

---

The George Washington University / School of Nursing

# GWNURSING

Special Fifth Anniversary Issue

MARCH 2016



Building an  
Environment  
for Learning

Celebrating our Past, Planning our Future

# Table of Contents



## Departments

From the Dean	3
GW Nursing News	6
Trending Now	II
Policy Updates	20
The Role of Nursing Schools— Nursing leaders from AACN, ANA and NLN share their views.	
SON Degree Programs	23
GW Nursing at Home and Around the World	27
Faculty, Student and Staff News	34
Alumni News	40
Philanthropy News	45

## Features

12

### Building an Environment for Learning: Celebrating our Past, Planning our Future

The first five years of the George Washington School of Nursing are only the beginning.

13

### Defining the Curve: A History of Innovation

A different approach to nursing education has distinguished the School of Nursing in its first five years.

16

### Mapping the Future: To the Cutting Edge— and Beyond

The pillars on which the SON was built—scholarship, innovation, best practices, policy and advocacy—will be strengthened and new programs will emerge.

The George  
Washington University

STEVEN KNAPP  
PRESIDENT

School of Nursing

PAMELA JEFFRIES  
DEAN AND PROFESSOR

GW Nursing

MANAGING EDITOR  
JASON FARAROOEI

CONSULTING EDITOR  
LYNN SCHULTZ-WRITSEL

#### WRITERS AND CONTENT CONTRIBUTORS

MARIE BROWN  
AMANDA CHARNEY  
THEODORA FINE  
ERIN HARKINS-MEDINA  
PETER HART  
ERIN JULIUS  
MONICA KRZYSZCZYK  
JOE VELEZ  
MARY WARING PEARCE

#### PHOTOGRAPHERS

WILLIAM ATKINS  
ERIN JULIUS  
LOGAN WERLINGER

#### DESIGN AND EDITING

DIVISION OF EXTERNAL RELATIONS  
RACHEL MUIR  
MARKETING AND CREATIVE SERVICES  
MINHEE KIM  
JOSH SCHIMMERLING  
KELLY SCHNEIDER

#### On the Cover

Graphic by Minhee Kim

GW Nursing is published biannually by:  
**GEORGE WASHINGTON  
SCHOOL OF NURSING**  
45085 University Drive  
Innovation Hall, Suite 201  
Ashburn, VA 20147-2604  
Telephone: 571-553-8584  
Email: soncomm@gwu.edu  
Website: nursing.gwu.edu



Comments, letters, advertising and change of address notices are welcome.

©2016 The George Washington University

The George Washington University is an equal opportunity/affirmative action university.

# From the Dean

## *A New Journey Capitalizing on Excellence*



Only nine months ago, I was honored and privileged to become the second dean of the George Washington School of Nursing (SON). As a new dean, it has been exciting to join the school during this five-year anniversary.

Over the past months, we have celebrated our new beginnings and our past accomplishments, including our November Anniversary Gala. During that wonderful evening of toasts and shared memories, President Steven Knapp recalled the pivotal day when the Board of Trustees voted to establish a school of nursing. This special issue of *GW Nursing* highlights those first five years, our anniversary celebrations, and where we hope to take the SON in the future.

Beginning my journey as a dean in a young school—one still in its formative years and ready to move to a new developmental level—is one of the reasons I was drawn to GW. I saw so many possibilities and opportunities to capitalize on the excellence that is already in place. Building on our strong foundation, just think what can happen in the next five years!

The opportunities are plentiful. Being in the nation's capital and in Northern Virginia, we have access to national nurse leaders, CEOs of our professional organizations, policymakers on the Hill and state-of-the-art health care organizations where our students obtain their clinical practice and where academic and practice partnerships can flourish. On any given day, our students can attend a lecture by executive nurse leaders, meet with experienced faculty known for their expertise in their field, and contribute to the national discussion on the development of a policy or white paper on health care transformation.

Among my priorities in the first year of my journey—and in the near future—are my successful on-boarding to GW, the strategic building of an infrastructure to better serve students and our academic/research work, and the expansion of our offerings to include a PhD program in nursing. Creating an efficient infrastructure helps all to grow our capacity in nursing programs and the expertise needed in our community within the profession and throughout the globe. Expanding our terminal degrees, particularly in health policy, will impact the research agenda for nursing science and health care.

Following founding dean Jean Johnson, I realize I have big shoes to fill, but thanks to the contributions that she, faculty and staff have made over the past five years, we're ready for the next steps. As I take these steps, I want to thank the students, faculty, staff, GW leadership, Board of Trustees, my Dean's Advisory Board, donors and our alumni, friends and partners in welcoming and supporting me in what promises to be an exciting journey. Your past, current and continued partnership has made SON what it is today and what it will be tomorrow.

I welcome the opportunity to hear from all of you. You're invited to contact me at [pjeffries@gwu.edu](mailto:pjeffries@gwu.edu) or by calling my office at 202-994-7367 to schedule a time to talk.

Warm regards,

*Pam Jeffries*, PhD, RN, FAAN, ANEP  
Dean and Professor





TOP

(clockwise from top left) 1 BSN student Kimberlee Ceballos practices vital signs in one of the SON skills and simulations labs. 2 Students celebrate during Commencement on the Mall in May 2015. 3 Faculty and staff gathered in the new Johnson Lab following the October ribbon cutting.

# SON Fifth Anniversary

BOTTOM

(clockwise from top left) 1 Dean Pamela Jeffries and research professor Karen Wyche visit the history exhibit at the anniversary gala. 2 MSN students greet friends and family during graduation in May. 3 BSN students recite the Ceremonial Oath during our White Coat Ceremony in January 2015. 4 and 5 Faculty and staff visit the Johnson Lab prior to the ribbon cutting ceremony.



# O'NEIL CENTER™

## getwell:)network

Advancing the science of patient and family engagement

**The O'Neil Center congratulates  
The George Washington School of Nursing  
on its five-year anniversary!**

**Special thanks to Dr. Jean Johnson for her continuing contributions to the O'Neil Center's Clinical Advisory Council.**

Highlights of the O'Neil Center:

- Published Interactive Care Model in the *Journal of Nursing Administration*
- Developed Patient Engagement Index (PEI) multi-site research study
- Hosted first-ever Person and Family Engagement Summit

Learn more at [getwellnetwork.com/oneil-center](http://getwellnetwork.com/oneil-center)





Nursing Dean Pamela Jeffries, center, clips the ribbon at the opening of the Johnson Lab. Joining her (left to right) are Eileen Curtis, president and CEO, Dulles Regional Chamber of Commerce; Christopher Deering, senior associate dean and associate provost of the GW Virginia Science and Technology Campus; Mary Jean Schumann, SON senior associate dean; Mel Williams, Jr., retired vice admiral (USN) and associate provost GW Military and Veterans Affairs; and Patricia Davis, director of the lab.

## New 'Hospital' Opens in SON Skills and Simulation Lab

*From an article published Oct. 28, 2015, in GW Today by James Irwin, associate editor*

A state-of-the-art 3,000-square-foot expansion has increased the footprint of the School of Nursing's (SON) clinical skills and simulation learning lab to 10,000 square feet.

The new Johnson Lab—named after SON founding dean Jean Johnson—is billed as a simulated hospital, offering 10 beds for static and mid-fidelity mannequins that imitate patients from infants to the elderly. The static mannequins are for specific tasks, while the mid-fidelity mannequins include more lifelike features such as pulses and heartbeats.

In October, members of the SON community—including Dean Pamela Jeffries, administrative leaders, faculty and students—cut the ribbon on the new lab at the George Washington University's Virginia Science and Technology Campus. The gala ceremony was among the celebratory events observed during the SON five-year anniversary.

At the ceremony, Dr. Jeffries, a longtime advocate for using simulations to bridge classroom learning and real-life clinical experience, described the existing space and the lab expansion as an environment for nursing students to practice the full scope of their study, "... something they cannot do

during clinical training with real-life patients, where the instructor steps in when something goes wrong."

"When you look at traditional clinical training, you are always a student nurse and always following your instructor. What we're doing here is having you rehearse your scope of practice in the RN role," she said.

Associate Dean for Undergraduate Studies Billinda Tebbenhoff sees the lab as an opportunity for repeated practice. "We always say in nursing that you can't make a mistake, which is sort of incompatible to being a human being," she said. "That's why we need simulations, so it becomes muscle memory."

SON students find the learning environment provides a safe place to make those mistakes and do the rehearsals. “When we go out into the hospital we feel comfortable because we’ve performed that work before,” said nursing student Kelley Finnegan.

Ms. Finnegan, president of the GW Student Nurses Association, adds, “We’re doing end-of-life scenarios. Having the opportunity to run through those scenarios here makes me more confident that when I do encounter it in the hospital, I’ll know how to handle it.”

In addition to a more hands-on environment, the lab is designed for instruction. A control room with a two-way mirror is placed between two private simulation rooms with mid-fidelity mannequins, allowing faculty to observe students as they complete scenarios.

“We’re able to move the faculty away, and the student becomes the nurse,” said Patricia Davis, director of the lab. “They not only have to recognize what’s going on, but they have to follow through with communicating to everyone involved and providing the care.”

The most important space in the lab is where the simulation exercise ends with instruction and discussion: a small debriefing room—void of any technology—tucked away in a corner. “That’s where the learning happens, not only specific to that scenario but developing critical thinking pathways so they can apply it to other situations,” Dr. Davis said.

“You really want to give them that opportunity to think.” [gw](http://www.gwu.edu)

## We Celebrated Yesterday, Today and Tomorrow



*2015 was a year of remembering the past and launching new traditions:*

- + GW SON sponsored the Leadership Luncheon at the American Academy of Nursing Health Policy Conference: Transforming Health, Driving Policy. The annual luncheon recognizes and celebrates leadership at all levels in the nursing profession, and this year featured Sheila Burke, adjunct lecturer in public policy at the John F. Kennedy School of Government at Harvard University and a faculty research fellow at the Malcolm Wiener Center for Social Policy.
- + Two interprofessional seminars were held during the fall. In October, “Telehealth for Interprofessional Health Care Education” featured Carolyn Rutledge, professor and director, Doctor of Nursing Program, Old Dominion University, and Neal Sikka, associate professor of emergency medicine, George Washington University. Dr. Rutledge is recognized as one of the top 15 nurse practitioner faculty members in the U.S. In November, “Health Care Reform: Connecting Nursing’s Past and Future Contributions” featured former SON faculty member Mary Beth Bigley, one of the highest ranking nurses in the federal government. Dr. Bigley, who is the director of the Division of Nursing and Public Health at the Health Resources and Services Administration's Bureau of Health Workforce, led the discussions on how the recommendations of the Future of Nursing Report (2010) and the health care reform law are facilitating improvements in health care and nursing.



- + The university’s fifth-year anniversary reception for SON, held in the GW City View Room, followed the November seminar. Remarks by President Steven Knapp and reminiscences by current and former faculty highlighted a gala evening for SON faculty, staff, students, alumni and friends.
- + BSN students joined the celebrations at special luncheons throughout the fall with Dean Jeffries and faculty. In December, Dean Jeffries hosted the inaugural Students of the Month luncheon. Nine students—one student per cohort nominated by faculty—were selected on the basis on academic success, community involvement and great representation of GW SON. Congratulations to Allen Bigornia, Brian Anderson and Melissa Forbes of Cohort 10; Jennifer Chen, Kelley Finnegan and Kimberlee Ceballos of Cohort 9; and Stacia Moreno, Kevin Edwards and Ashley Shrader of Cohort 8.
- + Exhibits, receptions and event sponsorships brought the celebrations and introduction of the new dean to the nursing community at the meetings of the National League for Nursing (NLN) Education Summit, American Nurses Credentialing Center Magnet Conference, Sigma Theta Tau International, American Academy of Nursing, American Nurses Association and American Association of Colleges of Nursing.



# SON Prepares for Second Half Decade

## *New Faculty and Staff, Promotions and Restructuring*

“Resources—human, structural and financial—are the keys to unlocking success for the School of Nursing in the next five years and beyond,” says Dean Pamela Jeffries. A priority for her first months on board has been enhancing the SON infrastructure and recruiting both faculty and staff. Seven faculty and eight staff are among the new recruits who will join her current team to address the SON strategies for tomorrow.

### Faculty

**MARY BANTELL** is an assistant professor teaching in the Accelerated Bachelor of Science in Nursing (ABSN) program.

Dr. Bantell comes to the SON through the undergraduate W2 Initiative and is based at both VSTC and MedStar Washington Hospital Center.

**ELLEN FARRELL** is an assistant professor. Dr. Farrell coordinates the Palliative Care Nursing Program for the Division of Graduate Studies.

**CAMERON HOGG**, a family nurse practitioner who recently completed her DNP degree with a concentration in nursing education at the SON, is an assistant professor in the Division of Graduate Studies.

**ANGIE MCNELIS** is a professor and the associate dean for the scholarship of teaching and learning in nursing and implementation science. Dr. McNelis comes to the SON from Indiana University School of Nursing where she was a professor and director of undergraduate programs.

**FRANCES (FRAN) MONROE** is a part-time adjunct professor. A family nurse practitioner with a specialization in community health, she has worked in both rural and urban settings and provided for families across the lifespan.

**MICHELLE RUMBLE**, a former visiting instructor, is an assistant professor in the ABSN program. She is the faculty lead for the GW Nurse Residency Program.

**PAMELA SLAVEN-LEE** is an assistant professor. Dr. Slaven-Lee is a family nurse practitioner, responsible for planning and coordinating nurse practitioner simulation experiences, as well as coordinating the Advanced Health Assessment course.

### Staff

**MUHAMMAD BASIT** is the special assistant to Dean Pamela Jeffries. He comes from the Northern Virginia Community College’s Annandale campus where he was the executive assistant to the dean of students.

Senior Advisor to the Dean of Nursing **MARIE BROWN** advises and supports the dean on strategic initiatives and decisions related to SON administration. She previously served as the special assistant to the School of Nursing dean at the University of Maryland.

**ALYSCIA EISEN** is the new director of finance. Ms. Eisen has been an associate in GW’s Business Management and Analysis Group since 2008.

Instructional Designer **CHERISSE GARDNER** works with faculty to design and develop e-learning content. She has held positions in online learning and teaching at Gallaudet University and University of Maryland University College.

