



NURSING DEPARTMENT

ANNUAL REPORT 2025

*Professional Practice.
Extraordinary Impact.*

CLINICAL CENTER NURSING



MISSION

We improve human health by supporting cutting-edge clinical research and providing compassionate, evidence-based nursing care to a diverse population of patients and their families.

VISION

To be the premier Nursing Department where the world's best clinical research nurses provide expert patient care, generate new knowledge, and develop innovative practices to improve patient outcomes.



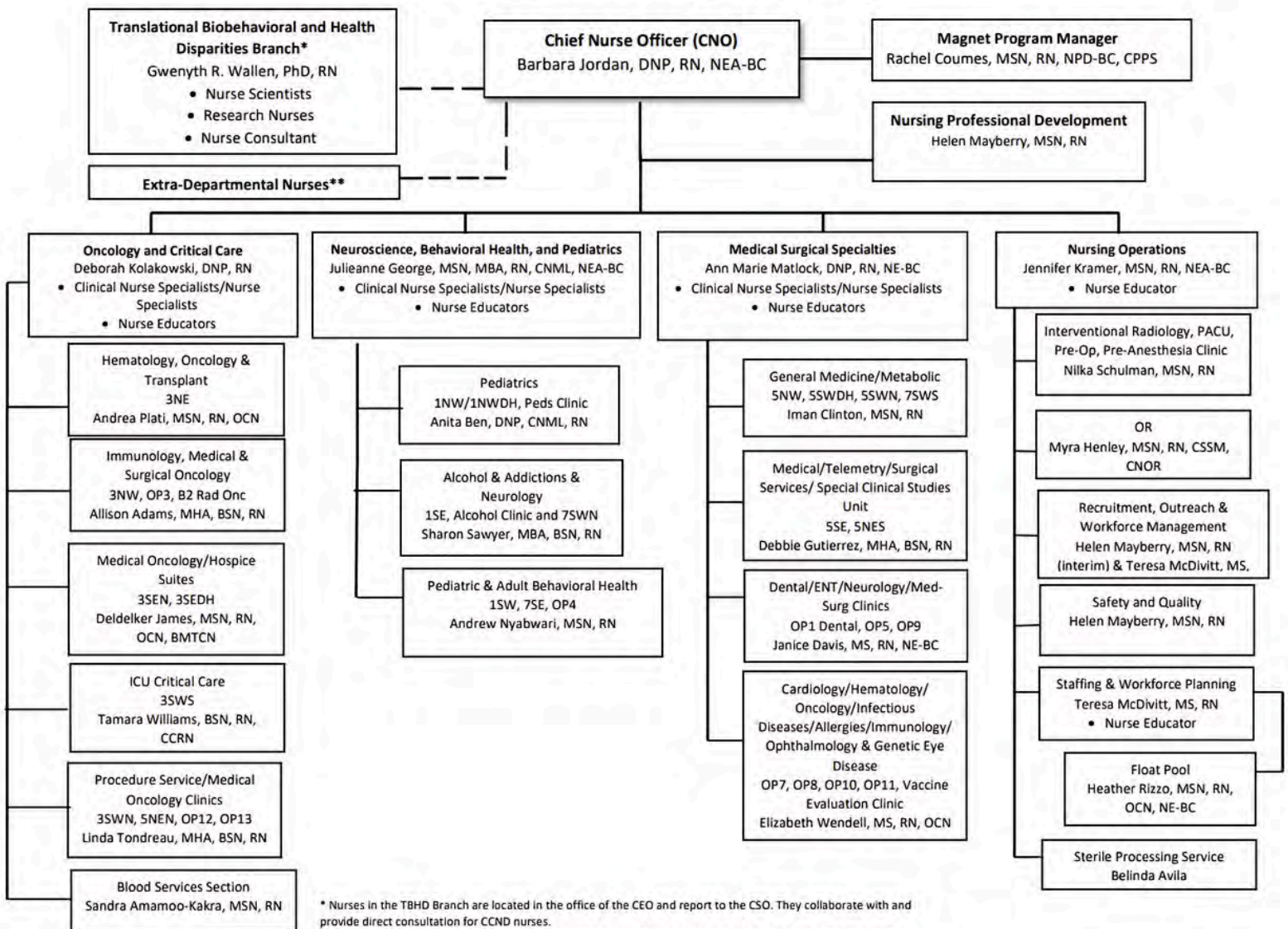
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NIH CLINICAL CENTER NURSING DEPARTMENT

ORGANIZATIONAL CHART - 2025



* Nurses in the TBHD Branch are located in the office of the CEO and report to the CSO. They collaborate with and provide direct consultation for CCND nurses.

** Nurses (including APRN's) working in other Clinical Center Departments and Institutes. The CNO approves the credentials and privileges for these nurses to practice in the Clinical Center.

NIH CLINICAL CENTER NURSING DEPARTMENT EXECUTIVE TEAM



Barbara Jordan, DNP, RN,
NEA BC,
Chief Nurse Officer



Jennifer Kramer MSN,
RN, NEA-BC
Service Chief, Nursing
Operations



Deborah Kolakowski,
DNP, RN
Service Chief, Oncology
and Critical Care



Julieanne George, DSL(c),
MSN, MBA, RN, NEA-BC,
CNML, NC-BC
Service Chief,
Neuroscience, Behavioral
Health, and Pediatrics



Ann Marie Matlock, DNP,
RN, NE-BC,
Service Chief, Medical
Surgical Specialties



Diane Walsh, MS, RN,
Special Assistant to the
Chief Nurse

The Nurse Executive Team is the highest tier of nursing leadership within the Nursing Department. The team connects organizational strategy with clinical research nursing practice, ensuring an integrated approach that balances exceptional patient care with the advancement of clinical research. Through strategic leadership, the team sets the vision for nursing, shapes policy, allocates resources, and fosters excellence in professional practice, quality, safety, workforce engagement, and innovation.



MESSAGE FROM THE CHIEF NURSE OFFICER

Greetings Colleagues,

We are pleased to provide the calendar year 2025 annual report on the activities and accomplishments of the National Institutes of Health Clinical Center Nursing Department and its partners. 2025 was a year of change and transition at the Clinical Center. We continued our focus on the Nursing mission and vision which we hear every day at our huddles. It keeps us focused on why we are here and what we strive to achieve every day. Despite the change happening around us, we remained committed to providing exceptional patient care. We entered our first year as a Magnet with Distinction organization and continued to exceed national quality, safety, and patient experience benchmarks. Our Clinical Research Nurse Residency Program, led by Melanie Singh, was accredited for the third time through the American Nurses Credentialing Center Practice Transition Accreditation Program. This is a remarkable achievement.

Our nurse-led Shared Governance committees flourished and completed numerous initiatives. The Evidenced-based Practice Program provided educational opportunities for many staff members and provided venues for them to showcase their work. In March, we recognized our certified staff members and encouraged other staff members to seek professional certification through one of the programs we offer. Our 2025 Nurses Week activities and awards program were outstanding. The activities were well attended, and clinical areas had their own celebrations as well. It was a week to remember!

I would like to thank the editorial team and all the contributors from the Nursing Department and Clinical Center for showcasing our achievements and continued excellence. In 2025 we witnessed the resilience of our staff and NIH community. We supported one another while remaining laser-focused on our mission. I thank every one of our Clinical Center and NIH team members for their commitment to our patients, family members, clinical care, research, and one another. It is my greatest honor and privilege to serve as your Chief Nurse Officer. Please enjoy the report.

Sincerely,

Barbara Jordan, DNP, RN, NEA-BC
Chief Nurse Officer
NIH Clinical Center Nursing Department

CCND IS PTAP PROUD!

CRNRP is Recognized for Excellence in Preparing the Next Generation of Clinical Research Nurses

The NIH Clinical Center Clinical Research Nursing Residency Program (CRNRP) achieved its third accreditation through the American Nurses Credentialing Center's (ANCC) Practice Transition Accreditation Program® (PTAP), reaffirming its position as a leader in preparing newly licensed registered nurses for the specialized practice of clinical research nursing.



Since becoming the first nurse residency program in Maryland to earn PTAP accreditation in 2018, the CRNRP has continued to set the bar for excellence in transition-to-practice. PTAP is recognized as the global gold standard for nurse residency and fellowship programs, acknowledging organizations that demonstrate excellence in program structure, curriculum, learner support, measurable outcomes, and continuous quality improvement.



