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2025 NURSING

Annual Report



ALIGNED IN MISSION
UNIFIED IN CARE

Hospital Sisters
HEALTH SYSTEM

HSHS System Portrait

Hospital Sisters HEALTH SYSTEM

WISCONSIN

ILLINOIS

HSHS St. John's Hospital
Springfield, Illinois

HSHS St. Mary's Hospital Medical Center
Green Bay, Wisconsin

HSHS St. Vincent Hospital
Green Bay, Wisconsin

HSHS St. Mary's Hospital
Decatur, Illinois

HSHS St. Elizabeth's Hospital
O'Fallon, Illinois

HSHS St. Nicholas Hospital
Sheboygan, Wisconsin

HSHS St. Clare Memorial Hospital
Oconto Falls, Wisconsin

Prairie CARDIOVASCULAR

HSHS Medical Group

HSHS St. Anthony's Memorial Hospital
Effingham, Illinois

HSHS Good Shepherd Hospital
Shelbyville, Illinois

HSHS St. Joseph's Hospital
Highland, Illinois

PREVEA health

Physician Clinical Integration Network

HSHS St. Francis Hospital
Litchfield, Illinois

System Services Center
Springfield, Illinois

HSHS St. Joseph's Hospital
Breeze, Illinois

HSHS Holy Family Hospital
Greenville, Illinois

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Illinois Ministries served by 2,722 Nurses

HSHS St. John's Hospital | HSHS St. John's Children's Hospital
 St. John's College of Nursing | HSHS St. Mary's Hospital | HSHS St. Elizabeth's Hospital
 HSHS St. Anthony's Memorial Hospital | HSHS St. Francis Hospital
 HSHS St. Joseph's Hospital Breeze | HSHS St. Joseph's Hospital Highland
 HSHS Holy Family Hospital | HSHS Good Shepherd Hospital
 HSHS Medical Group | Prairie Cardiovascular | Hospital Sisters Mission Outreach

Wisconsin Ministries served by 1,147 Nurses

HSHS St. Vincent Hospital | HSHS St. Vincent Children's Hospital
 HSHS St. Mary's Hospital Medical Center | HSHS St. Nicholas Hospital
 HSHS St. Clare Memorial Hospital

150 Years of Nursing Care



Nurses,

This past year held a truly special place in our history — a beautiful milestone as we celebrated 150 years of delivering hope and renewal to every person in all our communities.

In November 1875, 20 courageous Hospital Sisters of St. Francis made the journey from Germany to America, carrying with them a spirit of selfless service that had been alive since their order was founded in 1844. Rooted in a deep calling to care for the sick and poor in their homes in rural communities, these remarkable women brought more than medical care; they brought the healing love of Christ to every person they served.

It is a profound truth that Hospital Sisters Health System was born from the hearts and hands of nurses. And today, that same spirit lives on in you.

Thank you for carrying forward the Franciscan legacy of those first 20 Sisters who answered the bold and generous call. Your compassion, skill and dedication are woven into the very fabric of HSHS. You are not only a vital part of our history — you are the heart of our future.

Damond Boatwright, MHA, MHS, FACHE
President and Chief Executive Officer
Hospital Sisters Health System

On the Cover

Erin Manka Named a 2025 Nurse of the Year by March of Dimes

In November 2025, Erin Manka, RN, Emergency Department, HSHS St. Elizabeth's Hospital in O'Fallon, Ill., was honored as the 2025 March of Dimes "Heroes in Action" Nurse of the Year in the Emergency Care and Trauma Services category. The March of Dimes Heroes in Action program honors nurses and maternal-infant health providers across the Missouri and Metro-East Illinois region.

Erin Manka was recognized not only for her exceptional clinical expertise, but also for her dedication to educating colleagues and members of our community about sepsis. She was selected for this honor among nominees from leading hospitals, including Barnes-Jewish (BJC), Saint Louis University (SLU) and SSM Health. We are incredibly proud to see one of our own recognized with such a prestigious award.

