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Greetings Nursing Colleagues,

As vice president and chief nurse executive for Northwestern Medicine Huntley Hospital, I am honored to present our Fiscal Year 2019 Nursing Annual Report, *Inspired and Engaged - Transforming Excellence in Nursing*. The stories that follow provide a glimpse of the phenomenal outcomes our professional registered nurses and patient care team members have achieved. These initiatives occurred as our team integrated with Northwestern Medicine, leading to a rewarding year filled with opportunities. As FY19 progressed, our nurses were inspired and engaged to advance their professional practice in pursuit of transforming excellence. We ensured our patients-first mission was exemplified in all we did for those we serve at Huntley Hospital and in the communities that surround us.

In December 2018, we formally submitted our commitment to begin the American Nurses Credentialing Center (ANCC) Journey to Nursing Excellence, also known as the Magnet Recognition Program®. Throughout the year we have been busy documenting evidence and conducting research in support of our document, which will be submitted June 1, 2020. The principles of a Magnet organization include Transformational Leadership, Structural Empowerment, Exemplary Professional Practice and New Knowledge, Innovations and Improvements, all of which contribute to drive Empirical Outcomes.

These principles are featured in the stories we share within this report, as our Nursing team was also inspired by their Professional Practice Model and nurse attributes of Teamwork, Excellence and Integrity. These attributes and forces of Magnet provided a foundation to create exceptional experiences for our patients and their families, our community and our healthcare team.

It is with great intention that our continued and relentless pursuit of nursing excellence be supported through professional development, education, certification, innovation, research and collaboration.

In closing, we acknowledge and thank our inter-professional colleagues, as we know we could not accomplish these phenomenal outcomes without an All-IN attitude and team approach!

I thank each of our incredible nurses for all they do to care for each and every patient and family, each and every day.

With gratitude and honor,

*Kim Armour, PhD, NP-BC, RDMS, NEA-BC*
*Vice President and Chief Nurse Executive*
*Northwestern Medicine Huntley Hospital*
Transformational leadership
Nursing Strategic Roadmap and PPM support exceptional care

The Huntley Hospital Nursing Strategic Roadmap and Professional Practice Model (PPM) aligns with the Northwestern Medicine values and nursing attributes. They reflect the nurses’ commitment to delivering exceptional care to their patients in the ever-changing healthcare environment. The PPM identifies the nurses’ core values and places patients-first care at the center of the model. Integrity, Teamwork and Excellence encircle the heart to support the commitment to patients. Surrounding the core values and mission are the seven components of the model, each representing the complexity and versatility of the nursing care delivered at Huntley Hospital.

The Nurse Executive Council reviews the Nursing Strategic Roadmap and PPM annually.
## Huntley Hospital Nursing Strategic Roadmap FY19-20

**Deliver Exceptional Care**

| Quality and Safety | • Minimize care variation  
| Exemplary Professional Practice | • Adopt and enculturate Safety Always  
| | • Achieve year-over-year improvement in quality performance and nurse sensitive outcomes in all settings throughout the continuum of care to achieve top decile performance |

**Patient Experience**

| Exemplary Professional Practice | • Advance the patients-first mission to achieve top decile patient engagement as demonstrated by top quartile performance in “Likelihood to Recommend” (LTR) metric and supporting unit-based metrics |

**Advance Medical Science and Knowledge**

| Research/Evidence-Based Practice | • Promote, implement and disseminate nursing-led inter-professional research and evidence-based practice (EBP)  
| New Knowledge, Innovations and Improvements | • Collaborate with Northwestern Medicine partners on research and EBP to streamline efforts and maximize outcomes |

| Education | • Advance towards Institute of Medicine standard of 80% BSN prepared nurses in the workforce  
| Structural Empowerment | • Encourage advanced nursing degrees at the bedside |

**Engagement**

| Exemplary Professional Practice | • Outperform the national benchmark in nursing satisfaction  
| Transformational Leadership | • Advocate and support enculturation of the Relationship-Based Care Professional Practice Model into the daily practice  
| | • Recruit and retain top talent of clinical nurses and practice partners |

**Growth**

| Structural Empowerment | • Promote a culture of lifelong learning as demonstrated through increased rates of professional nursing specialty certification and individualized professional development opportunities  
| | • Improve fiscal stewardship through clinical nurse involvement in financial planning and resource utilization including staffing  
| | • Support professional growth through mentoring and succession planning within all levels of nursing |

