

Karen Neil Drenkard, PhD, RN, NEA-BC, FAAN

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PROFESSIONAL SUMMARY

- Visionary and strategic healthcare executive and academic leader with extensive leadership, management, policy and technology experience in directing change, developing and implementing strategic plans, and attaining excellence in service delivery through consensus building and operational excellence.
- Deep experience in multiple healthcare sectors: currently associate dean, past nursing executive for a healthcare delivery system, an executive for association management, and a technology executive; with understanding of both not-for-profit and for-profit operations focused on growth, value and customer experience.
- Results-oriented leader with accountability for strategic plan implementation through accountability and scorecard metrics. Financial acumen with budget management, P/L responsibility, and diversifying revenue sources resulting in organizational growth.
- Experience managing volunteer boards and commissions with governance oversight. Strong relationships with nursing executives and other interprofessional stakeholders in healthcare organizations and association leadership. Experience raising the profile of organizations both nationally and internationally.
- Development and implementation of policy programs that leverage stakeholder support to further agenda for nursing research, practice issues, and healthcare issues that impact the nation. Service on state and national commissions and boards.
- Energetic, enthusiastic, and creative leader with a proven ability to build robust and highly effective teams that work collaboratively to meet goals; deep experience presenting to and facilitating large groups, effectively communicating strategy and vision.

EDUCATION

PhD	George Mason University, Fairfax, VA PhD in Nursing, focus in administration, policy and leadership	2006
	Dissertation: "Impact of Transformational Leadership Characteristics of Nurse Managers on Anticipated Turnover of RN Staff Nurses"	
Fellowship	Robert Wood Johnson Nurse Executive Fellow	2003-2006
Fellowship	Johnson & Johnson-Wharton Nurse Executive Fellows Program University of Pennsylvania	2003
MSN	Marymount University, Arlington, VA Masters of Science in Nursing Administration	
BSN	Russell Sage College, Troy, NY Bachelor of Science in Nursing	

EXPERIENCE

October 2019 – present

George Washington University School of Nursing
Associate Dean and Professor
Clinical Practice and Community Engagement
Washington DC

Associate Dean for Clinical Practice & Community Engagement responsible for advancing the practice and community engagement missions of the School of Nursing and providing leadership for developing collaborative relationships across the local, national and global communities served by the School of Nursing. Develops initiatives that support faculty professional development related to clinical practice and public service and provides administrative leadership for clinical and academic practice partnerships. Leads initiatives that enhance collaboration between the School, health systems, communities and other entities influencing health care. Responsibilities include the strategic leadership of community partnerships, clinical partnerships and global activities. Key accomplishments include:

- Led the development of strategic plans for the Center for Aging and Humanities and the Center for Health policy and media engagement resulting in prioritized community and policy efforts for the School of Nursing.
- Developed the plan and implemented efforts to stand up a COVID testing center at the Ashburn campus, engaging students in clinical placement opportunities in the center.
- Led the efforts for COVID vaccination mass clinics where students gained clinical experience, vaccination of thousands of adults and adolescents in 2021-2022
- Generated revenue in Ventures, Initiatives and Partnerships through non-tuition revenue sources

2014-present

GetWell Network/ The O'Neil Center
Senior Vice President/ Chief Clinical Officer and Chief Nurse

Responsible for clinical direction and patient engagement strategies at \$80M technology firm. Operational oversight of national CNO structure for 300+ hospital clients. Key outcomes include improved HCAHPS scores; 92% client renewal rates; net promoter score improvements; and reduced variation in technology applications. Led strategic development of patient engagement process model, theory of care, and patent pending index and assessment tools. Provided clinical contribution to product development roadmap. Designed and launched the O'Neil Center to advance the science of patient and family engagement nationally.

<https://www.getwellnetwork.com/about/oneil-center-for-patient-engagement-research/>

Key accomplishments include:

- Developed the Interactive Care Model, a care delivery process for healthcare providers to more fully engage patients and families in their healthcare journey (Published in *JONA* 2015)
- Executive sponsor of a multi-site study and executive leader of the development and testing of the Person Engagement Index (PEI), a unique instrument to measure a person's capacity to engage in healthcare (2017) resulting in 9 hospital cohort implementing and evaluating the index
- Created O'Neil Center-University of Pittsburgh Fellowship Program and mentor to fellows
- Awarded Robert Wood Johnson Foundation Executive Nurse Fellows Alumni Association seed grant to design and implement the first Person and Family Engagement Summit (2015)
- Led team review of *Choosing Wisely* applicants for the American Academy of Nursing and American Board of Internal Medicine Foundation (2014-2016)
- Developed outcomes achievement strategy for clients to optimize technology to improve HCAHPS, falls reduction, pain management and length of stay
- Presented nationally and internationally on evidence and research linking patient and family engagement to improved clinical outcomes
- Published in peer reviewed literature in impact of the patients voice in care improvements.
- Manage national clinical advisory council

- Engaged in partnerships with large stakeholder organizations including AARP, Elsevier, and universities to provide patient engagement strategies
- Oversight of national consulting arm for clinical practice design and strategies to improve patient and family engagement in 300 healthcare organizations

2011-2014 **American Nurses Credentialing Center**
Executive Director

Chief executive officer for the American Nurses Credentialing Center (ANCC), the global leader in nursing credentialing services. Responsible for full spectrum of national and international credentialing programs including the Magnet Recognition Program®, Pathway to Excellence® Program, Accreditation Program, Certification Services and the Credentialing Knowledge Center. Oversaw all human resource, financial, quality, governance, service, and strategic growth and development operations. Enterprise representative on ANA Corporate Audit Committee, Human Resources Employee Relations Committee, and Budget and Planning Committee.

