

# Institute for Nursing Excellence Annual Report

2025 - 2026



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

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## 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



### Community

We value diversity and inclusion and commit to being the best health care provider, employer and partner.



### Credibility

We conduct ourselves and our business responsibly and prioritize safety, quality and service when making decisions.



### Compassion

We understand our privileged role in people's lives and care for everyone with kindness and respect.



### Courage

We act bravely to innovate and achieve high-quality experiences and outcomes for patients, consumers, partners and the community.

## Service Commitment

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

## Our Service Standards



### Safe

We prioritize the physical and psychological safety and well-being of all who enter the Memorial Hermann environment, ensuring every individual feels confident in the high-quality care and service we deliver.



### Personalized

We make every person feel seen and heard by recognizing their unique perspective.



### Caring

We nurture relationships by recognizing diversity, building trust and valuing others.



### Efficient

We create high-quality experiences for our patients, visitors and colleagues through process improvement, convenience and collaboration.

## Brand Promise

Advancing health. Personalizing care.

## A Message from Our Senior Vice President, System Chief Nursing Executive

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

Nurses are at the heart of a hospital.  
Excellent nurses are at the heart of an excellent hospital.  
A team of excellent nurses is at the heart of an excellent hospital system.  
And excellence is at the heart of nursing at Memorial Hermann.



Excellence—reflected in benchmarks such as Memorial Hermann’s Magnet® designations, quality metrics, patient satisfaction and pride in nursing—is the result of strategic action, not accident. We understand that the voices of our 14,000 nurses are incredibly important. Accordingly, we listen, and we invest in our nurses, through initiatives that elevate the needs of frontline staff, initiatives that are relatively rare in the health care industry.

Among those initiatives is the Memorial Hermann Institute for Nursing Excellence—not just a location, but also an umbrella infrastructure to support nurses by fostering opportunities for education, research, publication, professional distinction and career advancement.

The Institute is not a stand-alone effort. Each of Memorial Hermann’s initiatives, including the Institute, is aligned with the pillars of our nursing philosophy, “Grow, Excel, and Reimagine,” as well as our strategic priorities to support our staff and serve our community.

On a system level, the Institute supports nurses in a significantly different way than many health care institutions, as we lean on the guidance of our frontline nurse-led Professional Governance Congress. This helps Memorial Hermann recruit and retain top-tier nurses and establishes our system as a nationwide leader in the nursing profession. It is an integral part of maintaining the excellence that characterizes Memorial Hermann.

Equally significant is the Institute’s collaborative work to support every nurse, at every bedside, on every campus, by creating a healthy work environment, assisting clinical staff to grow in their careers and inspiring pride in working at Memorial Hermann.

In the pages of this annual report, you will see how the Institute for Nursing Excellence is accomplishing its multifaceted mission to support nurses who want to grow their skills, to be part of reimagining care at the bedside and excel in all things related to patient care and to advance future of the profession.

Memorial Hermann remains committed to providing our nurses with the tools and resources they need to deliver high-quality care and ensuring their voices are heard as we carry out our shared vision of nursing excellence throughout the communities we serve.

Appreciatively,

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



## About Our Nurses

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 on the health care 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 plus health access and engagement.

As an organization, Memorial Hermann has approximately 14,000 nurses, over 86% of whom have earned a bachelor's degree or higher in nursing. This is nearly 14% higher than the national average, according to the American Association of Colleges of Nursing (AACN). In addition, more than 27% of direct care nurses have obtained a specialty certification, which is an area of focus and growth for our system. In Fiscal Year 2025 (FY25) alone, we celebrated achievements such as:

- Dissemination reached an all-time high this year, with our nurses, leaders, and researchers actively sharing their work at 195 conferences, through 238 presentations, posters and publications.
- More than 297 nurses were recognized through local nursing awards, including the Good Samaritan Award with 248 Good Samaritan Award winners, two Silver winners and 246 Bronze award winners and 49 nurses recognized in the top 200 *Houston Chronicle's* Salute to Nurses, one of them a Top 15 honoree.
- Of the nine Memorial Hermann hospitals that earned ANCC Magnet® designation, Memorial Hermann The Woodlands Medical Center earned ANCC Magnet® with Distinction in FY25, joining Memorial Hermann Cypress Hospital in this recognition. Memorial Hermann Memorial City Medical Center and TIRR Memorial Hermann successfully submitted their Magnet® application documents, proceeding straight to site visits in FY26.