**Investments/IT Infrastructure**

| New Knowledge, Innovations and Improvements | • Support nursing involvement in the innovative planning and implementation of technology workflow and space design to facilitate improved patient outcomes; transition to Epic platform  
| | • Optimize current technology: interoperability, electronic medical record (EMR) and communication |

**Community Outreach**

| Structural Empowerment | • Promote nursing volunteer partnership in local and regional community healthcare and wellness initiatives that align with HealthyPeople 2020/2030 or United Nation’s Sustainable Development goals |
Northwestern Medicine Huntley Hospital Nursing Annual Report

FY19 proved to be exciting for Nursing at Huntley Hospital as the Journey to Magnet Excellence is underway. This journey provides a roadmap to nursing excellence as designated by the ANCC.

Huntley Hospital submitted its Magnet application to the ANCC in December 2018 and received official acceptance on March 5, 2019. Huntley will submit its Magnet document on June 1, 2020, and Nursing leaders expect ANCC follow-up site visits in fall 2020.

“Magnet is the gold standard globally for hospitals,” says Huntley Hospital Chief Nurse Executive Kim Armour, PhD, NP-BC, APN, RDMS, NEA-BC. “For our patients, nursing excellence and the Magnet designation represent the highest-quality outcomes with an enhanced patient experience.”

During this Magnet Journey, Nursing staff and leaders are focused on embedding structures and processes that create an environment of excellence in which nurses are supported to provide the highest quality of care and are recognized for their achievements.

As part of the efforts to support nurses, Lisa Young, MSN, RN, Magnet Program manager, and Christina Kujawa, BSN, RN, Emergency Department, put up a poster highlighting the “Huntley League,” the superhero theme for Huntley Hospital’s Magnet Journey. Each unit designed a superhero to represent their team as they work toward nursing excellence.
Nurses participate in shared governance
The Shared Leadership Model supports participative decision-making by nurses at all levels. The organized structure promotes nurse autonomy over clinical practice standards, quality improvement, staff and professional development, and research. Communication is multidirectional among bedside professional nurses, leadership, inter-professional teams and chief nurse executives.
Debra Harper, MSN, RN, director of Operations for Inpatient Nursing at Huntley Hospital, knows what it takes to transform culture on a unit. Harper collaborated with Abby Falbo, MSN, MBA, RN, manager of Operations for the Medical Telemetry Unit, to identify what the unit needed to rise up, face challenges and support the team.

As a result of listening to the team and empowering nurses to participate in improvements, the unit’s outcomes and morale greatly improved. “As a leader, my job is to support them so they can do their jobs,” Falbo says.

Over the past year, changes big and small occurred that transformed the culture on the unit, including Falbo coming in early every day to see her night shift team face to face. Through it all, Falbo had Harper in her corner offering advice.

The Nursing team appreciates Falbo’s dedication and even recognized her as the unit’s “Employee of the Month.”

“She is a great leader,” Harper says. “She has truly turned Medical Telemetry into a place where nurses want to work.”
Structural empowerment
Northwestern Medicine Improvement Day celebrates team-based efforts to share meaningful project work across the health system. Projects that positively impact the patient experience, engagement, quality, safety, access and financial performance of Northwestern Medicine are shared. Improvement Day is an opportunity to formally recognize teams as they share improvement-oriented solutions and inspire their colleagues to lead change.

In 2019, the Huntley Cardiac Telemetry Unit (CTU) team led by Mary Bentley, MSN, RN, SCRN, was recognized as the Colleague’s Choice winner for their poster, “Call! Don’t Fall! Fall Prevention Due to Staff Empowerment.” The following team members contributed to the project:

- Kim Armour, PhD, NP-BC, APN, RDMS, NEA-BC
- Mary Bentley, MSN, RN, SCRN
- Halyna Bohuslavska-Hickey, RN
- Tricia Conroy, MSN, RN
- Andrea Engel, BSN, RN
- Danielle Fallico
- Deb Harper, MSN, RN
- Tricia Konces-Simo, PCT
- Abba Millare, PCT
- Viviana Orozo, BSN, RN
- Carmelita Santos, BSN, RN
- Ross Sia, BSN, RN, SCRN
- Jessica Wolfe, PCT
- Lisa Young, MSN, RN

The amazing work of this team has led to four consecutive quarters without a patient fall on the CTU unit.
SUCCESSFULLY REDUCED PATIENT FALLS BY 73% AND INJURIES SUSTAINED FROM FALLS BY 100% ON THE CARDIAC TELEMETRY UNIT.