Key accomplishments include:

- Achieved annual operating margin of 9%, \$42 million revenue, 10% year-over-year growth
- Led ANCC's successful ISO-9001 certification
- Developed and led process for national credentialing five-year strategic plan
- Led creation of IOM Standing Committee for Research on Nursing Credentialing Science
- Developed and disseminated web-based Credentialing Science Research Agenda
- Served as US representative to ICN Credentialing and Regulatory Forum
- Led national communication of Advanced Practice Nursing Consensus (LACE) Model implementation and committee supporting policy efforts for expanded practice authority
- Developed first interprofessional accreditation for medicine, nursing and pharmacy in collaboration with ACGME and ACPE
- Received US patent for "System and Method for Assembling and Analyzing a Candidate Application for a Credential"

2008-2011 **American Nurses Credentialing Center**
Director, Magnet Recognition Program®
Senior Director, Credentialing Operations

Responsible for operational oversight of credentialing programs, including the Magnet Recognition Program, Pathway to Excellence Program, Accreditation Program, Certification Program, Measurement Services, Marketing, and the Institute for Credentialing Innovation.

Key accomplishments include:

- Developed strategic planning process for Magnet Recognition Program
- Developed and implemented revised Magnet Model to improve quality standards
- Improved Magnet appraiser reliability, leading to 20% increase in customer satisfaction
- Developed international expansion plan for growth to global markets
- Achieved customer service and satisfaction levels above the 90th percentile
- Achieved 15% growth in top line revenue for credentialing programs
- Transformed the annual conference experience, growing the conference from 5000 to 8700 participants in 3 years; negotiated new production, AV and conference management budgets; maximized revenue opportunities at conference events.

1999-2008 **Inova Health System**
Senior Vice President, Nursing/Chief Nurse Executive

Senior executive at \$3B not-for-profit, multi-hospital integrated care delivery network serving the metropolitan

Washington, DC, region. Responsible for nursing practice, education, and research strategy and operations for 4,000+ RNs and multiple service sites. Managed hospital CNEs with accountability for nursing quality, service and cost, and direct oversight of Inova Institute for Nursing Excellence, the Department of Professional Practice, the eICU, (electronic critical care), regional disaster preparedness, the Inova Learning Network, nursing informatics and training, nursing philanthropy and nurse workforce planning. Accountable for an annual budget in the hundreds of millions.

Key accomplishments include:

- ANCC Magnet designation/ redesignation for Inova Fairfax Hospital and Inova Loudoun Hospital
- Principal investigator for \$700K HRSA research grant to decrease nurses' work intensity and improve human caring. Implemented in 75 inpatient units, resulting in improved patient and RN satisfaction. Model disseminated nationwide.
- Developed and led replicable strategic planning process to create nursing vision across system; published model
- Obtained \$5M in nursing philanthropic contributions in three years; created Edelman Nursing Career Development Center with \$1M gift to advance career mobility for 4,000+ RNs
- Created Inova Institute for Nursing Excellence
- Represented voice of nursing in policy dialogue at the state level; advocating for nursing research money, nursing workforce support; ADN to BSN matriculation standards at state level
- Served on Commonwealth of Virginia Health Reform Commission and Governor's Advisory Council on Future of Nursing; appointed and re-appointed by Governors James Gilmore, Mark Warner and Timothy Kaine
- Reduced RN turnover and vacancy rates by 8%
- Increased student placements >40% in collaboration with area nursing schools
- Developed nursing research vision and partnered with local universities to create research faculty positions

1988-1999

Inova Health System

Assistant Vice President, Professional Practice

Director, Patient Care Delivery Systems

Director, Clinical Operations, Inova Mount Vernon Hospital

Quality Consultant, Quality Leadership Department, Inova Health System

Administrative Director, Inova Fairfax Hospital

Senior Quality Specialist, Inova Fairfax Hospital, Quality Leadership Department

Patient Care Administrator, Inova Fairfax Hospital

Nursing Coordinator/Patient Care Director, Neurosurgical Services, Inova Fairfax Hospital

Progressively responsible positions, promoted internally 11 times during tenure at Inova Health System, with deep management experience. Certified as healthcare quality professional, trained as large and small group facilitator, responsible for care redesign efforts and quality and safety metrics.