Hospital Sisters Health System (HSHS) is a nonprofit Catholic health care ministry founded in 1875. Dedicated to our Mission to reveal and embody Christ's healing love for all people through high-quality Franciscan health care, HSHS clinicians provide exceptional care centered on the whole person. Based in Springfield, Ill., HSHS colleagues provide care in 13 acute-care, children's and critical access hospitals and home health and hospice programs in Central and Southern Illinois and Eastern Wisconsin. HSHS is aligned with primary and specialty physicians and advanced practitioners through its owned affiliates HSHS Medical Group and Prairie Cardiovascular, its partnership with Prevea Health, and with many other providers serving on medical staffs.

Mission

To reveal and embody Christ's healing love for all people through our high-quality Franciscan health care ministry.

Core Values

Our values express the Franciscan spirit and our special charism. We serve with values that are important within this Franciscan health care ministry:

Respect means the Franciscan respect for life from conception to natural death and for the dignity of each individual person. Respect is a commitment to freeing and empowering each person to develop his or her full potential.

Care embodies the concern, compassion and sensitivity with which we care for patients as individuals on a one-to-one basis. It depicts our way of dealing with patients, clients and colleagues. Many times, it is thought of as bedside behavior, but it also belongs in administrative offices, cafeterias and boardrooms.

Competence means that our work is performed and our institutions are managed with the highest level of skill and ability. We are committed to recruiting and developing people who are competent in their work and whose values reflect our own. Our values are an integral part of our System's Strategic Plan, which provides the overall framework for our local activities.

Joy is the manner in which our colleagues and all who join us in our ministry seek to perform their work — the internal fulfillment of caring for others. It is an essential ingredient in bringing a sense of hope to those who suffer.

Vision

Rooted in our Franciscan mission we will be the unique, high-quality health system providing exceptional care, centered on the whole person.



Kathy Donovan,
MSN, RN, NE-BC
Senior Vice President,
Chief Operations Officer
Hospital Sisters
Health System

A New Chapter in Nursing: Our System. Our Story. Our Future.

Dear Nursing Team,

This report marks a historic moment for HSHS — our first systemwide Nursing Annual Report, which shares an overview of our holistic nursing community, not as individual ministries, but as one unified, powerful team committed to excellence across every community we serve.

This past year has been one of intentional and meaningful growth and alignment. A cornerstone of that progress was establishing a strong nursing leadership foundation at the System level. Welcoming Kelley Kostich as our System Vice President, Chief Nurse Executive, was a transformative step in ensuring nursing has a dedicated, strategic voice at the highest levels of our organization. I'm grateful for Kelley's leadership, which has been instrumental in building the structures, relationships and vision necessary to move nursing forward as one unified system.

What excites me most is the momentum our ministries have built together. Seeing each of our hospitals committed to pursuing either Magnet Recognition® or Pathway to Excellence® fills me with immense pride. These journeys are not simply about achieving a prestigious designation; they are a testament to the dedication, heart and professionalism our nurses bring to work every single day.

This report reflects what is possible when we align efforts, invest in our people, and commit to a shared standard of excellence. Our nurses are the heartbeat of HSHS, and this is just the beginning.

“*Being a nurse at HSHS means carrying the torch of the founding Hospital Sisters in community service, within my ability. I was touched by their story during my first day of orientation.*”

— Aji Don, Medical/Surgical Care Nurse
HSHS St. Mary's Hospital Medical Center, Green Bay
3-year Colleague

Together We Are Stronger: Celebrating the Heart of HSHS Nursing

To my Nursing Colleagues,

I am so grateful for your kind reception since joining HSHS in March 2025, and I am excited to be part of this time in our nursing history. Nurses are the cornerstone of HSHS, founded by nurses, and what you will read here in this first systemwide Nursing Annual Report will show you why.

The theme of this report — Aligned in Mission. Unified in Care. — truly depicts what is demonstrated throughout this report: Over 3,800 nurses across two states living our Mission by developing new processes and launching new initiatives systemwide to provide higher quality and safer care to our patients. Over this past year, you have come together in unity to initiate and embrace a new Nursing Strategic Plan. Among the many strategic steps are new Nursing Professional Governance and Professional Practice models to live our calling in alignment with our Mission and each other.