The self-study submitted in February 2025 showcased the program's innovative curriculum, evidence-based educational framework, robust mentorship model, and measurable outcomes related to new graduate nurse retention, professional development, and patient safety. Notably, PTAP accepted the application with zero requests for additional documentation—an uncommon distinction that advanced the program directly to the virtual site visit. During the site visit, the program's greatest strength was reflected in the voices of its nurse residents. Residents shared how the CRNRP fostered confidence, strengthened

clinical judgment, and equipped them to successfully navigate the unique challenges of caring for patients participating in groundbreaking clinical research. Their testimonials demonstrated the program's lasting impact—not only on their individual professional growth, but also on the NIH Clinical Center's mission of delivering safe, compassionate, evidence-based, research-driven patient care.

In April 2025, Dr. Sheryl Cosme, ANCC PTAP Director, joined the CRNRP virtually to announced the decision to award CRNRP its third consecutive PTAP accreditation. Dr. Cosme shared that appraisers commented on the program's collaborative culture, observing that "*strong leadership can be seen throughout the program.*" They further recognized the seamless partnership among CRNRP Director, Melanie Singh, and nurse educators, preceptors, nurse managers, direct care nurses, executive leadership, and interdisciplinary colleagues as a hallmark of the residency experience. Their feedback affirmed what those within the program experience every day—that excellence in practice transition is built through shared leadership, mentorship, and collaboration. Together, these strengths continue to prepare the next generation of clinical research nurses to thrive in America's research hospital.



TRANSFORMATIONAL LEADERSHIP



LEADING FORWARD

Celebrating Nurse Leaders Who Built Our Foundation & Those Who Will Carry Our Vision Forward

Honoring a Legacy of Nurse Leaders

Transformational leadership extends beyond active service—it creates a lasting legacy that continues to shape the future of nursing. The NIH Clinical Center Nursing Department proudly recognizes its retired nurse leaders whose vision, innovation, and unwavering commitment to excellence laid the foundation for today's culture of professional practice. Through their mentorship, advocacy, and strategic leadership, they inspired generations of nurses, advanced clinical research nursing, and strengthened the organization's pursuit of Magnet® excellence. Their enduring influence lives on through the staff they developed, the programs they established, and the culture of excellence that continues to advance clinical research nursing practice.



Joan Aaron
Oncology Service Educator
Retired January 2025



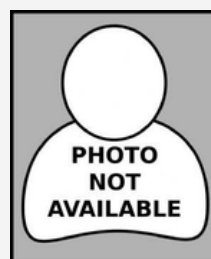
Rachel Coumes
Nurse Consultant, Magnet®
Retired April 2025



Megan Mikula
Oncology Service Educator
Retired April 2025



CAPT Allison Adams
Nurse Manager - 3NW, OP3,
B2RadOnc
Retired July 2025



Louise Balligan
Nurse Consultant - MSS
Retired December 2025



Deborah Gutierrez
Nurse Manager - 5SE, SCSU
Retired December 2025



Tamara Williams
Nurse Manager - ICU
Retired December 2025



Mary Myers
Nurse Educator - MSS
Retired January 2026



Myra Woolery
Clinical Nurse Specialist -
Pediatrics
Retired December 2025

Welcoming New Nurse Leaders



Adjovai (Nicole) Dayo
Oncology Service Educator



LCDR Jennifer Jabara
Nurse Manager - 3NW, OP3,
B2RadOnc

Transformational leadership is also strengthened by developing the next generation of leaders. We proudly welcomed our new nurse leaders as they build upon our legacy of innovation, empower their teams, and help shape the future of clinical research nursing.

DEVELOPING LEADERS FOR TOMORROW

Preparing nurses with the knowledge, skills, and experiences to lead meaningful change across the Clinical Center and beyond

Annual Shared Governance Workshop



Strong nursing leadership begins with empowered nurses. Each January, newly elected Shared Governance and Unit Practice Council (UPC) leaders participate in a workshop designed to

prepare them for their role as change agents within the CCND. Through a combination of leadership development, project management, strategic planning, and effective meeting facilitation, participants gain the practical skills needed to lead council initiatives with purpose and confidence.

Organized by OR Nurse Manager, Myra Henley, and Nursing Operations Nurse Consultant, Ray Nudo, the workshop emphasizes evidence-based decision making, equipping council leaders to use data, research, and staff input to identify opportunities for improvement and implement sustainable practice changes. By investing in the development of Shared Governance leaders, the Nursing Department strengthens a culture of collaboration, accountability, and continuous improvement—ensuring nurses are equipped to influence decisions that enhance professional practice and patient care.

Investing in Leadership

Leadership development is a hallmark of transformational leadership. CCND proudly supports staff in pursuing organizational and community-based leadership programs that strengthen leadership competencies, foster professional growth, and prepare the next generation of nursing leaders. These learning experiences encourage new perspectives, strengthen leadership capacity, and empower participants to make meaningful contributions within the Nursing Department, the organization, and the nursing profession.

OP9 Nurse Babylane Encarnacion-Tuason, receives a certificate of completion for the 2025 Clinical Center Leadership Fundamentals Program from Acting CEO, Pius Aiyelawo.



2025 Leadership Program Participants

EMERGING TALENT PROGRAM (ETP)

Wujin Choi, RN 5NW
Phillipa Crawford, RN 3SEDH
Ronald Gillis, Simulation Tech NPP
Tamikia Hampton, PS OCC
Bianca Ignacio, RN OR
Tammy Moore, PSA NPP
Ifeyinwa Nsi, RN 3SEN
Erika Pacheco, RN 5SWDH
Shannon Rahman, PCT OP9



ETP Cohort 4



"My participation provided a strategic framework that was precisely what I needed to bridge the gap between my operational responsibilities and the high-level administrative mindset required for my long-term career aspirations."

– Shannon Rahman, PCT OP9
ETP Cohort 4

CLINICAL CENTER FUNDAMENTALS IN HOSPITAL LEADERSHIP

Anitra Fitzgerald-Monroe, RN MSS
Adam Massenburg, RN 5SWDH
Babylane Encarnacion-Tuason, RN
OP9

MANAGEMENT SEMINAR SERIES (MSS)

Mankaa Abongwa, RN 3SEDH
Brian Arias, RN 1NW
Deborah Ben-Zeev, RN 3NE
Sandra Brown, RN 7SWN
Latania Brown, PS SWP
Babylane Encarnacion-Tuason, RN
OP9
Elena Fontan, RN 5SE
Azeb Gebreselassie, RN 3NE
David Glenn, RN 3SEN
Elizabeth Haywood, RN
5SWDH
Nicole Holland, RN 1NW
Marisol Jimenez, RN 1NW
Lisbeth Nielsen, RN PVCS
Jessica Ogunye, RN 1NW
Preetha Thomas, RN 1NW

UNIVERSITY OF MARYLAND NURSE LEADERSHIP INSTITUTE FELLOWS 2024-2025

Elena Fontan, RN 5SE
Shada Johnson-McLean, RN 3SEN



Academic Excellence

Investing in education is an investment in the future of nursing. Through a culture that values lifelong learning, staff are encouraged to pursue advanced education that strengthens leadership, enhances professional practice, and supports organizational excellence. We proudly celebrate 2025 graduates and their academic accomplishments.

MASTER'S DEGREE

Kristina Hagan, RN NBHP

Degree Earned: Master's in Healthcare Administration

Institution: Western Governor's University

August 2025

Rose Daisy Jones, RN PACU

Degree Earned: Master's in Healthcare Administration

Institution: University of Maryland, Global Campus

December 2025

Ayda Joyner, RN BSS

Degree Earned: Master's of Science in Nursing – Nursing Informatics

Institution: Walden University

March 2025

DOCTORATE DEGREE

Anitra Fitzgerald-Monroe, RN MSS

Degree Earned: Doctor of Business Administration –
Healthcare Management

Institution: Liberty University

May 2025

Kadine Foreman-Westley, RN IR

Degree Earned: Doctor of Nursing Practice

Institution: Walden University

December 2025

Congratulations!

No photo available for
A. Joyner & K. Foreman-Westley



STRUCTURAL EMPOWERMENT



SHARED GOVERNANCE: EMPOWERING NURSE-LED CHANGE

2025 Shared Governance Committee Highlights

Shared Governance empowers nurses to lead beyond the bedside by partnering in decisions that impact clinical practice, quality, safety, education, and the work environment. These collaborative efforts exemplify the principles of Structural Empowerment, ensuring that the expertise of direct-care staff informs organizational priorities and advances excellence in clinical research nursing.



Coordinating Council 2025

Nursing Practice Council (NPC)

In 2025, NPC focused on strengthening the shared governance process by improving the review, tracking, and resolution of NPC requests. The council evaluated and standardized its request tracking process to improve visibility, accountability, and continuity across all active initiatives.

