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Woodstock Hospital

FY24 Nursing Annual Report



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01

A Message From the Chief Nurse Executive



I am pleased to share the fiscal year 2024 (FY24) Northwestern Medicine Woodstock Hospital Nursing Annual Report. This has been an exciting couple of years that included our hospital's recognition as a Pathway to Excellence® organization — the first Northwestern Medicine hospital to achieve this honor.

It was a challenging journey, but our document and nursing responses demonstrated the amazing culture at Woodstock Hospital. I was humbled and honored as we stood in line waiting to be recognized on stage at the American Nurses Credentialing Center National Magnet Conference® and Pathway to Excellence Conference® in 2024. It was surreal to look at the crowd of more than 13,000 nurses and leaders. The most pride I felt was watching our nurses who were beaming with joy as they anticipated the walk across the stage. It was a memory I will always cherish!

Equally thrilling was the opportunity to attend the Emergency Nurses Association's annual conference in celebration of our Emergency Department's first Lantern Award from the Emergency Nurses Association.

Woodstock Hospital nurses exemplify the Northwestern Medicine core values of *Patients First*, integrity, teamwork and excellence and always place the patient at the center. Our Interprofessional Relationship-Based Care Model serves as our guiding star in putting these values into action. Our nurses demonstrate continuous improvement through participation in shared governance councils; Lead, Excel and Develop (LEAD) projects; applications for Academy for Quality and Safety Improvement projects; and many other endeavors. The desire to continue to grow professionally and personally has led many Woodstock Hospital nurses to earn a Bachelor of Science in Nursing or to strive for an advanced degree to expand their knowledge base and improve patient care. Additionally, there are multiple nurses working on professional certification, which reassures patients and their families that they are in the capable hands of an expert in practice.

I am confident that our nurses will continue to grow, thrive and improve outcomes for our patients and community. I am beyond grateful and humbled to serve as your vice president and chief nurse executive. When asked what provides me with the most satisfaction in this role, the answer is always this: the team of talented individuals who I am blessed to work with each day.

Highlighted are only a few of the amazing updates at Woodstock Hospital. The content is organized in alignment with the Pathway to Excellence six practice standards:

- › Shared decision making
- › Safety
- › Well-being
- › Leadership
- › Quality
- › Professional development

Please enjoy this report and recognize how appreciated you are.

Sincerely,



Lori Sullivan, MSN, RN, NEA-BC

Vice President and Chief Nurse Executive

02

Shared Decision Making

Growth of Shared Governance at Woodstock Hospital

On the journey to achieving American Nurses Credentialing Center (ANCC) Pathway to Excellence® designation, Woodstock Hospital began the Nursing Excellence Council (NEC) to support the six standards of the Pathway to Excellence framework. Since receiving the designation in December 2023, there has been a significant increase in staff engagement in the many nursing councils at the hospital. Much of this success is due to the determination and engagement of the council chairs.

Emily Trommater, DNP, RN, was the first chair for NEC. In her role as chair, she worked with council members to achieve the hospital's first ANCC Pathway to Excellence designation and the first at Northwestern Medicine. Building the NEC was a critical step because it became the driving force behind initiatives that promote high standards of nursing practice, professional development and collaborative decision making. By bringing together a diverse group of nursing professionals — ranging from staff nurses to nurse leaders — the council ensures that the voices of front-line caregivers are heard, and that their insights contribute to meaningful improvements in patient care and the work environment.

The journey to Pathway to Excellence designation required a structured approach, and NEC played a key role in this process. The council was responsible for identifying areas where the hospital can align with the Pathway standards, such as shared governance, evidence-based practice and a commitment to ongoing education and professional growth.

