



OSF HealthCare Saint Anthony Medical Center
NURSING ANNUAL REPORT

2022-2023

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LETTER FROM CHIEF NURSING OFFICER



Dear Nursing Colleagues

I am pleased and proud to share the OSF HealthCare Saint Anthony Medical Center 2023 Nursing Annual Report. The information in this report is a small representation of the large impact that nursing has had on our patients, community, Ministry, fellow Mission Partners and OSF Saint Anthony as a whole.

In 1999, OSF Saint Anthony with the leadership of Paula Carynski made the decision to pursue Magnet designation as the framework to improve the quality and safety of patient care as well as provide a work environment where nurses could share in decision-making. I am proud to say that we are seeking our 5th consecutive designation in 2024. The “Drive for 5” will continue the legacy that our founding Sisters of the Order of St. Francis started over 147 years ago in Peoria and expanded into Rockford over 100 years ago. Achieving Magnet designation is very prestigious since less than 10% of all hospitals accomplish this milestone. This designation is a nursing excellence distinction, signifying excellent outcomes in nursing engagement, patient experience and nursing quality indicators.

We recognize the many accomplishments that have contributed to meeting and exceeding our goals:

- Significant improvement in the Mission Partner Opinion Survey from 3.64 in 2022 to 3.99 in 2023
- Meeting and/or exceeding all the Hospital Acquired Infection goals for C-Diff, CAUTIs, and CLABSIs
- Establishment of Nursing Career Ladder to enhance professional development and nursing engagement
- Expansion of Dedicated Education Units to include ICU

LETTER FROM CHIEF NURSING OFFICER

- Completion of Workplace Violence training for all nurses (Hands-on education skills)

- Strong representation at OSF Ministry “I Am an OSF Nurse“ symposium

- Acceptance of Magnet application and documentation submission in February 2024

- Successful improvement in “Filled and Functioning” for charge nurses and nurses from 49% in 2022 to 83% in 2023

The mission, vision, and values of OSF Saint Anthony Medical Center are core in all that we do. They are not just words on a page or the wall. We have created a professional practice model that describes how nurses practice, collaborate, communicate, and grow professionally. It is a model that supports our belief in the importance of compassionate patient care based on partnerships between nursing and other health care partners, patients, families, and the community. Our nurses, as well as our nursing leaders, have created a caring and supportive culture that makes nursing practice at OSF Saint Anthony Medical Center unique and special. I appreciate and celebrate your support in this journey of “Drive for 5.”

God Bless You!

Sincerely,

Wayne Laramie RN, BSN, MBA, NEA-BC
Vice President and Chief Nursing Officer
OSF HealthCare Saint Anthony Medical Center

TRANSFORMATIONAL LEADERSHIP

OSF Saint Anthony Medical Center Mission Partners are a community of caregivers guided in action by the OSF Mission, Vision and Values. Our Mission Partners live our Mission daily as we strive to move closer to realizing the OSF Vision of transforming health care to improve the lives of those we serve. OSF Saint Anthony nurses, from the CNO to the frontline, are at the forefront of this transformation, providing influential, visionary leadership. Transformational leaders inspire others to stimulate the change needed within the organization to meet the ever-changing needs of those we serve. The nursing leaders at OSF Saint Anthony lead from the heart, with a passion for nursing and providing quality outcomes for our patients.

OSF GOALS AND STRATEGIC PRIORITIES

Annually, the Ministry defines the strategic priorities aligned with the Mission and supportive of the fiscal year goals. For 2023, OSF continues work to sustain the Ministry, personalize patient experience, excel clinically, and become an employer of choice as we transform health care and deliver operational excellence. OSF nursing prioritizes work to align with overall strategic priorities. Each year, OSF Saint Anthony nursing leaders collaborate to outline goals that align with Ministry, Ministry nursing and OSF Saint Anthony Medical Center priorities. OSF nursing is working to bring clarity to practice, align to best practices and move to improve, as we align with the five-star clinical excellence plan as a Ministry.

THE IMPORTANCE OF PEOPLE

The heart and soul in fulfilling the Mission at OSF Saint Anthony is our people. Our interprofessional teams are committed to working together to promote excellent patient care for the community that we serve.

