



MEMORIAL HERMANN HEALTH SYSTEM

# Institute for Nursing Excellence

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ANNUAL REPORT  
2023 - 2024

MEMORIAL<sup>®</sup>  
HERMANN  
Institute for  
Nursing Excellence

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# CNE Message

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Dear Colleagues, Patients, Families, Friends and Community Members:

Of all the satisfactions that come with my job, the days when I get to spend time focusing on our amazing caregivers at Memorial Hermann Health System are among the most rewarding. I think of the patient care technician I shadowed, who told me she felt like a true part of the team and shared her dream of going to nursing school. The charge nurse who stopped me in the hall to express her thanks for Memorial Hermann's investment in staff. I witness first-hand the nurses' sense of pride in being part of a major health care system that serves the community within and beyond hospital walls. Their excitement at limitless possibilities for career growth, advanced education and professional involvement. I hear our teams talk about the tremendous support they get from their peers, professional colleagues and the system itself. That sense of pride and excitement tells me that Memorial Hermann has the right people, the right processes and the right tools in place to realize our strategic nursing vision: Grow, Reimagine, Excel. And I'm reminded of what this pride, excitement, energy and dedication can accomplish:



- Magnet® Recognition from the American Nurses Credentialing Center (ANCC) for nine of our facilities—a leader among health care systems in the United States. Two more campuses have earned the ANCC's Pathway to Excellence® designation. Of note is Memorial Hermann Cypress Hospital, which achieved Magnet® with Distinction with its initial accreditation—a rare achievement for first-time applicants and the only hospital in Texas to do so.
- A dynamic professional governance system at our facilities, supporting a system-level Congress elevating the voice of nursing, has resulted in significant achievements including workflow and patient-care advances.
- Career advancement for nurses, including LVNs who have become RNs, and RNs who have earned advanced credentials and moved into exciting and challenging new specialties.
- Implementation of Epic, a comprehensive systemwide electronic medical records system that helps nurses deliver high-quality, personalized care to every patient.
- The unique resources offered to nurses through Memorial Hermann's Institute for Nursing Excellence (INE), launched in 2022 and supported by the Memorial Hermann Foundation.

And we accomplished so much more. This is just a sampling of the accolades and achievements that have made Memorial Hermann an industry-leading exemplar in the nursing profession. We are creating a system where nurses don't just work, they thrive.

Together, we grow, reimagine and excel. Together, we advance exemplary nursing practice and extraordinary professionalism. Together, we make a difference in the lives of our patients, their families and our community—now and for generations to come.

***My sincere thanks and appreciation to a remarkable group of professionals!***

Appreciatively,

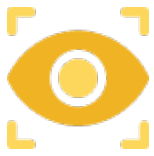
A handwritten signature in black ink, appearing to read 'BSisk', written over a white background.

Bryan Sisk, DNP, MPH, RN, NE-BC, CENP  
Senior Vice President and System Chief Nursing Executive  
Memorial Hermann Health System

# Memorial Hermann's Mission, Vision and Values

## Our Mission

We are a nonprofit, values-driven, community-owned health system dedicated to improving health.



### Our Vision

To create healthier communities, now and for generations to come.



### Our Values

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Community

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Compassion

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Courage

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Credibility



### Our Service Commitment

We care for every member of our community by creating compassionate and personalized experiences.



### Our Service Standards

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Safe

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Caring

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Personalized

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Efficient

## About Our Nurses

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Recognized regionally and nationally for safe, high-quality care, Memorial Hermann strongly believes that nursing is an integral part of delivering personalized care to patients and communities, and that nurses are key contributors to the health delivery team.

Focused on the goal of creating healthier communities now and in the future, Memorial Hermann's exemplary nursing program is built on professional engagement, career development, health care partnerships, patient safety, workplace safety, employee physical and mental wellness, equity, diversity and inclusion.