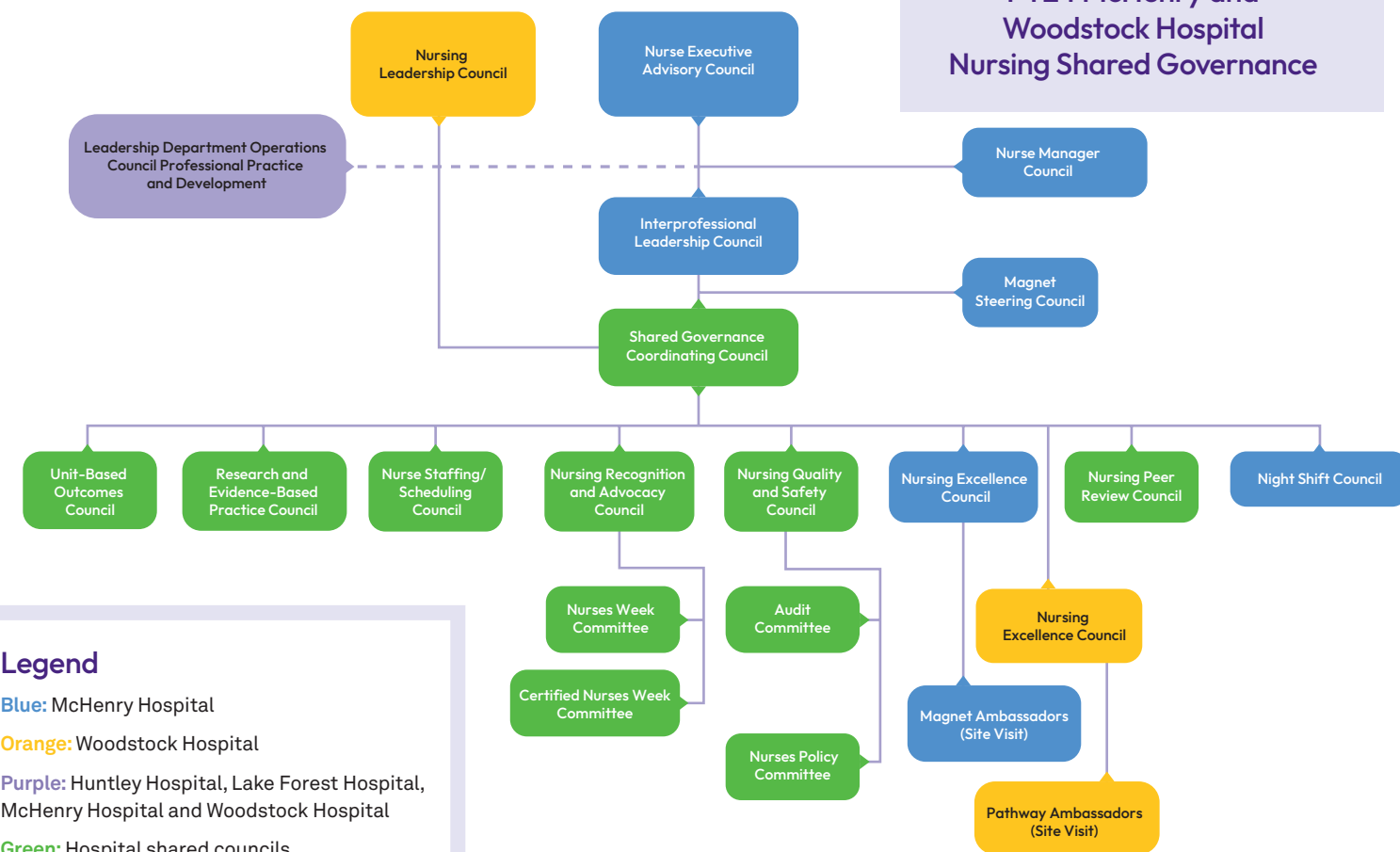
Through regular meetings, the council reviewed policies, proposed new initiatives and engaged nursing at all levels in the hospital's mission to create a supportive and empowering environment. As the council led efforts to enhance nurse satisfaction, reduce turnover and improve patient outcomes, it provided a foundation for the hospital's successful Pathway to Excellence application, positioning the institution as a leader in nursing excellence.

