



**Memorial
Health**



2022 Nursing Annual Report

Dear Friends,

I am excited to introduce the 2022 Memorial Health Nursing Annual Report that highlights examples of the amazing work completed by the nursing teams at all five Memorial Health hospitals. The exceptional skill, compassion and resiliency of our nursing colleagues are evidenced by their leadership roles in various colleague engagement, quality improvement, research/scholarship and community health initiatives that are underway across our multi-county service region.

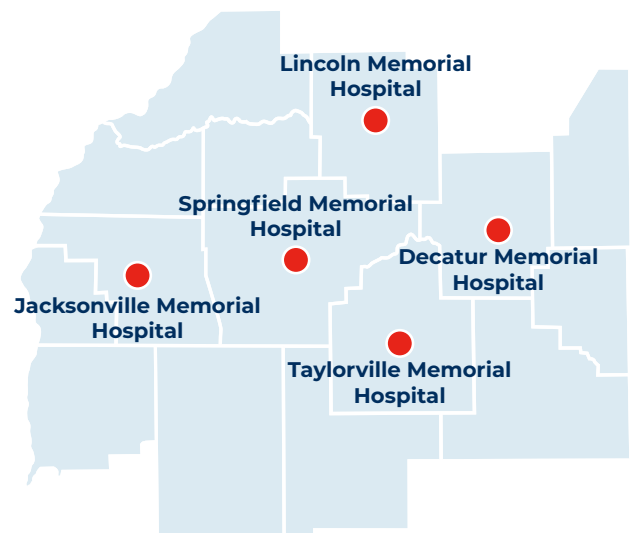
Despite the numerous challenges we faced in 2022, there were many opportunities to celebrate our successes together. Together, we implemented process changes that reduced patient falls, decreased wait times in the Emergency Departments, improved the treatment and outcomes of patients with sepsis and made it easier to respond to emergencies involving our youngest patients. We partnered with area colleges and universities to expand opportunities to educate a new generation of nurses, supported our nurses as they pursued national certification and found new ways to recognize nursing team members doing great work on behalf of our patients and their families.

I hope you'll take a few minutes to read the stories in this annual report and learn more about how our nursing teams are coming together to meet new challenges, share ideas and learn from each other. Great things happen when we work together as One Memorial, and I'm proud to be part of an organization committed to nursing excellence in all areas of practice.

Warmest regards,

Marsha Prater PhD, RN

Marsha Prater, PhD, RN, NEA-BC
Senior Vice President and Chief Nursing Officer
Memorial Health



Partnerships Educate a New Generation

In recent years, Memorial Health has expanded its partnerships with area nursing schools, helping educate a new generation, address the critical nursing shortage and bring talented young nursing professionals to Memorial.

“Nurses play a vital role in providing quality healthcare,” said Marsha Prater, Memorial Health senior vice president and chief nursing officer. “We must make educating the next generation of nurses a priority. That includes making sure our colleges and universities have the resources to accept everyone who has a talent and passion for the field of nursing.”

In February 2022, leaders from Decatur Memorial Hospital and Richland Community College announced a plan to triple the number of qualified students applying for enrollment into the college’s nursing and healthcare professions programs over the next four years, thanks to a \$3.2 million grant from the Decatur Memorial Foundation. The grant will allow Richland to integrate and expand on the use of technology in the classroom and create additional faculty and support positions to accommodate the program’s expansion. It will also allow substantial scholarships to be made available to prospective nursing and clinical students.

Later that year, Memorial Health and the Illinois State University Mennonite College of Nursing announced the creation of a new MCN campus in Springfield. The new MCN location is expected to enroll its first class for fall 2023, with 48 undergraduate students anticipated in the initial cohort. Students will learn in a renovated building located at 200 N. Grand Ave. West, as well as at Memorial Health clinical sites, giving them a wide breadth of educational experiences.