The market and ministry spotlights in this report celebrate how our nurses shine in living our Core Values of Respect, Care, Competence and Joy. Whether by establishing a new process to improve patient care, helping train new nurses and encourage one another, or serving within communities through health education opportunities or hosting events, you are walking in the footsteps of our original Hospital Sisters, and their mission is in your hands. I couldn't be prouder of you for living life with purpose and making a real difference in this world.

I hope you take a few moments to read the stories in this Nursing Annual Report and take pride in all you've accomplished over the last year. Be inspired by your teammates' efforts and be invigorated to tackle the challenges that lie ahead.

***“Alone we can do so little;
together we can do so much.”***

— Helen Keller

Thank you for your dedication to those who place their trust in us — it is a privilege to be part of such an extraordinary nursing team. Together, we are stronger. Together, we are HSHS Nursing.



**Kelley Kostich,
PhD, RN, NE-BC**
*System Vice President,
Chief Nurse Executive
Hospital Sisters
Health System*

Nursing at a Glance: Advancing Professional Development



Alexis Williams,
MSN, RN, NPD-BC
*Director of Professional
Development and
Clinical Education
Hospital Sisters
Health System*

I am so proud to be part of this nursing team enhancing their skills and advancing their careers at HSHS. Professional development is fundamental to advancing nursing as a high-reliability, evidence-based profession, reinforcing accountability for the care delivered to patients. Through deliberate investment in education, certification and leadership development, our nurses elevate clinical excellence and drive the future of professional nursing practice.

Advancing Nursing Through Education

Honoring Every Path. Supporting Every Next Step.

Nursing excellence across our health system is strengthened by the diverse educational pathways of our nursing workforce. We proudly recognize that there is no single-entry point into nursing and that every level of preparation contributes meaningfully to safe, compassionate and high-quality care. Today, nurses across our system bring diverse educational backgrounds that span bedside expertise, advanced clinical practice, leadership and scholarship. This depth of preparation supports excellence in care today while shaping the future of nursing.

Investing in Growth and Opportunity

We are committed to supporting nurses at every stage of their professional journey. Through tuition assistance and education benefits, HSHS invests in nurses who choose to advance their education - whether pursuing an initial degree or preparing for advanced clinical, leadership or academic roles.

A key part of this commitment is our very own St. John's College of Nursing, which offers an RN-to-BSN program designed specifically for working nurses. The program provides flexible, supportive pathways that allow nurses to continue their education while remaining at the bedside and meeting the demands of professional practice.

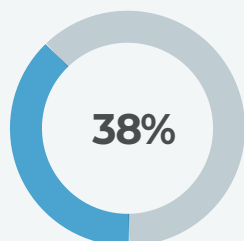
Preparing for the Future of Nursing

Advancing nursing education strengthens individual careers, patient outcomes and the health system as a whole. By honoring all educational pathways and expanding opportunities for advancement, we are building a nursing workforce grounded in experience, lifelong learning and professional growth.

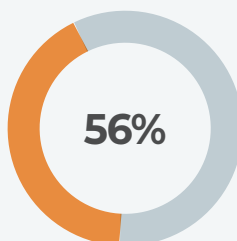
Our commitment is clear: Supporting nurses wherever they begin — and wherever they aspire to go — so the future of nursing remains strong, skilled and mission-driven.

System Nursing Education Profile

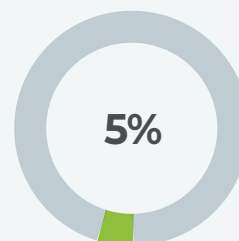
Our nursing workforce reflects diverse educational pathways that strengthen care across HSHS:



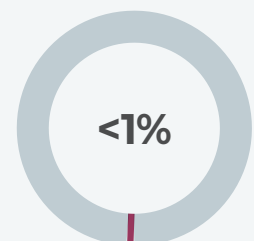
Diploma or
ADN-Prepared RNs



BSN-Prepared RNs



MSN-Prepared RNs



Doctorally Prepared
RNs

Nursing Career Ladders

Nursing career ladders are a strategic investment that align the development of the nursing workforce with HSHS' organizational priorities.