These process improvements resulted in measurable progress toward reducing the backlog of legacy requests while enhancing oversight of active work. During 2025, multiple committees—including Nursing Information Systems (NIS), Clinical Practice Committee (CPC), Standardization, and the Nursing Research Participant Education Committee (NRPEC)—reviewed and advanced requests originating from 2022 through 2024. Notably, all remaining 2023 Standardization requests were completed, NRPEC maintained resolution of all 2023 requests, and both NIS and CPC reduced the number of longstanding open requests from prior years. Collectively, these efforts established a more efficient, transparent, and sustainable process for managing NPC requests and strengthened the department's shared governance infrastructure.

Clinical Practice Committee (CPC)

In 2025, CPC reviewed 44 NPC requests, ensuring that practice changes reflected current evidence, regulatory requirements, and organizational priorities. The committee completed review of 25 clinical documents, including 14 Clinical Center-wide standards of practice and procedures, eight unit-based documents, one NIH Guidelines for Elsevier resource, and two retired documents, supporting the ongoing maintenance of a current, evidence-informed clinical practice infrastructure.

To enhance collaboration and transparency, the committee introduced a standardized "Documents for Discussion" process that identifies key stakeholders and unit representatives for every document under review. This approach strengthened interdisciplinary engagement, broadened frontline input, and promoted consistency in practice changes across the organization.

ELSEVIER Clinical Skills
(formerly Mosby's Skills)

2025 Shared Governance Committee Highlights - Continued

Performance Improvement Committee (PIC)



PIC advanced several initiatives in 2025 to improve nursing practice, standardize processes, and strengthen staff engagement. PIC successfully completed the Float Resource Guide initiative, standardizing unit-specific guides, making them digitally accessible through the Nursing Intranet, and supporting ongoing evaluation through staff feedback to enhance the float nurse experience.

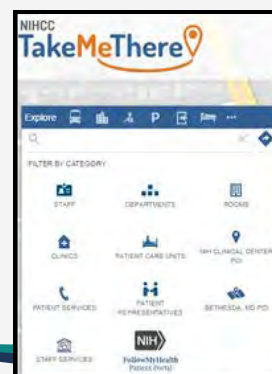
PIC also led implementation of a standardized process for labeling warmed

Theraworx wipes following a successful pilot on 3NW, 5NW, and 3SEN, improving identification of expired products and supporting patient safety. Throughout the year, PIC served as a forum for learning and collaboration through presentations on CLABSI prevention, organizational change management, wellness resources, and quality improvement. Internally, the committee strengthened operations by improving attendance tracking, developing a Chair-Elect Onboarding Guide, and increasing average meeting attendance by 30% through engagement initiatives including the Welcome Wagon, Shared Governance Day participation, and interactive meeting activities. Collectively, these efforts reinforced PIC's role in advancing performance improvement while fostering a collaborative culture across the Nursing Department.

Nursing Research Participant Education Committee (NRPEC)

In 2025, NRPEC made significant progress in modernizing and standardizing participant education resources across the Clinical Center. The committee successfully resolved 185 education document requests, maintained current welcome letters for 26 clinical areas, and advanced the review and development of numerous participant education documents to ensure information remained accurate, relevant, and accessible. To strengthen awareness of the committee's role, NRPEC also developed a suite of educational resources for nursing staff that clarified committee processes and promoted engagement in the development of participant education materials.

NRPEC demonstrated its commitment to equitable access by developing informational cards promoting the Clinical Center's "Take Me There" and "Follow My Health" mobile applications. Initially produced in English and Spanish, the resources were subsequently expanded to include Russian, Amharic, Mandarin Chinese, and French, improving access to essential digital tools for the Clinical Center's diverse patient population. These efforts reflect NRPEC's ongoing commitment to advancing health literacy, reducing barriers to information, and enhancing patient and caregiver experiences.



2025 Shared Governance Committee Highlights - Continued

Nursing Information Systems (NIS) Committee

In 2025, NIS continued to advance clinical research nursing practice by enhancing the Clinical Research Information System (CRIS) through interdisciplinary collaboration and evidence-informed decision-making. In partnership with the Department of Clinical Research Informatics (DCRI), Executive Nurse Sponsor, CAPT Ann Marie Matlock, and Shared Governance committees, the NIS Committee reviewed and evaluated 43 new requests to improve nursing documentation and clinical workflows. Through the dedicated efforts of NIS unit representatives, and key stakeholders—including DCRI nurse liaisons, Dr. Minnie Raju and Sanjana Shrestha,—37 requests were successfully completed and 16 were formally closed.

Educational presentations throughout the year included sessions on the Zebra Smartphone initiative, presented by Ray Nudo, and How a Request Gets Into NIS, presented by Dr. Minnie Raju, increasing awareness of technology initiatives and the request review process. In addition, several high-impact workgroups made significant progress, including completion of the Admission/Assessment Overhaul and the Nursing IPASS Bedside Huddle Shift Report documentation projects, both of which are awaiting DCRI implementation. The Ambulatory Care documentation project also advanced into the DCRI build phase, reflecting the committee's continued commitment to optimizing documentation, supporting clinical workflows, and improving the delivery of clinical research nursing care.



Evidence-Based Practice Research Innovation Council (EBP-RIC)

EBP-RIC continued to foster a culture of inquiry and innovation across the Nursing Department in 2025 through education, collaboration, and the dissemination of evidence-based practice. The council convened 11 monthly meetings, providing a dynamic forum for professional learning and knowledge exchange. Throughout the year, members participated in 10 educational sessions led by Evidence-Based Practice Fellowship co-directors and NIH librarians, strengthening nurses' skills in evidence appraisal, literature searching, and translation of evidence into practice. Council meetings also featured 15 nurse-led presentations highlighting evidence-based practice initiatives and Nursing Practice Committee requests, two journal club sessions facilitated by the EBP-RIC Chair and Chair-Elect, and a clinical inquiry presentation delivered by a bedside nurse, demonstrating the council's commitment to empowering nurses at all levels to contribute to practice improvement.



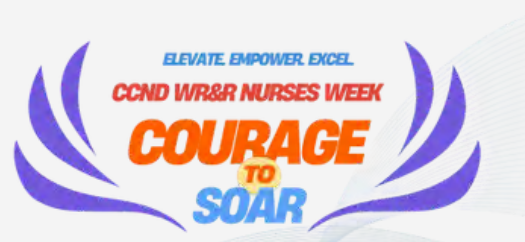
Engagement in the council continued to grow, with average monthly attendance increasing by more than 40% compared with the previous year. An average of 36 participants—including unit representatives, nursing leadership, and guest nurses—attended each meeting, reflecting a growing organizational commitment to evidence-based practice and shared learning. Beyond its monthly activities, EBP-RIC partnered with the Evidence-Based Practice Fellowship Directors to successfully host the 2025 Nurses Week Poster Day, showcasing nursing scholarship and celebrating projects that translated evidence into meaningful improvements in patient care and clinical research practice.

2025 Shared Governance Committee Highlights - Continued Wellness, Recognition & Retention (WR&R) Committee

WR&R continued to strengthen a culture where nurses feel valued, connected, and supported through intentional recognition, meaningful engagement, and wellness initiatives. Throughout the year, the committee created opportunities for nurses to build community across the Clinical Center, from department-wide gatherings that welcomed more than 200 attendees to leadership engagement events, peer recognition initiatives, and wellness programming that reinforced the importance of caring for those who care for others. The committee also expanded professional development opportunities for WR&R representatives, and enhanced visibility of staff achievements through department-wide recognition campaigns on the CC media screens.



These efforts culminated in an inspiring National Nurses Week celebration centered on the 2025 theme, "Courage to Soar," recognizing the resilience, compassion, and excellence of the NIH Clinical Center nursing community. Daily events engaged between 80 and 150 nurses and showcased the breadth of nursing excellence through the second annual Evidence-Based Practice Poster Day, the inaugural Shared Governance Day, wellness experiences, leadership rounding, and the Nursing Awards Ceremony.



More than a week of celebration, Nurses Week demonstrated the strength of a connected nursing community—one that came together to recognize achievements, elevate professional practice, and support one another during a year of organizational transition. Through these initiatives, the WR&R Committee continued to foster an environment where nurses are recognized not only for what they do, but for the lasting impact they have on patients, colleagues, and the future of clinical research nursing.