Sierra Dancy, MSN, MEd, RN, LCPC, NCC, assumed the chair role and committed to advancing the legacy of her predecessor. Together, council members integrate the six standards in the Pathway to Excellence framework. The strategic initiatives include fostering interdepartmental collaboration at Woodstock to enhance teamwork and cultivate a positive and healthy work environment. Additionally, the council promotes engagement in volunteer events and provides ongoing opportunities for involvement.

Evidence-based practices are emphasized to ensure nurses are equipped with skills that reflect shared decision making, safety, professional development and quality principles. The main objectives are to:

- › Elevate nursing practice
- › Foster a culture of continuous improvement and collaboration
- › Strive for excellence in all endeavors

Clinical nurse involvement in shared governance is impactful, and can significantly enhance clinical and critical thinking skills beyond the bedside. Shared governance members are continually presented with opportunities to actively improve patient outcomes, as well as staff safety and satisfaction.



03

Leadership

Leadership Development Opportunities at Northwestern Medicine

Leadership development is crucial because it provides the foundation for a strong, cohesive team. Effective leaders inspire and motivate team members, fostering a positive work environment where everyone feels valued and empowered. By investing in leadership development, organizations ensure that their leaders possess the necessary skills to navigate challenges, make informed decisions and drive the team toward common goals. This enhances team collaboration, boosts morale and increases overall productivity.

Leadership in Nursing is about more than being a great bedside nurse. For **Daniel Webel, BSN, RN, CRRN**, director of Inpatient

Rehabilitation, Neurotelemetry and the Regional Stroke Program, the past year has included professional development opportunities for the benefit of Webel and his team.

To learn more about the community and how to support it, Webel applied and was accepted into Leadership Greater McHenry County (LGMC). LGMC focuses on bringing leaders together from different parts of the county in health care, government, education and private business to foster relationships to continue to improve the county.

To grow in his role as a director, he applied for and was accepted into the American Organization for Nursing Leadership (AONL) Nurse Director Fellowship. The AONL Fellowship brought him into a cohort of 30 nurse directors from around the U.S. to learn skills in systems thinking, appreciative inquiry, advocacy and more. The fellowship, which also has a manager cohort, helps nurse leaders connect with peers across the U.S. to form a support network.

Through the Northwestern Medicine partnership with Northwestern University, Webel is participating in a two-year bioethics fellowship program. In this program, interprofessional partners, such as nurses, therapists and social workers, meet to learn an abbreviated course in ethics as it relates to health care. The tactics learned can be applied to challenging interactions with patients or families.

Additionally, Webel is using the Direct Bill program, a Northwestern Medicine Tuition Reimbursement benefit, to pursue his master's degree in healthcare innovation. This degree will help him navigate his teams through the ever-changing landscape of health care.

Ultimately, strong leadership is the cornerstone of a resilient and high-performing team. Webel is proof that investing in the leadership team leads to strong teams. He was nominated by his team and recognized as the 2024 DAISY Nurse Leader of the Year for Woodstock Hospital. Since December 2024, his team on the Inpatient Rehabilitation Unit has maintained a 100% retention rate.



04

Safety

Initiatives to Improve Patient and Staff Safety

Inpatient Rehabilitation: Safe Patient Handling Program

In response to staff feedback and an uptick in the number of safe patient handling injuries reported at Woodstock Hospital, nursing leadership advocated for the purchase of additional safe patient handling devices for the hospital. These devices include powered sit-to-stand and Hoyer-type devices, as well as unpowered stand aids. In total, nursing leadership purchased eight devices that are used in the Emergency Department, Inpatient Rehabilitation and Medical Imaging.

Before the purchase, a thorough assessment was completed in conjunction with Nursing Leadership, Professional Practice and Development, and the Workforce Health and Safety teams. Evaluation of current options was performed and the team decided on the Hill-Rom products based on their top-notch ratings by other Northwestern Medicine locations and vendor support for staff training on best safe patient handling practices. Having access to safe patient handling equipment helps to minimize staff injuries while ensuring safety for patients.