The MCN and Richland partnerships are only the latest educational endeavors between Memorial Health and regional colleges and universities. In August 2021, Memorial Health expanded its 40-year partnership with Lincoln Land Community College in Springfield by opening a state-of-the-art Nursing Education Center on the LLCC campus, allowing 90 additional students to enroll in the nursing program each year.

Since 2015, Memorial has also partnered with the University of Illinois at Chicago and University of Illinois Springfield to offer students the opportunity to earn a UIC BSN degree on the UIS campus. And a recent grant from the Springfield Memorial Foundation allowed Illinois College to purchase a variety of high-tech simulation equipment and work is underway to assist them in expanding their enrollment as well.

Tracy Madonia, a registered nurse at Springfield Memorial Hospital, chose to pursue her nursing degree at Lincoln Land Community College, in part because of its relationship with Memorial.

“I was excited to learn that Memorial, a four-time recipient of a Magnet® designation, was partnering with LLCC to expand on their already stellar program,” she said. “This allows more nursing hopefuls the opportunity to pursue their RN and fill a much-needed demand in the field of nursing.”



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Support for Nurse Certification

Nursing certification advances the profession by expanding knowledge and encouraging the ongoing professional advancement of nurses. Certified nurses progress beyond RN licensure to become clinical experts in their nursing specialties. One way that Memorial Health supports the ongoing professional development of our nursing colleagues is by providing financial resources for nurses who wish to pursue certification.

“Over the decades, healthcare has become more complex,” said Memorial Health senior vice president and chief nursing officer Marsha Prater. “Certification requires nurses to exceed nationally recognized standards of practice and commit to specialized continuing education throughout their career. Knowing that a nurse is certified in their particular field gives patients and their families the confidence that they are receiving the best possible care.” Currently, Memorial Health employs more than 800 certified nurses throughout the organization.

While many nurses want to further their education and advance their practice knowledge and skills, they may face barriers to following through on these plans. Memorial Health makes certification more accessible by providing financial support for national exam preparation, including study materials, review courses, and reimbursement for the cost of the initial exam and ongoing recertification requirements.

“Our goal is to reduce the barriers that limit talented nurses from pursuing certification,” Prater said. “This not only improves our quality of care, it also helps nurses increase their confidence and enjoy opportunities to continue to learn and grow throughout their careers.”

By the Numbers

*Memorial Health
Certified Nurses*

143 Ambulatory

157 DMH

55 JMH

38 LMH

424 SMH

**23 System
Resources**

19 TMH

Examining COVID-19 Vaccine Hesitancy in Registered Nurses

Vaccine hesitancy is a global health threat and many factors have been identified in the general public that influence an individual's decision to get vaccinated, including fear of short- and long-term effects of the vaccine, fear of illness and distrust of the healthcare system/providers. In an effort to understand factors that impact COVID-19 vaccine hesitancy specifically in registered nurses, the **Springfield Memorial Hospital** and **Jacksonville Memorial Hospital** Nursing Research Councils worked together to conduct a research study during 2022. While nurses' perceptions impact not only their own vaccine acceptance, they also have the potential to influence vaccination decisions made by patients, families and members of the general public.

Within the study sample of 310 Memorial Health nurses, 88% had received the COVID-19 vaccine, consistent with vaccination rates nationally at the time of the study. Despite the high vaccination rate, 30% of the respondents admitted to having some feelings of vaccine hesitancy. The results of the

study identified that “trust in employer-provided information” significantly predicted the likelihood of study participants having received the vaccination. In addition, higher levels of formal nursing education correlated with greater vaccine acceptance.

The study authors concluded that further exploration of factors that lead to vaccine hesitancy could help in the development of strategies to combat vaccine hesitancy in registered nurses and other healthcare workers. These individuals often hold influential roles in their communities and thus could contribute to reducing vaccine hesitancy among community members as well.

Because of the strong interest in this topic nationally, the authors were invited to present their results at the Midwest Nursing Research Society's annual conference in Iowa in March 2023.





