



MedStar Health

MedStar Washington Hospital Center

Our care **makes**
the difference.



FY2024 Nursing Annual Report

The Department of Nursing and Patient Care Services (DONPCS) at MedStar Washington Hospital Center

Our Mission

Through shared leadership and intelligent use of resources, our team delivers safe, patient-first care, utilizing compassion, knowledge, and skills.



912

Licensed Beds



400,000

Patient Visits Annually



2,000+

Nurses

Who we are:

Our team of 3,500 associates in the Department of Nursing and Patient Care Services (DONPCS) fuels the largest, busiest hospital in the nation's capital. MedStar Washington Hospital Center is a 912-bed teaching and research hospital, and a major referral center for the most complex cases. Ranked No. 1 in Washington, DC, by U.S. News & World Report, MedStar Washington is home to one of the nation's top cardiology, heart, and vascular surgery programs, a Level 1 Trauma Center, the region's only adult burn facility, and a comprehensive stroke center.

Our nurses are passionate patient advocates who thrive in a fast-paced, forward-thinking care environment. Our unwavering commitment to advancing nursing practice empowers our nurses to achieve their goals through robust educational and professional development opportunities. We are incredibly proud of our two-time ANCC Pathway to Excellence® designation and are now on our Journey to Magnet® recognition, the highest credential for nursing excellence that a hospital can receive.



ANCC Pathway to Excellence®
Program for an empowering
nursing work environment



CCNE accreditation for the
The Vizient/ AACN Nurse
Residency Program



AMS PRISM Award®
for exemplary practice of
medical-surgical units



NICHE Geriatric Care
Recognition - Exemplar
Status for exceptional care
for older adults



Baby-Friendly Designation for
exceptional maternity care



AACN Beacon Awards of
Excellence for exceptional
critical care

MedStar Washington Hospital Center



Message from our Chief Nursing Officer



This past fiscal year marked a time of remarkable growth for the Department of Nursing and Patient Care Services at MedStar Washington Hospital Center. As we worked to build up our team, welcoming more than 1,000 new associates to our department, we also focused on laying a strong foundation for the future.

I am incredibly proud of all that we accomplished together—earning national

recognition for our expert nursing care, advancing initiatives to teach and mentor the next generation of caregivers, and deepening our impactful connections in the community. We solidified our adoption of the Quality-Caring Model of nursing by JoAnne Duffy, PhD, with a handcrafted design reflecting our core values and commitment to caring relationships.

Throughout this annual report, you'll find stories that showcase how we incorporate this model to provide the safest, highest-quality care in our daily practice. These stories highlight the ways we work together, as ONE TEAM, to nurture and support care for our patients, our community, and one another. You will also see how our work aligns with our strategic plan and the core principles of the ANCC Magnet Recognition Program® framework. As we continue our Journey to Magnet, we will build on the incredible momentum featured in this report.

Thank you for the dedication, skill, and compassion you bring to our organization. I am deeply proud to practice alongside each of you. I hope this report is a reminder of the meaningful work you do every day and the difference you make in the lives of so many.

Sincerely,

Ariam Yitbarek, DNP, MHA, RN, NEA-BC
Senior Vice President and Chief Nursing Officer

Our Nursing Leadership Council



Ariam Yitbarek, DNP, MHA, RN, NEA-BC
Senior Vice President/
Chief Nursing Officer



Jani North Saale, MSN, RN, NEA-BC
Vice President, Nursing Operations



Kristin Spurr, MSN, RN-BC, NEA-BC, CPAN
Assistant Vice President, Perioperative
and Procedural Services



Hephzibah "Sophie" Edwin, PhD, MSN, RN, NP-BC, PCCN
Senior Nursing Director, APP, NP,
Informatics & Research



DeSundera L. Faison, MSN, RN, NE-BC
Senior Nursing Director, Resource
and Capacity Management



Donna D. Johnson, PhD, MBA, RN, NE-BC, CPHQ
Senior Nursing Director, Critical
Care & Emergency Services



Jocelin Maxwell, MSN, RN, PCCN, GERO-BC
Director of Nursing
Strategy & Transformation



Carrie Richardson, DNP, RN, NE-BC
Senior Nursing Director, MedStar
Heart & Vascular Institute (MHVI)



Mike Todd, MHA, MBA
Senior Director, Nursing Finance
& Analytics



Yelena Tuerk, DNP, MBA, RN, NEA-BC, CMRN
Senior Nursing Director, Women's
& Infant's Services (WIS) and
Ambulatory Services



Rachel Watkins, MBA, BSN, RN, PCCN
Senior Nursing Director, Medical &
Behavioral Health Services



Tonka Williams, MHA, MSN, RN, CMSRN
Senior Nursing Director,
Practice & Innovation

Embracing the art of nursing

The walls of the nursing conference room were lined with super-sized sticky notes, and permanent markers were strewn across the worktables. It was January 30, 2024, and the time had come for a group of our nurses to embark on a historic project: the creation of MedStar Washington Hospital Center's nursing professional practice model design schema.

A professional practice model sets the foundation for nursing excellence. It depicts the organization's values and defines the structures that empower nurses to own their practice and deliver high-quality care.

Each attendant prepared for the brainstorming session by reading assigned chapters of *The Quality Caring Model* by Joanne Duffy, PhD, RN, FAAN, which was chosen in 2023 to become the new theoretical framework for the hospital's nursing practice. Before pen hit paper, members of the Nursing Excellence Council's Promotion Subcommittee discussed how the relationship-centered model aligned with the organization's mission and vision.



Nursing Excellence Council Promotions Subcommittee members Tiffani Pietrucha, Ginger Winder, Marquise King, Maria Benabese, Zainab Turay, Preneta Richmond, Marcel Alfred, Asuncion Chiong Van Goch, Rene Arzadon, Lan Anh Phan, Charmaine Linkins, Kathy Ibay, and Julia Fisher collaborated to create the nursing professional practice model design schema.

"Our committee really took the project to heart," said Magnet Program Director Kathy Ibay, MSN, RN, AMB-BC, NPD-BC, who facilitated the design session. "We approached this very deliberately because we knew we were representing all of our nurses and that our work would have a lasting impact."

By the end of the day, the large sticky notes were brimming with themes, examples, and illustrations. The final design concept included these core components:

- Two hands holding the model together to represent the authentic and meaningful care nurses provide.
- The colors of the hands, blue and maize, to represent the diversity of the hospital's nurses and care teams.
- Inside the hands, the four core values and connected relationships (care for the nurse, colleagues, patients, and community).
- The organization's brand promise of **It's how we treat people**, written across the top to

represent how nurses embrace the model's eight caring behaviors in daily practice.

- At the center, a circle to represent the hospital's ONE TEAM culture and nursing's impactful contributions to the organization's strategic goals.

Following the brainstorm session, the team collaborated with the hospital's creative services department to finalize the design, which was presented and endorsed during a Nursing Leadership Forum in March. The new design was officially unveiled in May during Nurses' Week, with a poster exhibit showcasing stories of quality-caring behaviors in action at MedStar Washington. The subcommittee created a virtual learning module, promotional video, lots of branded swag, and customized games like Jenga® and jigsaw puzzles to familiarize nurses with the model and to teach the framework in fun, interactive ways.



MedStar Washington hits major milestone on Journey to Magnet



Several Magnet 'champions' represented MedStar Washington at the 2023 ANCC National Magnet Conference

December 2, 2024, marked a major milestone in our years-long Journey to Magnet® designation from the American Nurses Credentialing Center (ANCC).

This was the day our Chief Nursing Officer pressed "send" and submitted the document detailing more than 80 examples of transformational leadership, exemplary

professional practice, structural empowerment, new knowledge and innovations, and empirical outcomes on behalf of the MedStar Washington nursing team. Most hospitals are required to submit even more validation to the ANCC, but as a two-time Pathway to Excellence® designated organization with a nurse residency program accredited by the Commission on Collegiate Nursing Education (CCNE), we were exempted in several categories—proof of the years of work preceding this historic moment.

"I could not be more proud of our team," said Senior Vice President and Chief Nursing Officer Ariam Yitbarek, DNP, MHA, RN, NEA-BC. "This has been a dream of ours for more than two decades, and now, the finish line is in sight."

The approaching finish line also represents a new beginning. Preparations are underway for an on-site appraisal, and, if achieved, continued Magnet recognition involves a four-year renewal process. On top of that, the Chief Nursing Officer is aiming for MedStar Washington to become one of the very few nursing programs in the country to receive dual Magnet and Pathway to Excellence® designations from the ANCC.

"Nursing is about continual growth and lifelong learning," said Ariam. "The best is yet to come."



Care team members signed special 'Journey to Magnet' posters during Nurses' Week.

Caring for our nurses.



Building a Culture of Recognition

"Thank you for connecting with me as a person, not a diagnosis, and not defining me by my illness. I will never forget how you made me feel. Thank you for making me feel loved and cared for."

This touching quote from a patient brought tears to nurse Stella Oriaku's eyes as her nomination for the DAISY Award for Extraordinary Nurses™ was read aloud during an award ceremony on her unit. In honor of her patient-centered care reflecting the caring behaviors of the nursing professional practice model, Stella was presented with a certificate, a daisy pin, a hand-carved statue from artists of the Shona tribe in Zimbabwe, a banner to hang on the unit for a month, and pastries to share with her team. The carefully curated celebration reflected the intention behind the award, which is about more than saying "thank you." It's about fostering a culture of meaningful recognition.

In the April 2023 myVoice associate survey, recognition was identified as a top opportunity for improvement within our department. Nursing leaders turned that into a strategic goal for the Fiscal Year 2024 Nursing Annual Operating Plan (AOP), aligning with the hospital's strategic goal to become a "Best Place to Work."

Under the leadership of Director of Nurse Engagement and Retention Julia Fisher, MSN, RN, CEN, CNL, NPD-BC, we introduced several new awards programs in the fiscal year, beginning with the biannual Chief Nursing Officer (CNO) Excellence Awards in the Fall. Then, in February, the department launched the DAISY award for nurses, which was created by a family foundation in 1999 and has since grown to partner with more than 3,000 healthcare facilities globally. We paired the DAISY award



Two of the masterminds behind the DAISY and Sunshine awards, Chief Nursing Officer Ariam Yitbarek and Director of Nurse Engagement and Retention Julia Fisher, embraced the flower power during an awards kick-off celebration in February.

with a home-grown Sunshine Award for Exceptional Associates to honor non-nursing care team members. The awards were a resounding success, thanks largely to the dozens of volunteer committee members who worked tirelessly behind the scenes to create, facilitate, and sustain these programs and who currently meet monthly to select winners from hundreds of blinded nominations for each award. Also new and of note this year was the Nurse Residency Program's "Butterfly Award" for new-to-practice nurses who have shown exceptional growth in their first year of practice.

Research has shown that meaningful recognition can positively impact individuals and organizational cultures and was identified by the American Nurses Association (ANA) as "essential" for a positive work environment. Emphasizing appreciation boosts team morale and job satisfaction, ultimately leading to better patient care and outcomes.

Our department's host of new awards complements existing unit-level recognitions, hospital SPIRIT Shout Outs, and system awards that occur routinely. "When we celebrate what's going well, we inspire others to do their best," said CNO Ariam Yitbarek, DNP, MHA, RN, NEA-BC. "By focusing on meaningful recognition, we are building a positive practice environment and influencing the culture of the entire organization."



70+

award
opportunities
in FY24

And the award goes to...

NRP Clinical Coach of the Cohort winners:

- Laura Lusuli, Infusion Clinic
- Meron Haile, Unit 5E
- Keeley Rice, Emergency Services
- Selamawit Goitom, Unit 3NW
- Amanda Masters, Labor and Delivery

Chief Nursing Officer Excellence Awards



Service Award
Jimmy Calais, Unit 4D



Quality & Safety Award
Hirut Gebre, Unit 1EIMC



ONE TEAM Award
Monae Washington, Environmental Services, Unit 2NW



Leadership Award
Ife Clarke, Unit 4G

The DAISY Award® for Extraordinary Nurses



Talarra Stone,
Main OR



Raquel Parces,
Unit 4E



Anna Rietkerk, Miriam Abot, Ashley Carpenter, Unit 2NW Team. (Not pictured: Ben Hyde, Keri Ohlheiser)



Kelley Jack, Unit 2E



Katherine Schaedel,
Unit 2NW



Stella Oriaku,
Unit 4C

The Sunshine Award for Exceptional Associates



Lydia Newby, PCT,
Unit 5D



LaKeasha Cooke, MA,
Cancer Institute



Clive Mogaka, PCT,
Unit 1C



Tonica Hollins, PCT,
Sitter Pool



Crystal Spain, PCT,
Unit 3F



Morgyn Homer,
PCT, Unit 5D

The Nurse Residency Program (NRP) Butterfly Award



Melany Cepeda
Reinoso, Unit 2G



Abundeji Gebeyehu,
Unit 4NW



Raiza Majam, Unit 4NW

MedStar Health Nursing Impact Award

MedStar Washington Hospital Center Board of Directors 'Leader of the Quarter' and Annual Leadership Team Award



Nursing Leadership Council members Rachel Watkins, Sara Groff, Jani North Saale, Carrie Richardson, Ariam Yitbarek, Mike Todd, Yelena Tuerk, and Jocelin Maxwell



Rachel Watkins, Senior
Nursing Director of
Medical and Behavioral
Health Services

203 successful Clinical Advancement Program (CAP) applications, representing a **100%** increase in submissions year over year, resulting in **\$697K** in awards (bonuses) for our nurses



\$973K in tuition reimbursement for Department of Nursing and Patient Care Services associates in Fiscal Year 2024

Grow. Advance. Achieve.