Improving Transfers for Patients in Need of Behavioral Health Services

Effective and efficient ED throughput of patients in need of behavioral health services is important from both patient and organizational standpoints. Patients who receive behavioral health care more quickly and experience reduced wait times may have an improved patient experience. From an organizational standpoint, an effective and efficient transfer process is necessary to improve the overall efficiency of the ED by minimizing wait times and potential overcrowding, as well as improving care delivery, safety and security.

The “Improving Behavioral Health Transfers Project” was a multiple hospital and department leadership endeavor at Northwestern Medicine that included Huntley Hospital, McHenry Hospital and Woodstock Hospital. Phase 1 analysis showed that the median transfer times from the Huntley Hospital ED and McHenry Hospital ED to Woodstock Hospital’s Inpatient Behavioral Health Unit were 12.3 hours and 13.8 hours, respectively. (Woodstock Hospital ED transfers were out of scope for this project.)

Through the initiation of a variety of analyses and the implementation of corresponding interdepartmental strategies, transfer times were reduced to 10.2 hours from Huntley Hospital and 11.5 hours from McHenry Hospital. This project was successful on many fronts and the gains made are being sustained.

This project was also highlighted at Northwestern Medicine Improvement Day at Central DuPage Hospital, an event that helps Northwestern Medicine hospitals share best practices and successful improvements throughout the system.



Revisions to Workflow for Improving Transfers for Patients in Need of Behavioral Health Services

Standardize ED Petition Process	Initial Transfer Screening
<ul style="list-style-type: none"> › Standardize how involuntary petition should be completed based on legal advice › Implement real-time checks with the crisis team via Vocera for timely and accurate completion of petitions in the ED › Work with Information Services to upload petition form in Epic › Allow electronic signatures from the crisis team 	<ul style="list-style-type: none"> › Behavioral Health Services charge nurse to call ED nurse when reviewing admission request › Behavioral Health Services psychiatrist to contact ED physician for any clinical questions
ED Medication History by Pharmacy	Staffing Throughput Nurse During Day Shift
<ul style="list-style-type: none"> › Pharmacy to contact outside sources (external pharmacies, Epic, Prescription Drug Monitoring Programs) to verify all patient medication for patients who need inpatient admission to Behavioral Health Services 	<ul style="list-style-type: none"> › Delegate charge nurse responsibilities to allow more time to review admission requests and admit patients › Throughput nurse would be responsible for admit requests › Day shift only (7:00 am to 3:30 pm)

05

Quality

Accomplishments and Improvements

CAUTI Success Rate for the Inpatient Rehabilitation Unit

Prolonged or inappropriate use of indwelling urinary catheters (IUCs) is associated with increased prevalence of catheter-associated urinary tract infections (CAUTIs), resulting in increased morbidity, mortality, length of stay and cost of care. On the Inpatient Rehabilitation unit, where prolonged IUC use was high, an interprofessional team that included Nursing, Infection Prevention and Physiatry collaborated to reduce the catheter utilization rate.