PROFESSIONAL GOVERNANCE TRANSFORMATION

The shared governance structure within OSF Saint Anthony Medical Center is another mode for sharing ideas, feedback and decision-making. This model provides a decision-making platform for clinical nurses to be involved in their professional practice within OSF Saint Anthony. As 2023 ends, we have plans to change the function of our governing structure to improve visibility, recognition, and support of the wonderful work our nurses are doing to impact their practice.



TRANSFORMATIONAL LEADERSHIP

MISSION PARTNER WELL-BEING IN ACTION

Beginning in 2022, the nurse executive team at OSF Saint Anthony Medical Center began utilizing the American Nurses Association Nurses Month toolkit when planning for nurses' monthly events. This toolkit provides ideas for celebrating during the month of May and categorizes activities by a weekly theme: self-care, recognition, professional development, and community engagement. In recent years, as a form of recognition, OSF Saint Anthony nurses had been given a small token of appreciation when leadership rounded with a snack cart and photo booth thanking nurses for their service.

In keeping with the themes identified in the toolkit, OSF Saint Anthony nursing leadership planned several small yet fun activities and delivered a token of appreciation. Wayne Laramie, BSN, MBA, chief nursing officer, suggested an experience away from work that could be a celebration and a recognition of service. The Medical Executive Council provided funds to send nurses to a Chicago Cubs baseball game as a form of recognition and appreciation for their work. On May 31, 2022, a group of OSF Saint Anthony nurses traveled to Chicago for the baseball game on a chartered bus with refreshments served by the nursing directors, Amy Kirchhoff, MSN, and Deborah Anderson, MSN.



TRANSFORMATIONAL LEADERSHIP

ADVOCACY AND ACTION

Nurses have a professional duty to advocate for individual or community health promotion where decisions impacting health care are made. OSF Saint Anthony Medical Center opened the Strive Trauma Recovery Center (TRC) on February 1, 2021, serving victims of violent crime and their families in Winnebago County. Strive TRC is for survivors, age 14 and older, of violent crimes who are experiencing post-traumatic distress but not receiving other mental health care. This includes people struggling with symptoms of anxiety, depression, or post-traumatic stress disorder after a trauma, such as gun violence, assaults, domestic violence, or human trafficking in which they are the victim or witness. Since that time, TRC has served 379 clients and provided over 5,030 services to those clients through therapy, case management, counseling, and advocacy. The program follows the National Alliance for Trauma Recovery Centers evidence-based model. Strive TRC was fully funded by an operational grant awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice, through the Illinois Criminal Justice Information Authority (ICJIA). In June 2022, the program received additional funds through the Winnebago County Community Mental Health Board to help the program grow.

Unfortunately, on September 7, 2023, Strive TRC learned that ICJIA opted not to renew the grant for the next fiscal year (October 1, 2023 – September 30, 2024) and current funding for the program provided by the Winnebago County Community Mental Health Board,

was estimated to support the program in its current capacity until mid-December 2023. On September 20, 2023, the program manager, Therasa Yehling, ICDVP, LCSW, and the program's outreach coordinator, Kristina Kuksuk, began contacting respected members of the community to provide support for the program by writing a letter to the Winnebago County Community Mental Health Board. Rachel Monson, BSN, RN, nurse manager, Neuro and Trauma Burn ICU, received this request and sent a letter to Strive TRC to share on her behalf with the Winnebago County Community Mental Health Board. Rachel's letter details the importance of Strive TRC's impact on survivors of violence within the community including their mental and emotional well-being in addition to providing a safe place for these survivors to heal. She asked that the Board consider the resource vital to the community and support the request for funding. Therasa forwarded this letter by email, in addition to 19 others she received from leaders within the community, to the Winnebago County Community Mental Health Board member, Jason Holcomb, on October 4, 2023. On November 8, 2023, Rachel learned that Strive TRC's request for fund allocations was approved by the Winnebago County Community Health Board. Rachel was given the opportunity to share about her advocacy during a recent OSF Nursing Professional Development series in which she was joined by peers throughout the Ministry to educate others about the need for nurses to be advocates.