Unit Practice Council (UPC) Projects

Highlights included 3SEDH's implementation of a Resource Nurse model that reduced wait times and improved patient satisfaction through immediate nursing assessment upon arrival; 7SWN's development of a standardized neurologist-to-charge nurse handoff process that strengthened communication and patient safety; and 1NW's work to develop an outpatient pediatric CLABSI prevention bundle to standardize evidence-based central line care. OP4 enhanced patient engagement by creating education boards tailored to patient and family learning needs, while multiple units advanced projects focused on workflow optimization, interdisciplinary communication, staff wellness, certification preparation, standardized documentation, patient privacy, protocol education, and clinical competency development.

Across the Nursing Department, UPC teams demonstrated how clinical research nurses translate everyday challenges into sustainable practice improvements. Units leveraged evidence-based practice, quality improvement methodologies, shared decision-making, and interdisciplinary collaboration to address issues ranging from patient flow and medication safety to workload management, protocol adherence, nurse well-being, and technology optimization. Collectively, these initiatives illustrate the power of Shared Governance to transform staff ideas into measurable improvements that advance patient outcomes, strengthen the nursing practice environment, and support excellence in clinical research nursing.

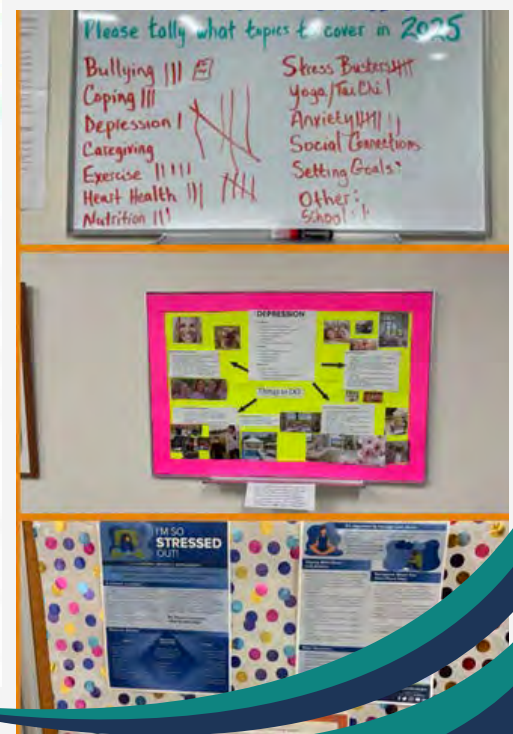
[illegible]

Image Left: Sample of 7SWN's MD to Charge nurse Handoff Tool;
Image Right: OP4 conducted patient/caregiver needs assessments and developed educational boards

GROWING THE NEXT GENERATION OF CLINICAL RESEARCH NURSES

NIH Clinical Research Nursing Residency Program (CRNRP)



The CRNRP exemplifies the CCND's commitment to Structural Empowerment by investing in the transition of newly licensed nurses into the specialty of clinical research nursing. Guided by its innovative conceptual model, the year-long program intentionally supports progressive development across three integrated domains—

clinical practice, leadership, and the professional role—providing residents with the knowledge, confidence, and experiences needed to thrive as clinical research nurses. Through a structured curriculum that includes a four- to six-month precepted orientation, residency education days, professional development programming, mentoring, and specialty experiences, nurse residents are empowered to become engaged clinicians, lifelong learners, and future nursing leaders.



In 2025, the program proudly celebrated the graduation of Cohort II, recognizing the successful completion of nine nurse residents: Leah Ahearn (3NE), Soofi Daneshpour (3NE), Diana Devine (1NW), Tiffany Gonzalez (3NW), Moyra Santos (5NW), Dana Dinn Tandoc (1NW), Janie Velasquez (7SWN), Jordan West (3NE), and Thla Zing (OR). As the capstone of the CRNRP, each nurse resident presented a clinical research case study that integrated evidence-based practice with the unique

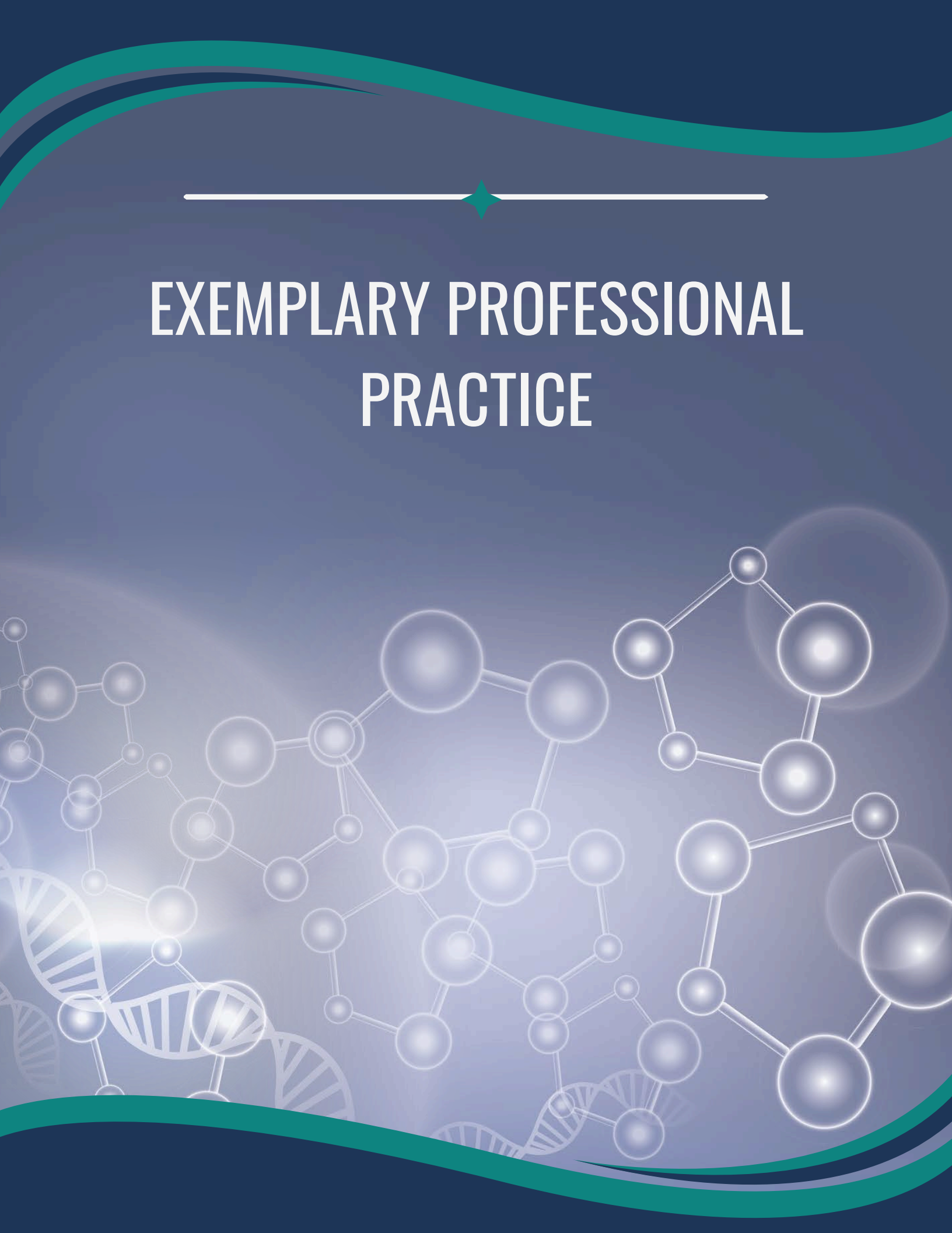
complexities of caring for research participants, demonstrating their growth in clinical reasoning, communication, and professional scholarship. Supported by expert nurse mentors, the presentations showcased the depth of learning fostered throughout the residency and reinforced a culture of inquiry and knowledge sharing.

Nurse Resident	Presentation Topic	Mentor
Leah Ahearn, 3NE	CGD	Dr. Stephen Risch
Soofi Daneshpour, 3NE	GATA2 Deficiency	Nicole Dayo
Diana Devine, 1NW	DOCK8 Deficiency	Dr. Rosa Rousseau
Tiffany Gonzalez, 3NW	Metastatic Colon Cancer	Dr. Leslie Smith
Moyra Santos, 5NW	Hungry Bone Syndrome	Mary Myers
Dana Dinn Tandoc, 1NW	PGM3	Dr. Rosa Rousseau
Janie Velasquez, 7SWN	VHL Syndrome	Dr. Rosa Rousseau
Thla Zing, OR	Hyperparathyroidism	Celeste Klutsey
EBP Mentors: Dr. Eugena Bergvall & Dr. Patricia Todd - EBP Fellowship Directors		





EXEMPLARY PROFESSIONAL PRACTICE



NURSING PROFESSIONAL PRACTICE

The Foundation for Safe, High-Quality Clinical Research Nursing

The Office of Nursing Professional Practice (NPP) serves as the foundation for advancing exemplary professional practice across the CCND. Through leadership in onboarding, professional development, competency management, quality improvement, patient safety, practice innovation, and the credentialing and privileging of nursing staff supporting NIH intramural research programs, NPP creates the infrastructure that supports a highly skilled clinical research nursing workforce. In collaboration with nursing leaders, interprofessional partners, and key stakeholders across the organization, NPP develops standardized, evidence-based approaches that strengthen clinical practice, promote regulatory readiness, and ensure the delivery of safe, high-quality care to patients.