# 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 nurses 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 highly 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.

## About the Institute for Nursing Excellence and Nursing Enterprise Strategies

Nurses are the key to a healthy Houston. With more than 14,000 nurses employed at Memorial Hermann, they also comprise the largest workforce in the health system.

Through the lifesaving care and community support they provide, our nurses have played a critical role in Memorial Hermann’s ability to 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 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.

The Institute partners with nurses, staff, and leaders across the organization to empower nurses and health care professionals through education, innovation and leadership in alignment with the nursing enterprise’s strategy of Grow, Excel and Reimagine.

To achieve these collective goals, the Institute follows a strategic framework designed to elevate the nursing profession, advance clinical innovation at the point of care, strengthen the nursing workforce and excel in clinical and operational outcomes.



## GROW Skills and Talent

The Institute 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 Institute.

## The Institute for Nursing Excellence

### A Space for Education and Innovation

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

To promote nursing solutions and drive innovation, the Institute established shared training and state-of-the-art spaces thoughtfully designed to support and develop clinical care teams. These spaces serve more than 2,000 nurses, health care professionals, students and community partners each month.

With nearly 45,000 square feet of clinical and classroom space dedicated to interdisciplinary training and innovation, the immersive simulation lab supports advanced skill development and critical knowledge for staff. More than 2,400 clinicians have been trained through roughly 125 events, 450+ hours of training and 450+ educators supporting from across the system.

The unique environment allows nurses to safely test new workflows, equipment, technology and innovation before implementation with actual patients. Here, nurses can reimagine care delivery and improve upon best practices—innovating with nurses and health care professionals.

With dedicated space to explore emerging methods and products, the Institute enables Memorial Hermann to quickly adapt to the rapidly evolving health care landscape and implement best practices to help enhance patient care. Some notable events outside of supporting simulation and skills for the transition to practice nurses include:

- Supporting training for respiratory therapists as part of Memorial Hermann Katy Hospital's Trauma Center expansion
- Hosting an event for Future Doctors of America to highlight multiple career pathways in health care
- Launching Central Staffing skills validation in the Simulation Center to reduce the workload on bedside preceptors and enhance nurses' satisfaction with the onboarding process
- Facilitating multiple hospital-based learning events for HEAL High School students
- Supporting the Forensic Nurse Photo Lab in partnership with Texas A&M University
- Providing experiential learning opportunities for Memorial Hermann Rehabilitation Hospital-Katy charge nurses on the code response process
- Leading an Obstetrics (OB) Command Center process-improvement project to identify opportunities for refinement prior to go-live (Kaizen part)
- Launching virtual reality training



## 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 Institute 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 mandate full-time, in-person attendance. This can be a barrier for individuals needing to work full-time to provide for themselves and their families..

To address these challenges, the Institute is partnering with chief nursing officers (CNOs), clinical education, human resources, the Memorial Hermann Foundation and other key stakeholders to address these initiatives, including:

- Advancing and reimagining academic partnerships to enhance alignment and efficiency in supporting both entry-into-health care and working adults
- Developing new entry to patient care

technician (PCT) roles and expanding nurse fellowships, including forensic nursing.

- Providing advanced skill development and training through simulation and virtual reality.
- Promoting the Learn Well program, which supports tuition, books and other educational expenses.
- Developing new scholarship opportunities to support employees pursuing nursing degrees.

### Scholarship Opportunities

In partnership with the Memorial Hermann Foundation and Memorial Hermann Human Resources, the Institute has established a scholarship program to support employees pursuing a nursing degree. Our system has also launched a tiered academic partnership framework, creating a structured approach to align resources and strategic priorities with key nursing academic institutions. The Memorial Hermann Foundation Scholarship to Advance Nursing Education provides scholarship support for employees seeking to earn a nursing degree while continuing

to work and support their families—making career advancement more accessible.

In FY24, the second cohort focused on associate degree nurse employees earning their Bachelor of Nursing (BSN). In 2025, eight employees successfully completed their programs, and maintained or gained new frontline nursing roles within the enterprise, many with aspirations to continue their educational advancement through graduate degree work. The third cohort focuses on six nurses pursuing their BSN degrees with anticipated completion in 2026.

