

2025: Year in Review



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2025 NPGO President | Clinician 4

Year in Review

Good afternoon. Today's theme is about elevating our practice and I hope you all are as proud of the amazing work which has been done to elevate our Nursing Practice this year as I am. We have faced many uncertainties within our organization with significant leadership changes as well as outside our organization with so many changes occurring. We have faced as Dr. Rosner stated 'an insatiable' need for our services leading to concerns around capacity. We have also seen amazing growth within our teams as service lines are expanded and we become more efficient in our care thanks to our co-horting of patients. As an organization we have set the bar high for the care we provide and without each and every one of our nurses committing to that we would not be as successful as we are. I get the honor of sharing a few highlights from 2025's Professional Governance with you. Mindful we only have so much time and a full year to cover, so this is a brief snapshot not a comprehensive review.

Nursing's Strategic Plan



Nursing Strategic Plan

We started the year rolling out our formal Nursing Strategic Plan in concert with our organizations strategic plan work. The colors on the image above indicate where UVA Health University Medical Center nursing strategically contributes to the UVA Health Strategic Plan.

In orange, Under the larger theme of Cultivating Healthy Communities and Belonging for All, this year we focused on

- Reinvigorating our workforce by cultivating their sense of purpose and belonging.
- Exceeding Magnet standards and achieving re-designation.
- Facilitating professional engagement and community-building opportunities within the nursing workforce.

Under the larger theme of Strengthening Our Foundation *in light blue*, this year we focused on

- Stabilizing the nursing workforce with innovative, flexible solutions.
- Achieving top-tier performance in nursing-sensitive clinical outcomes using our NPG structures.
- Optimizing clinical care delivery through enhancing operational relationships.

And in navy blue, Under the larger theme of Expanding Our Excellence and Enabling Discoveries for Better Health, we focused on

- Expanding Nursing Research, EBP, and Performance Improvement to ensure optimal care delivery.
- Strengthening academic partnerships between University Medical Center and UVA School of Nursing.
- Optimizing Advanced Practice.



Quarter one

The first quarter of the year was the whirlwind of preparation for our Magnet site visit! After submitting our document last October with over 2,700 pages, we began preparing, including 144 practice sessions across the organization. Finally, in February, we had 4 appraisers on site for 4 days. They met with 1,266 nurses, leaders, and interprofessional colleagues in over 115 interview sessions during the visit. We fed about 500 people during the breakfast and lunch sessions. As if the site visit wasn't enough, we also handled 2 large concurrent events, 2 shelter in place orders, one EVP resignation announcement, as well as a Qualtrics outage during the visit. Upon completion of our successful site visit, we also got to celebrate our Advanced Practice Providers Fellowship Program gaining Accreditation with distinction from the ANCC.

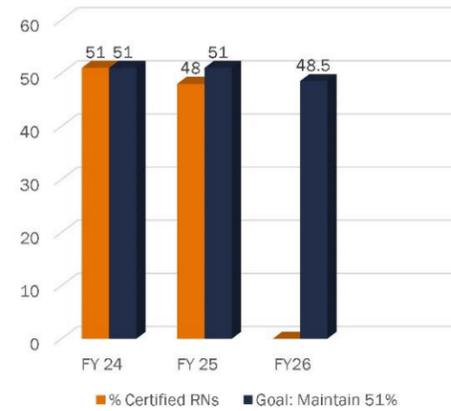
Magnet

Thanks to the amazing outcomes and stories from our nurses we were thrilled to receive the call in May that *University Medical Center* achieved Magnet Redesignation for the 4th time while we were cited *with exemplars* (which is the best of the Magnet organizations) for our high numbers of nurses with professional board certifications *and* advanced nursing degrees, as well as our nurses' impact on patient outcomes in outpatient clinics and patient experience on the inpatient side. Our lead appraiser for the site visits shared "Magnet is not a badge, it's a culture, and you've demonstrated that."