A major milestone in 2025 was the continued implementation of the Donna Wright Competency Framework, a multi-year initiative transforming competency management. During Phase II, the On the Wright Track workgroup refined competency validation processes and developed standardized core competencies for Clinical Research Nurses, Patient Care Technicians, and Medical Support Assistants. This collaborative effort established a consistent, evidence-based approach that promotes professional accountability, clinical judgment, and lifelong learning while ensuring competency expectations remain aligned with the evolving needs of clinical research nursing.

NPP advanced clinical excellence by strengthening emergency preparedness, simulation-based education, and ongoing clinical competency across the Clinical Center:

Emergency Preparedness and Simulation.



In collaboration with Service Educators and physicians from the Clinical Center's Critical Care Medicine Department, the Clinical Center redesigned and relaunched its emergency response education program as Clinical Emergency Response Training (CERT), providing an interdisciplinary learning experience that prepares healthcare teams to respond confidently and effectively during clinical emergencies. Through its partnership with the Clinical Center Simulation Program, pediatric Code Blue training and high-fidelity simulation experiences—supported by NPP Healthcare Simulation Technician, Ron Gillis, reinforced teamwork, communication, and clinical decision-making in high-risk situations.

On the Wright Track Workgroup:

Serin Alexander, RN NPP Educator; Helen Mayberry, RN NPP Director; Melanie Singh, RN NPP Educator; Celeste Klutsey, RN NOPS Service Educator; Dr. Rosa Rousseau, RN NBHP Service Educator; Adjoavi [Nicole] Dayo, RN OCC Service Educator; Mary Myers, RN MSS Service Educator; Nana Osei-Bonsu, RN NBHP Service Educator; Nam Hoang, RN SWP Nurse Educator; Dr. Yvonne Rowe, RN Nurse Manager – 5SWDH, OP1,5,9; Sharon Sawyer, RN Nurse Manager – ISE, 7SWN, 1Halc, OP4; Yolanda McKinney, RN Specialist – NCI; Rachel Sheahan, RN Specialist – NIDDK; Myra Francisco, RN Specialist – NIDDK)



The Foundation for Safe, High-Quality Clinical Research Nursing - Continued

Life-Saving Resuscitation Education. Together, the Clinical Center's Basic Life Support (BLS) and Advanced Cardiac Life Support (ACLS) programs, coordinated by Celerina Hicks, RN, SWP Administrative Coordinator, and Nam Hoang, RN, SWP Nurse Educator, provided initial and renewal certification to 481 healthcare professionals—including 308 BLS and 173 ACLS learners—during the year, further strengthening organizational readiness for clinical emergencies. Behind these initiatives, NPP Program Support Assistant, Tammy Moore, coordinated the administrative and operational activities that enabled the successful delivery of CERT, BLS, educational workshops, and other professional development offerings across the Clinical Center.

Practice Implementation and Operational Readiness. To facilitate the adoption of evolving clinical practices and technologies, NPP Central and CCND Service Nurse Educators developed targeted online learning modules addressing initiatives such as IV Naloxone (Narcan) administration, BD Alaris™ Pump System updates, Closed System Transfer Device implementation, Responder Enterprise Converge devices, patient door signage, and VS30 Temperature Recorder training. Collectively, these educational strategies enhanced clinical readiness, promoted the consistent adoption of evidence-based practices, and equipped nurses with the knowledge and skills needed to deliver safe, high-quality care in the dynamic clinical research environment.

NPP's commitment to exemplary professional practice extended beyond education into quality improvement and patient safety. NPP Nurse Consultant, Amanda Kelly, and NPP Management Analyst, Celine Rahimzadeh, continued to lead the Performance Management Panel and nursing quality reporting processes, providing comprehensive performance data that informed nursing leadership, guided improvement initiatives, and supported sustained excellence in patient care. Through strategic interprofessional partnerships, NPP also advanced nursing practice by leading the implementation of suicide risk screening across ambulatory care settings in collaboration with the National Institute of Mental Health and the Clinical Center Social Work Department, strengthening the early identification and support of patients at risk for suicide. Similarly, in partnership with Hospital Epidemiology Services and inpatient nursing teams, NPP contributed to the development and evaluation of a feasibility pilot examining the reduction of selected Enhanced Contact Isolation practices. Following successful implementation with no increase in patient harm or environmental contamination, the pilot expanded to three additional inpatient units, demonstrating how interdisciplinary collaboration and evidence-informed practice can enhance the patient experience while maintaining the highest standards of safety. Complementing these efforts, Management Analyst, Keesha Powell, coordinated the credentialing and privileging of nearly 400 extradepartmental nursing staff supporting NIH intramural research programs, ensuring compliance with institutional and regulatory requirements while sustaining a qualified workforce across the NIH Institutes and Centers.

By creating the infrastructure that supports clinical excellence, NPP ensures CCND remains prepared to meet the complex demands of clinical research.

SHARING EXPERTISE, STRENGTHENING PRACTICE

How Collaborative Learning Strengthens Professional Practice



In 2025, MSS hosted its largest Skills Fair to date, bringing together nurses, educators, nurse leaders, and clinical experts for a day of collaborative learning. Eleven interactive stations featured specialty topics including emergency response, chemotherapy and biotherapy, airway and tracheostomy care, wound and diabetes management, and cellular therapy.



By leveraging the collective expertise of the interdisciplinary team, the event reinforced a culture of continuous learning, strengthened professional nursing practice, and demonstrated the value of collaboration in advancing exceptional care for clinical research patients.

LEADING EXCELLENCE THROUGH NURSE-SENSITIVE INDICATORS (NSI)

Demonstrating Nursing's Impact Through Outcomes

Nurse-sensitive indicators (NSIs) are a hallmark of exemplary professional practice, providing objective measures of nursing's impact on patient outcomes and the quality of care delivered across the Clinical Center. In 2025, Nursing Professional Practice (NPP) Safety & Quality Team partnered with Clinical Nurse Specialists (CNSs), nurse leaders, and interprofessional colleagues to lead the department's NSI program through evidence-based prevention strategies, performance monitoring, and continuous quality improvement. Quarterly Stoplight Reports translated complex performance data into actionable, unit-level dashboards, enabling direct care staff and leaders to monitor outcomes against national Press Ganey National Database of Nursing Quality Indicators (NDNQI®) benchmarks, identify opportunities for improvement, and sustain accountability for nursing-sensitive outcomes. This transparent reporting process serves as a cornerstone of CCND's continuous quality improvement infrastructure and ongoing Magnet® readiness.

	2024Q2	2024Q3	2024Q4	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	# of Quarters Unit Outperformed the Peer Group
SWH									(8/9)
SWH									(8/9)
SWH									(8/9)
SWH									(8/9)
SWH/ICU									(8/9)
SWH/ICU	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	1,000 Days	1,000 Days	1,000 Days	(8/9)
SWH									(8/9)
SWH									(8/9)
SWH	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	(8/9)
SWH	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	No 1,000 Days	(8/9)
SWH									(8/9)
SWH									(8/9)
# of Eligible Units Magnet Ready									100%
Magnet Ready									100%

Eight-quarter stoplight report illustrating unit performance against national CLABSI benchmarks.

Demonstrating Nursing's Impact Through Outcomes - Continued

Performance across 2025 reflected sustained organizational excellence in nurse-sensitive outcomes. Department-wide performance remained favorable relative to national benchmarks across multiple indicators, including falls with injury, hospital-acquired pressure injuries (HAPI), central line-associated bloodstream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), patient burns, and unplanned postoperative transfers and admission rates. Falls with injury remained below the national benchmark throughout the year, with no moderate or greater injury falls reported during Quarters 2, 3 and 4 of 2025. Patient burns and unplanned postoperative transfers and admissions also demonstrated consistently strong performance, while ongoing surveillance and rapid-cycle improvement strategies enabled timely responses to trends in low-volume indicators such as CLABSI and CAUTI. Together, these results demonstrate CCND's sustained commitment to achieving outcomes that meet or exceed national benchmark expectations while fostering a culture of continuous learning, accountability, and patient safety.

