



MedStar Health

MedStar Washington Hospital Center



Nursing Excellence on the **Pathway to Magnet[®]** recognition



Transformational Leadership | Structural Empowerment | Exemplary Professional Practice | New Knowledge & Innovations

FY2023 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 2,000+ nurses fuel the largest, busiest hospital in the nation's capital. MedStar Washington Hospital Center is a 912-bed major teaching and research hospital and a major referral center for treating the most complex cases. 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.

Our patient-first philosophy combines care, compassion, and clinical excellence in the delivery of high quality, safe patient care. The Quality Caring Model by Joanne Duffy, PhD, RN, FAAN is a relationship-centered model that serves as our theoretical framework for nursing practice.



ANCC Pathway to Excellence®
Program for empowering
nursing work environment



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



CCNE Accreditation for
nurse-residency program



Baby-Friendly Designation for
exceptional maternity care



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



Officially on the ANCC
Magnet® Recognition Program
designation journey

Message from our Chief Nursing Officer

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

Senior Vice President and
Chief Nursing Officer



If I had to describe fiscal year 2023 in one word, it would be: **transformative**. As we emerged from the pandemic, cautiously removing our masks and carefully loosening restrictions, we came to terms with the fact that there's no going back to how things used to be.

Learning to let go of old practices that no longer serve us has been freeing. Discovering and adjusting to our "new normal" cleared the path forward.

In this annual report, you will see how our journey to Magnet® recognition, the highest distinction for nursing that a hospital can receive, is guiding us toward new heights in nursing excellence as we weave the core principles of transformational leadership, structural empowerment, exemplary professional practice, and new knowledge and innovations into our daily practice.

It's a tremendous time to be a nurse; the opportunities for growth are limitless. And at MedStar Washington Hospital Center, the voice of nursing is heard from the boardroom to the bedside. As you review this report, you'll see nursing at the forefront of major hospital and system initiatives involving equity, inclusion and diversity, workplace violence prevention, wellbeing, community engagement, technological advancements, research, and high-quality, safe patient care.

I hope you feel a sense of pride seeing all that you've done for our patients, families, and ONE TEAM. Thank you for your dedication to nursing excellence on the "Pathway" to Magnet® recognition!

Sincerely,

A handwritten signature in black ink, appearing to read "Ariam Yitbarek".

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

Nursing Excellence



Pathway to Magnet®

While 2023 will be remembered as the “official” start of MedStar Washington Hospital Center’s journey to Magnet® excellence, the foundation for the path forward is more than a decade in the making.

“And with good reason, for Magnet recognition is no simple feat.” Since its inception in the 1980s, less than 10% of hospitals in the United States have achieved the coveted designation, which is the most prestigious credential for nursing that a hospital can receive.

Thanks to years of groundwork from passionate nurse leaders dedicated to strategic improvement, MWHC is now confidently poised to pursue this crowning achievement. Building on momentum from back-to-back Pathway to Excellence® designations in 2017 and 2022, MWHC nurse excellence champions returned from the 2022 ANCC National Pathway Conference® in Philadelphia with a renewed sense of purpose. Not only did the team walk across stage to accept redesignation in front of a roaring crowd of fellow nurses, they also won the 2022 Pathway Award® sponsored by Oracle

Cerner for their proposal on Wellbot™, a robotic wellness program designed to support staff wellbeing.

“The conference really signified the passing of the baton from PTE to Magnet,” said Magnet Program Director Kathy Ibay, MSN, RN, AMB-BC, NPD-BC. “After walking the stage and winning for Wellbot, we were on such a high, and it really solidified our plans to submit our Magnet application.”

In January 2023, Kathy submitted the hospital’s online application, secured endorsement at all levels, and invited a very special guest, renowned nursing theorist Joanne Duffy, PhD, RN, FAAN, to help announce the launch of the journey to Magnet at MWHC during National Nurses Week.

“I’m most looking forward to the continuous transformation that comes from Magnet,” said Kathy. “I have been at this hospital since 2005, and sometimes it’s hard to explain the difference to new nurses because we have so much already in place—initiatives, autonomy, so much that nursing is involved in—but what they are experiencing is actually the result of decades of hard work.”

● MWHC decides to pursue ANCC Pathway to Excellence® (PTE) designation

● MWHC becomes first acute care hospital in Washington, D.C., to obtain PTE designation

● MWHC strengthens Pathway practices; RNs present research at ANCC Magnet/Pathway conference

2015

2016

2017

2018

2019

2020

● Department of Nursing submits 1,500 pages of evidence, 1,689 PTE nurse survey responses to ANCC

● PTE designation conferred to team onstage at ANCC Magnet/Pathway conference

● Senior Nursing Leaders explore Magnet Recognition Program®, hire program director, and perform gap analysis

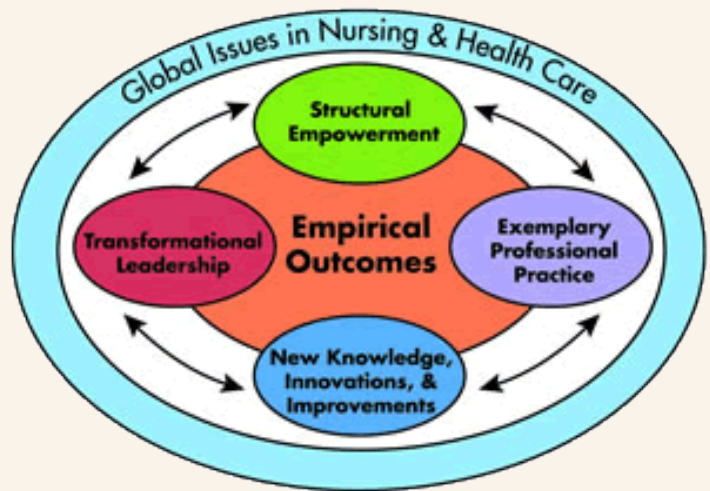
Meet Magnet Program Director Kathy Ibay, MSN, RN, AMB-BC, NPD-BC

The Magnet Model is a roadmap for nursing excellence, drawn up by the American Nurses Credentialing Center. The characteristics of the model, known as the “forces of magnetism,” originated from a national nursing task force study of the best work environments for attracting and retaining well-qualified nurses.

“Magnet is no joke—it’s not some cliché,” said Magnet Program Director Kathy Ibay, MSN, RN, AMB-BC, NPD-BC. “When you use the framework and align your priorities, it really helps you see what is important and what you need to do in order to make the most impact.”

As the captain of MedStar Washington Hospital Center’s journey to achieve elite Magnet status, Kathy wears many hats: project manager, teacher, preacher, communicator, counselor. Kathy knows the Magnet roadmap inside and out, and she is leveraging nearly two decades of experience and her background as a nurse educator at MWHC to build the bridge from Pathway to Excellence® to Magnet Recognition.

Through a series of planned leadership workshops and conversations cafes, she is working to continue our story from Pathway to Magnet. She describes her role as connecting concepts to practice, identifying gaps, and enculturating Magnet. With her booming voice and contagious enthusiasm, Kathy is the ultimate cheerleader for MWHC nurses, working to shout their accomplishments from a national stage. Her cheer? **W-E G-O-T T-H-I-S!**



● Department of Nursing submits 638 pages of evidence, 1,649 PTE nurse survey responses to ANCC

● MWHC submits online Magnet application and begins journey to designation

● Become the first dually designated (Pathway & Magnet) hospital in the D.C. region!

2021

2022

2023

GOAL

STRETCH GOAL

● MWHC achieves PTE redesignation, as well as prestigious 2022 Pathway Award® for Wellbot

● 2025 Magnet designation



Transformational Leadership

Nurses Champion Equity, Inclusion and Diversity Efforts

When nursing leader Jani North Saale heard that MedStar Health was creating new Equity, Inclusion and Diversity councils at each entity in fiscal year 2023, she went straight to Human Resources to offer her support.