Level 1: CAP Awardee

Unit 3F nurse Lamy Wasso, MPH, BSN, RN, served as a resource nurse and clinical coach, received a patient letter of gratitude, and completed a nurse education course on intravenous catheter insertion concepts and techniques.



Level 2: CAP Awardee

Unit 2NE nurse Madeline Verna, MSN, BSN, RN, CCRN, earned her master's degree in nursing, was named the Mended Hearts® Mid-Atlantic Region Nurse of the Year, served as co-chair of her unit's scheduling and collaborative governance committees, and is a member of two professional organizations.



Level 3: CAP Awardee

Unit 3G nurse Maheder Tafesse, BSN, RN, CCRN-CMC, CNRN, SCRNP, achieved four certifications within 12 months, chaired her unit's scheduling committee, and is a member of three professional nursing organizations.



Support for second-year nurses

"Just because you finished your residency, that doesn't mean you are no longer a priority," Chief Nursing Officer Ariam Yitbarek, DNP, MHA, RN, NEA-BC, told 32 not-quite-so-new-to-practice nurses during our first "Second Year Nurse Retreat" in May. Acknowledging the importance of support through the different stages of one's nursing career, the retreat centered on continuing professional growth and development, sharing available resources and opportunities, focusing on wellbeing, and connecting with peers.



Nurses embrace vulnerability during Schwartz Rounds



Raiza Majam, co-chair of the nursing excellence council

When cardiac nurse Raiza Majam applied for a grant to bring the international Schwartz Rounds Program to MedStar Washington, she said she thought our nurses needed a “safe space” where they could share the emotionally challenging aspects of their work with one another.

She was right. The room was packed for the hospital’s first multidisciplinary forum, which was held in the Siegel Auditorium in November 2023. In contrast to traditional medical rounds,

the program from the Schwartz Center for Compassionate Healthcare focuses on the human dimension of medicine through brief panelist presentations on a variety of thought-

provoking topics, followed by facilitated forum discussions. The idea is that caregivers are better able to make personal connections with patients and colleagues when they have greater insight into their own feelings. The evidence-based program has been shown to enhance compassion, improve teamwork, and reduce caregiver stress and isolation. The hospital held four forums in Fiscal Year 2024 and is continuing on a quarterly basis.

When asked to serve as the nursing panelist for a forum in February, Raiza grabbed a box of tissues and bravely took to the stage, this time in the larger True Auditorium to better accommodate the number of participants. The topic was “Embracing Vulnerability: The Power of Tears,” and Raiza shared a deeply personal story of her struggle to cope with the death of a patient with whom she’d formed a strong bond. Reflecting on her panel experience, Raiza said she found “strength and power” in her tears and wanted others to know that “it’s perfectly okay to let them flow.”

Spotlight on: Senior Wellbeing Program Developer Allison Chan

Licensed clinical social worker Allison Chan says there’s a common misconception about how we learn and grow. “We don’t learn from experience; we learn after we reflect and process our experiences,” she explains.

It’s a subtle nuance that can have a big impact on the wellbeing of busy caregivers who may not have the time, knowledge, or skills to healthily process challenging experiences. That’s at the heart of the transformational work being tackled by Allison, who transitioned from the MedStar Health Center for Wellbeing into a newly created position as our hospital’s Senior Wellbeing Program Developer in September 2023.

In her first year, Allison dedicated considerable time to connecting with cross-departmental teams and examining our current practices through a wellbeing lens. Her vision is to better integrate wellbeing into our existing systems while also carving out dedicated space for wellbeing at the

organizational level, similar to our approach to patient experience or quality and safety.

Allison is accessible, approachable, and passionate about trauma-informed care. In her evolving role, Allison supports our nurses through monthly wellbeing sessions on inpatient units, targeted group support, development of new programs and training, responding to requests that come through our SafetyNet reporting system, debriefing with teams after stressful events, and engagement with the hospital’s workplace violence, equity, inclusion and diversity, and wellbeing committees.



**Allison Chan, LICSW,
Sr. Wellbeing Program
Developer**

Leading with wellbeing

Sometimes getting out of the office, if only for a moment, can bring a much-needed sense of perspective to our work. Nurse Leadership Development Program Director Cassandra Lawrence, MSN, RN, NEA-BC, planned and coordinated several offsite teambuilding activities and campus wellness walks for nurse leaders in Fiscal Year 2024. She also collaborated with Sr. Wellbeing Program Developer Allison Chan, LICSW, to develop an ongoing wellbeing program for new nurse leaders to foster peer support and provide education on “leading with wellbeing.”



Nurse leaders Jamille Harvey, Joyce Castro-Rexach, and Alexandria Myers spread joy and cheer during a wellness walk in May.

Transformational Leadership

64% participation in the myVoice associate survey in April 2024, representing **137%** increase year over year for the Department of Nursing and Patient Care Services.



\$1.37M in new equipment purchased by nursing request in FY24

Amplifying the Voice of Nursing



The Medicine and Behavioral Health Services nursing division achieved the highest level of participation in both the Fall (82.1%) and Spring (86.7%) myVoice surveys in Fiscal Year 2024 and received sweet and savory breakfast treats of appreciation from the senior nursing leadership team for their efforts.

Every six months, MedStar Health deploys the myVoice Survey from Glint to all associates to better understand and improve our work environment. Increasing participation from nurses was a priority for Chief Nursing Officer Ariam Yitbarek, DNP, MHA, RN, NEA-BC, in Fiscal Year 2024, aligning with the department's Annual Operating Plan (AOP) goal to develop and implement a continuous associate and leader listening strategy. Through increased promotion of the

survey, incentives for participation, and communication about the actions taken in direct response to nurse feedback, participation doubled year over year, reaching an all-time high of 64% in April 2024.

Comments and feedback from the survey allowed our CNO to amplify the voice of nursing at the hospital and system levels, and she leveraged the results to make positive organizational changes and secure capital funds to fulfill nursing needs.

Additionally, the CNO went on a listening tour in the third quarter of the fiscal year, holding 52 "mini town hall" meetings on all nursing units. The meetings gave our nurses an hour of dedicated time to connect directly with the CNO, to ask questions, voice concerns, and tell her about what was working well on their units. After each meeting, a recap flyer with a checklist of action items for follow-up from leadership was provided to each team.

A few examples of organizational actions taken in direct response to nurse feedback:

- Increased visitation allowances for patients at the end of life to improve our patient experience
- \$1,378,987 in new equipment, including patient recliners, portable ultrasound machines, vital sign machines, workstations on wheels, bedside supply carts, and more to provide nurses the tools and resources necessary to do their jobs well
- New monthly nursing newsletter, CNO Download, to increase and improve communication to nurses
- Return to unit-based EVS aides to promote accountability and increase connections with Support Services





Addressing Workplace Violence

In November 2023, concerns over nurse safety in the Emergency Department (ED) led to an urgent town hall meeting with key hospital leaders. The trigger for the meeting was an incident where an ED nurse discovered a firearm on a patient during triage. Fortunately, the weapon was safely confiscated without harm, but this incident highlighted the need for stronger security measures in the ED.

During the emotional meeting, nurses, including the one who found the weapon, advocated for the use of metal detectors to help prevent weapons from entering the ED. Chief Nursing Officer Ariam Yitbarek, DNP, MHA, RN, NEA-BC, responded swiftly, meeting with hospital and system stakeholders to convey the situation's urgency and ensure nurses' voices were heard. Within two days, she secured approval to implement handheld metal-detector wands for the screening of all patients and visitors entering the ED, and additional public safety officers were assigned to the area.

By late November, the new safety measures were in place. Data gathered over the next few months supported the need for screening and led to further advocacy for an advanced weapons detection system.

De-Escalation Training for Nurses

Part of MedStar Health's violence prevention strategy is to have Masada, our contract educator, provide ongoing on-unit instruction on de-escalation tools and techniques, serving as a reinforcement of the live classroom de-escalation training for high-and-moderate risk areas that is offered monthly.



196 sessions were held with staff through roving Masada de-escalation in-services in FY24.

Workgroup streamlines resources to help nurses before, during, and after incidents

In furtherance of the Annual Operating Plan (AOP) goal to enculturate a workplace violence prevention toolkit throughout the Department of Nursing and Patient Care Services, a nursing workgroup led by Senior Nursing Director Rachel Watkins turned to Starport, the hospital's intranet, to create a one-stop shop for nurses looking for available resources. The team streamlined and categorized a wealth of information into three columns: Education and Prevention, Just in Time Resources, and Follow-Up Resources. "There are so many great resources available for nurses, but they were hard to find," said Rachel. "Our goal was to put everything in one place and make it easy for nurses to find what they need."



Nurses' Week Highlights



Local caricature artist Peter Byron Scott captured the true essence of nursing director Karina Cabrera.



Senior Nursing Directors Tonka Williams and Fanya DeJesus served up a variety of pastries during the CNO Welcome Breakfast for our nurses.



President Gregory J. Argyros, MD, and Chief Medical Officer Jeffrey Dubin, MD, stopped by Chief Nursing Officer Ariam Yitbarek's Welcome Breakfast and thanked Nursing Excellence Council co-chairs Charmaine Linkins, Serwah Adarkwa, and Raiza Majam for everything they did to make our 2024 Nurses' Week celebrations so very special.



Senior Nursing Directors Fanya DeJesus and Yelena Tuerk, and Vice President of Nursing Operations Jani North Saale served breakfast during a special event for our nurse Clinical Advancement Program (CAP) achievers.



Nurse Suzette Evans brought her OR skills to a custom "Quality Caring Model" chopstick Jenga game during the Magnet conversation café.



Director of Nurse Engagement and Retention Julia Fisher gave branded swag to nurse Amina Saliuokeola after she won a Magnet-themed game.



CNO Ariam Yitbarek (left) and Senior Nursing Director Rachel Watkins (right) were delighted to see the high number of CAP achievers from Unit 2C.



Dr. Ed Tori, keynote speaker, gave two insightful presentations, one targeted to nurse leaders and the other to frontline caregivers.



Nurse Sarah Jackson grabbed empanadas for lunch during the Food Truck Festival.



Nurse Kristen Buttarro made a new furry friend from Lucky Dog Animal Rescue during the Puppy Party.



Nursing Excellence Council co-chairs Raiza Majam and Serwah Adarkwa enjoyed the 360-photo booth at the Financial Wellbeing Fair.



Our nurses donated 1,060 pounds of food to our Associate Food Pantry.

2024 Nurses' Choice Awards



Perioperative and Procedural Services



- Exceptional Clinical Nurse: Sophia Dutterer, RN, Main Operating Room
- Exceptional Nurse Leader: Jeneba Charley, RN, Nursing Director, PACU
- Exceptional Patient Care Services: Motara Brown, Patient & Guest Services, PACU
- Physician Collaborator: Dr. Kevin O'Malley, Orthopedic Surgery

Ambulatory



- Exceptional Clinical Nurse: Kathleen McDonnell, RN, Cancer Institute
- Exceptional Nurse Leader: Renee Nesmith, RN, Nursing Director, Family Health Center
- Exceptional Patient Care Services: Tyisha Broadnax, Medical Assistant, Cancer Institute
- Advanced Practice Provider Collaborator: Maya Beplat, Nurse Practitioner, Medical Oncology
- Physician Collaborator: Dr. Godwin Darko, Internal Medicine

Surgical and Oncology Services



- Exceptional Clinical Nurse: Charmaine Chung-Boyce, RN, Unit 5E
- Exceptional Nurse Leader: Nickolas Tullo, RN, Assistant Director of Nursing, Unit 5NW
- Advanced Practice Provider Collaborator: Jennifer Wheeler, Nurse Practitioner, Hematology Oncology
- Physician Collaborator: Dr. Erin Felger, Endocrine Surgery

MedStar Heart & Vascular Institute



- Exceptional Clinical Nurse: Aferdita Kola, RN, Unit 3NE
- Exceptional Nurse Leader: Tinikka Levy, RN, Assistant Director of Nursing, Unit 4NE
- Advanced Practice Provider Collaborator: Susan Oyola, Nurse Practitioner, Cardiac Surgery
- Physician Collaborator: Dr. Hayder Hashim, Interventional Cardiology

Medical and Behavioral Health Services



- Exceptional Clinical Nurse: Ernestine Tallah, RN, Unit 3C
- Exceptional Nurse Leader: Komlan Ayim, RN, Nursing Director, Unit 4F
- Exceptional Patient Care Services: Clive Mogaka, Patient Care Technician, Unit 1C
- Advanced Practice Provider Collaborator: Elizabeth Turner, Nurse Practitioner, Medicine-Hospitalist Services
- Physician Collaborator: Dr. Corica Rodgers, Medicine

Critical Care



- Exceptional Clinical Nurse: Sharon Kwatkowski, RN, Unit 4H
- Exceptional Nurse Leader: Stephanie Oladipo, RN, Assistant Director of Nursing, Unit 2H
- Exceptional Patient Care Services: Sherean Reavis, Unit Secretary, Unit 2G
- Advanced Practice Provider Collaborator: Kathleen Miltner, Nurse Practitioner, Critical Care Services
- Advanced Practice Provider Collaborator: Joseph Mendiola, Nurse Practitioner, Critical Care Services

Resource and Capacity Management



- Exceptional Clinical Nurse: Kelli Lee, RN, Float Pool
- Exceptional Nurse Leader: April Brown-McCullers, RN, Clinical Bed Coordinator, Capacity Management

Practice and Innovation, Informatics, and Patient Experience



- Exceptional Patient Care Services: Nokita Fenwick, Respiratory Therapist
- Exceptional Nurse Leader: Roseline Alfred, RN, Clinical Informatics Specialist, Nursing Informatics
- Exceptional Patient Care Services: Gwen May, American Sign Language Interpreter, Interpreting Services

Emergency Services



- Exceptional Clinical Nurse: Emma Lewis, RN, Emergency Department
- Exceptional Nurse Leader: Jennifer Poole, RN, Assistant Director of Nursing, Emergency Department
- Physician Collaborator: Dr. Vishal Goswami, Emergency Medicine

Women's and Infants' Services



- Exceptional Clinical Nurse: Libertad Kotlyarov-Montoya, RN, Labor & Delivery
- Exceptional Nurse Leader: Georgina Crookes, RN, Assistant Director of Nursing, NICU
- Physician Collaborator: Dr. Soraya DiBlassio, Neonatology

Caring for our patients.