CNSs and Perioperative Nurse Managers served as project leads for the department's primary NSIs, partnering with key stakeholders to implement evidence-based improvement strategies and sustain organizational performance:

- **Falls with Injury:** Dr. Stephen Risch (OCC) led ambulatory and inpatient falls prevention initiatives through evidence-based interventions, staff education, and ongoing performance monitoring.
- **Hospital-Acquired Pressure Injuries (HAPI):** Dr. Susan Smith (OCC) in collaboration with Wound, Ostomy, and Continence Nurses CDR KC Chandler, RN (OCC) and Julia Wagner, RN (OCC) led multidisciplinary efforts to strengthen pressure injury prevention practices, surveillance, and early intervention.
- **Central Line-Associated Bloodstream Infections (CLABSI):** Dr. Susan Smith (OCC) in collaboration with Dr. Allison Han, Robin Odom (Hospital Epidemiology), and MSS Nurse Consultant Dr. Anitra Fitzgerald-Monroe, led initiatives to strengthen central line maintenance practices and reinforce evidence-based infection prevention strategies.
- **Catheter-Associated Urinary Tract Infections (CAUTI):** Dr. Leslie Smith (OCC) in collaboration with Joey Scaletta (Hospital Epidemiology), led department-wide catheter stewardship and CAUTI prevention strategies.
- **Patient Burns:** Led by OR Nurse Manager Myra Henley through standardized prevention practices, surveillance, and quality monitoring.
- **Unplanned Postoperative Transfers and Admission Rates:** Led by Nilka Schulman, RN (Nurse Manager PACU, IR) through ongoing data analysis, interdisciplinary collaboration, and performance improvement initiatives.

Together, these nurse leaders transformed performance data into meaningful action by integrating evidence-based practice, interdisciplinary collaboration, and transparent performance reporting. Through sustained evaluation of nurse-sensitive indicators and proactive quality improvement, the Clinical Center Nursing Department continues to strengthen exemplary professional practice while demonstrating the performance excellence expected of a Magnet® organization.

CELEBRATING NURSING EXCELLENCE

2025 Nursing Department Awards

Exemplary Professional Practice is reflected in the knowledge, collaboration, compassion, and clinical expertise that nurses bring to every patient interaction and professional endeavor. The 2025 Nursing Awards honor individuals and teams whose contributions have strengthened clinical research nursing through leadership, mentorship, evidence-based practice, patient education, quality and safety, innovation, and interdisciplinary collaboration. Their achievements exemplify the CCND's professional practice model, elevate the quality of care, and advance the NIH Clinical Center's mission to improve human health through research and compassionate, evidence-based nursing care.

2025 CCND Award Categories and Winners

Clinical
Excellence:
5SWDH



Leadership:
Deborah Ben-Zeev, RN 3NE



Excellence in Patient
Education:
TracyAnn Morgan, RN 5SWN



Rising Clinical Research Nurse:
Shaina White, RN 7SWN



Safety & Quality:
Ekene Monyei, RN OP12 &
Dr. Leslie Smith, RN OCC



Nursing Education:
Mikee Andres, RN OR



Team Excellence:
IV/Blood Workshop Team – Serin Alexander, RN NPP; Sandra Amamoo-Kakra, RN BSS; Priya Thomas, RN, BSS; Ahmad Cham, RN BSS; Sue-Ann Arboine, CDES; Karen Chandler Axelrod, WOCN; Julia Wagner, WOCN; Steve Calamuci, RN PVCS; Jillian Devine, RN PVCS; Krista Bernier, RN PVCS; Philip Bernaldez, RN, 5NW; Sohrab Saadipour, RN 5NW; Tammy Moore, NPP Admin Assistant, Ron Gillis, NPP Simulation Tech & Maria Fagoaga, DLM



2025 Nursing Department Awards - Continued

2025 CCND Award Categories and Winners



Partnership:

Perioperative Care of Children – Dr. Anita Ben, RN INW; Brian Arias, RN INW; Nilka Schulman, RN PACU; Rose Jones, RN PACU; Erica Tate Souvenir, RN IR; Ruther Parker, NP; Laura Pinkney, NP; Dr. Miao; Dr. Quezado; Dr. Rothschild; Dr. Yousef

Patient Care Technician:
Shafaney White, OR



Administrative Support:
Rhonda Hewitt, NOPS



Evidence-Based Practice:
Karina Bridges, RN PACU



Wellness Advocate:
Martina Lavrisha, RN OP4



2025 Nursing Executive Awards

Chief Nurse Officer Award:
Rachel Coumes, RN Magnet Program

Tannia P. Cartledge Mentorship Award:
Mary Myers, RN MSS

Oncology & Critical Care Service Award:
CAPT Allison Adams, RN

Neuroscience, Behavioral Health, & Pediatrics Award:
Sharon Sawyer, RN

Medical Surgical Services Award:
Sue-Ann Arboine, RN
Dr. Assumpta Ude, RN

Nursing Operations Award:
Belinda "BB" Avila

No Photo Available for S. Arboine & S. Sawyer



NEW KNOWLEDGE, INNOVATIONS, & IMPROVEMENTS



CATALYSTS FOR NEW KNOWLEDGE, INNOVATION, & IMPROVEMENTS

How CCND Clinical Nurse Specialists Translate Evidence into Practice

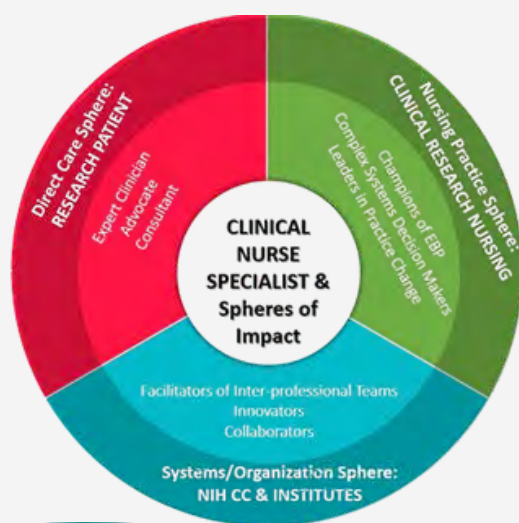
Clinical Nurse Specialists (CNSs) are instrumental in advancing the Magnet® culture by generating, translating, and disseminating knowledge that transforms clinical practice. As advanced practice nurses working across the interconnected spheres of the patient, nursing practice, and organization, CNSs serve as clinical experts, educators, mentors, consultants, and evidence-based practice leaders who bridge scientific discovery and patient care. At the NIH Clinical Center, this unique role fosters a culture of inquiry, accelerates the adoption of evidence-based innovations, and drives system-wide improvements that enhance patient outcomes, strengthen nursing practice, and advance the science of clinical research nursing.



Advancing Science Through Research Leadership

In 2025, OCC CNS Dr. Leslie Smith was appointed as an Institutional Review Board (IRB) Chair, providing leadership for the ethical review and oversight of clinical research protocols that safeguard research participants while advancing the Clinical Center's research mission. The CNS team also completed 10 Protocol Resource Impact Assessments (PRIAs), ensuring nursing practice considerations, patient safety, workflow, and operational feasibility were incorporated into new clinical research protocols before implementation. Collectively, these efforts strengthened the integration of nursing expertise into the research enterprise and supported the successful translation of clinical research into safe, high-quality patient care.

Driving Organizational Innovation



CNSs served as organizational change agents by evaluating emerging evidence and translating it into scalable, sustainable improvements in clinical practice. Rather than implementing isolated practice changes, CNSs developed standardized approaches that embedded innovation into the Clinical Center's clinical infrastructure. Through interdisciplinary collaboration, they redesigned care processes, standardized communication systems, and integrated new technologies into organizational workflows, policies, and clinical resources to improve the reliability and consistency of care delivery.

How CCND Clinical Nurse Specialists Translate Evidence into Practice – Continued

Examples of this work included the Diabetes Team's adoption of Humulin R U-500 KwikPens, led by Dr. Assumpta Ude (MSS CNS), as the preferred delivery system for concentrated insulin therapy. By aligning organizational practice with national medication safety recommendations, this initiative strengthened medication safety and reduced the potential for dosing errors.



