our patients, financial sustainability, Inova transformation)**
 - a. Top-of-license practice
 - b. Evidence-based practice (EBP) implementation
 - c. Coordination of care across the continuum
 - i. Models of care
 - d. Clinical practice environment
 - i. Retention
- 5. Efficiency (infrastructure – capabilities and tools)**
 - a. Technology enhancements
 - b. Reduction in documentation burden
 - c. EBP implementation
- 6. Community engagement (growth and network development)**
 - a. Volunteerism
 - b. Integration of partnerships in care models
 - c. Academic partnerships

Nursing executive team 2023



Back row L to R:

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

Assistant Vice President, Nursing High Reliability Center
President, American Association of Critical-Care Nurses

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

Vice President, Nursing, Surgical Services

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

Vice President, Nursing, Behavioral Health Service Line &
Chief Nursing Officer, Inova Mount Vernon Hospital

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

Vice President, Chief Nursing Informatics Officer

Francine Barr, DNP, RN

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

Ashley Virts, MSN, RN, FNP

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

Ramona Basnight, DNP, RN, NEA-BC

Vice President, Nursing, Inova Schar Cancer Institute

Suzan Shibla, DNP, RN, FNP-BC

Vice President, Nursing Primary Care Service Line & Chief
Nursing Officer, Ambulatory

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

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

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

Vice President, Professional Practice

Dina Dent, DNP, RN, NEA-BC

Vice President, Chief Nursing Officer, Inova Fairfax Medical
Campus

Front row L to R:

Patricia Horgas, MSN, RN, NEA-BC

Vice President, Nursing, Inova Medicine & Nursing Resources
and Performance

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

Chief Nurse Executive, Inova Health System

Fadia Feghali, MS, BSN, RN, NE-BC

Vice President, Nursing, Neuroscience Service Line

Inova nursing congress report

System Congress 2023

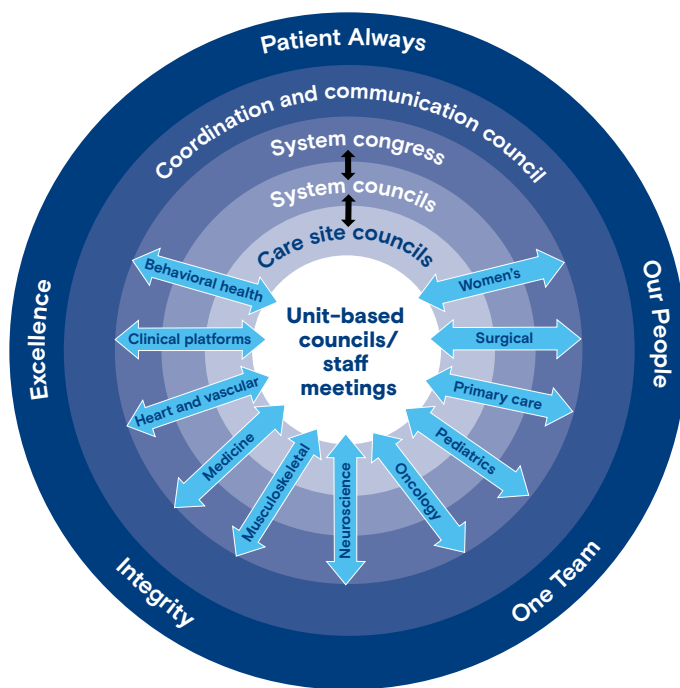
Congress celebrated its second anniversary by creating and sharing the 2022 Year in Review presentation, highlighting accomplishments across all areas and shared governance levels systemwide. **Terry Davis, PhD, RN, AVP** for the High Reliability Center and acting AACN president gave a continuing education presentation focused on workplace safety, “Taking Steps Toward a Brighter Future Together: Building a Healthy Work Environment.” **Rodney Miller, MPA, AVP System Security and Emergency Management** presented on system security initiatives to mitigate workplace violence at Inova. **Noah Kane, RN, CCRN** became chair of System Nursing Congress, and **Sara G. Mulhern, BSN, RN, SCR, CMSRN** became co-chair.

We modified the format to allow Congress leaders to meet at the beginning and end of each day to ensure closed loop communication and coordination. The new scheduled structure set the day of work and ended the day with clarity on further needs to be addressed. An additional change was to include a focused mindfulness moment at the beginning of each of our meetings called “Our Joyous Meditation Moment.”

Congress voted to change the definition of the RN unit supervisor (RNUS) to be considered a clinical nurse. This change allows RNUS to act as chair or co-chair within any shared governance role and further defined the necessity of bedside nurse leadership within shared governance.

We developed standardized evaluations to create opportunity for members to share their highlights and provide areas to further grow our meeting space. Congress moved to incorporate in-person meetings by having quarterly hybrid meetings. These hybrid meetings were highly regarded in our standard evaluations, thus solidifying our drive to connect to our work.

We created Shared Governance 101 classes, quarterly educational opportunities to educate nursing staff on their role within Inova’s Shared Governance Model. To continue to evolve our process, Congress began work to change the action request forms, and approved a move to an online submission tool to further streamline the change process.

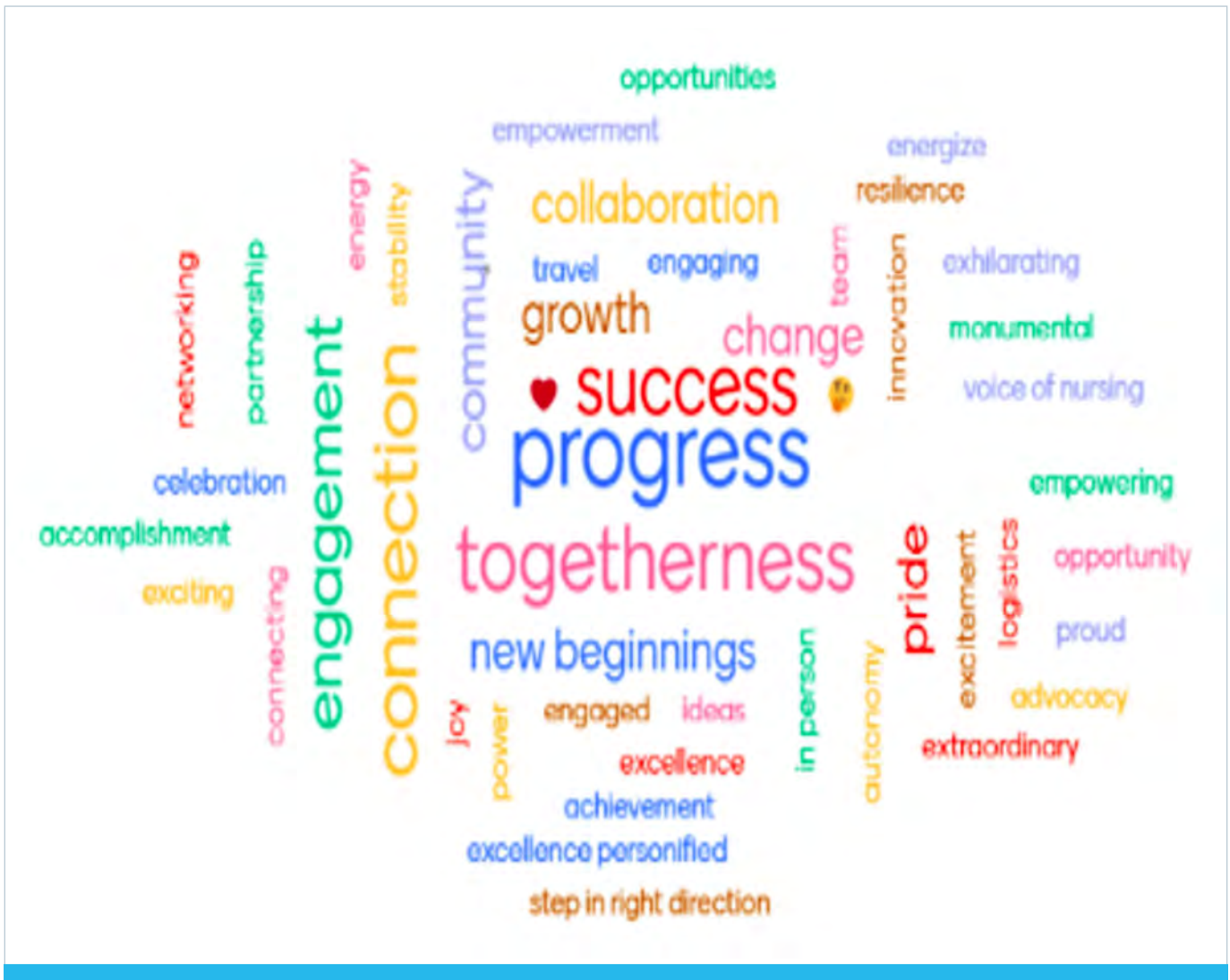


Inova shared governance model

System nursing congress

The primary purpose and accountability of shared governance is to elevate the voices of nurses. The work we do is aligned with the American Association of Critical-Care Nurses (AACN) guidelines for a Healthy Work Environment,

which focus on nurse retention, purpose and joy. The March 2023 meeting of Nursing Congress celebrated our second anniversary for system shared governance. The word cloud below reflects an overwhelmingly positive impression of what Inova's shared governance means to our nurses.