This was accomplished by utilizing a solution-based approach and empowering the staff to initiate patient-specific fall prevention.

BACKGROUND

- There is a lack of standardization in the ongoing fall risk assessment and implementation of interventions in the prevention of patient falls.
- Fall precautions are in place, however patient falls continue to occur.
- CTU staff report feeling helpless, stating they are trying everything, and there is nothing else they can do.
- It is a regulatory requirement that hospitals assess a patient’s risk for falls and implement interventions to reduce falls based on the assessment.
- CTU staff report feeling helpless, stating they are trying everything, and there is nothing else they can do.

METHODS

- A standardized, individualized fall risk assessment process promotes consistency and empowers staff to initiate patient-specific fall prevention.
- Prior to the improvement project, staff described feelings of helplessness, stating, “We are doing everything, there is nothing we can do.” After the implementation of the project, staff felt empowered and were overheard saying, “We can prevent falls. Patients don’t fall in CTU.”
- Engaged staff provide ongoing education to patients and families on fall risk interventions.
- Personalized education involves patients and families in care delivery and increases compliance.
- Improved patient outcomes empower staff in the provision of safe, quality, patient-centered care.

RESULTS

- Successfully reduced patient falls by 73% and injuries sustained from falls by 100% on the Cardiac Telemetry Unit. This was accomplished by utilizing a solution-based approach and empowering the staff to initiate patient-specific fall prevention.

CONCLUSIONS

- Successfully reduced patient falls by 73% and injuries sustained from falls by 100% on the Cardiac Telemetry Unit. This was accomplished by utilizing a solution-based approach and empowering the staff to initiate patient-specific fall prevention.
The Association for Nursing Professional Development focuses on advancing the specialty practice of nursing professional development for the enhancement of healthcare outcomes. Tom Tockey, MSN, RN, CMSRN, and Katie Neil, MSN, RN, CCRN-K, developed a poster detailing how the Professional Development team decreased variation during onboarding and increased new nurse retention. Tockey and Neil were chosen to present their poster, “A Standardized Check-in Process for Orientees,” at the association’s national conference in April.

Nurses honored for extraordinary care
Huntley Hospital nurses are recognized for the extraordinary care they provide to patients and families through The DAISY Award.

2019 DAISY Award winners

Shannon Malone, BSN, RN
Intensive Care Unit

Candy Drinkwater, BSN, RN
Obstetrics

Michelle Ciero, RN
Emergency Department

Lindsay Donnewald, RN
Medical Surgical Telemetry

Jen Pineda, RN
Medical Surgical Pediatrics
Background

Without a consistent system of support, orientation may not feel valued, accepted or relevant due to new personas. Building programs that show value in support for transitioning nurses has an impact on staff retention, engagement, and retention rates. (Khan, Arora, & Tocker, 2017).

A process improvement team was formed at a health system in September 2019 to identify and define recommend details to a standardized process, tool, and orientation process while reinforcing and promoting a new nurse role model.

The lack of standard work and practices among individuals involved in the onboarding/orientation process leads to varied orientations of nurses involved. The following inconsistency in communication existed across the hospital system and form one to work:

- Orientation process varied by role and site.
- Education occurred during different time periods.
- Transition in leader transitioning form.
- Orientation to educators differing tools.
- Misaligned communication between leader and educator in new hires.
- Perceptions of new hire training.
- Perceptions not included in progress updates.
- Lack of post-placement with new hires.
- Feedback from new hires to leader and educator.
- Information gaps existed in consistent communication of responsibilities.

Purpose

To create standards and tools to orienting new orientation to provide the education and communication for leaders, educators, and nurses to improve the orientation.

Method

Since 2018, the tracked eta has shown an impact on staff retention, engagement, and retention rates. (Khan, Arora, & Tocker, 2017).