For HSHS nurses, career ladders provide a clear pathway for professional growth while recognizing clinical expertise and promoting engagement through meaningful opportunities in leadership, education and nursing inquiry. This structure supports skill development while reinforcing retention by offering advancement and increased earning potential without requiring departure from the bedside.

HSHS has committed to funding the Professional Nursing Development Program (PNDP) for several reasons.

- PNDP's standardize expectations for clinical excellence across the system.
- They contribute to improved patient outcomes by fostering a culture of inquiry and evidence-based practice, professional accountability and continuous improvement.
- PNDP's help to strengthen our nursing workforce stability by reducing turnover and are a great mechanism for identifying future leaders.

Overall, a well-designed career ladder enhances nurse satisfaction while advancing quality, safety and operational performance — a win-win situation for nurses and HSHS alike.

Advancing Professional Growth Through the Nursing Career Ladder

In FY2025, 265 nurses successfully advanced through the HSHS Nursing Career Ladder, reflecting strong engagement in professional development across all markets.

Career Ladder Advancement by Level

• Bronze:	58
• Silver:	84
• Gold:	59
• Platinum:	39
• Diamond:	25

Participation by Market

Wisconsin Market: 115

• Bronze:	34
• Silver:	41
• Gold:	20
• Platinum:	14
• Diamond:	6

Central Market: 82

• Bronze:	9
• Silver:	26
• Gold:	28
• Platinum:	11
• Diamond:	8

Southern Market: 68

• Bronze:	15
• Silver:	17
• Gold:	11
• Platinum:	14
• Diamond:	11

The Nursing Career Ladder recognizes clinical excellence, professional growth and continued commitment to high quality patient care.

Specialty Certifications

Specialty certification is a strategic investment that advances clinical excellence and supports the quality of care provided to HSHS patients.

For nurses, certification validates advanced knowledge and clinical expertise within a specialty area, strengthening confidence, critical thinking and decision-making in complex care environments. It enhances professional credibility and supports career advancement through alignment with the Professional Nurse Development Program (PNDP). Certification also reinforces a commitment to lifelong learning and professional growth.

From an organizational perspective, a highly certified nursing workforce is associated with improved patient outcomes, strengthened patient safety, and increased adherence to evidence-based practice (Wei, et al., 2023). Certification contributes to a culture of professionalism and continuous improvement while supporting workforce engagement and retention. Additionally, it enhances the organization's reputation and readiness for external recognition programs such as Magnet® or Pathway to Excellence®.

Overall, specialty certification elevates individual nursing practice while advancing quality, safety and workforce stability, delivering measurable value to our health care system.

Advancing Nursing Expertise Through Certification

9% | HSHS Overall Certification Rate

MARKET PERFORMANCE:

Wisconsin Market:	Central Illinois:	Southern Illinois:
11%	10%	7%

These results highlight both strong engagement in professional certification and continued opportunities to support and grow nursing expertise across all markets.

References: Wei, H., Haddad, L. M., Nwokocho, T. A., Powers, M., Wei, A., Carroll, Q., & Ballard, N. (2023). Organizational culture and roles in promoting nurse specialty certifications: A qualitative study in the United States. *International journal of nursing sciences*, 10(2), 189–198. <https://doi.org/10.1016/j.ijnss.2023.03.003>

Our Professional Practice Foundation

Forging Our Future: Crafting the HSHS System Nursing Strategic Plan 2025–2028

On August 7 -8, 2025, more than 60 colleagues from across Hospital Sisters Health System (HSHS) gathered for a milestone in our nursing journey — developing the first HSHS System Nursing Strategic Plan. Registered nurses and interprofessional partners from across ministries came together to shape a shared three-year vision, reinforcing our belief that nursing excellence is strengthened through collaboration across disciplines.