Ambulatory subcouncil

Emilie Clark, BSN, RN and Jennifer Zechman, RN led the ambulatory subcouncil in 2023.

A primary focus was to bolster the number of nurses with national board certification. Chappell, et al. (2018), describe the value of attaining certification, stating that certification:

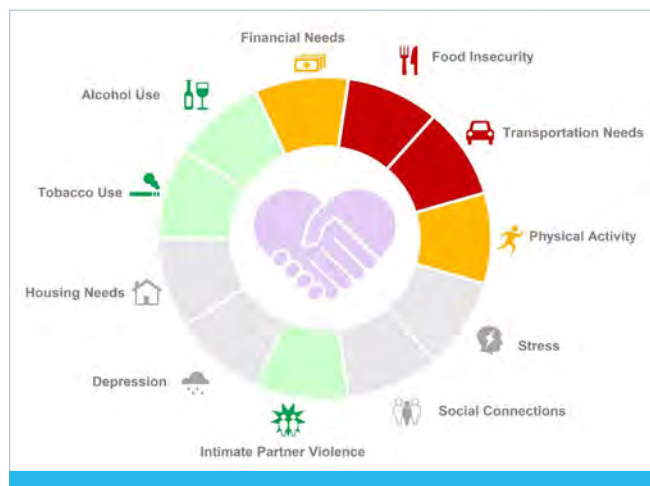
- Acts as a mechanism for validation, recognition and/or credentialing in nursing
- Demonstrates a specialized knowledge
- Improves safety, quality of care and health outcomes for healthcare consumers
- Recognizes an individual's experience

The American Nurses Credentialing Center offers certification in Ambulatory Nursing. Nurses who pass the exam earn the credential AMB-BC™(Ambulatory Care Nurse-Board Certified). This credentialing is supported by the American Academy of Ambulatory Care Nursing. With the help of the ambulatory subcouncil, the number of ambulatory nurses with board certification increased from 2 to 22 in 2023, with more certifications pending.

The subcouncil also supported ambulatory nurses' progression up the revised ADVANCE clinical ladder. More than 100 nurses were in the early stages of moving up the ladder at the end of the year.

Social drivers of health (SDOH)

Under the direction of the ambulatory subcouncil, ambulatory clinicians took the lead in Inova's initiative to assess and address SDOH – the conditions in which people are born, grow, work, live and age, and how those conditions impact health.



Caring design and implementation subcouncil

Joy (Suzanna) Bell, BSN, RN3, CCRN continued as chair of the caring design and implementation (CDI) subcouncil, leading the Nursing Congress joyful meditation at the beginning of every meeting.

New members joined the CDI subcouncil in 2023, completing peer-to-peer support training to promote growth of this important service. Members also presented this training at several UBC meetings.

The CDI subcouncil designed a new, full-day course, *Connections to Caring – An Immersion in Caring Science*. The theoretical framework is the Transpersonal Caring Science Theory of Dr. Jean Watson. The group noted that Watson provides nurses a gift of the language to describe our work beyond tasks by providing a relational caring framework for oneself and others. Such caring honors love and respect for all humanity. A caring moment is an act of being as much as doing. Related concepts include the importance of inner harmony to maintain balance, and intentionality of authentic presence. Programming focused on multiple ways of knowing, reflective/meditative approaches, inviting story, understanding patient needs through multiple lenses and the outcomes of caring. The team used a “gallery walk” to learn the 10 Caritas processes, such as embracing loving kindness, inspiring faith/hope and nurturing relationships. The Healing Circle inspired by Christina Baldwin and Ann Linea was introduced, holding strong to the concept that there is a “leader in every chair.” The subcouncil held a fair to introduce integrative practices and resources. Elements of holistic nursing include healing touch, acupressure, acupuncture, aromatherapy, music and pet therapy, and more. The course planners included a review of the benefits and outcomes of integrating caring science into their practice. They secured contact hours for participation. The course proposal was submitted to Nursing Congress and approved. Logistics were set for program offerings to begin in early 2024.

Members of the CDI subcouncil were active in disseminating findings from Inova research on caring science. These included:

Friesen, M.A., Parker, C., Lowry, D. (2023). Caritas: Nurse Perceptions of Caring in a Pandemic, International Association for Human Caring (IAHC) Human Science and the Praxis of Caring: A Global Conversation. 44th IAHC Annual Conference. [Virtual]

Mowery, B.D., Drake, J., Douglas, C. (2023). Educating Clinical Nurses to Conduct Caring Science Research, 44th International Association for Human Caring. Human Science and the Praxis of Caring: A Global Conference. June 3–Sept. 3, 2023. [Virtual]

Clinical director subcouncil

In 2023, **Adam Litvin, MBA, BSN, RN, NE-BC, PMP** and **Jennifer Li, MSN, RN, CEN** led the clinical director (CD) subcouncil. An area of collaboration was the peer feedback process required of every nurse. The CD subcouncil met with the professional development subcouncil to evaluate the process and continue to improve its success. The suggestion was made for the process to be automated. This is a future goal.

In April, the CD subcouncil made plans for its system-wide email box ClinDirSharedGov@inova.org. The subcouncil also initiated a clinical director newsletter. Both efforts are designed to promote improved communication for nurse leaders across the system.

The CD subcouncil collaborated with Learning and Development on a nurse leader onboarding competency packet. The subcouncil worked on creating criteria that would guide the progress of a new clinical director role. The collaboration prompted a more global examination for all leaders.

The evidence-based practice implementation subcouncil requested feedback on the best ways to engage leaders and make them aware of work in implementation science (IS). Leaders are integral to success of IS projects. Communication vehicles were shared.

The subcouncil continued to collaborate with the Smart Square Optimization team. A need exists to review staffing grid dynamics, monitor FTE leakage and maximize goal performance in staffing.

Evidence-based practice implementation subcouncil

Evidence-based practice implementation (EBP-I) subcouncil leaders **Donna Thomas, MSN, RN** and **John Lawrence, BSN, RN, CPHQ** oversaw close collaboration with Professional Practice to continue to grow infrastructure and capability in IS. Education, recognition, dissemination and growth were the themes.

IS involves frameworks, concepts and methods that support the implementation and sustainment of EPB. Evidence-based methods have the potential to firmly embed the practices in everyday work and secure long-standing performance on outcomes.

Education included creating instructional huddle packages, and training the second cohort of nursing IS specialists (IISS). IISS presented six posters at the Inova Nursing Research and Evidence-Based Practice 2023 symposium.

Nurse pioneers of the first cohort of IISS were honored at a special event in November. They completed their projects on the Brøset Violence Checklist, hospital-acquired pressure injury (HAPI) prevention in the intensive care unit, non-ventilator hospital acquired pneumonia, discharge teaching and neonatal abstinence. The celebration event included certificates of accomplishment, IISS pin distribution, decorations and breakfast.



Cohort 1 Implementation Science Specialists

The subcouncil created criteria to aide in planning for sustainability of projects. Members supported the spread of IS work in HAPI and non-ventilator hospital-acquired pneumonia prevention. They also created an application for future IISS project determination.

Members were part of the team to publish an article about infrastructure and design that engages shared governance at both the system and unit levels. "A Nurse-Led Implementation Science Specialist Program" appeared in the December 2023 issue of the *American Journal of Nursing*. The IS project on the implementation of the Brøset Violence Checklist in the emergency room was highlighted in a poster presentation at the November national Sigma Theta Tau conference.

Nursing's successful introduction of IS capability led to the achievement of a Patient Centered Outcomes Research Institute's Health System Implementation Initiative (PCORI HSII) award in 2023. Inova nurses are leading the way to build a base of interprofessional IISS to better support implementation efforts across the system.

Interdisciplinary quality improvement subcouncil

Collaboration with interprofessional partners is key to success of the interdisciplinary quality improvement (IQI) subcouncil. In 2023, **Lindsey Burbridge, BSN, MPA, RN** and **René Zelkin, MA, BSN, RNC-OB, C-EFM** led the team on action request form (ARF) work that required subject matter expert collaboration from Supply Chain, clinical directors, Pharmacy, Radiology, Blood Bank, Finance and Epic IT.

A significant body of work was completed in collaboration with Pharmacy on the removal of dual nurse verification of subcutaneous insulin for adult patients. In consulting the literature, it was learned that this process was not effective in reducing omission errors. No quality studies were found to demonstrate a benefit. A review of Inova practices revealed that despite the mandatory dual verification check for subcutaneous insulin, errors continued to be associated with its use at the point of administration. Additionally, significant time is invested in this process – estimated up to 103 hours of nursing time per day – that could be saved and invested in nursing care activities that bring greater benefit to patients. The IQI subcouncil created a proposal and recommendation to remove dual nurse verification of subcutaneous insulin for adult patients to Nursing Congress. After robust discussion, the change was approved for implementation in 2024.