As an organization, Memorial Hermann has approximately 14,000 nurses, nearly 85% of whom have earned a bachelor's degree in nursing or higher; roughly 13% greater than the national average according to the American Association of Colleges of Nursing (AACN). In addition, more than 25% of our direct care nurses have obtained a specialty certification, which is an area of focus and growth for our system. In Fiscal Year 2024 alone, we celebrated the success of:

- Approximately 125 Memorial Hermann nurses who presented at external conferences and were published.
- Over 425 nurses who were recognized through local nursing awards, including the Houston Chronicle's Salute to Nurses and Good Samaritan Award.
- Nine Memorial Hermann hospitals that earned ANCC Magnet® designation in FY24 including one facility earning the first ANCC Magnet® with Distinction recognition in Texas.
- Three Memorial Hermann facilities that received ANCC Pathway for Excellence® recognition in FY24.

# Memorial Hermann Nursing Professional Practice Model

The Memorial Hermann Nursing Professional Practice Model (PPM) supports Memorial Hermann's belief in the importance of superior patient care based on partnerships between nursing and other clinicians, patients, families and the community. The model illustrates how nurses practice, collaborate, communicate and develop professionally to provide nationally recognized care for those served by the organization.



## NURSING PHILOSOPHY

- A professional practice model (PPM) depicts nursing values and defines the structures and processes that support nurses to empower and optimize their own practices in the delivery of quality care.
- A PPM is a conceptual framework that enables nurses in our organization to envision and communicate their practices.

## NURSING CARE DELIVERY MODEL

Patient and family-centered care is our nursing care delivery model. It allows our nurses to assess, plan and implement care by collaborating with diverse patient populations and their families, to provide safe and high-reliable care.

## VISION

Excellence in nursing allows us to create healthier communities, now and for generations to come.

## THEORY OF HUMAN CARING: JEAN WATSON

A relational caring for self and others based on a moral/ethical/philosophical foundation of love and values that is mutually rewarding to the patient and the nurse.

## CORE VALUES

- **Community:** We serve our diverse community with a focus on quality and patient safety.
- **Compassion:** Through diversity and inclusivity, we care for everyone with kindness and respect.
- **Credibility:** We provide credible evidence and research to improve quality of care and patient outcomes.
- **Courage:** We have courage to advance and grow professionally through leadership and governance.

# About the Institute for Nursing Excellence and Enterprise Nursing Strategies

Nurses are the key to a healthy Houston. Approximately 14,000 nurses are employed at Memorial Hermann, comprising the largest workforce throughout the entire health system.

Our nurses provide lifesaving care and support for our community that helped Memorial Hermann achieve regional and national recognition as a leader in delivering safe, high-quality care. Launched in FY23 with Memorial Hermann Foundation support and a lead donor gift, the Memorial Hermann Institute for Nursing Excellence (INE) aims to create an innovative environment to reimagine care at the bedside, attract and retain top talent, excel in execution and ensure world-class nursing for generations to come.



A catalyst for action, the INE identifies the most pressing issues facing the nursing profession and provides solutions that transform health.

To achieve our goals, the INE follows a strategic framework designed to elevate the nursing profession, accelerate innovation at the bedside, strengthen the nursing workforce, and excel in clinical and operational outcomes.



# GROW Skills and Talent



The INE is an innovative research and practice-focused entity that changes the way care is delivered. Aligned with key academic partners to develop entry-to-health care career paths and to support nurses who want to pursue advanced education, Memorial Hermann has created new opportunities to grow the skills and talent of our workforce through the INE.

## The Institute for Nursing Excellence

### *A Space for Education and Innovation*

The hospital setting is complex and fast-paced, and the INE is collaborating across the system to research new methods and products to advance patient safety.