### Advancing Academic Partnerships

Through the support of the Institute, Memorial Hermann is strengthening partnerships with academic institutions throughout Houston to support nurses and other employees in continuing their education and advancing their careers. In FY25, Memorial Hermann launched a tiered academic partnership framework, creating a structured approach to align resources and strategic priorities with key nursing academic institutions. These partnerships include not only clinical experiences but clinical training at the certificate, associate, bachelor and post-baccalaureate levels to provide health science students with the skills they need to care for patients.

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 readily accessible to our nursing workforce. Assisting nurses in their 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. Continued cohort support included over 81 Memorial Hermann nurses preparing for the RNC-OB® and MEDSURG-BC™ certification exams in FY25.

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 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 with 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 Institute also developed a centralized digital library tool to track the utilization of professional development resources used by Memorial Hermann nurses pursuing certifications. Utilization of the libraries, as well as individual certification successes, are tracked through the library tool. Since implementation, 62 nurses have obtained professional certification in their chosen specialty.



## Health Education And Learning (HEAL) High School

The Health Education and Learning (HEAL) High School class of 2028 –the inaugural class of an innovative partnership– started school in August 2025, marking the first step in their journey to rewarding careers in health care. Since opening, HEAL High School has expanded, with 179 new 9th grade students joining the school for the 2025-2026 academic year. Memorial Hermann is proud and excited to expand opportunities for HEAL High School students in HEAL’s second year–providing new hospital-based learning experiences, continued mentorship connections, dual credit opportunities and guest lectures by leading clinical experts.

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 grant from Bloomberg Philanthropies to the Memorial Hermann Foundation. The generous grant is one of just 10 nationwide awarded to date 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. To support this, 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 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 jobs in health care. 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.

## Excelling Nursing Excellence with International Partners - Clinica Alemana de Santiago Nurses Visit Memorial Hermann

A delegation of nurses from the Clinica Alemana de Santiago in Chile, recently visited Memorial Hermann to gain valuable insight into our nursing culture, commitment to excellence and professional governance structures. Their visit highlighted Memorial Hermann's dedication to achieving and sustaining Magnet® designation through shared decision-making, continuous learning and evidence-based practice. The exchange provided an incredible opportunity to share best practices, strengthen global nursing connections and showcase how our teams uphold the highest standards of patient care and professional development.

During their three-week visit, the visiting nurses participated in customized learning

experiences, a personalized tour and simulation center training, a special reception with Nursing Executives and the Professional Governance Congress and a mock Magnet site visit. They also visited each of the Memorial Hermann hospital campuses to experience firsthand the diverse site cultures, professional governance models and campus-specific innovations that contribute to our shared commitment to exceptional patient care.

This incredible exchange not only highlighted our continued dedication to advancing nursing excellence through collaboration, shared learning and a global commitment to delivering the highest standards of care, but also created an international partnership built on lasting friendships and ongoing professional relationships. Together, we are fostering global nursing collaboration and strengthening our shared mission to advance nursing excellence worldwide.





## Elevating the Nursing Profession

Memorial Hermann is passionate about building the future of nursing and has been recognized nationally for our efforts to empower nurses to own and elevate their practice. We do this by nurturing bold ideas and enabling those to scale. The Institute has continued to build and foster a partnership with nurses and leaders across the organization to evolve the Professional Governance Congress, which aims to enable direct care staff to lead their profession and support their peers by addressing industry challenges. This includes working to back legislative advocacy for nurses and sharing new knowledge and best practices with staff from leading organizations.

### **Nursing and Clinical Innovation Presummit and Summit (NCIS)**

The Institute continued its collaborative efforts with both internal and external entities to advance high-quality nursing education and innovative practices across the Greater Houston area and beyond. April 17-18, (2025)

nursing and health care professionals from leading health systems gathered for the annual Nursing and Clinical Innovation Summit. The two-day event brought together a diverse group of nurses, clinicians and leaders—united by a common goal: advancing health care through creativity, collaboration and clinical excellence. The Summit featured engaging discussions, informative sessions, and inspiring presentations centered on innovation through science and fostering growth and development.

Presummit activities included the American Nurses Credentialing Center (ANCC) In Pursuit of Excellence (IPOE): Magnet® Program Guidance, facilitated by three ANCC senior Magnet analysts on April 15-16, (2025). The IPOE provided information and insight into organizational successes and lessons learned throughout the American Nurses. Magnet-designated, Magnet-applicant and Pre-intent member organizations were invited to participate in the ANCC facilitated interactive workshop.