The subcouncil finalized collaboration with a multidisciplinary team led by Pharmacy to add oral contrast to the medication administration record. Members continued analysis of the evidence to support dual verification of various medications. They also continued work on blood product administration closing in the record to support regulatory and billing compliance. They examined a slicer/dicer option for tracking transfusions. Collaboration with the clinical director subcouncil was a continuing step at the end of the year.

A lesson learned, and something to be addressed in the coming years, is that ARFs submitted are often highly complex and rarely provide the detail needed to move to resolution. One step the subcouncil will take is to request submitters attend the IQI subcouncil meeting and provide clarification and detail needed to move forward more quickly.

Nursing informatics and technology subcouncil

The Nursing informatics and technology council (NITC) subcouncil established a charter goal for 2023 to support the workflows of the innovation Accelerator events. These events began in late 2022 and were held twice in 2023. A variety of nurses from various specialties and care sites attended. Accelerator events serve as think tanks for new ideas and planning to support innovation, much of which involves technology. The NITC subcouncil received regular reports on these events, including work to create and move short instructional videos to the Spectralink phones for easy access to key topics such as blood administration, chest tube and trach care, and safe administration of high-risk medications. The chief nursing informatics officer also updated members on efforts to bring the Mytonomy patient education platform to Inova, which will give patients access to 3,000 microlearning topics. Members of the subcouncil will serve as champions to support this implementation. The subcouncil also heard, and gave feedback on, plans for virtual clinical mentor extenders.

ARFs let nurses document concerns amenable to shared governance decision making. Nurses complete escalation documentation in a situation/background/assessment/recommendation format. The NITC subcouncil consistently receives the most ARFs of any subcouncil. In 2023, members reviewed 63 ARFs, resolving 32 of them. Chair **Leah Rae Jongsma, BSN, RN**, led the subcouncil through the reviews. Examples of issues addressed and resolved include the need to update restraint documentation to better

support regulatory compliance, changes to the required documentation in administering vasopressors, the need to create documentation for brain death patients and changes to the line/drain/airway section on puncture site location documentation. Members also approved an amiodarone monitoring report. This supports the subcouncil’s charter goal of supporting technology to improve nurse workflow at the bedside.

The subcouncil served as a sounding board for other Accelerator work. Members discussed the role and function of the virtual nurse (VN). VNs began with admission histories, discharge teaching, clinical rounding and patient education. Governance for the role was a key evolving topic. The subcouncil heard plans and gave feedback on implementing flow sheet macros to support documentation burden reduction.

Members set a goal to increase medication administration using Rover technology. The Epic Rover application provides secure mobile access to Epic EHR system capabilities. The subcouncil identified barriers to this process, including lack of knowledge, inefficient workflows and overall discomfort with Rover. Areas for improvement were identified and recommended.

Nursing professional development subcouncil

Kathleen Mullen, RN, was elected chair of the nursing professional development (NPD) subcouncil. **Kimberly Czech, RN**, became co-chair.

The NPD subcouncil was responsible for a number of impactful plans, including 2023 Nurses Week activities. Culminating in honoring our best in the care site nursing

excellence ceremonies, the theme was “Inova Nurses: Simply the Best.” On self-care day, a music therapist played Tina Turner’s “Simply the Best.” The subcouncil arranged for compassion cart and pet therapy rounding during the week. On rounds and on the intranet, resources for professional development were shared. The ADVANCE council planning subcouncil shared a webinar about the upcoming changes and automation of the clinical ladder. The Nurses Week website shared messages of gratitude from the community. Gifts of umbrellas for inpatient nurses and High Five points of equivalent value for ambulatory nurses were provided. Leaders supported nurses by recognition on the High Five platform.

The NPD subcouncil coordinated a celebration of certified nurses on March 19. Members provided posters with gratitude for those being certified throughout the organization. Led by Chief Nurse Executive **Maureen Sintich, DNP, RN, MBA, NEA-BC, WHNP-BC**, system nurse executives recorded a greeting recognizing Inova certified nurses, emphasizing the mastery of knowledge and skills required, the commitment to professional development and the contribution of certified nurses to the profession. All certified nurses received a special gift badge.

A work group on the ADVANCE clinical ladder culminated more than 18 months of work revising and updating the clinical ladder to a points-based system, adding a level 2 and level 5, and implementing the new criteria in July. Compensation supported new differential offerings, adding to the incentive to apply. To support the changes, an automated system was added for applications and cataloguing of nurses’ achievements on the ladder. Members of the work team conducted educational offerings for all levels of personnel prior to go live. Highlights of the changes appear below.

	RN2	RN3	RN4	RN5
Contact hours*	8	16	24	32
Certification	No	Yes	Yes	Yes
BSN	No	No	Yes	Yes
Clinical narrative	No	No	Yes (initial application only)	Yes (initial application only)
RN experience	1-2 years	2+ years	3+ years	5+ years, with 2 years within last 5 at Inova
Required points and categories	15 points 1 category	30 points 2 categories	45 points 3 categories	60 points 4 categories
Differential	\$2.00	\$3.00	\$5.00	\$6.00

As a result of these changes, Inova saw a 32.36% increase in nurses on the ladder – from 955 nurses in July 2023 to 1,264 in January 2024.

The NPD subcouncil continued to evolve the peer feedback process for nurses with an updated form in 2024 and a refresh of associated education. Between August and October of 2023, nurses completed two instances of peer feedback and used the 5:1 praise-to-constructive criticism framework, designed to promote high performance.

In 2023, work ensued to conduct a system-wide continuing education needs assessment and promote targeted continuing education across the system. The subcouncil learned how Professional Practice conducts such assessments and created a survey tool to be administered to all nurses and inform continuing education activities in 2024.

Finally, the NPD subcouncil is the primary system-wide body for collecting and analyzing data related to certification rates per care site, BSN by care site and ADVANCE clinical ladder participation by care site. Certification rates ranged from 29% to 52%. BSN rates ranged from 85% to 92%. ADVANCE clinical ladder rates ranged from 13% to 22%. Per the National Database of Nursing Quality Indicators, organizations with BSN rates above 90% and a certification rate of 33% are in the top decile nationwide.

Service line subcouncil

The service line subcouncil was led by **Katy Brown, BSN, RN, SCRN** and **Katie Healy, BSN, RN, CPN, CPHON**. 2023 initiatives appear below.

- “What Matters Most” language was integrated into shared governance meetings to align nursing meetings with patient-facing language. These moments of gratitude at the beginning of all meetings set the tone for mutual support and growth of our nurses.
- Nursing certification practices were aligned with efforts to increase certification rates across the system. Certification promotes continued evolution of nursing excellence throughout all service lines. The subcouncil noted how helpful the certification information from the library has been. Members collaborated with the professional development subcouncil to understand the goal, barriers and facilitators.
- The subcouncil shared educational offerings led by service lines.
- Nurses continued to support community outreach efforts, including Suicide Prevention Awareness month activities, safe driving/teen driving initiatives, Relay for Life, MADD, the annual Inova food drive, stroke signs awareness and more. The subcouncil also connected with Community Health to increase global understanding of Inova’s outreach.

Inova Alexandria Hospital



Nurses at Inova Alexandria Hospital care for patients and the community with kindness and compassion and have an unwavering commitment to quality and safety. We assure that every nurse has a voice to influence patient care delivery and a healthy work environment as evidenced by our robust shared governance structure. During 2023, Inova Alexandria Hospital nurses met harm score goals for C. difficile, catheter-associated urinary tract infections and central line-associated bloodstream infections, and exceeded goals for surgical site infections for colon and hips by providing excellent care. Our hand hygiene compliance rose to more than 90% by year's end.

Major accomplishments

In the **U.S. News & World Report rankings, Inova Alexandria Hospital tied for #8 Best Hospital in the Washington, DC metropolitan region, and tied for #9 Best Hospital in Virginia.**

The hospital was named high performing in:

- Diabetes
- Heart failure
- Kidney failure
- Knee replacement
- Hip replacement
- Back surgery
- Heart attack
- Pneumonia
- Stroke

Leapfrog Safety Grade. All Inova hospitals were awarded a Leapfrog Hospital Safety Grade of A in the spring of 2023. The Leapfrog Group is a national organization committed to improving healthcare quality and safety for consumers and purchasers.

American College of Cardiology award for heart attack treatment. Inova Alexandria Hospital received the American College of Cardiology's MI Registry Platinum Performance Achievement Award, reflecting our commitment to delivering the highest standard of care for heart attack patients.

Get With The Guidelines 2023 Gold Plus Excellence in Stroke Care. The American Heart Association and American Stroke Association recognized the Inova Stroke Program at Inova Alexandria Hospital with three Get With The Guidelines Gold Plus recognitions for excellence in stroke care and treatment.