To promote nursing solutions and accelerate innovation to the bedside, the INE established shared training and state-of-the-art spaces that were thoughtfully designed to serve and grow clinical care teams, providing support for over 2,000 nurses, health care professionals and students every month. With nearly 45,000 square feet of clinical and classroom space for interdisciplinary training and innovation activities, this space has expanded from four existing patient simulation centers to include 40 patient rooms and two training classrooms. The immersive simulation lab supports advanced skill development and critical knowledge for staff, with more than 900 clinicians having been trained in the high-fidelity simulation space within three months of opening.

The unique environment allows nurses to safely test new workflows, equipment, technology and innovation before implementation with actual patients. Here, nurses are able to reimagine care delivery and improve upon best practices—consistently enhancing the nursing profession. With the proper space to explore the latest methods and products, the INE also allows Memorial Hermann to quickly adapt to the rapidly evolving health care landscape and implement best practices to enhance patient care.

Through key initiatives like the Professional Governance Congress, nursing research programs, educational scholarships and strategic academic partnerships, the INE is elevating the nursing profession and professional practice for the clinical care team, for both new and seasoned employees.



# Strengthening the Nursing Workforce

In response to the national nursing shortage and the serious challenges this presents to the delivery of health care in Houston, the INE is taking a grassroots approach by developing educational pathways and programs for nurses. There are many educational barriers which limit the ability of individuals to pursue or advance their nursing career. Many nursing programs require full-time attendance with in-person requirements. This can be a barrier for individuals needing to work full-time to provide for themselves and their family.

The INE is partnering with chief nursing officers (CNOs), clinical education, human resources, the Memorial Hermann Foundation and other key stakeholders to tackle these challenges in multiple ways, including:

- Advancing and reimagining academic partnerships for enhanced alignment and efficiencies to support entry-into-health care and working adults
- Developing new professional student nurse roles
- Providing advanced skill development and training through simulation and virtual reality
- Promoting the Learn Well Program (a program that supports tuition, books and other fees)
- Developing new scholarship opportunities to support employees pursuing nursing degrees



## Scholarship Opportunities

The INE, in partnership with the Memorial Hermann Foundation and Memorial Hermann's Human Resources, has established a scholarship program to support employees pursuing a nursing degree. The Memorial Hermann Foundation Scholarship to Advance Nursing Education provides scholarship support for employees seeking to earn a nursing degree while they continue to work and support their families, making career advancement more accessible.

The first cohort focused on individuals earning their Licensed Vocational Nurse (LVN) credentials, or LVNs pursuing an associate's degree in nursing to become an RN. In 2024, six employees successfully completed their programs and gained new nursing roles within Memorial Hermann. The second cohort focuses on eight RNs pursuing their Bachelor of Science in Nursing (BSN) degree.

## Advancing Academic Partnerships

Through the support of the INE, Memorial Hermann is strengthening partnerships with educational institutions throughout Houston to support nurses and other employees in continuing their education and advancing their careers. To ensure that health science students are equipped with the skills they need to care for patients, Memorial Hermann partners with multiple academic institutions for clinical training at the certificate, associate, bachelor and post-baccalaureate levels. We also provide clinical experiences for students enrolled in academic institutions across the country.

Professional career development pathways offered through academic partnerships bridge the gap between academic and clinical practice competencies, and prepare the student for a career in health care. In addition, Memorial Hermann is involved in health science education community outreach activities designed to expose younger students to opportunities in the health science professions and encourage them to pursue a career in health care.

## Nursing Certification Support

To enhance the nursing practice across our organization, we understand that growth, development and career advancement must be accessible for our nursing workforce. In our continued commitment to grow, reimagine and excel in nursing at Memorial Hermann, the INE and Memorial Hermann Foundation are continuing to invest in Memorial Hermann's nursing workforce. Assisting nurses in pursuit of advanced nursing certification is another way we are supporting the nursing workforce and the care they provide to the Greater Houston community. Nursing certification is an optional way nurses can demonstrate excellence and credibility in their specialty area. New opportunities have been established to support nursing certification attainment, including certification exam review courses and nursing certification libraries. Select certification review courses are provided for nursing cohorts at no cost to the participants. The first cohort supported 89 nurses in preparing for the Critical Care Registered Nurses (CCRN) (Adult) certification exam.