**JASON FARAROOEI** is the director of visual and digital marketing and communications. He formerly was the principal of a North Carolina company specializing in strategic market planning, market research and contemporary digital production.

**JENNIFER HAYES-KLOSTERIDIS** is the assistant dean for enrollment management and student services. She previously held positions in student services and admissions at the University of Maryland School of Nursing and the Post-Baccalaureate Premedical Program at Johns Hopkins University.

**CINDY KOO** is a counselor in the Admissions Department. She previously worked as a graduate program coordinator at the George Mason University Psychology Department.

**SARABETH MOROFSKY** is the executive coordinator for the DNP Program. She has been a graduate admissions counselor at the GW College of Professional Studies and an undergraduate admissions counselor at George Mason University.

**SHANE POPELKA**, a laboratory simulation technician, assists in the Simulation and Skills Lab. He previously worked at Octapharma Plasma, a plasma donation center, as a laboratory technician.



“Resources—human, structural and financial—are the keys to unlocking success for the School of Nursing in the next five years and beyond,” says Dean Pamela Jeffries.

In her efforts to enhance and strengthen the infrastructure, Dr. Jeffries has undertaken departmental reorganizations resulting in new appointments and promotions:

**RONNA HALBGEWACHS** transitions from assistant dean for strategic management to assistant dean for entrepreneurial enterprises. In the newly created Division of Entrepreneurial Enterprises, she oversees the diversification of SON revenue streams.

**PETER HART** is now the associate director for enrollment management. He is responsible for researching and analyzing variables affecting enrollment, providing reports and recommendations for improvements and undertaking strategic enrollment initiatives.

**MONICA KRZYSZCZYK** has moved from the undergraduate division to the role of development and alumni relations coordinator. She supports prospect research and materials development and helps coordinate leadership giving, donor stewardship and alumni outreach and events.

**MARY (WARING) PEARCE** has been appointed acting director of student services and admissions. She supervises all admissions, enrollment management and student services staff and works to improve processes in these areas.

## IN BRIEF— SON Graduate Programs Earn High Rankings

Recent U.S. News & World Report and Value Colleges rankings continue to place the SON MSN programs among the top nursing programs in the country.

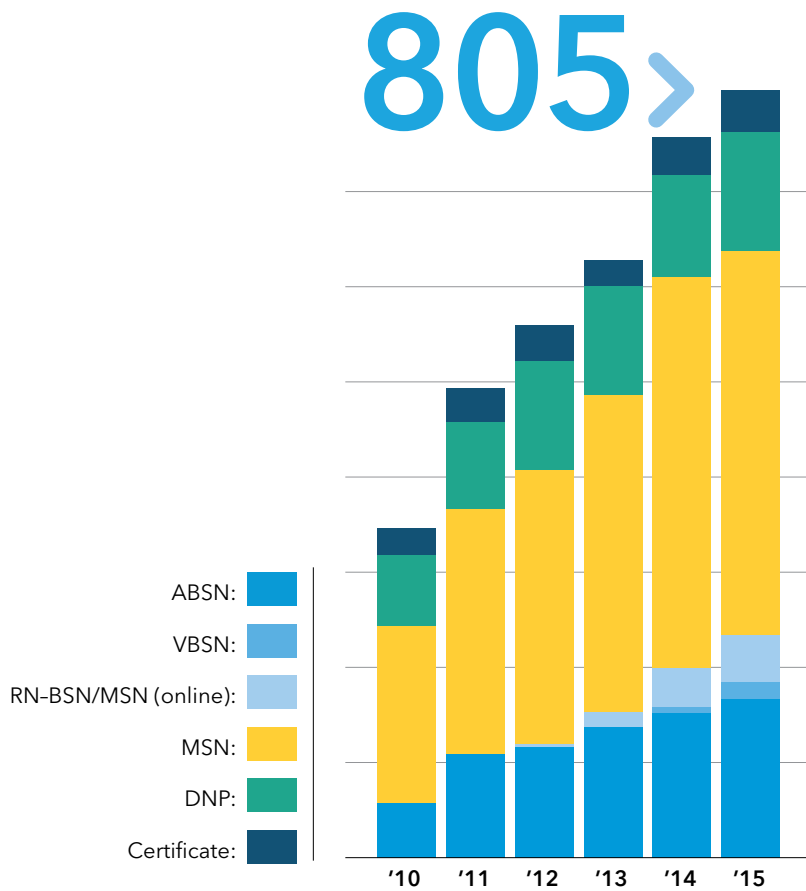


U.S. News & World Report places the GW SON and its graduate programs among the top 100 Best Graduate Schools and in the publication's Best Online Master's Programs, GW's MSN program is in the top 20.

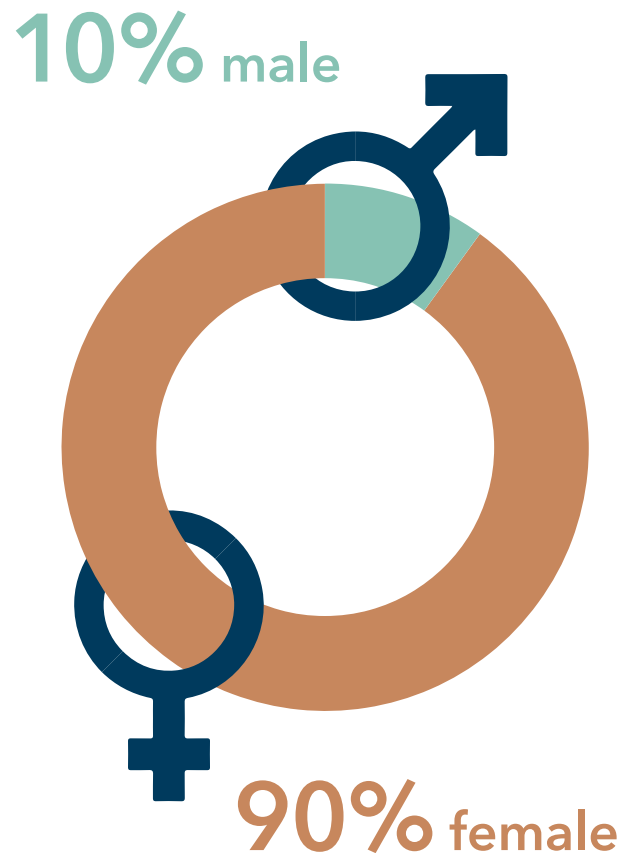
Value Colleges, a website describing "the best colleges, the lowest costs, the highest returns," has posted a list of all MSN online programs meeting the *Commission on Collegiate Nursing Education* and Accreditation Commission for Education in Nursing requirements. Each is ranked according to value with the SON program listed at No. 33. The Value website explains that among the schools listed, "Some of these are values because their tuition is low; some are values because their name and reputation opens doors to high pay and high returns. All of them find their own distinct balance between quality, cost, and return." In determining ranking order, Value considers three factors: average early-career salary (Payscale.com); national ranking (U.S. News & World Report); and real tuition cost (college website).

# Admissions, Enrollments Soar

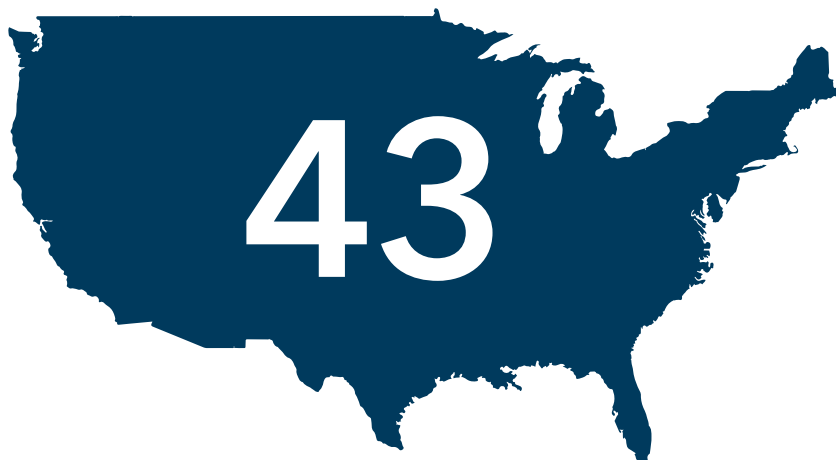
Total Enrollment (Fall '10-Fall '15)



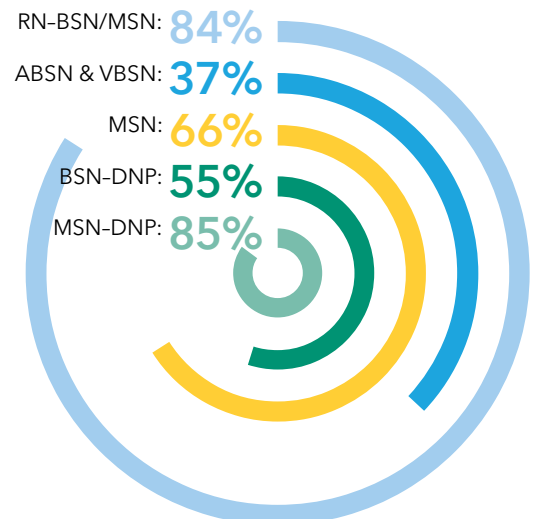
Gender percentages of students enrolled in Fall '15—across all degrees



Number of states represented by enrolled students—across all degrees



Fall '15 Enrollment Yield



# Trending Now

Connect with GW School of Nursing

f /GWNursing

🐦 @GWNursing

📷 @GWNursing

*Each year, more current and prospective students, faculty, staff, and other fans and friends follow news of the SON on social media channels. In 2015 our Twitter and Facebook pages surpassed 1,000 followers. Instagram, especially popular with BSN students, continued to attract new users, exceeding 300 followers by year's end.*

*Incoming BSN, MSN and DNP students now have Facebook groups, with students reporting they can connect with potential roommates, learn about the area and ask questions of current students and staff.*

During the year, social media shared SON accomplishments...



GW School of Nursing @gwNURSING · 23 Nov 2015

Faculty members Dr. Whitlow & Becky Mance honored as 2 of @vanurses 40 under 40 this weekend! #GWU #nursing



Promoted SON programs and facilities...

GW School of Nursing Retweeted

Nurse.com @Nurse\_com · 10 Aug 2015

BSN program from @gwNURSING helps #veterans pursuing #nursing careers: [ow.ly/QDcEE](http://ow.ly/QDcEE)



And showed the SON's lighter side...



gwnursing We are so glad one of our new students has such an adorable support #GWU #gwnursingschool #nursingschool #nurses #nursing #dogsofInstagram



Highlighted student's GW pride...



GW University @GWtweets · 17 Aug 2015

Photo of the Week: New @gwNURSING students show off their #GW spirit. #PictureGW



Followed faculty to conferences as they presented papers and caught up with colleagues...



GW School of Nursing @gwNURSING · 7 Nov 2015

@GWDeanJeffries with a mentor of hers & #GWNursing's Dr. Sandra Davis! #sttvegas15





# Building an Environment for Learning: Celebrating our Past, Planning our Future





# Defining the Curve: A History of Innovation

By Teddi Fine

Today's George Washington School of Nursing (SON) might still be a dream but for the confluence of three factors: burgeoning new educational technologies, a nationwide dearth of well-prepared nurses and a dedicated group of inspired faculty. This perfect junction gave rise to a school that, in its five-year history, has embraced a different way of learning in a diverse world, new directions in nursing education and the agility to meet the demands of a changing health care environment.

The history of the SON dates to 1903, when the university established the Training School for Nursing to educate women in “general, medical, surgical, gynecological and obstetrical nursing.” It did just that until the Depression decimated the nation's economy and shuttered the school. Nursing regained a toehold at GW in the 1970s and 1980s, with a School of Medicine and Health Sciences (SMHS)-based nurse practitioner (NP) certificate program. Partnerships with Catholic University of America and George Mason University enabled students to add the NP certificate courses to a degree from those universities.

The transformative energy for accredited graduate and undergraduate degree programs—and ultimately a School of Nursing—came in the early 2000s from professor Jean Johnson, then senior associate dean for health sciences. After serving as a scholar-in-residence for a

*(continued on the next page)*

# Timing Is Everything

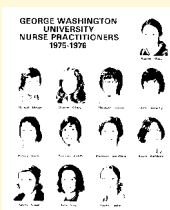


## 1903

**GW Training School for Nurses** is established by Superintendent Minnie Paxton.

## 1973

**Family nurse practitioner (NP) program** is founded in the School of Medicine and Health Sciences, first as a certificate program and later as a Bachelor of Science degree.



## 1986

**NP program changes MSN partnership** to George Mason University, continuing until 2010.

## 2005

**GW Department of Nursing** is established, and distance-learning NP program is accredited.

## 1931

After graduating nearly 300 nurses, the Training School is shuttered due to the fiscal impact of the Great Depression.



## 1983

**NP program partners with Catholic University of America (CUA)**, enabling students to take GW NP courses and earn a CUA MSN degree.

## 2004

**GW Board of Trustees approves GW School of Medicine and Health Sciences-based MSN degree program** in adult nurse practice, family nurse practice, nursing leadership and management, and clinical research administration.

Robert Wood Johnson Foundation initiative addressing the nationwide nursing shortage, she returned to GW and successfully advocated for the establishment of innovative baccalaureate and graduate nursing degree programs. Dr. Johnson explained that “developing a BSN program was always part of the plan. We felt an obligation to prepare undergrad students, given the continued shortage... Our clinical partners fully supported this effort... [since] they needed to hire more nurses.”

In rapid order, the SMHS had a Department of Nursing Education with then-associate professor Ellen Dawson as its chair (2005). An accredited distance-learning MSN program, among the first in the nation, graduated its inaugural class in 2006. A year later, an online Doctor of Nursing Practice

(DNP), the first in the D.C. area, was up and running. According to Dr. Dawson, “The online graduate programs were developed first to answer the national need to reach students in their own communities. Our graduate programs, with their far-reaching capabilities, answered the need.”