“ It feels good knowing that patients are being seen faster to get their treatment started. ”

Improving Patient Experience in the Emergency Department

When a patient comes to the Emergency Department (ED) with a critical illness, the time it takes to receive an initial intervention (“Time to Treatment”) can be crucial to the patient’s recovery. The first step in ensuring timely treatment in the ED is determining the patient’s acuity level—a measure of the severity of their illness.

In collaboration with other Memorial Health hospitals, **Springfield Memorial Hospital** nurse leaders reviewed the Emergency Severity Index (ESI) tool used to determine patients’ acuity levels. The Emergency Department’s unit-based council members—with support from their clinical nurse colleagues, advanced practice nurses, physicians and nurse leaders—drove the implementation of the ESI acuity tool for all patients presenting to the ED starting in January 2022. Use of the new evidence-based ESI acuity tool provided a more accurate assessment of the patient from the moment they walked into the ED, leading to more timely treatment based on their individual needs.

Along with utilization of the ESI tool, new processes were initiated to decrease the number of patients leaving the ED prior to receiving treatment and the wait time prior to seeing a provider. The team was able to facilitate early diagnostic tests and treatment of patients before their placement in a formal ED treatment room. After implementation of the ESI

tool, the number of patients leaving the ED prior to receiving treatment decreased by 29% and the wait time before seeing a provider decreased by 26%.

“It feels good knowing that patients are being seen faster to get their treatment started, and even better to know that fewer patients are giving up, going home and then getting sicker,” said Ashley Olson, manager, EMS quality and compliance.

Length of stay in the ED has a strong influence on patient experiences and outcomes. From 2019 to 2022, the average length of stay for admitted patients in the **Taylorville Memorial Hospital** ED rose from 185 minutes to 288 minutes, and the ED was no longer meeting the goal of 240 minutes from arrival to patient movement to an inpatient bed.

A project team of emergency and acute care colleagues worked together to implement process changes, eliminating unnecessary steps while improving quality. As a result, the average ED length of stay decreased 20%, from 288 minutes to 231 minutes.

“Collaboration was key to making this project a success,” said Eli Heicher, TMH chief nursing officer. “It highlights how small process changes can make a big difference in patient experiences and improve the quality of care.”



Creating a Healthier Community

Lincoln Memorial Hospital nurses played an active role in several community partnership initiatives in 2022. LMH nursing colleagues provided assistance during the LMH Farmers Market, a producer-only market that has served the community from May to September since 2016. The Market encourages increased consumption of fruits and vegetables and provides the opportunity for health education, physical activity and free health screenings. During the 2022 Market season, LMH nurses volunteered more than 150 hours completing health screenings and providing education on various health topics.

The LMH nursing team also plays an important role in the Lincoln Community Health Collaborative, which connects healthcare providers, organizations, agencies, churches and private individuals to address the wellness needs of the community and work toward building a community “culture of health.”

In 2022, LMH nurses volunteered to provide flu vaccines to LMH volunteers and Auxiliary members at their annual luncheons. ED staff also “adopted” a family for Christmas, providing gifts and gift cards valued over \$500. The Acute Care unit held two drives for donations of personal items, benefiting the Lincoln/Logan County Food Pantry and Moms Who Care.

Reducing Patient Falls

Nationally, patient falls is one of the most frequently reported complications in hospitals. In 2022, both **Decatur Memorial Hospital** and **Jacksonville Memorial Hospital** implemented highly successful fall reduction programs to improve patient safety.

At DMH a Lean Six Sigma project team significantly reduced patient falls by 40% and patient falls with injury by 72%. The success of the DMH fall prevention efforts led to its use as a model for fall program standardization efforts across other Memorial Health hospitals.

The DMH interdisciplinary team, spearheaded by Danika Frye, executive director of medical/ surgical nursing, explored evidence-based nursing practices in fall prevention and focused on improving organizational results by standardizing processes. Analyses of fall events revealed several sources of variation and barriers to optimal care to prevent falls. The team made improvements in the functionality of fall prevention equipment, standardized and improved access to fall risk mitigation supplies and developed a new intervention tool that aligns with a patient's fall risk assessment score.