Through a generous donation from the Memorial Hermann Foundation, an RN Certification Resource Library was established at every campus across the system. Developed in response to direct feedback received from our frontline nurses, each Memorial Hermann campus was equipped with certification review textbooks and resources to support professional certification. This provides nurses across the organization the opportunity to borrow a certification review book at no cost as they study and prepare for the nursing certification exam.

In partnership with campuses across the system, the INE also developed a centralized, electronic library tool to track the utilization of professional development resource education resources used by Memorial Hermann nurses to pursue certifications.

## Health Education and Learning (HEAL) High School

Students in the class of 2028 of the Health Education and Learning (HEAL) High School started school this August—the inaugural class of an innovative partnership—marking the first step in their journey to rewarding careers in health care.

HEAL High School is a partnership between Memorial Hermann Health System and Aldine Independent School District (ISD) and is supported by a \$31 million initial gift from Bloomberg Philanthropies to the Memorial Hermann Foundation. The generous gift is one of just 10 nationwide and was given earlier this year to bridge the health care and education systems and provide a meaningful educational pathway to prepare students for health care jobs after graduation from this specially designed career and technical education (CTE) high school.

Like many states nationwide, Texas continues to experience shortages in health care talent in the fields of nursing and primary care, particularly technicians, therapists and pharmacists. Thanks to this transformational gift provided by Bloomberg Philanthropies, leaders from Memorial Hermann and Aldine ISD developed career-aligned educational pathways, rich in experiential learning opportunities, to enable Houston-area students to participate in the health care workforce. Informed by Memorial Hermann's needs, Gulf Coast labor market trend data and an analysis of earnings and growth potential, the school will offer five pathways: physical and occupational therapy, nursing, pharmacy, health care business administration and imaging.



Through this historic investment by Bloomberg Philanthropies, Memorial Hermann will provide in-kind teaching support to integrate its culture, service standards and industry-leading best practices into classroom lessons, enhancing traditional high school curriculum with vocational skills in preparation for high-demand health care jobs. After completing required coursework, students will take certification exams related to their pathway and be eligible for priority employment at Memorial Hermann in positions with family-sustaining wages.

Memorial Hermann is proud and excited to welcome this first class of HEAL High School students to this once-in-a-lifetime opportunity to pursue excellence in clinical care. The new career opportunities for students will positively impact the development of the Texas clinical workforce. The inaugural class of HEAL High School students has already gained hands-on experience through stop-the-bleed training and simulation scenarios at the INE. Staff and leaders from across Memorial Hermann have partnered to provide exceptional learning, mentorships and experiences for HEAL students.



### THE DAISY FOUNDATION® Sponsorship

Meaningful recognition is highly personal, acknowledging how specific behaviors impacted the recipient of a nurse's care. At Memorial Hermann, we are fortunate to participate in the The DAISY Foundation™ Nurse Recognition Program and wanted to “pay it forward” to a rural hospital in Texas by sponsoring a three-year The DAISY Foundation™ Nurse program—extending meaningful recognition so that it can resonate throughout a nurse's life and career.

The Memorial Hermann INE selected Childress Regional Medical Center, a 39-bed hospital operated by a county hospital district, as its recipient of the scholarship program. Since the hospital district was created in 1965, Childress hospital leaders have steadfastly focused on meeting the current and long-term health care needs of county residents. Medical and hospital staff members adhere to the principle that doing what is best for patients will ensure good outcomes and a strong hospital.

Memorial Hermann has continued to partner with Childress to engage with them in innovative partnerships and initiatives through the INE.



# Elevating the Nursing Profession

Memorial Hermann is recognized as a national leader for building the future of nursing: Memorial Hermann empowers nurses to own and elevate their practice by nurturing bold ideas and enabling those to scale. The INE has partnered with nurses and leaders across the organization to establish the Professional Governance Congress and empower direct care staff to lead their profession and address industry challenges with impact reaching thousands of nurses. This includes work to support legislative advocacy for nurses and sharing new knowledge and best practices with staff from leading organizations.

