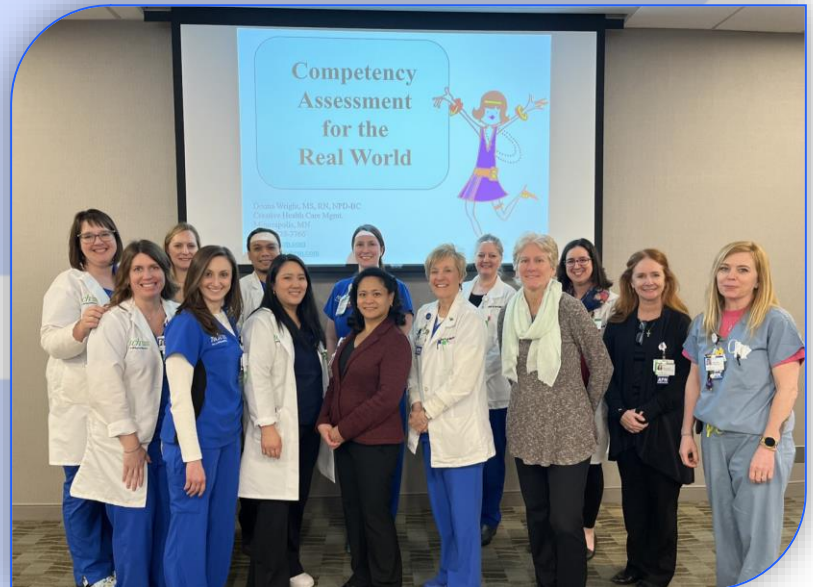




Northwest Community Hospital

2023 Nursing Annual Report



Endeavor Health Nursing Vision:

Transforming the lives of our communities through innovative, compassionate, exceptional care.



Message from our Chief Nurse Executive

John Tressa, DNP, MBA, RN, NEA-BC

It is a great honor and privilege to serve as the inaugural System Chief Nursing Executive for Endeavor Health. 2023 launched our first year in coming together as a broader health system and system nursing organization. I take great pride in representing nursing at the senior executive level of Endeavor Health and ensure that advocacy for clinical nurses, and sharing their unified voices are top priorities. My heartfelt thanks to our more than eight-thousand nursing team members who bring our system vision of safe, seamless and personal care to life each day. We are well on our way to achieving our nursing organization goals of advancing the practice of professional nursing at Endeavor Health and to be the best place to practice professional nursing in Northern Illinois. I appreciate each of you and am so proud to call you my colleagues!



Message from our Interim Chief Nursing Officer

Marcie Lafido, MSN, RN, CNS

What a year we had in 2023- a year of growth as a system, innovations in practice, national recognitions, and a recommitment to professional advancement in nursing. As we celebrate the many examples of nursing excellence in the pages of this 2023 Nursing Annual Report, take a moment to celebrate each other and yourselves. It has been a year of rebuilding our teams and refocusing on the reason we got into healthcare in the first place. Many come into nursing based on a personal experience or desire to make a difference- we show up ready to care for the people and what we can provide them in their time of need... we stay for what we receive every day in our experiences with our patients, their families and each other.

There continues to be countless opportunities for nurses to stay involved and have a voice, many of these are highlighted in this report. Whether you participated in a shared governance, attended the research symposium, volunteered as a Magnet co-host in Chicago, nominated for a DAISY, or showed up for your patients and team in other ways- it is you, all the wonderful and amazing nurses of Northwest Community Hospital that are honored and appreciated here. And don't forget to get credit and rewarded for your professional involvement through the Endeavor Health Nursing Professional Advancement Program!

As I work with all of the nurses at Northwest Community Hospital, it is with deep gratitude and appreciation for all you do to impact the lives of our patients and families. We ended 2023 with a system announcement around our new brand as Endeavor Health You should all be proud and excited as we look forward to continuing our advancements in nursing in 2024. The years (OK let's be honest...decades) of stories that portray the compassion and excellence that is nursing at Northwest Community Hospital continue to amaze and inspire me daily. Thank you for all you do for our patients, families, and each other!