All nursing colleagues, as well as colleagues from ancillary services like dietary, physical therapy, respiratory care and patient transport, completed comprehensive education and validation of knowledge and skills related to fall reduction tactics. The success of the DMH project was recognized nationally by the Institute for Healthcare Improvement (IHI) and was presented during the IHI 2022 Online National Quality Forum in December 2022.

At JMH, the Two South unit was fall-free for the last eight months of 2022 thanks to the success of a similar performance improvement project.

The team, comprising colleagues from plant engineering, environmental services, nursing and supply chain, worked to eliminate barriers while improving workflows and fall risk awareness. Improvements like storing gait belts at every bedside, ensuring access to chair alarms in all patient rooms, utilizing Memorial Health fall prevention signage, enhancing fall risk communications in shift reports and implementing patient-centered fall prevention plans have proved very successful in maintaining reduced fall rates on the unit. Additional patient units/ departments at JMH are in the process of adopting the tactics successfully utilized on the Two South unit.





Preoperative Wait Time Improvements

At **Springfield Memorial Hospital**, the 1E Main Surgery Services unit provides pre- and postoperative care to almost 10,000 patients each year. The department provides surgical care on a single day, with patients starting on 1E, moving to the Main OR for the surgical procedure and returning to 1E for postoperative care and discharge. In early 2022, the nurse manager on 1E, Laura Hanson, noted the long wait times patients experienced prior to their procedures.

After a thorough review of the data and current processes by 1E team members, it was proposed that preoperative phone calls to patients scheduled for surgery would allow nurses to facilitate appropriate arrival times and decrease delays. To ensure a consistent process, two nurses were identified to begin the calls starting in April 2022. The phone calls focused on educating preoperative patients about their procedure, answering questions and helping facilitate appropriate arrival times at the hospital.

“Communicating the appropriate arrival time for a patient’s surgery decreases their wait time on our unit,” Hanson said. “The pre-op phone calls also give us a chance to build a relationship with our patients before their procedure, which reduces their anxiety and stress.”

Since implementing the preoperative phone calls, patient wait times have decreased significantly moving from an average of 200 minutes of wait time prior to surgery to 140 minutes. This simple intervention was effective in improving efficiency, decreasing patient wait times and improving patient satisfaction.



Expanding Recognition Programs

During 2022, **Decatur Memorial Hospital** strengthened its recognition programs to lift up and share the great work of nursing colleagues who are providing exceptional, compassionate patient care.

The DMH DAISY committee worked to expand awareness of the DAISY nurse recognition program for patients, families and colleagues. An online DAISY application was added to the website and QR code signage was strategically placed throughout the hospital in addition to traditional paper nomination forms and DAISY collection boxes. DAISY honorees were also recognized on internal and external social media platforms. DAISY nominations increased over 100% from 2021 to 2022, with more than 173 DAISY nominations and 13 DAISY honorees.

The Sunflower Award was also adopted in May 2022 at DMH. The Sunflower Award recognizes non-RN/LPN care team members (physical therapy, dietary, patient techs, etc.) who demonstrate excellence in meeting the physical, emotional and safety needs of patients through patient-centered care. Any colleague who impacted the patient and/or family can be nominated. To date, more than 60 DMH colleagues have been recognized with a Sunflower award.





“ I’m proud of our team for taking these important steps to reduce mortality and provide high-quality care to our patients. ”

Improvement in Sepsis Mortality Rate

Timely treatment is crucial for the successful treatment of patients with sepsis. Prior to 2022, **Jacksonville Memorial Hospital** was performing below state and national benchmarks for use of the interventions (sepsis “bundle”) essential for treating Emergency Department patients diagnosed with sepsis. The sepsis intervention “bundle” is based on the International Guidelines for Management of Sepsis and Septic Shock, and JMH compliance is monitored and shared with the Emergency Department physician and nursing teams.