Next came a 15-month, full-time accelerated BSN program, launched with a small staff, including a single nurse educator, Rose Brenkus, and a part-time assistant. Designed for students who wanted to pursue a nursing career and had already earned a bachelor’s degree in another field, the program embraced technology as a teaching tool through the creation of one of the first nursing education simulation laboratories in the country. According to Patricia Davis, director of the SON Clinical Skills and Simulation





## 2009

**On-campus BSN program** is established on the GW Virginia Science and Technology Campus with 15-month second degree nursing program and innovative nursing education simulation lab.



## 2015

**Pamela Jeffries** is recruited as dean to lead the GW SON to the next level.

**Commission on Collegiate Nursing Education (CCNE)** awards highest level of accreditation to each of SON's degree programs.

## 2013

**Agreement with Virginia community colleges** guarantees admission to students who have received an associate's degree from an accredited nursing program.

## 2007

**Doctor of Nursing Practice (DNP)** distance-learning program is created.

## 2010

**GW School of Nursing** is approved by the GW Faculty Senate and the Board of Trustees. Jean Johnson is named dean.

**First faculty visit to Haiti** occurs three weeks following the earthquake; medical missions begin in 2014.



## 2014

**Partnership with MedStar Washington Hospital Center** offers scholarship benefits and the promise of employment to GW's Accelerated BSN students.



**Veterans BSN program**, funded by U.S. Health Resources and Services Administration, is launched; awards academic credit for veterans' prior experience and training to support veterans transitioning to the professional nursing workforce.

**Jean Johnson** retires as the founding GW SON dean.



Lab, it offered a unique opportunity, adding that “because simulation labs were in their infancy when we built our undergraduate program, we were able to integrate simulation into the entire curriculum.”

Ultimately, in 2010, with the establishment of the GW School of Nursing, the program realized its destiny and came full circle from the Training School for Nursing. Dr. Johnson was named the SON's founding dean and Dr. Dawson the inaugural senior associate dean.

Today, with its D.C. Foggy Bottom location at the university, and as the anchor of GW's Virginia Science and Technology Campus, the SON is a vital member of the GW community. In the GW tradition, it explores new paths, staying ahead of the curve in not only health

and nursing policy, but also practice and education. It addresses—through education and advocacy—the changing dynamics in the growth of integrated and chronic care, interprofessional education and global and community nursing. It continues to honor and deliver on traditional learning structures, while investing in the power of technology to “bring the school to the student,” and to offer solutions to the nursing shortage. It fosters unique partnerships, including those with Virginia community colleges and hospital systems such as MedStar. And in an ever changing health care environment, the SON keeps its thumb squarely on the pulse of health care to deliver and create the best practices in nursing education today and tomorrow. [GW](http://www.gwu.edu)



## Mapping the Future: To the Cutting Edge—and Beyond

By Teddi Fine

Its willingness to take a different approach to nursing education has distinguished the George Washington School of Nursing as an institution virtually without walls, without barriers and without limits. Policy savvy, technical expertise and management acumen enable SON faculty to customize nursing education to the shifting needs of the student population and the health care environment. The recent award by the Commission on Collegiate Nursing Education (CCNE) of the highest term of accreditation (10 years) to each of the SON's degree programs is testament to how far and fast the SON has come.

Yet, the SON's leadership has no intention of resting on its laurels, as articulated in a recent roundtable convened by Dean **PAMELA JEFFRIES** with directors **DEBORAH CHAPA** (Doctor of Nursing Practice program) and **SANDRA DAVIS** (Adult-Gerontology Primary Care Nurse Practitioner program), and associate deans **BILLINDA TEBBENHOFF** (Undergraduate Studies) and **KIM ACQUAVIVA** (Faculty Affairs) and senior associate dean **MARY JEAN SCHUMANN** (Academic Affairs). In a free-flowing, informal Q&A, participants visualized the SON of 2020.

### Q: What is the vision for the SON of 2020 and beyond?

The SON's leadership team aims high. By 2020, the SON will be one of the premier schools of nursing in the U.S., with a national ranking to match. However, their vision extends beyond rankings alone. The leaders predict the GW brand of nursing education will be a driver of new best practices in nursing education.

They envision a school of nursing with an integrated approach to populations, policy and practice at the core of education, research and clinical care. The emphasis will be on the long-term health of a whole person, not the isolated treatment of an acute illness. Students, of all backgrounds and past careers, will learn in ways that fit their schedules, locations and needs and prepare them to meet the growing health care needs of a changing community and world.

"We won't be just about nursing, we'll be about overall health care," says Dr. Schumann. Education and clinical practice will not happen in silos. Students and faculty will engage in interprofessional partnerships with local hospitals and with the larger health care practice and policy communities at large.

With its expertise in national health policy, the SON will aspire to change how nurses and other health care practitioners think and practice wherever they live. Dr. Chapa rephrases a description of tomorrow's nurses



“Some schools can be on the edge, others can be cutting edge; we want to be over the edge, producing leaders in nursing education, policy and practice.”

recently made by Hester Klopper, outgoing president of Sigma Theta Tau International Nursing Society, “Some schools can be on the edge, others can be cutting edge; we want to be over the edge, producing leaders in nursing education, policy and practice.”

**Q: What will be our key attributes, the factors named when the nursing world mentions GW SON?**

In addition to quality and groundbreaking, other words and phrases that will come to mind immediately when thinking about the SON are role model, diversity, opportunity and change agent.

The school will be a global role model for distance learning, simulations and other smart technology

“

## *GW SON VOICES: A WELL-DEFINED BLUEPRINT*

“Partnerships have been a big part of our growth, ... [like] the unique Vets to BSN accelerated nursing degree program [and the] partnership with Shenandoah University to help solve a severe primary care shortage in Virginia’s rural and underserved areas.”

—MARJORIE GRAZIANO, Assistant Professor

“Look what we (the school) have accomplished in five years, I can only imagine that it is going to continue to get bigger and better!”

—GRETCHEN WIERSMA, DNP ‘15,  
Clinical Instructor

“Our virtual learning approach works. We have dedicated faculty who know how to connect with students in a virtual environment. We also have a winning combination of online classrooms and short, intensive online campus experiences that reinforce learning.”

—STEPHANIE WRIGHT, Associate Professor

“Technology is not going away. We’d all better learn how to use it well.”

—PATRICIA DAVIS, Director, Clinical Skills & Simulation Lab

“Our BSN program came about because we felt that we could offer a different type of nursing program that would educate leaders who could have an impact on policy and health care quality....It was a way we could give back to the community.”

—CHRISTINE PINTZ, Associate Dean for Graduate Studies

“Our expertise in policy and health care quality currently sets the school apart.”

—JEAN JOHNSON, Dean Emeritus

”



“

## GW SON VOICES: REACHING FOR TOMORROW'S EDGE

“The sky's the limit!”

—LILIANE V. DUNCAN, eLearning  
Multimedia Specialist

“The future of health care will demand that nurses function in an interdisciplinary environment. It's a strong and natural role for nursing. But nurses also need to prepare themselves in other essential skills: finance, planning, project management and community building.”

—KATE MALLIARAKIS, Assistant Professor

“GW SON will be the number one nursing program in the U.S. with state-of-the-art technology, exceptional students who possess critical thinking and, most importantly, passion for nursing and patient care.”

—ANN MARIE MADDEN, Chief Nursing Officer,  
Inova Fairfax Medical Center, DNP '16

“GW SON will continue to be a leader in the field by utilizing advanced teaching technologies to create unmatched learning opportunities for students.”

—JASON FARAROOEI, Director of Digital &  
Visual Marketing & Communications

“SON will continue to provide education, research and public policy leadership that advocates for the creative potential of older adults as they contribute to addressing many of society's most pressing needs.”

—BEVERLY K. LUNSFORD, Director, Center for  
Aging, Health and Humanities

“The addition of a PhD in nursing track and the acquisition of NIH-sponsored research...will eventually lead to a top tiered ranking in the nursing community!”

—JONATHON BROWN, DNP '14

”

innovations in learning. Its leading-edge curricula and programs will be adapted and adopted around the globe. Its leaders will create, not just respond to, health policy.

As a program without borders, diversity will continue to characterize students, faculty and the populations they serve. Professor Davis believes that the SON will lead the field by “building on the quality of our distance education reputation, our tradition of attracting a diverse cadre of students, and our emphasis on serving diverse populations.” Students will “see themselves” in every learning environment. A diverse faculty will continue to live in the communities in which they teach, practice and conduct research.

The SON will offer opportunity to students and faculty. Its accelerated and customized degree programs, patient-centric approach and unique specialty areas of concentration will enable students to advance rapidly within their preferred area of practice. The school will attract new faculty who teach, research and think differently, and who work collaboratively, without distinction by title, degree or discipline.

The SON will be a change agent known for expertise in health policy and advocacy and in melding nursing practice with the dynamics of policies and populations. Dr. Tebbenhoff envisions the curriculum “will be person-centered, matching needs to the individual patient, not the patient to illnesses or general health care precepts.”

### Q: What will the school look like in 2020?

By 2020, the size and diversity of both students and faculty will grow, as will the scope of programs and the places where faculty and students are located. All students—including veterans and other nontraditional students—will feel at home, embedded in the SON's unique environment, even when learning at a distance. Faculty will include nurses and other health care professionals, from social workers to gerontologists and researchers to economists. DNPs, working alongside PhDs, will be afforded the same respect and autonomy. The pillars on which the SON is now being built—scholarship, innovation, best practices, policy and advocacy—will be strengthened and new programs will emerge.

### Q: How do we reach that vision? How do we get there?

Getting the SON from today to the ambitious vision for 2020 demands focus on and expertise in what Dr. Acquaviva has dubbed the “sweet spot at the intersection of populations, policy and practice,” a point at which nursing education, services and the profession itself are transformed to deliver a new kind of whole-person health care.

Working in that “sweet spot” requires building on and melding the elements of the current foundation. She and her colleagues emphasize the importance of five important skills that are essential to success in 2020:

1. Identifying and integrating new science into nursing education to help nurses both think and practice differently.
2. Delineating and disseminating best practices in simulation and distance-learning.
3. Influencing and driving policy changes in nursing and health care to improve quality, practice and access to services for all populations.
4. Being a nimble early-adapter to changes in the health care environment through new program development in such areas as care transitions, health economics and longitudinal, patient-centric services.
5. Expanding both academic practice partnerships and the current strong interprofessional faculty base to include more researchers and experts in other related fields.

The SON leaders recognize that it is easy to “talk the talk.” Change, even for a new school, is hard. By aiming high, remaining flexible, embracing change and daring to be different, the SON can and will “walk the walk.” The willingness to change already has enabled it to approach education in new ways that are advancing whole-person, community-based, collaborative care.



“It’s all about being prepared to lead differently, to take informed risks, to engage in unusual partnerships,” says Dr. Jeffries. “Nursing and nursing education can’t be done the way they’ve always been done. Because everyone here brings something different to the table and because of the SON’s one-of-a-kind perspective, we can and will bring a new kind of nursing leadership to meet health care’s future head on.” [GW](#)

*A freelance science and medical writer, Teddi Fine has had myriad careers over 30-plus years as a mental health, women’s health and geriatric health policy wonk who writes. She’s been a lobbyist, publicist, speechwriter, editor and communications alchemist. When not writing and editing, she designs, fabricates and sells fanciful art jewelry.*

# HAPPY 5TH ANNIVERSARY

from Kaplan Nursing

From all of us at Kaplan Nursing, we would like to wish a Happy 5th Anniversary to everyone at The George Washington University School of Nursing!

Over the last 5 years, Kaplan has provided faculty and students at GWU with the tools and resources needed to succeed in Nursing school, on the NCLEX<sup>®\*</sup>, and as a career Nurse.

KAPLAN NURSING

- KaplanNursing.com
- 1-800-KAP-TEST
- @ KaplanNCLEXPrep
- @ KaplanNCLEX
- @ KaplanNCLEX

**Thank you for allowing us to be a part of the GWU family, and best wishes for continued success!**

# Policy Updates

The policies made in Washington through legislation, regulatory agency actions and national accrediting bodies have a major impact on how health care is provided and nursing practice conducted—ultimately shaping the scope and delivery of nursing education. *GWNursing* asked the leaders of three nursing organizations—American Association of Colleges of Nursing, American Nursing Association and National League of Nursing—what role nursing schools must play in helping to shape these policies and in preparing future nurse leaders to take a “seat at the policymaking tables.”

## Nursing Schools and the Shaping of Nursing Policy



**BEVERLY MALONE, PhD, RN, FAAN**  
Chief Executive Officer, National League  
for Nursing

Nursing is a steadfast commitment to patient care, improved safety and quality, and better outcomes. The passage of the Affordable Care Act (ACA) in 2010, as well as the release of the Institute of Medicine’s report titled *The Future of Nursing*, presented an opportunity for nurses to flex their advocacy muscles to shape health care policy. With this opportunity, nursing schools became the first step to ensuring the next generation of nurses becomes active participants in shaping policy that governs the nation’s health care system and the nursing profession.

Nursing has been easily and appropriately woven into issues of access to care, health care cost efficiencies and leadership

in shaping and implementing health care policies at all levels of society, within health organizations and throughout health systems. As such, political discussions need and benefit from nursing’s values. Nurses lose the opportunity to improve health through policy, to control our practice and to fulfill nursing’s societal obligation to make a difference when we do not become involved in the policymaking process. Getting nurses involved in public policy means schools must ensure public policy is an essential component in nursing education. Nursing students must learn that policymaking and politics are a part of their professional responsibility. They should be supported in the political learning process by well-informed nurse faculty who share the 21st-century vision for fully engaged professional nurses who care for patients, represent patients, teach patients, improve patient care and care systems, and embody the legal and societal responsibilities of a nurse. Political and health policy participation by nurses is imperative to our nation’s health. [GW](http://www.nln.org)

---

For more information, visit  
<http://www.nln.org>



## Policy: Fundamental to Nursing Care



**DEBORAH E. TRAUTMAN, PhD, RN, FAAN**  
President and CEO, American Association of  
Colleges of Nursing



**SUZANNE MIYAMOTO, PhD, RN, FAAN**  
Senior Director of Government Affairs and  
Health Policy, American Association of  
Colleges of Nursing

The ability for nurses to thoughtfully engage in public policy discussions begins with a strong foundation in the policy process. For most citizens, our first exposure to policy and politics occurs in our formative educational years—grade school through high school. We learn how a bill becomes a law and how people are elected to represent the public. When individuals choose their career path, this information may be set aside to make room for the specialized content of that field.