"I didn't know what it was going to look like, but I knew I wanted to be a part of it," said the vice president of nursing operations, who was tapped as co-chair of MedStar Washington Hospital Center's EI&D Council.

Jani and co-chair Kenyetta Keys, MWHC vice president of operations, hit the ground running. They built a framework from system guidance and legacy initiatives to form five subcommittees: Awareness and Communications, Community Involvement, Education and Development, Health Equity, and LGBTQIA+.

When they put out the call for subcommittee chairs, they received more applications than open spots.



"The energy was there," said Jani. "It was a moment in time when there was so much focus on EI&D, and all these people were saying, 'Yes, sign me up!'"

The council is focused on tackling tough issues and addressing internal biases to break down structures of racism within health care. Nurses make up the majority of council members and have truly championed the EI&D initiatives to foster transformational change.


"Nurses assess people holistically and in doing so, they see inequities and opportunities for patients," said Jani. "When you see your patient as a person and form a relationship, that builds trust and creates a better patient experience, which leads to better outcomes."

Highlights of the council's work include the hospital's first in-person Black History Month event in four years, the first-ever Juneteenth celebration, a series of associate career panels where staff talked about their professional growth in the context of their own identities, increased community volunteerism, and—as Jani puts it—a "tsunami" of communications (more than 80 e-blasts) celebrating a variety of holidays and cultural observances.

"The council's work and the hospital's willingness to receive that information is changing the culture," she said. "I think it makes people feel like, 'I belong here—my uniqueness is celebrated. I can be myself here.'"

Equity, Inclusion & Diversity

80 cultural, religious, and health recognitions

 Identity pronouns on associate ID badges

First in-person Black History Month program in 4 years

First-ever Juneteenth celebration



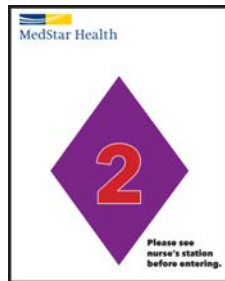
Pride Walk





Taking Action to Address Workplace Violence

Violence against healthcare workers, particularly nurses, has reached a crisis point in America. Nationwide, the rate of injuries from workplace violence in healthcare settings increased 63% from 2011-2018, according to the U.S. Bureau of Labor Statistics, and the pandemic compounded the underlying issues leading to this alarming trend.



Recognizing that major changes are necessary to turn the tide, MedStar Health has made workplace violence prevention a top priority, investing millions of dollars in training, technology, and resources to address associate safety.

In fiscal year 2023, MedStar Washington Hospital Center instituted several new preventive measures, such as the wandering of patients and badges for visitors. Renewed focus was placed on existing tools like patient behavioral contracts, de-escalation training, and patient banner bar alerts. Additional badge readers were installed to limit public access points, and the hospital hired more public safety officers.

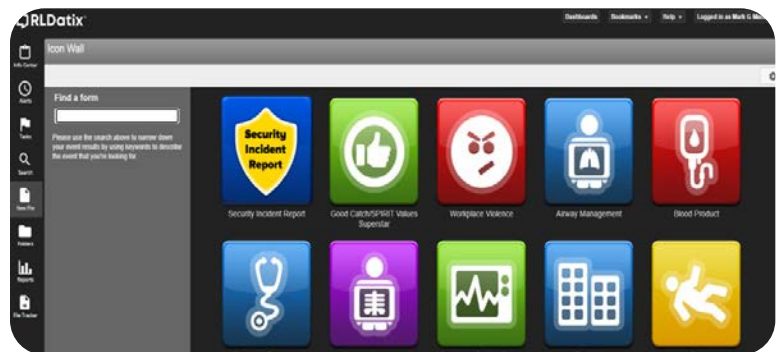
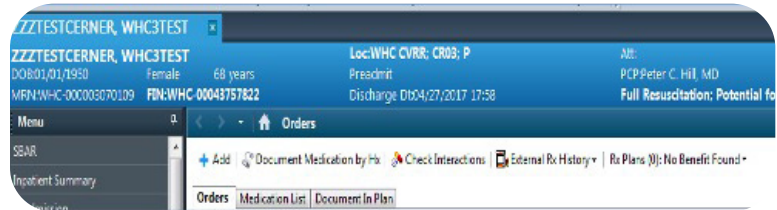
Hospital leaders are encouraging nurses to lower their tolerance for bad behavior, to use all tools available, and to report all safety events.

“There has been a major shift in mindset—we’re saying that our safety comes first” said Mark Marino, MedStar Health director of Workplace Violence Prevention. “I can’t stress enough that we all need to think very differently about how we interact with our patients. We can’t give up kindness, compassion, caring—but we need to be cognizant of our approach and with a new level of awareness of risk.”

Workplace Violence Prevention Coordinator and Behavioral Health Clinical Specialist Kristy Martin said

Workplace Violence Prevention Tools Include:

- De-escalation training courses
- Patient and Visitor Code of Conduct
- Patient Safety Agreements (behavioral contracts)
- Purple Diamond Door Signs (identify risk of violence)
- MedConnect History of Violence Assessment
- Medical Record Alert (banner bar)
- Termination of care for abusive/assaultive behaviors
- Facility bans
- Support of police reporting and arrest for physical assaults
- Peace orders/anti-stalking orders
- Increased Security personnel
- Security technology upgrades
- Duress/Panic alarms
- Improved signage delineating no violence and no weapons allowed
- Visitor management system
- Workplace violence reporting tile in Safety Net
- Violence prevention dashboards
- System and entity Workplace Violence Prevention Committees



she is proud to be part of the work happening “in the background” to create new assessment tools to help clinicians identify risk factors for patients.



“We’re doing work that is going to make a huge difference,” she said. “I have lots of contact with other hospitals and health systems across the country, and MedStar Health is leaps and bounds ahead of what I’m seeing elsewhere.”



WELCOA
WELL WORKPLACE GOLD

Award-winning wellbeing center expands offerings for nurses

Less than two years after it was formally established, the MedStar Health Center for Wellbeing has garnered national recognition for its programs. In fiscal year 2023, the Wellness Council of America (WELCOA) recognized MedStar Health with its "Gold Status" Well Workplace Award for demonstrated results in building and sustaining a wellbeing culture for all associates.

With support from the Center for Wellbeing and the hospital's Wellbeing Committee, the Department of Nursing and Patient Care Services at MedStar Washington Hospital Center offers a variety of resources to enhance and support leader and associate well-being,

including but not limited to:

- Care for the Caregiver: local peer support teams, available 24/7
- Employee Assistance Program: free, professional counseling services for stressful situations
- Resilience coaching sessions
- Recharge stations and wellness rooms
- Fitness classes
- Pet therapy
- Career planning
- Specialized support from dedicated nurse wellbeing specialists

Physician wellbeing survey opens to nurses



In March 2023, MedStar Health became one of the first organizations in the nation to offer the Healthcare Professional Well-being Academic Consortium (PWAC) survey to nurses. The consortium, headquartered at Stanford, measures professional fulfillment and burnout using a holistic, validated survey previously administered exclusively to physicians.

The MedStar Health Center for Wellbeing pushed for the inclusion of nurse input on the survey and is one of only a handful of organizations that included nurses as soon as the option became available. The results will be used to create a national benchmark for nurse wellbeing and shape priorities for the organization.