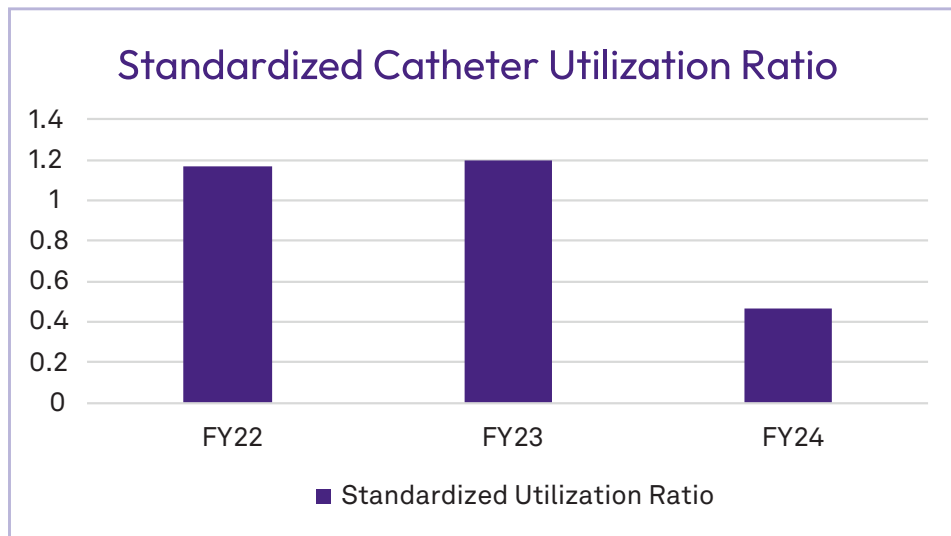
The 22-bed Inpatient Rehabilitation unit has historically had high IUC utilization. The unit's standardized utilization ratio (SUR), or ratio of actual use compared to expected use, was 1.20 in FY23 and 1.17 for FY22, placing the unit in the 90th percentile for inpatient rehabilitation facilities (only 10% of facilities exceeded our utilization rate). In response, the interprofessional team began a process improvement project to reduce utilization with a goal in FY24 to be at or below the 50th percentile (a SUR of ≤ 0.88) by promoting intermittent catheterization over indwelling catheterization.

To achieve the goal, the team used multimodal methods, including:

- › Transitioning bladder care medical management from physician consultants to the attending physiatrist
- › Teaching staff how to provide consistent instructions for their patients on self-catheterization and CAUTI prevention
- › Encouraging nurse-driven foley removal with Infection Prevention backup and monitoring
- › IUC reviews during weekly team conferences

The unit closed FY24 with a SUR of 0.47, achieving a SUR in the 25th percentile. In addition to a reduced SUR, the unit finished the fiscal year with a CAUTI rate of zero. With continued success, the unit accomplished 1,000 days without a CAUTI by May 2025.

By changing the culture on the unit from being IUC dependent to promoting intermittent catheterization and CAUTI prevention, IUC utilization decreased 60% for the fiscal year and has sustained the unit's low CAUTI incidence rate.



FY24 Accomplishments



No. 13 in Illinois and No. 12 in Chicago*
Two High Performing Specialties
10 High Performing in procedures and conditions



Received a 5-Star Quality Rating by Centers for Medicare & Medicaid Services (CMS)*



ED Woodstock Hospital – Lantern Award
Emergency Nurses Association



Pathway to Excellence® Designation
American Nurses Credentialing Center

FY24 Patient Impact

Patient Safety	Clinical Excellence	Patient-Centered
↓ 40% Reduction in CMS pressure injuries	↑ 20% Improvement in inpatient rehabilitation quality composite	+1,155 Inpatient social determinants of health screenings completed
801+ Days without a catheter-associated urinary tract infection	↑ 4% More patients treated in the Emergency Department	+14,261 Positive patient engagement surveys

*Data reported under McHenry Hospital, includes Huntley Hospital and Woodstock Hospital, all reporting under one Centers for Medicare & Medicaid Services number.