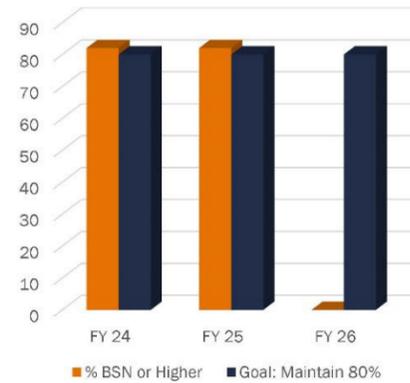


Certified Nurses Day

Professional Board Certification



BSN or Higher Nursing Degrees



Certification

Following Magnet, we rolled into celebrating our certified nurses *in March*. Our fiscal year 25 numbers show 47.81% of our nurses are certified and 81.69% of our nurses have obtained BSN or higher degrees. You can see from these charts it looks like our Professional Board Certifications have decreased, but in reality, this is misleading. While the number of certified nurses has increased by over 130 nurses obtaining initial certifications this year, our overall number of nurses who are qualified to be certified has increased by over 450, which brings our overall percentage down. To this end our Professional Development Committee has set our *Fiscal Year 2026* goals at continuing to maintain 80% with BSN or Higher Nursing Degrees, while changing our Professional Board Certification goal to 48.5%.

There are some amazing certification champions out there who are slowly but surely changing our culture, as we all come to realize how important it is for our nurses to continue to grow professionally with certifications, and the increased skill and knowledge it brings to our patient outcomes. Maybe next year Clara will be up here sharing we can set our new Certification goal to maintain 51%, which is the Magnet "gold" Standard!

Nurse's Week

Of course we celebrated *National Nurses week* and what a tremendous joy that was! Not only did we celebrate the week, we also took the month and celebrated with our Ambulatory tours! Clara and I went on a road show over five different days and visited every off-site clinic. We traveled as far north as Culpeper and as far south as Lynchburg, with some southwestern clinics in the Staunton/Augusta area as well as Page County.

On grounds, We spent over 60 hours during the week pushing carts filled with games, snacks, and swag to meet our nurses where they were! For the first time this year we were able to bring to fruition the request for pet therapy for the nursing staff with 14 dogs and handlers spending 16 hours visiting on site nurses, which was extremely well received by both the nurses and the dogs handlers. Our amazing Chaplains performed the 'Blessing of the hands' for over 830 people. The virtual scavenger hunt was expanded this year and was designed to drive more people to explore our new Nursing Excellence Website and we had over 1,100 entries.

We also offered places for celebration off unit, with late night coffee hours thanks to our amazing Higher Grounds staff, a Food Truck Friday with 4 different trucks, as well as the Drop in Celebrations, where you can see we had a very colorful array of delicious food. And it was an honor to celebrate and recognize the 80 Legacy RN's who have 35+ years of continuous service, what a boon for UVA Nursing!



Nurses Week!



Evidence-Based Practice and Nursing Research

Keynote:
Laura Cullen, DNP, RN, FAAN



Evidence Based Practice and Nurse Research

One of the scheduled events during Nurse's week was our Annual Nursing Evidence Based Practice Symposium, which was held off site at North Fork Research Park. The Office of Nursing Research hosted 133 nurses from across the UVA Health Family. 11 posters were presented and we had a wonderful keynote speaker, Laura Cullen. One of the key things I pulled from her keynote was the stat she shared with 60% of our care being Evidence Based, 30% is waste, and 10% harmful! Very sobering and set the stage well for the workshop style symposium that followed.

We also expanded our EBP Academy, offering 2 different options for attending, where you can be a full participant throughout the whole academy and follow the EBP Process throughout or you could choose to 'audit' and only participate in particular classes of the academy. The Office of Nursing Research webpage also offers a quick start guide for those looking to start a journal club on their units. In addition to all this, the ONR welcomed a new Nurse Scientist and Associate Nurse Scientist all while supporting 4 podium presentations and 13 posters at multiple conferences, 6 article publications, and 12 EBP and QI Projects within the organization.

Awards, Awards and More Awards!

Throughout this year, we celebrated our annual Nursing Excellence Awards, the Friend of Nursing Awards, the APP Awards, the Virginia Nurses Association and Virginia Nurses Foundation awards, not to mention all the amazing nurses and team members recognized with our monthly DAISY and BEE awards!

In total, 72 awards given over 26 categories and over 885 nominees recognized! For external awards we had over 21 people nominated from our organization. What a wonderful culture of recognition this highlights and which helps us cultivate that sense of belonging. Huge props to everyone who takes the time to recognize the amazing people around us and congratulations to everyone who was nominated for an award by their peers!



Awards, Awards, and More Awards!