TRANSFORMATIONAL LEADERSHIP

THE COMMITMENT TO REBUILDING AND RE-ENGAGING OSF SAINT ANTHONY'S NURSING TEAM

OSF nursing leadership sought nursing Mission Partner feedback to identify what was important to them. Working in interprofessional teams throughout the Ministry, nursing executives moved forward with several initiatives to impact nurse retention. Wellness, work-life balance, and professional development opportunities were key areas of focus. Over the last few years, flexible scheduling options, such as weekend program options, were created to allow for better work-life balance and flexibility for Mission Partners who were interested in working weekends. Nurses were given options to decrease their work hours to better meet their needs. The OSF Career Ladder program was introduced in early 2023 and the partnership with Guild soon followed, allowing for ease of access and tuition-free nursing education pathways.

STRUCTURAL EMPOWERMENT

Empowering nurses to achieve the best outcomes for patients and community while developing their own professional growth is accomplished through structures and programs within OSF HealthCare. Nurses define care delivery, create standards of practice, address opportunities for improvement, implement intentional professional growth strategies, conduct research, and implement evidence-based practice while using safe, efficient, and effective processes to manage patient care throughout the organization. At OSF Saint Anthony Medical Center, we encourage our nurses to further their education and professional development, participate in shared decision-making groups within the organization, participate in professional organizations, obtain national certification, and engage within the community, thereby advancing the nursing profession.

COMMITMENT TO PROFESSIONAL DEVELOPMENT

OSF nursing leadership sought nursing Mission Partner feedback to identify what was important to them. Working in interprofessional teams throughout the Ministry, nursing executives moved forward with several initiatives to impact nurse retention. Wellness, work-life balance, and professional development opportunities were key areas of focus. Over the last few years, flexible scheduling options, such as weekend program options, were created to allow for better work-life balance and flexibility for Mission Partners who were interested in working weekends. Nurses were given options to decrease their work hours to better meet their needs. The OSF Career Ladder program was introduced in early 2023 and the partnership with Guild soon followed, allowing for ease of access and tuition-free nursing education pathways.

COMMITMENT TO PROFESSIONAL DEVELOPMENT

PROFESSIONAL DEVELOPMENT FAIR

Never has so much emphasis been placed on nurses' well-being as that which has followed the COVID-19 pandemic, the nursing shortage, and the resulting mental, physical, and emotional strain on nurses. In response to this, OSF HealthCare has pledged to support nursing Mission Partners in various ways, including professional growth and development. Professional growth and development contribute to nurse well-being by creating more competent, confident, and resilient professionals. Nurses who engage in professional development acquire stronger communication, advocacy, and stress management skills—all of which help foster a sense of fulfillment and meaning in the work they do.

Within the professional governance structure at OSF Saint Anthony Medical Center, the professional development council is one of the shared decision-making bodies. Their focus is on providing meaningful education and promoting professional growth and development throughout the hospital. The council proposed to hold a fair that would serve a dual purpose: providing a convenient and accessible venue for inpatient nurses to explore professional growth and development opportunities and creating a professional growth opportunity for council members in planning, organizing, and facilitating a hospital-wide event. Over the years, this event has grown in popularity and availability of resources.

Recent additions to the fair include posters promoting the hospital's internal professional development programs, as well as HR to act as a resource for the organization's new educational assistance policy and program. Internal programs included the Preceptor Program, Charge Nurse Program, Mentor Program, OSF Career Ladder, certification assistance, tuition reimbursement, and shared governance. Through the continuous improvement efforts, attendance has gone from 35 in 2021, to 60 in 2022, to 85 in 2023. The increase in the number of nurses visiting the annual event benefits our commitment to nurse well-being through professional growth and development opportunities. To meet the ever-changing needs and desires of the hospital's Mission Partners, the fair will be expanded to start incorporating more non-nursing colleges and programs into the mix for the 2024 event and extend invitations to other interprofessional teams.



COMMITMENT TO PROFESSIONAL DEVELOPMENT

PROFESSIONAL DEVELOPMENT THROUGH NATIONAL CERTIFICATION: SPOTLIGHTS

OSF Saint Anthony Medical Center supports nursing in obtaining national certification in their practice specialty, understanding professional certification provides value on many different levels. Achievement validates a level of knowledge recognized within the nursing profession, provides the nurse with a peer network within the specialty, and provides a venue to learn and share best practices. 2023 was a year to celebrate as the number of nationally certified nurses continues to grow. Shout out goes to AJ Barton, ADN, RN, CCRN, and Elizabeth Archer, BSN, RN, CCRN, as well as the Professional Development Department for being the first nursing department to have 100% eligible Mission Partners certified!