Nursing Strategic Plan 2023-2025

Strategic Priorities	<h3>People and Pipeline</h3>	<h3>Partnerships</h3>	<h3>Practice</h3>
Goals	<p>Attract and retain nurse leaders, nurses, PCTs, SSTs, and CNAs through differentiated program offerings & culture</p>	<p>Enhance existing value-add partnership sand develop new impactful partnerships that will elevate nursing practice</p>	<p>Enable clinical teams to deliver quality care and strong clinical outcomes through innovative evidenced-based care delivery models</p>
Objectives	<ul style="list-style-type: none"> • Increase employee empowerment through Performance Excellence and expand to procedural areas • Grow current employee well-being programs and implement new employee engagement teams • Support nurse leaders through succession planning and staff engagement 	<ul style="list-style-type: none"> • Develop and enhance relationships with local colleagues and programs to increase employment opportunities • Increase visibility of education benefits, grants available, and foundation funding for professional development to RNs • Increase interdisciplinary teamwork throughout the hospital to improve patient outcomes and experience 	<ul style="list-style-type: none"> • Enhance Transition to Practice programs (RN Residency, CUL Program) • Address length of stay and productivity to improve both patient outcomes and patient experience • Implement nursing sensitive indicator focus groups to improve patient outcomes

Structural Empowerment

NCH Women & Children's Services Team Brings Holiday Cheer to Families in Need

For the last seven years, NCH's Women & Children's Services team has collaborated with the Greater Family Health Clinic in Wheeling to spread holiday cheer to families in need. The Women's & Children's Services team works with the Community Services team to organize, collect and wrap gifts for 200-300 children and their families.

This is just one way NCH partnered and supported our community in 2023. When speaking with the teams that have volunteered their time to make this event successful they all echoed the same sentiment: they give their compassion, their intellect and their strength, both mental and physical each day. This event allows them to celebrate each other as they come together to bring smiles to those in need.



Recruitment



TALK WITH US TUESDAYS

Tuesday could be your lucky day!

We've cleared our schedules every Tuesday to talk with you about exciting employment opportunities at Endeavor Health Northwest Community Hospital!

Endeavor Health.

The graphic features a blue background with a white speech bubble containing the text 'TALK WITH US TUESDAYS'. Below the speech bubble, there is a bold headline 'Tuesday could be your lucky day!' followed by a paragraph of text. At the bottom, the Endeavor Health logo is displayed.

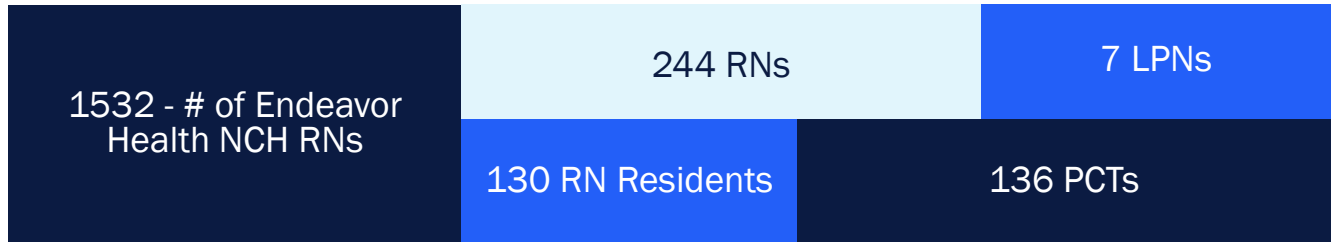
The best way to attract top nursing talent is to show them what it means to be an Endeavor Northwest Community Hospital nurse. The NCH Nursing team worked with Human Resources for Talk with Us Tuesdays. This was an opportunity to meet with skilled and compassionate nurses that want to bring the best to our patients and our community.



Nursing collaborated with Oak Point University to train talented individuals that wanted to expand their healthcare experience and become Certified Nursing Assistants. Completing both a classroom and clinical rotation, over twenty students were eligible and successful in completing their state exams and are now part of the NCH team. NCH nurses served as clinical instructors modeling our mission, vision and values.