1983-1987

George Washington University Hospital

Nursing Unit Director: Inpatient Medicine

Clinic Coordinator: Medical Clinic/ Diabetes Clinic

Staff Nurse I and II: Medical Oncology

FACULTY APPOINTMENTS AND ACADEMIC CONTRIBUTIONS

2015-present

Adjunct Associate Professor

University of Colorado College of Nursing, Aurora, CO
Board member, Watson Caring Science Program

- 2015-2020 **Adjunct Assistant Professor of Acute and Tertiary Care**
University of Pittsburgh, School of Nursing
O'Neil Center sponsors two doctoral/ post-doc students in research of patient
and family engagement studies
- 2009-2012 **Adjunct Faculty, School of Nursing**
Marymount University, Arlington, VA
- 2006-2011 **Affiliate Faculty, College of Health and Human Services**
George Mason University, Fairfax, VA

SELECTED PUBLICATIONS

Books and Book Chapters

Drenkard, K., Wright, D. (2014) "Patient Engagement and Activation" in Person and Family Centered Care; Barnsteiner, J., Disch, J. and Walton, MK., Sigma Theta Tau International, Indianapolis, IN.

Chappell, K., Drenkard, K. (2012) Continuing Nursing Education to Ensure a Competent Nursing Workforce, in Continuing Professional Development and Lifelong Learning: Issues, Impacts and Outcomes; Neimeyer, G.J., Taylor, J.M. editors, Nova Science Publishers, Inc.

Dugan, L., Drenkard, K., Rigotti, G. (2005, revised 2008, 2012) All Hazards Disaster Preparedness, p. 439-360, in Leadership and Nursing Care Management, 3rd ed: Huber, D., Saunders Elsevier: USA.

Drenkard, K., Morgan, S., Wolf, G. (2011) Magnet: The Next Generation.

Drenkard, K., (2011) The Influence of Magnet Recognition® on Organization and Workplace Policy in Policy, Practice and Politics; Mason, D. and Leavitt, J., editors.

Barker, A., Sullivan, D. (2006) Teams and Team Building, Team Charter of a Recruitment and Retention Planning Team, table 13.2, p. 224-225 in Leadership Competencies for Clinical Managers; Jones and Bartlett, USA.

Selected Peer-Reviewed Articles

(Accepted) **Drenkard, K.**, The Business Case for Magnet® Designation: Using data to support strategy. Journal of Nursing Administration, Sept/Oct 2022.

Kurtzman, ET., Greene, J., Begley, R., **Drenkard, KN (2022)** Nurse Leaders' Attitudes Toward and Experiences With Medical Marijuana, Journal of Nursing Regulation, July, Vol 13 (2): 10-21, DOI: [https://doi.org/10.1016/S2155-8256\(22\)00063-1](https://doi.org/10.1016/S2155-8256(22)00063-1)

Mansfield, J., Jacobs, B., **Drenkard, K.**, Neiderhaurser, V., Wolf, J. (2022) Nurse Executives Impacting the Human Experience in Healthcare, Nurse Leader, March 2022.

Turkel, M., Smith, MC, Tappen, R., Hansell, P., Fawcett, J., Toga, A., **Drenkard, K.** (2021). "Chief Nursing Officer Perspectives on Nursing Theory Guided Practice. Journal of Nursing Administration, Nov 2021; 51(11): 546-553.

Drenkard, K. & O'Connor. M. (2019). "Working toward healthy work environments." Nursing Administration

Quarterly, 43(2), 99-100.

Swartwout, E., El-Zein, A., Barnett, SD, **Drenkard, K.** (2018). The Design and Testing of the Psychometric Properties of the Person Engagement Index Instrument to Measure a Person's Capacity to Engage in Health Care. *Journal of Nursing Measurement (J NURS MEAS)*, 2018; 26(2): 278-295.

Jacobs, B., McGovern, J., Heinmiller, J., **Drenkard, K.** (2018). Engaging employees in well-being: Moving from the Triple aim to the Quadruple aim. *Nursing Administration Quarterly*, 42(3): 231-245.

Drenkard, K., Morris, T. (2018). Advocating for Nursing Research: The Friends of the National Institute for Nursing Research (FNINR) Ambassador Program. *Nursing Administration Quarterly*, 42(2): 143-149.

Drenkard, K. Are We Really Patient Focused? Time to Challenge Ourselves. *Journal of Nursing Administration*; Lippincott Williams & Wilkins (Baltimore, MD) Mar 2016 Supplement; S1-S2.

Swartwout, E. **Drenkard, K.**, Grant, S., McGuinn, K., & El-Zein, A. (2016). Patient and family engagement summit: Needed changes in clinical practice, *Journal of Nursing Administration*, special sup: Improving Patient and Family Engagement: Implications for Practice.

Deyo, P., Swartwout, E., & **Drenkard, K.** (2016). Nurse manager competencies supporting patient engagement, *Journal of Nursing Administration*, special sup: Improving Patient and Family Engagement: Implications for Practice. (in press)

Drenkard, K., Swartwout, E., Deyo, P. & O'Neil, M. (2015). Interactive Care Model: A framework for more fully engaging people in their healthcare, *Journal of Nursing Administration*, 45(10), 503-510.

El-Zein, A., **Drenkard, K.**, Deyo, P., & Swartwout, E. (2015). The application of gaming theory in healthcare, *Nursing Administration Quarterly*, 39(4), 340-344.