For nurses, this is often the case. New recruits to the profession quickly discern that nursing science, theory and its philosophy of caring will help treat patients, their families and the communities in which they live. However, what is often glossed over is the fundamental role policy plays in a nurse's ability to provide care. Nearly every aspect of the health care delivery system is guided by policy, whether at the institutional or national level. These policies are often crafted and implemented without the expertise of nurses. If our intent as nurses is to truly provide the best possible care in the most cost-effective, accessible way, then we are doing our patients a disservice by not engaging in the policy process.

Schools of nursing face a formidable challenge to prepare

nurses for practice in an evolving health care system. New discoveries, technologies and complex disease processes make it critical for faculty to stay abreast of the current trends and evidence, but more importantly, to contribute to that body of knowledge. This translates to policy as well. Schools of nursing must support their faculty in their efforts to transform health care by encouraging them to incorporate policy into their curriculum, research and professional responsibilities. Faculty can model for students that nursing expertise does not stay at the bedside or the bench—it must reach the steps of the Capitol as well. This is how nurses will continue to make an even larger impact on enhancing our nation's health. The American Association of Colleges of Nursing (AACN) is committed to supporting our member schools in achieving this vision. AACN has invested a number of resources and created programs to help our faculty, students and deans reach new heights of professional engagement in policy. [gw](http://www.aacn.nche.edu/government-affairs)

---

*For more information, visit <http://www.aacn.nche.edu/government-affairs>. Preparing nurses early to understand the impact of their voice and expertise is vital to improving health and health care.*

## Dean Jeffries Calls for Action

In an editorial, “The Evolving Health Care System: The Need for Nursing Education Reform,” published in the *Journal of Professional Nursing* (November–December 2015), GW SON Dean Pamela Jeffries said, “with...major shifts in the delivery of health care, nursing is now, more than ever, an integral member and often the driver of the health care team. Accordingly, the education of nurses must also change.”

She wrote that “Today’s nursing calls for the creation of new and more efficient pathways to becoming a member of the health care team, alongside the education, training, and credentialing required to become a registered nurse (RN) and an advanced practice RN, educator or researcher.”

In a call-to-action, Dr. Jeffries outlined recommendations to ensure nursing educators are “creating and preparing the workforce needed in the future, a workforce able to meet anticipated future population needs.” Her proposals included steps to:

- + Standardize core nursing curriculum for all prelicensure nursing education
- + Utilize health services research to guide the education of the nursing workforce and health care providers
- + Incentivize effective and efficient state nursing education models that can be replicated to produce high quality health care providers needed to care for a diverse and continuously changing population

According to Dr. Jeffries, these recommendations and others outlined in the editorial focus on providing “quality education in an affordable, flexible and accessible manner that meets the needs of our diverse nursing workforce.” *GW*



Read the entire editorial at [http://www.professional-nursing.org/article/S8755-7223\(15\)00131-3/abstract](http://www.professional-nursing.org/article/S8755-7223(15)00131-3/abstract)



**PAMELA F. CIPRIANO,**  
PhD, RN, NEA-BC, FAAN  
President, American Nurses Association

## Advocacy Calls for Action

Always mindful of the public’s trust, we care for patients and their families. We advocate for them in keeping with Provision 3 of the American Nurses Association’s (ANA) *Code of Ethics for Nurses with Interpretive Statements*: “The nurse promotes, advocates for, and protects the rights, health, and safety of the patient.” We also have a responsibility to keep nursing strong and advocate for policies that strengthen the profession.

Advocacy gives nurses power, and what better place to learn the basis for advocacy than in our nursing education programs. Schools of nursing can be incubators of activism spanning local, national and international issues. As new nurses are learning about etiologies of illness and processes of care, we need to teach them about the structure of our health care system and regulation of our profession. It’s important to know how health care is financed as well as the drivers of decisions

affecting who receives care and who will be paid for providing that care. It is not only important that nurses know these things, but that they are actively engaged influencing today’s decisions about how to improve care and impact policies that reward high value care producing good outcomes.

As a new graduate, I volunteered in my state nurses’ associations and ANA. I quickly came to appreciate the key role that ANA and its state associations play as activists in the policy arena. Our tagline of “When Nurses Talk, Washington Listens” is not just rhetoric—it is real! I call on all faculty, our most highly educated scholars, to be more active socializing students to the responsibilities of advocacy including the imperative to be involved in professional organizations that carry this torch. Faculty can be effective role models by becoming more active in state and national activities.

ANA’s policy and regulatory agenda for the 114th Congress has something for everyone. We support upholding key provisions of the Affordable Care Act that have benefited millions more Americans. We are advancing legislation to ensure safer staffing, eliminate workplace injuries, and expand access to care for veterans and others by removing barriers to advanced practice roles. Each year we promote funding for nursing education through Title VIII appropriations in the federal budget. We’re also working with regulatory agencies to incentivize improved quality.

We need everyone’s voice to make us strong—clinicians, faculty, students and partners who understand and value the contributions of nurses. No one should be on the sidelines. *GW*

For more information, visit

<http://www.nursingworld.org/codeofethics>  
<http://www.nursingworld.org>



# SCHOOL OF NURSING

## Degree Programs

A SPECIAL INFORMATION SECTION

## DEGREE PROGRAMS

### BACHELOR OF SCIENCE IN NURSING (BSN)

#### Accelerated BSN - On Campus

This full-time 15-month (four semesters) on campus offering for students with a bachelor's degree in a non-nursing field provides an accelerated path to pursue a nursing career. Based at the VA campus, students utilize our premier skills and simulation laboratories.

#### Washington Squared (W<sup>2</sup>) Accelerated BSN Cohort - On Campus

Students earn a BSN degree at GW, fulfill clinical rotations at MedStar Washington Hospital Center, and receive scholarship benefits and the promise of employment at MedStar Washington Hospital Center. Interested students apply to both GW SON and MedStar.

#### VETERANS BSN - On Campus

Designated for honorably and generally discharged service members (including reservists) with a non-medical specialty. A full-time 15 month (four semesters) offering at the VA campus. Students utilize our premier skills and simulation laboratories.

#### RN to BSN - Online

Designed for licensed registered nurses (RNs), this part time 15-month (four semesters) online program allows students to work and complete clinical rotation in their home community.

#### RN to BSN Residency

Designed for nurses starting their first job as a registered nurse (RN), GW SON and GW Hospital offer a residency option for newly licensed registered nurses. Residents earn a BSN via GW's 15-month online program while working as an RN at GW Hospital. Residents' tuition is paid by GW Hospital in exchange for residents' commitment to three years of employment following graduation. Interested students apply to both GW SON and GW Hospital.

### MASTER OF SCIENCE (MSN)

#### BSN to MSN - Online

While distinct in their ultimate objectives, all four MSN fields of study focus on development of leadership, policy, quality and interprofessional teamwork through the acquisition of expertise in an advanced nursing field.

#### RN to MSN - Online

Designed for licensed registered nurses, this option incorporates courses leading to BSN and MSN degrees. Four fields of study are offered.

#### RN to MSN Bridge - Online

Licensed registered nurses with an associates degree and a bachelor's degree in a non-nursing field take a bridge course in the summer (May) before starting the MSN program. Four fields of study are offered.

### DOCTOR OF NURSING PRACTICE (DNP)

An alternative to research-focused doctoral programs, the DNP prepares nurse leaders by advancing professional nursing roles, addressing health policy, and translating research into practice. This program emphasizes key nursing practice competencies and innovation, with layered specialty options across an array of fields. Students complete a clinical research project in the last year to engage their new skills. Options are offered at the post-bachelor's (BSN) and post-master's (MSN) levels.

#### Post-BSN - Online

Two fields of study are offered.

#### Post-MSN DNP - Online

Six fields of study are offered.

### GRADUATE CERTIFICATES

Post-BSN and post-MSN certificates provide nurses the opportunity to further specialize. GW offers certificates in five fields of study.

The Nursing Education certificate is a post-MSN offering.

Four post-graduate APRN certificates are offered: Adult-Gerontology Primary Care Nurse Practitioner, Family Nurse Practitioner, Family Specialty Nurse Practitioner, and Palliative Care Specialty for Nurse Practitioners.

All certificates are offered online. Please refer to the website for more information about each certificate.

### PROGRAMS FOR LICENSED REGISTERED NURSES

Available to licensed registered nurses, the programs help RNs become highly marketable and exceptional caregivers as advanced practice nurses—providing enhanced career options and job security, helping hospitals achieve "Magnet" status, and improving health care in underserved areas.

The distance format allows students to complete coursework online and clinical preceptorships in their local communities, with mentoring from the GW faculty. The four programs are:

- RN to BSN (Bachelor's of Science in Nursing)
- RN to BSN Residency (with GW Hospital)
- RN to MSN (Bachelor's/Master's of Science in Nursing)
- RN to MSN Bridge

GW offers guaranteed admission to licensed RNs graduating from the Virginia Community College System and Montgomery College accredited nursing programs who meet GW admission requirements.

FIELDS OF STUDY	RN to BSN	RN-MSN Bridge	BSN-MSN	Post-BSN DNP	Post-MSN DNP	Post-BSN Certificate	Post-MSN Certificate
GW SON offers a broad array of fields of study across the degree and certificate pathways.							
Adult-Gerontology Primary Care Nurse Practitioner	√	√	√	√			√
Executive Leadership					√		
Family Nurse Practitioner	√	√	√	√			√
Family Specialty for Nurse Practitioners					√		√
Health Care Quality					√		
Nurse Coaching & Leadership	√						
Nurse-Midwifery (with Shenandoah University)	√	√	√				
Nursing Education Concentration					√		√
Nursing Leadership & Management		√	√				
Nursing Practice					√		
Palliative Care Specialty for Nurse Practitioners					√		√





## RECORD OF INNOVATION, ENTREPRENEURISM, AND LEADERSHIP

- Success launching and growing new initiatives and programs
- Flourishing partnerships and collaborations
- Dedicated to diversity and inclusion
- Proven record of fiscal responsibility

## QUICK FACTS

- Baccalaureate, master's, doctoral, and certificate programs, and associate degree progression pathways
- More than 800 students: nearly 250 on campus, close to 550 online
- More than 58 faculty members (full- and part-time) and 300 clinical preceptors
- Two locations: Virginia Science & Technology Campus and Washington, D.C. Foggy Bottom Campus
- Three premier skills and simulations labs
- International engagements include Ecuador, Haiti, Singapore, and Thailand
- Guaranteed admission agreements with Virginia Community College System and Montgomery College in Maryland
- Sponsored research and projects in health policy, aging, online learning, interprofessional education and more
- Phi Epsilon Chapter of Sigma Theta Tau International
- Top-ranked school with comparatively low tuition

## ACCREDITATION

The baccalaureate degree in nursing, master's degree in nursing and Doctor of Nursing Practice and the post graduate APRN certificates at the George Washington University School of Nursing are accredited by the Commission on Collegiate Nursing Education. <http://www.aacn.nche.edu/ccne-accreditation>

Also, the BSN program is approved by the Virginia Board of Nursing, and the MSN and Post Master's APRN certificate programs are approved by the District of Columbia Board of Nursing.

## STUDENTS

Students are our greatest asset. More than 800 students are enrolled at GW SON. Of these, about 550 are in online programs and located across the country and internationally, and another 250 students are at our Virginia Science and Technology campus.

Following is the enrollment distribution:

- 29% in BSN Program
- 50% in MSN Program
- 16% in DNP Program
- 5% in Certificate Program

About 40% of students this year are male or underrepresented minorities.

Committed to student success, GW SON offers student mentoring and writing and ESL initiatives.

## FACULTY

The paramount strength of GW SON is our exceptional faculty who are involved in scholarship, policy work, research and clinical practice that shapes the nursing profession and health care as a whole.

GW SON has more than 58 full- and part-time faculty members and more than 300 clinical preceptors. Our faculty seek to enhance the educational experience and the health care landscape, whether teaching a class, mentoring a student, developing a new program, addressing health policy, or conducting research.

The GW SON faculty put students first and is dedicated to teaching excellence.

## RANKINGS

GW SON earns top ratings from *US News & World Report*.

GW SON's online MSN program is ranked number 13 out of more than 130 programs nationwide.

GW SON is ranked in the top 25% of graduate nursing schools.

This national recognition illustrates our commitment to meet nurses' demand for flexible and creative online learning opportunities.





## PARTNERSHIPS

GW SON has flourishing partnerships and collaborations – within the university, locally, nationally and internationally. These include:

- Alice Lee Centre for Nursing, National University of Singapore
- Ashby Ponds Retirement Community
- Children’s National Medical Center
- Commonwealth of Virginia Community College System
- GW Graduate School of Education and Human Development
- GW Hospital
- GW School of Business
- HCA Health System
- Inova Health System
- Loudoun County Public Schools
- MedStar Health System
- Montgomery College
- Sae-A Trading Co., Ltd.
- Shenandoah University
- Thammasat University, Thailand
- Washington D.C. Area Geriatric Education Center Consortium
- Virginia Community College System
- Virginia Hospital Center

## INTERNATIONAL ACTIVITIES

Improving the health and well-being of people and communities worldwide is important to GW SON. This global outlook is rooted in both the school and university’s strategic plans, and is reflected in the growing array of overseas programs for nursing students.

Students, faculty and staff volunteer in schools and community clinics in Haiti and Ecuador several times a year. Our efforts have quickly and strategically broadened beyond the Western Hemisphere as well, including relationships with nursing schools in Thailand and Singapore.

In addition, faculty members have conducted research, delivered papers, and presented other scholarly work in South Africa, Australia, Scotland, Finland, the Netherlands and beyond.

## COMMUNITY SERVICE

Service to the community is important to GW SON. The faculty provides service through clinical practice, volunteer service and scholarly activities. Our students participate in community service in myriad ways, including health education and first aid at youth camps, health screenings, health education and first aid teams at athletic and community events, among other activities.

## SKILLS & SIMULATION LABORATORIES

The skills and simulation laboratories are sophisticated learning environments. These are among GW School of Nursing’s most esteemed features.