Structural Empowerment

Nursing Orientation by the Numbers



Nurse Residency

NCH has onboarded 130 new nurse graduates in 2023 and 25 in Q1 2024. This demonstrates a significant increase from an average of 34 new graduates annually from 2018-2022. In order to meet the increased need for support, the Nurse Resident Program was restructured with feedback from key stakeholders and new nurses who were the product of the pandemic. In 2023 the classes were offered in person with additional support of a monthly wellbeing/professional development session. In the fall of 2023, the professional development topics were opened to all nurses and CEs are offered for the monthly presentation. In 2024, the Nurse Resident Program was adjusted to include a hybrid model. In addition to the in-person wellbeing/professional development Session, an independent activity for wellbeing and professional development is offered. This has helped meet the many different barriers of the nurse residents in attending in person for the wellbeing/professional Development Sessions.



Structural Empowerment

DAISY Award

NCH collaborates with the DAISY Foundation to offer meaningful recognition to our nurses. Each month, nominations are gathered from patients and families to acknowledge and celebrate the exceptional clinical expertise and compassionate care provided by our nursing staff.

It is a highlight of our leadership team to be able to celebrate and recognize our DAISY honorees.

The DAISY mission statement:

The DAISY Foundation expresses gratitude to Nurses with programs that recognize them for the extraordinary compassionate, skillful care they provide patients and families. By honoring compassionate nurses, DAISY reinforces the importance of compassion in healthcare.



2023 Honorees

February	Jessie Davis
March	William Andriusaitis
April	Anida Gilowski
May	Kendall Mazurek
June	Tobey Bartel
July	Jessica Mueller
August	Edna Valdepenas
September	Shankar Ayyaswamy
October	Maricela Valle
November	Megan Ladd
December	Lorna Rosario-Binghay





Teambuilding

OR Team Celebrates Teamwork and Wellness with Goat Yoga

The Endeavor Health Northwest Community Hospital OR team are the GOATS of the OR. The team works hard and plays hard. This group is part of countless cutting-edge procedures that bring the best for our patients every day. It is only fitting that they spent the day team building with Intent Medical Group (IMG) and goat yoga.



Structural Empowerment



Finding our Joy

Northwest Community Hospital Nurses know how important it is to find joy both at work and outside of work. Through community and connections our nurses come together at unit celebrations and even the Magnet conference to spread joy.



Nurses Week

Nursing requires compassion and a dedication to serving others. Nurses week is a chance to celebrate and honor all of the extraordinary nurses that work tirelessly to positively impact our patients. This week is a reminder of the lives touched and a chance to reconnect with fellow nurses. National Nurses Week was celebrated during the month of May at NCH with the theme, "You Make A Difference." This week celebrated the unwavering commitment to exceptional care, the extraordinary dedication, compassion and resilience of our nurses. In 2023, NCH sponsored numerous activities throughout the week, engaging our teams in celebrating the work and dedication of our professional nurses. This week-long celebration was packed with various fun and engaging activities such as potlucks, karaoke, unveiling of the NCH historical time capsule, free sweet treats, and gift raffles.

2023 Nurses Week at NCH		2023 Nurses Week at NCH		2023 Nurses Week at NCH	
SPORTS SATURDAY	SUPERHERO SUNDAY	MULTICULTURAL MONDAY	TIE DYE TEAM TUESDAY	WILD WEDNESDAY	TROPICAL THURSDAY
GAME DAY AT NCH Wear your favorite Sports Shirt to Work Day Trivia Golf Raffles Classic: Bullseye Hot Dogs	CELEBRATE OUR HEROES Celebrate Your Culture "wear a symbol to show your pride" Unveil a Super Hero Shirt to Work Day Nomininate a Super Hero Classic: Chicken "Hero" Curry Sandwich	CELEBRATE OUR HEROS Celebrate Your Culture "wear a symbol to show your pride" Nursing Around the Globe: California Chapter Staff bring Pot Luck Dishes for all departments to represent your culture	WED TOGETHER & TRIANGLE Wear your favorite Tie Dye Shirts Water Bottle Raffles Classic: The Dye Salad Nursing Gift Distribution	SURPRISES GALORE Nurse's Week Video Live Dance 11:30a Auditorium Karaoke Challenge Auditorium 12:30p-1:30p Auditorium Open House Opportunities to Preserve the Memories EMERGE The Long embrace @ NCH Classic: Turkey & Wild Rice Soup	RELAX & ENJOY Wear Tropical Shirts & Masks to Work Day Tropical Tiki Mask Crafting &
FLASHBACK FRIDAY From May 11 CELEBRATE OUR HISTORY Graduation Flashback Photo Boards on Units Special unveiling NCH History in Employee Entrance History of Nursing at NCH Classic: Slappy Joes & Insular potato chips 2023 Nursing Research Symposium 10:00a-1:00p					