Utilizing Lean principles, leaders and educators, including directors, bedside unit nurses, and current department directors together to improve the process. Data collected included metrics for variations in the checklists, orientation checklist scores, and orientation check scores.

Findings

This information was used as a tool for the Lean process improvement project.

Outcomes, Goals, Standards

- Orientation and standardized tool to educators.
- Orienting checklist to leaders & educators.

Orientation Check-In Standards

Leadership involvement
- Promote involvement
- Educator led
- Check in every two weeks
- Unchanged standardized checklist to form
- Development of focused group goals
- Development of internalized education plan
- Calendar to focus bases, prep, and orientation.

Tools were deployed in 6 leadership rooms along with organization for an impact. Leader educators were removed and selected for leadership support. Educators were removed via classroom setting. Educators rescored the standardized checklist to form the second year after implementation.

The standardized processes went live along with the nurse residency program in August 2017.

Post Implementation Process Consistency

- Enhanced adherence to standards
- Centralized leaders
- Enhanced communication

Implications

Increased communication and clarity among leaders and educators.
- Increased clarity in terms of expectations and responsibilities.
- More nurses led to orientation standards with each organization.
- More nurses received data to improve, evaluate, and get feedback throughout the education.
- More information for building strengths in new hires to improve performance.
- Increased teamwork among nurses.

Further standardization that assists in teaching consistent parts.
Huntley Hospital advances education and certification rates

The Huntley Hospital Strategic Roadmap supports the Institute of Medicine (IOM) Future of Nursing call to action for 80% of nurses to hold a Bachelor of Science in Nursing (BSN) or higher degree by the year 2020.

Many professional organizations, including the Magnet Recognition Program and American Nurses Association, support the IOM goal. The Magnet Recognition Program requires an action plan that includes a target and demonstrated evidence toward the 80% goal.

In addition to degrees, professional nursing certification is a formal process by which a certifying agency validates a nurse’s knowledge, skills and abilities in a defined clinical area of practice based on rigorous standards.

With a commitment to lifelong learning, certified nurses bring expert care to the bedside as well as evidence-based practice guidelines and leading-edge knowledge to the organization.

Huntley Hospital ended 2019 with an overall BSN rate of 75%. The following Nursing units have met the IOM goal of at least an 80% BSN rate:

- 100% Ambulatory Treatment Services
- Catheterization Lab
- Cardiac Pulmonary Rehabilitation
- 91% Float Pool
- 90% Same Day Surgery
- 86% Medical Surgical Pediatrics
- 85% Intensive Care Unit
Through a combination of strong support from the Professional Development team and NM Academy, and generous reimbursement policies supporting continuing education, Huntley Hospital is steadily increasing education and certification rates. The Magnet Recognition Program’s benchmark for professional certification has been set at 51%. Huntley Hospital’s current certification rate is 33%.

Nurses in the following units have a 100% certification rate:
- Catheterization Lab
- Lactation
- PICC team

**Huntley Hospital Certification rate**

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Huntley Hospital is committed to professional development and lifelong learning. Before integrating with Northwestern Medicine, Huntley utilized the Clinical Ladder Program to support nursing advancement. An opportunity to enhance the program was identified as Nursing leadership and the Professional Development team evaluated programs in use across the Northwestern Medicine system.

The Nursing Pathway Program is an integral part of empowering individual nurses to excel in their practice, benefiting patients and the community.

The Northwest Region Nursing Professional Development Pathway Program launched in September 2019, offering opportunities for nurses to participate in professional activities, evidence-based practice, research and quality improvement projects. About 75 nurses at Huntley Hospital expressed interest in the program.

Alyssa Carter, BSN, RN, is a Nursing Pathway Committee member and participant. “Being part of the Nursing Pathway Program has motivated my team to dive into the literature on best practices for OB patients delivering via cesarean section,” she says. “Reading through the latest research has encouraged us to analyze the current state of our own patient care and inspired us to begin implementing changes to better meet the needs of our patients. The project I am a part of will greatly enhance the recovery process for our patients after delivering via a cesarean section.”
Exemplary professional practice
Sepsis, a potentially life-threatening condition, must be identified early and accurately to reduce mortality for patients. Patients with sepsis symptoms and diagnoses are closely monitored at Huntley Hospital to help ensure the best care is being provided.