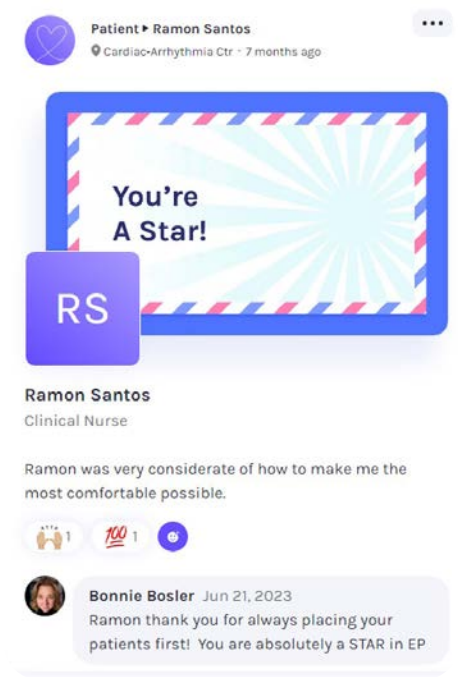
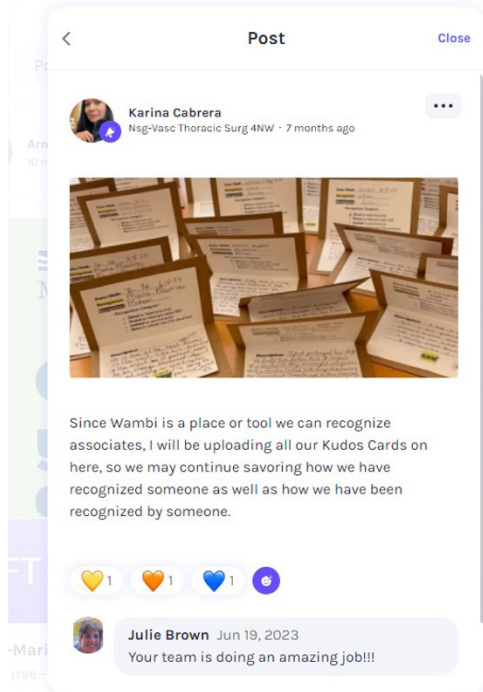
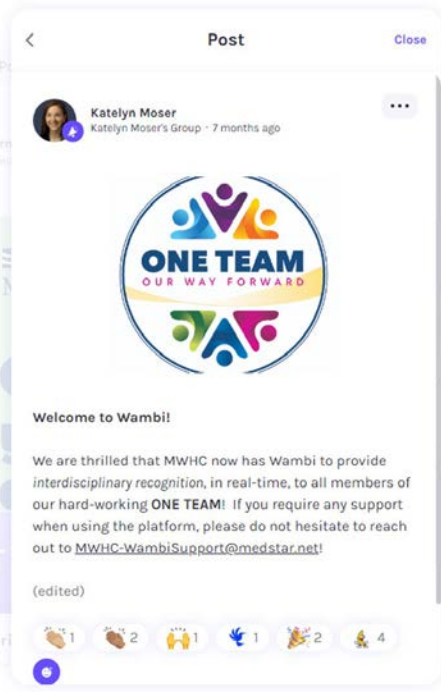
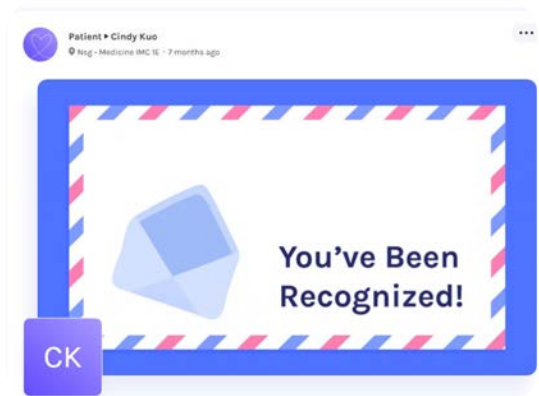


A Wellbeing Exercise: One Million Steps

The summer heat didn't stop nurses from getting their steps in! MedStar Washington Hospital Center hosted a month-long Summer Steps Challenge, with 121 associates clocking a collective 33,912,971 steps, which translates to approximately 14,147 miles, or two treks around the Earth. Capacity Management Supervisor Eileen Barrett stepped up to the challenge and surpassed 1,000,000,000 steps on the road to victory.

Welcome to WAMBI

To amplify real-time recognition of the awesome work on display every day at MedStar Washington Hospital Center, the Office of Patient Experience launched a hospital-wide online gratitude platform called WAMBI in June 2023. The platform has the look and feel of a social media newsfeed and allows users to "tag" recipients in posts of gratitude and congratulations. Patients can also use WAMBI to say thank you for the outstanding compassionate care they receive from the amazing ONE TEAM at MWHC.





wellbeing

MedStar Health Center for Wellbeing

Nurses bring Schwartz Rounds® to MedStar Washington



Clinical Nurse Raiza Majam was looking for a “safe space” where nurses could open up and share the emotionally challenging aspects of their work with one another. Magnet Program Director Kathy Ibay told Raiza about Schwartz Rounds®, a national program from the Schwartz Center for Compassionate Healthcare, and encouraged her to submit a membership application for the hospital.



The Schwartz Rounds program offers healthcare workers dedicated time and space to connect with colleagues and openly and honestly discuss the social and emotional stressors they face in caring for patients and families. The program has been shown to enhance compassion, improve teamwork, and reduce caregiver stress and isolation.

“I pursued it because I knew it would be a great wellbeing resource, and I was sure that we would benefit so much from it,” Raiza said. In November 2022, MWHC was accepted into the program. Raiza worked closely with Director of Nurse Engagement and Retention Julia Fisher to plan the first multidisciplinary rounds on the topic, “The Patient I’ll Never Forget.”

“I am looking forward to more rounds coming up and more nurses to be present and have that safe space to talk and be able to express their feelings without the feeling of being judged or scrutinized,” said Raiza. “I’m excited for what Schwartz Rounds has to offer.”

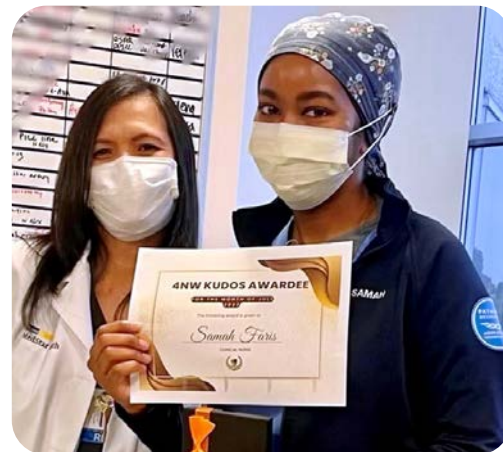
Pet Therapy Tuesdays



Every week, the hospital’s friendliest, furriest volunteers provide a therapeutic boost for nurses and staff.



Nadine Rong, RN, and Luna



Kudos! 2023 AONL Fellowship Projects Focus on Recognition

As part of their year-long American Organization for Nursing Leadership (AONL) Fellowships, nurse leaders Meron Zikarge (1C) and Karina Cabrera (4NW) ramped up recognition efforts to improve teamwork, foster camaraderie, and promote wellbeing. Recognition was identified through the myVoice associate survey as an area of opportunity on both units.

“Every shift, there is always someone or something to thank and be thankful for, but that is not always expressed,” said Karina. To foster a culture of gratitude, Karina created templated “Kudos Cards” for her unit and then began assigning rotating members of staff to identify and recognize a coworker by completing a Kudos Card each shift. Volunteers were also welcome to complete the cards at any time. At the change of shift huddle, the cards were read aloud, and at the end of each month, team members with the most Kudos received a special award. The project was well embraced by staff, said Karina.

“Reading positive recognitions to end and start a shift has created a mindset of gratitude and rendering service,” said Karina. “It started as a project but has now enculturated as a practice during huddle time.”