From forward-thinking strategies to new care models, the Summit covered a broad range of topics aimed at providing high- quality, effective and efficient patient care, including:

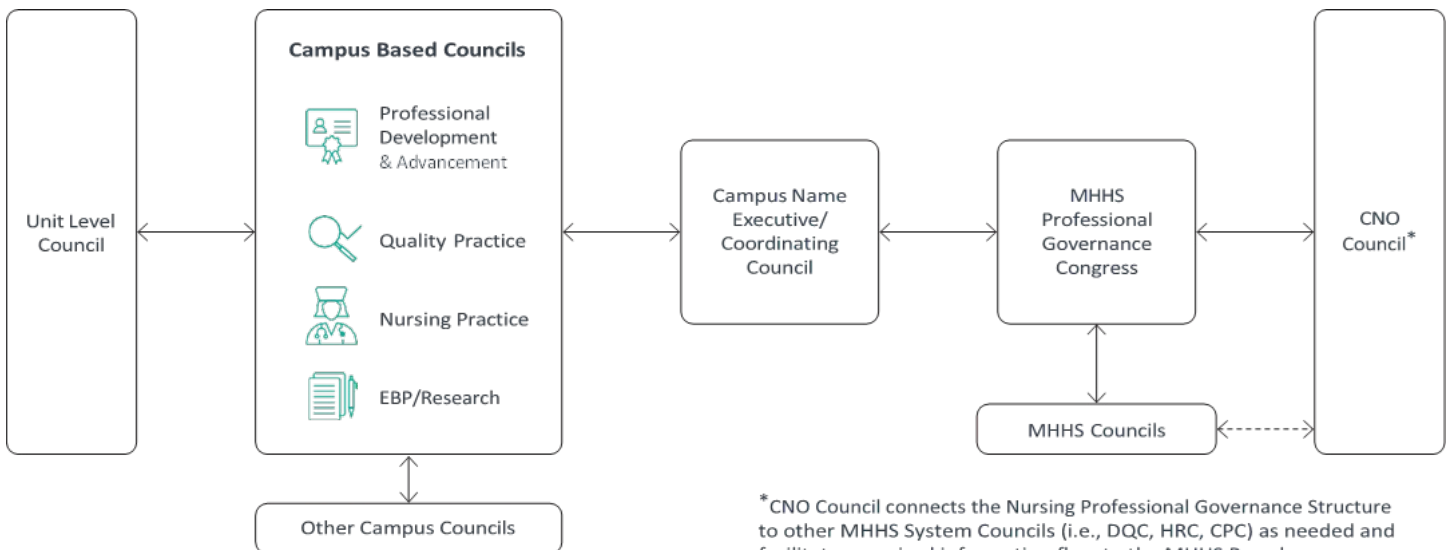
- **Track 1:** Unleashing Innovation through Science
- **Track 2:** Fostering Excellence in Growth & Professional Development

As part of the Summit, Memorial Hermann’s System Chief Nurse Executive Bryan Sisk, DNP, MPH, RN, NRE-BC, CENP, joined three executive nurses from external organizations to share their insights, including organizational successes and lessons learned throughout innovation design, development and implementation. Executive Panelists included: Dereck Curtis, DNP, RN, NPD-BC, NEA-BC, Chief Nursing Officer, Harris Health System, Ben Taub Hospital; Jerry A. Mansfield, PhD, MS, RN, NEA-BC, Vice President & System Chief Nurse Executive, University of Texas Medical Branch; and Lavonia Thomas, DNP, RN, NEA-BC, CPHIMS, Nursing Informatics Officer, The University of Texas MD Anderson Cancer Center. Their shared experiences and best practices offered guidance on engaging nurses in the development of out-of-the-box strategies to advance traditional approaches to nursing practice and quality patient care.

Keynote speakers included David Callender, MD, president and CEO of Memorial Hermann Health System; SSG Shilo A. Harris, retired combat soldier, US Army, author, speaker; and Carolyn Jones, award-winning photographer and filmmaker.

### 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, 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 and System Congress were 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.