Patient Experience

New 'Bedside Guides' help orient our patients

Hospitalization is, by its nature, a rather disorienting experience for people. To help our patients and families better understand what to expect upon admission at MedStar Washington Hospital Center, our nurses embarked on an ambitious project with the Office of Patient Experience in fiscal year 2024—the standardization of admissions orientation for patients.

Our teams collaborated to create streamlined Bedside Guides to be used during conversations with all newly admitted patients. In the top righthand corner, there's a helpful checklist for caregivers to ensure we've communicated all the key components of the Bedside Guide, including identifying members of the healthcare team by scrub color, how to communicate with your medical provider, understanding information on the inpatient room whiteboards, how to use the call bell, our process for storing belongings, the importance of fall precautions, and our visitation policies.

The new orientation program launched in phases, with the first roll out on January 17 to our demo units: 2D, 3NW, 4NW, 3G, 4G and 3F. The guides were customized by division to account for differences between intensive care, intermediate care, medical-surgical, and womens' and infants' services (WIS) units. By the end of the fiscal year, the updated orientation process had been implemented on all units, with the exception of WIS, which is working to finalize a customized guide. The most current guides

have been uploaded to the Print Center so leaders can easily order for their departments.



Patient's unit location: _____
Patient's direct phone number: _____

MedStar Washington Hospital Center

Your bedside guide

Your comfort and safety are important to us.



During my stay

While in the hospital, we will do everything we can to ensure your stay is safe, pleasant, and comfortable. Here are a few details about what to expect daily:

When will I see my medical provider?

Your medical provider will visit you every day. When your medical provider visits you, it is important to discuss how you feel, what medications you are currently taking, any procedures or tests needed, discharge plans, and any questions you have. Your medical provider can be a doctor, nurse practitioner, and/or a physician assistant.

Why are there different medical providers coming to see me?

Your medical providers may need to consult specialists to assist with planning your medical care. These specialists will work with your healthcare team to create a care plan specific to you.

What if I have a question for my medical provider that I forgot?

Our medical providers care for patients all over the hospital and are not stationed on the unit. Your nurse will help contact your medical provider for any additional questions. Your nurse can write any question you have on the whiteboard for your medical team to review during their next visit.

What does my nurse do?

Your nurse will do a full head-to-toe physical assessment on you every 12- hours or with any change in your condition. Assessments may include a complete skin assessment, fall risk assessment, and neurological assessment. These assessments may be repeated, allowing us to monitor your progress and provide the best care for you.

Admission Checklist

Please use this checklist as we orient you to our unit, medical services, and features within the room.

- | | |
|---|--|
| <input type="checkbox"/> Identifying your healthcare team | <input type="checkbox"/> Your whiteboard |
| <input type="checkbox"/> Communicating with your medical provider | <input type="checkbox"/> The call bell |
| | <input type="checkbox"/> Belongings |
| | <input type="checkbox"/> Fall precautions |
| | <input type="checkbox"/> Visitation policy |

What does my patient care technician do?

Your patient care technician works under the supervision of your nurse. They will assist your nurse with taking your vital signs, checking your blood sugar level, changing your bedding, assisting with toileting, helping with daily cleaning, and ensuring you are comfortable.

What about lab draws?

Your medical provider may order lab work that requires your blood to be drawn daily or as needed based on your medical condition. Blood for lab work is typically drawn by our phlebotomists, beginning around 5:00 am. We understand that this is early, but the timing is essential for your medical provider to have your lab work results by the time they visit you to continue to provide a plan for your ongoing care.

Can I have visitors?

Two visitors are permitted for each patient between the hours of 9 a.m. and 8 p.m. daily. All visitors are to enter through a designated hospital entrance during these hours. Visitors may be asked to leave if there is a lack of adherence to the MedStar Health Patient and Visitor Code of Conduct.

What is the Patient and Visitor Code of Conduct?

MedStar Health is committed to providing high-quality care to our patients and communities in a safe and respectful environment that supports health and healing. To ensure our hospitals and care locations are safe, caring, and inclusive we ask that patients and visitors adhere to our Patient and Visitor Code of Conduct. Scan the QR code for more information.



Nurse advocacy leads to increased visitation allowances for patients

In the November 2023 myVoice survey, nurses took advantage of the opportunity to provide suggestions, with a whopping 2,763 comments attributed to our department. Many of our nurses voiced concerns about the impact of our visitor policy on patients at the end-of-life. In direct response, the hospital increased the number of visitors allowed to stay with patients at the end-of-life from two to four and designated waiting areas to accommodate additional visitors 24/7. This kind of nurse-driven change not only enhances patient care but also strengthens the hospital's commitment to being responsive to the needs of both staff and patients. We continue to see policy updates in response to nurse advocacy for our patients and families.

Toolkits help hardwire patient experience best practices

MedStar Washington is committed to achieving and maintaining a five-star patient experience CMS quality score, recognizing the pivotal role nurses play in shaping patient care and satisfaction. In fiscal year 2024, the Office of Patient Experience collaborated with nursing to develop and implement comprehensive toolkits designed to support two key best practices: purposeful interval rounding and bedside shift reporting.

Purposeful interval rounding has been shown to significantly boost patient satisfaction scores across multiple domains, including nursing communication, responsiveness, care



The Office of Patient Experience celebrated 42 associates (including many nurses) at the 2nd Annual Standard Service Behavior Awards in June 2024. Awards were given to associates who consistently demonstrated the Standard Service Behaviors, which include offering a warm greeting, actively engaging, and closing with care to patients, visitors, and associates.

transitions, discharge, and hospital environment. This structured rounding approach ensures that nurses proactively engage with patients, address their concerns, and anticipate needs, fostering a positive experience at every stage of care.

all inpatient units were tasked with implementing one of these initiatives by the end of fiscal year 2024. A comprehensive 10-week implementation guide was provided to ensure these practices were effectively integrated into daily workflows and made a lasting impact.

As a result of these efforts, MedStar Washington saw a 1-point increase in the “communications with nurses” metric on patient satisfaction surveys. This is a promising start, and we are confident that as we continue to hardwire these best practices into our nursing culture, we will see even greater improvements in patient satisfaction and care quality in the coming year.



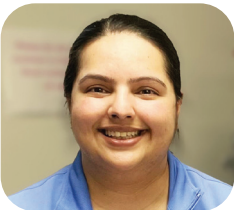
Unit 2D Nursing Director Marcel Alfred and Patient Experience Coordinator Arnicia Hill raised awareness of our collaborative efforts during the Office of Patient Experience Carnival in May.

Bedside shift reporting, another core practice, involves a consistent nurse-to-nurse hand-off that includes patient and family participation. This practice enhances communication, ensures continuity of care, and has been proven to improve patients’ perceptions of care quality.

To promote sustainability and accountability, nursing teams across

Moral Courage

For exemplifying courage and advocacy when faced with difficult and ethically challenging circumstances, nurses Beneta Goode (Unit 1F) and Rasika Chugh (Unit 2F) were honored during the hospital’s annual “John J. Lynch, MD, Moral Courage Awards” celebration.



Rasika Chugh
(Unit 2F)

Rasika advocated for a long-term patient progressing to brain death. Rasika felt the patient needed more careful symptom management and medication for pain relief and raised her concerns with providers, respiratory therapy, multiple supervisors, nursing leadership, and our ethics team. “She is a role model for what it means to advocate on behalf of a patient in challenging circumstances,” her nomination read, in part.



Beneta Goode
(Unit 1F)

Beneta displayed the courage to refuse what she felt was an unsafe discharge of a patient with poorly controlled diabetes. Beneta’s advocacy triggered an endocrinology consult, helping the patient receive additional, necessary care and avoid a potential hyperglycemic crisis.



ER Advisor

In fiscal year 2024, we launched ER Advisor, a mobile tool to help patients navigate the ER experience. Patients can now view wait times and next steps, real-time orders and results, request service items, deliver feedback, receive multimodal patient education, and more from a no-downloads, no-account-required interface.



Our Nursing Practice and Innovation Leadership Team

Nurse Sensitive Indicators (NSIs) are specific patient outcomes influenced by nursing care. At MedStar Washington, we use internal and external benchmarks to measure our quality performance. One of our department's FY24 Annual Operating Plan (AOP) goals was to implement and monitor department-level nurse-sensitive indicator improvement initiatives based on identified Magnet achievement opportunities, and our workgroup standardized the display of Nursing Quality Indicators Database (NDNQI) data, which is posted quarterly on large bulletin boards on each unit. We believe that transparency in reporting quality metrics strengthens our practice and is key to sustained improvement.

Catheter-Associated Urinary Tract Infection (CAUTI)

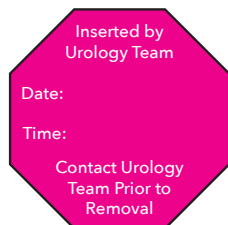


Unit 2G, a Medical Intensive Care Unit (MICU), celebrated 365 days CLABSI and CAUTI Free!

CAUTI Standardized Infection Ratio (SIR) Goals and Results

FY22 SIR: Actual - 0.29	FY22 Goal: ≤ 0.80
FY23 SIR: Actual - 0.26	FY23 Goal: ≤ 0.65
FY24 SIR: Actual - 0.18	FY24 Goal: ≤ 0.33

Initiatives to improve our CAUTI rates in Fiscal Year 2024



Our interdisciplinary CAUTI Prevention Committee held eleven meetings in Fiscal Year 24, working on several key strategies to prevent infections. We updated our CAUTI Prevention Policy, which was endorsed by the Chief Nursing Officer (CNO), the Clinical Quality Improvement and Safety

Committee (CQISC), and the Medical Executive team, and it is now posted on PolicyTech for easy access. We maintained a critical focus on diagnostic stewardship when ordering urine cultures. We prioritize sending a urinalysis first, and if the

results are clean (no WBCs or bacteria), a urine culture is not necessary. If the urinalysis is positive for WBCs or bacteria,

a urine culture will be sent from a catheter in place for less than 48 hours, as deemed appropriate by the provider team. In addition, we are collaborating with the OR Clinical Specialist, Informatics, and OR leaders to improve provider ordering for catheters inserted in the OR and remaining in place when a patient is transferred to in-patient units.

 **30.76%**
decrease in
CAUTI SIR

Our approach also includes ongoing multidisciplinary CAUTI event reviews, ensuring 100% of identified cases are reviewed by unit nursing, providers, Infection Prevention, and the CAUTI co-chair. The continued use of PINK stickers for urinary catheters inserted by Urology has also been maintained as a key part of our identification process. Additionally, each month, CAUTI Champions and/or Nurse Leaders submit 10 CAUTI audits from every inpatient unit, with results discussed in monthly meetings and during CAUTI event reviews with the respective units involved. These initiatives are integral to our commitment to reducing CAUTI rates and improving patient outcomes.

Achievements in CAUTI Prevention

1 Year CAUTI Free

- Unit 1F
- Unit 2G
- Unit 2H
- Unit 3E
- Unit 4E

2 Years CAUTI Free

- Unit 2NE
- Unit 3G
- Unit 3NW
- Unit 5E

3 Years CAUTI Free


- Unit 2C
- Unit 3D-Back
- Unit 4F
- Unit 4G
- Unit 4H
- Unit 5C
- Unit 5NW
- CVRR

Central Line-Associated Blood Stream Infection (CLABSI)

CLABSI Standardized Infection Ratios (SIR) Goals and Results

FY22 SIR: 0.8	FY22 MedStar Washington Hospital Center President's Goal: < 0.80
FY23 SIR: 1.05	FY23 MedStar Health Goal: < 0.589
FY24 SIR: 0.99	FY24 MedStar Washington Hospital Center President's Goal: < 0.858

46%
reduction in
CLABSI events
identified as
not meeting the
standard to care



Initiatives to improve our CLABSI rates in Fiscal Year 2024

Our interdisciplinary CLABSI Reduction Committee meets monthly to review trends, identify opportunities for improvement, and implement solutions. In Fiscal Year 2024, CLABSI rates were reduced by 20% compared to fiscal year 2023, with a 46% reduction in CLABSI events identified as not meeting the standard of care. Every contributing CLABSI event undergoes a thorough interdisciplinary review to identify missed care and potential improvements.

Comprehensive central line rounding is conducted across all units, with a focus on indications for use and proper maintenance, and the results are shared at the CLABSI Reduction meeting. Additionally, the 2 RN dressing change technique has been adopted hospital-wide, with in-services and hands-on return demonstrations provided to our nurses. Blood culture collection education was also delivered to RNs, along with Central Line maintenance and care educational SiTEL modules. To support provider engagement, a Blood Culture Provider Tip Sheet was created and disseminated as a recommendation guide. Furthermore, lectures and educational sessions were



Our Neonatal Intensive Care Unit (NICU) celebrated FIVE Years CLABSI Free!