Drenkard, K. (2015). The Power of Alignment: Educating nurses in quality and safety, *Nursing Administration Quarterly*, 2015, July-September: 39(3): 272-278.

Drenkard, K. (2015). Influencing and impacting the profession through governance opportunities, *Nursing Administration Quarterly*, 2015, Jan; 39 (1): 38-43.

Clavelle, JT, O'Grady, TP, **Drenkard, K.** Structural empowerment and the nursing practice environment in Magnet® organizations *J Nurs Adm.* 2013 Nov;43(11):566-73.

Cox, K., **Drenkard, K.**, Magnet innovations and outcomes in children's healthcare. *Journal of Pediatric Nursing*, Vol 26 (2):105-6.

Drenkard, K. (2012). Strategy as solution: Developing a nursing strategic plan. *Journal of Nursing Administration*, Vol 42(5): 242-243.

Drenkard, K. (2012). The transformative power of personal and organizational leadership. *Nursing Administration Quarterly*, Vol 36(2): 147-154.

Clavelle, JT, **Drenkard, K.**, Tullai-McGuinness, S., Fitzpatrick, JJ (2012). Transformational leadership practices of chief nursing officers in Magnet ® organizations, *Journal of Nursing Administration*, Vol 42(4): 195-201.

Drenkard, K. (2011). Magnet Momentum: Quality and Safety, *Nurse Leader*, June.

Drenkard, K., Swartwout, E. (2011). Introduction to positive practice environments and outcomes: State of the science: A commitment to optimal practice environments. *Journal of Nursing Administration*, Vol 41(7-8 Suppl), p. S2-3.

Cox, K., **Drenkard, K.** (2011). Magnet innovations and outcomes in children's healthcare. *Journal of Pediatric Nursing*, Vol 26(2): 105-106.

- Gokenbach, V., **Drenkard, K.** (2011). The outcomes of Magnet environments and nursing staff engagement: A case study. *The Nursing Clinics of North America*, Vol 46(1): 89-105.
- Chappell, K., **Drenkard, K.** (2010). Credentialing: Achieving quality in continuing nursing education. *Journal of Continuing Education in Nursing*, Vol 41(7): 292-293.
- Drenkard, K.** (2010). The Business Case for Magnet. *Journal of Nursing Administration*.
- Drenkard, K.** (2010). The Magnet Imperative, *Journal of Nursing Administration*, Vol 39(7-8 Suppl): S1-2.
- Drenkard, K.** (2009). Integrating Human Caring Science into a Professional Nursing Practice Model, *Critical Care Nursing Clinics of North America*.
- Sherwood, G., **Drenkard K.** (2007). Quality and Safety Curricula in Nursing Education: Matching Practice Realities, *Nursing Outlook*, Vol. 55, No. 3, 151-156.
- Drenkard, K.**, Swartwout, E., Effectiveness of a Clinical Ladder Program, *Journal of Nursing Administration*, 35(11): 502-506.
- Drenkard, K.** (2005). Sustaining magnet: Keeping the forces alive, *Nursing Administration Quarterly*, 29(3): 214-222.
- Heller, B., **Drenkard, K.**, Esposito-Herr, M., Romano, C., Tom, S., Valentine, N. (2004). Educating Nurses for Leadership Roles, *Journal of Continuing Education for Nurses* 35(5): 203-210.
- Drenkard, K.**, Cohen, E. (2004). Clinical Nurse Leader Role: Implications for Practice, *Journal of Nursing Administration* 34 (6):257-260.
- Drenkard, K.**, Gresh, B., (2004). Innovation in Nurse Executive Development: Computer Simulation, *Nurse Leader* 2(5): 36-38.
- Schumacher, E., **Drenkard, K.**, Tornabeni, J. (2004). Care Delivery Innovation in an Integrated Health System, *Nurse Leader* 2(1): 52-55
- Drenkard, K.N.**, and Ferguson, S.L. (2003). Developing Nurse Leaders in Health Policy: An Education and Practice Partnership, *Policy, Politics and Nursing Practice*, 4(3): 180-184.
- Fahlgren, T., **Drenkard, K.** (2002) Healthcare system disaster preparedness part 2: Nursing executive role in leadership, *Journal of Nursing Administration*, Vol. 32 (10): 531-537.
- Narayan, M., Rea, K., Cressy, M., Rogers, J., Preuss, B., **Drenkard, K.**, Miklancie, M. Searching for nursing's future? Here's how to turn your vision into reality, *Nursing Management*, 33(1): 26-30.
- Drenkard, K.**, Rigotti, G., Hanfling, D, Fahlgren, T., Lafrancois, G. (2002). Healthcare System Disaster Preparedness Readiness Planning, *Journal of Nursing Administration*, 32(9): 461-469.
- Drenkard, K.**, Swartwout E., Hill, S. (2002). Nursing Exploration Summer Camp: Improving the Image of Nursing, *Journal of Nursing Administration*, 32(6): 354-362.
- Drenkard, K.**, Ferguson, S. (2002). Genetic Testing and Discrimination: Case Example-Virginia, *Pediatric Nursing*, 28(1): 71-73.
- Drenkard, K.N.** Creating a future worth experiencing: Nursing Strategic Planning in an Integrated Healthcare Delivery System, *Journal of Nursing Administration*, 31 (7/8): 364-376.