06

Well-Being

Employee Engagement Scores and Hospital Gatherings

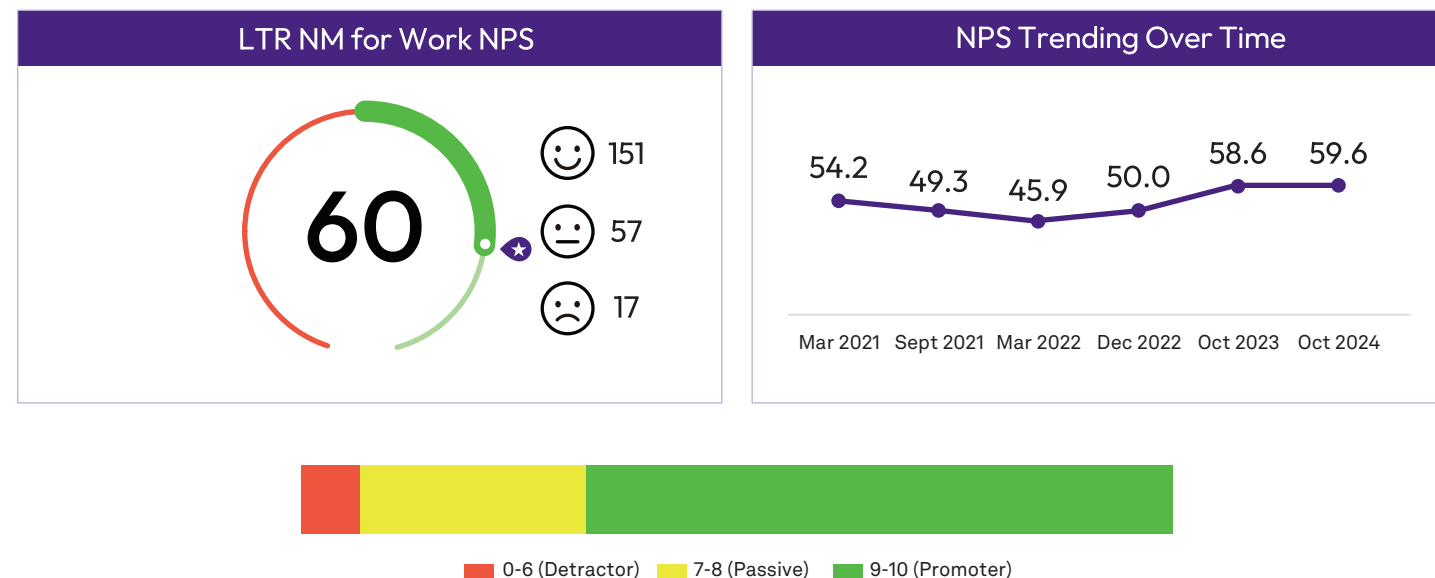
Northwestern Medicine conducts an annual Employee Engagement survey, which provides employees an opportunity to express their opinions and shape workplace improvements. In fall 2024, the survey results showed a net promoter score (NPS) of 59.6 for likelihood to recommend Northwestern Medicine as a place to work. This score surpassed the overall Northwestern Medicine score of 38.1, and is the highest rating to date, surpassing the previous rating of 58.6 from the fall 2023 survey.

NPS measures employee loyalty and satisfaction by asking how likely they are to recommend their workplace on a 0 to 10 scale. Responses are categorized into promoters (9 – 10), passives (7 – 8) and detractors (0 – 6). The NPS is calculated as the percentage of promoters minus the percentage of detractors, helping the company improve employee experience, identify potential risks and recognize brand advocates.

Additional factors that scored high on this last engagement survey included:

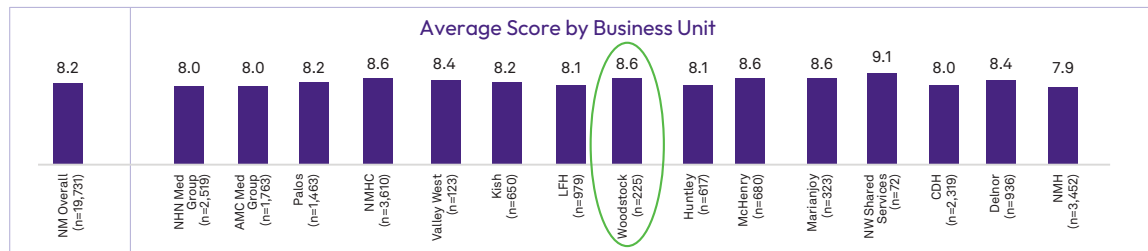
- 1 How well the employee felt informed by their manager = 8.6 (system: 8.2)
- 2 “My team members and I have input in decisions that directly impact our work” = 8.1 (system: 7.5)
- 3 “There is an atmosphere of trust at NM” = 8.2 (system: 7.6)

Likelihood to recommend Northwestern Medicine for work:
NPS increases one full point from October 2023



