



Nursing Annual Report 2025

OSF HealthCare

DEAR PROFESSIONAL NURSES,

Nursing at OSF HealthCare brings together mission, compassion and clinical excellence. Across our Ministries, nurses bring our Mission and purpose to life each day as they deliver high-quality, safe and patient-centered care while honoring the dignity of every person we serve. This has been marked by challenge and progress, as our nursing teams continue to adapt, innovate and lead in a rapidly changing health care environment.

As we continue to evolve as a system and collaborate on our commitment to patient safety, outcomes and overall care experience, our nursing teams are poised to be partners with leaders, our physician colleagues and other Mission Partners. From advancing evidence-based practice and strengthening care models to improve workforce engagement and developing future leaders, nursing remains a driving force in achieving our strategic priorities. We are not only responding to today's needs but also preparing for the future of care through innovation, advocacy and collaboration.

This annual report reflects the collective impact of nursing professionals, highlighting achievements in quality and safety, workforce development, patient experience, community engagement and innovation. It is an ongoing testament to the dedication, resilience and expertise of our OSF nurses who continue to elevate care and extend our healing Ministry in all care settings.



As we look ahead, I remain focused on building a strong, well-supported nursing workforce and advancing a culture in which safety, compassion and excellence are inseparable and not compromised. I desire that all our nurses proudly say, "I am an OSF nurse."

Sincerely,

Melinda Cooling, DNP, MBA, FAANP
*Chief Nurse and Advanced Practice
Provider Executive*
OSF HealthCare

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MAGNET DESIGNATION

OSF HealthCare is committed to nursing excellence and aims to have each facility Magnet designated. In 2025, OSF HealthCare Sacred Heart Medical Center – Urbana, formerly Heart of Mary Medical Center, and OSF HealthCare Saint Anthony’s Health Center, Alton, both received their first designation as Magnet organizations, joining our three original designees, OSF HealthCare Saint Anthony Medical Center, OSF HealthCare Saint Francis Medical Center and OSF HealthCare St. Joseph Medical Center. Further, both entities received **Magnet with Distinction**! Magnet with Distinction recognizes those hospitals that exceed the scoring thresholds required to attain the Magnet designation. Hospitals must have no deficiencies in any component and have an exemplar in RN engagement, or no deficiencies in any component and have two or more exemplars in Nursing-Sensitive Indicators. OSF Sacred Heart in Urbana had 10 exemplars and OSF Saint Anthony’s in Alton had 13 exemplars!



SAHC, Alton



SHMC Urbana Campus



TRANSFORMATIONAL LEADERSHIP

Transformational nurse leaders go beyond what is expected of them to work toward a shared vision. Our nursing vision statement, created and selected by nurse leaders and clinical nurses from across our Ministry, reflects OSF nursing's values and ambitions.

“To earn the trust of our patients through exceptional, compassionate care in an environment where nurses are valued, appreciated and have professional agency.”

STRATEGIC PLANNING

NURSING STRATEGY 2025



Delivering highly reliable quality care across continuum

Nursing Cares & Mobility
Nursing sensitive outcomes: falls, HAPI, CAUTI, CLABSI
Nursing research and innovation
Nursing documentation optimization to release burden and drive quality
Safety culture including teaming and recognition and escalation of deterioration

Destination OSF

Interdisciplinary collaboration to enhance the experience of care
Targeted achievement of competency in practice setting
Academic partnerships: Scholar, dedicated education units
Dissemination of nursing work in state/national/international venues
Active participation in professional organizations

Timely and effective care to meet the desires of the patient

Engagement with digital solutions
Acknowledgement of patient experience as a quality indicator
Embedding patient experience best practices as core elements of care delivery

Financial Stewardship, Philanthropy

Right Staffing to meet patient needs minimizing agency cost
Philanthropy
Optimize enrollment in OSF College of Nursing
Graduate level nursing students' projects are aligned to strategy with governance

Talent development, Magnet culture optimization, and retention

Implement Transition to Practice program all settings
Development of nurse leaders: manager, charge nurse, preceptors, and mentors
Increase enrollment and advancement within the career ladder
Create a Magnet culture within interdisciplinary team
Nursing innovation fellowship

ADVOCACY AND INFLUENCE 2025

American Telemedicine Association at ATA NEXUS 2025

- Melinda Cooling, DNP, MBA, APRN, FNP, NEA-BC, FAANP, chief nurse and advanced practice provider executive for OSF HealthCare, received the Advancing Access to Virtual Care Award for her groundbreaking work in expanding access to telehealth, shaping policy and building the next generation of digital health providers.
- Brandi Clark, MS, vice president of Digital Care for OSF OnCall, earned the Leadership in Care Transformation Award for her vision in launching innovative virtual care programs that are redefining the care experience in bold new ways.

VISIBILITY, ACCESSIBILITY AND COMMUNICATION

2025 Mentor Program Redesign

Mentors are experienced nurses who have developed expertise and can be a strong force in shaping a nurse's professional identity, providing mentees with information, advice, support and ideas. In 2025, OSF HealthCare invested in Cornerstone Talent Marketplace as our new electronic mentoring platform.

- Mentors and mentees create a profile in Cornerstone Talent Marketplace
- Mentees request mentorship directly from mentors
- No forced matches
- No mandatory timeframe

Succession Planning

Succession planning is a strategic process that involves identifying, developing and evaluating intellectual capital to ensure leadership continuity within an organization. Participating in our Innovation Fellowship Program is one avenue used to develop future leaders. In 2025, three nursing innovation fellows were promoted to leadership or system-level nursing roles.

Lesley Rue (Cohort 1)

promoted to supervisor of nursing, Patient Care Med Surg, OSF HealthCare Saint Clare Medical Center in Princeton.



Elanor "Elli" Nicholson

(Cohort 2) promoted to supervisor of nursing, Patient Care Med Surg, OSF HealthCare Saint Anthony's Health Center.



Kayla Dreger (Cohort 1)

promoted to Ministry clinical education and professional development specialist.



STRUCTURAL EMPOWERMENT

At OSF HealthCare, we are committed to ensuring all our nurses have access to working conditions that empower them to provide exceptional care, including having the necessary supplies and equipment, autonomy, feedback and professional development opportunities. Research repeatedly demonstrates that the structural empowerment of clinical nurses is positively associated with high-quality patient care and safety.

PROFESSIONAL DEVELOPMENT

OSF offers multiple opportunities each year for nurses to enhance their clinical and professional knowledge, which can lead to improved patient outcomes.

2025 Virtual Nursing Grand Rounds

- Surviving Respiratory Season: Care of the Pediatric Patient with Respiratory Illness
- Heart of Care: Elevating the Patient Experience Together
- The Silent Killer: Recognition and Management of Sepsis
- Ambulatory Complex Care Management
- Cultural Humility in Nursing: Beyond Competency to Lifelong Learning
- Digital Care: Crossing the Continuum from Inpatient to Outpatient
- Comprehensive Pain Management Across Care Settings: Bridging Medical, Behavioral and Lifestyle Interventions
- Showcasing OSF Nursing Innovation
- Beyond the Hospital Walls: Essential Education from your Perinatal Outreach Team
- Memory and MCI: Diagnosis, Communication and Care Resources

2025 Virtual Professional Development Rounds

- Change Management through the Support-Coach-Support Model
- Nursing and Ethics: When My Commitment to the Patient is Challenged
- Emotional Intelligence
- Nursing Professional Development Across OSF HealthCare
- Preceptor Programs: Igniting the Spark – Motivating Today’s Preceptors and Orientees
- The Heart of Care: Supporting Nurse Well-Being
- Shared Professional Governance at OSF: Elevating Practice Through the Collective Voice of Nurses
- Mentor Program for Transition to Practice Nurse Residents
- From Vitals to Variables: More than Just a Cell
- Dissemination Done Right – Abstracts, Posters and Presentations
- EBP in Action – How Nurses Drive Practice Change
- 2026 Career Ladder Updates

2025 I Am an OSF Nurse Symposium

A day of inspiration, education and networking with peers!