Kathy Donovan, Senior Vice President and Chief Operating Officer, opened the retreat by grounding the work in the HSHS Mission and overall System Strategic Plan. This ensured all discussions remained aligned with our

Catholic heritage, our commitment to high-quality Franciscan health care, and broader organizational priorities. Kelley Kostich, System Vice President and Chief Nurse Executive, then shared a vision for the future of nursing at HSHS — one centered on elevating professional practice, strengthening leadership at every level, and building a system recognized for excellence in patient care, workforce engagement and outcomes.

An external nursing strategy expert reinforced the importance of a formal, systemwide nursing strategic plan, emphasizing that nursing strategy is more than an operational roadmap. It is a declaration of who we are as a profession and a framework for leading transformation in care delivery. Participants engaged in structured small group sessions to develop goals aligned with HSHS System strategic objectives. Conversations were thoughtful and forward looking, challenging teams to identify both core practices to preserve and areas where nursing must continue to evolve. The retreat also included a focused review of professional practice standards and pathways to excellence, including Magnet® and Pathway to Excellence® designation frameworks, ensuring shared understanding and commitment.

Day two concluded with a defining moment as nurse leaders and key stakeholders from every market and ministry publicly affirmed their commitment to pursue Magnet® or Pathway to Excellence® designation. The unanimous response marked a turning point for HSHS nursing.

Following the retreat, discussions were synthesized, validated by participants and finalized into 15 strategic initiatives across four focus areas: Human Potential, Physician Alignment, Unified Organization and Site of Care Transformation. Together, these initiatives form the foundation of the HSHS Nursing Strategic Plan and will guide our work through 2028 and beyond.

A Defining Moment for HSHS Nursing

Nursing strategy is not simply an operational plan — it is a declaration of who we are and how we lead care delivery.

The Outcome:



Strategic Plan Map: Nursing Systemwide Initiatives

2025 -2028

Our Mission:

To reveal and embody Christ's healing love for all people through our high-quality Franciscan health care ministry.



HSHS Nursing Excellence
It's not a goal, it's who we are.

Developing the HSHS Nursing Professional Practice Model: **Anchored in Care. Strengthened by Teamwork. Guided by Mission.**

Developing the HSHS Nursing Professional Practice Model (PPM) was a systemwide effort that captured the collective voice of nursing across our ministries. Designed to reflect who we are as professional nurses and how we practice, the PPM was built through broad engagement, thoughtful analysis and alignment with our Catholic mission.

To ensure the PPM reflected nursing across all settings and roles, nurses systemwide were invited to shape it through a survey. A total of 341 nurses responded, representing diverse specialties and care environments, and identified what professional practice at HSHS must look like.

- How should the model be represented visually and conceptually?
- What values, supports and outcomes should define professional practice at HSHS?

Nurse input consistently emphasized care, compassion, teamwork, excellence, faith, accountability, growth and outcomes. These themes informed three design concepts and accompanying narrative language so each element would be clear and actionable. The findings also aligned with our Mission — “To reveal and embody Christ’s healing love for all people through our high-quality Franciscan health care ministry” — confirming that the PPM must be grounded in a theory of caring.

With caring named as the heart of HSHS nursing, Jean Watson’s Theory of Human Caring was selected as the foundational framework for the PPM, focusing on healing relationships and holistic care. To link caring to measurable results, Duffy’s Quality-Caring Model was incorporated to connect caring behaviors with patient, nurse and organizational outcomes.

The three concepts were redistributed for a final vote, and with 330 responses, nurses selected the concept that best represents professional practice at HSHS. The resulting PPM reflects nurse voices, our Catholic mission and healing ministry, and nursing science — providing a shared guide for practice, professional growth, governance, teamwork and outcomes.