Achievements in CLABSI Prevention

1 Year CLABSI Free

- Unit 1F
- Unit 2E
- Unit 3E
- Unit 3NW
- Unit 4D
- Unit 5E

2 Years CLABSI Free

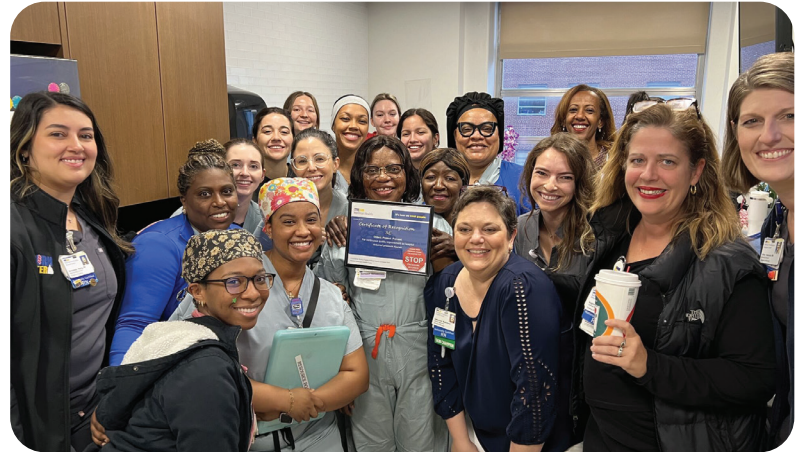
- Unit 1E1
- Unit 5C

>3 Years CLABSI Free

- Unit 5D
- Unit 5F
- Unit 5NW
- CVRR
- NICU

conducted for service lines throughout the hospital, reinforcing best practices and enhancing overall care.

Hospital-Acquired Pressure Injury (HAPI)



MedStar Heart & Vascular Institute (MHVI) Unit 3NE achieved the most improved HAPI rate of all cardiac units in FY 24. The unit's HAPI rate decreased from 0.81 in FY 23 to 0.11 in FY 24, an 86% improvement. Critical Care Unit 3E achieved the most improved HAPI rate of all critical care units. The unit's HAPI rate decreased from 0.75 in FY 23 to 0.29 in FY 24, a 62% improvement. Medical-Surgical Unit 5C achieved the most improved HAPI rate of all medical-surgical units and all of MedStar Washington. The unit's HAPI rate decreased from 0.7 in FY 23 to 0 in FY 24, a 100% improvement!

Initiatives to improve our HAPI rates in Fiscal Year 2024

In Fiscal Year 2024, we largely sought to embed best practices for pressure injury prevention into nursing care. We socialized and educated on the MedStar Washington Hospital Center Skin and Wound Assessment, Prevention, and Treatment Policy that was implemented at the end of fiscal year 2022. In addition, we continued our efforts to make camera capture a part of normal nursing workflow in accordance with our new policy and MedStar Health initiatives. Additionally, our Skin Champion Committee was instrumental in the creation and implementation of the MedStar Health Inpatient Wound Care Guideline for Skin and Soft Tissue Injuries.

HAPI Goals and Results

FY22 Rate: 1.20	FY22 Goal: 1.04
FY23 Rate: 0.97	FY23 Goal: 1.14
FY24 Rate: 1.09	FY24 Goal: 0.93

Although we did not meet our goal for Fiscal Year 2024, we had many standout units. In addition to the most improved units pictured above, Units 2C and 5E were right on the heels of their division-mate 5C with a 32% and 35% reduction in HAPI rates respectively. In MHVI, 2NE had an improvement of 27%, and 3G was knocking on 3E's door with a 29% improvement. Our Skin Champion Committee, composed of 85 skin champions representing all inpatient

units, meets once per month to review data and provide education to keep the clinical nurses and patient-care technicians up-to-date on current trends, issues, and best practices. Skin champions present at unit huddles and staff meetings, in addition to creating educational bulletin boards and implementing evidence-based practice and process improvement projects on their units.

100% improvement on Unit 5C,
with **0** HAPIs in Fiscal Year 2024

Achievements in HAPI Prevention

- 1 Year HAPI Free**
 - Unit 5C
- 2 Years HAPI Free**
 - Unit 1F
- >3 Years HAPI Free**
 - Unit 5NW

Falls

Initiatives to improve our Fall Rates in Fiscal Year 2024

Our interdisciplinary approach to fall prevention is informed by our Fall Champion Committee, which boasts more than 150 active participants. In Fiscal Year 2024, the team was able to reduce falls with serious injury by 59% from the previous year.



Falls

FY22 Inpatient Rate:	1.70
FY23 Inpatient Rate:	1.36
FY24 Inpatient Rate:	1.42
FY24 Goal (target line):	1.29

Our interdisciplinary team met monthly to review fall incidents, identify opportunities for best practice improvement, and support educational learning. With the help of Nurse Educators Daniele Hill, MSN, RN, NPD-BC, AMB-BC, CCCTM, Kelly Lesser, MSN, RN, NPD-BC, CCRN, CNL, and Andrew Smith, BSN, RN, CEN, CCRN, the team provided a hands-on educational fair on Safe Patient Handling for staff to attend and learn more about how to safely mobilize patients. During Fiscal Year 2024, the Post-Fall Form, an evidenced based best practice, was transitioned from paper to electronic. This Post-Fall Form serves as a guide for leading an interdisciplinary debrief of the event after the fall on the unit.

59%
reduction in falls
with serious injury

Departments with NO Falls for FY24

- 3D Dialysis
 - NICU
- EP Lab
 - IR
- Main OR

Celebrating nine consecutive years of NICHE 'Exemplar' distinction



Nurses Improving Care for Healthsystem Elders (NICHE) is a national

membership program designed to help health care organizations improve the quality of care for older adults. MedStar Washington joined the NICHE community in 2010, and for the last nine years, has achieved 'Exemplar' status—the highest level of recognition.

Clinical Nurse Specialist Dani Kempton, MSN, APRN, ACCNS-AG, CCRN-CSC,

leads our hospital NICHE steering committee and has championed our care of patients ages 65 and older through a variety of interactive educational and awareness activities. Efforts in Fiscal Year 2024 included:

- Interdisciplinary education sessions on topics such as medication management and delirium, palliative care, and restraint use in older adults
- A sensory fair held in March with a week of interactive activities revolving around touch, sight, smell, and hearing.

"The sensory fair is always a big hit, and more than 150 staff members participated this year," said Dani. "The activities help our bedside staff empathize with our patients and allows them to advocate for specialized plans of care regarding sensory changes and impairments."

In April 2024, Dani presented findings from our 2023 Sensory Fair at the MedStar Health-Georgetown University Research and Education Symposium.



MedStar Health

Elder Sense: See, Hear, and Touch as an Older Adult.

Dani Kempton, MSN, APRN, ACCNS-AG, CCRN-CSC
MedStar Washington Hospital Center

Abstract

Nurses Improving Care for Health System Elders (NICHE) is a program to help bedside staff understand best practices and care towards elders (65 and older). A sensory fair was created by the NICHE Steering Committee to increase awareness and improve the care of sensory changes in the older adult. The sensory fair was held throughout a week and hosted a total of four activities revolving around touch, sight, and hearing. Each activity decreased or changed one of the senses of the participant to match the experience of an older adult experiencing sensory impairment. Those that participated in the professional development activities stated that they had increased understanding and empathy towards our older adults after the experience.

Introduction

Sensory changes occur in all aging adults. The NICHE Steering Committee hosted a Sensory Fair to increase bedside staff's knowledge and understanding of the sensory changes that can occur. These professional development activities helped staff empathize and improve their skills of how to care for elders experiencing these changes.



Figure 1

Project Description

The NICHE Steering Committee held the sensory fair over three days during a one-week period. Two of the days were spent roving or rounding on the five NICHE units in the hospital. The final day held the sensory fair in a stationary location for the entire hospital to participate in. Four activities were created and highlighted three of the five senses: sight, hearing, and touch.

Sight

Six glasses were utilized to simulate vision impairments or diseases that an older adult could experience. The impairments and diseases simulated by the glasses are detached retina, hemianopsia, macular degeneration, retinopathy, glaucoma, and cataracts (Figure 1). The participant would wear one of the glasses and then complete a word search.

Hearing

Participants were asked to place a pair of earplugs into their ears and then play the Telephone Game. This game is where one person whispers a sentence to another person. The sentence can only be stated once. That person will then whisper what they heard to the next person. The final person in the game will then state what they heard out loud to see if the original sentence is restated or if the sentence was altered during its path.

Touch

The first activity for touch was wearing winter gloves and completing common daily activities on an activity board to include zippers, latches, and Velcro (Figure 2). The second activity had the participant wearing winter gloves and attempting to pull beads out of small objects (i.e. pill bottles and denture cups). This activity was to simulate retrieving pills from their containers.

Results

The sensory fair allowed for over 150 staff members to participate and understand the sensory changes that our older adults experience. These staff members included providers, nurses, patient care technicians, physical therapists, occupational therapists, and more. Through a local NICHE evaluation survey, 81% felt a presence of NICHE on their unit and 93% enjoyed the sensory fair professional development activities (Figure 3). Verbal feedback during the sensory fair included that it was an "eye-opening" experience and wished they had experienced this sooner.

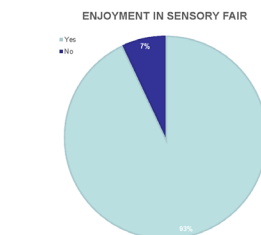


Figure 3



Figure 2

Next Steps

The next steps for the sensory fair is to expand upon the activities for staff to participate in. Incorporating new activities and another sense will allow for continued engagement and exciting change in the professional development activities. Another opportunity is to assess staff perception of sensory impairment. Understanding and self-reflection upon what a sensory impairment is can assist increased empathy of care.

Conclusion

The sensory fair allowed for staff to have increased understanding and empathy for elders, a vulnerable population. The increased knowledge the staff gained during the professional development activities allows them to advocate for specialized plans of care regarding sensory changes and impairments in our older adults.

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Acknowledgements

Thank you to Cecilia Wong, BSN, RN, CMSRN, Sarah Bednarik, BSN, RN, CMSRN and the entire NICHE Steering Committee for their continued assistance in the NICHE program at MedStar Washington Hospital Center.



Our NICHE Units: 1C 2F 3C 3F 4C 4NW



We are a Baby-Friendly® Hospital, again!

In Fiscal Year 2024, we achieved redesignation as “Baby-Friendly” by Baby-Friendly USA. This distinguished honor demonstrates our commitment to the highest standards of care for breastfeeding mothers and their babies. These standards are built on the Ten Steps to Successful Breastfeeding, a set of evidence-based practices recommended by the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF) for optimal infant feeding support in the precious first days of a newborn's life.



Beacons of Excellence

Two of our critical care teams reached new heights in nursing excellence in fiscal year 2024, earning Beacon Awards for Excellence from the American Association of Critical-Care Nurses (AACN). Our 3G Neuro-ICU earned a Silver-Level Beacon Award, and our 4H Burn/Trauma SICU received Gold.

“These recognitions are a testament to our nurses’ leadership, teamwork, and passion for high-quality patient care,” said Ariam Yitbarek, DNP, MHA, RN, NEA-BC, Senior Vice President and Chief Nursing Officer.

The Beacon Award honors units that improve patient outcomes and foster healthy work environments by aligning with AACN's six Healthy Work Environment Standards. Gold-level recipients demonstrate sustained excellence and surpass national benchmarks, while Silver-level teams are recognized for continual learning and effective systems for optimal care.

This achievement reflects the dedication of our nursing teams. We'd like to extend our heartfelt congratulations and special thanks to the following members of our 4H team: Kathleen Lewis, MSN, RN, NE-BC; Julia Truelove, MSN, CBRN, CCRN, TCRN; Jaimee Downes, BSN; Nicole Guccione, BSN, CEN; Caitlin Lyon, MSN, CCRN, TCRN; and Hannah McGlaughn, BSN, CCRN; and our 3G team: Lauren Murray, BSN, RN, CMSRN; Sally Curtiss, MSN, RN, CNL, CCRN, SCRNI; Sarah Michel, BSN, RN, CCRN, SCRNI; Anna Pick, BSN, RN, CNRN, SCRNI; and Kathryn Vanek, BSN, RN.

Caring for our colleagues.



Professional Development

Record-breaking recruitment and improved retention help stabilize nursing workforce

In the first issue of her e-newsletter, CNO Download, Chief Nursing Officer Ariam Yitbarek, DNP, MHA, RN, NEA-BC, wrote that her top priority for the department was to stabilize staffing. Global nursing shortages, exacerbated by the pandemic, posed a persistent challenge not just for MedStar Washington Hospital Center but for healthcare organizations across the country, impacting care delivery, patient safety, satisfaction, and quality outcomes, as well as contributing to increased healthcare costs and nurse dissatisfaction. Addressing these issues necessitated innovative staffing models and a renewed focus on workplace culture to boost recruitment and retention.

Ariam delivered on her promise to staff, working tirelessly with her senior nursing leadership team to attract and retain top talent. In Fiscal Year 2024, the team recruited a record number of nurses—642, with experienced nurses comprising one-third of new hires—and brought retention rates back to pre-pandemic levels.

Guided by the Fiscal Year 2024 Annual Operating Plan (AOP) goal to “deploy and implement a retention methodology to stabilize the workforce and reduce agency utilization,” Ariam tasked the hospital’s recruitment team with accelerating the hiring process, asking that all applications be reviewed within 24 hours of submission. Interviews were scheduled at the candidate’s convenience, and the expectation was set for nurse leaders to make a hiring decision within 24 hours of the interview. Knowing that many nurses who left the organization during the pandemic were re-entering the market, our team implemented



Medicine and Behavioral Health Division nurse leaders

a “boomerang” strategy to rehire former employees. Through personal outreach from nurse leaders and an expedited hiring process, we successfully brought back 55 nurses.