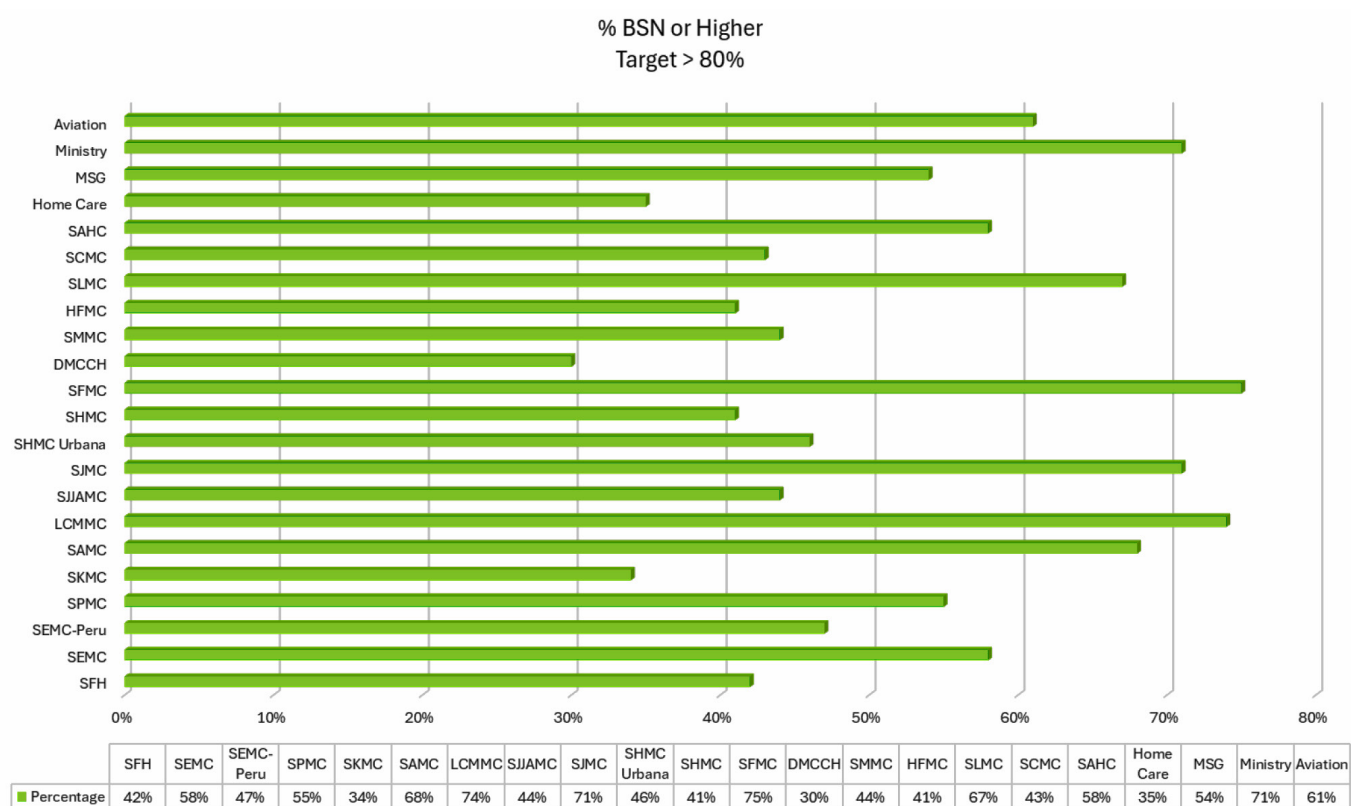


Dannagal Young, Inspirational Keynote Speaker

COMMITMENT TO PROFESSIONAL DEVELOPMENT

BSN or Higher Degree

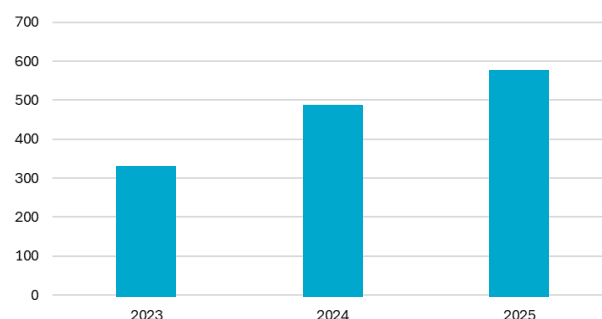
OSF HealthCare has continued to support the vision that at least 80% of the nursing workforce should have a BSN, and with organizational support, many OSF nurses without a BSN or higher degree have returned to school. Through our partnership with Guild, nurses can receive expanded and enhanced education benefits, including free tuition at either the OSF colleges of nursing or enrollment in a wide selection of programs, covering up to \$5,250 per year.



Certified Nurses

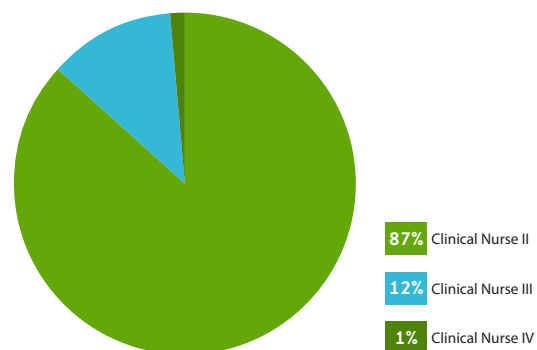
At OSF HealthCare, we are committed to supporting nurses in achieving their national certification. While we have yet to achieve our goal of >50% of eligible nurses holding an accredited professional nursing certification, our numbers have continued to climb since implementing the new OSF Career Ladders and reimbursement programs through Guild.

OSF Nurses Certified



OSF Advance Career Ladders

OSF Career Ladders invests in nurses by recognizing their contributions to OSF HealthCare and the nursing profession. The program aims to support and reward individual academic progression and professional development. All nurses enter the program as a Clinical Nurse (CN) 1 and can advance to CN 5. In its 3rd year since its revision, participation in OSF Career Ladders increased from 1027 nurses in July 2024 to 1718 in July 2025, with most nurses at the CN-2 level.



TEACHING AND ROLE DEVELOPMENT

Transition to Practice (TTP)

In 2025, the OSF HealthCare TTP Program continued to strengthen its impact across the Ministry, supporting new graduate nurses during one of the most critical periods of their professional journey. Building on the successful launch of the program in 2024, the focus in 2025 shifted toward program growth, measurable outcomes and strengthening the support structures that help new nurses thrive.