Currently, with 10,000 square feet of lab space, 30 mock hospital bed stations and exam areas, a home health studio apartment, and birthing and pediatrics simulations, nurses-in-training experience life in a hospital long before their first clinical experience. In the labs, student develop competencies in multiple simulated health care settings that cross the human life span.

The labs are home to 30 simulated (mannequin) patients ranging in age from infant to adult, and displaying conditions from stagnant to high-fidelity. The mannequins, who have names, personal histories and lifelike features such as pulse, voice, blinking eyes and spurting blood, have physiologically accurate responses to the care provided by students.

Additional equipment such as IV pumps, EKG monitors, medication carts, crash carts, and isolation carts add to the reality of the learning space. This presents a sophisticated hospital simulated environment, a “virtual hospital,” in which students synthesize didactic and clinical knowledge as they transition into professional practice.

Work in the skills and simulation laboratories is integrated throughout the Accelerated and Veterans BSN options, with Basic Learning and Skills Training (BLAST) in various clinical specialties through to the graduate level, where live patient actors provide dynamic simulated learning experiences particularly around enhancing communication skills with patients across health care environments (e.g., hospital, clinic, home health, senior living).

The George Washington University does not unlawfully discriminate against any person on any basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law, including without limitation, race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity or expression. This policy covers all programs, services, policies, and procedures of the university, including admission to education programs and employment.

# School of Nursing

THE GEORGE WASHINGTON UNIVERSITY

**VIRGINIA SCIENCE AND TECHNOLOGY CAMPUS INNOVATION HALL**

45085 University Drive / Suite 201 / Ashburn, VA 20147-2604 P 571.553.4498

**FOGGY BOTTOM CAMPUS**

2030 M Street, NW / Suite 300 / Washington, DC 20036 P 202.994.7901

Email [nursing@gwu.edu](mailto:nursing@gwu.edu) Website [www.nursing.gwu.edu](http://www.nursing.gwu.edu) Twitter @GWnursing

Facebook /GWnursing Instagram @GWnursing YouTube GWSchoolofNursing

# GW Nursing at Home and Around the World

## Interprofessional Medical Mission Treats Thousands in Haiti

Last November, in a Haitian school turned temporary clinic, GW School of Nursing (SON) students had one of the most memorable experiences of their nursing education.

The three graduate students and five Accelerated BSN students—led by SON faculty members Carol Lang, associate director of international nursing programs, and Joyce Pulcini, director of global and community initiatives—joined an international medical mission team to help provide health and medical services and make a lasting contribution to the local population's health care education. The interprofessional team included nursing students and faculty, registered nurses, nurse practitioners, physicians, pharmacists, a radiologist, administrative staff and a social worker.

During their trip—the second in partnership with medical missions conducted by the South Korean Pusan National University Yangsan Hospital (PNUYH) and sponsored by Sae-A Trading Co., Ltd.—nearly 3,000 patients were referred to the clinic to receive medical care and health education.

Shasta Stevens, an adult-geriatric primary care nurse practitioner student who is

now enrolled in the Doctor of Nursing Practice program, said that “working with an interprofessional team allowed for an amazing collaboration of health care providers across the globe. Keeping in mind half the providers did not speak the other's native language, we were able to provide excellent patient care using limited resources.”

While a major focus of the missions is medical treatment, health education is equally important to the providers and the patients. For earlier missions to Haiti, SON students and faculty designed health promotion posters and handouts, which were translated into Haitian Creole and made available in the clinic. This year, Dr. Lang and GW's eDesign team collaborated to produce a unique animated educational video aimed at reducing transmission of chikungunya disease, a mosquito-borne virus. The video has now been viewed by thousands of people in Haiti.

The temporary clinic—staffed by providers from SON and PNUYH—is the result of a partnership developed between the two universities with the support of Sae-A Trading Co., Ltd., a South Korean-based global company that operates a network of garment factories around the

world, including one in Haiti's Caracol Industrial Park. The park was developed following the disastrous 2010 earthquake in Haiti as part of an effort by the U.S. Department of State, U.S. Agency for International Development and Haitian government to rejuvenate the Haitian economy. The park now employs more than 6,000 workers. One of its anchors is the Sae-A textile factory and primary school Sae-A opened to provide free education to 200 Haitian students, many of whom have parents working in the park.

GW entered into the partnership as a result of a mutual commitment to health education and Haiti shared by President Steven Knapp and Sae-A founder and Chairman Woong-Ki Kim, the father of GW graduate Saila Kim, BA '14. The School of Nursing was called upon to explore a medical partnership with Sae-A, and in August 2014 and November 2015, the first of the partnership missions were undertaken with PNUYH. An additional partnership with Project Medishare supported SON medical missions to Haiti in January and March 2015.

“These mission trips are life changing, not just for the people we help but for us too,” said Jennifer Mendrysa, who earned an MSN degree from SON last year. “They forced me out of my comfort zone, and I really saw how much I could do with very little medicine or technology. The people were so grateful we were there and were so kind.” *GW*

Interprofessional  
Medical Mission  
THIS PAGE



Virginia Health Care  
P. 28



Financial Incentives  
Research P. 29



After the Eye  
of the Storm  
P. 32







From left to right, Virginia Secretary of Health and Human Resources William Hazel; GW SON Dean Pamela Jeffries; President and CEO of Virginia Hospital and Healthcare Association Sean Connaughton, and Director of the Inova Center for Personalized Health Brian Hays participate in a July panel about the evolving world of healthcare.

## SON Dean and Faculty Assess Virginia Health Care

A School of Nursing white paper, “Health Care Transformation: Opportunities for a Healthier Virginia,” served as an important handout and support to presentations at the “2015 State of Healthcare in the Commonwealth,” hosted by the Fairfax County Chamber of Commerce.

Prepared by Dean Pamela Jeffries, Senior Associate Dean Mary Jean Schumann, Associate Dean Billinda Tebbenhoff and Research Instructor Edward Salsberg, the paper identified three major areas of opportunity for Virginia to improve health and access to health care:

- + Improve access and efficiency by allowing health professionals, such as nurse practitioners (NPs), physician assistants (PAs), pharmacists and dental hygienists to practice in a manner consistent with their educational preparation and skills through removal of unnecessary statutory and regulatory barriers.
- + Promote the further development and implementation of telemedicine to improve access in rural and underserved areas, leveraging high-tech expertise in Virginia and creating new business opportunities.
- + Strengthen behavioral and mental health and substance abuse services to address the current service gaps that contribute significantly to health care costs and suffering.

According to Dr. Jeffries and her colleagues, “This may be the best opportunity in decades to offer higher quality care to more Americans at a reasonable cost.”

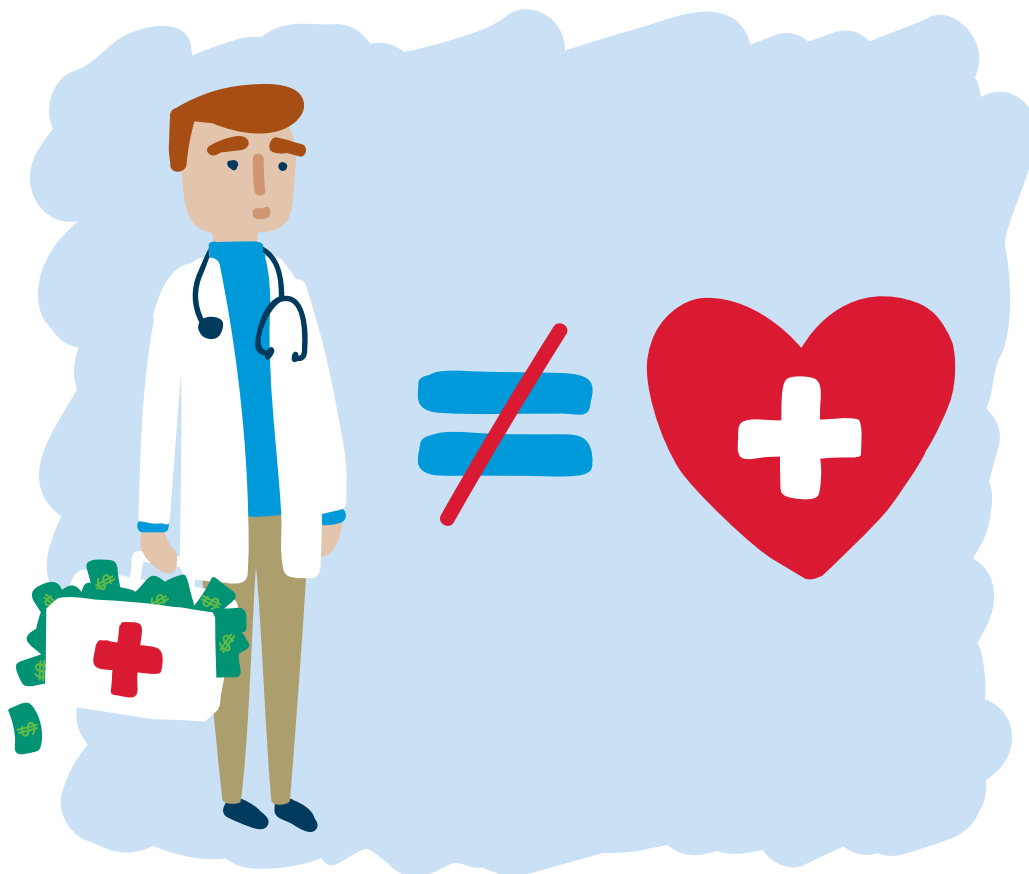
At the July event, which occurred on the 50th anniversary of the enactment of Medicare and Medicaid, a keynote by William Hazel, Virginia secretary of health and human resources, focused on changes in health care as the Affordable Care Act is implemented, specifically outlining why Virginia should participate in Medicaid expansion.

His remarks were followed by a panel concerning the evolving world of health care presented by Dr. Jeffries; Sean Connaughton, president and CEO of Virginia Hospital and Healthcare Association; and Brian Hays, director of the Inova Center for Personalized Health. Dr. Jeffries reinforced the recommendations of the white paper, highlighting the cooperative nature of Virginia health care agencies. “This willingness to share and collaborate ... puts the commonwealth in a good position as it faces future challenges,” she said. *GW*



## Financial Incentives Research Receives Local and National Exposure

*Paying physicians more for quality care is no “magic bullet” for improving the health care system, according to a Milken Institute School of Public Health policy seminar presentation by SON Associate Dean for Research Jessica Greene.*



In “A Delivery System’s Experience with a Very Large Pay for Performance Compensation Model,” Dr. Greene outlined her study examining the experience of primary care providers (PCPs) practicing at Fairview Health Services, a Pioneer Accountable Care Organization in Minnesota. Her key findings were published in a 2015 issue of *Health Affairs*.

“This research highlights just how complicated it is to effectively reform primary care provider payment,” Dr. Greene said. “While the idea of paying more for higher quality care is very appealing, the large pay-for-performance incentive was not as effective as the designers had hoped it would be.”

For three and a half years, 40 percent of PCPs’ base compensation was determined by quality performance on five

metrics assessed at the clinic level. The evaluation included conducting in-depth interviews, online surveys and analysis of administrative data. Under the very large pay-for-performance incentive, quality improved but not more than what was observed in other delivery systems in Minnesota.

Dr. Greene explained, “Lower-performing providers substantially improved their quality performance, and since they disproportionately treated lower-income patients, the gap in quality between providers treating higher and lower income patients narrowed.” However,

Dr. Greene noted, there was little impact on patient centeredness, the number of patients seen dropped and, for most PCPs, job satisfaction decreased.

“While the idea of paying more for higher-quality care is very appealing, this study adds to a growing literature that pay-for-performance incentives are not a ‘magic bullet’ for addressing quality deficiencies in our health care system,” Dr. Greene concluded.

The July seminar was the fifth in the GW Health Policy Dialogue Series, sponsored by the Jayne Koskinas Ted Giovanis Foundation for Health and Policy. [GW](#)



Read the article at <http://content.healthaffairs.org/content/34/4/673.abstract>

# SON Brings GW Nursing to the World— 2015

*SON faculty, students and staff saw another year of presentations, consultations and educational visits throughout the world and here at home. Hundreds of workshops and panels were conducted, posters presented, consultations provided, medical missions undertaken, speeches and talks given—all sharing the expertise and professional commitment to excellence of GW Nursing.*

*Take a tour of a few of the year's highlights on the map to the right.*



**1 Las Vegas, Nev., U.S.** At the November 2015 Sigma Theta Tau International conference, SON hosted a wine reception. Numerous faculty presented papers and participated in workshops, including the panel “Motivated Strategies for Learning in Accelerated Second Degree Bachelor of Science in Nursing Students,” led by assistant professor **MALINDA LEE WHITLOW** and featuring assistant professors **MAJEDA M. EL-BANNA** and **BILLINDA TEBBENHOFF** and research professor **KAREN FRASER WYCHE**.

**2 New Orleans, La., U.S.** At the American Association of Nurse Practitioners (AANP) conference in June, assistant professors **ARLENE PERICAK**, **LINDA BRIGGS** and **ERIN ATHEY** presented the poster, “Autonomy and Job Satisfaction Among Nurse Practitioners.” **LAURA PADUANO, DNP '14**, presented a poster on her capstone, “Improving Care Transitions for CHF Patients in Post-Acute Care Settings.”

**3 Orlando, Fla., U.S.** DNP student **SARA SAGHIR** was selected to present her capstone project at the August meeting of the National Association of Community Health Centers.



**4 Traverse City, Mich., U.S.** Associate professor **KIM ACQUAVIVA** and colleagues presented “Working Smarter, Not Harder: An Interactive Workshop on Turning Excellent Teaching into the Scholarship of Teaching and Learning” at the Lilly International Conference on College and University Teaching and Learning last summer.

**5 Fairfax and Madison, Va., U.S.** In July, SON students, faculty and staff provided first aid at Fairfax’s World Police and Fire Games and at Madison’s Camp Dogwood where underserved youth work on positive self-esteem.

**6 Washington, D.C., U.S.** SON sponsored the third annual Leadership Luncheon at the October meeting of the American Academy of Nursing. The luncheon featured **SHEILA BURKE**, an adjunct lecturer in public policy at the Harvard John F. Kennedy School of Government, where she previously served as executive dean.