2023 NCH Research & Evidence-Based Practice Symposium - Friday, May 12 (10:00 AM to 1:00 PM)
 Blessing of the Hands Chaplains will round on campus throughout the week.



Professional Practice Model



The Professional Practice Model (PPM) includes beliefs, values, theories, and systems for nursing practices. The PPM provides a framework for nurses' everyday practice and describes:

- How nurses care for patients
- How nurses lead
- How nurse collaborate
- How nurses communicate
- How nurses develop professionally

Shared Governance Model

NCH Shared Nursing Leadership



Our Shared Nursing Leadership model connects every nurse to the CNO, and the CNO to every nurse. Shared Governance promotes nurse and interprofessional empowerment, shared leadership, and accountability. It provides a process for shared decision-making regarding nursing practice and the practice environment.



Putting the Pieces Together on What Makes NCH a MAGNET Organization

CNLC, Unit based councils, PE work & huddles, Donna Wright competency model, Nurse driven protocols, ability to call RRT, encouragement of nursing judgement

Admit/ Discharge Nurses, VAD team, Mobility pilot (3ES 4EN), Charge RN class, CNLC, virtual nursing (7S) Unit based councils, Nursing Care Committee/ Staffing by Acuity, RISE, Well being resources& Debriefing, Crisis intervention, Schedule balancing, Residency program for new RNs, Secure chat extended hours. MA apprenticeship, CNA partnership with Oakpoint, introduction of LPNs

New managers working together to build supported teams, admit/discharge team, VAD team, Virtual nursing (7S), Performance Excellence pillars focusing on people

Certifications paid for, Nursing Professional Advancement Program (NPAP), Nurse residency program, CPI training and de-escalation training, Managers attend local recruiting events, Shared Nursing governance (CNLC) system led emerging leader classes



Standardized Nursing Scorecard, Advocacy for Performance Excellence as a form of Shared Nursing Governance, Nursing retreat held to define nursing vision at NCH, Nursing Professional Advancement Program, Nurse driven protocols, just culture, occurrence reporting

Rapid Improvement workshops for throughput, patient experience, shared nursing governance. Physician involvement in shared nursing governance (CNLC) ED to inpatient handoff (task force developed to improve communication)

Leadership town halls with CNO, unit based councils with manager involvement, Performance Excellence weekly huddles, daily safety huddles, new proactive rounding structure with EVS, Clinical Engineering, Maintenance.

De-escalation training offered as CE, Charge RN class. Weekly manager email update. 24/7 access to managers, directors, CNO

Structural Empowerment



Clinical Nurse Leadership Council (CNLC)

The Clinical Nurse Leadership Council (CNLC) is Northwest Community Hospital's nursing professional governance. Professional governance empowers nurses to elicit change by working alongside operational leaders to make critical decisions related to nursing practice. Professional governance places nurses in a position to drive decisions that impact their practice and their work environment.

CNLC's membership includes nurses across the NCH organization, both inpatient, outpatient and specialty departments. This council promotes the collaborative decision making between nursing and leadership. The council ensures that the voice of the bedside nurse is heard and valued in issues relating to patient care and creates a culture of positivity and inclusion. The council recognizes the valuable expertise, insights, and perspectives of nurses and seeks to channel their collective wisdom in shaping policies, procedures, and practices that impact the nursing profession and patient outcomes.

Shared governance is a professional structural model, founded on the cornerstone principles of partnership, equity, accountability, and ownership that form a culturally sensitive and empowering framework, enabling sustainable and accountability-based decisions to support an interdisciplinary design for excellent patient care.