PhaSeal CSTD

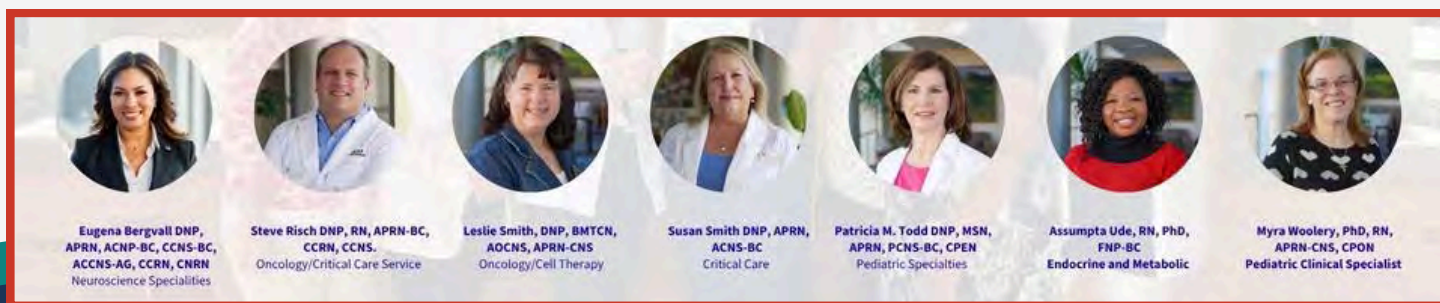
Dr. Leslie Smith (OCC CNS), in collaboration with Dr. Rosa Rousseau (NBHP Service Educator), Dr. Angeline Thomas (MMESD Nurse Consultant), and Pharmacy colleagues, led implementation of a Closed System Transfer Device (CSTD) program that established a standardized organizational framework for hazardous drug handling and drove comprehensive revisions to chemotherapy administration procedures, ambulatory pump workflows, and transplant education resources. In partnership with Amanda Kelly (NPP Nurse Consultant), Brandon Lopez (CCND Facility Project Manager), Ashraf Gendy (Mechanical Engineer), and interdisciplinary stakeholders, Dr. Leslie Smith also led the standardization of patient room communication tools, creating a consistent organizational framework for safety communication that reduced variation and enhanced situational awareness across inpatient units. Together, these initiatives demonstrate how CNSs translate emerging evidence into sustainable organizational innovations that strengthen clinical practice well beyond individual patient encounters.

Disseminating Knowledge to Advance Clinical Research Nursing

Beyond implementing innovation, CNSs contributed to the generation and dissemination of new knowledge that advances the specialty of clinical research nursing. In 2025, the team published 4 department SOP/PROs and disseminated/authored five Clinical Practice Updates. Through scholarly dissemination, policy development, and publication of evidence-informed resources, the CNS team extended the impact of its work beyond the Clinical Center, contributing to the growing body of knowledge supporting safe, effective, and evidence-based clinical research nursing.

From Insight to Impact

The CNS team creates a lasting organizational impact by strengthening the clinical foundation upon which safe, reliable, and evidence-informed care is built.





ADVANCING INNOVATION THROUGH EVIDENCE-BASED PRACTICE (EBP)

Cultivating a Culture of Inquiry

Under the leadership of Dr. Eugena Bergvall (NBHP), Dr. Patricia Todd (OCC), and executive sponsor Dr. Deborah Kolakowski, (OCC), CCND's EBP Program continued to strengthen a culture of inquiry, innovation, and lifelong learning throughout 2025.

EBP Pathway

In 2025, EBP Program Leaders launched the development of the Evidence-Based Practice (EBP) Pathway to Competent, Proficient, and Expert Practice, establishing a progressive framework to guide nurses' growth in EBP throughout their careers. The pathway integrates EBP competencies across professional development initiatives, including nurse residency, shared governance, immersion workshops, and continuing education, providing multiple opportunities for nurses to develop the knowledge and leadership skills necessary to implement practice improvements. By creating a structured roadmap for competency development, the pathway strengthens the department's capacity to sustain evidence-based practice and prepare future nurse leaders.

2025 EBP Program By the Numbers

- 1 new project tracking tool
- 8 active EBP initiatives tracked across Cohorts 1-3
- 13 EBP mentors

EBP Fellowship & Mentorship Program

In 2025, the EBP Fellowship Program expanded its infrastructure to support project implementation, mentor development, and dissemination of evidence-based initiatives. The program supported active fellowship cohorts, strengthened mentorship resources, and implemented standardized project tracking to monitor progress and outcomes.

COHORT 3 FELLOWSHIP PROJECT HIGHLIGHTS

Enhancing Patient Experience Through Aromatherapy in the PACU

Karina Bridges, RN PACU

- Established interdisciplinary stakeholder engagement across nursing, pharmacy, safety, quality, and anesthesia.
- Implemented a pilot program evaluating aromatherapy as a non-pharmacologic intervention for postoperative nausea and vomiting (PONV).
- Developed education materials, documentation workflows, and outcome tracking processes.
- Dissemination of initiative in online publication and received the NIH Clinical Center CEO Award for EBP.



Cultivating a Culture of Inquiry - Continued



COHORT 3 FELLOWSHIP PROJECT HIGHLIGHTS



Development of a Coordinated Teaching Approach for Cellular Therapy Recipients

Mackenzie Hassanzadeh, RN 3NE

- Created standardized patient education recommendations based on evidence review.
- Developed and implemented short-form educational videos for central line care.
- Piloted an educational intervention with cellular therapy patients and initiated plans for hospital-wide dissemination and translation services.

Virtual Reality Simulation for Nursing Education

LT Taylor Gietschier, RN 7SWN

- Completed a comprehensive literature review supporting virtual reality as an evidence-based educational strategy.
- Conducted pilot testing with nurse residents using immersive VR simulation technology.
- Evaluated learner confidence, engagement, clinical decision-making, and critical-thinking outcomes.
- Presented findings during CCND Poster Day and the NIH Research Fair.

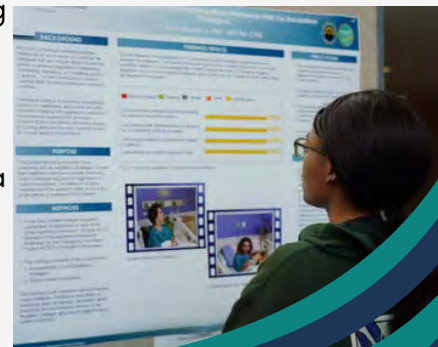


Dissemination & Scholarship



CCND continued to advance nursing scholarship by promoting dissemination of evidence-based practice, quality improvement, and research initiatives throughout the organization and beyond. During the 2025 Nursing Week Poster Day: Evidence Into Action, nurses showcased 27 posters highlighting innovations in patient care, nursing education, quality, safety, research and clinical practice.

The 2025 EBP Program continued to build a sustainable foundation for integrating evidence into everyday clinical practice. By strengthening EBP competency, expanding mentorship, and supporting the implementation and dissemination of practice improvements, the program empowered nurses to lead meaningful change that enhances patient care, advances professional practice, and fosters a culture of inquiry and innovation throughout the CCND.



CAPITAL IMPROVEMENTS

Designing Environments That Advance Care

Investment in the clinical environment plays a critical role in advancing nursing practice, enhancing patient safety, and supporting the delivery of high-quality care. Throughout 2025, CCND partnered with Facilities Management, Engineering, and interdisciplinary stakeholders to complete a series of capital improvement projects that modernized patient care areas and optimized clinical workspaces. These renovations were intentionally designed to improve workflow efficiency and create healing environments that enhance the experiences of patients, families, and staff.



Several outpatient clinical areas underwent comprehensive renovations during the year. The **IHPEDS** Pediatric Clinic was transformed with upgraded storage, new flooring, dimmable lighting, hospital-grade electrical receptacles, and vibrant, child-centered finishes that foster a welcoming environment for pediatric patients and their families. Renovations to **OP3, OP8, OP12, and OP13** exam rooms introduced new clinical equipment, improved patient and visitor seating, ADA-compliant layouts, enhanced lighting, durable finishes, and modern workstations that support safe, efficient, and patient-centered care. In **IHALC**, upgrades including new flooring, paint, cabinetry, storage solutions, examination equipment, and redesigned work surfaces created a more functional environment that promotes safety, efficiency, and compliance with life safety standards.

CCND also continued implementation of the multi-year Capital Improvement Fund (CIF) Inpatient Nursing Station Refresh Project, an innovative initiative focused on redesigning nursing workspaces to better support clinical practice. Renovations completed on **3rd floor inpatient units** included updated flooring, lighting, communication boards, wall-mounted telemetry monitors, refreshed aesthetics, and redesigned staff work areas that strengthen visibility, interdisciplinary communication, and workflow. Building on this success, renovation activities expanded to **5th floor inpatient units** as the phased modernization effort continued.