NPGO Expansions

Nursing Professional Development (NPD) Practitioner Committee



Nurse Staffing and Scheduling Committee



NPGO Expansions

We had some amazing expansions within our NPG with 2 new central committees. In a well-deserved recognition of the needs of the organization as well as in alignment with the Association for Nursing Professional Development, our Nursing Education Coordinators, not only got a name change to Nursing Professional Development Practitioners (NPDP), but they also became their own central committee within our NPGO Structure. Our NPDPs are now represented as their own central committee and they have really made significant headway in building relationships and advocating to enhance our outcomes and clarify their role within the organization.

Kathy Baker supported and Nursing Cabinet approved the creation of another new central committee for Nurse Staffing and Scheduling, to utilize actionable strategies to help UVA integrate solutions for our nurse staffing.

Recognizing the need for new solutions to nurse staffing the VHHA and VNA have created the Nurse Staffing Committee Toolkit. The Committee has adopted this toolkit and is re-organizing the committee's work to align with it. In addition, the committee will incorporate best staffing practices from other nursing professional organizations to address priority areas including Healthy Work environment, Work Schedule flexibility, and Innovative care delivery models.



Nursing Advocacy Initiative

Professional · Nurse-led · Data-driven · Nonpartisan

Nurses have been a source of powerful public advocacy throughout history, but do not have a voice in modern legislatures.

UVA's NAI is Nurse-led

- Tell nurses' stories
- nurses are going to be the sources of the policies we support
- nurses are going to meet with decision makers.



Nursing Advocacy Initiative

We also had a significant programmatic expansion with our Nurse Advocacy Initiative or NAI, which focuses primarily on our state-level advocacy. Current focus is on maternal health and workforce development, as well as Medicaid.

This year saw our first Advocacy Day in Richmond where 10 members met with three legislators and their staff advocating for a proposal on workforce development and a maternal health bill, which was signed into law! Thanks to multiple training sessions our number of nurse ambassadors with NAI has tripled and they are starting the work of building a Nurse Narrative Database, to catalog stories of nurses to share with legislators as they consider relevant healthcare legislation.

As the programmatic leads for the initiative JT Hall and Leanne Fox have presented this amazing initiative at several conferences, including a podium presentation to a packed-out auditorium at this year's Magnet Conference.

NPDS Growth

PTAP Accredited
American Nurses Credentialing Center

40

UVA Health
University Medical Center

MAGNET RECOGNIZED

NPDS Growth

Last year, with support from senior leaders, the NPDS team reconceptualized unused space at Northridge and developed a clinical learning and professional development environment to support expert patient care. The facility, Northridge NPDS, now provides orientation for nursing and allied health team members and validates more than 40 initial competency statements in a realistic hospital environment simulation space. New team members leave orientation competent and confident with foundational skills — arriving at their departments more prepared than ever before. With a total of 2,270 new clinical team members oriented through this space and coming out with those competencies before ever setting foot on their department floor.

Thanks to our exceptional preceptors, we oriented 316 Clin 1s and 549 experienced RNs, in addition to our international nurses. Last summer we hired more than 350 new graduates and to date have retained over 94% of them. In addition to this, over 85 people have successfully completed the Nurse Leader Development Program since its launch, supporting current and future leaders. 2024 ended with 289 Contact Hour classes and over 21,000 contact hours awarded through NPDS.

Not to leave out the wonderful work related to TSAM, several workshops were hosted, the workbooks have been reviewed, and the quarter one roll out tasks for TSAM have been completed. NPDS continues to work hard on the next steps for implementation.

And last but not last, our Nurse Residency Program, which is currently an ANCC Practice Transition Accredited Program, just had their re-accreditation virtual site visit, and we look forward to hearing the good news in the next couple of months.

Center for Advanced Practice

ACCREDITED
APPFA
ADVANCED PRACTICE PROVIDER FELLOWSHIP ACCREDITATION

UVA Health
University Medical Center

MAGNET RECOGNIZED

Center for Advance Practice

As Bill Lombardi, who is the Administrator for our Center for Advance Practice, shared in their annual report, “This past year marked continued growth for the Center for Advance Practice at UVA Health. Our APPs advance the mission of “Transforming Health Through Meaningful Connections”- both in direct care and through programs that improve outcomes at the population level.”