“Improving compliance with our sepsis bundle has been the cornerstone of sepsis quality improvement at JMH,” said Leanna Wynn, JMH chief nursing officer. “Effective use of the sepsis bundle requires a significant amount of effort and resources, and I’m proud of our team for taking these important steps to reduce mortality and provide high-quality care to our patients.”

The FY22 Quality and Safety Management Plan called for better identification of patients coming to the ED with sepsis and reducing the time from blood culture to antibiotic administration to 60 minutes or less. At the time, the ED was averaging 156 minutes from the time when the blood culture was drawn to antibiotic administration, and the average time that elapsed between arrival and treatment was 234 minutes.

The interdisciplinary team built computerized provider order sets based on the guidelines and a computerized report was developed to monitor compliance with the sepsis bundle. The team developed a process to promptly complete a blood culture so the antibiotic could be administered in a timely manner, which improved JMH patients’ sepsis mortality rate by 78% in December 2022.



TMH Begins Pathway to Excellence Application

Taylorville Memorial Hospital is advancing nursing excellence by initiating the Pathway to Excellence (PTE) designation journey. Pathway to Excellence designation recognizes organizations that reflect the American Nurses Credentialing Center standards and structures for providing excellence in nursing leadership, shared decision-making, colleague well-being and professional development, and patient safety and quality.

TMH nurse leaders plan to submit the eligibility documentation for Pathway designation in spring 2023 with the goal of receiving designation by early 2024. After successful completion of all required steps in the PTE designation process, TMH will become the second Memorial Health hospital to achieve this designation, following Lincoln Memorial Hospital who achieved initial designation in 2019 and will be undergoing redesignation in 2023.

"I'm very proud of our nurses and the professional nursing enrichment they've completed over the past few years which has prepared us for our Pathway to Excellence application," said Eli Heicher, TMH chief nursing officer. "Pathway offers an ideal framework to build on an existing culture of excellence and improve recruitment and retention, address nurse and colleague well-being and position TMH as one of the leading critical access hospitals in the region."

In 2022, TMH took the following steps toward achieving Pathway to Excellence designation:

- Created a steering committee with a charter, project plan and timeline for designation
- Named Geri Kirkbride, PhD, RN, as coordinator of the PTE designation efforts
- Established workgroups, team members and lead champions for each of the Pathway standards
- Completed a nursing colleague gap analysis survey with participation from direct care nursing colleagues
- Compiled pre-submission TMH and nursing colleague demographic data
- Initiated tactics to ensure consistent communication of PTE progress to all colleagues

CHG Bathing to Decrease Hospital-Acquired Infection

The results of multiple research studies over several years have confirmed that a daily head-to-toe bath with chlorhexidine gluconate (CHG) prevents infections in patients with central lines and urinary catheters. In 2021, **Springfield Memorial Hospital** medical-surgical patient care units began providing daily CHG baths for eligible patients in order to decrease central line blood stream infections (CLABSIs) and catheter-associated urinary tract infections (CAUTIs). In March 2022, an electronic dashboard was added on each unit that displays a daily snapshot of each patient's CHG bath status to provide an easy way for nursing colleagues to identify which patients needed a CHG bath or documentation of the bath that was previously given. After implementation of the unit electronic dashboards, overall compliance with CHG bathing increased and rates of CAUTIs and CLABSIs decreased by 23%, resulting in cost savings for the organization and, most importantly, a decrease in patient complications of care.

“ Rates of urinary catheter and central line infections decreased by 23%. ”

Support for Nursing Education

In August 2022, **Lincoln Memorial Hospital** opened a multi-function space used for nursing education and hospital incident command. The area features 10 computer stations for training, as well as three screens for presenting and viewing education, plus a simulated patient care space to enhance the knowledge, skills and abilities of the nursing team.