Meron’s approach was multi-faceted and included a similar “Kudos Kounts” box on her unit, along with a new award called “Caught You Being Amazing” to enable real-time recognition from leadership.

“When I pull a nurse aside and say, ‘Hey, I saw what you did there’ or ‘the way you addressed that issue’ or ‘the time you took to help your colleague,’ etc., their face 100% lights up when they did even not know I was watching,” said Meron.

Other efforts implemented on 1C included a reflection corner, apparel for certified nurses, graduation ceremonies for new staff coming off orientation, and the creation of a social committee to plan and execute unit celebrations.

Both leaders saw immediate results on their units and will use the myVoice survey to measure lasting impact, with the goal of moving recognition from an opportunity to a strength.

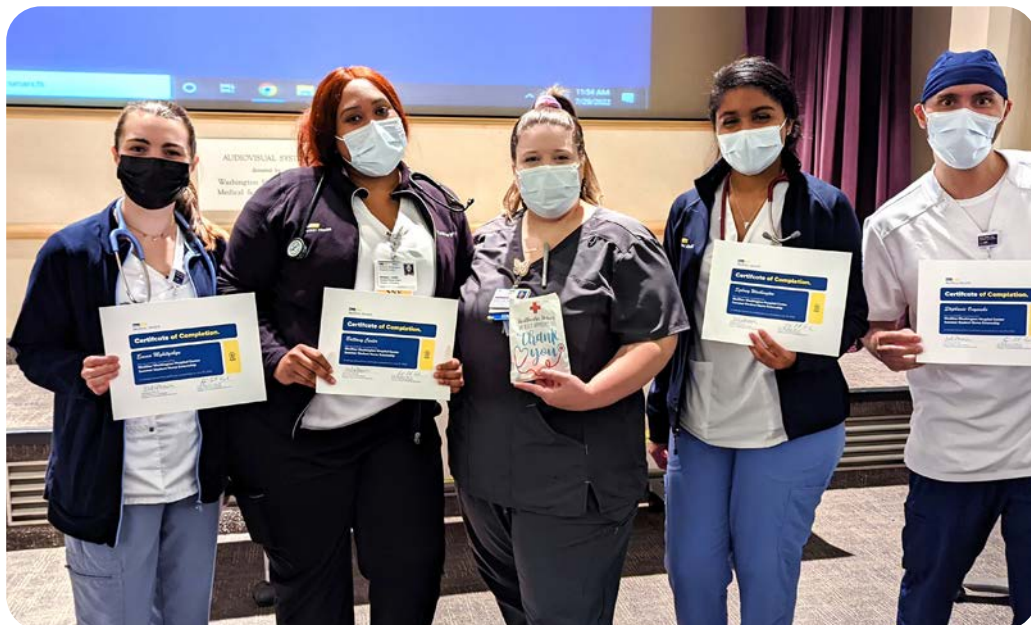
Structural Empowerment

Expanding Academic Partnerships

Julie Brown, MSN, RN, was walking down the hall on the ground floor of the hospital, next to the Center for Excellence in Nursing (CEN) Auditorium where new nurse orientation was taking place. She heard her name being called, and as she turned around, was greeted with a big hug. Her startle turned to joy as she recognized one of her former student nurse externs (SNEs), who had decided to continue building her nursing career at MedStar Washington Hospital Center.

It's an experience that is becoming more and more common as MWHC expands innovative partnerships with local nursing schools. A key strategy to attract and retain new nurses, formal "future nurse" programs offer tuition support and the promise of at least two years of employment and professional growth at MWHC after graduation. New future nurse cohorts began at George Mason University and Montgomery Community College in the fall and winter of 2021, respectively.

Julie is actually a product of one of the first of these programs, a partnership with George Washington University known as W2. In her role as assistant nursing



895 student rotations in FY23

director of academic practice partnerships, she is working to enhance the clinical experience for the next generation of student nurses.

"Having the experience of coming through the program, I can relate to what our students are going through," said Julie. "I can speak to that feeling of not really knowing where I wanted to go or what I was doing, and my biggest goal since day one has been to increase our touchpoints with students to help them become more comfortable and confident."

In addition to scholarship/loan repayment programs, the hospital also offers paid employment opportunities to student nurses. One opportunity for senior nursing students is the student nurse externship, where SNEs work under a nurse mentor's supervision during school breaks. A new employment opportunity created in December 2022 is part-time employment as a student

MedStar Washington Hospital Center Tier 1 Academic Partnerships



- George Washington University
- George Mason University
- Montgomery Community College

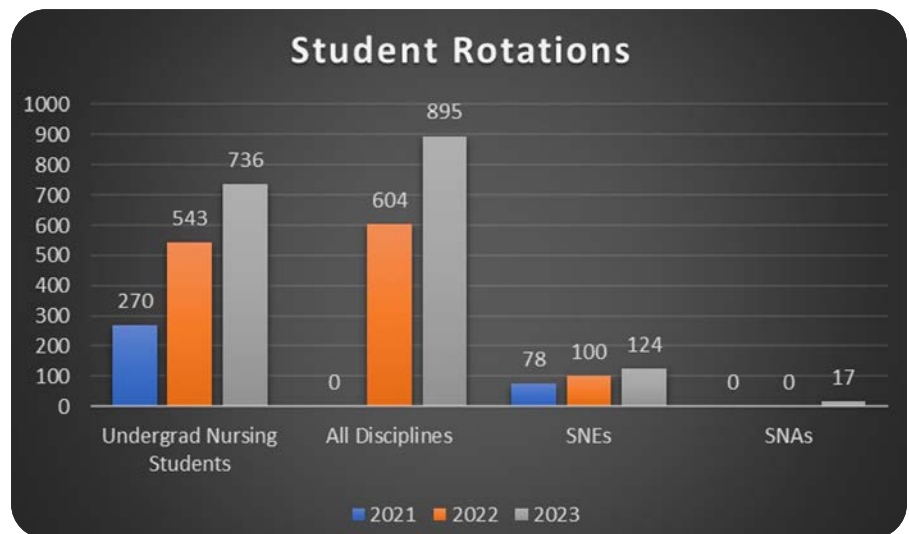
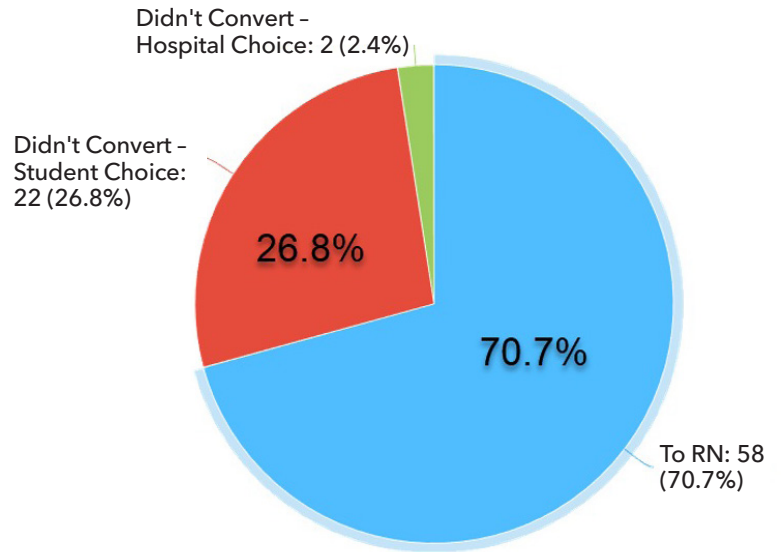
SNE - Summer 2022

nurse assistant (SNA). SNAs are able to work throughout the school year and assist RNs in tasks like preparation for patient discharge, allowing them to get a feel for the hospital setting and variety of specialties earlier in their student journey.