Most importantly, it belongs to our nurses. Through systemwide collaboration and intentional nurse engagement, HSHS nursing has defined how we practice — **Anchored in Care, Strengthened by Teamwork and Guided by Mission.**

“*For me, being a nurse is about both compassion and continuous improvement. It’s knowing that whether I’m at the bedside or working behind the scenes, I’m contributing to safer, better care for everyone.*”

— Sarah Busch, Infection Prevention Team Lead
HSHS St. John’s Hospital, Springfield
17-year Colleague



Center of the Model: Care

Care anchors the model and reflects the nurse-patient relationship, grounded in Jean Watson's Theory of Human Caring, where nurses provide compassionate, patient- and family-centered care that honors the dignity and holistic needs of each person. While Watson's Theory of Human Caring defines caring as the foundation of nursing practice, Duffy's Quality-Caring Model complements it by establishing the direct relationship between caring behaviors and measurable patient, nurse and organizational outcomes.



**Vertical Axis:
Mission and Values
to Excellence and
Outcomes**

Mission and Values guide caring-based nursing practice, resulting in Excellence and Outcomes through healing environments that support the physical, emotional and spiritual well-being of patients and families.



**Horizontal Axis:
Nursing Professional
Governance to
Teamwork and
Collaboration**

Professional Governance empowers nurses through leadership and accountability, creating a collaborative practice environment strengthened by teamwork, interprofessional partnership, communication and mutual support.



**Outer Ring:
Professional Growth**

Professional Growth surrounds and sustains the model by advancing nursing competence through certification, mentorship, leadership development and evidence-based practice and research to support professional nursing care.

Nursing Leadership and Governance

Professional Governance: Designed by Nurses, Built for Nurses

The Professional Governance Design Committee successfully restructured professional governance across the system by modifying the framework to empower and support clinical nurses in driving professional practice change.



Hospital Sisters
HEALTH SYSTEM

NURSING Professional
GOVERNANCE

As illustrated in the new council structure graphic, the future-state nursing professional governance model supports clinical decision-making from those closest to the patient: clinical nurses. The framework is intentionally designed as a partnership: Nurses bring forward expertise grounded in practice, while leaders provide support, remove barriers and ensure alignment with organizational priorities. The committee began its work in October 2025 with a two-day, in-person design session, bringing together colleagues from central Illinois, southern Illinois and Wisconsin. During this working session, participants collaborated, brainstormed and created foundational diagrams that shaped the new framework. Pictured in the photo, the Design Committee reflects broad representation, including clinical nurses, advanced practice nurses, nursing and pharmacy leaders, and nursing education, case management and quality colleagues.



Following the initial session, we formed subgroups with members representing different ministries and roles. Over three months, these subgroups met virtually to refine key components of the structure. The full committee reconvened regularly to review progress, provide feedback and ensure alignment across workstreams. This redesigned framework positions nursing practice at the center of decision-making by strengthening professional accountability, advancing excellence and ensuring those closest to the patient have a strong and sustainable voice in shaping care delivery across HSHS.

Key Accomplishments by Subgroup

Graphics and Naming

This subgroup refined the visual design and model terminology. Building upon drafts created during the design session, the team researched flowchart designs and selected a structure that best reflected the system's needs. The group formally adopted the term Professional Governance rather than shared governance to more accurately reflect the accountability and professionalism of nursing practice.

Charter Development

Using a standardized tool kit template, the charter subgroup formally defined each council level within the structure. Standard formatting was applied across councils while allowing flexibility at the unit and organizational levels. Smaller ministries were given the option to combine councils when appropriate, ensuring scalability across diverse hospital sizes.

Governance Hours and Budget Model

The budget subgroup established standardized assumptions for council size, front-line nurse representation, meeting frequency and duration across all levels. Total governance hours were calculated and converted into full-time equivalents (FTEs), creating transparency around nursing time dedicated to professional governance. They developed a flexible model to allow FTE adjustments as council structure, membership or meeting cadence evolves over time.

Education and Stakeholder Engagement

The education subgroup developed comprehensive materials explaining the new structure, including a PowerPoint presentation and informational flyer. Following feedback from the full committee, final content was delivered to the HSHS Workday Learning team to create a learning module for nursing colleagues. The education initiative ensures shared understanding and consistent implementation across all ministries.