**7 Leogane, Haiti** Assistant professor **MAYRI SAGADY LESLIE** consulted with the faculty at Université Episcopale d’Haïti - Faculté des Sciences Infirmières (FSIL) while attending the 10th graduation of this BSN program in January 2015.

**8 Ecuador** During spring break 2015, Accelerated BSN students and faculty traveled to numerous sites in Quito and rural Ecuador to work in clinics.

**9 Santiago, Chile** Dean **PAMELA JEFFRIES** served as keynote speaker at the Latin American Congress of Clinical Simulation in November.

**10 Manchester, United Kingdom** Assistant professor **CAROL LANG** presented “Building New Relationships in Mental Health Nursing” at the Royal College of Nursing 21st International Psychiatric Nursing Research Conference.

**11 London, United Kingdom** Assistant professors **BRENDA SHEINGOLD** and **SANDRA DAVIS** participated in the panel “Use of Curated Conversations from an Online Oncology Support Forum to Teach Caregiver Care to Nurse Practitioner Students: A Pilot Study” at the 2015 Clute International Business Conference in January.

**12 Seoul, South Korea** At the International Council of Nurses in Seoul last summer, professor **JOYCE PULCINI** co-presented “International Survey on the Advanced Practice Role in Latin America and the Caribbean,” a collaborative project with the Pan-American Health Organization, and served as panel presenter for the International Nurse Practitioner/Advanced Practice Nursing Network on “Advanced Practice Nursing in the United States.”

**13 Bangkok, Thailand** Associate professor **CHRISTINE PINTZ** visited Thommasat University in Thailand in September to teach and consult on their PhD and NP programs.

**14 Singapore** Associate professor **JOYCE HAHN** presented the keynote, “Global Health Care: Implications for Nursing,” at the Worldwide Nursing Conference in June.



## International Visitors Bring the World to SON



**South Korea** Students from Ewha Women’s University were among the first visitors to SON in 2015.

**Germany** FRIEDRICH-WILHELM NEHL, counselor for science and technology at the Embassy of the Federal Republic of Germany, toured the Virginia Science and Technology Campus (VSTC) and skills and simulation lab in February 2015.



**Haiti** EVENS JOICIN and YOLA CLERVIL, faculty members from Université Episcopale d’Haïti - Faculté des Sciences Infirmières (FSIL), visited GW SON in May, shadowing nurses at the George Washington University Hospital and furthering the SON partnership with the Haitian nursing school.



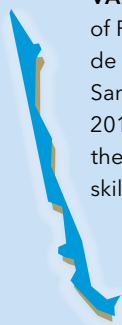
**China** Delegations from the People’s Republic of China Yancheng Institute of Health Sciences in the Jiangsu province and hospitals in the Zhejiang province met with SON leaders and toured the skills and simulation lab while visiting VSTC during 2015.



**Tanzania** BIBIANA MWALUKO, dean of the School of Nursing at St. John’s University of Tanzania, met with SON faculty in July.



**Chile** BERNARDITA TRONCOSO VALENZUELA, professor and coordinador of Práctica Avanzada de Enfermería, Escuela de Enfermería, Universidad de los Andes in Santiago, visited the SON in September 2015, meeting with graduate faculty from the Foggy Bottom Campus and touring the skills and simulation lab at VSTC.



## Alums Go Global

### *After the Eye of the Storm*

Saipan, the island called “the most beautiful place in America you’ve never heard of” by the *Huffington Post*, offers residents and visitors the lifestyle of a tropical paradise. Located just north of the more widely known U.S. territory of Guam, this little-known Eden is the largest island in the archipelago chain that makes up the U.S. Commonwealth of the Northern Mariana Islands.

For Shawna Brennfleck, a 2013 SON family nurse practitioner graduate, its perfect climate was idyllic—until the day in early August 2015 when Typhoon Soudelor passed directly over the island before ripping through Asia, focusing its fury on Taiwan, then China and finally the eastern Pacific. Considered one of the most intense cyclones of the year, Soudelor devastated Saipan and left its 55,000 residents in a state of disaster and without water and electricity for weeks.

Despite having no power for more than two months at her home in a small community where many lost their homes and all of their belongings in the storm, Ms. Brennfleck spent the following weeks working long hours in the emergency room of Saipan’s only hospital. When not working, she volunteered with doctors, nurses, physician assistants and nurse practitioners from the hospital to do community outreach at the shelters and villages, and joined an organization called United 4 Saipan to help deliver water, food and essential survival materials to the more remote and most affected villages.

“We saw a lot of respiratory illnesses, both acute and chronic,” said Ms. Brennfleck. “So many people lost their chronic meds in the storm or simply stopped taking them as they became less of a priority during such a difficult time. This led to a lot of exacerbations of chronic illnesses such as COPD [chronic obstructive pulmonary disease] and CHF [congestive heart failure]. As you can imagine, there were also a lot of injuries during recovery and cleanup.”

Ms. Brennfleck, who went to Haiti on one of the early SON trips, now practices in both the hospital emergency room and the children’s clinic, which she describes as “the only clinic on the island staffed with pediatricians (or me!),” adding that other clinics on the island are private and do not specialize.

She now reports that with power and water finally restored, hundreds of displaced persons are able to leave emergency shelters for temporary and permanent housing, and the Pacific paradise is beginning to return to normal. [GW](#)

**Aerial view of the aftermath of Typhoon Soudelor on Saipan in August 2015**





MEDSTAR HEALTH NURSING

*congratulates*

our academic practice partner,  
**George Washington  
University School of Nursing,**  
on your special **fifth anniversary.**

We applaud your vision to drive innovation and improvements in health care through the education of compassionate nurses, esteemed educators and researchers, entrepreneurial leaders, and influential policy experts.



MedStar Health

[MedStarNursing.org](http://MedStarNursing.org)

# Faculty, Student and Staff News

## Nurse Innovator Recognized for Building Healthier, More Equitable Community

GW SON DNP student Laure Marino is one of 10 nurses honored with the Culture of Health: Breakthrough Leaders in Nursing award for their innovative approaches to improve health and health care in their communities.

Ms. Marino, a family/geriatric nurse practitioner with 18 years of practice, recently launched a fully integrated primary care center, the only facility of its kind in the southern part of West Virginia. As the director of the Primary Care Center at Process Strategies in Charleston, she leads an interdisciplinary team of nurses, social workers, clinical psychologists, physicians and pharmacists to promote wellness and manages acute and chronic medical conditions of those with serious behavioral health issues.

Among her efforts to serve the needs of her patients are the establishment of a nearby

bus stop and the creation of a smoking cessation program. She worked with the Charleston Transit Authority to locate a bus stop within easy walking distance of the clinic, making it easier for patients to access its health care services. And knowing the high rate of tobacco use and the resulting health problems in the community, she developed the cessation program to address and manage these problems among her patients.

The Culture of Health: Breakthrough Leaders in Nursing award is presented annually by the Future of Nursing: Campaign for Action, a joint initiative of AARP, the AARP Foundation and the Robert Wood Johnson Foundation. Through their Action Coalitions in 50 states and the District of Columbia, the campaign works to implement the Institute of Medicine's evidence-based

recommendations on the future of nursing.

Ms. Marino, who has been involved with the West Virginia Action Coalition since its beginning, says, "As a primary care provider for many years in West Virginia, I am acutely aware of health disparities in Appalachia." She now serves as co-lead for its leadership team and continues to work for improved access and care statewide. "I'm honored, excited and passionate about improving the lives of our clients who struggle with low literacy, unemployment and a high chronic disease burden." [GW](#)

---

Learn more at [www.campaignforaction.org](http://www.campaignforaction.org).  
Follow the Campaign for Action on Twitter at [@Campaign4Action](https://twitter.com/Campaign4Action) and on Facebook at [www.facebook.com/CampaignForAction](https://www.facebook.com/CampaignForAction).





## Associate Dean Receives GW VALOR Excellence Award

Billinda Tebbenhoff's commitment to helping military veterans pursue nursing education has earned her GW's prestigious VALOR Excellence Award.

Coordinated by the GW Office of Military and Veterans Affairs and presented by Vice Admiral (ret.) Mel Williams Jr., the VALOR award recognizes GW community members who provide exceptional support to GW military members, veterans and their families. Admiral Williams called Dr. Tebbenhoff's contributions to veterans' education "extraordinary."

As SON associate dean for undergraduate studies and the project manager of the \$1 million Health Resources and Services Administration (HRSA) grant that funded the Veterans BSN option, Dr. Tebbenhoff has been the leader in launching the Veterans BSN option and career ladder program.

The option, which provides military veterans an opportunity to earn a Bachelor of Science in Nursing (BSN) as efficiently as possible and transition into civilian nursing careers, is distinctive from those offered at other schools of nursing. Unlike most programs for veterans, applicants need not have previous medical experience or a baccalaureate degree, and receive academic credit for their military training and experience. After evaluation, each accepted veteran has an Individualized Road Map program of study,

tailoring the education to his or her needs.

"These students will have different levels of experience, and each will have received different training depending on their assignments. It's all valuable and will enable them to be stellar nurses, but our job is to bring them up to the standard required of a BSN-prepared nurse," Dr. Tebbenhoff said.

The program is located at GW's Virginia Science and Technology Campus and is designed for honorably and generally discharged service members, including reservists who live in the Washington, D.C. metro area (D.C., Virginia, Maryland). GW's first cohort of Veterans BSN students began in January 2015, with new cohorts beginning each fall and spring semester. [GW](http://nursing.gwu.edu)

## SON Congratulates and Thanks Faculty, Staff

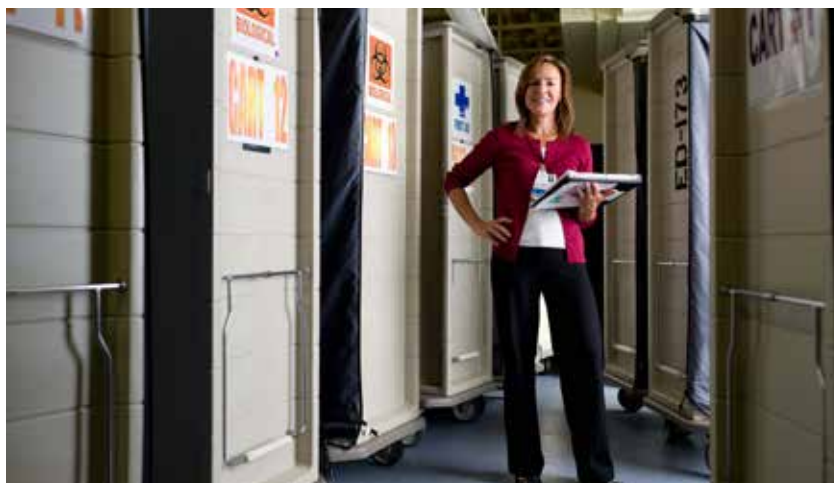
*Congratulations and farewell* to former Director of Finance **KATE BRANNON** who has advanced to a new opportunity with the GW Graduate School of Education and Human Development (GSEHD). Ms. Brannon joined GW in 2002 and has more than 13 years of experience working in financial management. She had been the GW SON finance director since 2011 and served on the School of Nursing formation committee.

*Special thanks to:*

**MARY JEAN SCHUMANN** for her remarkable service as interim dean of nursing after the departure of SON founding dean Jean Johnson. Under Dr. Schumann's guidance and leadership, the SON earned the full 10-year Commission on Collegiate Nursing Education (CCNE) accreditation of its undergraduate and graduate programs. She has now returned to her former position as senior associate dean for academic affairs.

**STEPHANIE WRIGHT** who served as interim senior associate for academic affairs from January through June 2015. During those six months, she led the school's academic programs and worked with the interim dean on preparations for the school's CCNE site visit. Dr. Wright's insights and contributions during this time were valuable and very much appreciated.

The Branding Work Group established to explore the GW SON brand: **BILLINDA TEBBENHOFF, CHRISTINE PINTZ, ERIN JULIUS, JESSICA GREENE, JOANN CONROY, KATE MALLIARAKIS, MARY (WARING) PEARCE, MARY JEAN SCHUMANN, PAM SLAVEN-LEE and PETER HART.**



## GW SON Graduate Student Named Inova Fairfax CNO

Ann Marie Madden, a GW School of Nursing Doctor of Nursing Practice (DNP) student, is the new Inova Fairfax Hospital chief nursing officer for adult services.

Named in July to the position, Ms. Madden assumed the responsibilities in August. She oversees the adult nursing care provided in the emergency room, operating rooms, ICUs and other areas.

"I went into nursing because it was a vocation of mine to help people. The rewards were internal and core to my beliefs," Ms. Madden said.

Prior to joining Inova, Ms. Madden was the assistant vice president for nursing operations for MedStar Heart and Vascular Institute and chief nurse executive. While at MedStar Washington

Hospital Center, she worked as a clinical nurse specialist, a clinical supervisor, senior nursing director for critical care in neurosciences and as director of grants, contracts and education before becoming an assistant vice president.

Despite having 35 years in health care already on her resume, Ms. Madden is enrolled in GW SON's DNP and expects to graduate in May. Although she is Nurse Executive Advanced-Board Certified (NEA-BC), she knew it was "imperative" to add a doctorate to her portfolio. She chose GW SON's DNP program—which is offered online—because she heard from colleagues the GW SON faculty was "very supportive and encouraging," Ms. Madden said.

"Ann Marie is an excellent student who has exemplified leadership and team work as a DNP student," said Deborah Chapa, director of the DNP program. Ms. Madden's DNP capstone project will focus on nurse staffing ratios and promises to inform nursing practice.

"The excitement and energy of the health care environment drives me," Ms. Madden said. [GW](#)



## News In Brief

Professor **JOYCE PULCINI** is working with colleagues at the **Pan American Health Organization (PAHO)** to examine and further develop advanced practice nursing in Latin America and the Caribbean. Their work furthers one of PAHO's resolutions, passed in 2013, which focuses on increasing access to qualified health workers in primary care-based health systems. The resolution specifically calls for increasing the number of advanced practice nurses (APNs) in these systems.

**EDWARD SALSBERG**, a research instructor at SON and director of health workforce studies in GW's Health Workforce Institute, published in the September issue of *Academic Medicine* an article titled, "Is the Physician Shortage Real? Implications for the Recommendations of the Institute of Medicine Committee on the Governance and Financing of Graduate Medical Education."