Drenkard, K.N. (2001). Team based work redesign: The Role of the Manager When You're NOT on the Team *Seminars for Nurse Managers*, 9(2): 90-97.

Mastorovich, M.J., and **Drenkard, K.N.** (2000). Nursing Future Search: Strategy for Building a Community of Nurses in an Integrated Healthcare System, *Journal of Nursing Administration*, 30(4): 173-179.

Drenkard, K., Haring, L., Knutson, A., Rainey-Sharkey, L., (1999). Design Detail Team: A Summer of Transformation, *Nursing Administration Quarterly*, 23(2).

Drenkard, K. and Nelson, P. (1999). Physician Partnerships, *Nursing Administration Quarterly*, 23(2).

SELECTED RESEARCH ACTIVITIES

Research Grants Externally Funded

- 2021-2022 Seed Grant award, GWU Equity Institute, Community Vaccine Hesitancy Program in an undergraduate nursing program. Awarded \$75,000.
- 2012 Advisory Board Member for Quality and Safety Education for Nurses (QSEN): Phase IV; Robert Wood Johnson Foundation awarded \$964,388 in new funding to the American Association of Colleges of Nursing (AACN) to extend the reach of the national Quality and Safety Education for Nurses (QSEN) initiative to graduate education programs.
- 2003-2008 Principal investigator for fully funded HRSA grant (\$685,644), multi-year Nurse Education, Practice, and Retention: Enhancing Patient Care Delivery Systems, grant number D66HP01383, Title VIII, "Patient Care Transformation Delivery Model" to decrease nurses' work intensity and increase human caring factors.
- 2007-2008 Advisory Board Member for Quality and Safety Education for Nurses (QSEN): Phase II. Cronenwett, L.R. (Principal investigator with Sherwood, G., co-investigator). Robert Wood Johnson Foundation, 4/1/07-9/30/08, \$1,094,477.
- 2005-2006 Site Co-principal investigator with Chow, M., Hendrich, A. (Inova IRB, 2005). A multi-site study: How medical/surgical nurses spend their time. A multi-site baseline study in preparation for electronic record implementation and evidence based inpatient unit design, Inova Health System served as research site.
- 2005-2007 Advisory Board Member for Quality and Safety Education for Nurses (QSEN): Phase I. Cronenwett, L.R. (Principal investigator with Sherwood, G., co-investigator). Robert Wood Johnson Foundation, 10/1/05-3/31/07, \$590,552.

Additional Research Activities

- 2016 - 2017 Executive sponsor of a multi-site study (4 systems); for the development and testing of the Person Engagement Index, an instrument to measure a person's capacity to engage in their healthcare.
- 2016 Executive sponsor: "The Effect of Medical Student Participation in the "Tell Me More" Program on Changes in Self-Reported Empathy Levels" in collaboration with the Arthur P. Gold Foundation/ Sidney Kimmel Medical College of Thomas Jefferson University.
- 2014 Institute of Medicine (IOM) Standing Committee on Nursing Credentialing Research: Workshop Planning Committee Member, March – September 2014.
- 2012 - 2013 Institute of Medicine Standing Committee on Nursing Credentialing Research: Obtained approval from Institute of Medicine to form a Standing Committee sponsored by ANCC exploring the creation and dissemination of a research agenda for the impact of Credentialing of Nurses and Organizations and the impact on nurse, patient and

organizational outcomes.

- 2008 The Effect of Organizational Interventions on Nurses' Research Knowledge, Attitude, Perception of Competence, Productivity, Commitment to the Organization, and Intent to Stay, Co-investigator with Moore, J., Chappell, K., Inova Health System, 2008.
- 2007 Technology Drill Down, Robert Wood Johnson Foundation (RWJF) grant to the American Academy of Nursing in December of 2005 for a project called "Technology Targets: A Synthesized Approach for Identifying and Fostering Technological Solutions to Workflow Inefficiencies on Medical/Surgical Units." Served as Site sponsor and executive owner (Inova Fairfax Hospital).
- 2007 Time and Motion Study, Site sponsor and Site Principal Investigator (PI) sponsored by Robert Wood Johnson Foundation, Ascension Health System and Kaiser Permanente. Inova Mount Vernon Hospital medical unit served as participant. (IRB) approved national multi-site study collected data from approximately 35 diverse medical surgical units.
- 2007 Site sponsor and executive owner (Inova Alexandria Hospital) Transforming Care at the Bedside (TCAB) Project Site, a two-year project to improve patient care.
- 2002 Research assistant to Dr. Stephanie Ferguson, conducting exploratory study on genetic testing and discrimination for Virginia Governor's Advisory Panel on Bioethics and Technology; commissioned by the Governor of Virginia's Taskforce on Human Genomics.