## Nursing and Clinical Innovation Pre-summit and Summit

The INE is dedicated to bringing high-quality nursing education and innovative practices to nurses across Greater Houston. The INE hosted the inaugural Nursing and Clinical Innovation Pre-Summit and Summit 2024, held April 3 - 5. The three-day event included a presummit and dual-track, two-day summit.

The presummit, Journey to Clinical Excellence, provided information and insight into organizational successes and lessons learned throughout the American Nurses Credentialing Center (ANCC) Magnet® journey, sharing best practices related to this designation. Attendees learned from a multiorganizational executive nurse panel with esteemed chief nursing officers (CNOs) from Memorial Hermann-Texas Medical Center, Houston Methodist-The Woodlands and the Michael E. DeBakey Department of Veterans Affairs Medical Center. The intent of the CNO panel discussion was to provide participants the opportunity to hear from the executive perspective, their experiences, and receive guidance related to successful Magnet® journeys and sustaining nursing excellence.



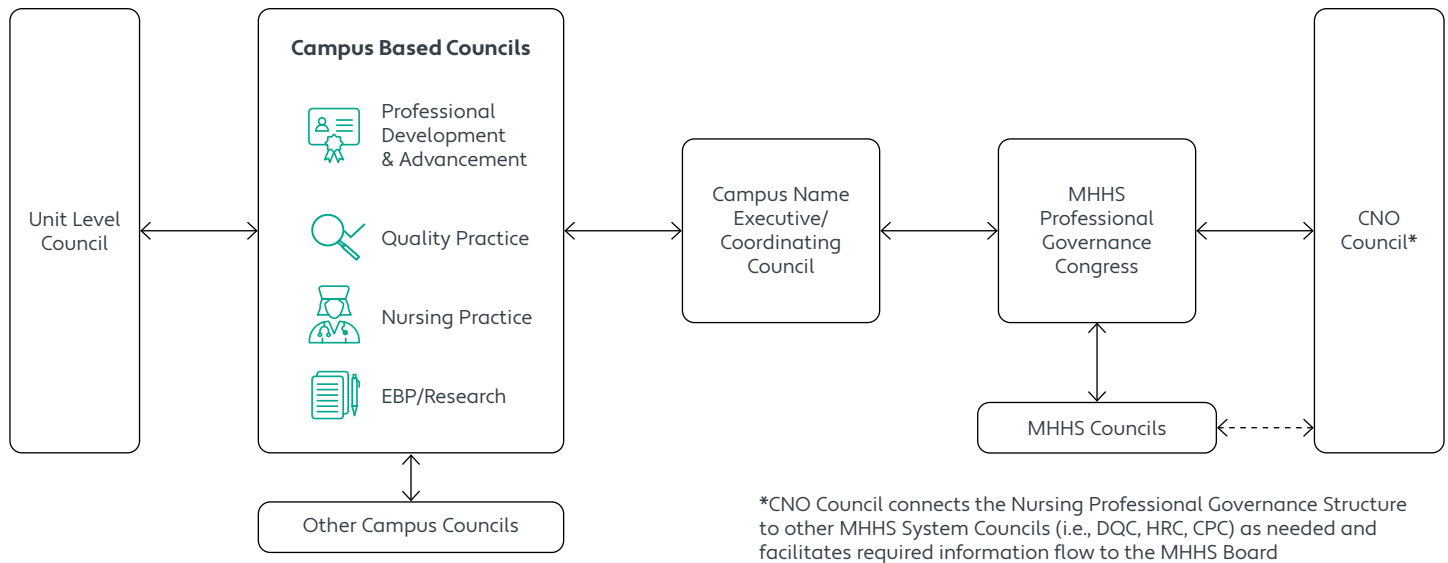
- The summit was intentionally designed to offer two tracks of learning and interest with the objectives of:  
Translating evidence-based strategies into sustainable solutions
- Distinguishing the long-term impact of transformational leadership on patient care and organizational outcomes
- Synthesizing science-based innovations, technology and research to advance nursing and clinical practice
- Enhancing patient safety
- Promoting resiliency
- Elevating the nursing profession.

