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**Northwestern Medicine**  
Lake Forest Hospital

**Fiscal Year 2023**

# Nursing Annual Report



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# A Message From the Bernthal Family Chief Nurse Executive

This annual report represents some of the great work of our Nursing team over the past year. Our continued journey as a three-time designated Magnet® organization requires an ongoing commitment to our profession and to the patients we serve. These stories highlight this commitment.

As we look toward our future as a profession and as an organization, we continue to embrace the Magnet model that provides a framework for our work. We know that our focus on Structural Empowerment, Transformational Leadership, Exemplary Professional Practice and New Knowledge, Innovations and Improvements has led us to improved Empirical Outcomes.

We were so fortunate to have participated in the Magnet4Europe program over the past few years. Guiding our sister hospital from Cork, Ireland, through their gap analysis as they work to become a Magnet-designated organization was such a rich experience. Our focus on our well-being and colleague support is highlighted in the story about the LEAD project on D3. And finally, all of the work done on the Patient Care Role Redesign Key Initiative led to so many positive changes for our Nursing teams at Lake Forest Hospital and throughout the Northwestern Medicine system.

Thank you all for a job well done. I am excited for our upcoming year as we work toward our fourth Magnet designation and continue planning for the 2026 hospital expansion. It is such an exciting time to be a nurse at Lake Forest Hospital!

Sincerely,  
Karen Mahnke, MSN, RN, NEA-BC  
Vice President and Bernthal Family Chief Executive  
Lake Forest Hospital



# Transformational Leadership

## Collaborating to Create an Efficient and Effective Orientation for New Hires

Review of workforce productivity metrics identified variances in orientation length across the health system. Directors of Professional Practice and Development in the north, northwest and west suburbs partnered with the Performance Improvement team to evaluate current orientation practices within three Nursing areas: Emergency Department, Intensive Care Unit and Obstetric Services.

Each specialty formed workgroups that included clinical practice specialists, simulationists and managers from Professional Practice and Development. Different orientation time frames across specialties were identified, and new targets were set for new graduate, new to specialty and experienced nurses. Core competencies were identified as the minimum criteria to complete orientation. A standardized orientation pathway was created for each of the three types of hires to help guide the orientee and preceptor on progression of orientation. A new standardized check-in tool was developed and implemented to include an evaluation of the orientee's

performance, SMART goal creation and self-care evaluation. The check-in tool is used a minimum of every two weeks with the orientee, preceptor, manager and clinical practice specialist.

By creating a structured, competency-based and individualized orientation, participating units saw a 17.5% average reduction in first year turnover. LFH saw a 11.63% reduction in first year turnover and a 29% decrease per employee of total hours spent in orientation.

### Individualized orientation

**17.5%** ↓ First-year turnover in participating units

**11.63%** ↓ First-year turnover hospital-wide

**29%** ↓ Hours in orientation per employee



# New Knowledge, Innovations and Improvements

## Adding Dimension to Learning and Disseminating Excellence Internationally

January saw the opening of the Maxine and Thomas B. Hunter III Simulation and Education Center at Northwestern Medicine Lake Forest Hospital, a 14,000 square foot space providing realistic simulated healthcare settings. With state-of-the-art technology, the center offers robust training and education solutions to improve performance and reduce learning gaps for Northwestern Medicine staff, local and regional healthcare professionals and community organizations. Technology available in the Simulation Center ranges from high-fidelity interactive manikins to low-fidelity task trainers.

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### The facility includes:

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Three large classrooms                  Six skill laboratories

One informal classroom                Four debriefing rooms

### Multiple simulated spaces

- Two patient rooms
  - Emergency and urgent care center room
  - Operating room
  - Mixed reality room with interactive projection technology
  - Black box room that can be used for both theatrical setup and virtual reality
  - Ambulance with pneumatic system to simulate motion
- 



## MAXINE AND THOMAS B HUNTER III SIMULATION AND EDUCATION CENTER

Lake Forest Hospital has also been involved with the international Magnet4Europe nursing research study. This study seeks to bring the Magnet model of nursing excellence to European hospitals. Magnet-accredited hospitals were partnered with hospitals located throughout Europe. LFH was matched with Mercy University Hospital in Cork, Ireland. This past year, representatives from LFH and Mercy University Hospital traveled to each other's campuses to learn about how nursing is practiced, provide insight into nursing excellence activities, and complete a gap analysis to identify Mercy University Hospital's readiness to pursue Magnet accreditation.

# Structural Empowerment

## Excellence in Nursing Practice

Lake Forest Hospital comprises a diverse group of clinicians who continuously demonstrate excellence in nursing care. This excellence comes from the ongoing push to increase education through advanced nursing degrees and demonstrate specialty knowledge and experience through professional board certification.

Nurses at LFH continue to meet the goal of more than 80% of the nursing staff holding a bachelor's degree or higher. Additionally, more than 51% of eligible nurses have achieved specialty board certification.

Nurses also serve in a variety of settings, putting the patients first wherever they interact with the community.