Magnet® Recognition. Inova Alexandria Hospital earned our first Magnet® designation from the American Nurses Credentialing Center in 2023, the highest honor for nursing excellence! Achieving this recognition is a testament to the tireless efforts of our nursing team's pursuit of clinical excellence.

Magnet recognition



L to R: Dr. J. Stephen Jones, CEO; Dr. Rina Bansal, President IAH; Maureen Sintich, DNP, MBA, RN, WHNP-BC, NEA-BC, Chief Nurse Executive; Deborah Fulbrook, EdM, MHS, RN, NEA-BC, IFOH Chief Nursing Officer; Alquieta Brown, PhD, RN, MHSA, BSN, NEA-BC, IMVH Chief Nursing Officer; Karen Drenkard, PhD, RN, IAH Board of Trustees; Toni Ardabell, MSN, MBA, Chief, Clinical Enterprise Operations; Francine Barr, DNP, RN, IAH Chief Nursing Officer; and Kathleen Russell-Babin, PhD, RN, NEA-BC, ACNS-BC, VP Professional Practice



Magnet recognition

Nursing excellence awards 2023

Award recipients included:

- **Won Harmon, MSN, RN**, Transformational Leadership
- **Kate Theissen, BSN, RN, CEN, NE-BC, CPHQ**, New Knowledge and Innovation
- **Shannon Beers, BSN, RN, CCRN**, Exemplary Professional Practice
- **Jennifer Gmahl DelInteriano, BSN, CPAN, RN3**, Structural Empowerment
- **Mai Delmore, BSN, RN**, Rising Star
- **Christopher Maetzold, BSN, RN** and **Christina Harvey BSN, RN**, Preceptor



Back row, L to R: Mai Delmore, BSN, RN; Jennifer Gmahl DelInteriano, BSN, CPAN, RN3; Shannon Beers, BSN, RN, CCRN; Kate Theissen, BSN, RN, CEN, NE-BC, CPHQ

Front row, L to R: Won Harmon, MSN, RN; Christina Harvey BSN, RN

140 

Nurses were nominated for a DAISY Award and 12 nurses received a DAISY Award

4

Leaders received a DAISY Award and 1 team received a DAISY Award

45 

Nurses received new ADVANCE clinical ladder promotions, from RN2-RN5

101 

New graduate nurses joined the hospital

0

The hospital received zero findings in the Joint Commission Survey

Inova Fairfax Medical Campus



In 2023, Inova Fairfax Medical Campus hired 1,105 direct care registered nurses. New graduate nurses in their first nursing role accounted for 532 hires. Onboarding new nurses while supporting their development achieved improvements in turnover and required coordination and partnership with Talent Acquisition, Professional Practice and unit staff. Team members were hired for the right fit, into extraordinary unit and organizational cultures, and enjoyed the support of standardized professional development strategies to promote success. A comprehensive professional practice approach contributed to a 4.9% reduction in first-year voluntary nurse turnover, bringing Inova Fairfax Medical Campus to a historically low turnover rate in December 2023.

22.97%

ADVANCE clinical ladder participation increased 22.97%

Major accomplishments

U.S. News & World Report ranked Inova Fairfax Medical Campus the #1 hospital in the Washington, DC, metropolitan area and Virginia for the third year in a row. The Obstetrics and Gynecology department ranked 20th in the nation. The Inova L. J. Murphy Children's Hospital ranked #3 in Virginia and #17 in the mid-Atlantic region for best children's hospitals.

Leapfrog Safety Grade. All Inova hospitals were awarded a Leapfrog Hospital Safety Grade of A in the spring of 2023. The Leapfrog Group is a national organization committed to improving healthcare quality and safety for consumers and purchasers.

282

Nurses received new promotions up the ladder



Portia Steele, MSN, RN, ANCP-BC, AVP, Nursing Perioperative Services, Inova Fairfax Medical Campus; Paula Graling, DNP, RN, CNOR, NEA-BC, FAAN, VP, Perioperative Services; Dina Dent, DNP, RN, NEA-BC, Chief Nursing Officer, Inova Fairfax Medical Campus; and Maureen Sintich, DNP, MBA, RN, WHNP-BC, NEA-BC, EVP, Chief Nurse Executive, Inova Health System, with members of the Cardiovascular OR team accepting the TrueNorth 2023 Award from the Competency & Credentialing Institute.

TrueNorth Award, Competency & Credentialing Institute Award for Certification Excellence. Inova Schar Heart & Vascular Institute Cardiovascular Operating Room received the 2023 TrueNorth Award, with special commendations for Narrative Write-Up, Structure, Recognition and Volunteer Service. This award highlights certified perioperative nurses and their commitment to improving patient outcomes, underscoring Inova’s value of Patient Always.

Virtual Nurse (VN) program. This innovative program piloted at IFMC influenced the workflow of bedside nursing, wound care management and case management consults. Since case managers began using the VN program for remote assessment in January, they have conducted 3,389 assessments of patients within 24 hours of admission. Assessment within 24 hours is a proven benchmark for decreasing length of stay and improving access to care in the inpatient setting. Assessment within 24 hours enables early identification of barriers and early interventions.

New Graduate Float Pool Nurse Residency. Inova Fairfax Medical Campus integrated new graduate nurses into the float pool using a strategic hiring process, tiered-skills acquisition model (TSAM) and progressive acre foundational fellowship classes. This resulted in a post-orientation turnover rate of 0% among float pool new graduate nurses. A total of 98% surveyed said they felt “mostly to totally confident” in their clinical practice and decision making according to a White Confidence Scale Survey, compared to 59% prior to orientation. The hospital saved an estimated \$2M as 10 contingency nurse positions within the float pool were eliminated.

140%

The number of presentations increased 140%

457

Nurses received DAISY Award nominations

IFMC's culture of clinical inquiry rose to new heights in 2023 with the development of 29 evidence-based practice (EBP) projects. These projects integrated new knowledge and evidence into clinical practice in fields including oncology, labor and delivery, critical care and pediatrics. Disseminating results internally and externally at local, regional and national conferences, Inova Fairfax Medical Campus nurses impacted the landscape of nursing knowledge. Nursing research is expanding as an area of deliberate focus with two ongoing studies assessing nurse perception of caring and enhancing patient safety and nursing professionalism.

13.39%

First year voluntary nurse turnover dropped to 13.39%

12.61%

Voluntary nurse (minus PRN) turnover dropped to 12.61%

Nursing excellence awards 2023

Award recipients included:

- **Maria Raffucci-Cooper, BSN, RN**, Transformational Leadership
- **Hawa Ehsan, BSN, RN, RNC-MNN**, Structural Empowerment
- **Sarah Wilber, BSN, RN, CPN, CPHON**, New Knowledge and Innovation
- **Dayna Reynolds, BSN, RN, CCRN, CEN**, Exemplary Professional Practice
- **Maeve Mulvanerty, BSN, RN**, Rising Star
- **Madeleine Ly, BSN, RN, CNOR**, Coach/Mentor
- **Jessica Mollard, BSN, RN, RNC-MNN**, Preceptor
- **NICU/PICU Team**, Team Collaboration



Maureen Sintich, DNP, RN, MBA, NEA-BC, WHNP-BC, Chief Nurse Executive and Dina Dent, DNP, RN, NEA-BC, Inova Fairfax Medical Campus Chief Nurse Officer celebrate Nursing Excellence Awards 2023

Highlight story

In 2023, Inova Fairfax Medical Campus hired 1,105 new, direct care registered nurses to replace travelers and staff new units. More than 530 of the new hires were new graduate nurses in their first nursing role, and 186 were new-to-specialty nurses. How did we onboard so many, support their development and achieve historically low turnover? In partnership with Talent Acquisition, the right-fit team members were hired into extraordinary unit and organizational cultures, and enjoyed the support of standardized and systemized professional development strategies to promote success. The Inova Fairfax Medical Campus Professional Practice team includes clinical mentors, clinical educators and clinical nurse specialists who support onboarding, preceptor development, professional nursing development and evidence-based practice.

Specifically, clinical mentors provide biweekly coaching support to assure goal progression, recognition, and course correction as needed for all new hires and new graduates for one year, as part of the Nurse Residency Program. 2023 was particularly exciting as all 81 nursing units on the campus joined system efforts and converted the precepting model from incremental to a progressive TSAM. This new model, based in cognitive load theory,

allows new nurses to solidify skills in one tier before moving to the next tier.

The standard work of clinical educators includes providing teaching rounds to new graduates to assess critical thinking, clinical decision making and care planning. Clinical educators also focus on existing team members by identifying and addressing continuing education learning needs, and validating competency using the Donna Wright model.

Clinical nurse specialists assure teams and systems have policies, procedures and practices based on evidence, leading multidisciplinary teams to revise, implement and de-implement practices during evidence translation. They mentor nurse residents and fellow team members in EBP and quality improvement projects. They are essential in raising a new generation of EBP nurses. As noted above, this professional practice support contributed to a significant reduction in first-year voluntary RN turnover and a historically low annual turnover rate.