\*CNO Council connects the Nursing Professional Governance Structure to other MHHS System Councils (i.e., DQC, HRC, CPC) as needed and facilitates required information flow to the MHHS Board

In FY25, Memorial Hermann bid farewell to the members of the inaugural Professional Governance Congress with deep gratitude for the remarkable foundation they established. Their commitment, collaboration and leadership have made a lasting impact. Whether continuing in their roles or transitioning into new ones, each member remains a valued part of the Memorial Hermann family. Special thanks are extended to the inaugural Congress leadership team:

- **Chair:** Ben Egwuonwu, BSN, RN, CCRN, CLSSYB, CVRN-BC - Memorial Hermann-Texas Medical Center
- **Co-Chair:** Megan Decker, MSN, RN, CVRN-BC - Memorial Hermann Sugar Land Hospital
- **Scribe:** Chadney Mosley, BSN, RN, MEDSURG-BC Memorial Hermann Greater Heights Hospital

**Welcome new Congress members!** We are excited to welcome the incoming second Congress, whose leadership will continue to advance our shared vision for professional practice excellence across the system. Congratulations to the new Congress officers:

- **Chair:** Kristina Khorrami, BSN, RN, CRRN - Memorial Hermann Rehabilitation Hospital-Katy
- **Co-Chair:** Michelle Martin BSN, RN, CVRN-BC - Memorial Hermann-Texas Medical Center

- **Scribe:** Leslie Jones, MSN, RNC-MS, MNN - Memorial Hermann Southeast Hospital

The role of Congress delegates and alternate delegates is essential to elevating the voices of nurses, interdisciplinary team members and frontline clinicians. Through structured collaboration across councils—from unit-based teams to the Chief Nursing Officer (CNO) Council—Congress members drive innovation, promote transparency and support systemwide alignment. Their collective efforts advance evidence-based practices, improve clinical decision-making and enhance both patient outcomes and workforce well-being.

The Congress continues to foster a professional governance model that reflects the evolving needs of health care professionals throughout the System. Current initiatives include encouraging frontline nurses to pursue and achieve professional certifications, and collaborating with Human Resources, nurse leaders and staff on the development of a Clinical Nurse Performance Evaluation tool, supported by input from multiple focus groups composed of frontline nurses and nursing leaders. These efforts are a testament to the dedication and forward-thinking leadership of Congress members—past and present.





**What's Next:** As Congress 2.0 begins its journey, we look forward to continued growth, innovation and excellence. The organization encourages all Congress members to stay engaged, share their expertise and represent the voices of their peers as they help shape the future of care delivery. Questions for Congress can be directed to [MHProfessionalGovernance@memorialhermann.org](mailto:MHProfessionalGovernance@memorialhermann.org).



To learn more,  
scan the QR code.

### **Nurse Advocacy**

On January 29, 2025 more than 100 nurses across Memorial Hermann attended the inaugural Memorial Hermann Nurse Day at the Capitol in Austin, Texas. This special day was coordinated specifically with Memorial Hermann governmental liaisons and state legislators. During this momentous event, our nurses from all backgrounds gathered to advocate for policies that better the nursing profession. Attendees had the unique opportunity to meet in small groups with their state representatives to discuss legislation and health care policy issues that impact nursing practice, education and health care delivery, including ways to reduce nursing workforce shortages and domestic violence plus addressing mental health and trauma care.



## Community

### **Safe Space Conversations: A Win for All: Personalizing Mental Health Care**

The Institute acknowledges the importance of health access, engagement and well-being of health care workers, patients and communities. In partnership with Memorial Hermann's Health Access and Engagement (HAE) office, the Institute has hosted meaningful events for staff regarding caregiver well-being and provided nurses with a chance to volunteer to support health outreach initiatives led by the HAE office.

As part of Memorial Hermann's ongoing HAE journey, the Safe Space Conversation series was launched to provide opportunities for our workforce to share their thoughts and insights on a variety of HAE topics. Memorial Hermann employees were invited to join a virtual and in-person Safe Space Conversation called A Win for All: Personalizing Mental Health Care, which included a panel of Memorial Hermann

leaders from across the enterprise, including Charmaine Ferguson, JD, RN, VP, Chief Risk and Litigation Officer, John Voight, DNP, RN, NEA-BC, VP & Chief Nursing Officer, Memorial Hermann The Woodlands Medical Center and Mariam Wahby, PhD, LMFT-S, Manager, Behavioral Health Education.

Through this work, our goal is to facilitate deeper discussions and champion ideas that will advance health access and engagement for every member of our community.