Attendees gained meaningful insights from the keynote speakers Bonnie and Mark Barnes, FAANS and co-founders for The DAISY Foundation™, and Cindy Lefton, PhD, RN, CPXP, director of Research and Patient Experience for The DAISY Foundation™.



## Professional Governance Council and Professional Governance Congress

Professional governance is a mechanism under which the discipline of nursing, in collaboration with interdisciplinary teams, will govern and direct professional practice and delivery of care across the Memorial Hermann Health System. A FY24 gap analysis revealed an opportunity to establish a more structured approach to shared governance across the system; to create a more sustainable infrastructure to elevate nursing professional practice; and to increase ownership of practice decisions as part of the interdisciplinary care team. The Nursing Professional Governance model was established to provide a structure for nurses to facilitate their own decision-making and accountability for improving patient experiences and quality outcomes, while also supporting a healthy workforce.



In FY24, Memorial Hermann introduced the Professional Governance Congress—a unique, enterprise-wide, clinical-shared, decision-making group designed to empower nurses and frontline clinicians—which aims to promote bi-directional communication and collaborative relationships across the various councils, from the unit level to the Chief Nursing Officer (CNO) Council. In its inaugural year, the Professional Governance Congress elected Congress leadership; finalized the Congress charter, goals and bylaws; completed preparatory and foundational work; established working groups in the areas of workplace violence, consent standardization, rewards and retention opportunities; and developed a set meeting cadence.

To gain essential skills for project and change management, the council completed Road to Excellence, a two-day professional development event with key partners from the Robust Process Improvement (RPI) Academy and the INE. The purpose of this event was to bring together our collaborative partners from the Memorial Hermann Professional Governance Congress, nursing excellence leaders and campus coordinating council chairs as we continue to define and organize our professional governance goals and objectives.



To learn more,  
scan the QR code.



## Nurse Advocacy

In February 2023, more than 80 Memorial Hermann nurses made their voices heard, representing the interests of our system and their peers during the 88th Texas Legislative Session at Nurse Day at the Texas State Capitol. Along with an estimated 600 nurses from across the state, they converged on the Capitol in Austin to advocate for their profession, pushing for legislation that supports the education, safety and well-being of nurses.

Memorial Hermann's delegation spent a full day speaking to state legislators and their staffers, advocating for issues from a nurse's point of view. Over the course of the day, delegates moved swiftly from meeting to meeting, sharing stories from the frontlines and discussing the major bills related to staffing shortages (HB 901 and SB 244) and workplace violence (HB 112 and SB 240) that could impact health care workers statewide.

HB 901 and SB 244 focused on supporting nursing-related postsecondary education, particularly by providing loan repayment assistance to nursing faculty and grants to nursing education programs, intended to address the nursing shortage by incentivizing nurses to become faculty members through financial aid.

HB 112 and SB 240 would require certain health care facilities to establish workplace violence prevention plans, provide annual workplace violence training and provide care for employees who are assaulted at work. It would also increase collaboration with law enforcement and offer anti-retaliation protection to employees who report a violent incident.

Although system leaders regularly work with lawmakers at the state and federal levels on issues involving health care, 2023 was the first year a delegation of nurses was sent to the Capitol on behalf of Memorial Hermann. Sending several dozen nurses to meet with state legislators is a way Memorial Hermann can amplify the voice of the nurses, as it is crucial that frontline caregivers are represented when decisions that impact them are being made.