All of these opportunities are extremely competitive, and administration for the programs is performed by the Academic Practice Partnership (APP) team, which is achieving phenomenal results. In fiscal year 2023, more than 70 percent of the student nurse externs transitioned to full time employment. The number of SNEs also increased from 100 to 124 in FY23.

"I think we realized pretty early on how we could really be critical to helping with the nursing shortage and keeping a good pipeline of nurses coming to us," said APP Director Catherine Reisenberg. "We can serve as the first face that the students see, and we work hard to make sure they have a great experience at Hospital Center."

Catherine says the culture within the hospital has shifted to embrace student nurses. "We have become very pro-student," said Catherine. "Clinical instructors have told us what a positive experience we have created for their students. They say every program should be like this!"



The student has become the master

School Collaborations Educator Jessica Litz and Assistant Nursing Director Julie Brown graduated in 2017 from the same cohort of student nurses enrolled in the W2 program partnership between MedStar Washington Hospital Center and George Washington University. Now, in their roles on the Academic Practice Partnership (APP) team, they are working together to support the next generation of nurses.

2023 Nurses Choice Awards



2023 Nurses Choice Award winners who were present for the event.

Advanced Practice Provider Collaborator



- **Spencer Lambert, PA**, Hospitalist Services
- **Peter Bourland, PA**, Hospitalist Services
- **May Wheelwright, CNM**, Midwifery

Physician Collaborator



- **Ivanesa Pardo, MD**, regional chief, MedStar Health Bariatric Surgery and director, MWHC Metabolic and Bariatric Surgery
- **Matthew Patrick Schreiber, MD**, medical director, 2H ICU and ethics committee chair, John J. Lynch Center for Ethics
- **James Howard Street, MD**, medical director, Surgery Critical Care – Trauma
- **Rajkiran Khattrra, MD**, Medicine Hospitalist
- **Alexander Papolos, MD**, co-director, Medical Cardiovascular ICU
- **Benjamin Braun Kenigsberg, MD**, co-director, Medical Cardiovascular ICU
- **Robert David Golden, MD**, medical director, 5C
- **Melissa Fries, MD**, section director, Perinatology

Exceptional Nurse Leaders



- **Tanea Bowman, BSN, RN**, ambulatory nurse coordinator, National Center for Advanced Pelvic Surgery
- **Margie Dumadag, BSN, RN**, nursing director, 4G ICU
- **Kimberly Guaci RN, BSN, MSc**, assistant nursing director, 1F
- **Christal Vann-Cameron, MSN, RN**, nursing director, 4NE
- **Daniele Hill, MSN, RN**, nurse educator and clinical specialist, Ambulatory Services
- **Blessy Varghese, RN, MSN**, clinical bed coordinator, Capacity Management
- **Dana Destin, BSN, RN**, assisting nursing director, 3F
- **Donna Peart, MSN, C-EFM**, nursing director, 5NE

Exceptional Nurse



- **Andrew Biederman, RN**, Ambulatory Infusion Clinic
- **Irene Baidoo, RN**, 3G/H
- **Fasika Gebrhana, RN**, 4C
- **Camille Shayne Fernandez, RN**, 4NW
- **Jessica Payne, RN**, 3rd Floor OR
- **Tiarnan Guiland-collins, RN**, 2F
- **Jackson Raleigh, RN**, Rapid Response, Patient Care Services Collaborator
- **Keneisha Falconer**, patient care technician, 3W-NRH
- **Thaddeneia Chittams**, lead medical assistant, Ambulatory Women's Wellness Center
- **Lydia Johnson**, unit secretary, 1E
- **Nichelle Garrison**, unit secretary, 2NW
- **Kenneth Martin**, surgical technologist, Main OR
- **Debra Davis**, unit secretary, 4E
- **Mary Johnson**, patient care technician, 5D

Community Engagement

Little Lives Remembered

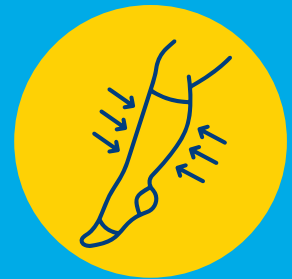
MedStar Washington Hospital Center's annual Little Lives Remembered commemorative event, honoring little lives gone too soon (due to miscarriage, stillbirth, neonatal death, or chromosome abnormality) hosted more than 170 family members Oct. 2, 2022. Parents received gift bags that included a name tag with their newborn's name, a personalized candle, an infant loss awareness pin, and a white rose for the baby memorial garden, located near the Cancer Institute.

The hospital's Women's and Infants' Services division started this event in 2008 in conjunction with Pregnancy and Infant Loss Awareness month and hosted 22 parents and guests. The event has grown through the years, and parents have expressed that coming together has helped them cope with their grief. They are grateful to nurses for the care, compassion, and recognition of their pain.



Holiday Toy Drive

During the holiday season, Our Medical-Surgical nursing units came together to donate an abundance of toys to St. Augustine Catholic Church in Washington, D.C."



Our Perioperative Services team celebrated National Foot Health Awareness Month with a compression stocking and shoe/sock drive event and donated goods to eight homeless shelters in Washington, D.C., in April 2023.

Exemplary Professional Practice



New Nursing Excellence Council ushers in New Nursing Practice Model

To strengthen the bridge between Pathway to Excellence® and Magnet Recognition Program® efforts, two separate nursing committees tasked with supporting each goal joined forces to form a supergroup: the Nursing Excellence Council.

The council's first move was transformative: the endorsement of a new nursing practice model for MedStar Washington Hospital Center. Identified as a gap in the hospital's Magnet readiness assessment, the council understood the magnitude of their mission. After months of in-depth research, meetings, communication with other hospitals, and internal collaboration, the council voted unanimously to adopt The Quality Caring Model by acclaimed nursing theorist Joanne Duffy, PhD, RN, FAAN, to serve as the theoretical framework for MWHC's nursing practice.



The Quality Caring Model is composed of eight Caring Behaviors that are applied by MWHC nurses to nurture care for one's self, one's team, and one's community.

HUMAN RESPECT

Honoring the worth of humans through unconditional acceptance, and appreciation of the whole human person

BASIC HUMAN NEEDS

Recognizing and responding to the primacy of those needs - physical needs, safety and security needs, social and relational needs, self-esteem, and self-actualization.

AFFILIATION NEEDS

Sense of belonging including appreciation & engagement of the family/caregivers and multidisciplinary team.

MUTUAL PROBLEM SOLVING

Providing information, reframing, facilitating learning, exploring alternatives, brainstorming together, validating, accepting feedback, and trying different approaches all involve mutual input and participation.

APPRECIATION OF UNIQUE MEANINGS

Knowing what is important to patients, including their distinctive sociocultural connections, appreciating the patient's frame of reference, and using that in the provision of care.

ATTENTIVE REASSURANCE

Authentic and active listening, concentrating fully on the patient at that moment.

ENCOURAGING MANNER

Verbal & non-verbal expressions of positive support, creating a "safe space" and openness to others' beliefs.

HEALING ENVIRONMENT

Care setting includes culture, stressors, workflow, and infrastructures utilized to provide quality care.



The Quality Caring Model highlights both the art and science of nursing, giving equal weight to the modern focus on “quality” and the “caring” core of nursing. As part of the official Journey to Magnet® announcement

during Nurses Week celebrations, the council was thrilled to welcome Dr. Duffy to the hospital to help build a healthy foundation for the new, relationship-centered practice model.