COMMITMENT TO PROFESSIONAL DEVELOPMENT



AJ considers himself a lifelong learner and that certification seemed like a logical next step to him. He spent two months devoted to studying. He felt the registration process was easy and his advice to others is “just do it!”

Congratulations AJ.

Lizzy achieved her CCRN in November 2023 after deciding to certify in July. Her advice to others is not to wait until the last minute, don't give yourself too much time between studying and testing, and take plenty of practice exams.

Way to go Lizzy!



COMMITMENT TO PROFESSIONAL DEVELOPMENT

PROFESSIONAL DEVELOPMENT DISPLAYED IN EXEMPLARS THROUGH OSF CAREER LADDER

2023 was the inaugural year for OSF Saint Anthony nurses to participate in the OSF Career Ladder program. 59 submissions resulted in 56 ladder achievements. 42 OSF Saint Anthony nurses achieved Career Ladder II and 14 promoted to Career Ladder III.

Congratulations on achieving Career Ladder II:

CAREER LADDER II	
Kristeen Dotzler	ED
Andrew Bressler	CCC
Kaitlyn Balzer	CCC
Hope Cassell	CCC
Danielle Coleman	CCC
Katrina Niedermeier	CCC
Andrew Tremud	CCC
Stephanie Ramirez	CCC
Angel Hughes	NTICU
Elizabeth Archer	CCC
Beth Spiritosanto	ED
Kayla Shaulis	CCC
Ashley Osterberg	ED
Tammy Wennmacher	2N
Michelle Guzzardo	4 M
Samantha Singer	2N
Hillary Woodard	2N
Cierra Volpendesta	2N
Michelle Burkat	2N
Lauren Steiner	4 M
Caitlynn Pryor	2N

CAREER LADDER II	
Erin Tracy	OB
Susan Burrows	OB
Tammy Gettings	OB
Melissa Williams	OB
Rachel Hoffman	OB
Maggie Humphry	OB
Haley Bunge	OB
Marlena D'Agostin	OB
Oliver Hammonds	OB
Tamara Whalen	OB
Jill Taylor	OB
Allison Moore	OB
Courtney Keller	OB
Jennifer Chavez	OB
Christiana Van Sistine	OB
Rebecca Stewart	OB
Stephanie Berkenpas	OB
Rebecca Glenn	OR
Michelle Kohn	OR
Catherine Campbell	Pacu
Cristina Sinople	OR

COMMITMENT TO PROFESSIONAL DEVELOPMENT

Congratulations to SAMC Career Ladder III promotions:

CAREER LADDER III	
Judy Sandoval	GI
Dana Martin	CCC
Becky Hauge	CCC
Michelle Leitzinger	CCC
Jessica Schoensigel	CCC
Jennifer Piotrowski	CCC
Brianna Markgraf	CCC

CAREER LADDER III	
Donna Miller-Hyacinthe	2N
Taylor Fry	OB
Nancy Laga	OB
Mary Gambino	OB
Kelci Zakrzewski	OB
Lacie Driscol	OB
Hannah Babler	OR

RECOGNITION OF NURSING

Interdisciplinary Clinical Excellence Awards are an annual award program held to recognize interdisciplinary commitment to achieving excellence. In May 2023, nearly 200 Mission Partners gathered to celebrate just over 100 nominees recognized for their achievements.

Congratulations to our 2023 winners!

2023 Interdisciplinary Clinical Excellence Winners

- Transformational Leader**
Karmela Londo, ED
- Support MP of the Year**
Mario Salaum, EVS
- Department of the year**
Emergency Department
- APP of the year**
Christine Anderson, Transitional Care
- Exemplary Professional Practice**
Dr. Erich Balsman, Pharmacy
- RN of the year**
Annie McDonald, CCC
- New Knowledge and Innovation**
Lacie Driscol, OB
- Interdisciplinary Collaborative Effort**
Kelly Meyers, Quality
- Structural Empowerment**
Deana Foley, ED
- Professional of the Year**
Dr. Kavitha Subramanian, ID
- Rookie of the Year**
Monica Lackey, CCC