## Community

### Safe Space Conversations & Project with Purpose

The INE acknowledges the importance of equity, diversity, inclusion and well-being of health care workers, patients and communities. In partnership with Memorial Hermann's Equity, Diversity and Inclusion (EDI) team, the INE has hosted meaningful events for staff regarding caregiver well-being and provided nurses a chance to volunteer to support health outreach initiatives.

As part of Memorial Hermann's ongoing EDI journey, a Safe Space Conversation series was launched to provide opportunities for our workforce to share their thoughts and insights on a variety of EDI topics. Memorial Hermann employees were invited to join a virtual and in-person Safe Space Conversation called Generational Differences: Intersectionality of Five Generations in the Workplace, which included a panel of Memorial Hermann nurses from across the enterprise. Through this work, our goal is to facilitate deeper discussions and champion ideas that will advance equity for every member of our community.



### Project with Purpose

During the INE Open House, the INE team and the Memorial Hermann Health System Community Service Corps partnered with United Way to offer our employees opportunities to volunteer. Together, we assembled more than 100 kits to benefit our communities. Kits included Girl Empowerment Inc. affirmation bookmarks, designed to inspire, encourage and uplift girls throughout our community.

# REIMAGINE Care Delivery

By empowering nurses to advance their education and skillset, and cultivate new innovative health solutions, Memorial Hermann is fostering nursing excellence while providing patients with exemplary care. Now and for generations to come, Memorial Hermann is reimagining care.

## Accelerate Innovation at the Bedside

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The first official initiative through the INE was to partner with the Health Management Academy's Nursing Catalyst program. In 2023, Memorial Hermann—the only health system in our region to be invited to participate—joined forces with other leading national health systems to partake in a nine-month innovation sprint towards alternative methods in nurse retention. Through Nurse Manager Idea Labs, high-performing medical-surgical nurse managers were encouraged to identify and implement creative solutions to common challenges with nursing recruitment, retention and engagement. Ten nurse managers from five campuses were selected to analyze methods to address staffing models, work-related stressors, new graduate stressors and support. In addition, each manager developed innovative solutions and piloted tests of changes across the organization.



# EXCEL in Execution

In the INE's first year, it established a supportive infrastructure to better understand and support our nursing workforce. The development and implementation of dashboards to visualize and track key initiatives, nurse-sensitive quality metrics and nursing workforce analytics will help monitor the work of the INE.

## Excel Clinical and Operational Outcomes

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The INE delivers innovative reporting and data analytics to frontline nursing staff and leadership. Since its inception in 2023, INE has fostered collaborations across the health system, enhancing data visualization and streamlining reporting processes. Key system partners include human resources, clinical education, chief nursing officers, nursing leaders and research MH Clinical Innovation and Research Institute (CIRI), digital, talent acquisition, health equity, information security department (ISD), and informatics. Our mission is to equip frontline staff with the tools needed to prioritize patient care through innovative solutions like automated reporting, data analytics and pilot programs. In 2024, in partnership with facility leadership teams, campuses across the system received multiple "A" Leapfrog Safety Grades, Zero Awards and accolades nationally with improvements in Vizient rankings.

## New Knowledge, Research and Evidence-based Practice

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Memorial Hermann is advancing the delivery of quality health care and creating healthier communities by transforming nursing and interdisciplinary practice at the bedside through the implementation of nurse-led research and evidence-based best practices. In FY24, the INE recruited two scientists to help formulate the research agenda, as well as design and implement studies across the Memorial Hermann system. Key areas of enhancement include advancing the strategic integration of technology, patient-sensitive care delivery, reimagining quality of work life and models of care while excelling in nursing practice, professional governance, and reducing health disparities and inequities.

In our first year, we have been able to launch this important work through in-depth exploration of two different models of virtual nursing care. The first model added a virtual nurse to the patient care team—in-room technology promoted two-way communication between patients and the virtual nurse—to support bedside care and alleviate time-intensive nursing tasks.