– Porter-O'Grady, 2003

2023 CNLC Highlights

- Workplace Violence
- ED to inpatient handoff
- Unit based councils
- Discharge Escorts
- Floating
- Nurse Sensitive Indicators
- Throughput
- Decompression Sessions
- Nursing town halls

Throughput Managing Nursing Team

One way that Endeavor Health NCH supports our Nursing teams is through a new team called the Throughput Managing Nursing Team (TMNT). TMNT was developed due to the record volumes Northwest Community Hospital was seeing daily. This team’s objective is to provide support to the patients during their transition from the emergency room or other ancillary departments within the hospital; additionally, supporting the nurses with their admissions and discharges. Within a two-year period, this team has grown from 2 to 6 nurses based on the valuable impact and positive feedback from the bedside clinicians. Last year, this team was able to assist with approximately eight thousand admissions and discharges, giving our nurses an estimated five thousand hours of time back with their patients.

With the growth of the team, they have expanded their coverage to longer hours of the days and additional days of the week. They have been able to take on more responsibility related to precepting new and current nurses on the admission process and collaborated with the pharmacy department to identify innovative ways to review the admission home medication reconciliation.



Vascular Access Department

The vascular access department was born out of nursing town halls held to acknowledge and address nursing barriers and patient satisfaction.

2023 Data:

PIV Insertions	Accucath Insertions	Midline Insertions	PICC Insertions
5809	269	465	269

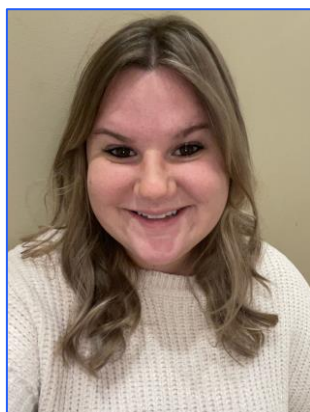
Exemplary Professional Practice

Nursing Care Committee

41 total members	34 Direct Care Clinical Nurses
Members include: Direct Care Clinical Nurses, Staffing Office, AVP, Director, Bed Placement, Nursing Supervisor, Clinical Nurse Managers, Finance	
10 staffing feedback forms reviewed in 2023	6 meetings held this year

The Nursing Care Committee/ Staffing by Acuity continued their hard work on ensuring that Nurse education, experience and skill set were taken into account when staffing a unit and caring for our patients. Staffing is an art form and takes a village to ensure that the right resources are in the right place at the right time. NCH uses the EPIC acuity tool to help guide these decisions. The tool is reviewed yearly by the committee and updated to reflect changes in unit populations, patient's growing medical needs and differing unit needs.

The team is responsible for maintaining, reviewing and making proposed changes to the EPIC acuity tool, reviewing any staffing feedback forms received, reviewing, updating and communicating any changes to the NCH staffing plans, and presenting to the NCH Board of Directors annually.



Chair:
Ali Tomczyk BSN, RN



Co-Chair:
Jessi Davis MSN, RN,
MEDSURG-BC

New Knowledge and Innovation

Intent Medical Group (IMG)

We are excited to share the last year of Intent Medical Group (IMG) and nursing's achievements. We are more than just healthcare professionals; in a patient's most vulnerable moments, we are the steady hand they hold, the reassuring voice they hear, and the unwavering support they lean on. Our vision, born in May 2022, serves as a poignant reminder that our purpose goes beyond just providing medical care - we are here for the patient, every step of the way.

Every interaction we have is an opportunity to make a difference, to offer solace and support when it is needed most. Our commitment to compassionate care transcends the boundaries of medicine; it touches the hearts and souls of those who entrust us with their well-being. We have had the honor of being a part of these moments, together as a team.

Here are some of the ways we have achieved this goal: engaging in community outreach, participating in collective learning efforts, collaborating with teams external to Northwest Community Hospital (NCH), uniting in patient care, assisting nursing with implementing new surgical setups, fostering team cohesion, partnering with the Intensive Care Unit (ICU) to develop a neuro mod, teaming up with 7 South to establish an Epilepsy Monitoring Unit (EMU), revamping our stroke program to regain comprehensive stroke center status, implementing process improvement projects in all neuroscience departments, working with the Emergency Department (ED) to upgrade the paramedic room, and enhancing patient care and outcomes by collaborating with nursing across all neuroscience patient care areas.