Facilitated in partnership with the Institute and HAE departments, this exciting conversation directly addressed two critical priorities for our health system: fostering a deeply humanistic approach to the care of our mentally ill patients and proactively mitigating the unacceptable levels of workplace violence we sometimes experience within this vulnerable population. Several of

our Memorial Hermann campuses actively participated in this systemwide initiative for an important and timely event, detailed below:

- **A Win for All: Personalizing Mental Health Care** - This session was designed to expand understanding and enhance skills in providing truly person-centered mental health care. By focusing on the individual experiences and needs of our patients, we can build stronger therapeutic relationships, foster trust and ultimately improve outcomes.
- **Cultivating Compassionate Care** - A humanistic approach emphasizes empathy, respect and dignity. By engaging with the insights shared in this session, your team can gain practical strategies to connect with our mental health patients on a deeper level, fostering an environment of understanding and hope.
- **Proactive Violence Prevention** - We recognize the challenges some of our teams face and are committed to creating safer working environments. Research and experience show that when patients feel understood, respected and actively involved in their care, agitation and the potential for violence can be significantly reduced. This session touched upon best practices that contribute to a more secure and therapeutic milieu for both our patients and our staff.

- **Local Engagement & Team Building** - Locally hosted watch parties provided a valuable opportunity for teams to come together, learn collaboratively, and discuss how these principles can be best applied within their specific campus environment while strengthening bonds and fostering a shared sense of purpose. Over 200 participated across Memorial Hermann.

### Caring For Our Community – Food Disparities/Insecurities

During Nurses Week 2025, the Institute partnered with HAE, Professional Governance Congress and Nursing Excellence Council (NEC) to create volunteer opportunities to benefit Memorial Hermann employees and the Greater Houston community. More than 188 Memorial Hermann nurses and employees volunteered to give back to our community by volunteering at the Houston Food Bank over two Saturday events in May. This coordinated event resulted in over 750 volunteer hours served, 56,956 pounds of food processed and 47,463 meals completed.

Memorial Hermann  

**COMMUNITY**  
 Service Corps

## 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 high-quality care. Now and for generations to come, Memorial Hermann is reimagining care.



## Accelerate Innovation at the Bedside

Memorial Hermann partnered with the Health Management Academy's Workforce Innovation Collaboration for a second year. The Institute supported five frontline managers to participate in the Nursing Catalyst: Nurse Manager Labs. Through a nine-month innovation sprint, the labs guided clinical nurse managers in designing and testing solutions to workforce challenges, directly aligning with the Institute's mission to accelerate innovation at the bedside. The managers' projects focused on building the pipeline into the profession, leveraging technology to improve work processes and strengthening night shift leadership support. Through this program, the managers expanded their external peer network and elevated their leadership profile within the organization.

One project centered on optimizing the DAISY recognition program for nurses. Two managers recognized that the nomination process was limited to written submissions. To make the

program more accessible, particularly to patients and families who may struggle with writing, they leveraged Memorial Hermann's AI virtual assistant, Grace. Working with Grace's project team, they implemented a phone call-in system through which Grace assists callers in verbally submitting DAISY nominations. The project launched at two hospitals and will expand to the broader System.

The Institute also advanced innovation at the bedside by participating in multiple virtual nursing care pilot projects, which restructured nursing care by introducing a new virtual nurse—a seasoned nurse who directs patient care remotely. The virtual nurse became an integral member of the care team, supporting in-person, bedside nurses. The Institute partnered with clinical leaders and teams to integrate rigorous frameworks, methods and tools to evaluate the implementation of these pilot studies, and examine how these new models impact efficiency, nurse satisfaction and patient experience.

## EXCEL in Execution

In the Institutes' 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 Institute.



## Excel Clinical and Operational Outcomes

The Institute delivers innovative reporting and data analytics to frontline nursing staff and leadership. Since its inception in 2023, the Institute 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, the Memorial Hermann Clinical Innovation and Research Institute (CIRI), Digital, Talent Acquisition, Institute for Health Access and Engagement, Information Security Department (ISD), and Informatics teams.

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. Our data analytics efforts focus on transformation that will ultimately support Nursing, including our Magnet leaders, research scientists and our clinical education partners.

In 2025, in partnership with facility leadership teams, campuses across the system received multiple "A" Leapfrog Safety Grades, Memorial Hermann Zero Awards and national recognition, along with improvements in Vizient rankings.