Thank you to your continued commitment to clinical excellence

COMMITMENT TO PROFESSIONAL DEVELOPMENT

EXTRAORDINARY EXCELLENCE IN NURSING RECOGNIZED WITH THE DAISY AWARD®

The DAISY Award program can be found in over 2,000 health care facilities in all 50 states and 14 countries. An acronym for Diseases Attacking the Immune System, the DAISY Foundation was formed in November 1999 by the family of J. Patrick Barnes, who died at the age of 33 of complications related to Idiopathic Thrombocytopenic Purpura (ITP). During his eight-week hospitalization, his family experienced the best in nursing care and compassion. Their goal in creating the Foundation was to recognize extraordinary nurses and to thank them for the gifts they give their patients and families every day.

DAISY AWARD WINNERS

JORDAN SILBERHORN

CLAIRE COYLE

BONIKA ADDISON

JORDAN JANSSEN

KATHY BLOMBERG

PAULIANA LANDRETH

AMANDA STEGMAIR

ERIK DURAND

MICHELLE JONES

BRIDGETTE VISEL

MADELINE PRAX

ANNE PELLMAN

EXEMPLARY PROFESSIONAL PRACTICE

The OSF Saint Anthony Medical Center nursing staff strives to utilize exemplary professional practices in every aspect of patient care. With a focus on evidence-based processes and team-aligned patient-centered care, our Nursing Mission Partners continue to uphold the standard of care we provide to the community. Collegial working relationships with members of other disciplines, such as medicine, pharmacy, laboratory, therapy, and many more, are valued and essential to fulfilling the Mission. Autonomy within the nursing profession leads to engaged Mission Partners dedicated to improving quality, the workplace, their professional performance, and patient outcomes, all which contribute to a culture in which nurses are empowered to fully practice at the top of their licensure and bolster professionalism.

CENTERS OF EXCELLENCE DESIGNATIONS

- Magnet®-American Nurses Credentialing Center
- Get with the Guidelines Stroke Program-American Heart Association
- Comprehensive Stroke Center-DNV
- Center for Cancer Care: Quality Oncology Practice Initiative-American Society of Clinical Oncology
- ACOS Accredited Trauma Center-ACS
- Orthopedics Center for Excellence Hip and Knee Joint Replacement-The Joint Commission
- Intersocietal Accreditation Commission (IAC) Cardiac Electrophysiology Accredited program

EXEMPLARY PROFESSIONAL PRACTICE

HOSPITAL ACQUIRED INFECTIONS (HAIS)

We outperform expectations when it comes to patient safety, and our nursing sensitive clinical indicators stand out when compared to national benchmarks. We work hard as members of interprofessional teams to keep our patients safe and are on the journey to five-star clinical excellence.

OSF Saint Anthony Medical Center fosters a culture of continuous quality improvement and encourages interprofessional teams to work together to positively impact patient care and outcomes. One recent example includes the CAUTI workgroup's recent work to minimize Catheter Associated Urinary Tract Infections using an interdisciplinary collaborative effort. Outcomes in the first quarter of 2023 presented opportunity for improvement. The group worked together to analyze data, identify best practices and opportunities to improve care and deliver improved outcomes. New efforts were implemented such as daily catheter monitoring during interdisciplinary rounds and fight the foley pre-insertion checklist. Improvement was recognized in CAUTI prevention in the remainder of 2023.

PATIENT AGGRESSION PREVENTION AND MANAGEMENT FOR CAREGIVER WELL-BEING

OSF Saint Anthony places value on protecting its nurses and preventing harm in the daily work that they do.