1,105 

Direct care nurses were hired



Dina Dent, DNP, RN, NEA-BC, CNO IFMC and Anna Herbst, MSN, RN, NEA-BC, NPD-BC, GERO-BC, Nurse Residency Coordinator, induct Nurse Residency Program Cohort 17 into distinguished professional practice. Leaders and small group facilitators celebrated with the residents in September in front of the Physicians Conference Center.

Inova Fair Oaks Hospital



In 2023, Inova Fair Oaks Hospital was proud to receive our fourth Magnet® designation from the American Nurses Credentialing Center (ANCC). More than 20 Inova Fair Oaks Hospital nurses attended the ANCC National Magnet Conference® in Chicago in October to celebrate this milestone. The hospital was recognized with 14 exemplars during the designation process.



29 

Nurses earned new degrees (BSN, MSN, DNP)

25% 

ADVANCE promotions increased 25%

L to R: Raj Chand, MD, FACEP, President, IFOH; Laura McNicoll, MS, RN, CNS-BC, PGNT-BC, GERO-BC, MEDSURG-BC; Andrea Cummings, MSN, RN, RNC-NIC; Debbie Fulbrook, BSN, RN, MHS, EdM, NEA-BC, CNO, IFOH; and Taylor Todd, BSN, RN, PCCN celebrate at the 2023 National Magnet Conference®.



Nearly 80 nurses from across Inova attended the 2023 National Magnet Conference.

Major accomplishments

U.S. News & World Report named Inova Fair Oaks Hospital **Best Hospital for Maternity** for the third consecutive year. The hospital received a high performing rating for its labor and delivery services for uncomplicated pregnancies and became the only hospital in Northern Virginia to achieve this designation three times since the category launched in 2021. Hospitals are evaluated for how they perform in various metrics such as C-section rates, newborn complication rates, breast milk feeding rates and early elective delivery rates.

Leapfrog Safety Grade. All Inova hospitals were awarded a Leapfrog Hospital Safety Grade of A in the spring of 2023. **The Leapfrog Group** is a national organization committed to improving healthcare quality and safety for consumers and purchasers.

Press Ganey Guardian of Excellence® award. The Progressive Care Unit received this award, which honors clients who have reached the 95th percentile for patient experience, employee or physician engagement, or clinical quality performance.

62 

Nurses attended national conferences supported by Inova Health Foundation funding

25%

Nurse residents participating in the Transition to Practice program increased 25%

56

Nurses received new certifications

IFOH staff celebrate high performance acknowledged by Leapfrog and US News and World Report



Front row, L to R: Amber Breyer, RN; Arlene Del Castillo, RN; Olivia O'Connell, RN; Marie Niemala, RNC; Kacen Davis, ST; Maria Carey, RN; April McKenzie, RNC; and Nauje Jones, RN

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

Back row, L to R: 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; and Janet Warren, BSN, RN

Progressive care unit celebrates Press Ganey Guardian of Excellence Award

This award honors clients who have reached 95% percentile for patient experience, employee engagement or clinical quality performance.



Back row, L to R: Mona Khadka, MHA; Linda Arundel, MSN, RN, WOCN; Paige Halladay, BSN, RN; Michelle Shufelt, ADN, RN, BS; Isabel Priszack, BSN, RN, PCCN; Fatima Williams, CT2; Manisha Bhattarai, BSN, RN; Joshua Dizon, BN, RN; Vickeya Jones, CT 2; and Cristin Schaub, BSN, RN, CEN, CTRN, CPEN

Front row, L to R: Amrita Poudel Adhikari, ADN, RN and Sanam Gurung, BSN, RN

Nursing excellence awards 2023

Award recipients included:

- **Chad Matney, BSN, RN**, Transformational Leadership
- **Brenda Acham, MSN, RN, CNOR** and **Andrea Cummings, MSN, RNC-NIC-NICU**, Structural Empowerment
- **Christine Anh Phuong Nguyen, BSN, RN, CCRN**, Exemplary Professional Practice
- **Laura McNicholl, MS, CNS-BC, MEDSURG-RN, GERO-RN, PMGT-BC**, New Knowledge and Innovation
- **Jeanine Vargas, RN**, Rising Star
- **Lil Meehan, BSN, RN, CEN, CPEN**, Preceptor
- **CAUTI Reduction Team**, Team Collaboration



Maureen Sintich, DNP, MBA, RN, WHNP-BC, NEA-BC, Chief Nurse Executive; Deborah Fulbrook, EdM, MHS, BSN, RN, NEA-BC, Chief Nursing Officer IFOH and Toni Ardabell, MSN, MBA, Chief Clinical Enterprise Operations celebrate nursing excellence awards at IFOH.

Inova Loudoun Hospital



Chief Nursing Officer **Ashley Virts, MSN, RN**, says, “Nurses at Inova Loudoun Hospital are extremely talented and dedicated to daily fulfilling Inova’s mission to provide world-class healthcare – every time every touch – to each person in every community we have the privilege to serve. Inova Loudoun Hospital nurses are devoted to the care of patients, their families and community with kindness and compassion, as well as an unwavering commitment to quality and safety. We are neighbors taking care of neighbors. As a proud Magnet® organization, we assure that every nurse has a voice to influence patient care delivery and a healthy work environment. Our ongoing pursuit of best practice has resulted in many bedside nurses developing both evidence-based practice projects and nursing research. We are proud to have these contributions to patient care represented in a variety of venues including poster presentations, podium presentations and publications.”

89% 

New nurse retention rate – a record!

Major accomplishments

The Centers for Medicare & Medicaid Services designated Inova Loudoun Hospital as earning five out of five stars for quality. This recognition was achieved through a rigorous analysis of 57 patient care standards that clinicians exceed every day. It represents Inova’s ongoing commitment to personalized medicine that leads to better outcomes for patients.

U.S. News & World Report identified Inova Loudoun Hospital as high performing in nephrology, stroke, pneumonia, myocardial infarction (heart attack) and heart failure.

Leapfrog Safety Grade. All Inova hospitals were awarded a Leapfrog Hospital Safety Grade of A in the spring of 2023. Inova Loudoun Hospital is one of only 41 hospitals nationwide to earn straight As in patient safety since the inception of the Leapfrog Hospital Safety Grade in 2012. **The Leapfrog Group** is a national organization committed to improving healthcare quality and safety for consumers and purchasers.

The **Nursing Research and Evidence-Based Practice** council is proud to report three completed research studies in 2023: 1) Emergency Nurse Perceptions about Opioid Use Disorder; 2) Healing Touch after Cesarean; and 3) Buen Provecho: A Healthy Eating Intervention for Hispanic Families.

Iams Awards. The Inova Loudoun Hospital nursing department received two Franklin P. Iams awards in 2023. The winning projects were: “A Happy HAPI Year at ILH”- Zero Harm Category for HAPI reduction, and “Leading the Pack with ERAC”- Women’s Service Line, Best Evidence Category.

The **Inova Loudoun Hospital Innovation Conference, Reinventing the Future of Nursing**, was held in December with 54 in-person and 24 online participants for a total of 78 attendees.

Nursing excellence awards 2023

Award recipients included:

- **Justin Hawkins, BSN, RN**, Transformational Leadership
- **Christina Lloyd, MSN, RN4, RNC-NIC**, Structural Empowerment
- **Lindsay Schoem, BSN, RN4, TCRN**, Exemplary Professional Practice
- **Erin Brand, MPH, BSN, RN, PCCN, RN4**, New Knowledge and Innovation
- **Josephine-Ann Asumang, BSN, RN**, Rising Star
- **ILH Skin Champion Team**, Team Collaboration



Nursing excellence awards 2023



Increase in ADVANCE clinical ladder participation



Increase in presentations



Increase in the number of publications

Highlight story

Jordan Tyczka, MSN, RN, CEN, TCRN



Jordan Tyczka, MSN, RN, CEN, TCRN, received the 2023 Distinguished Trauma Certified Registered Nurse (TCRN) Award from the Board of Certifications for Emergency Nursing. She is one of 7,000 nurses nationwide to hold the TCRN certification, and the only one to receive the award in 2023, making her Trauma Nurse of the Year.

Board of Supervisors Chair Phyllis J. Randall (D-At large) presented Tyczka with a resolution from the Loudoun County Board of Supervisors recognizing her as the National Trauma Nurse of the Year.

"It feels a little surreal," said Tyczka after receiving the award in front of her family and Inova colleagues. "It's a validation of everything I've worked for."

Tyczka started her nursing career 16 years ago in Columbia, SC. While there, she had her first experience with a trauma patient that changed her life. A young woman came to the hospital with a large wound on her leg after a boating accident. "I watched the symphony begin," Tyczka said. "Nurses and doctors on every side of the patient took 16 minutes to resuscitate her, stabilize her and get her to the operating room. My life felt changed. I knew I wanted to be a trauma-certified nurse."