- 455 new graduate nurses welcomed into the program
- 105 nurse residents (Cohorts 1 and 2) graduated from the program
- Retention >85% for new nurses during first year (includes experienced nurses)
- Role confidence increased from 2.77 pre-program to 3.27 post-program (Casey-Fink New Graduate Experience Survey)



SAMC



SKMC

Advanced Practice Provider (APP) Fellowship

In 2025, the OSF APP Fellowship had 58 active fellows across eight tracks, spanning nearly all of our OSF Medical Group practices and our acute care facilities. The OSF fellowship program has earned Accreditation with Distinction by the ANCC's Advanced Practice Provider Fellowship Accreditation (APPPFA). Our program provides both clinical training and exposure to systems-level thinking and professionalism. The fellowship program has a 93% retention rate after the program, and ongoing turnover of former fellows is less than 4%. Our program continues to grow, and we look forward to launching a new Cardiology track in 2026.



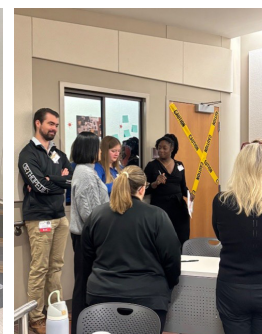
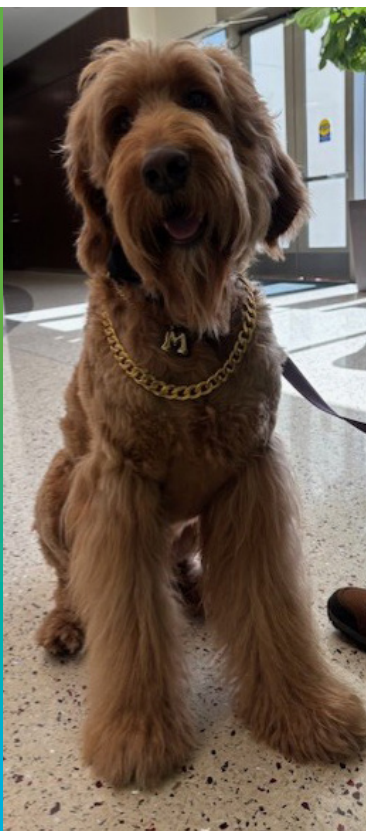
Preceptor Immersion

In October 2025, the OSF Nursing Division hosted the second annual Nurse Preceptor Immersion at the Jump Trading Simulation & Education Center. This day was designed to strengthen preceptor skills, enhance clinical judgment and improve patient experience outcomes. Opening remarks were delivered by Melinda Cooling, chief nurse and advanced practice officer, and Chrissy Daniels, chief experience officer from Press Ganey, setting the tone for a day focused on professional growth and excellence in patient care. Participants also had the opportunity to receive a chair massage and participate in dog therapy!



Chrissy Daniels, Press Ganey

- 194 nurse preceptors from across the health system participated
- Seven breakout sessions on evidence-based approaches to competency development, feedback, reflective practice, communication and patient engagement
- 78% of participants reported increased knowledge after attending the breakout sessions



COMMITMENT TO COMMUNITY INVOLVEMENT



OSF nurses across the Ministry volunteer their time and talents in their communities. For example, advanced practice provider fellows and faculty from all programs get together every quarter on the “Fifth Friday” of the month to do community service work. In 2025, they took nearly 75 individuals to volunteer at the Dream Center of Peoria, Scott’s Prairie, EPIC and the South Side Community Center. These are great opportunities for our team to learn to provide service in our communities!

Our Innovation Fellows also volunteered their time and talents, volunteering at the Midwest Food Bank. To help them become more socially aware, they also participated in a United Way Poverty Simulation!



United Way Poverty Simulation

The Nursing Division at Mission Headquarters, including Practice and Education, also demonstrated commitment to the community by participating in the Drive for Miracle Radiothon, volunteering at Ronald McDonald House, assembling and delivering cold-weather kits for those in need at the Dream Center and adopting families through the Boys and Girls Club for Christmas.



RECOGNITION OF NURSING

I AM AN OSF NURSE AWARD

This past year, OSF HealthCare recognized nurses during the “I Am an OSF Nurse” symposium in September. The theme of the 2025 symposium was “I Am an OSF Nurse: Good, Better, Best: Today, Tomorrow & Our Future.” Nominations from all OSF entities were submitted and scored by clinical nurse peers on the Clinical Practice Councils to determine winners in the categories of Exemplary Professional Practice, Innovator in Nursing, Nurse Empowerment, Transformational Leadership and Nurse Leader on a collaborative project. The Nurse Legacy Award for an individual and team, as well as the Nurse Legacy Fund winners, were also recognized. Congratulations to all our 2025 winners!



EXEMPLARY PROFESSIONAL PRACTICE

Haley Adcock

*OSF Medical Group – OB/GYN,
Galesburg*

Jodie Doddroe

*ED, OSF HealthCare
Saint Luke Medical Center*

Brandie Messer

*DNP, Chair, Saint Anthony
College of Nursing*

Kristin Strong

Home Care, Bloomington Region

Sarah Anderson

*Telemetry/Intermediate, OSF
HealthCare St. Mary Medical Center*

Angel Eisenberg

*Outpatient Services, OSF HealthCare
Saint Paul Medical Center*

Wilene Morris

Kewanee Family Practice

Gwen Strum

*Women's Health Clinic,
Commerce Towers*

Amanda Bloomingdale

*OSF Medical Group –
Pulmonology, Rockford*

Rachel Gaudio

*Pediatric Palliative Care,
OSF Saint Francis*

Emaleigh Morrissey

*OSF Medical Group –
Primary Care, Sheffield*

Nicole Stuber

*OSF Home Care Services,
Eastern Region*

April Brandt

Clinical Educator I-80

Melissa Keel

*OSF Medical Group –
General Surgery, Kewanee*

Jennifer

Nurss-Ullinskey
OSF OnCall, Connect OB

Sarah Tutaj

*OSF Medical Group –
Family Practice, Spring Valley*

Tara Brewer

*OSF Medical Group – South
Family Practice, Ottawa*

Jodie LaFollette

Medical Surgical, OSF St. Mary

Chelsea Rasmussen

CRT, OSF Saint Anthony's

Lara Wujek

*OSF Medical Group –
Orthopedics, Mendota*

Lisa Casey

Rockford Hospice

Hunter Lange

ED, OSF Sacred Heart

Shelley Schuyler

Urbana Home Health

Joe Zentko

*Administrative Supervisor,
OSF HealthCare Divine Mercy
Continuing Care Hospital*

Jamie Cramer

CRT, Central Region

Dana Martin

*Critical Care Center,
OSF Saint Anthony*

Beth Spiritosanto

CRT ED, Ministry Services

(continued)

INNOVATOR IN NURSING

Brieon Bennett
*Professional Development,
OSF HealthCare Little Company
of Mary Medical Center*