According to the National Institute for Occupational Safety and Health (NIOSH), the health care industry is the fastest growing sector of the U.S. economy, employing more than 18 million workers, with nearly 3 million being nurses (2022). NIOSH also reported that numerous hazards causing violent events has resulted in workplace violence being the third leading cause of occupational injuries, almost three times higher than the rate of violent events for all other occupations (2022). The U.S. Bureau of Labor Statistics notes nurses make up the majority of all non-fatal workplace violence injuries, reported at 73% (2020). Press Ganey noted that an average of two nursing personnel were assaulted every hour from April to June 2022 with a total of 5,217 assaults on nurses per quarter as reported to their database (2022). OSF Saint Anthony has seen an alignment with national trends in nursing injuries related to violent patients. Our vision was to increase the safety of our nurses using techniques outlined in Press Ganey's guidelines to assist in reducing violence, including setting the expectation that violence on the job will not be accepted or tolerated, training nurses on recognition of individuals at risk for violence, de-escalation techniques, and management of a violent person (2022). Nursing leadership looked to improve the safety of nurses in contact with patients and deemed the safety of nursing staff while caring for patients of the utmost importance. Through 2023, OSF Saint Anthony conducted hands-on workplace violence training for all Mission Partners that included attention to early identification of escalating behavior, verbal de-escalation tactics, and hands-on de-escalation skills.

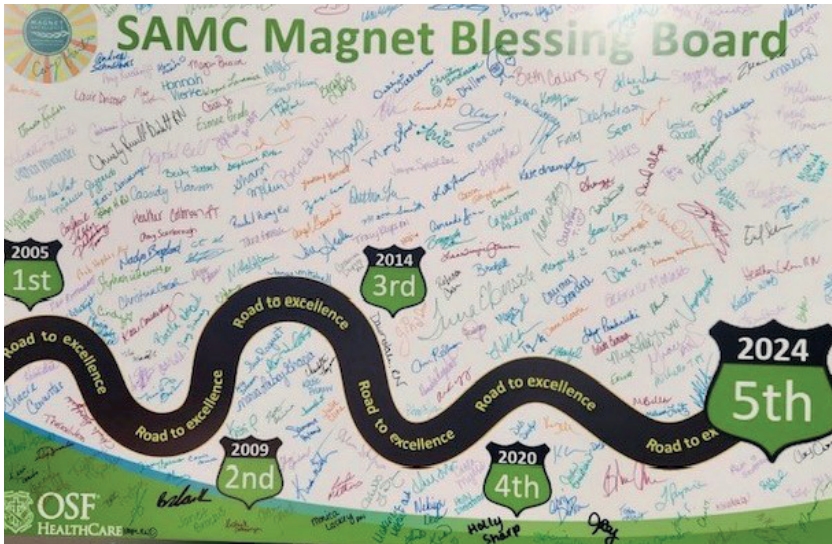
EXEMPLARY PROFESSIONAL PRACTICE

NURSING ENGAGEMENT

Being a Magnet organization has been linked to several positive outcomes for nurses, including increased engagement, satisfaction, and retention. Some key ways Magnet designation impacts nursing engagement revolve around the structures and processes embedded in the foundations of professional practice, including supportive work environment, professional development opportunities, recognition and reward, a focus on quality care, and stronger nurse-manager relationships. OSF HealthCare regularly identifies Mission Partner engagement as a strategic priority and OSF Saint Anthony surveys nurses annually to identify opportunities for engagement. 2023's nursing engagement was positive and outperformed Magnet program standards. Most of our nursing departments outperformed the National Nursing Excellence Average in five of the seven domains of nursing engagement, including autonomy, fundamentals of quality nursing care, interprofessional relationships, leadership access and responsiveness, and professional development.

5TH MAGNET DOCUMENT SUBMISSION

The fifth Magnet Document for OSF Saint Anthony was submitted to ANCC on February 1, 2024. Four years of hard work and commitment to the nursing profession and patient outcomes were compiled to share 103 exemplars of how we are Magnet. On February 1, a group gathered in the main lobby to bless the document. A group of Magnet Rays traveled throughout the hospital to share in the excitement of the long-awaited milestone and collected signatures on the Magnet Blessing board they had created. The Magnet Rays continue to engage their peers in preparation for a surveyor site visit later this year.



LEADING CHANGE WITH RESEARCH AND INNOVATION

NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS

As a Magnet organization, we have professional responsibilities to integrate evidence-based practice and nursing research into our everyday clinical and operational processes. In order to generate new knowledge, we have established programs to ignite interest in our frontline Mission Partners as well as to enable and engage them in the exploration of safe and best practices for our patients and their practice environment. We continue to work toward five-star quality and safety initiatives in which patient outcomes are the priority.