## New Knowledge, Research and Evidence-based Practice

Memorial Hermann is advancing the delivery of high-quality health care and creating healthier communities by transforming nursing and interdisciplinary practice at the bedside through the implementation of research and evidence-based best practices. This past fiscal year, the Institute's research scientists helped formulate the research agenda, designed and implemented studies across the system and mentored nurse-led research.

Strategic areas of focus include integrating technology into the care setting, advancing care delivery models, enhancing nursing quality of work life and professional governance, and improving patient experiences by reducing health disparities and inequities. For example, the Institute's research scientists designed and conducted studies examining new virtual nursing models of care, in which a virtual nurse augments bedside care and alleviates time-intensive tasks.

Our research scientists received external grant funding (Rice University TMC Collaborator Seed grant), published three peer-reviewed

publications and presented their findings at internal and external research forums.

The Institute also received a \$50,000 grant from The DAISY Foundation to explore what it means to patient nominators to nominate their nurse for a DAISY Award®. This national, multi-site qualitative study, which includes 12 health care organizations, has elevated the profile and reputation of the Institute as a leading nursing research entity.

In addition to research, the Institute promotes evidence-based practice (EBP). This year, scientists conducted extensive EBP training to increase nurses' knowledge and ability to execute EBP projects. One key success was a collaborative effort between the Institute and Memorial Hermann-Texas Medical Center, which received an innovation grant from the American Association of Critical Care Nurses (AACN) and AARP. The funding supports efforts to improve bi-directional communication among frontline nurses, managers and executives—demonstrating one important way EBP can strengthen and elevate our nursing workforce.

# Recognizing Excellence

## Dissemination Recognition - Recognizing Our Nurses and Clinicians for Their Scholarly Contributions

The Institute is proud to celebrate and recognize our nurses and clinicians for their scholarly contributions, which include the dissemination of their research studies, evidence-based practice (EBP) projects, and quality improvement (QI) projects through abstracts, publications and podium presentations. In FY25, approximately 130 nurses and clinicians disseminated their work through more than 200 presentations and publications.

With more than 100 participants in attendance, System SVP and Chief Nurse Executive Bryan W. Sisk and System EVP and Chief Physician Executive Dr. Jamie McCarthy kicked off the event by sharing Memorial Hermann's vision to create healthier communities by advancing our innovative work and commitment to excellence.

In July 2024, Memorial Hermann launched its inaugural Clinicians Advancing Research & Excellence (CAREx) event—an innovative, discussion-based forum dedicated to sharing information, promoting collaboration and generating awareness around new knowledge from Memorial Hermann EBP and research, nursing and clinical subject matter experts. FY25's featured speakers included Juliette Lowe, BSN, RN; Laura Gomez, BSN, RN, CPHQ, CLSSBB; Bang Cline, MPH, CIC, CLSSGB; Rosemary Pine, PhD, RN, NPD-BC; and Tu Silbert, MSN-Ed, RN, CNE, CVRN-BC.

If you are interested in learning more about nurse-led and interprofessional clinical research and EBP, email [nursingexcellence@memorialhermann.org](mailto:nursingexcellence@memorialhermann.org).





### **Texas Nurses Foundation (TNF) Nursing TEAM Excellence Award**

In recognition of its innovative approach to advancing patient care through research, collaboration and workforce development, the Institute was honored with the Texas Nursing Foundation (TNF) Nursing TEAM Excellence Award. This was one of TNF's first-ever Excellence in Nursing Awards, which aimed to recognize excellence in nursing, and those who support and advocate for nurses. According to the TNF, "this recognition underscores the team's profound impact on patient care and the nursing profession," Excellence in Nursing awardees were honored alongside the 25 Outstanding Texas Nurses recipients during the 2025 TNF Excellence in Nursing Gala in Austin, Texas.

### **Gulf Coast Magnet® Collaborative**

We continue to build and strengthen collaborative partnerships across the nursing industry by developing essential and meaningful relationships with individuals who commonly work to advance the profession and clinical excellence. What is now known as the Gulf Coast Magnet® Collaborative has grown to more than 50 members in 2025 to include participation from our regional ANCC senior analyst who provides insights on Magnet® application and designation details.

In May 2025, the Institute continued efforts to evolve the Gulf Coast Magnet® Collaborative by hosting several nurse leaders from ANCC Magnet®-designated facilities from across

Greater Houston and surrounding areas along with NCIS presummit and ANCC senior analysts attending the In Pursuit of Excellence (IPOE) workshop.