SELECTED AWARDS AND HONORS

- 2019 Nominee, 50 Most Influential Clinical Leaders of 2019, Modern Healthcare, April 2019
- 2018 Dahlberg Scholar, Gunderson Health System, LaCrosse, WI
- 2014 President's Award, American Nurses Credentialing Center, for contributions to nursing
- 2014 Inducted into the National Academies of Practice
- 2013 Nominated for *Modern Healthcare's* 100 Most Influential People in Healthcare
- 2012 Olga Andruskew Distinguished Leadership Lecture, Russell Sage College School of Nursing, Troy, NY
- 2012 Pat Valoon Leadership Lecture, NYU Langone Medical Center, New York, NY
- 2009 Distinguished Lectureship Recognition, Russell Sage College, Troy, NY
- 2009 Alumnae of the Year Award, George Mason University College of Health and Human Services, Fairfax, VA
- 2008 Inducted as a Fellow in the American Academy of Nursing (FAAN)
- 2007 Wolters Kluwer Health Award for Excellence in Pandemic Influenza Medical Capacity Planning
- 2005 Nurse of the Year, Advancing the Profession, *Nursing Spectrum* magazine
- 2005 Executive Nurse Scholar of the Year for "Impact of Transformational Leadership Characteristics of Nurse Managers on Anticipated Turnover of RN Staff Nurses,"

American Organization of Nurse Executives

- 2004 Iams Silver Award for “Integrated Clinical Practice Council,” Inova Health System
2003. E3 Award for Innovation in Nursing Career Development Activities, Fairfax County Public Schools
- 2003 Honored Nurse Executive of the Year, *Nursing Spectrum* magazine
2003. Iams Gold Award for “Nurse Extern Program,” Inova Health System
- 2002 Iams Gold Award for “Nursing Summer Camp,” Inova Health System
2000. Iams Gold Award for “Nursing Clinical Ladder,” Inova Health System
- 2000 Iams Gold Award for “Be a Bed Ahead,” Inova Health System
- 1986-1993 Who’s Who in American Nursing
- 1989-1990 Who’s Who of Women Executives

PROFESSIONAL ACTIVITIES/COMMUNITY SERVICE
Policy Appointments and Advisory Board Membership

Federal-level appointments

- 2007 ***National Advisory Council for Nursing Education and Practice (NAC-NEP)***
Presidential appointment, Elected to Executive Committee
National Advisory Council on Nurse Education and Practice (NACNEP), Appointed by President George W. Bush, and Secretary of Health and Human Services Michael Levitt. The NACNEP operates under Title VIII, Section 845 Public Health Service Act.

Gubernatorial appointments

- 2006- 2007 ***Virginia’s Health Reform Commission***
Appointed member, appointed co-chair Subcommittee on Workforce. Commission convened to make recommendations to the Governor and his cabinet on creating health reform for commonwealth of Virginia, resulting in creation of Workforce Center capability within the agencies for nursing and healthcare workforce data. Appointed by Governor Timothy Kaine.
- 2002- 2007 ***Governor’s Advisory Council on the Future of Nursing***
Appointed chairperson. Advisory Council created to provide recommendations to the Secretaries of Health and Human Services and Education on nursing workforce issues, resulting in salary increases for state university nursing faculty and budget line item for nursing scholarships. Member since 2002: appointed and re-appointed member, served as Co-chair, Nursing Practice and Workplace subcommittee, 2002. Appointed and re-appointed by Governors James Gilmore, Mark Warner and Timothy Kaine.
- 2008 ***Northern Virginia Legislative Caucus***
Provided testimony on budget amendment to reinsert matching state funds for nursing scholarships for nursing faculty development and student scholarships.
- 2005 ***Robert Wood Johnson Foundation***
Selected as CONNECT program participant to develop skills in building relationships with policymakers, included seminar training and Capitol Hill visits with legislators. Issue: Workforce Planning for Nursing.
- 2005 ***Virginia State Chancellor’s Task Force on Nursing Education***

Public hearing, testimony provided on solutions to the nursing workforce shortage including funding for nurse residency programs, innovative education/ practice partnerships and housing for students.

ADVISORY BOARD/ GOVERNANCE ACTIVITIES

Friends of National Institute of Nursing Research (FNINR)

- President (2017 - 2018)
- President Elect (2016)
- Board Member (2012-present)
- Chair, Advocacy Committee (2013-2017)

Key accomplishments:

- Developed Policy Ambassador Program which grew from 10 to 30 ambassadors to serve as policy advocates and resulted in increased funding for NINR research; published model for program
- Sponsored Hill receptions and congressional briefings to share impact of NINR nursing research with legislative members
- Built out strategic plan for FNINR with board
- Brought board up to current evidence of governance best practices

Anne Arundel Medical Center (AAMC), Luminis Health System, Annapolis, Maryland

- Board of Trustees (2015-present) for AAMC and Luminis System board
- Chair, Quality and Patient Safety Committee; Audit and Compliance Committee

University of Pittsburgh School of Nursing

- Board of Visitors, University of Pittsburgh School of Nursing (2004-present)

Institute for Interactive Patient Care (IIPC)

- Member, Board of Directors (2009-2015)
- President (2015-present)

Watson Human Caring Institute (WHCI)