When Tyczka began her career at Inova Loudoun Hospital in 2017, the trauma program was new, with only a handful of trauma-certified nurses. Seven years later,

"Loudoun Trauma Services functions like a well-oiled machine as a result of Jordan's contributions over the past five years as a clinical nurse educator and now our new Trauma Program Director. She is an essential component to a constantly evolving profession, which is evident by the extra mile she goes."

—Lindsay Schoem

nurses seek her out and tell her they plan to get their trauma care certifications, too.

"That is what certification has done, it has engaged an entire hospital of non-trauma nurses to become forces for trauma care," she said.

Since Tyczka has been at Inova Loudoun Hospital, more than 80 nurses have earned their trauma care certification and another 50 plan to sit for the exam this year, according to Hilde Marnul, Board of Certifications for Emergency Nursing Director of Marketing and Communications. She credited Tyczka's passion and her role as a trauma nurse educator for the uptick.

Hundreds of nurses across Inova view Tyczka's exam prep Zoom lectures, and participate in her innovative trauma escape room, which helps them learn and retain knowledge in an exciting environment.

One of the goals in starting a trauma program at the hospital was to keep patients in Loudoun rather than having to transport them to other hospitals. Tyczka said she and her fellow trauma nurses are prepared to handle whatever comes at them.

"These nurses have studied this craft and they know how to take care of trauma patients. We are going to make sure you are well taken care of in Loudoun County," she said.

Inova Mount Vernon Hospital



Inova Mount Vernon Hospital's nursing division continues to focus on nursing excellence through clinical and patient quality outcomes – every time every touch – to each person in every community we have the privilege to serve.

Throughout 2023, nurses worked on unit and hospital-wide councils to review data and practices aimed at improving patient outcomes and the work environment. Having a voice in this work positively impacted the care provided. Improvements included a decrease in the fall rate from 1.77 to 1.41, with 40% of falls assisted; a 32% decrease in hospital-acquired pressure injuries; and zero central line-associated bloodstream infections.

35 

New nurses graduated from the nurse residency program

30%

Clinical nurse participation in the Nursing Research and Evidence-Based Practice council increased 30%

Major accomplishments

U.S. News & World Report recognized Inova Mount Vernon Hospital with high-performing ratings in:

- Hip replacement
- Knee replacement
- Stroke

Leapfrog Safety Grade. All Inova hospitals were awarded a Leapfrog Hospital Safety Grade of A in the spring of 2023. For Inova Mount Vernon Hospital, this marked nine years of straight As! [The Leapfrog Group](#) is a national organization committed to improving healthcare quality and safety for consumers and purchasers.

Inova Mount Vernon Hospital earned Exemplar recognition from the **Nurses Improving Care of Hospitalized Elders (NICHE) program**. NICHE promotes high-quality care for older adult populations in hospitals through specially designed care models.

The hospital's **fall team** was recognized for its work on fall reduction.

The **behavioral health-specific Joint Commission Survey** resulted in 100% acceptable performance.

Nursing excellence awards 2023

Award recipients included:

- **Kelly Ann Soto, MHA, BSN, RN**, Transformational Leadership
- **Christopher Saunders, MSN, RN, GERO-BC**, New Knowledge and Innovation
- **Jane Candelaria, BSN, RN4, OCN, PGMT-BC, MEDSURG-BC, GERO-BC** and **Dawnielle Feucht, BSN, RN-BC, SCRN**, Exemplary Professional Practice
- **Cid Donato, BSN, RN, CEN, CPEN**, Structural Empowerment
- **Aaron Miller, BSN, RN**, Rising Star
- **Melissa Nasher, BSN, RN**, Preceptor
- **IMVH Falls Reduction Team**, Team Collaboration



L to R: Christopher Saunders, MSN, RN, GERO-BC; Karen Hicks, MSN, RN; Cid Donato, BSN, RN, CEN, CPEN; Aaron Miller, BSN, RN; Zaid Kelib-Kildane, BSN, RN, CCRN; Jane Candelaria, BSN, RN4, OCN, PGMT-BC, MEDSURG-BC, GERO-BC; Melissa Nasher, BSN, RN; and Kelly Ann Soto, MHA, BSN, RN celebrate with Maureen Sintich, DNP, MBA, RN, WHNP-BC, NEA-BC, Chief Nursing Executive; Toni Ardabell, MSN, MBA, Chief Clinical Enterprise; Alquieta Brown, PhD, MHSA, BSN, RN, NEA-BC, Chief Nursing Officer, IMVH

5 

Nurses made presentations at the Inova Nursing Research and Evidence-Based Practice symposium

35+ 

Number of nurses who attended the Night Shift council meeting each month

20%

Clinical nurse participation in shared governance councils and committees increased 20%

Other accomplishments included:

- Achieving NICHE (Nurses Improving Care of Hospitalized Elderly) Exemplar status
- New clinical ladder role out- had 32 nurses ADVANCE , including our first 2 RN5's
- 20 nurses achieved new professional specialty nursing certification.
- 15 nurses obtained an additional nursing degree- 5 BSN, 7 Masters degrees.
- Graduated 35 new graduates from the nurse residency program.
- Opened a new 20 bed Behavioral Health Unit and an 8 bed OBS unit.
- Fall Team was recognized at Nursing Excellence ceremony for their work on fall reduction.
- Zero findings on Behavioral Health specific Joint Commission Survey.
- 30% increase in clinical nurse participation in IMVH Nursing research and EBP council.

- IMVH Nursing research and EBP council began offering monthly Lunch and Learns for staff to hear about nursing EBP and Research project throughout Inova.
- Recognized and celebrated 12 Daisy and Peach winners.

A stellar accomplishment was that two of our staff **John Lawrence, BSN, RN, NPD-BC** and **Donna Thomas, MSN, RN**. had their abstract titled *Microlearning Helps Nurses See Big Picture of Patient Care*, accepted as a **1-hour concurrent MAGNET podium presentation** 2023 ANCC National Magnet Conference®, October 12 - 14, 2023 in Chicago, IL.

12 

Daisy and Peach winners

Inova ambulatory care

Major accomplishments

- During the 2023-2024 school year, ambulatory care placed 235 high school students with preceptors across our different sites, providing observatory or hands-on training depending on the program.
- The ambulatory care site successfully implemented a depression screening tool for all patients over the age of 12. The implementation shows our dedication and honors our care mandate to deliver a people-centered, seamless system of care.
- Ambulatory hosted a successful career fair that included representatives from many outpatient locations. More than 160 people attended, with onsite hiring for a variety of openings.
- Members of the Ambulatory Nursing Research and Evidence-Based Practice council were accepted as nursing research fellows and presented their first group project on social drivers of health at the 2023 Inova Nursing Research and Evidence-Based Practice symposium.



Ambulatory nurses received DAISY Award nominations and 6 won awards



Nursing excellence awards 2023

Nursing research fellows 2023



Principal Investigator:
Kaitlyn Hegarty, BSN, RN, OCN, CBCN
Oncology Nurse Navigator
Life with Cancer



Carla Parker, MSN, RN
Senior Nurse Manager
Inova Physician Services



Beth Harkness, BSN, RN, CPN, CTP
Clinical Manager
Inova Physician Services



Heather Whyte, BA, BSN, RN
RN Case Manager
Inova Physician Services



Aisha Keplinger, MSN, FNP-C
APP
Occupational Health



Elyssa Wood, PhD, MPH, RN
Nursing Research Scientist
Inova System

16

Ambulatory nurses achieved certification

22

Number of board certified ambulatory nurses in 2023;
increase from 2

15 

Nurses applied for the new ADVANCE clinical ladder program
and 5 were promoted to RN2 or RN3

Ambulatory and System nursing excellence awards 2023

Award recipients included:

- **Dynese Wenthold, BSN, RN and Kathy Helak, MSN, RN, CPPS, AVP, Transformational Leadership**
- **Stacy Taylor, MS, RN, PCCN-KL, CMSRN, Structural Empowerment**
- **Elizabeth Mejia, RN, Exemplary Professional Practice**
- **Laura Buerster, RN, Rising Star**
- **Giovana Vargas, LPN, Preceptor**
- **Salome Loera, DNP, RN, ACCNS-AG, PCCN, CCRN-CMC, SCR, New Knowledge and Innovation**



Back row, L to R: Suzan Shibla, DNP, RN, FNP-BC, CNO Ambulatory; Kathy Helak, MSN, RN, CPPS, AVP Patient Safety; Dynese Wenthold, BSN, RN; Salome Loera, DNP, RN, ACCNS-AG, PCCN, CCRN-CMC, SCR; and Maureen Sintich, DNP, MBA, RN, WHNP-BC, NEA-BC

Front row, L to R: Elizabeth Mejia RN; Giovana Vargas, LPN; Stacy Taylor, MS, RN, PCCN-K CMSRN; and Laura Buerster RN

APP professional governance 2023



Inova APP of the Year winners celebrate with the APP Professional Governance leadership team.