“Caring is implicitly tied to the relational aspect of human beings, who are multidimensional beings worthy of our ongoing consideration. Caring relationships, when attended to and sustained, facilitate advancement of individual, social, micro, organizational, and community systems, ultimately influencing self-advancement. Make no mistake, caring is work, nursing’s primary work...it remains a crucial phenomenon that is expressed daily in the attitudes, behaviors, and skills of professional nurses.”

Duffy, Joanne R., Dr., PhD, RN, FAAN.

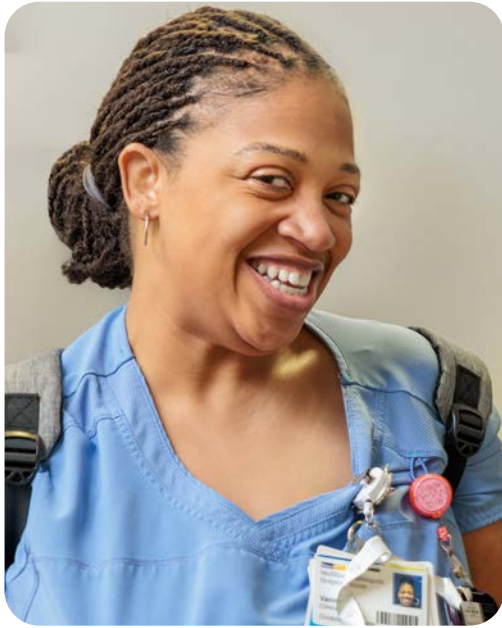
Quality Caring in Nursing and Health Systems (p. 47). Springer Publishing Company. Kindle Edition.



Nursing Front Office Focuses on Flexibility

On any given shift, one of the busiest places at MedStar Washington Hospital Center is the Nursing Front Office. This is where nurses, patient care technicians and unit secretaries are scheduled, canceled, floated and moved throughout the day to keep staffing levels matched to patient needs and unit-based staffing changes. Nursing leaders (from left) Roxanne Swanston, Sherri Peterson, Rita Owens, and Desundera Faison not only oversaw needed growth in float teams in fiscal year 2023 but also managed calls for increasing flexibility and scheduling changes. As MedStar Health joins health care organizations across the country exploring new methods of care delivery to meet patient needs in a challenging staffing environment, MedStar Washington Hospital Center’s front office is crucial to the successful evolution of nursing models of care.

Nurses Week 2023



Key to Retention? Nurse Engagement



Senior Nursing Director Rachel Watkins, MBA, BSN, RN, PCCN

Senior Nursing Director Rachel Watkins has branded her team as the “Awesome Medicine Division.” This tagline captures the incredible outcomes her division achieves year after year.

Engagement is key to this team’s success. Leaders host team-based activities throughout the year, appreciating associates for their work and highlighting caregivers as unique individuals. Rachel also initiated and leads quarterly patient-care technician (PCT) meetings, ensuring all members of the care team are recognized and supported. The Medicine division achieved an engagement score of 79 in the Spring 2023 myVoice GLINT survey compared to a hospital engagement score of 72. Top engagement categories included Action Taking, Belonging, Respect, Purpose, and Communication.

How does this awesome engagement impact retention? In fiscal year 2023, Rachel was able to reduce the nurse vacancy on her units by nearly 50% – successfully recruiting, onboarding, and retaining nurses on every medicine unit. For nursing as a whole, the turnover rate decreased from 24% to 18.7% – evidence of strong leadership, creativity, and forward momentum throughout the Department of Nursing and Patient Care Services.



A reason to smile

The Perioperative Services SMIILE (Strong Motivated Individuals Inspiring Leadership and Engagement) Committee coordinates multiple events to celebrate Periop associates by discipline through recognition of: CRNA Week, Physician Appreciation Day, Anesthesia Tech Day, Surgical Assistant Week, Administrative Team/MOA Day, Nurses’ Week, CAA Week, PCT Week, EVS Week, Surgical Tech Week, Supply Chain Week, SPD Week, Radiology Tech Week, and Periop CTA Week.

NICU nurses’ good catch catches attention

In promotion of MedStar Health’s commitment to high reliability practices, two neonatal intensive care unit (NICU) nurses at MedStar Washington Hospital Center were recognized systemwide in June 2023 through the MedStar Health “Good Catch” email series.

NICU nurses Shelby Morrow and Tiliza Ngoga and MedStar Health Director of Pharmacy Informatics and Technology Kellie Bedford were involved in a situation that highlights two principles of a High Reliability Organization (HRO): Preoccupation with Failure and Commitment to Resilience. Shelby and Tiliza triple checked the volume of a medication ordered for a baby that seemed unusual and discovered an overdose error. Kellie then worked with the Informatics team to add an alert to the electronic medical record to help prevent future errors. Their focus likely prevented a tragedy.



NICU nurses Tiliza Ngoga and Shelby Morrow

FY23 Celebrations

September – World Sepsis Day



October – Emergency Nurses Week and Halloween



November – Wizards/Caps Visit, Unit 3C Prism Award Presentation and Thanksgiving



December – Winter Holidays



**January –
Kelly Brodie-Masih
Nurse Pinning
Ceremony**



**February – National Ambulatory Care Nurses Week, Spirit Week,
Cardiac Cath Lab Pre/Post Holding Area Ribbon Cutting Ceremony**



February – National Wear Red Day



March – National Wear Blue Day



May – Dunbar High School Shadow Day and Mental Health Month



Juneteenth



New Knowledge, Innovations, and Improvements

Wellbot™ Wins ANCC Pathway Award

It had been nearly two years, and the pandemic was simply never going to end. Nurses were tired. Anxious. Overwhelmed. Stressed out.

MedStar Health saw the need for intervention and created an inventive, evidence-based tool called “Stress First Aid” to combat nurse burnout, but each hospital had to figure out its rollout to frontline staff. At MedStar Washington Hospital Center, the largest and busiest hospital in the system with nary a nurse to spare, limited resources led to innovation.

With leadership support, the team submitted a grant application to the American Nurses Credentialing Center (ANCC) for WellBot™, a robotic wellbeing teammate designed to champion and perform wellness rounds. Out of a great number of submissions from across the nation, MWHC’s proposal was chosen for the prestigious ANCC Pathway Award, sponsored by Oracle Cerner.

The award provided \$50,000 to put the proposal into action—not quite enough to buy the robot the team originally had in mind. But Jocelin Maxwell, director of nursing strategy and transformation and problem solver extraordinaire, thought about the roving pharmacy robots that already deliver medication throughout the hospital and wondered if they could make it work. She called Senior Director of Pharmacy Carla Evans, who generously allowed nursing to commandeer one of their TUG robots for the pilot.

With a robot secured, the team then partnered with MSH Center for Wellbeing to create the app that would power Wellbot’s functions. After several months of research, collaboration, trial, error, and education, Wellbot rolled onto its first inpatient unit in May 2022.

The response was swift, and staggering—nurses absolutely loved Wellbot.

“Being able to provide wellbeing resources and stress first aid to nurses where they are, instead of them having to seek out those resources, that’s a win for our workforce,” said Jocelin. “But also, we have to change the culture and make sure people know that our wellbeing matters—that we have to be well to give good care to our patients. Wellbot brings it forward and puts that message right in your face.”

WellBot has a tablet affixed to its body and drawers filled with goodies that become available based on caregiver input and needs. WellBot’s core functions are recognition, evaluation, and real-time support. Caregiver recognition occurs through personalized electronic messages from fellow team members through an online gratitude platform called WAMBI.



Meet WellBot™

WellBot™ (they/them) is nursing’s robotic wellbeing teammate, designed to champion and perform wellness rounds.



WellDone

Caregiver recognition through personalized electronic messages from team members.



WellBeing

Just-in-time surveys (Stress Continuum) with access to the Center for Wellbeing resources & tools.



WellNourished

Access to free and healthy snacks, with suggestions based on Stress Continuum response.