- Board Member (2007-present)
- Chair, Advisory Council (2007-2009)

American Society of Health System Pharmacists

- Member, Commission on Goals (2007)

American Association of Colleges of Nursing, (AACN)

- Member, Essentials of Baccalaureate Nursing Education Task Force on the Revisions of the Essentials (2006-2008)

Northern Virginia Hospital Alliance (NVHA)

- Executive Board Member (2006-2008)

George Washington University School of Nursing

- Co-Chair, Advisory Council (2015-2018)
- Member (2007-2019)

Johnson and Johnson Wharton Executive Nurse Fellowship Advisory Council

- Member, Advisory Council (2004-2006)
- Class Representative (Class of 2003)

Inova Health System /Northern Virginia Hospitals Regional Disaster Preparedness Task Force

- Member (2002-2008)
- Chair (2007-2008)

PROFESSIONAL ACTIVITIES

American Academy of Nursing (AAN)

- Elected board member, Secretary/Executive committee member 2020-2022
- Fellow (2008-present)
- Institute for Nursing Leadership, Co-Chair (2018) with Chair Sheila Burke
 - Program Committee Chair (2016-present)
- Appointed Co-chair Annual Conference Planning Committee (2010)
- Member, Annual Conference Planning Committee (2009)
- Member, Expert Panel, Advancing Healthcare System Excellence and Technology Expert Panel

American Nurses Association (ANA)

- Member (1999-present)
- Member, Center for American Nurses (2005-2008)

American Organization of Nurse Leaders (AONL previously AONE)

- Member (2004-present)
- Member, Patient Care Delivery Task Force (2004-2005)
- Representative, National Coordinating Council on Medication Error Reduction & Prevention Conference (2003)
- Member, Publications Committee (2005)

Watson Caring Science Institute Caritas Consortium

- Member (2004-present) and guest lecturer

Virginia Hospital and Healthcare Association (VHHA)

- Member (2002-2008)

Virginia Nurses Association (VNA)

- Member (2000-present)

National Association for Healthcare Quality (NAHQ)

- Member (1995-2010)

Sigma Theta Tau, International Nursing Honor Society

- Member (1980- present)

Virginia Partnership for Nursing

- Executive Board Member (2002-2006)

Northern Virginia Community College (NVCC)

- Member, Northern Virginia Community College Advisory Committee, NVCC College and Career Transition Initiative for the Health Occupations (2003)

EDITORIAL ACTIVITIES

Journal of Nursing Administration

- Editorial Board Member and Reviewer (2001-present)

Nursing Administration Quarterly

- Editorial Board Member (2004-present)

CONSULTATION/ CONTENT EXPERT

2012-2018

Judge, *St Louis Magazine*, selected Nurse of the Year awardees

- 2012 - 2013 **Judge, *Washingtonian Magazine***, selected Nurse of the Year awardees
- 2007 **Veterans Administration Pandemic Flu Professional Meeting**, Subject matter expert presenter, “Public Health Standards of Care Workshop”, Crystal City, VA. Presented: Altered Standards of Care.
- 2006 **International Council of Nurses (ICN)**, Leadership for Change Programme, consultation and curriculum review and update of all materials and literature review for leadership program.
- 2003 **Consultant** to US Secretary of Labor Elaine Chao on Workforce Issues for Nursing.
- 2000 **Briefing** to Tommy Thompson, Secretary of Health and Human Services, HRSA, on issues regarding nursing workforce shortage and hospital nursing.

COMMUNITY SERVICE

Inova Loudoun Hospital, Leesburg, VA

- Member, Board of Trustees (2010-2015)
- Member, Quality Committee
- Member, Community Needs Assessment Committee
- Member, CEO Search Committee

Northern Virginia Workforce Alliance HealthFORCE, Falls Church, VA Member, (2005-2008)

George Mason University Provost’s Healthcare Strategic Planning Commission, Fairfax, VA

- Member, commission to plan strategy for meeting the future needs of healthcare and healthcare services (2005)

George Mason University College of Nursing and Health Science Dean Search Committee (2004)

Inova Health System Capital Campaign for Nursing, Falls Church, VA

- Representative, Led \$5M Capital Campaign for Nursing Committee (2004-2007)

Northern Virginia Workforce Investment Board, Fairfax, VA

- Board Member (2005-2007)

Northern Virginia Area Health Education Center (AHEC), Annandale, VA

- Vice-chair (2002-2004)
- Member, Virginia Partnership in Nursing: Workforce Data Center Task Force and School to Work Transition Task Force (2001)

Leadership Fairfax, Inc., Fairfax, VA

- Graduate (2001)
- Member, Workforce Planning Team (2002)

SELECTED PRESENTATIONS

- October 2021 – July 2022 Watson Caring Science Institute, Caritas Leadership Program Dialogue
- October 2021 American Organization of Nurse Leadership/ GWU School of Nursing Strategic use of media by chief nurse officers, Case study presentation.
- November 2019 “Every Nurse is a Leader”, University of Missouri Nursing Symposium, Columbia, MO