An uptick in readmission rates following sepsis was identified at Huntley Hospital. Patients who had been discharged from the hospital were returning sometimes less than 24 hours later for further care. A committee was developed to address this concern.

The team quickly identified opportunities to improve the handoff between nurses. The handoff was improved to include whether a patient needed to be rescreened for sepsis in the upcoming hours or shift, making sure to identify any impending needs of the patient.

Following the implementation of the enhanced handoff tool, Huntley Hospital reduced the rate of sepsis readmissions from 13.5% to 8.1% after the first quarter.

“It was gratifying to be a part of the positive changes made for accurate and early recognition of a potentially septic patient,” says Mary Mills, BSN, RN, CPHQ, CPPS, Clinical Quality leader. “Early recognition, as well as appropriate and timely interventions, are pivotal to positive outcomes for septic patients.”

“For every hour that treatment is delayed, the mortality rate increases by 8%,” Mills continues. “Our ongoing work with the team to initiate the sepsis protocols stemming from those accurate and timely sepsis screenings continues to support evidence-based statements that time is critical when rendering care to the septic patient.”
Inter-professional collaboration and communication between nurses and physicians are important factors influencing the patient’s experience. Nursing and physician leaders collaborated on how to improve the patient’s perception of teamwork at Huntley Hospital.

Mary Bentley, MSN, RN, SCRN, clinical manager for the Cardiac Telemetry Unit, Abby Falbo, MSN, MBA, RN, clinical manager for the Medical Telemetry Unit, and Mohammed Shaik, MD, hospitalist, partnered to develop a new process that emphasized nurse-physician communication during daily patient rounding.

Joint rounding, which involves physicians and nurses rounding on patients together, resulted in enhanced communication and collaboration. After implementing nurse-physician rounding in August 2019, patient experience scores on teamwork increased from a baseline of 66% up to 76% to 78%.

EXEMPLARY PROFESSIONAL PRACTICE

Nurse-physician rounding drives up patient experience scores
New knowledge, innovations and improvements
NEW KNOWLEDGE, INNOVATIONS AND IMPROVEMENTS

Learning through research

An important responsibility of a nurse is to promote the growth of new knowledge through research.

Lisa Young, MSN, RN, Magnet and Quality coordinator for Huntley Hospital, questioned if standardized patient education was effective for knowledge retention compared to education that aligns with the patient’s learning style.

Young assembled a team with clinical nurses in the Hip and Knee Replacement Center — Tina Ventrella, RN, and Joseph Jimeno, BSN, RN — and Cheryl Martin, BSN, CMSRN, ONC, nurse educator. The team identified and recruited eligible patients to participate in the study.

Although the findings did not support the hypothesis that tailoring education to a person’s learning style was more effective in promoting knowledge retention, the team learned the educational process is multifaceted and requires further evaluation into factors such as literacy, teaching styles and the learning environment.

This was the first research study this team participated in, and they were excited about the knowledge they gained.
Exploring aromatherapy for patients following surgery

Attending national nursing conferences can be energizing. Diane Mechelke, MSN, RN, Surgical Services educator, returned from a national conference with an idea: explore the use of aromatherapy as a non-pharmacological intervention to reduce post-operative nausea and vomiting.

Clinical nurses Edgar Rebusit, RN, and Analyn Sapanhila, BSN, RN, championed the evidence-based project as an improvement for patients at Huntley Hospital. After a trial with 100 patients, the group presented data that supported the use of aromatherapy post-operatively. A protocol was developed for nurses to autonomously initiate a non-pharmacological intervention for patients experiencing post-operative nausea and vomiting.
Empirical outcomes
Nurses’ perceptions about their role are critical for patient care. Their perceptions of their work environment ultimately impact the quality of care delivered, ownership of nursing practice, patient outcomes and job satisfaction.

Huntley Hospital strives to create and maintain a culture of excellence, a place where nurses want to work. Clinical nurses at Huntley Hospital participated in the National Database of Nursing Quality Indicators™ (NDNQI™) survey in October 2018.

The response rate was 97%. The survey measured nursing satisfaction in 10 categories, five of which are Magnet categories.

Huntley Hospital outperformed the national benchmark in four out of five Magnet categories, and nine out of 10 total categories. Nurses at all levels participate in reviewing and analyzing the satisfaction data, and partner to take action for improvement where needed.