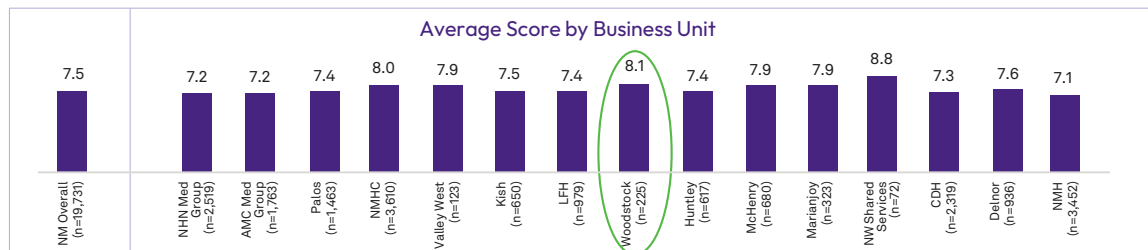
1

On a scale from 0-10, how well informed do you feel by your manager?



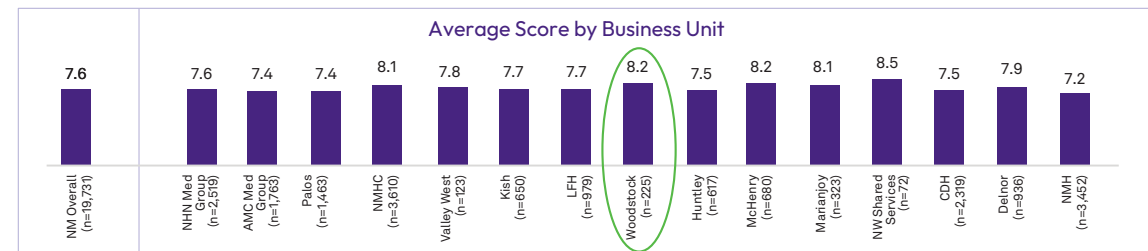
2

My team members and I have input in decisions that directly impact our work.



3

There is an atmosphere of trust at NM.



Holiday Well-Being Events at Woodstock Hospital

Several events helped nurses and their colleagues celebrate the holiday season at Woodstock Hospital. In December, the Woodstock Hospital Health and Well-Being Council hosted a cookies, cocoa and coffee cart and rounded on the shifts. They also sponsored a Gingerbread House contest, which was open to all departments. Voting was completed via a committee of community members and staff members.

The Woodstock Nursing Excellence Council also hosted a Joy of Togetherness potluck and an ugly sweater party. **Lori Sullivan, MSN, RN, NEA-BC**, vice president and chief nurse executive, and council members rounded at the outpatient clinics and on the night shift. Team members were asked to bring their favorite family dish to share.

Catie Schmit, MSN, RN, CEN, NEA-BC, president of McHenry Hospital and Woodstock Hospital, also sponsored a holiday pancake breakfast for all staff members and physicians.

07

Professional Development

Professional Nursing Conference Support

This past year, Woodstock Hospital nurses had the opportunity to attend two national nursing conferences:

- › American Nurses Credentialing Center (ANCC) National Magnet Conference® and ANCC Pathway to Excellence Conference®
- › Emergency Nurses Association (ENA) Conference

Nurses were able to use their professional development funds to offset the cost of conference registration, while travel

arrangements were supported through special funds dedicated to advancing the professional development of Woodstock Hospital nurses.

Attending the ENA conference provided a unique experience with 4,000 nurses from all over the world celebrating and sharing pride in being an emergency department nurse. There were a variety of breakout sessions so attendees could customize their day based on personal interests and learning needs.

The Woodstock ED team was recognized in a special “Hall of Honor” celebration, as well as throughout the conference for earning the ENA Lantern Award for the first time. This prestigious recognition celebrates the commitment and dedication of the ED team to clinical excellence and compassionate care. The Lantern Award recognizes five pillars:

- › Leadership
- › Practice
- › Education
- › Advocacy
- › Research

These pillars are reflected in the collective efforts of the team in making a difference in the lives of the community.