The overall goal of this group was to create opportunities for sharing 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.

### **Memorial Hermann Forensic Nursing Team**

Memorial Hermann's Forensic Nursing Program provides trauma-informed, compassionate and comprehensive care for adults and children who are victims of sexual violence. From trauma to trial and beyond, every survivor is treated with dignity and specialized care.

The program represents Memorial Hermann's deep commitment to survivor-centered care. Its integrated approach fosters multidisciplinary coordination across medical teams, social services, community advocacy and legal partners—reducing re-traumatization and improving health and safety outcomes.

As a specialist consultant service, evidence is properly collected and preserved, follow-up support is provided, and survivors receive care that promotes both healing and justice. Forensic nurses collaborate closely with the health care team to see that survivors receive both experienced medical care and forensic support. These nurses are highly trained in trauma-informed, patient-centered care as well as forensic evidence-preservation techniques for assaults occurring within the

past five days (120 hours)—bridging the critical gap between health care and the legal needs of survivors. Memorial Hermann Emergency Center teams have increased confidence knowing that specialized Sexual Assault Nurse Examiners (SANEs) are available for consultation whenever sexual assault or abuse is involved, ensuring an elevated standard of care and appropriate handling of the medical, forensic and legal aspects for each patient.

Services are available 24 hours a day, seven days a week.

- **Adult Services:** Victims aged 18 and older can access care at 11 SAFE-Ready designated Memorial Hermann hospitals across the Greater Houston area.
- **Pediatric Services:** Victims aged 17 and younger are treated at the SAFE-Ready designated Children’s Memorial Hermann Hospital, which features a specially equipped treatment room designed for

age-appropriate medical and forensic assessments.

As a recognized industry leader, the program also serves as a valuable resource, providing training and education to health care professionals, community agencies, and at local, state, national and international conferences as subject matter experts. Through this work, the Memorial Hermann Forensic Nursing Program underscores the system’s commitment to sexual violence and abuse prevention and response—advancing outreach, education, prevention programs and building trust within the communities we serve for generations to come.

For every survivor who finds the courage to seek help, our message remains clear:

**You matter.**

**We listen.**

**We document.**

**We support.**



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



To our Colleagues, Friends and Community:

As the pages of this report reflect, the three years since the inception of the Memorial Hermann Institute for Nursing Excellence have been remarkable in many ways. But connecting each achievement is the overarching message that Memorial Hermann approaches nursing in a completely different way than almost every other health care organization in the United States.

Many of the accomplishments of the Institute for Nursing Excellence support students and the community, while preparing health care professionals for the work force of the future, including:

- Welcoming the second class at HEAL High School and construction of a simulated hospital space within the school that is built to Memorial Hermann standards.
- Creating a new model for interacting with post-secondary partners that deepens the elements supporting student placement, research opportunities and student-to-employee conversion. Building on our current cadre of post-secondary institutions, our goal is for every Memorial Hermann hospital to have a highly aligned academic partner within the next two years.

But as we advance the future of nursing, the Institute is investing significantly in the professionals of today:

- Working with the DAISY Foundation on a research study to enhance patient input in the DAISY nomination process.
- Completing the build-out for our Health Care Education and Simulation Center, which is dedicated to education innovation and skill development.
- Expanding scholarship offerings for clinical staff to earn academic certifications and degrees.
- Strengthening our professional governance model at every campus and systemwide.

This work is of such tremendous significance that it does not happen in isolation, but across deep partnerships and within Memorial Hermann's vision for nursing excellence: Grow, Excel, and Reimagine. After three remarkable years, I eagerly look forward to the next chapter in the Institute's unfolding story.

I'd like to thank the leadership of Memorial Herman Health System, the Memorial Hermann Foundation, the CNOs, the Magnet and Clinical Education teams, Human Resources personnel, the HEAL team and our community and academic partners. Their support of the Institute and their steadfast commitment to its success encourages and energizes us. I'd also like to express my admiration for the clinical staff whose extraordinary professionalism is our constant inspiration. The Institute for Nursing Excellence exists for you and because of you

Appreciatively,

Caitlin McVey, MBA, BSN, CPHQ, CLSSBB, NE-BC  
Associate Vice President, Memorial Hermann Institute for Nursing Excellence

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