Wellbot utilizes the Stress First Aid's Stress Continuum as its algorithm to triage. Nurses use the tablet to self-assess and based on their responses, will receive an interactive, tailored list of available wellness resources.

Equipping WellBot with healthy snacks and beverages gives associates quick access to nutrients to stay recharged throughout the day. For example, someone who is in the green zone on the stress continuum and thriving might be prompted to grab some almonds. Someone in yellow might get a fidget toy. Someone in orange might get a

stress ball. And in red, dark chocolate or essential oils.

Results of the pilot's success, more information, and next steps are available at wellbot.org.

"We created the website, in part, because this works, and we want to let people know this is a possibility," said MSH Director of Wellbeing Education Ed Tori, DO, FACP, CHT, who created the Wellbot app. "It's also important to highlight the innovativeness of our nurses."

To Empower Nurse Growth, CNO Leads by Example



"A leader who knows the way, goes the way, and shows the way."

This quote from the prolific author John C. Maxwell encapsulates Senior Vice President and Chief Nursing Officer Ariam Yitbarek's, DNP, MHA, RN, NEA-BC, style of leadership. When it comes to her belief in higher education as a launching pad for career

progression and transformative change, she knows, goes and shows. An embodiment of MedStar Washington Hospital Center's nursing culture of lifelong learning, in fiscal year 2023 Ariam became one of nine Doctor of Nursing Practice (DNP) graduates within the Department of Nursing and Patient Care services.

"I was itching to go back to school," Ariam said of her decision to pursue her doctorate. "I wanted to have the highest level of education in nursing to have the knowledge, resources, and skills to lead by example."

Ariam's journey at MWHC began in 1998 as a staff nurse in cardiac surgery. After 18 months, she became a clinical manager in the same department. Five years later, Ariam moved up to the position of nursing director on the heart failure unit. This was around the time she completed her master's degree in Health Care Administration from George Mason University. In 2009, Ariam began serving as interim senior nursing director of surgical and oncology services, which became permanent nine months later. Ariam then transitioned into a position

created for her: senior nursing director for ambulatory services and women's and infants' services. From 2013 to 2017, Ariam covered other service lines as well, and added emergency services to her portfolio.

"I took on roles where I was expanding my knowledge and exposure. I never said 'no' when I was asked to cover service lines I had no clinical experience with," said Ariam. "I also looked to leaders and peers whom I learned from and who have guided me throughout my career. As I was advancing my education, I took full advantage of tuition reimbursement offered by MedStar Health."

In mid-2019, Ariam was promoted to vice president of nursing operations. She then enrolled in the DNP program at George Washington University. Now that she's achieved her doctorate and risen to the level of Chief Nursing Officer, she serves up encouragement to everyone in her orbit.

"I want to empower nurses to make a difference in health care," she said. "To pursue their passions and achieve their dreams."

Awarded DNP degree in FY23



1. Ariam Yitbarek
2. Gabriela Mandich-Aguila
3. Karen Wyche
4. Melanie Webb
5. Michael Clarke
6. Sidikat Amusan
7. Stephan "Andrew" Riddle
8. Tonya Washington
9. Zainab Mansaray



NICHE unit wins 2023 Trailblazer Award for Fall Patrol

Falls are known as “never” events in hospitals due to the harm they can cause patients, so when one of MedStar Washington Hospital Center’s specialty units experienced an uptick in falls, nurses banded together to implement an evidence-based practice project to tackle the issue head on.

An increase was detected on 4NW, a 30-bed medical and surgical cardiovascular unit affiliated with the national Nurses Improving Care for Healthsystems Elders (NICHE) program. Nurses identified a 33% increase in falls in the first two quarters of fiscal year 2022 compared to the previous year. And in the months of September and October, the unit reported a total of ten falls. Further investigation found gaps in practice due to improper implementation of the Fall Prevention Bundle.

The nursing team executed an intervention based on a nurse residency program evidence-based practice project called “Fall Patrol” to address gaps in practice. The fall patrol consisted of a nurse and patient care technician who were chosen on a rotating basis to round for one month, on each shift, on all fall risk patients, with a checklist to ensure the fall bundle was implemented properly. If the fall patrol found that a part of the bundle was missing, they noted it on the checklist and then implemented the proper preventive measure. The patrol also updated a Fall Prevention flyer that was displayed in every patient room.

“I thought it was a fantastic project, and we saw good results,” said clinical specialist Danielle Kempton, who submitted the team’s work for the NICHE Trailblazer award. “It seems fairly simple, but it worked.”

The result? A 70% reduction in falls. And the team was awarded the prestigious NICHE Trailblazer Award for their efforts.

“It was very impressive,” said Danielle, “and they are continuing to do this practice, to this day.”



20%
decreased fall rate
hospital wide
in FY23

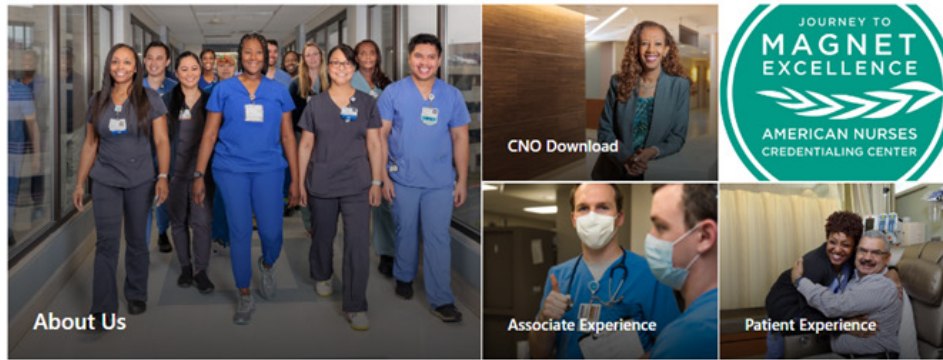
MWHC FY23
Goal = 1.61 →
FY23 Final = 1.36



Synergy. Collaboration. Innovation.

MedStar Washington Hospital Center’s 6th Annual Nursing Research and Innovation Conference was held on March 16, 2023. More than 100 participants joined virtually.

Department of Nursing & Patient Care Services



QUICK LINKS

AWARDS & RECOGNITION	COLLABORATIVE GOVERNANCE	COMMUNITY OUTREACH	CONTACT US
INTERPRETING SERVICES	NURSING INFORMATICS	NURSING RESEARCH	PRACTICE, QUALITY & SAFETY
PROFESSIONAL DEVELOPMENT	RESPIRATORY SERVICES	RESOURCES	WELLBEING for YOU

StarPort revamp helps nurse navigation

Large company Intranet sites are notoriously hard to navigate, but Magnet Program Director Kathy Ibay saw potential where others saw problems. In fiscal year 2023, Kathy project managed a major overhaul of the Department of Nursing and Patient Care Services section of MedStar Washington Hospital Center’s intranet. The updated, organized site layout and content structure helps associates find wellbeing resources, learn about collaborative governance, explore professional development, connect with the community, and more.

Electronic order sets improve processes



In promotion of MedStar Health’s commitment to high reliability practices, The Department of Nursing and Patient Care Services transitioned to electronic ordering with great success in fiscal year 2023. The Anatomic Pathology Project transitioned the hospital to electronic ordering with positive patient identification (PPID) scanning of specimens in September 2022. In April 2023, the hospital moved from paper to electronic PPID scanning and documentation of blood transfusions utilizing Bridge Application. And in June 2023, the hospital went live with an electronic order set and mPage in MedConnect for Argatroban.

CAUTI Champions Create 'Culture' of Prevention

Clinical Specialist Rosie Dunkle, MSN, RN, CCRN, RN-BC, has cultivated a secret weapon in the fight against catheter-associated urinary tract infections (CAUTIs): bedside nurse champions.