Our neuroscience team anticipates the year ahead with opportunities to collaborate with nursing in providing strength and compassion to all individuals we serve. Together, we aim to inspire hope, facilitate healing, and create a meaningful impact on the lives we encounter. We appreciate the chance to make a lasting difference in patient lives through your support and professional expertise.

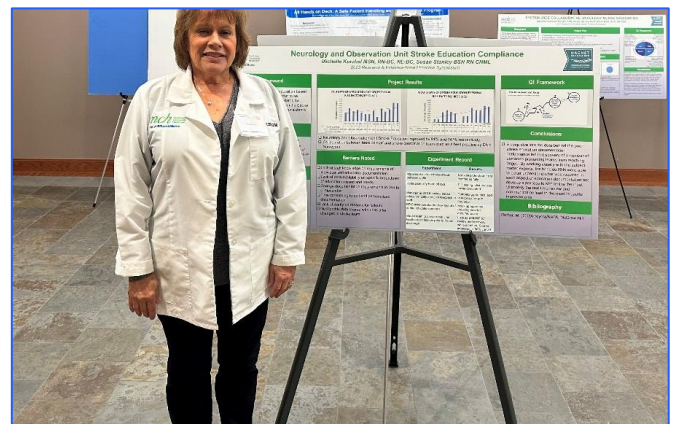


New Knowledge and Innovation

NCH Nursing Showcases Expertise at 2023 Conferences and Symposiums

NCH Nursing is committed to knowledge sharing. NCH was widely represented at several conferences and symposiums this year. Elmhurst Hospital was the site of the 2023 South Region Nursing Research Symposium. NCH RNs that participated in this event included: Karolina Golec, Clinical Practice Specialist, Allen Primero, Clinical Practice Specialist and Sue Ontanon, RN charge revenue analyst and Sue Stanley, Clinical Nurse Manager.

Kari Otahal, Director Nursing Operations, Kathleen McGuire, AVP –Med Surg and Kim Maguire, CNO participated in poster presentations at Illinois Organization of Nurse Leaders.



Empirical Outcomes



Performance Excellence

Performance Excellence: Empowering those closest to the work to improve the work

Goal: A form of shared governance used to develop a high-performing management system for continuous daily improvement & sustainment to improve nurse-sensitive indicators.

Performance Excellence involves focusing and aligning efforts on the results that matter. Improving processes to deliver greater value to patients and families. Involving and empowering the people closest to the work in the change effort and creating a culture of improvement and respect.

These huddles drive a hands-on approach to problem solving by explicitly defining the area of opportunity and making visual (if a problem is not seen, it can't be solved) and engaging the entire team around solving the problem. The Performance Excellence huddle format allows for rapid and frequent course corrections and creates a daily habit of performance management. We are seeing the issues and barriers through the lens of the frontline staff.

As a form of shared governance, performance excellence engages those that are at the center of the work to drive change for positive patient outcomes.



Empirical Outcomes

Patient Experience Insight

Patient experience encompasses the entirety of an individual's experience from all disciplines on the continuum of care. Using a patient centered care model, NCH partners with Press Ganey to listen to the voice of our patients, recognizing that a positive patient experience is tied to improved patient safety practices and better clinical outcomes.

Patient Experience Monitored Domains	Target	Actual 2023
Inpatient "Rate the Hospital"	66.1%	67.8%
Staff Responsiveness	60.5%	62.2%
Nursing Communication	77.9%	77.3%
Inpatient Physician Communication	81.3%	81.1%
Care Transitions	52.7%	56.2%

Nursing Sensitive Indicators

Nursing sensitive indicators provide a look at nursing practice and quality outcomes. Tracking and reporting of these indicators publicly endorses NCH's commitment to practice and patient centered care.

Indicator	2023 Units Outperforming
CAUTI per 1,000 Catheter Days	11/11
CLABSI per 1,000 Central Line Days	12/12
HAPI -Stage 2 and Above	7/12
Medical Device HAPI	12/12
Injury Falls per 1,000 patient days	6/15