Susan Peterson
Analytics, Ministry Services

Jessica Schoensiegel
*Critical Care Center,
OSF Saint Anthony*

Eric Swearingen
*Professional Development,
OSF Saint Francis*

NURSE EMPOWERMENT

Ana Carmack
CRT, Western Region

Hunter Crowley
ICU, OSF Sacred Heart

Victoria Mackey
CM1, OSF Sacred Heart

Ivonne Mcgee
*OSF Medical Group –
Family Practice, Cherry Valley*

Mary Schoop
*OSF Home Care & Hospice,
Eastern Region*

Rebecca Stanton
Wound Care, OSF St. Joseph

TRANSFORMATIONAL LEADERSHIP

Corinne Bone
*OSF Medical Group –
Family Practice, Villagreen*

Sherry Fonseca
*Radiation Oncology,
OSF Saint Anthony*

Keirra Johnson
*Medical Surgical 5W,
OSF Little Company of Mary*

Deborah Langford
CM2, OSF Little Company of Mary

Jan Bravo
*General Surgery,
OSF Little Company of Mary*

Mackenzie Hoekstra
*Clinical Education,
OSF St. Joseph*

Megan Kupferschmid
*Nursing Administration,
Ministry Services*

Joshua Rice
CRT ED, Ministry Services

Samantha Daniels
*OSF Medical Group –
Family Medicine, Fort Jesse*

Rebecca Ingold
ED, OSF Saint Elizabeth, Ottawa

Katilynn Rathbun
ED, OSF Center for Health - Streator

Bethany Stabler
*OSF Medical Group –
Family Practice, Sheffield*

Marissa Ekstedt
*OSF Medical Group –
Family Practice, Kewanee*

Mary Jauch, ED
OSF Saint Paul

Pauliana Landreth
CRT, Western Region

Sarah Tipton
Clinical Educator, OSF St. Mary

NURSE LEADER ON A COLLABORATIVE PROJECT

Bradley Hayes
CRT, Western Region

OSF NURSE LEGACY AWARDS FOR 2025

Legacy awards are given annually to recognize individuals and teams that have demonstrated the attributes of our founding Sisters. Individuals or teams considered for this distinction have demonstrated commitment to others through elevating their nursing practice and inspiring their community and peers.



OSF Nurse Legacy Individual Award winner

Tracey Kennington, OSF HealthCare Saint Anthony Medical Center

As one of only five burn centers in Illinois, OSF Saint Anthony cares for nearly 250 burn patients per year, including children. Tracey has made it her personal mission to ensure that the Mission Partners in the burn unit at OSF Saint Anthony have the skills needed to provide exceptional care for every burn patient. Tracey volunteers her time at Camp I Am Me, an organization dedicated to recovery and care for pediatric burn patients. She volunteers not just her time, but also as the camp nurse every summer.



OSF Nurse Legacy Team Award winner

**Rhonda Sullivan and Bailey Johnson,
OSF HealthCare Saint Anthony Medical Center**

Beyond their scheduled duties, Rhonda and Bailey generously give their own time to expand education and resources for our patient population. Their dedication ensures that every laboring mother has access to the information, tools and support she needs for a safe and positive birthing experience. Their tireless efforts have had a lasting impact on patient satisfaction, maternal confidence and the overall quality of care in our unit.

OSF NURSE LEGACY FUND AWARD FOR 2025

The I Am an OSF Nurse Legacy Fund provides funding to support OSF nurses who are engaged or desirous of involvement in community outreach efforts, nursing research projects, extraordinary continuing educational experience and other nurses' related efforts deemed to be an example of the founding Mission of our Sisters. The OSF Nurse Legacy Fund elevates recipients, providing the tools and resources needed to carry on the important Mission our Sisters started more than 140 years ago of "serving with the greatest care and love."

2025 OSF HEALTHCARE INTEGRITY AWARD

- **Jennifer DeRubeis, APRN, OSF HealthCare Saint Clare Medical Center**
- **Karole Frey, RN, supervisor, Nursing and Patient Care, OSF Saint Paul**

OSF Nurse Legacy Fund Award winner

Michelle Galvin, OSF Little Company of Mary, Dandelion Mama Group

The Dandelion Mama Group has been in existence for three years, and its vision is to reach as many families with a member experiencing addiction as possible, and to have those families reach out and continue to spread the mission of truth and kindness. These families are to be seen, not hidden behind shame, guilt or judgment. Michelle states that we were given talents by God, and His plan was not for us to hide in shame in our homes, but to use that pain to turn it into action and support for others. In two years, Michelle hopes to have increased awareness in the surrounding neighborhoods, and by four years, possibly air a podcast in some capacity.

SAINT FRANCIS COLLEGE OF NURSING – OUTSTANDING ALUMNI

In celebration of their 120th anniversary, five outstanding alumni who exemplify excellence in nursing, leadership and service were recognized.

Distinguished Alumni Award

Melinda Cooling, DNP, MBA, APRN, FNP, NEA-BC, FAANP

Melinda, chief nurse and advanced practice provider executive for OSF HealthCare, received the College's highest honor for her leadership, integrity and dedication to shaping the future of nursing. She began her career at the patients' bedside and still holds that experience close to her heart, but she discovered her calling was to nursing leadership and mentoring young nurses. Dr. Cooling remains inspired by her why: to make a difference for patients and families, just as health care made a difference for her own.

Service and Advocacy Award

Nancy Bailey, RN, DNP-L, CNE, Assistant Professor

Saint Francis Medical Center College of Nursing
Nancy was honored for her deep commitment to community service and advocacy. A Mission Partner since 1988, she serves as an annual United Way Champion, chairs the College Inclusion Committee and supports the Graceland Center for Purposeful Aging and the Medical Reserve Corps.

Research and Innovation Award

Sheryl Emmerling, PhD, RN, NEA-BC

Sheryl was recognized for her leadership in advancing nursing research and professional practice. As director of professional practice and nursing research and Magnet Program director, she leads Ministrywide initiatives and supports the OSF HealthCare Magnet designation.

Excellence in Clinical Practice Award

Cristin Rassi, APRN, CNS, FNP, CNRN

Cristin was honored for her clinical expertise and mentorship. As an advanced practice provider at OSF HealthCare Illinois Neurological Institute, she supports graduate nursing students and helps lead quality and process improvement initiatives.

Friend of Nursing Award

Stephanie J. Cain, DNP, APRN-BC, NEA-BC

Stephanie was recognized for her collaboration and advocacy on behalf of future nurses. As vice president and chief nursing officer at OSF Divine Mercy, she supports nursing education and provides clinical opportunities for students.

EXEMPLARY PROFESSIONAL PRACTICE

PROFESSIONAL PRACTICE MODEL

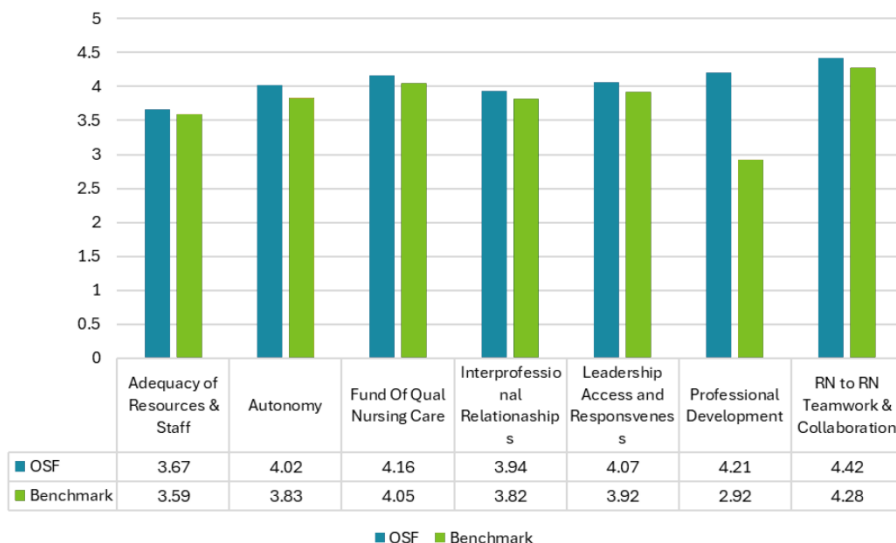
Exemplary professional practice at OSF HealthCare is demonstrated by evidence-based care provided by nurses to patients, as they collaborate with patients and their families, as well as other members of the interprofessional team, to ensure quality outcomes. This delivery of care is integrated within our Professional Practice Model, which is rooted in the OSF Mission.