**MARY JEAN SCHUMANN**, senior associate dean for academic affairs, received the Outstanding Pathfinder Award from the **Maryland Nurses Association**. She was recognized for having "always maintained her roots in practice. Even while leading policy development and implementation she practiced as either a nurse practitioner or an

on-call acute care and home care nurse. She felt that her credibility in the policy arena was tied to currency in practice."

**Virginia Nurses Foundation** honored assistant professor **MALINDA WHITLOW** as a "40 Under 40" Virginia nurse. Clinical instructor Becky Mance received an honorable mention in the competition that seeks out and recognizes young nurses in the commonwealth who have significantly impacted the profession through professional practice and leadership.

Professor **KAREN WYCHE** has been named an associate editor of the forthcoming book series "APA Handbook of the Psychology of Women."



Acting Director of Student Services and Admissions **MARY WARING** married Patrick Pearce, a firefighter, on Sept. 22, 2015, at Makapu'u Beach in Oahu, Hawaii. The fireman's ax was a traditional gift presented by friends of the couple.

# GW SON WANTS YOU

## WE NEED PRECEPTORS!

The GW Nurse Practitioner programs are **seeking nurse practitioners (NP) to serve as preceptors** and help us prepare the next generation.

If you have been working as an NP for at least one year, and are interested in becoming a preceptor for the GW School of Nursing, send an email to [sonprecept@gwu.edu](mailto:sonprecept@gwu.edu).

**Benefits** of being a preceptor:

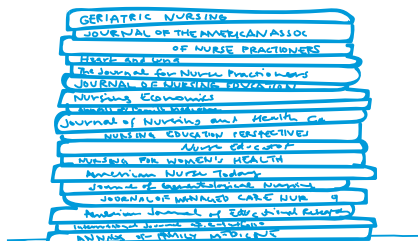
- Preceptors can apply to a courtesy faculty position that allows you access to the GW Himmelfarb Library
- Precepting students counts toward renewing your NP certification

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

# Faculty Publications—2015

*SON faculty and graduate students published hundreds of scholarly articles, monographs and chapters in a wide range of professional publications and books during 2015.*



**A few of the articles and editorials with faculty as lead authors—**

**KIM ACQUAVIVA** and L. Krinsky, “Bridging politics, policy, and practice: Transforming healthcare in Massachusetts through the creation of a statewide commission on LGBT aging.” *Geriatric Nursing*, November-December.

**ERIN ATHEY** and **M. LESLIE**, **L. BRIGGS**, **J. PARK**, **N.L. FALK**, **A. PERICAK**, **M. EL-BANNA**, **J. GREENE**, “Autonomy and job satisfaction among nurse practitioners.” *Journal of the American Association of Nurse Practitioners*, August.

**DEBORAH CHAPA** and B. Akintade, E. Friedmann, S.A. Thomas. “Gender differences and health outcomes for patients with atrial fibrillation: A systematic review.” *Heart and Lung*, February.

**SANDRA DAVIS** and **D. CHAPA**. “Social determinants of health: Knowledge to effective action for change.” *The Journal for Nurse Practitioners*, April.

**MAJEDA EL-BANNA** and **L. BRIGGS**, **M. LESLIE**, **E. ATHEY**, **A. PERICAK**, **N. FALK**, **J. GREENE**. “Does prior RN clinical experience predict academic success in graduate nurse practitioner programs?” *Journal of Nursing Education*, April.

**NANCY FALK** and K.F. Garrison, M.M. Brown, J. Bocchino, **C. PINTZ**. “Strategic planning and Doctor of Nursing Practice education: Developing today’s and tomorrow’s leaders.” *Nursing Economics*, September-October.

**JESSICA GREENE** and **E. KURTZMAN**, J. Hibbard, V. Overton. “Working under a clinic-level quality incentive: Primary care clinicians’ perceptions.” *Annals of Family Medicine*, May.

**JOYCE HAHN**. “Global health care: Implications for nursing.” *Journal of Nursing and Health Care*, November.

**PAMELA JEFFRIES.** "Reflections on clinical simulation: The past, present, and future." *Nursing Education Perspectives* [invited editorial], September-October.

**JEAN JOHNSON** and K. Drenkard, **E. EMARD**, K. McGuinn. "Leveraging quality and safety education for nurses to enhance graduate-level nursing education and practice." *Nurse Educator*, May.

**MAYRI LESLIE.** "Perspectives on implementing delayed cord clamping." *Nursing for Women's Health*, April-May.

**BEVERLY LUNSFORD** and **L. WILSON.** "Assessing your patients' risk for falling." *American Nurse Today*, July.

**KATHLEEN MALLIARAKIS.** "Managing heroin addiction in an outpatient setting: A case study." *Journal of Gerontological Nursing*, November.

**JEONGYOUNG PARK.** "Use of hospitalists and office-based primary care physicians' productivity." *Journal of General Internal Medicine*, May.

**ARLENE PERICAK.** "Diagnosing attention-deficit hyperactivity disorder using the DSM-5 criteria." *The Journal for Nurse Practitioners*, February.

**Laurie Posey** and M. Plack, R. Snyder, M. Feur, P. Dinneen, A. Wiss. "Developing a pathway for an institution wide e-portfolio program." *International Journal of ePortfolio*, January.

**NANCY RUDNER.** "Transformation: The future of nursing and managed care." *Journal of Managed Care Nursing*, July.

**KAREN WHITT**, C. Macri, T. O'Brien, **S. WRIGHT.** "Improving nurse practitioners' competence with genetics: Effectiveness of an online course." *Journal of the American Association of Nurse Practitioners*, June.

**KAYLA WRIGHT** and **S. DAVIS.** "Student feedback to enhance student support services in a Blackboard community: A quality improvement project." *American Journal of Educational Research*, August.



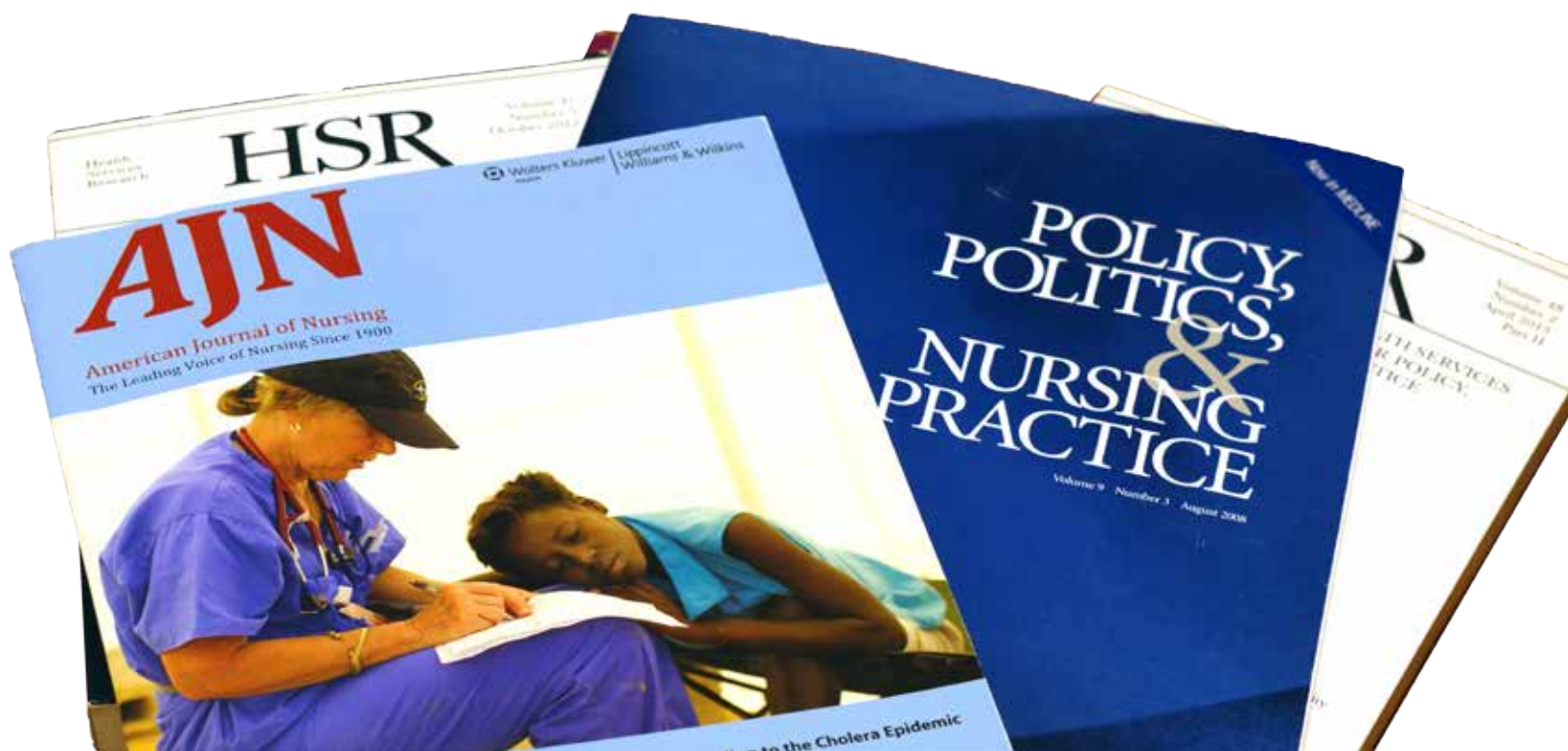
### A sampling of book chapters and monographs by faculty—

**LINDA BRIGGS.** "Acute coronary syndrome." *The Advanced Practice Nurse Coronary Clinician*. New York, N.Y.: Springer.

**PAMELA JEFFRIES.** *The NLN Jeffries Simulation Theory: a Monograph*. Philadelphia, Pa.: Wolters Kluwer.

**Joyce Pulcini** and M. Hart. "Policy and politics for nursing and health care." *Financing Health Care in the United States* (7th Ed.). Philadelphia, Pa.: W.B. Saunders.

**KAREN WYCHE.** "Womanist Research." *Womanist and Mujerista Psychologies: Voices of Fire, Acts of Courage*. Washington, D.C.: American Psychological Association Press.



# Alumni News



Spotlight On...

## Pippa Morse, GW Alumni Association

*Meet Phillipa (Pippa) Morse BSN '14, the School of Nursing representative member of the GW Alumni Association (GWAA) Board of Directors. Through a brief Q & A with GWNursing (GWN), she shares her background, passion for nursing, and plans for the future.*

### **GWN: What brought you to GWSON?**

**Ms. Morse:** I am originally from Rockville, Maryland, and being born and raised in Montgomery County, I was exposed to all the area offers in terms of diversity, job opportunities, and being able to professionally engage in the policy and political arena. I chose to do the ABSN program and complete both undergraduate and graduate work during the course of the 15-month program.

### **GWN: Why did you choose nursing?**

**Ms. Morse:** When I graduated in 2011 with a degree in public health science, jobs were scarce in a depressed market. I found work with a contractor to the Department of Energy and supplemented my income by babysitting for a young family member. When my relative developed a very serious form of brain cancer, I saw the strength, patience and kindness with which the nurses cared for her, the immense skill and critical thinking required of them, and the profound fulfillment and joy their work brought them. After spending several months with her at Children's National Medical Center, I was convinced by one of the nurses to apply to a second degree program.

### **GWN: How are you using your nursing degree?**

**Ms. Morse:** Nursing has become not only what I do, but also who I am. GW SON has provided me the foundation for a lifelong passion, and for that I am truly indebted. I am now an intensive care unit nurse at GW Hospital. After graduating from SON, I entered the hospital's critical care internship program and have since trained extensively in neuro, trauma, medical and surgical critical care. I work in our NeuroTrauma unit and have earned certifications in emergency neurological life support, donor resource specialization (for organ procurement), and most recently in the care of patients receiving kidney transplants.



**GWN: Why are you involved in the GWAA Board, and what do you hope to achieve as the SON rep?**

**Ms. Morse:** I am a true believer in the idea that we build upon those that come before us. Our alumni are the foundation that provides the base of knowledge and experience upon which we can grow, innovate, and excel. The GWAA Board has been the voice of alumni on campus for decades. It provides an avenue for alumni input on university matters, and offers countless benefits and services in career development, campus engagement and beyond. Working with the GWAA allows me to connect with the larger university community and to give back to the university that has given so much to me.

As one of GW's newer schools, the SON has an alumni base much smaller and very different than schools with a four-year on-campus degree. Our online graduate school students only come to campus a few times in their entire

GW career; our ABSN students spend their 15-month program on the VSTC (Virginia Science and Technology Campus). These alumni have a different sense of affiliation and engagement with the university.

I hope to be their voice and demonstrate that GWAA offers them the chance to engage with the university and form a partnership toward mutual success. Specifically, I hope to foster a sense of inclusion in the larger GW family by improving awareness of SON achievements and events; engaging with other schools in interdisciplinary collaboration among alumni, students and faculty; and expanding access to the GW online portals offering employment and education advancement opportunities. [GW](#)

---

*To learn more and to get involved, contact Ms. Morse at [pmorse@gwu.edu](mailto:pmorse@gwu.edu)*

---

## Congratulations on your 5 year anniversary from your friends at B-Line Medical

We deeply appreciate our long-standing relationship and collaboration with George Washington University



**B-LINE MEDICAL®**

[www.blinemedical.com](http://www.blinemedical.com)

## Alumni Resources

Our more than 1,400 alumni are a vital part of the School of Nursing community, actively giving back by offering their time, talents and expertise. GW offers a variety of programs and services tailored especially for alumni. We invite you to explore these resources and opportunities and to stay involved with the community.