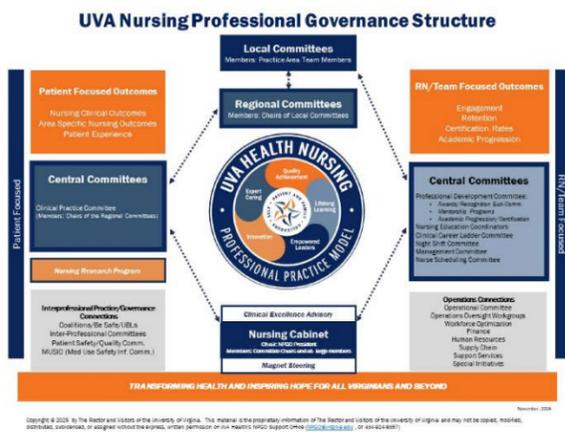
To highlight a few of their accomplishments there were over 22 thousand new patients seen by APPs, which is a 19% increase from FY24. Our APP colleagues showcased their expertise through a large number of external presentations and publications.

They also launched 13 new and or expanded APP- led programs with impacts across the state and our nation. With a new APP Fellowship in Primary, Urgent, and Geriatric Care and their APP Fellowship program Earned top National Accreditation from the ANCC.

Central Committees

Patient Focused

- Infusion Therapy Standards
- Improvements in our patient education materials
- EnFit Cleaning Brushes for feeding tubes
- Pain and Med Safety Collaboratives Initiated
- Cardiac Monitoring Learning Needs Assessment



- Refreshed website

RN/Team Focused

- Approval of multiple pilots
- Clinical Career Ladder accomplishments
- Refreshed educational resources
- Set new FY26 goals
- Peer Review changes
- Learning Needs Assessment regarding Nurse Leader TSAM and Nurse Leader Development
- Initiated connections with Wisdom & Wellbeing for collaborative support
- Night Shift Friendly initiatives
- Certification support for Nurse Leaders



Central committees

A very quick recap of the to date quarterly outcomes for central. We have multiple pilots in various stages of implementation this year to enhance our Teams and across multiple central committees.

Some pretty in-depth work by our Clinical Practice committee reviewing infusion therapy standards and IV bag and tubing labeling guideline. There have been a lot of document reviews and edits and approvals.

We have stood up our new Pain and Med Safety Collaboratives as well as completed a Learning Needs Assessment on our Cardiac Monitoring leading us in developing upcoming education and documentation changes. We have also made several collaborative decisions on changes to supplies in particular for cleaning brushes for feeding tubes, new urinary supplies and new IV catheters to streamline patient and team member safety.

Professional Development has updated some really great educational resources which are team focused, while supporting certification and academic profession resources and goal-setting.

Our Clinical Career Ladder has seen 167 people attend the preparation class, with 51 clinicians advancing from Clin 2 to Clin 3, and 19 advancing from Clin 3 to Clin 4- up through the October cycle. Which speaks to the culture we are continuing to build, encouraging professional accountability and lifelong learning as we continue to advance our clinicians expertise!

We have had several night shift friendly initiatives this year, with a night shift Clinical Career Ladder class as well as dedicated appointment times for Employee Health Respiratory fit testing, above and beyond the unit rounding and roving flu carts and fall-back celebration!

Our Management committee has also conducted a couple surveys as a learning needs assessment which will help inform TSAM for nurse leaders, as well as potential revisions to our Nurse Leader Development curriculum promoting leadership specific certification for our nurse managers, highlighting their area of expertise. In addition, connections have been made with our Wisdom and Wellbeing colleagues to support wellbeing.

Regional Committees

Patient Focused

- Ambulatory dashboard metrics
- Typenex elimination
- Updated practice for hazardous medication handling
- Order set changes
- Diaper dermatitis algorithm and skin care products appropriateness
- Development of a standardized order panel to improve safety of potassium chloride administration
- Artic Sun targeted temp management

RN/Team Focused

- Beacon Awards for Excellence
- Epic documentation flow changes
- Scheduling workflows
- Interdisciplinary communication processes



Regional Committees

To date the quarterly outcomes for regional committees includes both RN/Team Focused and Patient Focused document reviews and epic changes. We have updated numerous flowsheets to enhance documentation, our Epic Code Narrator, as well as various screening tools.

We have also achieved some impressive improvements in our Ambulatory space with their dashboard metrics, while our ICUs and IMU's have showed their commitment to excellent outcomes and care with 3 of them achieving Beacon Awards this year, and a process in place to support others on their journey for Beacon Awards.

Acute Care has spent significant time on improving the safety of Potassium Chloride administration. Overall, we have updated our practices for Hazardous Medication Handling, and Children's has an amazing new resource for Diaper Dermatitis with an algorithm to determine appropriate skin care products.