Nurse Satisfaction and Nurse Engagement

Each year, as part of the Employee Opinion Survey, our nurses are asked questions specific to nursing in the areas of **Adequacy of Resources & Staffing, Autonomy, Fundamentals of Quality Nursing Care, Interprofessional Relationships, Leadership Access & Responsiveness, Professional Development and RN-to-RN Teamwork and Collaboration**. In 2025, compared with other nurses nationwide, our OSF nurses outperformed the national benchmark on seven of seven indicators!

2025 Nursing Experience vs. Benchmark (Nat'l RN Average)



CARE DELIVERY SYSTEM(S)

Sexual Assault Program

In 2025, the OSF Sexual Assault Program continued to strengthen its role as a trusted, trauma-informed resource for survivors. More than 330 sexual assault survivors sought care within OSF HealthCare, and nearly 300 were offered full medical forensic services – timely evidence collection, medical treatment, advocacy and trauma-informed care. This reflects community need and the dedication of Mission Partners who support survivors during highly vulnerable moments.

A major 2025 milestone was the launch of OSF Resilient Healing in the I-80 region – Illinois' first dedicated post-sexual assault APRN-led follow-up clinic, guided by Tasha Arteaga, APRN, FNP-BC, SANE-A, SANE-P. This model provides ongoing medical care, mental health support and resource navigation after the initial ED forensic exam, establishing a structured, survivor-centered pathway for continuity of care and long-term healing.

Prevention and early recognition efforts also expanded through:

- Human Trafficking Awareness Mirror Cling – A standardized mirror cling was created and is available to raise awareness for potential victims.
- Sexual Assault Response Team (SART) – McLean County: OSF St. Joseph SANE coordinator, Brenda Ireland, BSN, RN, SANE-A, SANE-P, launched a coordinated SART in McLean County, strengthening collaboration among health care, law enforcement, advocacy and prosecution partners.

- Our long-standing collaboration with the Pediatric Resource Center (PRC) remains a cornerstone of response to child maltreatment. The partnership between the PRC and the OSF Saint Francis SANE Team, led by Olivia Burden, AA-SANE, ensures that survivors under the age of 18 receive developmentally appropriate, trauma-informed care. Together, these teams support families, improve access to expert evaluation and uphold the highest standards of pediatric forensic practice.

Nurses remain at the forefront of caring for sexual assault survivors, regardless of where a patient first discloses an assault.

Interprofessional Care

Implementation of Johns Hopkins Activity and Mobility Promotion (JH-AMP) Program

The JH-AMP program was initiated on adult inpatient units on October 6, 2025. This nursing-driven initiative is designed to build a strong culture of mobility that improves patient outcomes, reduces length of stay and excess days and minimizes immobility-related harms such as falls, delirium, venous thromboembolism (VTE) and hospital-acquired pressure injuries (HAPI).



Johns Hopkins Visit

Accountability, Competence and Autonomy

Safe, competent care

In 2025, Nursing Quality & Safety developed and delivered a Patient Safety Basics presentation for nurses in their first year of practice to support the Nurse Transition to Practice program. The content promotes consistent safety language, situational awareness and clear communication so that new nurses are prepared to identify risks, speak up and apply safe practices and evidence-based prevention bundles across care settings (e.g., prevention of falls, pressure injury, CAUTI, CLABSI).

Ethics, Privacy, Security and Confidentiality

Compassionate care for families experiencing fetal loss

In 2025, a Ministrywide, nurse-driven initiative was implemented to strengthen compassionate care for families experiencing fetal loss. Nurses received specialized education to facilitate compassionate communication, equipping them with the “right words” during an incredibly difficult time. The initiative also includes guidance for families who choose to miscarry at home, providing clear instructions and appropriate medical supplies to support them safely and respectfully. The program honors the dignity of each life, supports families in their healing journey and demonstrates the vital role of nursing leadership in delivering compassionate, Mission-aligned care.

Workplace violence

In 2025, Nursing Quality and Safety developed a standardized Workplace Violence (WPV) Worksite Analysis to assess risk and preparedness at each facility. They supported the transition from the OSF-built Violence Assessment Tool (VAT) to the Epic Foundation version. In September 2025, Epic Foundation updates enhanced how risk is displayed across the care continuum:

- Color cues for moderate, high, and very high risk
- Hover-over access to key VAT details (e.g., triggers that may escalate behavior and effective de-escalation tactics)
- Clearer guidance for Care Considerations when developing a safety plan

These changes support consistent use across settings and help teams quickly understand current risk and practical prevention strategies.

The NQS team also partnered with Home Care and OnCall leaders to establish standards and training for Mission Partners who choose to carry pepper spray for self-defense while working in community settings, adding an optional tool to the WPV program.

Patient and visitor code of conduct, resources and trauma-informed support

Creating a safer, more supportive environment for every Mission Partner remains one of our highest priorities at OSF HealthCare. In 2025, we advanced efforts to protect nurses, support mental well-being and reinforce compassionate, trauma-informed care for patients and caregivers.

Patient and visitor code of conduct

The patient and visitor code of conduct remains a cornerstone of OSF’s WPV Prevention Program by setting clear expectations for respectful behavior and reinforcing consistent follow-through when behaviors escalate (e.g., proactively calling a Control Alert). OSF also improved awareness and tracking of workplace violence, including events that are sexual or verbal in nature.

OSF expanded mental well-being resources through Spring Health, offering confidential support for stress, burnout, secondary trauma and the emotional impact of challenging care. Options include therapy, coaching, Critical Incident Response (CIR) debriefings and evidence-based digital tools – reinforcing that seeking support is a strength.