Communication and recognition were key components of our retention strategy. Ariam actively engaged with staff through monthly newsletters, frequent rounding, mini town hall meetings, and regular check-ins with new hires. A robust reward and recognition program was launched, and during National Nurses’ Week, the CNO kicked off the celebration with a welcome breakfast for our nurses. A food truck festival, financial benefits fair, puppy party, and annual Nurses’ Choice Awards celebration rounded out the recognition week and contributed to an enhanced culture of gratitude.

These recruitment and retention strategies led to substantial improvements. Our central float pool expanded to 512 full-time employees in fiscal year 2024, and reliance on agency nurses was significantly reduced, 59% year over year.

“This year was really about building—building up our staff, building up our skills—and now we’re in a much better place,” said Ariam. “Now we can focus on other priorities that are less acute, but no less important.”



642 registered nurses onboarded; **1.74%** decrease in RN turnover;
1.44% improvement in nurse leader turnover; **59%** reduction in agency utilization

Professional development offerings for our associates

One of our Annual Operating Plan (AOP) goals for Fiscal Year 2024 was to expand professional development offerings for clinical and non-clinical leaders and associates. The workgroup charged with advancing this goal conducted a thorough search and review of opportunities and discovered a wealth of benefits they hadn't known were available. To raise awareness, the workgroup collaborated with the communications department to develop infographic flyers identifying the abundance of opportunities available, such as:



Career development and continuing education

Percipio Elective Learning Resources
Nursing Grand Rounds
Monthly Peer Review
Preceptor Prep Courses



Academic programs and resources

Educational Assistance Program (EdAssist)
Nursing Certification Voucher Program
Future Nurse Scholarship Programs
Continuing Education Discount Partnerships



Career counseling and wellbeing

Employee Assistance Program (EAP)
Career Counseling and Advising
Work Life Balance Support

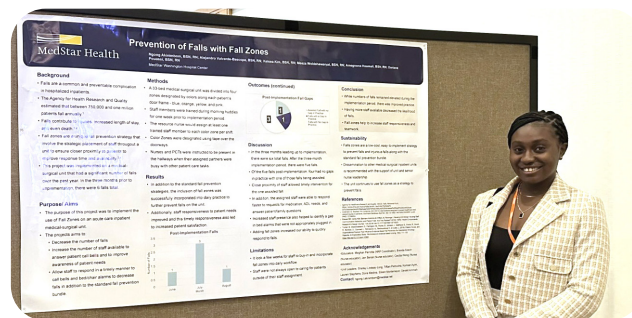
View the full lists of offering on the Nursing Section of StarPort.



408 Nurse Residents; **5** completion ceremonies; **62** Evidence-Based Practice Projects, **3** of which were accepted and presented at conferences

Celebrating achievements of our new-to-practice nurses

Our 12-month Vizient/AACN Nurse Residency Program™, which is accredited by the Commission on Collegiate Nursing Education (CCNE), provides new nurses with a series of structured learning and practice experiences designed to support their transition to professional practice. Evidence-based practice (EBP) projects are a requirement of the program, and our residents present their projects to hospital leaders during their completion ceremony. In Fiscal Year 2024, we implemented a professional development EBP series for educators, to help them support residents with their EBP projects, and three of our residents' projects were accepted for presentation at local and national conferences. In March 2024, unit 2EI nurse Ngong "Lizette" Akinimbom presented her team's EBP Project on Fall Zones at the Vizient AACN Nurse Residency Program Conference in San Diego, Calif.



Nurse "Lizette" Akinimbom presented at the Vizient AACN Nurse Residency Program Conference in San Diego, Calif.

Research citation: Akinimbom, N., Valverde-Bascope, A., Kim, K., Woldehawaryat, M., Houmali, A., Pouassi, D. (2024, March). Prevention of falls with fall zones [poster]. 2024 Vizient AACN Nurse Residency Program Conference.



Meghan Perrotta, Lizette Akinimbom, and Gabby Etienne traveled to sunny San Diego to attend the Nurse Residency Program conference.

Investing in the success of our nurse leaders

We have amazingly driven, dedicated leaders in our organization and are proud to support opportunities for continued professional growth.

Each year, the Department of Nursing and Patient Care Services sponsors two nurse leaders' participation in American Organization for Nurse Leadership (AONL) fellowships, upon acceptance. The prestigious year-long professional development programs are designed to target the unique leadership development needs of nurse managers and directors through an in-depth environment of learning, including five multi-day sessions held in locations across the United States.



AONL Nurse Director Fellowship

This fellowship develops the skills to support creating a high-performance culture, immunity to change, reflective practice, influence and executive practice, and team building and fostering trust.

Carrie Richardson, DNP, RN, NE-BC
Senior Nursing Director, MedStar Heart & Vascular Institute (MHVI)



AONL Nurse Manager Fellowship

This fellowship develops skills to support one's voice as a leader, conflict navigation, appreciative inquiry and practice, reflective practice, fun in the workplace, and staff engagement and retention.

Raven-Simone Stewart, MSN, RN, CMSRN
Nursing Director, 3F General Surgery

Additionally, we sponsor nurses' participation in the Academy for Emerging Leaders in Patient Safety (AELPS), which is driven by the MedStar Health Institute for Quality and Safety and supported by its faculty and leaders. AELPS sessions are transformative 4-day, immersive workshops convening residents, fellows, medical, nursing, and pharmacy students focusing on patient safety concepts, and applying quality and safety improvement strategies and tools. Sessions are guided by nationally and internationally recognized patient safety leaders and advocates.

To-date, AELPS sessions have been held in Telluride and Breckenridge, Colorado; Napa, California; Tempe, Arizona; Washington, D.C.; Ellicott City, Maryland; Doha, Qatar; and Sydney, Australia. In fiscal year 2024, nurse leaders Victoria Mauller and Tinikka Levy attended and said they were forever impacted by the powerful personal stories from patients and families who shared their experiences of harm in the healthcare setting. Both nurse leaders came away from the academy with a renewed sense of purpose and passion for patient safety.

We also submit two senior leaders each year to the MedStar Health Nurse Leader Development Program, which is affiliated with the Wharton Executive Education Program. Program members work in teams on projects contributing to systemwide strategic nursing goals.



DeSundera L. Faison, MSN, RN, NE-BC
Senior Nursing Director, Resource and Capacity Management



Yelena Tuerk, DNP, MBA, RN, NEA-BC, CNRN
Senior Nursing Director, Women's & Infant's Services (WIS) and Ambulatory Services



Tinikka Levy, Assistant Nursing Director, 4NE Cardiac ICU



Victoria Mauller, Ambulatory Nurse Coordinator

New and of note in fiscal year 2024 was our sponsorship of five nurse leaders' participation in Leadership Greater Washington's five-month-long "Rising Leaders" program, which focuses on leadership and self-awareness, networking and relationship building, effective feedback and communication, presentation skills, and managing up. Our inaugural cohort said they enjoyed meeting and learning from a diverse pool of regional leaders in varying industries. The group built lifelong connections and uncovered their own leadership styles, coming away with a heightened sense of self awareness that will serve them well as they continue to grow in their careers.



Nurse leaders Beeann Jenkins, Jessica Clements, Deidre Hardware, Ife Clarke, and Gerald Ammah

Piloting innovative care delivery models

As the healthcare landscape continues to evolve, so too, do the models of care delivery. In Fiscal Year 2024, MedStar Washington Hospital Center, alongside other hospitals in our system and across the country, explored strategies to reimagine care delivery in the face of national nursing shortages. One of our key goals for the Annual Operating Plan (AOP) was to conduct innovative pilots to augment care delivery.

Our efforts centered on providing additional support to bedside nurses through several pilot initiatives, including:

- A restructured workflow that paired nurses with dedicated patient care technicians (PCTs) in the inpatient setting
- The introduction of a Resource PCT role to lead and support the team
- The introduction of a roving nurse to support with patient admission, discharge, and education
- The introduction of Licensed Practical Nurses (LPNs) in the Emergency Department (ED)
- The use of enhanced Remote Virtual Monitoring (RVM) for patients requiring continuous supervision



Patient Care Technicians Alganesh Yohannes, Yvonne Walcott-Brae, and Sheila Lo Monaco were all smiles during our 'Fun in Sun' PCT Week celebration in June 2024.

To accurately evaluate the new model across different patient populations, two MedStar Washington units—cardiac (Unit 3NE) and medical-surgical (Unit 4F)—were selected to pilot the new RN-PCT workflow. During the latter half of 2023, RNs and PCTs began training for their new roles, while also contributing to decision-making and process refinements. We launched our first pilot of the care model on unit 3NE in November 2023, and followed with unit 4F in January 2024. We introduced LPNs to the Emergency Department in March 2024, and tested new remote virtual monitoring equipment in June 2024.

Results from the pilots will help inform our strategies for the future and ensure we are prepared to continue to provide the highest level of care for patients for decades to come.

Successes

- **Increased associate engagement:** Communication across teams improved significantly; both positive and constructive feedback was plentiful.
- **Empowered patient care technicians (PCTs):** The Resource PCT role demonstrated leadership and provided valuable support to the entire care team.
- **Roving Nurse role:** This new position was seen as a safety net, helping to streamline back-end processes and enhance patient safety.
- **Positive patient experience:** Both pilot units saw a notable improvement in patient experience scores. Quality metrics were sustained, and there was better coordination with the ICU, contributing to improved throughput.



Opportunities

- **Training needs:** There was an increased demand for on-demand training to ensure patient care technicians were prepared for new responsibilities.
- **Nurse satisfaction:** Some nurses reported feeling overwhelmed due to increased patient assignments, which impacted their ability to spend quality time with patients.
- **Ongoing collaboration:** Continuous communication and collaboration with the interdisciplinary team were essential to address the evolving roles and responsibilities of staff. Some team members had to adjust to new duties and responsibilities.



The Remote Virtual Monitoring (RVM) pilot was particularly successful, reducing the need for live sitters, improving patient safety and enabling patient care technicians to assist multiple patients across the floors, and will continue as a new standard practice. The introduction of LPNs to support the ED led to the creation and successful onboarding of three new positions. LPNs now work within the FastERCare and Gold Team, under the supervision of an RN. We also collaborated with the education team to define the LPN scope of practice and plan to extend the LPN role to team nursing after six months of ED experience.

New Surgical Tech Apprentice Program supports ONE TEAM growth

In October 2023, MedStar Health launched the Surgical Technologist Apprentice program, which offers current associates the opportunity to pursue an exciting new role by paying for school and providing employment upon completion. After a successful launch, a second cohort was accepted into the program in the Spring of 2024.

The apprenticeship is a fast-paced, year-long program in partnership with two area Community Colleges (Howard County and Prince George's). Apprentices spend nine months in the classroom, with associated online modules and hands-on skills labs, then complete 125 cases in the live clinical setting over the remaining three months (with an assigned Preceptor). The program reduces a full-time associate's work hours to 20

hours per week, with the other 20 hours spent in training.

Following completion of the program, the apprentices enter full time positions in the operating room. This program requires a three-year work commitment (one year in training and two years post completion of the program).

"This program is a phenomenal opportunity for our associates and a testament to our dedication as a premier teaching institution," said Chief Nursing Officer Ariam Yitbarek, DNP, MHA, RN, NEA-BC. "We're proud to support growth from within."



Streamlining charting to ease the documentation burden on nurses

In March 2024, we made sweeping changes to the electronic health record (EHR) in Phase 1 of the Nursing EHR Efficiency Project to give nurses more time to focus on patients. How does this work? Through safe, effective documentation "within defined limits" and a focus on abnormalities. This means, for example, when documenting a normal adult systems assessment, our nurses' Iview sections were reduced by 35%, assessment questions dropped from 90 to 15 (83% decrease) and clicks fell from 53 to 10 (81% decrease). Credit for this monumental improvement goes to our incredible nurse informatics team, who pushed hard on nursing's behalf to implement evidence-based solutions to a global nursing issue.



83%
reduction in
assessment
questions



Chief Nursing Officer Ariam Yitbarek, Director of Nurse Engagement and Retention Julia Fisher, and burn trauma nurses Aniya Dudley and Kristine Vermillion took center stage in front of more than 13,000 nurses during the opening ceremony of the 2023 ANCC Magnet/Pathway to Excellence Conference to report out on Wellbot™—our robotic wellbeing initiative that won the prestigious Pathway Award in 2022.

Collaborative Governance Reboot

In our Fiscal Year 2024 Annual Operating Plan (AOP), we aimed to redesign and implement a collaborative governance structure to align with Magnet core competencies. The AOP workgroup was led by Jani North Saale MSN, BA, RN, NEA-BC, vice president nursing operations, and membered by Alex Myers BSN, RN, NE-BC, assistant nursing director, Third Floor OR; Donna Mentzer BSN, CRN, RN, assistant nursing director, Interventional Radiology; Ginger Winder, DNP, RN, CPN, NEA-BC, nursing director, 2H ICU; Joyce Castro-Rexach, MSN-Ed, RN, CNOR, nurse educator, Perioperative Services; Julia Fisher, MSN, RN, CEN, CNL, NPD-BC, director of nurse engagement & retention; Kathy Ibay, MSN, RN, AMB-BC, NPD-BC, Magnet program director, and Tiffani Pietrucha, BSN, RN, CPN, NE-BC, assistant nursing director, 2E Neuroscience.

The AOP workgroup decided our department needed a complete “reboot” to standardize our collaborative governance structure, rejuvenate existing councils, and set a strong foundation for unit-level councils just getting off the ground.