L to R: Bobby Cockram, DMSc PA-C, DFAAPA, System APP Director; Melissa Eatherly, MSN, RN, FNP-BC, Outpatient NP of the Year; Rebecca Hindman, MSN, RN, CNM, Certified Nurse Midwife of the Year; Charity Brown, MSN, RN, FNP-BC, CCRN, Co-chair of APP Professional Governance; Sarah Zgainer, MSN, RN, C-PNP, Inpatient NP of the Year; Samantha Chang, PA, Outpatient PA of the Year; Liza Szelkowski, MS, PA-C, Inpatient PA of the Year; Claire Lewis, DNP, RN, ARNP, ACNP-BC, AOCNP-BC, Chair of APP Professional Governance

Shaping healthcare's future: Inova APPs lead the charge

Inova's APP Professional Governance is a platform for advanced practice providers (APP) to drive organizational change through shared decision making for improved healthcare operations.

APP Professional Governance highlighted its healthcare innovation leadership by continuing inclusive representation from clinical service lines to discuss the APPs shared perspective to improve healthcare operations. 2023 culminated with significant APP integration in healthcare planning and decision making: organizing and hosting APP Grand Rounds, achieving authorization for APP student note-writing in Epic, acknowledging excellence with APP of the Year recognitions, and networking opportunities via well planned social activities.

These actions emphasized the vital role APPs play in advancing healthcare operations, and fostered a culture of inclusivity and empowerment. As Inova looks to the future, it continues to prioritize APP involvement in shaping healthcare, ensuring a dynamic environment for professional development and impactful patient care.

All APPs are invited to attend the quarterly Professional Governance open forums to stay informed about initiatives and topics of concern.

For more information, feel free to email advancedpracticeprovider@inova.org



Events hosted by professional development emphasizing continuous education

Inova system office

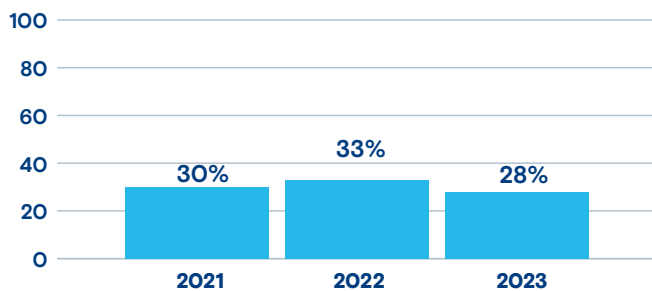
New graduate experiences

In 2023, 1,602 new graduate nurses participated in at least one part of our nurse residency programming. We oriented nearly 1,000 new graduate and internationally educated RNs. Inova's program includes:

- Vizient AACN Nurse Residency Program™ (year-long)
- System Nursing Orientation
- System Nurse Essentials (required of all new hires)
- Care Site Nurse Essentials (required of all new hires)
- New Graduate Boot Camp
- Clinical mentors
- Clinical mentor extender supports
- Putting It All Together simulations
- Preceptorship completion for practice-based learning
- Skills checklist completion
- Specialty onboarding program
- Career coaching (mentoring)
- Socratic teaching rounds
- Educator/CNS consultation

Highlights of our 2023 outcomes

Using the Casey Fink indicator measure “lack of confidence” at 12 months, we showed improvement year over year (lower is better).*



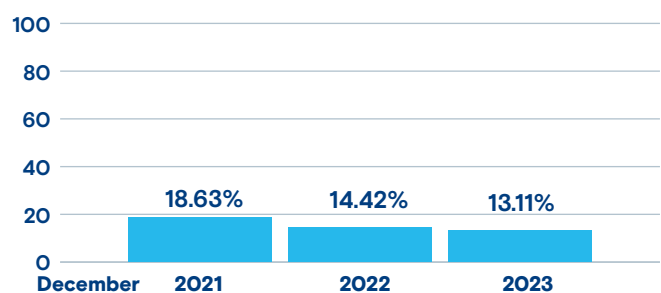
*national benchmark = 30.1%

We aspired to increase new graduate nurse satisfaction and met our goal. **At the end of two years, the Professional Satisfaction Casey Fink survey scores will surpass the Vizient AACN Nurse Residency Program™ benchmark at 12 months.**

Professional satisfaction

Year	Inova	Vizient national benchmark
2023	3.43	3.33
2022	3.35	3.32

We saw significant improvements in turnover. **Our goal was for overall system turnover for new graduates to improve from 2021 to 2023, at all times beating the internal benchmark goal of 20% for first-year turnover.**

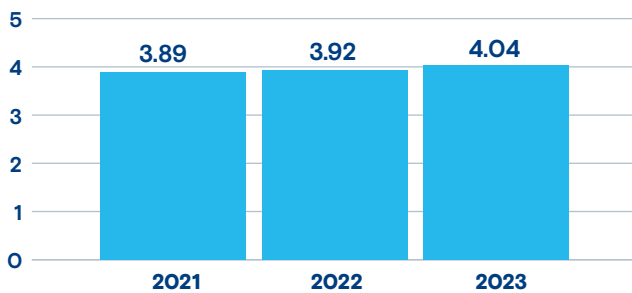


11

Supported 11 nurses in completing their Doctor of Nursing and PhD degrees

ADVANCE clinical ladder outcomes for new graduates

As noted in the professional development subcouncil accomplishments, a work group culminated 18 months of revising and updating the ADVANCE clinical ladder to a points-based system, adding a level 2 and level 5, and implementing the new criteria in July 2023. From July 2023 through January 2024, our ADVANCE achievements improved from 955 to 1,264, a 32.36% increase. Another outcome supporting this exemplary work came in our year-end review of Casey Fink data from our nurse residency. The Vizient AACN™ data Casey Fink data showed a stronger picture on new graduate nurse perceptions of opportunities for career advancement at 12 months than ever before, hopefully contributing to retention.



How we got there

Early in 2023, we set a goal to obtain Practice Transition Accreditation Program® (PTAP) designation from the American Nurses Credentialing Center by May 2024. We assessed our nurse residency program, and determined it needed to be updated to the most current evidence-based recommendations by Vizient/AACN, and standardized/systemized as one curriculum across all sites.

We prioritized solutions to reach our overall goal. Included among them, we ensured all Professional Practice members had access to the resource center from Vizient, and we appointed a lead educator for the program. We had no infrastructure for planning, development and evaluation, so we created the Inova Nurse Residency Oversight council.

In 2023, all 12 Vizient/AACN Nurse Residency Program™ sessions were revised to current evidence-based recommendations. Only one system-wide program is held now instead of five care site programs. Three cohorts a year are provided. In April 2023, we began our first cohort with our newly updated, standardized/systemized programming. This work strongly supports the consistency of programming required to obtain PTAP® designation.

Clinical mentor extenders facilitate rounds while supporting new graduates in their clinical practice environment focusing on clinical skills, critical thinking and wellbeing. There were 20,274 total rounds performed on 1,566 different new graduates in 2023.

New graduate boot camp is a four-hour course that focuses on teaching core concepts of prioritization, de-escalation, recognizing and handling deterioration, communication and wellness strategies. In 2023, we offered 22 sessions, and 998 new graduate RNs attended, including internationally educated nurses.

Our special simulation session *Putting It All Together* (PIAT) is designed for all new graduate nurses during their last week in orientation and conducted at all hospital care sites. In 2023, PIAT topped 1,000 participants and helped to bridge the transition from precepted to independent practice.

Nurse-led education committees inspired numerous continuing education and simulation-based activities in experiential learning and harm-prevention activities. New trauma program simulation activities were initiated for Inova Alexandria Hospital, as well as continual trauma nurse core curriculum and advanced trauma care for nurses classes throughout the system. Of note are special interprofessional simulation sessions designed for the complete care (set up, maintenance, emergency response and mobility) of adult and pediatric patients undergoing extracorporeal membrane oxygenation, and support for Inova's new stem cell transplant program.

55 

Presented more than 55 presentations locally and nationally

Inova nursing professional development

The Inova Nursing Professional Development team supports nursing and clinical technicians with initial orientation and onboarding. Below are results from specialty onboarding courses in 2023.