The simulated patient care space enables the creation of realistic situations used in facilitating the development of critical-thinking, decision-making and problem-solving skills—all of which are essential to safe, competent patient care. “Our simulated patient care space gets our nursing team as close as possible to real-world, high-pressure patient care situations, covering a variety of clinical scenarios and helping to hone their nursing skills in a mock clinical environment,” said Roxanne Stelle, LMH chief nursing officer.

The space also has electrical generator backups so it can serve the incident command team in coordinating responses to emergency situations.





Shared Leadership Structure

In early 2022, **Decatur Memorial Hospital** nursing leaders implemented a revised shared leadership framework using the councilor model of shared governance that was in place in other MH hospitals. This effort included restructuring unit-based councils (UBC) and developing central (housewide) nursing councils.

“The new framework provides a partnership between nursing colleagues and leaders that fosters shared responsibility and accountability for patient care and the outcomes of their work, allowing everyone to contribute within the scope of their role and as part of a team,” said Sue Krows, DMH chief nursing officer.

Central councils have a targeted focus for nursing practice elements and consist of registered nurses from all nursing units. Councils monitor and trend quality and safety data to drive housewide practice change, as well as patient and colleague satisfaction and engagement. The central councils use national patient care standards, professional guidelines and evidence-based nursing practice recommendations to evaluate nursing practice and outcomes. Once an opportunity for improvement is identified, they implement action plans to improve performance and share successful initiatives/processes across nursing units/departments.

UBCs focus on unit-specific outcomes and are made up of registered nurses and support colleagues on each individual unit. “Engaging all unit colleagues in implementing evidence-based nursing practice, improving quality and patient safety and increasing colleague engagement are central to the work of the UBC,” said Stacey Taylor, director of nursing professional practice at DMH.

The UBCs establish unit-specific annual goals that are aligned with the Memorial Health Strategic Plan and DMH nursing division goals. The work of UBC members includes monitoring nursing outcome results and implementing performance improvement plans as needed to optimize the nursing care provided by the unit’s team of caregivers. Using shared leadership structures and processes enables the involvement and engagement of all colleagues in the work of their unit.

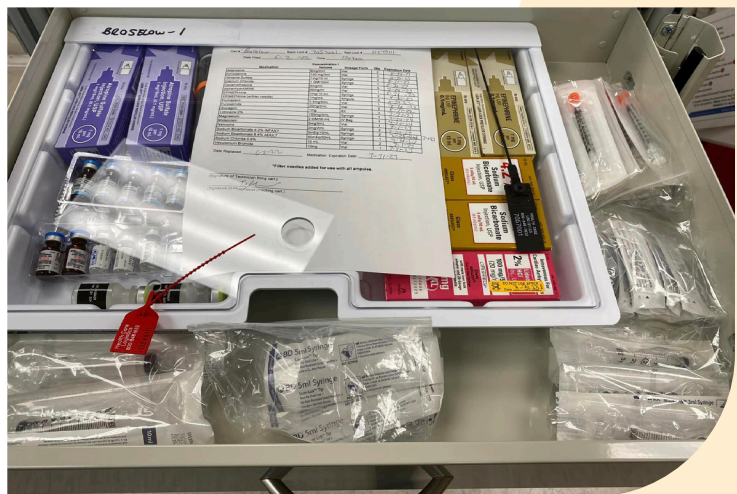
“Engaging all unit colleagues in implementing evidence-based nursing practice, improving quality and patient safety and increasing colleague engagement are central to the work of the UBC.”

Broselow Cart Streamlines Response to Pediatric Emergencies

Historically, **Lincoln Memorial Hospital** utilized specialized equipment and supply bags (“Broselow bags”) to respond to pediatric emergencies in the ED and Surgery departments. The bags were often found by emergency care providers to be cumbersome and difficult to manage due to their size. After investigating other options, the LMH nursing team decided to convert to using a Broselow cart thus making mobility and access to the equipment/supplies easier during an emergency situation. Two new graduate nurses focused their nurse residency project on gathering feedback from users and developing the cart to address the issues/ concerns identified. Once the new pediatric emergency carts were completed, the two nurse residents also provided comprehensive education on the cart’s contents, location of equipment, correct use of each item and the process for keeping the carts updated on an ongoing basis.