- November 2019 "Show me the money: The Return on Investment for Professional Development in Action", Kaiser Permanente Southern California Nurse Educators Conference, Pasadena, CA
- October 2019 "Creating a Culture of Patient and Family Engagement", Central Connecticut State University, Hartford, CT
- May 2019 "Capturing the voice of the patient to improve care outcomes", Inova Alexandria Hospital, Nurses Week Celebration, Alexandria, VA
- April 2019 "Leveraging Technology to Combat the Opioid Crisis" Get Well Network Regional SPARK event, Dallas, TX
- April 2019 Beryl Institute Patient Experience Annual Conference, "The Voice of the Caregiver: Leveraging Technology and Policy to Support Family Caregivers: The CARE Act: Implications for practice" presented with AARP Dr. Susan Reinhard, Center to Champion Nursing in America, Dallas Texas.
- April 2019 University of Minnesota Research Day 2019 - Research, Innovation and Technology, Minneapolis, Minnesota, Keynote: "Innovation through Research and Technology".
- 2018 Dahlberg Scholar, Gunderson Health System, "Every nurse is a leader: The power of transformational leadership", LaCrosse, Wisconsin, April 2018
- 2017 International Council for Nurses (ICN), Symposia, "Improving Outcomes through Engagement of Patients" Barcelona, Spain
- 2017 Beryl Institute, Denver, Colorado "Person Engagement Index: Assessing a Person's Capacity to be Engaged"
- 2017 Distinguished Speaker "The voice of the patient in creating a culture of safety", 26th annual US Public Health Service Nursing Recognition Day, Translating Quality into Practice, The Food and Drug Administration, Silver Spring, MD
- 2017 TJUH Population Health Colloquium, Philadelphia, PA, "The Person Engagement Index"
- 2017 Nemours 5th Annual Pediatric Nursing Scientist Consortium, Wilmington, DE, Keynote: "The Voice of the patient in clinical care"
- 2017 National Health Literacy Conference, Madison, WI, Keynote: "The Voice of the Patient in Care Delivery"
- 2016 INARC: International Nursing Administration Research Consortium, Orlando, FL "Creating a Culture of Patient and Family Engagement: Leadership Implications"
- 2016 Children's Hospital Association Chief Nurse Forum, Phoenix, AZ, Keynote: "Patient and Family Engagement"
- 2016 IPEC (Interprofessional Education Collaborative) Institute, Keynote: "Leadership in Interprofessional Education and Practice: Are you ready to lead?"
- 2016 South Carolina Nursing Excellence Conference, Columbia, SC Keynote: "Creating a Culture of Patient and Family Engagement"

- 2016 Watson International Caring Consortium, Boston, MA
“Engaging Patients More Effectively: The Interactive Care Model™”
- 2016 University of Chicago Medical Center Nursing Symposium, Chicago, IL
“Transformational Leadership and Managing Change”
- 2016 Quality Improvement and Patient Safety Interprofessional Faculty Development Institute, Herndon, VA, “Evaluating QI and Safety Learners and Programs”
- 2016 Emily Holmquist Lectureship “The Power of Patient Engagement: Improving Health Outcomes,” Indiana University, Distinguished Lectureship
- 2015 Trinity Health System, Annual Professional Practice Symposium, Novi, MI
“Creating a culture of innovation to engage patients in their care”
- 2014 Teachers College Columbia University, 51st Annual Isabel Maitland Stewart Conference on Research in Nursing, Keynote: “The Power of Patient Engagement”
- 2013 International Council for Nurses (ICN), Melbourne, Australia, Symposia “Innovations in Clinical Practice, Improving Patient Outcomes using a global model for nursing services”
- 2013 International Council for Nurses (ICN), Melbourne, Australia, Presentation “Ethical Dilemmas and care delivery strategies ensuring access and improving quality resulting in better health”
- 2013 Children’s Mercy Hospital, Keynote: “The power of transformational leadership”
- 2013 Danish Nurses Organization, Copenhagen, Denmark, Keynote: “Reaching Nursing Excellence”
- 2013 International Hospital Federation Pre-Conference, Oslo, Norway, Keynote: “Magnet Recognition Program...What’s Hot, What’s Not?”
- 2013 Quality and Safety Education in Nursing (QSEN) Annual Conference, Atlanta, GA, Keynote: “The Power of Alignment”
- 2013 Massachusetts General Hospital, Boston, MA, Keynote speaker and invited distinguished lecturer: “Creating a Culture of Innovation”
- 2013 Quality Safety Education in Nursing (QSEN) faculty presentations in Florida, Pittsburgh and San Antonio, “Patient Centered Care” and “Evidence Based Practice”

Social Media

Twitter Handle:
@DrDrenk

Certifications

2001 – present
1995 –2016
2021- present

Certified Nurse Executive, Advanced (NEA-BC) 0358205
Inactive: Certified Professional in Healthcare Quality (CPHQ) (#5131)
CITI Collaborative Institutional Training Initiative, Human Research Curriculum Completion Reference # 8231056

Licensure

Current/Active
Current/Active

Licensed as Registered Nurse in Commonwealth of Virginia (#104498)
Licensed as Registered Nurse in District of Columbia (#41545)