Specialty onboarding courses	2023 number of attendees
Behavioral Health	70
Critical Care	238
Emergency	180
Medical-Surgical	270
NICU	79
Perianesthesia	22
Pediatrics	73
Peri-Operative	58
Perinatal (L&D, FCC)	167
Progressive Care	236
Oncology	27
LPN and Surg Techs	
LPN Perioperative	7
Surgical Technicians	13
Clin Tech Academy	
CT1/CT2	573
EMT	42
Nurse Externs	185
Patient Safety Associates	116

Nursing research and evidence-based practice

2023 brought significant achievements in the advancement of nursing research and education at Inova. Our annual research symposium united nursing professionals, researchers, educators and students from across the region. The theme, “Amplifying Nursing’s Voice Through Research, Evidence-Based Practice and Implementation Science,” provided strategies for applying research and implementation science (IS). Deena Kelly Costa, PhD, RN, Associate Professor

at the Yale School of Nursing & School of Medicine, delivered the keynote address. Inova’s nursing research and evidence-based practice (EBP) fellows, as well as clinical nurses, presented projects addressing topics including:

- Social drivers of health screening in ambulatory care areas
- Caring and orientation in the nursing work environment
- Alternate light sources for detecting early-stage pressure injury
- Improving feeding outcomes for neonates
- Validating AI prototype to predict in-hospital fall risk
- End-of-life education

The nursing research service line continued to run a successful research and EBP fellowship program, providing opportunities for aspiring nurse scholars to gain experience, mentorship and support in conducting high-quality projects. In 2023, the fellows program included 20 fellows and three projects:

- Improving onco-fertility knowledge among oncology nurses (EBP)
- Implementing an Oxytocin checklist (EBP)
- Engaging ambulatory clinicians with the social drivers of health: knowledge and confidence screening (research)

Our fellows made valuable contributions to patient care outcomes and demonstrated a commitment to advancing nursing science.

Nursing research and EBP also provided support to the six research councils within our hospitals, offering education, guidance and project management expertise to facilitate the development and implementation of research and EBP initiatives. By fostering collaboration and providing resources, we have helped these care site councils effectively address pressing healthcare challenges and drive excellence in nursing practice. The nursing research service line has been instrumental in the successful execution of more than 25 research studies in 2023. From clinical trials to observational studies, our team has contributed to the generation of new knowledge and evidence-based practices. These studies have not only enhanced our understanding of complex health issues but also informed clinical decision-making and improved patient outcomes. Our commitment to supporting the next generation of nurse scientists was evident through our robust support for doctoral students pursuing advanced degrees, empowering them to conduct innovative quality improvement projects and develop into future leaders in nursing research and academia.

Implementation science advancements

Nursing led the way in securing a seven-year contract with the Patient-Centered Outcomes Research Institute for the Health Systems Implementation Initiative. This led to obtaining a capacity building grant worth just under \$500,000. This grant enabled Inova to hire an IS program manager, complete a train-the-trainer plan (12 new IS trainers), advance the training of 200 clinicians in IS, conduct an IS program evaluation consultation agreement, and build communication and marketing vehicles. Additionally, it sets the stage for Inova to participate in grant-funded implementation projects in the future.

The *American Journal of Nursing* accepted our proposal to write a series of articles on our experiences in IS. The introductory article appeared in the December 2023 issue. Plans for 2024 include articles on our use of IS with Brøset Violence Checklist use in the ER, pressure injury prevention in the intensive care unit, discharge teaching in heart failure patients, non-ventilator associated pneumonia and neonatal abstinence.

Additional activities

Schools of nursing. Inova partners with 11 local nursing schools and provides clinical placements for undergraduate clinical rotations. The rotations offer clinical experience to students in the medical-surgical, women's health, pediatric and behavioral health areas. In addition, Inova provides senior capstone placements with our school partners as well as schools of nursing throughout Virginia. Inova provided placements for 305 individual senior capstone students. All students were paired with an Inova RN for their clinical experience.

Nursing Professional Development Academy. A total of 22 new Professional Practice team members attended a four-day program designed to help them transition to their new role in professional development.

25+ 

Facilitated advancement of more than 25 nursing research studies, improving patient care

Nursing informatics

The Inova Nursing Informatics team is comprised of seven nurse informaticists under the leadership of the chief nursing informatics officer. The team is responsible for supporting major clinical initiatives that have a technical component, including Epic upgrades, downtime readiness and call bell standardization. In addition, members support clinical teams, attending monthly clinical care councils to ensure nurses across the system have the most up-to-date information on new technologies and clinical workflow. Team members often provide shoulder-to-shoulder support for the clinical teams, as well. Nursing Informatics also plays a key role in the facilitation of the Nursing Informatics and Technology Council of Inova Nursing Shared Governance.

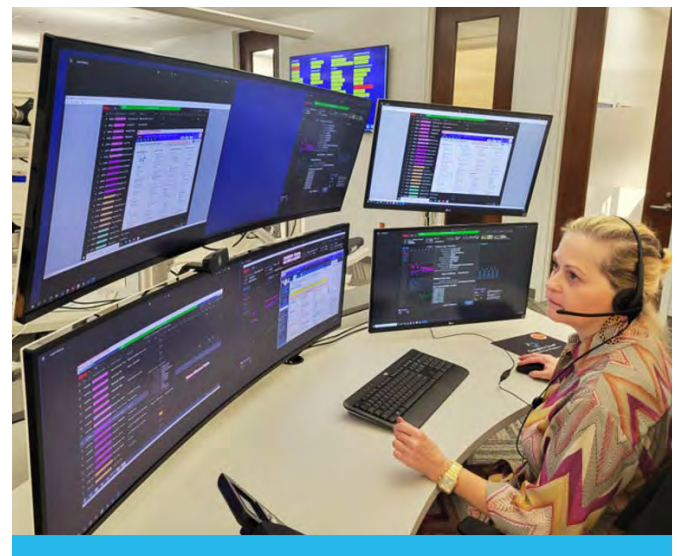
The Nursing Informatics team is also a team of innovators. In 2023, members partnered with frontline nurses in two Accelerator events. Each event brought together more than 160 nurses from across Inova to collaborate, ideate and generate viable clinical solutions to promote efficiency, decrease nursing burden, stave off burnout and promote joy at work. The Documentation Burden team worked to remove non-value-added documentation that decreased nursing time in charting by 21 minutes per nurse, per shift. Two virtual nurses now provide remote, clinical care for 72 patients across three clinical units. In addition, they help relieve burden from nurses at the bedside. Informatics partnered with clinical technicians to develop their own view of the “brain,” allowing them to see the same view as their nurse counterparts and provide more seamless care.

Team members also serve as mentors for up to 24 informatics nurse liaisons annually. Each team member supports three to six frontline nurses, providing them with the unique opportunity to work with the team on informatics projects. Throughout the year, they had experiences that included Joint Commission support and chart review, Inova Schar Cancer Institute track board development, bar code medication administration and analytics, INuVA virtual assistant development, Hill-Rom nurse call standardization and NICU smart device deployment. Several informatics liaisons have gone on to become permanent members of the Nursing Informatics team.

In 2023, Inova was selected to participate in the Institute for Healthcare Improvement’s “Transforming Healthcare through Innovative Nurse-Led Care Delivery Solutions Learning and Prototyping Network.” Inova was one of only five organizations selected from more than 200 applicants across the United States. Sponsored by Johnson & Johnson, the year-long program focused on training nurses to create small tests of change to positively impact the way we provide virtual care and help nurses thrive. Leaders and nursing team members from Inova Fairfax Hospital, Inova Loudoun Hospital and Nursing Informatics are participating in the program through June 2024.

HROC

August brought the opening of the state-of-the-art, high-reliability operations center (HROC). HROC is a multidisciplinary center that houses clinical, operational, communications and Transfer Center programs. This includes hospital operators, Transfer Center, Resource Management Center, remote patient monitoring, Tele-ICU and Virtual Nursing. Led by Terry Davis, PhD, RN, FAAN, HROC has increasingly become an important hub of support to our clinical teams.



Foundation summary

Empowering our nurses through philanthropy

In 2023, Inova's donors and community partners gave more than \$280,000 to support our world-class nurses and their continued education, training and clinical development. We are deeply grateful for the trust the community places in our more than 7,000 nurses.

Here are some examples of how the community supported Inova nurses in 2023:

- The first endowed nursing scholarship fund was established at Inova Fair Oaks Hospital by former Inova Health Foundation Board Member Maureen Finnerty. She created and named the fund in honor of her parents, Urban and Marjorie Finnerty, who devoted their lives to medicine. Maureen shared, "I consider Inova Fair Oaks Hospital to be my community hospital and am grateful to have received excellent care there over the years. My scholarship endowment is a way to honor my family's legacy and directly support Inova Fair Oaks nurses in a tangible way as they advance in their careers."
- 36 team members received donor-funded scholarships to advance their clinical education, utilizing \$270,000 in philanthropic funding.
- Long-time Inova nursing donors and champions, Natalie and Wes Bush, funded the pilot of the Inova Nurse Virtual Assistant (INuVA) program. INuVA uses technology to support the partnership between the new bedside nurse and a virtual mentor to provide in-the-moment feedback. The success of the pilot led to INuVA's system-wide launch in early 2024.

- The Alexandria community supported our Inova Alexandria Hospital nursing team as the hospital achieved its first Magnet® designation, and recognized our nurses during Nurses Week by rounding with care site leadership.
- Almost 70 donors honored Inova nurses through our Nursing Stars program to gratefully acknowledge the care they received at Inova. These donors gave more than \$15,000 in 2023 to support our nurses through their ongoing professional development.

We are most grateful for the community's continued philanthropic support and investment in Inova nurses.

\$280,000

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

70

Donors honored Inova nurses through our Nursing Stars program to acknowledge the care they received at Inova



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Fairfax, VA 22031



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