Trauma-informed care

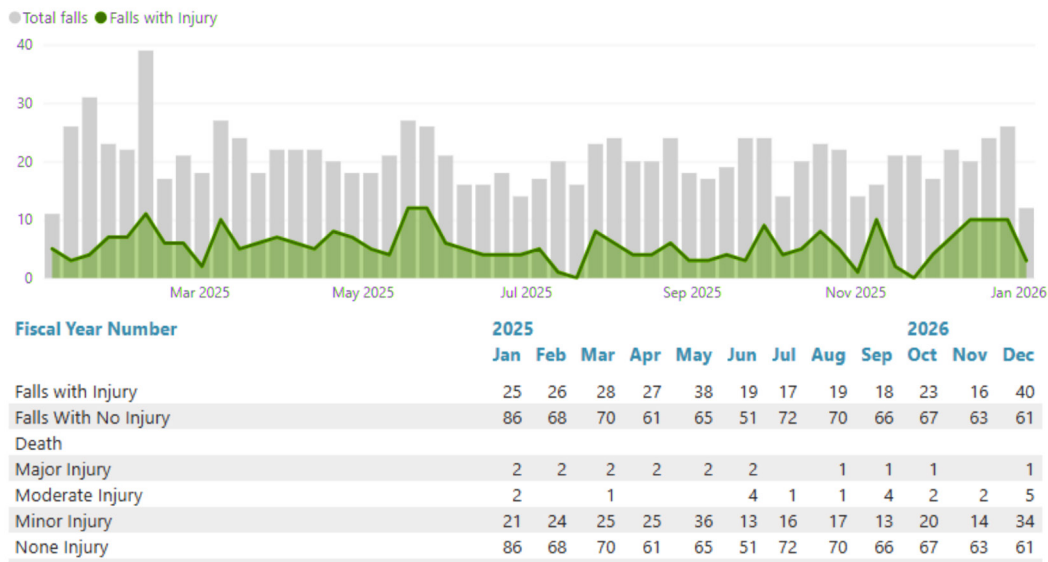
Trauma-informed care education for Mission Partners also expanded, recognizing that caregivers may carry trauma from workplace violence, personal experiences or cumulative exposure to emotionally intense work. The goal is a culture where compassion, safety and healing extend to everyone involved in care, reflecting OSF’s commitment to protecting those who protect others.

Nurse sensitive clinical quality indicators

Clinical quality indicators are standardized, evidence-based measures of health care quality used to assess and track clinical performance and outcomes. Two key indicators are falls with injury and hospital-acquired pressure injuries.

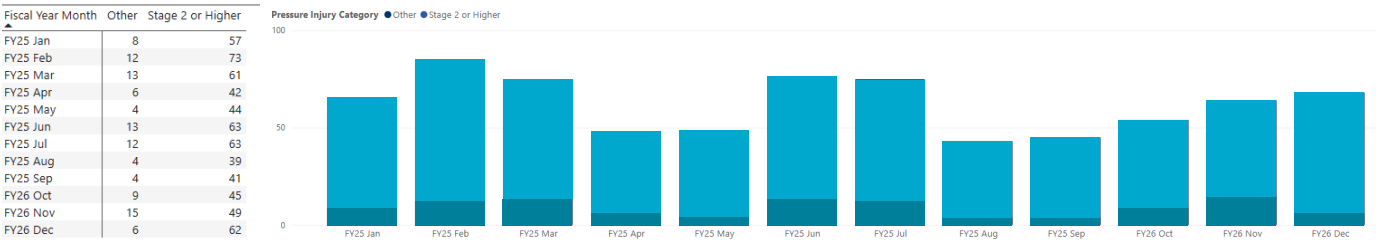
Falls

In 2025, fall prevention efforts included refinement of the Predictive Model’s high-risk threshold to improve sensitivity, Ministrywide education that ‘history of falling’ is the No. 1 risk factor for adult falls in the hospital, and consistent reinforcement of fall-prevention bundle best practices. Despite these efforts, falls remain a problem and are again a key focus for 2026. In addition, starting in 2026, falls will be included in Nursing Peer Review as we focus on patient safety.



Hospital-acquired Pressure Injuries (HAPI)

In 2025, the pressure injury bundle guide was refreshed and standardized in pediatric areas, and prevention bundle work focused on system-wide awareness and alignment. While the organization saw a decrease in August, the number of HAPI started to increase again, ending December higher than it started in January.



Perioperative measures

In 2025, the submission to the National Database of Nurse Sensitive Quality Indicators (NDNQI) was expanded to include perioperative indicators, enabling broader benchmarking. Data now submitted includes surgical errors, patient burns and retained foreign objects.

Patient experience

In 2025, Ministry Nursing Quality and Excellence supported the advancement of nursing quality across the system. Nursing Cares sustainment remained a central focus, with efforts to improve compliance with **Nursing Cares** process measures and to recognize outcome achievements. Increased leadership engagement with frontline teams strengthened accountability and supported the patient experience.

NEW KNOWLEDGE AND INNOVATION

At OSF HealthCare, we continually integrate evidence-based practice and nursing research into patient care and operations, always striving to improve both care delivery and the environment where that care is provided. OSF also ensures there is an infrastructure for nursing research and resources available to support its advancement.

RESEARCH

2025 Nursing Research Studies

In 2025, 13 nursing research studies were led by OSF nurses across the Ministry. Studies initiated or ongoing during 2025 included:

- **Exploring Human Factors in Hospital-Acquired Pressure Injury Prevention: A Qualitative Implementation Science Study Across a Large Healthcare System.**
Megan Kupferschmid, MSN, RN, NE-BC; Sheryl Emmerling, PhD, RN, NEA-BC; Samantha Monk, MSN, RN, NPD-BC, CCRN, CPN; Laura Halt, MSN, RN; and Kim Cooley, MSN, RN, CCRC, NPD-BC
- **Patient-specific Factors Associated with Hospital Acquired Pressure Injuries: A Replication Study,**
Sheryl Emmerling, PhD, RN, NEA-BC and Megan Kupferschmid, MSN, RN, NE-BC
- **Predictive Ability of the Violence Assessment Tool© (VAT).**
Sheryl Emmerling, PhD, RN, NEA-BC and Megan Kupferschmid, MSN, RN, NE-BC
- **Assessment of Nurses' Beliefs, Implementation Practices and Organizational Readiness to Engage in Evidence-Based Practice Activities Within a Large Healthcare System (Ongoing)**
Kim Cooley, MSN, RN, CCRC, NPD-BC, et al.
- **An Exploratory Study of the Nurses' Social Media Use (Ongoing)**
Christina Garcia, PhD, RN NE-BC; Charlotte Liley, DNP, RN, CNL; Stephanie Pirie, BSN, RN; and Kaitlyn Burdette, MSN, RN
- **Building Resourceful Interactions Despite Grief and Stress Initiative (BRIDGES) (Ongoing)**
Eileen Knightly, MHA, RN, BSN; Maria Chicchelly, MBS, BSN, RN; Catherine Matthews, MSN, RN; and Laura Halt, MSN, RN

- **Ethics Education Supporting Acute and Post-Acute Nurse Leaders (Ongoing)**
Jill Williamson, DNP, RN and Coleen Klein, PhD, APRN, FNP-BC, FAAN
- **Exploring Obstetric Nurses' Experiences with Online Learning Education (Ongoing)**
Megan Kupferschmid, MSN, RN, NE-BC; Tammy Schnake, MSN, RN; Shana Freehill, DNP, RN, NPD-BC; and Sheryl Emmerling, PhD, RN, NEA-BC
- **Impact of a College-Hospital Collaboration on RN EBP Competency and Confidence (Ongoing)**
Meagan Rothrock-Magana, DNP, RN; Rebecca Parizek, PhD; Alyssa Hawkins, MSN, RN; Megan Brown, MSN, RN; and Michelle Brady, DNP, RN
- **Incivility in Catholic-Based Nursing Education (Ongoing)**
Leigh Ann Bonney, PhD, RN, CNO and Theresa Miller, PhD, RN
- **New Graduate Nurse Competency, Career Adaptability and Career Planning. Does the use of a Progressive Competency Onboarding Model (PCOM) make a Difference? (Ongoing)**
Sheryl Emmerling, PhD, RN, NEA-BC and Megan Kupferschmid, MSN, RN, NE-BC
- **Professional Governance Education to Increase Bedside Nurses' Perception of Their Voice in Shared Decision-Making (Ongoing)**
Megan Kupferschmid, MSN, RN, NE-BC and Sheryl Emmerling, PhD, RN, NEA-BC, et al.
- **The Impact of Nurse-Led Clinics with Concomitant Use of Elsevier Care Plans on Clinical and Financial Outcomes (Ongoing)**
Rachel Hamer, MSN, RN, et al.