The second model involved a virtual nurse using a telepresence robot, which moved around the unit and entered patient rooms. Through this technology, the virtual nurse was able to support admissions, discharges and education. These projects help to inform Memorial Hermann's overall virtual strategy and contribute to the growing body of knowledge addressing virtual nursing.

The INE has led or supported the completion of seven research studies to advance patient safety, develop nurse managers, test new technology to support patient care and nursing workflows, and advance nursing professional development. We are currently leading four ongoing research studies to support patient safety, patient satisfaction, nursing satisfaction and nursing turnover. We are also in the process of developing four new research protocols to support patient care, maternal health outcomes and a multisite study on patient engagement with the national The DAISY Foundation™ program, to begin in FY25.

# Recognizing Excellence

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## HOUSTON-GALVESTON MAGNET® COLLABORATIVE

Building collaborative partnerships across the nursing industry is essential to develop relationships with individuals who commonly work to advance the profession and clinical excellence. In May 2024, Memorial Hermann's INE led efforts to establish the inaugural Houston-Galveston Magnet® Collaborative, hosting several nurse leaders from ANCC Magnet®-designated facilities from across Greater Houston and surrounding areas.

The overall goal of this group was to create opportunities to share ideas and best practices while building a strong network of uniquely skilled nurse leaders responsible for supporting and driving nursing excellence under the Magnet® Pathways purview. This group now meets bi-monthly to engage in mutually beneficial interactions that involve the exchange of ideas and information between Magnet® champions who are connected by a common career, industry or interest.



# A message from the Associate Vice President, Institute for Nursing Excellence

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To our Colleagues, Friends and Community:

As I read through the pages of this report, I am awed and humbled at what the INE has accomplished, with your support and partnership, since being launched in 2022.

But more importantly, I am excited and energized about the wealth of resources the INE offers and the unparalleled opportunities it brings to our clinical staff.

Memorial Hermann, known for world-class clinical expertise and patient care, has made deep investments in staff development, support and retention. The INE represents an integral part of this profound commitment.

As you've read in the pages of this report, the INE's initiatives have significantly impacted both our nurses and our community, including:

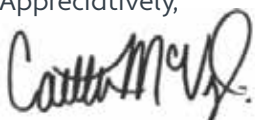
- The establishment of HEAL High School in collaboration with the Aldine Independent School District. HEAL integrates health care curriculum with onsite experiences at Memorial Hermann Northeast Hospital, opening the doors to careers in nursing, physical and occupational therapy, medical imaging, pharmacy and health care business administration
- Support of scholarships for Memorial Hermann clinical staff to further their education in nursing. Staff can participate in degree programs with clinical requirements while continuing to work, using additional support from scholarship funding
- The Nursing Catalyst Program, in conjunction with the Health Management Academy, which allows high-potential nurse managers to develop and lead solutions to transform nursing
- Funding for precertification review courses and certification review libraries at every campus to support the advancement of nursing education
- Support for nursing research, evidence-based practices and quality improvement

And on the near horizon is the launch of the Health Care Education and Simulation Center, a high-tech simulation lab and immersive learning environment, expected to open in FY25.

In just two years, the INE has accomplished much of significance, but many opportunities remain for the future. One thing is certain: Great things will continue to happen!

I would like to thank the leadership of Memorial Herman Health System, the Memorial Hermann Foundation, the CNOs, the Magnet® and clinical education teams, and so many others for their support of the INE and their unwavering commitment to our vision of Grow, Reimagine, Excel. I also want to express my admiration for the clinical staff whose extraordinary professionalism is our constant inspiration. You give this work meaning—with every patient, every day.

Appreciatively,



Caitlin McVey, MBA, BSN, CPHQ, CLSSBB

Associate Vice President, Memorial Hermann Institute for Nursing Excellence





To learn more about Memorial Hermann's  
Institute for Nursing Excellence please visit:  
[www.memorialhermann.org/INE](http://www.memorialhermann.org/INE)  
or scan the QR code