### Education

- Diploma or associate degree in Nursing - 6%
- Bachelor of Science in Nursing - 81.5%
- Master of Science in Nursing - 12%
- Doctor of Nursing Practice - 0.5%



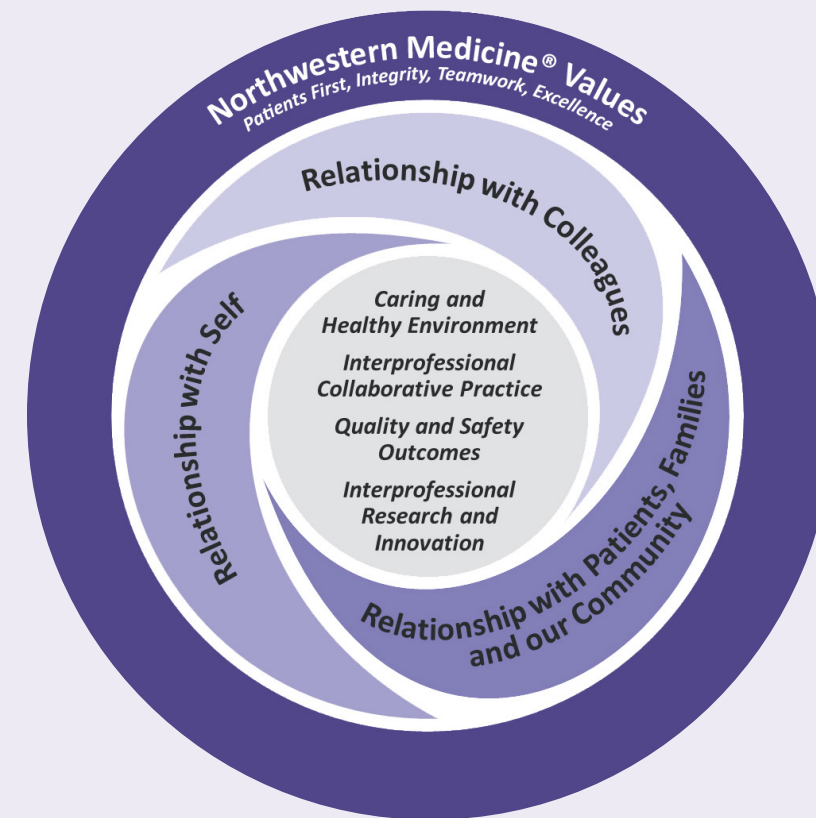
### Certification rate

- 54.8%



### Nursing specialties

- Inpatient (Adult, Pediatrics and Maternity) - 293 (45.9%)
- Procedural (Surgery, Cath Lab, etc.) - 147 (23%)
- Emergency - 82 (12.8%)
- Outpatient - 53 (8.3%)
- Support (Leadership, Care Coordination, Professional Development, etc.) - 64 (10%)



"Being a nurse at Northwestern Medicine means being part of something bigger than just my role. Whether it's proposing a research initiative to improve patient care, collaborating as an integral part of the healthcare team or giving back to our community through volunteerism, I know that I can make a difference for our patients in more ways than one!"

— Estefani Marino, BSN, RN, CMSRN  
Pain Clinic, former Nurse Resident and  
fiscal year 2023 chair of the Clinical Nurse  
Leadership Council

# Exemplary Professional Practice

## LEAD Project Addresses Nurse Burnout

As part of the Northwestern Medicine LEAD (Lead, Excel and Develop) program, Tiffany Recana, BSN, RN, ONC; Hailegebriel Abicho, BSN, RN, CMSRN; and Rachelle Dizon, MSN, RN, CMSRN, sought to decrease feelings of burnout and increase recognition on the D3 Inpatient Surgical unit. Their project, titled “Resiliency, Recognition and Appreciation with Staff Members,” resulted in a mid-shift check-in: a time to focus on ways team members can recognize each other, identify challenges and problem-solve together before the end of a shift.

Post-implementation survey results showed increases in these impressions from respondents:

- +24%** ↑ Feeling that they receive recognition from others (from 31% to 55%)
- +23%** ↑ Trusting one another to fulfill their roles (from 42% to 65%)
- 48%** ↓ The survey also showed a decrease in respondents feeling burned out from work once a week or more (from 73% to 25%).



# Empirical Outcomes

## Fiscal Year 2023 Nursing Accomplishments



Implemented preceptor pay for registered nurses



Established the RN Weekend program



Reviewed and implemented updated shift differentials across Northwestern Medicine



Implemented a patient care technician (PCT) preceptor shift differential



Established the PCT Weekend program



Aligned the premium pay program throughout Northwestern Medicine



Standardized the systemwide requirement for Inpatient and Outpatient department nurses to earn a Bachelor of Science in Nursing from an accredited institution within three years of their first day of employment



Onboarded 124 new nurses to Lake Forest Hospital

FY23 LFH Nurse Voluntary Turnover Rate



# Fiscal Year 2023 Lake Forest Hospital Nursing Excellence Award Winners

## **E1 Observation Unit**

Caring and Healthy Environment

### **Tiffany Recana, BSN, RN, ONC**

Nurse of the Year

### **Kristina Sineni, MSN, APRN, CPN, FNP-BC**

DAISY Nurse Leader of the Year

### **Amanda Hankes, MSN, RN, NPD-BC**

Nurse Attribute: Collaborative

### **Jean Marquez, BSN, RN**

Nurse Attribute: Compassionate

### **Wendy Schneider, BSN, RN, CCRN**

Nurse Attribute: Knowledgeable

### **Megan Ryan, BSN, RN**

Nurse Attribute: Patient Advocate

### **Juliel Ravago, DNP, RN, PCCN**

Nurse Attribute: Professional

### **Brenna Van Anrooy, MSN, RN**

RN Rookie of the Year

### **Darius Riggins**

Friend of the Nurse

### **Alissa Hunt**

Nursing Partner

## Northwestern Medicine Nurse Attributes

*Collaborative*

*Patient Advocate*

*Compassionate*

*Professional*

*Knowledgeable*