Local Committees

Patient Focused

- Increasing understanding patient experience scores and its reflection of the care provided
- Focusing on and tracking monthly metrics from dashboards
- Workflow improvements for MRIs

RN/Team Focused

- Conference attendance
- Enhancing communication pathways for team members



Local Committees

Our Annual NPG Workshop last year started the work on each local unit doing a Practice Environment Assessment, to really understand our strengths and areas for focus to help drive our work for 2025 in a meaningful way to shore up those strengths and assess needs around our focus areas to turn them into strengths as well. There was a really good response for those and a plethora of opportunities presented themselves and helped us drive those outcomes and metrics we were able to meet this year.

In particular our local committees across all the practice environments have placed significant effort into increasing the understanding of our patient experience scores for our frontline staff and how it reflects the care we provide.

In addition to understanding how to find, monitor, and understand our local units metrics and data and improving our dashboards. We had several nurses who were able to attend various conferences for their specialties and in turn bring back new ideas and renewed passion.

There is so much more I could expand on regarding outcomes for our Central, Regional, and Local Committees, but I wanted to share a couple highlights before we dig back into the amazing agenda the Summit Planning committee has brought to us today.

2025 NPGO Election Results

2026 President Elect

Megan Mundy, BSN, RN, CCRN, Inpatient Charge Nurse, Medical ICU

Nominating Committee

- Mary Carrion- Peri-op
- Maketah Wyatt- Case Mgmt.
- Chris Kremer- OPSC
- Samantha Loya- MTN.
- Kate Messineo-MICU
- Taylor Goodwin- STICU
- Gabrielle Miller- Children's
- Robin Passantino- CTU
- Mimi Pohl- Inf. Cntr.
- Danita Massie- CTU (Chair)



NPGO Bylaws

- Approval of Nursing Cabinet's proposed changes!
 - Language alignments and clarifications
 - Nursing Professional Development (NPD) Practitioner Committee
 - Nurse Staffing and Scheduling Committee



2025 NPGO Election Results

It is my pleasure to be able to present here the results of our 2025 NPGO Elections!

In regards to your 2026 President Elect, I'm delighted to share UVA Nursing will be honored with Megan Mundy stepping into this role. Her enthusiasm and understanding of the importance of Professional Governance will surely benefit UVA Nursing! Megan, please stand so we can celebrate your willingness to pursue this rewarding but challenging role! *(lead audience in clapping for Megan)*

For Nominating Committee, which is responsible for helping us put forward candidates for President Elect, through rounding, answering questions, and following up with individuals who express interest in the position, we are piloting a new process to solicit increased participation within it. Your 2026 Committee members are listed here and thank you to everyone who is stepping into this role, we have gone from a 4-member committee to 10 members and hoping next year to expand more!

We also had several proposed changes from Nursing Cabinet to our NPGO Bylaws which were approved and helped establish some of those NPGO Expansions of Central Committees as well as some language alignments and clarifications.



Unless someone like you
cares a whole awful lot,
nothing is going to get better.
It's not.

- The Lorax



Quote

If you know me you know I couldn't wrap up this year-end review without sharing a quote! When I was looking several stood out to me, but the Lorax shared 'Unless someone like you cares a whole awful lot, nothing is going to get better. It's not.'

This is my thank you for caring a whole awful lot in 2025 to make things better. I've shared some of the amazing things we have accomplished this year and I know it's barely the tip of the iceberg and there are so many other accomplishments and work in progress not highlighted here. You have my sincere thanks for those efforts and care. I'm honored to have had the privilege to work alongside you within the NPGO Presidents role, and see the amazing care you all provide.

However, this is also my call to action for you as well. We can't let the momentum slip and we can't stop caring. Our profession of nursing is not a finite passing, but one of endurance and perpetuity, so we must continue to care a whole awful lot. We need to mentor that care into those who will eventually carry our profession in our stead in the future to come. Therefore, someone like each and every one of us, must continue to care a whole awful lot!



Thank you

It's been a humble privilege to serve as your 2024 President Elect and 2025 President. I can't thank you enough for your confidence in me to choose me for this amazing position. It's been an honor to represent the voice of nursing within this role and work alongside Amy Jordan and Clara Winfield. It's been a time of personal and professional growth for me and I am very excited to see how things move forward with the excellent leadership of both Clara and Megan for 2026, who both care a whole awful lot!

As we continue on with this wonderful agenda Clara and the Summit Planning Committee has put together for us today, I'd like to invite Clara back to the podium!