Our Journey to Nursing Excellence

Advancing Nursing Excellence: A Systemwide Commitment to Professional Practice and Outcomes

Nursing excellence across our health system is grounded in a shared professional practice model, a commitment to safe, high-quality care, and a culture that honors the voice, expertise and leadership of nurses. Our journey reflects intentional alignment with nationally recognized frameworks that define and sustain excellence in nursing practice. Through Magnet® and Pathway to Excellence® designation work, our ministries are strengthening nursing structures, elevating professional practice and improving outcomes for those we are called to serve.

This year marks an important milestone in that journey: Every ministry across the system has declared its designation pathway, demonstrating collective accountability, clarity of direction and strong momentum toward nursing excellence.

Magnet®: Advancing Excellence in Professional Nursing Practice

Magnet® designation, awarded by the American Nurses Credentialing Center (ANCC), is the highest recognition for nursing excellence and quality patient care. Magnet®-recognized organizations demonstrate sustained excellence across the Magnet® Model components: Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; New Knowledge, Innovations and Improvements; and Empirical Outcomes.

For ministries pursuing Magnet® designation, this work reflects a deep commitment to:

- Transformational nursing leadership at all levels
- Shared governance and structural empowerment that elevate the professional voice of nurses
- Evidence-based practice and continuous improvement
- Measurable clinical, workforce and patient outcomes

Magnet® is not an endpoint, but a framework for continuous excellence. It affirms a culture where nurses are empowered to lead change, advance practice and partner across disciplines to improve care delivery.

Pathway to Excellence®: Building and Sustaining Healthy Practice Environments

Pathway to Excellence® designation, also awarded by ANCC, recognizes organizations that intentionally create and sustain positive practice environments where nurses are engaged, supported and able to practice to the full scope of their role. Pathway standards emphasize shared decision-making, safety, professional development, well-being and inclusive leadership.

Ministries pursuing Pathway designation are strengthening foundational elements of nursing excellence by:

- Elevating frontline nurse voice and engagement
- Fostering healthy, safe and supportive work environments
- Ensuring leadership accountability for nursing practice
- Using nurse feedback to drive improvement and organizational learning

Pathway designation affirms that culture matters — and that a strong professional environment is essential to excellent patient care and workforce sustainability.



One System, Aligned Pathways to Excellence

A defining achievement this year is the systemwide alignment around nursing designation work. Each ministry has thoughtfully selected the pathway — Magnet or Pathway — that best reflects its current state, strategic priorities and readiness, while remaining aligned to shared system expectations for nursing excellence.

This alignment reflects a system that values both local context and collective accountability. Regardless of designation pathway, all ministries are advancing professional nursing practice, strengthening culture and contributing to shared learning across our system.

Ministries Pursuing Magnet® Designation



Central Illinois Market

- HSHS St. John’s Hospital, Springfield, Ill.

Southern Illinois Market

- HSHS St. Elizabeth’s Hospital, O’Fallon, Ill.
- HSHS St. Joseph’s Hospital, Breese, Ill.

Wisconsin Market

- HSHS St. Vincent Hospital, Green Bay, Wis.
- HSHS St. Mary’s Hospital Medical Center, Green Bay, Wis.

Ministries Pursuing Pathway to Excellence® Designation



Central Illinois Market

- HSHS St. Anthony’s Memorial Hospital, Effingham, Ill.
- HSHS St. Mary’s Hospital, Decatur, Ill.
- HSHS Good Shepherd Hospital, Shelbyville, Ill.
- HSHS St. Francis Hospital, Litchfield, Ill.

Southern Illinois Market

- HSHS St. Joseph’s Hospital, Highland, Ill.
- HSHS Holy Family Hospital, Greenville, Ill.

Wisconsin Market

- HSHS St. Nicholas Hospital, Sheboygan, Wis.
- HSHS St. Clare Memorial Hospital, Oconto Falls, Wis.