EVIDENCE-BASED PRACTICE

NURSING CARES PROGRAM

Supported by the first cohort of Innovation Fellows, 2025 marked a pivotal milestone: the completion of the initial Ministrywide implementation of Nursing Cares, and a transition to Nursing Cares 2.0 in 2026. This program has led to:

- approximately 50% decrease in nursing care-related safety events
- increased completion of oral care, to decrease hospital-acquired pneumonia in non-vented patients
- increased identification of safety catches during IPASS and safety huddles
- increased urinary-catheter care, to decrease CAUTI

INNOVATION

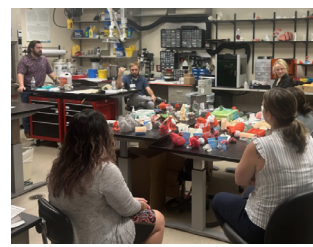
2025 Innovation Fellowship Program

In 2025, the OSF Nursing Innovation Fellowship Program launched its second cohort of fellows. Those selected include Katie Telger, Oncology Acute, OSF Saint Francis; Joshua Rice, ED/CRT, Central Region; Jamie Sollenberger, ED/CRT, OSF Saint Francis; Haley Kristensen, General Surgery, OSF Saint Elizabeth; Elanor “Elli” Nicholson, Med-Surg, OSF Saint Anthony’s; and Pauliana Landreth, Med-Surg, CRT, OSF HealthCare Saint Anthony’s Health Center. Fellows from the first cohort entered their second year in the program, including Kayla Dreger, CRT, OSF HealthCare Saint Anthony Medical Center; Bradley Hayes, CRT, OSF HealthCare Saint Anthony Medical Center; Lesley Rue, CRT, Saint Elizabeth; Tiffany Uhlig, CRT, OSF Saint Francis; and Stephanie Price, CRT, OSF Saint Francis.



Innovation Fellows Cohorts 1 & 2

This program provides an immersive and collaborative experience designed to develop experienced clinical nurses by strengthening their capacity for innovation and equipping them with the change-management skills needed to influence peers and advance nursing practice. First-year participants attended an eight-week Innovation Internship, during which they identified clinical care challenges and developed solutions through formal pitch presentations. Fellows also attended data fundamentals sessions, which strengthened their ability to apply data in support of innovation project solutions.



Innovation Pipeline

While there are several innovations in ideation, one prototype entered production in 2025. Brad Hayes, RN, Clinical Resource Team at OSF Saint Anthony Medical Center, Innovation Fellow from the first cohort, recognized the challenges nurses face when managing chest drains. Tubes can easily shift, tip over or obscure important measurements, posing risks for patient safety. Brad worked with OSF Innovation Studio to develop ZoDe, a 3D-printed stabilizing device for the Atrium Oasis chest drain. With a non-slip base and a design that preserves visibility of fluid levels, ZoDe improves stability, accuracy and ease of use. Thanks to OSF Innovation Studio, Brad's idea, now patent pending, moved from concept to reality, providing a safer and more efficient solution for bedside care.



Beyond OSF

Following the 2025 ANCC Magnet and Pathway Conference, program leaders Nikki Grahm, DNP, RN, NPD-BC, NEA-BC and LaVetta Aguilera Cummings, MSN, RN, NEA-BC, were invited to participate in quarterly national collaboration calls with select health care and nursing innovation leaders, hosted by the ANA vice president of Innovation. This engagement will help strengthen the fellowship and foster nationwide collaboration in nursing innovation.

DISSEMINATION

Whether it is sharing the results of our nursing research or evidence-based OSF programs and initiatives, disseminating our work is important, as it enables others in health care to use our findings and contributes to the spread of evidence-based nursing knowledge. In 2025, numerous nurses across OSF HealthCare presented their work via podium presentations, posters and publications.

Podium Presentations

Allen, T.A. (2025, May 22). *Simulated Farm Emergency Response Program: Decreasing Cattle-Related Trauma among Farm Families. (1st Place Platform - Research).* 2025 OSF Annual Research Symposium, Peoria, Illinois.

Cooling, M. (2025, Nov 11). *Speaking to Your C-Suite.* APGAP. New Orleans, Louisiana.

Cooling, M. and Klein, C. (2025, March 31). *Medicaid Innovation Collaborative: Innovating to Meet Patients' Needs.* American Organization of Nurse Leaders, 2025 Annual Conference, Boston, Massachusetts.

Kappes, C. (2025, May 30). *Mastering Precepting: The Asynchronous Approach.* ANCC Transition to Practice Symposium, Phoenix, Arizona.

Klein, C., Cooling, M., Dalstrom, M., Sreedharan Pillai, B., and McGarvey, J. (2025, Dec. 14). *Chronic Care Management Using Digital Remote Patient Monitoring: Exploring Challenges and Facilitators of Patient Outreach, Engagement, and Access to Care in the Medicaid Population.* 18th Annual Conference on the Science of Dissemination & Implementation in Health. National Harbor, Maryland (National).

Lahood, A., Beckstrom, S., and Workman, A. (2025, Sep 17). *Enhancing Community Engagement Through an APP Fellowship Partnership with a Local Community Action Agency.* NEXUS. Virtual.

Miller, M. and Wright, A. (2026, April 16). *Using NCPD Accreditation to Strengthen Transition to Practice (TTP) Workshop Quality and Outcomes.* ANCC Transition to Practice Symposium, Phoenix, Arizona.

Pierce, L. (2025, Oct 22-24). *Interprofessional Education Roundtable.* National Center for Interprofessional Education, Cleveland Clinic, Cleveland, Ohio.

Pierce, L. and Miller, M. (2025, Jan 23). *RN and APP Transition to Practice Programs.* Illinois Organization for Nurse Leaders, Virtual.

Pierce, L. and Stoecker, B. (2025, May 30). *Closing the Gap: Curriculum Review for an APP Fellowship using a Gap Analysis Tool.* ANCC Transition to Practice Symposium, Phoenix, Arizona.

Reinhart, K. and Weber, M. (2025, Sep 17). *Advancing Interprofessional Collaboration and Clinical Expertise Through OSF APP Quarterly Skills Days.* NEXUS. Virtual.

Weber, M. (2025, Nov 11). *Targeting Talent: Online Recruitment Strategies for APP Fellowships.* APGAP. New Orleans, Louisiana.

Welty, M. and Reynolds, T. (2025, Jul 18). *Is it Real? High-Fidelity Simulation on a Budget.* Sim Ops. Peoria, Illinois.