Collaborative Governance Council (CGC) Reboot Session, Feb. 1, 2024

Collaborative Governance Council (CGC) Reboot Sessions—focused on empowering frontline staff to guide clinical practice and develop innovative solutions to address organizational issues—were held on Jan. 24, 29, and Feb. 1. During the sessions, nurse leaders and clinical RNs from each unit were given updated tools, resources, and templates to support council success. “We needed to lift our councils to the next level,” said Kathy. “And we’re already seeing increased engagement and a cultural shift to utilize our councils to their full potential.”

11 Nursing Division/Specialty Collaborative Governance Councils

Fiscal Year 2024 Division/Specialty Collaborative Governance Council Highlights

Nursing Informatics Council

Council Chair: Ros Alfred, RN-BC, MSN, Informatics Specialist

Leader Facilitator: Kristina Poole, RN, MS, CMSRN

The Nursing Informatics Council serves as an important bridge between the IT department and the bedside nurse, advocating for user-friendly solutions, escalating issues, and assisting with the education, use, and adoption of new technologies as they are introduced to clinical practice.

In fiscal year 2024 council members:

- Participated in testing of new applications introduced during the year, including Bridge, Care Messenger, and Care Aware Connect.
- Provided end user feedback on projects and initiatives supported by the MedStar Health Handheld Device and Applications Workgroup
- Participated in medication testing administration on the Alaris pump
- Participated in the Insulin Infusion testing of the electronic orderset, Mpage, and pump administration workflows



The Nursing Excellence Council Engagement Subcommittee created an energetic atmosphere at the 2024 Nurses’ Choice Awards with a DJ to enhance the spirit of celebration.

Fiscal Year 2024 Division/Specialty Collaborative Governance Council Highlights cont.

Practice, Quality & Safety Council

Council Chair: Shari Templeman BSN, RN, SCRNP, Clinical Nurse, 3G/H

Leader Facilitator: Karen Miga DNP, ACCNS-AG, RN, CCRN-K, Nursing Director, Practice, Quality & Safety

The Practice, Quality, and Safety Council promotes evidence-based practice and brings clinical expertise to the bedside, with the goal of elevating our standards of care to improve patient outcomes. The council offers guidance when issues arise and takes a proactive approach to infection prevention.

In fiscal year 2024 council members:

- Hosted a blood transfusion audit review, inviting bedside nursing leaders and nurses to an open meeting for a deep dive into Blood Administration compliance.
- Invited clinical specialists to present our new FD-12 (involuntary emergency hospitalization) transportation workflow, which requires collaboration with bedside nursing, transport services, and hospital security.
- Extended the infusion time for Pip/Tazo (Zosyn) in accordance with best practices. Council members worked with our SEPSIS colleagues to clarify infusion times for the Sepsis bundle. A job aid was rolled out to nursing highlighting Y-site compatibility and resources for IV access barriers.
- Created the new hot pink Central Line bundle, a tool rolled out to all nursing units to support collaborative efforts in CLABSI reduction and Central Line removal decision making.

Nursing Professional Development Council

Council Chair: Koryn Stumpp BSN, RN, CCRN

Leader Facilitator: Julia Boulton Fisher, MSN, RN, CEN, CNL, NPD-BC

The Nursing Professional Development Council promotes opportunities for career growth and advancement. Through the NPDC inquiry form, located on StarPort, the council offers bedside nurses the opportunity to connect 1:1 to chat about strategies to enrich and develop their career trajectory

In fiscal year 2024 council members:

- Developed framework and implemented the new Clinical Advancement Program (CAP) mentor program to support clinical nurse CAP success
- Created and scheduled CAP overview training for nurse leaders and hosted open office hours for questions
- Planned the annual Certified Nurses Day celebration and coordinated with the communications department to provide an opportunity for nurses to receive professional headshots during the celebration
- Increased promotion of the Follow Me! Shadow Shift program

Nursing Evidence-Based Practice (EBP) & Research Council

Council Chair: Alice Tabe-ebob, BSN, RN, Clinical Nurse, Float Pool

Leader Facilitators: Pamela Jones PhD, MPH, RN, Director of Nursing Research, and Sheelove Crevecœur, BSN, RN, CMSRN, Assistant Nursing Director

The Nursing EBP and Research Council supports nursing scholarship that improves clinical practice and patient care. The council's work is focused on providing resources and educational events, reviewing nursing research and evidence-based practice proposals, mentorship, and support with project implementation.

In fiscal year 2024 council members:

- Updated the council charter
- Tripled membership through promotion and outreach efforts
- Developed two subcommittees to further our aims to conduct, evaluate, and disseminate EBP and research
- Hosted four Nursing Grand Rounds presentations

Ambulatory Services Council

Council Chair: Marquise King BSN, RN

Leader Facilitator: Evelyn Diop DNP, RN, NEA-BC; Latonya Battle MSN, RN

The Ambulatory Services Council aims to elevate ambulatory nursing practice through the promotion of staff professional development and the initiation of process improvement projects to positively impact patient experience and outcomes.

In fiscal year 2024 council members:

- Conducted a survey to discover the types of certification nurses were interested in pursuing and learned that ambulatory and dermatology were the top two. Engaged with nursing education about creation of a study guide and made a request to the system for a review course for Ambulatory Certification
- Initiated a performance improvement project to improve patient wait times, specifically check-in to room time. Selected specific clinics to pilot the project: Urology, Dermatology at Chevy Chase, and the Bariatric Surgery clinic. Completed the PI intake form, obtained a Sr. PI Specialist, and received baseline data

Critical Care & Emergency Department (ED) Council

Council Co-Chairs: Lindsey Standen BSN, RN, Clinical Nurse, Float Pool, Emergency Department; Allyson Meadows BSN, RN, Clinical Nurse, Float Pool, 2E; Jennifer Chen, BSN, RN, Clinical Nurse, 4H Burn ICU

Leader Facilitator: Stephanie Oladipo MSN, RN, CNML, Assistant Nursing Director, 2H

The Critical Care & ED Council connects clinical specialists and nurse informaticists with bedside ICU nurses to collaborate and provide feedback on upcoming initiatives prior to implementation and amplifies unit-level council work through monthly report outs, to share best practices and solutions at the divisional level.

In fiscal year 2024 council members:

- Created an MRI taskforce to address an issue involving a weakened monitor signal during scanning that prevented the real-time capture of patient vitals. Through collaboration with Radiology, Clinical Specialists, Educators, and BioMed, a thorough workflow analysis was conducted and new antennas were obtained to strengthen the signal
- The MRI taskforce also worked to resolve an issue with the drug library on the MRI pumps, which led nurses to often titrate based on the volume and not the dose. Clinical Specialists pulled PSE reports to validate the issue and Educators assisted in bringing in the IV pump vendor for hands on roaming education throughout the ICUs

Medicine & Behavioral Health Council

Council Chair: Osinachi Onyike, BSN, RN, Clinical Nurse, 1F

Leader Facilitators: Rachel Watkins, MBA, BSN, RN, PCCN, Senior Nursing Director, Medicine & BH Services, and Sheelove Crevecoeur, BSN, RN, CMSRN, Assistant Nursing Director, 1C

The Medicine & Behavioral Health Council strives to improve care for patients through evidence-based practice and cross-departmental collaboration.

In fiscal year 2024 council members:

- Implemented a comfort cart EBP project to provide non-drug options including various distraction therapies to patients experiencing physical pain, end of life care, and/or confusion. The carts are now in use in all the Medicine & Behavioral Health Division Units, providing comfort and support to patients

MedStar Heart and Vascular Institute (MHVI) Council

Council Co-Chairs: Alexa Messineo BSN, RN, Clinical Nurse, 2NW, and Raiza Majam BSN, RN, PCCN, Clinical Nurse, 4NW

Leader Facilitator: Karina Cabrera BSN, RN, NE-BC, Nursing Director, 4NW

The MHVI Council offers a welcoming, collaborative environment for cardiac nurses to extend the impacts of their care beyond the bedside. The council amplifies unit-level council work through report outs to share in best practices at the divisional level.

In fiscal year 2024 council members:

- Restructured to align with Magnet core competencies, increased engagement through the identification of two CGC champions to attend monthly council meetings, and conducted educational sessions on CGC framework and the use of Plan-Do-Study-Act (PDSA) process improvement project implementation
- Planned a summer hygiene drive to collect essential items for those in need in our community

Fiscal Year 2024 Division/Specialty Collaborative Governance Council Highlights cont.

PeriOperative Council

Council Chair: Sophia Dutterer, BSN, RN

Leader Facilitators: Alexandria Myers BSN, RN, NE-BC Assistant Nursing Director, 3rd floor OR, and Joyce A. Castro-Rexach, MSN-Ed, RN, CNOR, Nurse Educator, Peri-Operative Services

The PeriOperative Council amplifies unit-level council work at the divisional level, encouraging collaboration to share in best practices and elevate the practice of nursing through process improvement projects.

In fiscal year 2024 council members:

- Restructured to align with Magnet core competencies, provided education on CGC purpose and framework, and invited guest speakers to present on current policy and nurse-sensitive indicator initiatives
- Worked with each unit's management team to raise awareness and garner interest in unit councils. Each unit established a CGC, signed member letters and charters, and have begun work on meaningful projects

Surgical & Oncology Council

Council Chair: Dedra Mack BSN, RN, CMSRN, Clinical Nurse, 5C

Leader Facilitator: Jessica Clements BSN, RN, CMSRN, Nursing Director, 5C

The Surgical & Oncology Council takes a bird eye view of issues happening at the unit level to implement broad solutions and process improvements to improve patient care and outcomes.

In fiscal year 2024 council members:

- Performed assessment of ED/PACU patient transfer process through analysis of Patient Safety Event (PSE) data and initiated ED Handoff workgroups to focus on opportunities for greater collaboration and process improvement
- Performed Sepsis/ QSOFA Assessment and discovered variable QSOFA completion rates across the division; Identified unit specific barriers including VS or lactic acid elevations based in treatment plan in oncology and intermittent conflict with provider preference. Unit representatives huddled with teams to socials SIRS/Sepsis protocols

Nursing Excellence Council

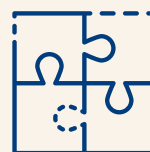
Council Co-Chairs: Raiza Majam BSN, RN, PCCN, Serwah Adarkwa MSN, RN, and Charmaine Linkins, BSN, RN, OCN

Leader Facilitators: Katherine Ibay MSN, RN, AMB-BC, NPD-BC, Julia Fisher, MSN, RN, CEN, CNL, NPD-BC, and Jocelin Maxwell MSN RN PCCN GERO-BC, Director of Nursing Strategy & Transformation

The Nursing Excellence Council aims to improve our nursing practice and environment and is divided into three subcommittees: Promotions, Engagement, and Process Improvement.

In fiscal year 2024 council members:

- Created our Professional Practice Model (PPM) - Quality Caring Model Visual Schema and promoted it throughout the Department of Nursing and Patient Care Services
- Conducted three Journey to Magnet® Conversation Cafés
- Facilitated a food drive to donate goods for the Associate Food Pantry, and collected 1,060 pounds of food
- Planned and implemented Nurses' Week 2024
- Launched a unit-based Kudos cards process improvement project on pilot units 3F, 3H, 4E, 4D, & 4NE , and achieved 14% improvement from pre- to post-survey



A walk down memory lane

Snapshots from various Fiscal Year 2024 festivities

July - August: Nurse Residency Program (NRP) Completion Ceremony, Student Nurse Extern (SNE) Graduation



September: Hispanic Heritage Month, World Sepsis Day, NRP Ceremony, Suicide Prevention Month



October: Slapshot and G-Wiz visit, National Respiratory Care Week, EP Lab of the Future Ribbon Cutting, Well-O-Ween



November: Washington Mystics visit, WAMBI Awareness, Turkey Trot Walking Challenge



November (cont.): Thanksgiving, Magnet Alignment workshop, NRP Ceremony, Medical-Surgical Nurses Week



December: Holiday celebrations



January: Caps and Wizards visit, SNE graduation



February: Ambulatory Care Nurses Week, Burn Week, Heart Month, NRP Ceremony, Wear Red Day, SPIRIT Day, Black History Month





March: Certified Nurses Day, Wear Blue for Colon Cancer, Patient Safety Awareness Week



April: Black Maternal Health campus walk, Caps visit, NRP ceremony



May: See Nurses' Week p. 10, Associate BBQ



June: Administrative Professionals Week, Wound Care Awareness Month, Patient Care Technician Week, Campus Pride Walk



Caring for our community.



Patient Care at a Glance

MedStar Washington Hospital Center - Fiscal Year 2024

Inpatient admissions	33,228
Outpatient visits	364,901
Emergency Department visits	78,250
Inpatient surgeries	12,461
Outpatient surgeries	10,511
Births	3,432



Strengthening community connections

Aligning nursing community outreach efforts with our Community Health Needs Assessment



More than 40 MedStar Washington Hospital Center associates, including dozens of nurses, volunteered with Project Giveback to package food for distribution to those in need on Thanksgiving.

Nurses don't stop caring about patients at the end of their shifts, and the needs of our patients don't cease at the time of discharge. At MedStar Washington Hospital Center, we take pride in extending our care beyond the hospital's walls through strategic partnerships with local nonprofits and a variety of outreach events—many of which are spearheaded by our dedicated nursing team. This year, we focused on strengthening these efforts by deepening our collaboration with the hospital's Community Health Outreach Department and various subcommittees.

In our Fiscal Year 2024 Annual Operating Plan (AOP), we prioritized enhancing existing efforts with the goal to “foster one-team engagement through collaborative work and community engagement.” Senior Nursing Director Yelena Tuerk, DNP, MBA, MS, RN, NEA-BC, FACHE, championed this initiative by forming an interdisciplinary workgroup of 26 members, all passionate about community outreach.