Collectively, these capital improvement initiatives demonstrate the organization's commitment to continuously improving the practice environment through thoughtful design and infrastructure enhancements. By integrating evidence-informed environmental design principles with nursing input, these projects create safer, more efficient, and patient-centered spaces that support staff well-being, interdisciplinary collaboration, and exceptional clinical research nursing care.

SCHOLARLY ACTIVITIES 2025

- Arboine, S.-A., & Ude, A. (2025, May 6). Implementing a pilot to standardize diabetes discharge processes and enhance blood glucose management in patients with diabetes [Poster presentation]. NIH Clinical Center Nursing Department [CCND] Evidence-Based Practice [EBP] Poster Day, Bethesda, MD.
- Bergvall, E., Dewar, S., & Plueger, M. (2025, May 6). Managing complex peri-ictal behavior in the epilepsy monitoring unit: Determining the need for a practice guideline. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Bergvall, E., O'Hara, S., Gawlik, K., & Raderstorf, T. (2025). Contributor to Chapter 8: Unlock creative well-being: Innovate for maximum impact. In K. Gawlik, B. Melnyk, & A. Teall (Eds.), *12 keys to health, happiness, and well-being for nurses and the healthcare workforce: An evidence-based guide* (1st ed.). Springer.
- Bergvall, E., Plueger, M., & Dewar, S. (2025, August). Do we need guidelines for managing post-ictal complicated behavior? Paving the way to a Delphi study [Invited speaker]. 36th International Epilepsy Congress, International League Against Epilepsy Nursing Section, Lisbon, Portugal.
- Betonio, A., Sarzynski, S., Solomon, M., Wallin W., Gillis, R., Li, W., Krack, J., Mienza, E., Daffron, J., Palatucci, M., Teagarden, S., Sparks, M., Ruppert, B., & Smith, S. (2025, May 6). Urgent transport training at the nih clinical center. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Bowcut, J.C. (2025, May 6). Intraoperative nursing implications for cushing's disease patients undergoing transsphenoidal surgery. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Choi, W. & Bernaldez, P. (2025, May 6). Cushing's syndrome: A case study that affects beyond the tumors. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Frey, M. (2025, May 6). Uniting for care: The intensive care unit team outreach initiative [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Daryit, M., Bernaldez, P., Morgan, T., Premkumar, A., & Myers, M. (2025, May 6). Innovative crn competency validation methods using the donnal wright model. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Dayrit, M., Bernaldez, P., Morgan, T., Premkumar, A., & Myers, M. (2025, October 15-17). Innovative crn competency validation methods using the Donna Wright Model [Conference presentation]. International Association of Clinical Research Nurses Annual Conference, Virtual.
- Devine, J., Risch, S., & Tondreau, L. (2025, May 6). Aiming towards once: An evidence-based project on peripheral IV placement. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Dimartino, A., Overly, A., Kauflin, K., Williams, T., & Smith, S. (2025, May 5). Implementation of kamishibai card to reduce hospital acquired injuries. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Francis, Y. & Smith, L. (2025, May 6). Reducing oral mucositis severity in the transplant population. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Frey, M. (2025, May 6). Uniting for care: The intensive care unit team outreach initiative [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.

SCHOLARLY ACTIVITIES 2025

- Gietschier, T., Singh, M., & Bergvall, E. (2025, May 6). Transforming nursing education and training through virtual reality (vr): Managing complex patients and navigating challenging caregiver dynamics. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Hayford, E., Thomas, C., Roa, A., Abraham, J., & Peterson, A. (2025, May 6). In sickle cell disease, what are best practices for pain management? [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Kauflin, K., Thomas, A., Odom, R., Rahimzadeh, C., Kelly, A., Maness, H., Castillo, A., Melo, H., Caza, A., Fox, R., Pollitt, J., Axelrod, K., Wagner, J., & Smith, S. (2025, April 11). Bathing with chlorhexidine gluconate: Should patients use foam or wipes? [Poster presentation]. Oncology Nursing Society Congress, Denver, CO.
- Kauflin, K., Thomas, A., Odom, R., Rahimzadeh, C., Kelly, A., Maness, H., Castillo, A., Melo, H., Caza, A., Fox, R., Pollitt, J., Axelrod, K., Wagner, J., & Smith, S. (2025, May 6). Bathing with chlorhexidine gluconate: Should patients use foam or wipes? [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Kearns-Todd, P. (2025, May 6). The construct and infrastructure of a pediatric acute-critical care nursing education and cross-training curriculum in a clinical research setting [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Kearns-Todd, P., Gomez, M., Hogan, J., & Jabara, J. (2025, May 6). Development of an interdisciplinary, multimodal, evidence-based training curriculum for nurses caring for acutely critically ill children [Poster presentation]. NIH Clinical Center Nurses' Week Poster Day, Bethesda, MD.
- Kearns-Todd, P., Gomez, M., Hogan, J., Jabara, J., Yang, L., Wallen, G. (2025, May 6). Evaluation of a multi-modal training pilot among cohorts of interdisciplinary nurses caring for acutely/critically ill children [Poster presentation]. NIH Clinical Center Nurses' Week Poster Day, Bethesda, MD.
- Keating, C. (2025, May 6). Ketamine infusion for treatment of severe mood disorders nursing management: A case study. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Maness, H., & Sejismundo, J. (2025, May 6). When bedside nurses lead: Enhancing safety by opening multidisciplinary communication. NIH CCND EBP Poster Day, Bethesda, MD.
- Martey, M., & McLaughlin, P. (2025, May 6). Implementing independent double checks: Safeguarding insulin administration for patient safety. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Oko-Odoi, A., DiRubbo, S., Leukhardt, D., Vickers, T. (2025, May 6). Professional enhancement of nurses through the use of social media. [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Rousseau, R. (2025). Keeping them safe: Empowering nurse residents with de-escalation strategies [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Rousseau, R., Ajayi, D., & Brain, B. (2025). Video simulations to implement the CIWA-Ar in non-behavioral health clinical settings [Conference presentation]. NIH Clinical Center Nurses' Week Poster Day, Bethesda, MD.
- Rousseau, R., Jimenez, M., & Madero, E. (2025). Step into the room of errors: A framework for safety [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.

SCHOLARLY ACTIVITIES 2025

- Rousseau, R., Shin, P., & Gillis, R. (2025, May). Take one! Engaging simulated patients to implement the Alcohol Use Disorders Identification Test-Consumption (AUDIT-C) [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Rousseau, R., & Jimenez, M. (2025, January 22). Jeopardy-style game learning: A strategy for competency validation. Association for Nursing Professional Development. <https://www.anpd.org/NPD-In-Motion/Article/jeopardy-style-game-learning-a-strategy-for-competency-validation>
- Rousseau, R., & Singh, M. (2025, October 21). Engaging Gen Z nurses with a digital board [On-demand conference presentation]. Association for Nursing Professional Development Virtual Symposium.
- Ude, A. O., Dixon, S. A., Glaros, S. B., Arboine, S. A., Terry, N. L., Cabeza De Baca, T., & Chung, S. T. (2025). Transitioning to adult care in youth-onset diabetes: A scoping review of socio-ecological factors in youth-onset type 2 diabetes compared to type 1 diabetes. BMC Public Health, 25(1), 1784.
- Ude, A. O., Dixon, S. A., Glaros, S. B., Arboine, S. A., Terry, N. L., Cabeza De Baca, T., & Chung, S. T. (2025). Transitioning to adult care in youth-onset diabetes: A scoping review of socio-ecological factors in youth-onset type 2 diabetes compared to type 1 diabetes [Poster presentation]. NIH CCND EBP Poster Day, Bethesda, MD.
- Ude, A. O., & Oparaugo, C. C. A. F. (2025). Unveiling healthcare workers' knowledge about ageism in Nigeria and the need for training next generation caregivers [Conference presentation]. 7th International Global Network of Public Health Nursing Conference, Calgary, Alberta, Canada.



AT THE INTERSECTION OF DISCOVERY & CARE IS CLINICAL RESEARCH NURSING

“The specialized practice of professional nursing focused on maintaining equilibrium between care of the research participant and fidelity to the research protocol. This specialty practice incorporates human subject protection; care coordination and continuity; contribution to clinical science; clinical practice; and study management throughout a variety of professional roles, practice settings, and clinical specialties.”

International Association of Clinical Research Nurses. (2012). "Enhancing Clinical Research Quality and Safety Through Specialized Nursing Practice." Scope and Standards of Practice Committee Report.