In the fall of 2022, LMH had several pediatric emergencies in the ED and the new Broselow cart was used multiple times. During debriefings of the events, colleagues involved identified additional opportunities to better access items in the cart by organizing the supplies utilized by each individual serving on the response team. This enabled the charge nurse to quickly distribute the supplies needed as roles/duties were assigned to response team members.

Team members also decided to zip-tie each bag with a label indicating the earliest expiration date for the supplies in the bag. This was beneficial for two reasons - if the cart is opened, but an individual “job” bag isn’t accessed, restocking items is limited to just the items used from opened bags and to ensure supplies are easily identified for replacement prior to expiration dates. These changes resulted in more efficient pediatric emergency responses by care providers as well as time and supply cost savings by materials management colleagues.



Operation Loaded Book Bag

Every year, families struggle to pay for new school supplies—and with rising costs due to inflation, the need is greater than ever. To respond to the growing need for help with school supplies, **Taylorville Memorial Hospital** Nursing Enrichment Council partnered with the local YMCA to participate in its “Operation Loaded Book Bag” program in 2022. Council members lead efforts to collect items and distribute a record-breaking number of backpacks and supplies to Christian County students in need.

By the Numbers

458 notebooks/paper/ sketchbooks	726 glue
433 folders	202 backpacks/ pencil cases
343 erasers	129 scissors
825 writing utensils	109 rulers

Patient Turn and Reposition System

Springfield Memorial Hospital implemented a new patient turn and reposition system in July 2022 to decrease the incidence of hospital-acquired pressure injuries. The equipment helps caregivers more easily turn patients and maintain patients in optimal positions by use of a fluidized wedge cushion. Two of the SMH housewide nursing councils, the Nursing Practice Council and the Wound Ostomy Skin Champions, trialed different turn and position devices and chose the product that was effective and easiest to use by colleagues, which enables the reduction of reduced caregiver physical strain as well as the reduction of patient pressure injuries. The turn and position device has a slide sheet that lies under the patient with handles that helps caregivers turn patients easily, as well as the positioner cushion that molds and contours to the patient’s body. One of the additional benefits of the device is that it is used for a single patient and can be sent home with the patient for use by in-home or post-discharge facility caregivers. After implementation of the new patient turn and reposition device, SMH has reduced the number of the most serious pressure injuries (Stage III and IV) by 23%.

“SMH has reduced the number of the most serious pressure injuries by 23%.”





JMH Transitional Care Unit Named a “Best Nursing Home” by U.S. News & World Report

The **Jacksonville Memorial Hospital** Transitional Care Unit (TCU) unit was named a Best Nursing Home by U.S. News & World Report in 2022, placing the unit among the top 5 percent of skilled nursing facilities in Illinois. The unit was ranked in the top 38 for all nursing facilities in Illinois (out of 703 total). This is the third time the TCU team has been recognized for nursing excellence by U.S. News & World Report.

In addition to the Best Nursing Home status, the unit also received a High Performing rating specifically for short-term rehabilitation. This endorsement is a testament to TCU colleagues’ commitment to deliver the highest-quality care to our short-term rehabilitation residents.

“We have a unique situation with our Transitional Care Unit located within the hospital,” said Jessica Ford, a TCU registered nurse and nurse manager. “This allows our staff to work alongside hospital inpatient nursing teams to share learning and discover new ways to improve TCU patient outcomes, which directly benefit our residents. Other skilled nursing facilities do not have that same opportunity for collaboration with other acute care nursing colleagues.”

This exemplary recognition for the TCU was achieved because of the contributions of multi-disciplinary teams throughout the hospital, including physical therapy, occupational therapy, respiratory therapy, speech therapy, dietary, nursing, medical staff and pharmacy.



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