The group’s first priority was to raise awareness about the latest MedStar Health Community Health Needs Assessment (CHNA), aligning our work with system-wide healthcare goals to address the most pressing needs in our community.

The CHNA follows a community-driven approach to support the hospital in planning and executing programs that address the health needs of underserved and vulnerable populations. This three-year plan outlines the hospital’s community benefit service areas, identifies key health priorities, and sets measurable outcomes. Each hospital in the system designates a specific community, or Community Benefit Service Area (CBSA), to focus on. MedStar Washington Hospital Center’s CBSA encompasses the ZIP codes 20002, 20010, 20011, and 20019.

The CHNA prioritized the following health needs within our community:



Health and Wellness

- Chronic disease prevention and management
- Behavioral health: mental health and substance use disorders
- Chronic pain and arthritis



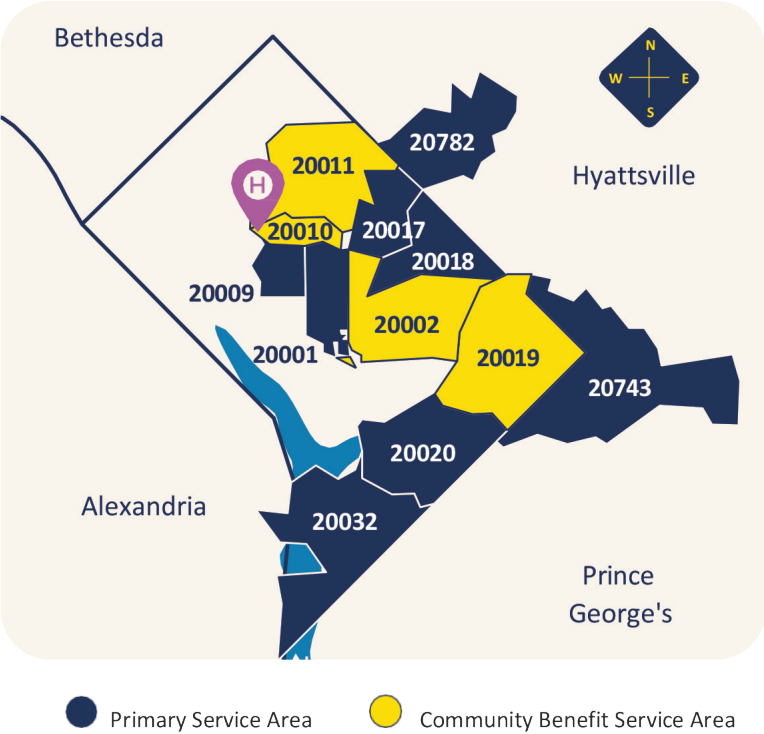
Access to Care

- Mistrust of healthcare providers
- Healthcare costs
- Access to healthcare providers



Social Drivers of Health

- Food insecurity
- Housing instability and homelessness
- Violence: neighborhood safety and gun violence



With this critical information in mind, the AOP workgroup collaborated with other hospital committees, such as the Equity, Inclusion, and Diversity community outreach subcommittee, to amplify our efforts. The team developed a comprehensive outreach toolkit and created a community event calendar. This calendar is shared via the weekly Nurse Leader Bulletin, keeping staff informed of upcoming volunteer opportunities. The group’s coordination with our broader community outreach team resulted in a year of increased collaboration, participation, and engagement across all community outreach initiatives.

Community commitment

Charity care: **\$66.08 million**

Unrecoverable debt: **\$20.58 million**

Community Engagement Highlights



*MedStar Washington
Community Health Outreach
Manager Andrea Miranda and
MPD Officer David Wilkerson*

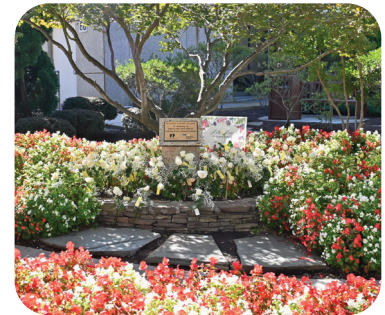
Beat the Streets

Beat the Streets—a long-running Metropolitan Police Department (MPD) program designed to strengthen bonds in D.C.'s most underserved communities, addressing critical issues such as violence and food insecurity—provides an opportunity for community members to experience the lighter side of MPD while enjoying dancing, food, and musical performances featuring local bands, including a unique go-go/funk band composed entirely of law enforcement officers. In 2023, our team at MedStar Washington partnered with Beat the Streets for six events throughout Wards 4, 6, and 8. Over 300 community members stopped by the MedStar Health booth to sign up for free cancer screenings, receive free blood pressure checks, learn about managing chronic illnesses, and get connected to neighborhood resources such as food pantries, housing support, job placement assistance, and addiction counseling.

Little Lives Remembered

On October 1, our annual Little Lives Remembered event brought together 220 parents and guests to honor the memory of the little lives lost due to miscarriage, stillbirth, neonatal death, and chromosome abnormalities.

Attendees received tote bags filled with grief support resources, a personalized pillow featuring the baby's name and birth/loss date, and a white rose inscribed with their baby's name to place in the memorial garden next to the Cancer Institute.



Kairos House Community Service

Nursing leaders in our surgical oncology division celebrated Medical-Surgical week (November 2023) in the community by partnering with Christ House, a community/respite health care provider that we work closely with. The team did some deep cleaning and outdoor maintenance at the Kairos House, an apartment building that supports a live-in recovery program in the neighborhood.

Our Surgical-Oncology nurse leaders cleaned the backyard, organized a program member's room, and even offered to clean a room that wasn't on their task list.

Project Giveback

What started in 1995 as a local consulting firm's canned food drive—providing support to six families and one homeless shelter—has grown over the years into a vehicle for a multitude of organizations and professionals to give back to the communities where they live and work. We were proud to join Project Giveback on Nov. 23, 2023, to help package 4,000 boxes of food for distribution on Thanksgiving to those in need in our community.



Nurse leaders (Front to Back) Cassandra Lawrence, Carrie Richardson, Ariam Yitbarek, Rachel Watkins, Yelena Tuerk, and Evelyn Diop



Chief Nursing Officer Ariam Yitbarek got help packing up her Thanksgiving food boxes from the Ebenezer Girl Scout Youth Ministry!

Annual Holiday Shoebox Drive

Our associates moonlight as elves during the holidays, and a big group of Santa's helpers found time in their busy schedules to donate, beautifully wrap, and deliver more than 150 gift boxes to local nonprofit SOME (So Others Might Eat). These holiday "shoeboxes" were brimming with essential items—toiletries, socks, gloves, underwear, and toys—for those SOME serves. Special thanks to Nursing Director Shirley Dewitt for driving this collaborative effort between the Nursing Ambulatory Collaborative Council and the hospital Community Outreach Committee.



Nurse navigator Marquise King and nurse leader Shirley Dewitt filled shoeboxes with socks, gloves, scarves, hats, and essential toiletries for those in need in our community.



(Left to Right) Taylor Watts, Precious Smith, Jacqueline Ruiz, Shirley Dewitt, Erica Rancore, Kendra Moats, Tatiana Garner, Susan Kennedy, Marcel Alfred, Alexandra Nemcoscky, Marquise King, and Shalinda Everette-Mitchell



Medicine/Behavioral Health Toy Drive

Each year, our Medicine and Behavioral Health nursing division hosts a holiday toy drive for children in our community. The toys are given to St. Augustine Church for distribution to eight area homeless shelters.

Perioperative Services Holiday Food Drive

Our Perioperative Services teams collected nonperishable food items and donated them in December to So Others Might Eat (SOME).



Gail John-James, Falisha Williams, Birdie Merriweather-Tynes, Nkiru Egoro, Sylvia Solomon, and Seema Hussain

Valentine's Day Gift Baskets for NICU Families

Members of our Thoracic Surgery team showered our neonatal intensive care unit (NICU) families with love on Valentine's Day.



Whitney Williams, Amber Graham, Norma Gray-Clark, Ashley Lopez Rivas, and Dr. Ann Hwalek (not pictured) put together 25 gift baskets that included keychains, notepads, pens, cups, infant bodysuits, socks, teddy bears, and a box of chocolates.

Foot Health Awareness Month



Our Perioperative Services team celebrated National Foot Health Awareness Month in April 2024 with a drive to collect socks and gently used shoes to be delivered to D.C. area shelters.

Bread for the City Volunteer Day

In May, a group of volunteers from our Nursing Leadership Council and Community Outreach Committee hosted a health fair at Bread for the City (BFC) Northwest Food Pantry. We offered health screenings and education on hypertension, heart disease, stroke, diabetes, and mental health (focused on suicide prevention) and helped patrons select nutritious items from the food market.

Back L-R: Fanya DeJesus, Kristin Spurr, Norma Gray-Clark, Evelyn Diop, Rachel Watkins, Shirley Dewitt, Jani North Saale and (Front L-R) Yelena Tuerk, Ariam Yitbarek, and Carrie Richardson



Community Engagement Highlights cont.

CNA Student Luncheon

As a major teaching hospital, we love connecting with students to show the breadth of healthcare opportunities available at MedStar Washington. In March, we hosted a large group of students studying to become Certified Nursing Assistants upon graduation from Howard County Public Schools in Maryland. After a fun luncheon, our nurses toured students through patient care areas for a behind-the-scenes look at what we hope will turn into long, fulfilling careers for this future generation of caregivers.

Different departments put together informational tables to interact with the students, and Respiratory Therapy was a big hit!



Menstrual Equity Drive

In honor of Women's History Month, our Equity, Inclusion & Diversity Council sponsored the 2nd Annual Menstrual Equity Drive throughout March. This initiative aimed to collect personal hygiene products for women facing limited or no access to essential items, education, and sanitation. The drive benefited women served by Washington, D.C.'s House of Ruth and Sasha Bruce shelters, helping to promote health and dignity for those in need.

Ka'Mari Kerr, Norma Gray-Clark, Denise Hallman, Andrea Miranda, Tiara Hill, and Lauren Hinson

Men's Health Month

Our associates donated more than 800 personal hygiene products for men in our community during Men's Health Month. Our Equity, Inclusion & Diversity Council hosted a Men's Health Fair in June, in partnership with D.C.'s New York Avenue Men's Shelter, where they dropped off the donated items and provided education, resources, and services to those in need.

Keonia Anderson, Lima Latif, Silvester Stokes, Denise Hallman, Kenyetta Keys, Ka'Mari Kerr, Dewayne, Jamil Shaw, Andrea Miranda, and Lauren Hinson



Capital Pride

We couldn't be prouder of our associates who volunteered at the 2024 Capital Pride Festival in June to celebrate and support our LGBTQ+ community!

We walked in the parade Saturday and passed out sunscreen and other helpful, healthful goodies from our booth during Sunday's celebration.



Improving patient experience with automated post-discharge outreach

With the goal to enhance patient experience and reduce avoidable readmissions, we initiated a transformative approach to patient outreach, implementing automated calls to patients post-discharge using CipherHealth. This system, seamlessly integrated with our electronic medical record (EMR), auto-enrolls eligible patients, ensuring that no one falls through the cracks. Once enrolled, the system proactively reaches out to patients to check on them after they leave the hospital. If a patient reports an issue, an automatic alert is triggered to notify the appropriate staff member, who can then intervene and resolve the concern. Additionally, the system generates detailed reports that provide insights into patient feedback, allowing us to drive continuous improvements based on real-time data.

We began this initiative with six pilot units in fiscal year 2023, which included 1EIMC, 3F, 4NE, 4NW, 5D, and 5F. By December 2023, the system was fully rolled out across all inpatient units, ensuring that every patient discharged from the hospital could benefit from this enhanced follow-up care.

“Automating outreach helped us reach more patients and gave our frontline nurses and leaders more time to focus on what’s happening at the bedside,” said Director of Nursing Strategy and Transformation Jocelin Maxwell, MSN RN PCCN GERO-BC, who championed this initiative and shared the significant results with nursing leadership.

Out of 21,154 patients contacted through the system in Fiscal Year 2024, 10,854 (51%) were successfully reached, which is higher than the industry standard. Of those who responded, nearly half (47%) indicated the need for follow-up information and/or intervention. This outcome is particularly meaningful, as it highlights our ability to address patient concerns early, preventing complications and further hospital visits. The



outreach efforts also align with feedback from patient surveys, which highlighted the need for more comprehensive discharge information—specifically, guidance on what to expect and signs of potential complications to watch for after leaving the hospital.

CipherHealth’s extensive data analysis also provides valuable insights into the effectiveness of this patient-centered approach. Their research, which analyzed 38 health systems and 74 outreach programs between 2017 and 2020, revealed that this kind of outreach program had a significant impact on patient outcomes. The study showed a 56% reduction in readmission rates across the participating systems, resulting in an estimated average savings of \$12.4 million annually in operating costs per health system. This data reinforces the positive impact of our automated outreach program, not only on patient care but also on operational efficiency.

As we continue to build on the success of this initiative, our goal remains clear: to ensure every patient receives the support they need after discharge, reducing readmissions, improving satisfaction, and fostering a stronger, more proactive connection between patients and healthcare providers.



21,154 patients called post-discharge through automated outreach in Fiscal Year 2024

Supporting the next generation of nurses

As a premier teaching institution, MedStar Washington is committed to supporting the next generation of health care providers and has a long history of providing clinical experiences for nursing students. Our Academic Practice Partnerships (APP) team oversees all students seeking experience within the Department of Nursing and Patient Care Services. In addition, the APP department runs the Student Nurse Assistant (SNA) Program, Student Nurse Extern (SNE) Program, and scholarship programs with local nursing schools.