At the ANCC Magnet and Pathway conference, Woodstock Hospital nurses celebrated the hospital's first Pathway to Excellence® designation, which recognizes Woodstock Hospital's excellence in shared decision making, leadership, safety, quality, well-being and professional development, while promoting a healthy work environment.

Attending national and local nursing conferences provides an opportunity to meet peers and mentors, collaborate with others from different systems and form partnerships to advance nursing and patient outcomes. Attendees can network through the discussion of trends in health care and stay updated on quality and process improvement initiatives. Conference takeaways are always individual, but a common theme was that nurses are one with their peers across the globe, and not alone in helping to improve patient care. Attending a conference reinvigorates a passion for why nurses do what they do.



08

Recognition

December 2023

First Pathway to Excellence® designation

DAISY Award nominations

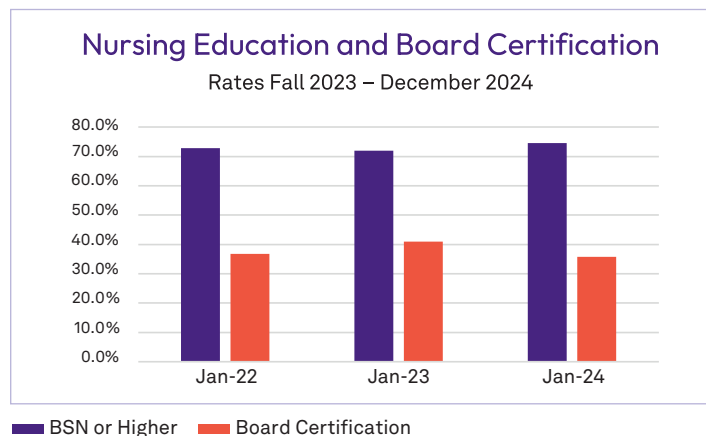
The following nurses received five or more DAISY Award nominations between September 2023 and August 2024.

Alma Deguzman Resultay, BSN, RN, CMSRN, SCRNI
Emergency Department

Brandon Lindgren, BSN, RN
Emergency Department

Joy Miller, BSN, RN
Inpatient Behavioral Health

Nursing Education and Board Certification — Rates



Presentations

Barbra Moens, DNP, RN, CWON

“ Cue to turn: the use of sensor cueing technology can impact patient repositioning to decrease hospital-acquired pressure injuries”

NM Network Hospital Interprofessional Research and Evidence-Based Practice (EBP) Symposium — August 2024

American Nurses Credentialing Center Annual Research Symposium — October 2024

Christine Larsen, APRN-CNS, ACNS-BC, NE-BC
Judy Pasternack, BSN, RN, NP-BC

“ The CALM hospital implementation project”

NM Network Hospital Interprofessional Research and EBP Symposium — August 2024

Judy Pasternack, BSN, RN, NP-BC

“ Ensuring resilience — guiding others through trauma while caring for the self”

Northwestern Medicine Lake Forest Hospital Interprofessional Grand Rounds — December 2023

Additional recognition

Kelly Monestero, MSN, RN, CEN

Completed American Organization for Nursing Leadership (AONL) Nurse Director Fellowship — November 2024

Dan Webel, BSN, RN, CCRN

Completed AONL Nurse Director Fellowship — November 2024

Judy Pasternack, BSN, RN, NP-BC, assumed the role of president, and **Nancy Rogers, MS, RN, CRADC, NP-BC, PMH-BC**, was elected as the secretary for the American Psychiatric Nurses Association Illinois Chapter.

Nancy Rogers, MS, PMH-BC, NP-BC, CASAC-M, CRADC, was an abstract and poster reviewer for American Psychiatric Nurses Association Annual Conference.

Barbra Moens, DNP, RN, CWON, was appointed as a member of the American Nurses Association (ANA)–Illinois Programming Committee by the ANA-Illinois board of directors.