"My champions are rockstars," said Rosie, who co-chairs the hospital's multidisciplinary CAUTI Prevention Committee. "Seriously. They are on it."

A collaboration among nursing, infectious diseases, and infection prevention, the committee has implemented a diagnostic

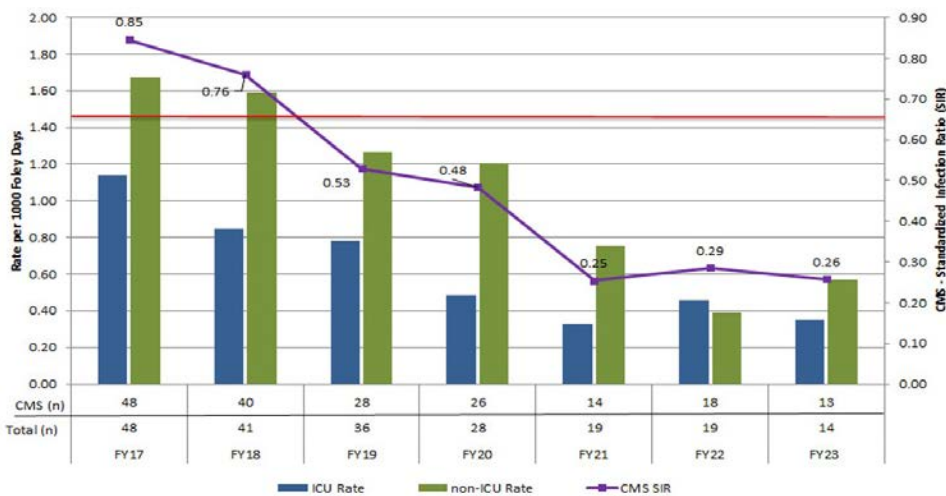
stewardship protocol, nurse champion program, interdisciplinary CAUTI event reviews, and meaningful improvements to the Electronic Medical Record, resulting in a sustained CAUTI Standard Infection Ratio (SIR) far exceeding system expectations. In fiscal year 2023, the team achieved a SIR of 0.26, well under the system goal of 0.65.

"It's amazing," said Rosie. "They say CAUTI is a nurse-sensitive indicator,



but it's not—it's a team problem. We had a problem, we needed to deal with it, and we've come a really long way."

**MWHC CAUTI Metrics
Rate vs SIR by Fiscal Year**
MSH SIR target < 0.650



FY23 CAUTI Committee Process Improvements:

- Removed add on orders for urine cultures from the electronic medical record systemwide
- Collaborated with microbiology to only accept urine culture in tube with preservative
- Continued in depth Multidisciplinary CAUTI event reviews
- Continued use of pink stickers for urinary catheters inserted by the urology team

Spotlight on: Director Nursing Research Pam Jones



A note from Pam Jones, PhD, MPH, RN, who joined MedStar Washington Hospital Center in November 2022 as the Director of Nursing Research.

"It has been wonderful to return to the place where my nursing career began on 3NE - back when it was an oncology unit. My role is to support nursing research, facilitate doctoral projects and dissertations, host the annual nursing research and evidenced-based conference, and conduct my own research (coming soon). I'm inspired by the amount of evidenced-based practice and research that has occurred here even during the pandemic. As we continue our Magnet journey, I look forward to engaging associates in research questions and projects that are designed to improve patient safety, quality of care, and nursing practice. I'd love to hear questions you might have about what research is all about, the institutional review boards, the difference between a DNP or PhD, and other questions you may be pondering. My door and email are open and I look forward to hearing from you!" -Pam

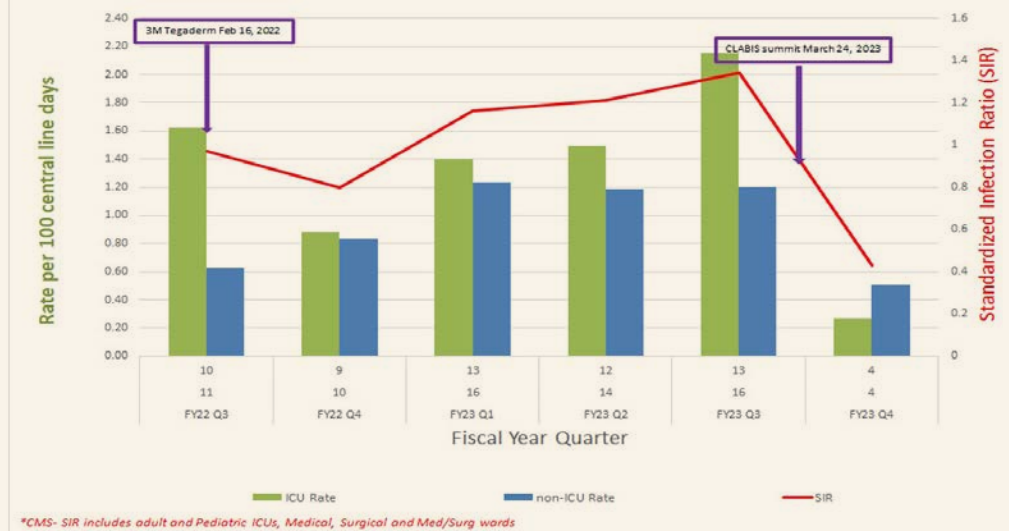
Nurses Rally to Prevent CLABSIs

In the third quarter of the fiscal year, the hospital's central line-associated bloodstream infection (CLABSI) rate spiked. Knowing the effect on patient outcomes and risk of failing to meet the MedStar Health standard infection rate (SIR) goal of 0.589, nursing leaders sounded the alarm and called for a mandatory CLABSI Summit in March 2023. Nursing is uniquely positioned to positively impact CLABSI outcomes through hand hygiene, dressing maintenance, CHG bathing, proper access of the line and blood culture stewardship. Though the CLABSI bundle infrastructure was in place, it was imperative that nursing leaders take this time to formulate a structured approach to ensure CLABSI prevention became second nature.

The summit marked a formal "reset" of the following CLABSI reduction efforts:

- Central line maintenance bundle
- 2-RN central line dressing changes
- Executive & clinical specialist rounding

**MWHC Adult CLABSI Metrics
Rate vs SIR*
By Quarter Year**



- Blood culture acquisition re-education and stewardship
- Indication for central line discussed daily between MD & RN
- CLABSI Champion audits

Nursing's focus led to improved outcomes. Following the summit, CLABSI rates dropped significantly, and the work continues to achieve CLABSI goals.

Wound care team happily meets HAPI goals

MedStar Washington Hospital Center's Wound, Ostomy, and Continence nursing department (WOCN) achieved its HAPI (Hospital Acquired Pressure Injuries) and Advanced HAPI goals in fiscal year 2023.

The overall HAPI rate for FY23 was 0.97, a 19% decrease from FY22. The Advanced HAPI rate was down 0.16 from FY22, settling at 0.77. The team met its goals through a focus on: repositioning, offloading heels, ICU HAPI rates, devices around the mouth and nose, and new policies.



Excellence by the numbers

459

Registered Nurses onboarded



120

Patient Care Technicians onboarded

77

Medical Assistants onboarded



6

Specialty Bridge Training Programs



12

Collaborative Governance Councils



92%

RNs with BSN degrees

25%

RNs with certifications

234

New-to-practice nurses completed the Nurse Residency Program

4

Nurse Leader orientations



70

different educational courses offered by Nursing Professional Development



3,060

Hours of Education delivered to

5,167

associates by Nursing Professional Development



10

Nurse Leader Academy courses



100

Clinical Advancement Program Awards totaling \$350K



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



MedStar Health