Conference Papers

Dalstrom, M., and Klein, C. (2025, March 25–29). *When the Hospital is Your Home: Policies, Patient Experience and New Models of Care in a Digital Age [Conference paper].* Annual Meeting of the Society for Applied Anthropology, Portland, Oregon.

Poster Presentations

Allen, T.A. (2025, May 22). *Simulated Farm Emergency Response Program: Decreasing Cattle-Related Trauma among Farm Families.* 2025 OSF Annual Research Symposium, Peoria, Illinois.

Blair, J. (2025, May 28). *Utilizing a Podcast within a General Pediatric Fellowship to Enhance Research Literacy and Specialist Collaboration.* ANCC Transition to Practice Symposium, Phoenix, AZ.

Cooling, M., Pierce, L., Stoecker, B., and Weber, M. (2025, Jun 9-13). *One System's Advanced Practice Fellowship Journey to Drive Confidence and Competence.* International Council of Nurses (ICN) Congress. Helsinki, Finland.

Gray, I. (2025, September 21). *Improving Specimen Management.* I Am an OSF Nurse Symposium, Peoria, Illinois.

Hozie, C. (2025, September 21). *Implementation of a CLABSI Champion Program.* I Am an OSF Nurse Symposium, Peoria, Illinois.

Klein, C., Cooling, M., Dalstrom, M., McGarvey, J., and Sreedharan Pillai, B. (2025, June 9–13). *Strategies to Address Maternal Health Disparities Through Digital Health and Collaborative Partnerships within Communities Using Advanced Practice Nurses, Registered Nurses and Digital Health Workers [Poster presentation].* ICN/APN Congress 2025, Helsinki, Finland.

Klein, C., Cooling, M., Dalstrom, M., and McGarvey, J. (2025, June 9–13). *Transforming Chronic Care Management Through Digital Health: Improving Access to Care with Community Partnerships and Advanced Practice Nurse-Led Models of Care [Poster presentation].* ICN/APN Congress 2025, Helsinki, Finland.

Kupferschmid, M. (2025, April 9). *Nurses' Perceptions of Their Role in Gun Violence: A Descriptive Survey Study [Poster Presentation].* Springfield Memorial Annual Nursing Research Conference 2025, Springfield, Illinois.

Kupferschmid, M. (2025, April 11). *Perceptions of the Nursing Role Related to Gun Violence. [Poster Presentation].* Illinois State University Research Symposium 2025, Bloomington, Illinois.

Kupferschmid, M. (2025, April 17). *Nurses' Perceptions of Their Role in Gun Violence: A Descriptive Quantitative Survey Design [Poster Presentation].* Mennonite College of Nursing Virtual Scholarship Symposium 2025. Bloomington, Illinois.

Hughes, A. (2025, April 10). *A New Standard of Care: The Neuro/Trauma/Burn ICU Burn Tech Program.* I Am an OSF Nurse Symposium, Peoria, Illinois.

Jordan, S., Dalstrom, M., and Klein, C. (2025, April 10). *Ongoing communication: Patients with Diabetes and Hypertension Describe Their Experiences with Remote Patient Monitoring (RPM) [Poster presentation].* University of Illinois College of Health Sciences at Rockford Annual Research Day, Rockford, Illinois.

Klein, C., Cooling, M., Dalstrom, M., McGarvey, J., and Rothrock-Magana, M. (2025, June 9–13). *Evaluating the Association of Participating in a Hospital at Home Program on Patient Experiences and Outcomes: Perspectives on an APRN-led study [Poster presentation].* ICN/APN Congress 2025, Helsinki, Finland.



Latino, D., Dalstrom, M., and Klein, C. (2025, April 10). *Evaluating the Efficacy of the Medicare Innovation Collaboration (MIC) Virtual Health Program Outcomes for High-Acuity Patients [Poster presentation]*. University of Illinois College of Health Sciences at Rockford Annual Research Day, Rockford, Illinois.
I am an OSF Nurse Symposium

Lowe, C. (2025, September 21). *All-in Approach to CLABSI Reduction*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Miller, M. and Wright, A. (2026, March 25). *Enhancing Nursing Communication and Equity Through Cultural Humility Simulation Training*. The Association for Nursing Professional Development Aspire Convention, Louisville, KY.

Powers, Bree (2025, September 21). *Health Care Hotspotting and the Home Health Universal Best Practice Protocol*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Kelleher, M. and Cohoon, E. (2025, September 21). *Pediatric Critical Care Enhanced Mentoring Program*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Kumar, J. and Lamb, A. (2025, September 21). *NIHSS Training: A Proactive Approach to Stroke Care*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Mutter, E. (2025, September 21). *Improving Our Patient Experience Scores*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Narkiewicz, E. and Tang, G. (2025, September 21). *ICOUGH*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Nasti, I. (2025, September 21). *Skin to Skin Initiative*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Powell, K. (2025, September 21). *Improving Inpatient Throughput in the Cardiac Cath Lab*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Rohlwing, E. (2025, September 21). *Using Patient Feedback to Develop Strategies Promoting Vaginal Birth in First-Time Mothers*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Sorenson, A. (2025, September 21). *Recharge Room (Well-being)*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Willis, A. (2025, September 21). *Re-igniting Purposeful Rounding*. I Am an OSF Nurse Symposium, Peoria, Illinois.

Publications

Cooling, M., Klein, C. J., Dalstrom, M., Foulger, R., Junis, J., and Handler, J. A. (2025). *Increasing Access to Care Through Digital Health for the Medicaid Population: A Novel Community Case Study.* *Frontiers in Digital Health*, 7, 1524590. <https://doi.org/10.3389/fdgth.2025.1524590>

Dalstrom, M., Cioni, J., Klein, C., and Cooling, M. (2025). *Examining Digital Care Relationships of Medicaid Participants in the Pre/Postnatal Care Period: A Qualitative Study.* *BMC Pregnancy and Childbirth*. 25, 473. <https://rdcu.be/ejbSm>

Freehill, S. (2025). *Environmental Scanning with Intention: A Journey to Strategic Alignment.* Association for Nursing Professional Development. <https://www.anpd.org/NPD-In-Motion/Article/environmental-scanning-with-intention-a-journey-to-strategic-alignment>

Klein, C., Dalstrom, M., Bond, W. F., McGarvey, J., Cooling, M., Zumpf, K., Pierce, L., Stoecker, B., and Handler, J. A. (2025). *The Feasibility of Implementing a Digital Pregnancy and Postpartum Support Program in the Midwestern United States and the Association with Maternal and Infant Health.* *Preventive Medicine Reports*, 49, 102953. <https://doi.org/10.1016/j.pmedr.2024.102953>

Stockmann, C., Adelman-Mullally, T., Kupferschmid, M., and Rappleyea, M. (2025). *Evaluation of Undergraduate Nursing Students' Clinical Competence Using a Mental Health Objective Structured Clinical Examination (OSCE).* *Nursing Education Perspectives*, 10-1097.

Zadvinskis, I. M., Knudsen, É. N. A., Falkenberg Olson, A. C., Eustace, R. W., Albert, N. M., Klein, C. J., ... and Libster, M. M. (2025). *Exploring Inclusion by Creating Inclusion: A World Café Among Nurse Scientists.* *Western Journal of Nursing Research*, 47,3, 190-199. <https://doi.org/10.1177/0193945924131075>



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