In fiscal year 2024, we were proud to introduce a new scholarship program in collaboration with Howard University, further strengthening our commitment to nursing education. The Future Nurse Program at Howard University offers nursing students tuition assistance in exchange for a commitment to work at MedStar Washington upon graduation. This addition complements our existing partnerships with local nursing schools, including Montgomery College, George Mason University, and George Washington University.

In addition to scholarship opportunities, MedStar Washington offers paid, flexible positions through our Student Nurse Assistant (SNA) and Student Nurse Extern (SNE) programs. These programs are designed to provide real-world clinical experience for nursing students, with



Nurse Kehinde Oriowo spent the summer with us in 2023 as a student nurse extern (SNE) and came back to work on one of our medical-surgical units (3C) after graduating from Howard University. During the summer 2024 completion ceremony, she told our SNEs to “celebrate every success” on the road to graduation

the SNE program offering full-time employment during winter and summer breaks. Our student nurse programs also play a critical role in developing a pipeline for employment at MedStar Washington. With a 70 percent conversion rate, the SNE program successfully transitions many participants from externs to full-time, permanent positions as registered nurses upon graduation. This pathway not only provides valuable hands-on experience but also creates lasting career opportunities for nursing students, contributing to the growth and strength of our healthcare workforce.

We value our students and are deeply grateful for the guidance provided by our

clinicians, leaders, and educators, who are shaping the future of nursing.

26 student nurse assistants onboarded;
131 student nurse externs onboarded in Winter and Summer Cohorts; **692** clinical rotations for nursing students



Scholarship Programs:

1. Future Nurse Program at Montgomery College (2-year ADN degree)
2. Future Nurse Program at Howard University (4-year BSN degree)
3. Future Nurse Program at George Mason University (1-year accelerated BSN degree)*
4. Washington Squared (W2) Program at George Washington University (16-month accelerated BSN degree) *

**Must have prior bachelor's degree to qualify for nursing school admission*

Walking with our burn patients on the journey to healing

In February 2024, during a journal club meeting, Burn Rehabilitation Therapist Maybelle Singson, PT, DPT, found inspiration from published research exploring the benefits of exercise training for burn patients. She proposed creating a walking group for our burn patients and set out to make it happen.

Maybelle connected with occupational therapist Rebekah Allely, who coordinates our monthly burn support group. Rebekah reached out to former patients who had expressed interest in aftercare programs and was met with great enthusiasm. In March 2024, Maybelle launched the burn support walking group, open to both burn survivors and burn center patient care staff. This initiative serves as a therapeutic aftercare program, promoting social support networks and healthy lifestyles through physical activity. The 2.2-mile

walk along the National Mall starts at the Smithsonian and ends at the Lincoln Memorial. It's more than just a walk—participants enjoy catching up, sharing stories, and spending time outside. The group provides a space for survivors to laugh and talk about their shared experiences, step by step, on the healing journey. Two walks were held in fiscal year 2024, in April and May, with more planned for the future.

"The new walking support group for burn patient is a grand experiment in community," said James Yarsky, burn/trauma nurse. "The medical professionals get a chance to hear about their work in hindsight. The perspective helps us hone our practice for all the patients we'll meet in the future. I am grateful to Maybelle for putting this program together."



Burn Rehabilitation Therapist Maybelle Singson, PT, DPT, with patient John Hoza and family at the inaugural Burn Support Walking Group event in April 2024.

Next steps include coordinating with the D.C. Firefighter's Burn Foundation to expand the group's reach and continue providing support for burn survivors.

Synergy, collaboration, and innovations in nursing practice

Our 7th Annual Nursing Research and Innovation Conference, held on March 14, 2024, at The Catholic University of America, served as a powerful platform for exploring how nursing research shapes and enhances community health. Organized by Director of Nursing Research Pamela Jones, PhD, MPH, RN, CPHQ, the event brought together 167 nurses and healthcare professionals, emphasizing the vital role that nursing research plays in improving patient care, advancing health equity, and fostering community wellbeing. Highlights from the conference included:

- A keynote address from Christina G. Atlington, PhD, on "Trauma-Informed Leadership." By integrating trauma-informed care principles into practice, nurses are better equipped to serve diverse community needs.
- In "A Curious Nurse's Exploration of Moral Distress," Lucia D. Wocial, PhD, RN, FAAN, HEC-C, showcased how nursing research can help address the ethical challenges nurses face in practice. Her research empowers nurses to navigate moral distress, enabling them to provide compassionate care even in difficult circumstances, ultimately leading to improved patient outcomes.
- Angela D. Thomas, DrPH, MPH, MBA, discussed the critical intersection of "Implicit Bias, Racism, and Patient Safety Events," offering insights into how research-driven interventions can reduce disparities and improve patient safety.
- The session on "Pain, Quality of Life, and Older Women," led by Janiece L. Taylor, PhD, RN, FAAN, highlighted the unique health needs of a population often underserved in healthcare.



- "Nursing Ambulatory Care," presented by Hussein M. Tahan, PhD, RN, FAAN, FCM, explored nursing's impact on community-based care. As healthcare continues to shift toward outpatient services, research-driven innovations in ambulatory care are essential for improving access to quality healthcare, particularly for underserved populations.

The conference also featured breakout sessions focused on performance improvement, evidence-based practice, and educational strategies, reinforcing the importance of continuous learning and adapting to new research findings. Additionally, the conference showcased the research and evidence-based practice projects of our nurses in a poster exhibition, culminating in an abstract awards ceremony. By fostering innovation, promoting health equity, and translating evidence into practice, nursing research plays a pivotal role in shaping healthier, more resilient communities.

A community of lifelong learners

MedStar Health offers several scholarship opportunities to support the next generation of leaders. In fiscal year 2024, two associates in the Department of Nursing and Patient Care Services received the esteemed John L. Green Generation of Leadership Scholarship, honoring the late John L. Green, executive vice president, Corporate Services. The scholarship is reserved for individuals who share Green's traits of excellence, leadership, and commitment to the vision, mission, and values of MedStar Health and reflects Green's commitment to increasing diverse representation in leadership positions in healthcare.



*Hilary Hancock,
BSN, RN, CWON*



*Shirley Dewitt,
BSN, RN, AMB-BC*



*Jasmine Allen,
BSN, RN*

Recipient Jasmine Allen used the scholarship to help pay for her nursing degree while working as a medical assistant here at MedStar Washington. She graduated with her Bachelor of Science in Nursing (BSN) from Chamberlain University in August 2023 and is continuing her career with us as a labor and delivery nurse. Our second recipient, Nursing Director Shirley Dewitt, is using the scholarship to pursue her Master of Business Administration (MBA) with a concentration in Healthcare Management at Columbia Southern University.

"I am committed to paying forward this investment by advocating for patients, championing diversity and inclusion, and leading with compassion and integrity," Shirley said.

Additionally, Director of Wound Ostomy Continence (WOC) Hilary Hancock, BSN, RN, CWON, received the MedStar Institute for Quality and Safety scholarship for the Georgetown University Executive Master's in Clinical Quality, Safety, and Leadership Program.

Healthcare community recognition



*Rachel Watkins,
MBA, BSN, RN,
PCCN*

Rachel Watkins, senior nursing director for Medicine and Behavioral Health Services, was chosen from a pool of 400 applicants from around the world as one of 16 George Washington University **Atlantic Fellows for Health Equity**. Rachel spent the year working on global health strategies to positively impact health equity.



*Ariam Yitbarek DNP,
MHA, RN, NEA-BC*

Chief Nursing Officer Ariam Yitbarek was named to Becker's Hospital Review's 2024 list of **"Black Healthcare Leaders to Know."** The leaders featured on this list are shaping the patient experience, educating and training the next generation of healthcare providers, and furthering equity and inclusion.



*Dionne Ross,
MSN, RN, NE-BC*

Cardiac Catheterization Laboratory Nursing Director Dionne Ross was honored by The Healthcare Council Team as an **Employee of the Year**. She was recognized for her exceptional leadership during her 20 years at MedStar Washington. Dionne has placed a strong emphasis on patient satisfaction and has demonstrated exceptional leadership skills that cultivate a culture of continuous improvement.



L-R: Dr. Robert Linton, Howard University Hospital; Sharon Powell, Sibley Memorial Hospital; Rosie Dunkle, MSN, RN, CCRN, NPJ-BC; Ariam Yitbarek, DNP; Gregory J. Argyros, MD; and Jacqueline Bowers, DCHA president & chief executive officer

The District of Columbia Hospital Association (DCHA) presented its **2023 Clinical Patient Safety & Quality Award** to Critical Care Clinical Specialist Rosie Dunkle. Rosie's leadership on our Catheter-Associated Urinary Tract Infections (CAUTI) Prevention

Committee has led to meaningful improvements to the pathology, provider, and nursing electronic medical record, which means safer, quality care for our patients. DCHA's Patient Safety & Quality awards are given to healthcare professionals who exhibit excellence in their field by strengthening their hospital's mission and goals.

Giving thanks



I am so proud of our ONE TEAM nurses for the care they provide and the compassion they show our patients every day. The accomplishments in this Annual Report raise the bar for nursing excellence. Keep focused on this great work!

Gregory J. Argyros, MD
President, MedStar Washington Hospital Center



"My family and I were visiting our sister when we met Kelley, who was her primary nurse. She was excellent at taking care of her and went above and beyond her duties. She was a true advocate for her, engaging in medical questions with the provider team, calling dietary to get the right food, cleaning and brushing my sister's teeth, and re-positioning her every two hours to prevent bed sores, etc. We were very impressed and touched by her dedication, commitment, and caring for patients. On behalf of our whole family, we cannot say thank you enough to Kelley!" —Excerpt from Kelley's nomination letter for the DAISY Award

Nurse Kelley Jack with members of the DAISY Committee

"A patient arrived at the Women's Oncology clinic for an appointment, and while attempting to sign in, the patient suddenly fell ill and lost consciousness. LaKeasha, the medical assistant on duty, immediately sprang into action. After seamlessly transferring the patient's care to our Rapid Response Team, LaKeasha shifted her focus to comforting a young family member accompanying the patient. She ensured the family member's wellbeing, kept her informed of the situation, made sure she had a ride home, checked on her later in the ER, and provided her telephone number with an offer to help however needed. What was not immediately apparent was that LaKeasha had recently experienced the loss of her mother to cancer. Despite her personal loss, she maintained her professionalism, empathy, and unwavering focus on caring for the patient and family member. This act of selflessness and compassion embodies the highest standards of service and underscores the dedication of our staff to patient care."

—Excerpt from LaKeasha's nomination letter for the Sunshine Award



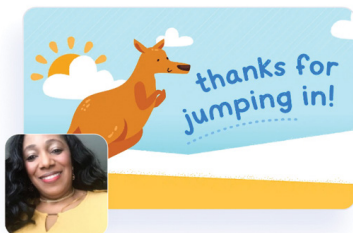
Medical Assistant LaKeasha Cooke with members of the Sunshine Committee



Brianna Mitchell, RN, 3NE, was recognized by a patient for the care he received from Brianna when she was a patient care technician on unit 3NE. The patient wrote a letter after his discharge saying, in part, "I had exceptional medical care from my heart surgeon, Dr. Cohen and my tech Brianna!" The patient raved about the phenomenal attention and holistic care that he received during a difficult time. Since helping this patient, Brianna has grown in her career at MedStar Washington, having transitioned to a clinical nurse role on 3NE after passing her board exams. For her efforts, Brianna was recognized with a SPIRIT Shout Out from President Gregory J. Argyros, MD.

Brianna Mitchell, RN, 3NE

Arnicia Hill ▶ Ernestine Tallah
8 months ago



Ernestine Tallah
Clinical Nurse

Ms. Resource to the rescue!!!! There is literally nothing you don't assist with on the unit. Watching you inspires me to continue to be a team player!

Patient ▶ Nickolas Tullo
Nsg-Surg SNW · 8 months ago



Nickolas Tullo
Asst Dir Nursing

Nick — thank you for taking exceptional care of me after surgery earlier this week. You provided amazing care and provided helpful tips that sped my recovery. You demonstrated commitment to the care of your patients. Thank you

PN Patience Nyamekye ▶ 73 people
8 months ago



Meron Zikarge, Sheelove Crevecoeur, Phea Crawford, and 70 others

It's been a month already and my heart still beats for my amazing team, unit 1C. I do appreciate the thoughtfulness and gladness in preparing for my baby shower. Again, I do appreciate your advocacy, empathy, and prayers during the emergency situation. I am so glad to have been at the right place at the right time, and in the safest warm hands on that fateful Thursday, 03/14/2024. The thought of everything that happened brings me tears of joy. KUDOS to you ALL.

Patient ▶ Margarette Hinds
Nsg-2D-Medicine · a year ago



Margarette Hinds
Clin Nurse - Tier 2 Float Pool

I had the privilege to have Ms Maggie work with me and her bedside manner was above and beyond she paid attention too my needs and to have an have nts she is very attentive with her patients

Thank you so very much for all you've done for me

Nursing excellence by the numbers

642

nurses
onboarded



373

allied health
associates
onboarded

157

student nurse
employees
onboarded

61 different educational courses offered
to **5,894** associates



3,873 hours of
education delivered by
Nursing Professional
Development Specialists



41%

of eligible RNs have
professional board
certification;

93%

of nurses have BSN or
higher degree

\$973K in tuition reimbursement for
Department of Nursing and Patient Care
Services associates



408

Nurse Residents

62

Evidence-Based Practice (EBP)
Nurse Residency
Program Projects

50-100 nurse leader attendees
per monthly Nurse Leadership Academy
(NLA) Session



203 Clinical Advancement
Program (CAP) Awards, totaling
\$697K in bonuses for RNs



70+

award and recognition
opportunities

38

Nurses' Choice Awards
Honorees

It's how we **treat people.**