NURSE INVOLVEMENT IN RESEARCH

Nurses within our OB department were given the opportunity to participate in an OSF Ministry research project to evaluate the effectiveness of using Virtual Reality as a method of education to increase preparedness and confidence in caring for high-risk emergent situations. By participating in this research, OSF Saint Anthony nurses can provide voice into decisions that impact the future of education content within the Ministry.

CLINICAL NURSES DISSEMINATE RESEARCH FINDINGS OUTSIDE OF OSF SAINT ANTHONY

Donna Miller-Hyacinth, BSN, RN, PCCN, and Ashley Blaszczyk, BSN, disseminated findings from a recent OSF Ministry research project aimed to evaluate the effectiveness of the comprehensive initiatives that had been implemented with OSF over the previous two years by exploring nurse confidence in coping with aggressive patient behavior. In November 2023, Donna and Ashley attended the Saint Anthony College of Nursing Fall Scholarship Day and shared details of the research study with those in attendance. They received a certificate for outstanding research poster.

LEADING CHANGE WITH RESEARCH AND INNOVATION

INNOVATIVE APPROACH IN WORKSPACE REDESIGN RESULTS IN A NEW DEPARTMENT: CLINICAL DECISION UNIT

One strategic priority OSF Saint Anthony Medical Center is actively pursuing is a multi-pronged growth strategy. Aiming to become a regional hub for complex tertiary care, OSF Saint Anthony is diligently expanding reach, fostering partnerships with critical access hospitals, and establishing itself as a center for women's health, vascular and cardiothoracic surgery, advanced surgical services and cutting-edge cancer care. Despite physical space limitations, OSF Saint Anthony leaders have identified solutions, including repurposing existing areas. This expansion journey promises to empower OSF Saint Anthony to offer more robust access to specialized services, improved clinical outcomes and personalized patient experience.

Driven by the objective of optimizing patient length of stay, efforts have focused on identifying opportunities and finding solutions that impact outcomes. For years, observation patients at OSF Saint Anthony followed a scattered patient placement approach, leading to longer lengths of stay and impacting availability of beds for those requiring more acute care. Faced with mounting challenges due to long observation patient length of stay, Deborah Anderson, MSN, RN, director of Emergency Department, ICUs, and Trauma Services, recognized the need to optimize observation care. Given her experience in patient logistics, emergency services, and participation in OSF Saint Anthony length of stay work, Deb led the development of strategies to reduce observation length of stay.

Deb presented a proposal for an OSF Saint Anthony ED observation unit as a solution to streamline care for observation patients and increase inpatient capacity. Sharing data for ED boarder patients, observation average length of stay, and observation length of stay over 48 hours, Deb suggested an ED observation unit could be one solution that would optimize capacity and address patient throughput challenges such as ED boarders and regional transfer delays awaiting bed placement. Deb proposed placement of the observation behind the ED would promote a treat and release model of care using more rapid, specialized ED-driven workflows which in turn would open medical surgical care inpatient beds for more acute patients. With some minor changes, plans for a Clinical Decision Unit continued.

LEADING CHANGE WITH RESEARCH AND INNOVATION

Deb proactively sought insights from OSF HealthCare Saint Francis Medical Center nursing leadership. Their daily workflows, staffing models, and data reporting systems proved helpful as benchmarks, influencing key decisions like patient care responsibility, provider alignment, nurse-patient ratios, and electronic medical record (EMR) configuration. She led collaborative sessions with OSF Saint Anthony leaders and data analysts, tackling crucial aspects like medication management, supply chain logistics, data reporting, patient experience data collection, and care documentation protocols.

On November 15, 2023, the Clinical Decision Unit (CDU) opened. Admission criteria for the CDU included patients whose length of stay is expected to be within 24 to 36 hours, have a physician order to admit to observation status, have a current care level score less than 75 in the patient progression page of the electronic medical record, and require further treatment and intermittent monitoring outside of the ED to determine if discharge or an inpatient admission is necessary. Examples of patient diagnoses appropriate for admission to the unit may include those with chest pain, non-cardiac syncope, mild dehydration requiring intravenous fluids, mild asthma exacerbation requiring nebulizer treatments, kidney stones, congestive heart failure without oxygen administration needs, transient ischemic attack, gastroenteritis, and mild cellulitis.

The CDU is an excellent example of nurses being involved in decisions that impact professional practice while using an innovative solution to drive outcomes.



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