### Update your information and share your news!

<http://alumni.gwu.edu/update-your-contact-info>


#### Benefits & Services–

Alumni Education Programs,  
Transcripts & Diplomas, Email

<http://alumni.gwu.edu/alumni-benefits>

 @GWAlumni

 /GWAlumni

 The George Washington Alumni Association

#### Events & Programs–

GW Alumni Calendar of Events

<http://alumni.gwu.edu/news-events>

#### News & Updates–

GW Alumni News, Alumni Class Notes

<http://www.gwalumni.org>

#### Connections–

Update Contact Information, Alumni Directory

<http://alumni.gwu.edu/alumni-login>

#### School of Nursing

##### Office of Development and Alumni Relations

45085 University Dr.

Suite 201C

Ashburn, VA 20147

Phone: 571-553-0122

Erin Harkins-Medina

Associate Director for Development

School of Nursing

[ehmedina@gwu.edu](mailto:ehmedina@gwu.edu)

Monica Krzyszczyk

Development and Alumni Relations Coordinator

[monicak@gwu.edu](mailto:monicak@gwu.edu)

## Class Notes

### *Alumni Voices*

**KAREN OTT, DNP '12**, is the director for Policy and Legislation and the Acting Director for Workforce and Leadership in the Office of Nursing Services for the Department of Veterans Affairs (VA). She leads a health care team to create and implement a professional practice culture for 90,000 nursing personnel.

**“The best way to predict the future is to create it.”**

**DANIELLE MELICAN, BSN '14, MSN '15**, works at a small central New Jersey full-scope midwifery practice that provides care for low-risk women and infants. She is one of only three midwives who assist women giving birth at the hospital and in their homes. Her practice also provides well-woman, gynecological and family-planning services.

**“Birth is the great equalizer; women have the ability to be both amazingly strong and utterly vulnerable in the same moment. I support their strength and protect their vulnerability while helping to guide their newborn safely into their arms, and I am so very honored to be able to do it.”**

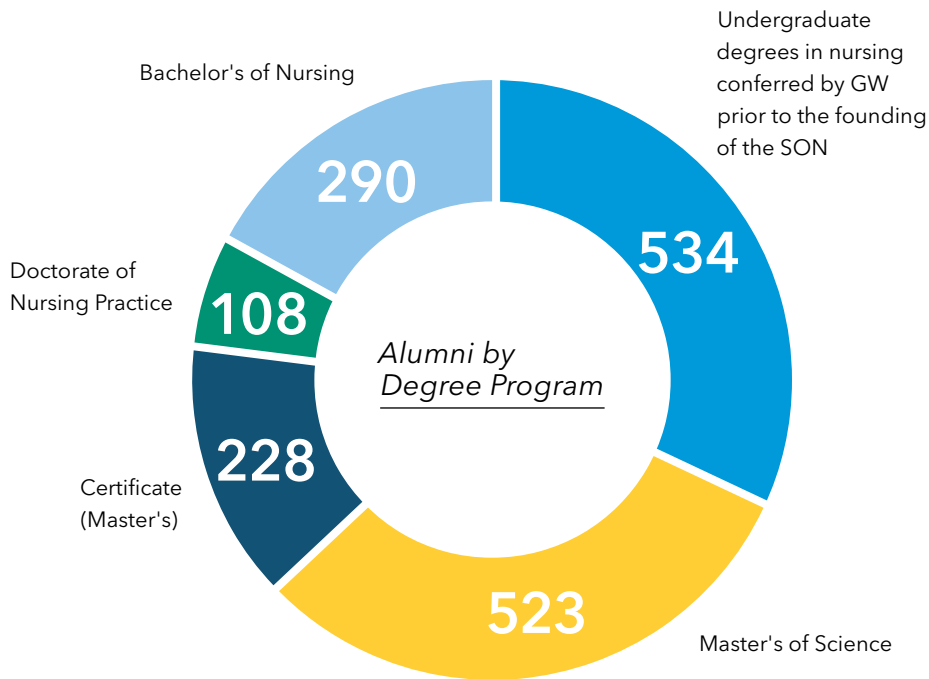
**MARIA LYLES, BSN '15**, a U.S. Navy veteran who retired after 28 years, earned her nursing degree and began her second career with the assistance of the GI Bill and GW's Yellow Ribbon program. Today she is a bedside nurse on the night shift at the Inova Fairfax Heart and Vascular Institute Cardio Vascular Step Down Unit.

**“At CVSDU, each day is as unique as the patient whose status can change with subtle indicators. Thus, critical thinking during each hourly round becomes essential to patient care.”**

**MEAGAN BEYERS, BSN '15**, who now works in the GW Hospital emergency department, recently received the prestigious patient-nominated DAISY Foundation Award for Extraordinary Nurses. The award is given by the Foundation to honor the memory of J. Patrick Barnes who died at age 33 of complications of Idiopathic Thrombocytopenic Purpura. Two hundred organizations throughout the U.S. and abroad present the award in recognition of the 'super-human' work nurses do for patients and families every day.

**“I am glad to know that I can make a difference in my patients' lives, because I know they most certainly make a difference in mine.”**

# Who Are Our Alums and Where Are They Now?



Alumni living in the Washington, D.C. metro area

**452**  
(26.7 percent)

Where all alumni live

**49** states,  
**one** territory,  
(American Samoa)  
**five** countries  
(Canada, Nigeria, Cayman Islands,  
South Korea and South Africa)

Alumni who are current SON faculty

**11**

Assistant Professors

LINDA BRIGGS, DNP '10  
ELLEN FARRELL, DNP '10  
MARJORIE GRAZIANO, DNP '13  
CAMERON HOGG, DNP '15

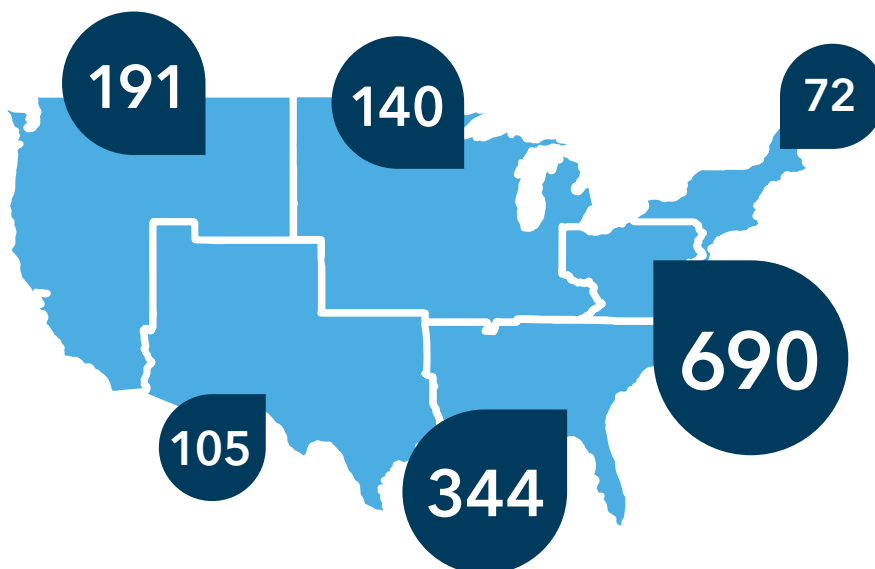
Instructors

PATRICIA DAVIS, DNP '15  
MICHELLE RUMBLE, DNP '15  
WHITNEY SHANLEY, MSN '13

Clinical Instructors

MAGHAN BURGE, MSN '13  
JOANN CONROY, CERT. '14  
GRETCHEN WIERSMA, DNP '15

Locations Reported by Alumni





# *Congratulations*

*to the*

George Washington University School of Nursing  
on *five years* of excellence in education.

The **George Washington University Hospital** is honored  
to have your alumni caring for our patients.

*Help define the future of medicine at GW Hospital.*

**APPLY TODAY:**  
[www.gwhospital.com/careers](http://www.gwhospital.com/careers)



THE GEORGE WASHINGTON  
UNIVERSITY **HOSPITAL**



## New Scholarship Grants Accelerate Second Careers In Nursing

Students pursuing a second career in nursing now have more opportunities for funding a nursing degree.

The recent grants to create the Helene Fuld Health Trust Scholarship and the Johnson-Pawlson Scholarship for Enhanced Quality and Safety bring more than \$840,000 in new funding for students in the SON Accelerated Bachelor of Science (ABSBN) program.

In her acceptance letter to the Helene Fuld Health Trust, founding SON Dean Jean Johnson said the establishment of the scholarship will “support deserving and promising students ... both now and in the future.” The \$650,000 grant, which provides funds for the immediate awarding of scholarships, also creates an endowment to fund future students. Since 1965, The Helene

Fuld Health Trust has awarded grants to leading nursing schools and other organizations that undertake innovative programs designed to develop and expand the professional and leadership skills of nursing students, faculty and administration.

Dr. Johnson and her husband, Greg Pawlson, a GW faculty member and university leader from 1976 through 1999, also have made a major commitment to the ABSBN program through their endowment of the Johnson-Pawlson Scholarship for Enhanced Quality and Safety. The \$190,000 fund will provide one need-based scholarship for an ABSBN student

who demonstrates an interest in patient safety and quality and includes those areas in his or her coursework while in the program. Because their gift to the SON was made through the *Making History* Campaign, GW will provide a matching scholarship equal to the yearly award from the endowment for 10 years.

“Many of our students are already carrying student loan debt from their first bachelor’s,” says SON Dean Pamela Jeffries. “These funds will remove the barriers for several students who have discovered the opportunities and possibilities of nursing.” [GW](#)



Founding Dean Jean Johnson and family at her retirement party.

## And More Scholarships...

A \$100,000 grant from the **Hearst Foundations** will allow the SON to grant need-based scholarships to under-represented students, particularly those from lower incomes and traditionally underserved communities in nursing. The foundations support well-established nonprofit organizations that address important issues in education, health, culture and social service and serve large demographic and/or geographic constituencies. The SON will use the grant to award new and current student scholarship packages ranging from \$2,500 to \$10,000.

The **James M. Johnston Trust** has awarded the SON a one-time grant of \$25,000 for nursing scholarship support. Previous trust grants to the SON include \$10,000 (2013), \$25,000 (2014) and \$35,000 (2015). The Washington, D.C.-based Trust provides grants to higher and secondary educational institutions located in the D.C. metro area and North Carolina for scholarships, training of nurses and faculty salaries.

## School of Nursing to Make History Through Campaign Priorities

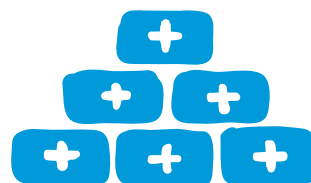
Nearly two years into the *Making History* Campaign, GW has made tremendous progress toward its \$1 billion goal through gifts supporting scholarships, faculty and programs. This momentum enables the university and its schools and units to further focus fundraising efforts on supporting students and faculty.

At the School of Nursing, the important goals of providing scholarships and services to students and advancing faculty research are reflected in two key projects now underway.



### Supporting Veterans

GW boasts a strong portfolio of veterans programs and services. Among them is SON's new Veterans Bachelor of Science in Nursing, an accelerated program that enables military personnel and veterans with medical experience to apply their skills to new careers. Gifts provide scholarships, offset living and childcare expenses, and support the attendant services our veterans need to transition to civilian life.



### Building Research

Strong nursing schools with powerful research operations can more effectively meet the health care needs of communities around the world. Dean Jeffries aims to bolster faculty research at SON by raising funds for more endowed professorships and creating a much-needed doctoral program. Gifts will support research that improves nursing practice nationwide and enhances the learning experience for students.

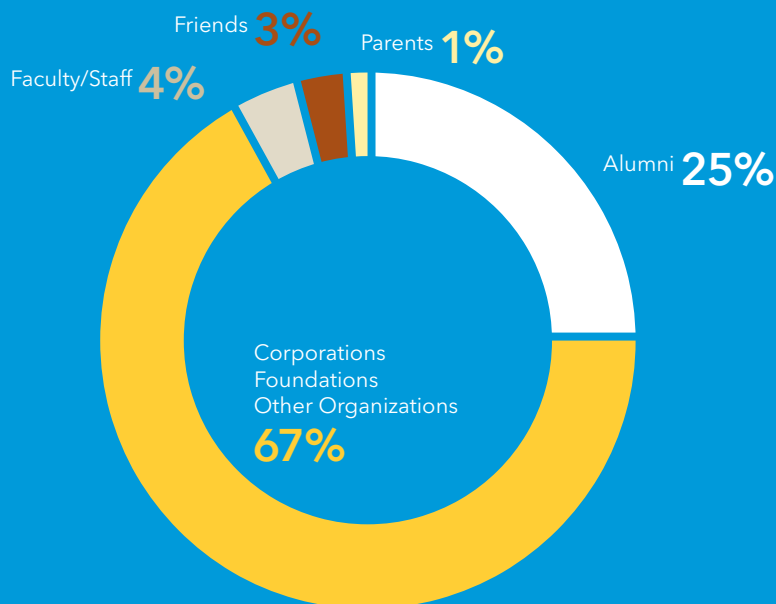


### Join In Making History

Gifts to the School of Nursing elevate the school's reputation as a leader in the field and improve the lives of hundreds of thousands of patients. To learn more about the campaign and SON's students, faculty and programs, visit [campaign.gwu.edu/son](http://campaign.gwu.edu/son).

## What's the Source of Philanthropy?

A recent analysis of the sources of giving to the SON from fiscal years 2010 through 2015 shows corporations, foundations, and other organizations lead the way at 67 percent.





# *making* **HISTORY**

THE CAMPAIGN FOR GW

*"I want to be the person helping patients become better so they can return to their families.*

*This scholarship is definitely helping me do that. Financing my education has been a concern for me because money has always been tight, especially with four very young kids. Receiving the scholarship has helped lift the burden so I can focus on completing my degree."*

Mala Amnathvong  
SON '15

## *Your GW Power & Promise Gift*

**...makes a university education possible  
...enhances the student experience  
...launches a career  
...changes a life**

**Change a life by making a gift today.**

[go.gwu.edu/changealife](http://go.gwu.edu/changealife)

**GW POWER  
& Promise**

School of Nursing

THE GEORGE WASHINGTON UNIVERSITY

School of Nursing  
The George Washington University  
45085 University Drive, Suite 201  
Ashburn, VA 20147-2604



*Closer Than You Think*

WASHINGTON, DC. ASHBURN, VA. ONLINE.

**WE ARE WHERE YOU ARE.**

Connect with a School of Nursing admissions counselor to learn more.

**(571) 553-0138**

THE GEORGE  
WASHINGTON  
UNIVERSITY

WASHINGTON, DC