Looking Forward: Sustaining Excellence in Service to Our Mission

Our designation journey reinforces what we know to be true: investing in nursing excellence is essential to fulfilling our Mission. The structures, behaviors and outcomes fostered through Magnet and Pathway work will continue to shape how nurses lead, collaborate and care for our communities.

As we move forward, we remain committed to:

- Professional practice grounded in evidence and compassion
- Environments where nurses are respected, heard and supported
- Continuous improvement in quality, safety and experience

Together, our ministries are not only pursuing national recognition — we are building a sustainable culture of nursing excellence that will endure for generations to come.

Quality and Safety: Building Consistency

Developing Systemwide Infection Prevention Initiatives

In 2025, Infection Prevention had a few systemwide initiatives that were done in concert with nurses across the system.

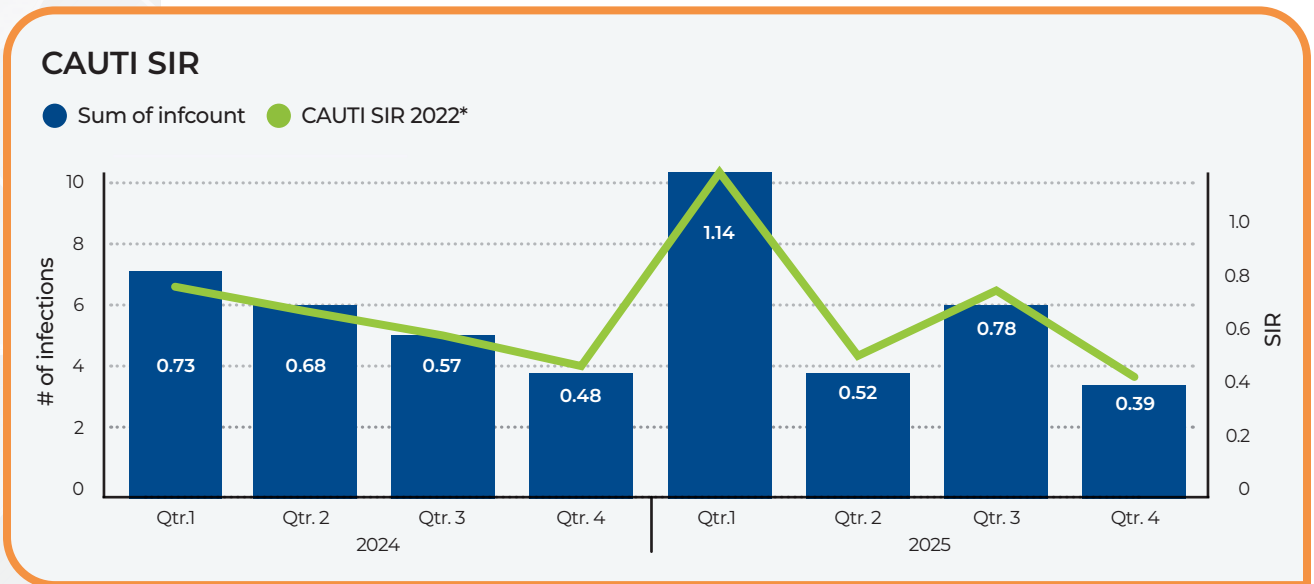
The first was a “foley free” initiative that was introduced in our critical care areas. This initiative grew out of a unit-based council at HSHS St. John’s Hospital in response to an increase in infections within critical care areas. A need to expand upon the base of the nurse-driven HOUDINI protocol was identified, developed and deployed with great success! There has been improvement in Catheter-associated Urinary Tract Infection (CAUTI) rates across the system, and a reduction in the use of indwelling devices. In 2026, Infection Prevention would like to spread this initiative house-wide across nursing units. If we can do it in the units with the highest utilization, we can certainly be successful anywhere. If you would like to be involved in the development, contact your local infection preventionist.

As a second initiative, Infection Prevention partnered with multiple disciplines to develop standardized isolation signs across the entire system. These new signs were developed in 2025 and recently deployed within all facilities. Prior to this standardization, there was a large variation in signage, which could be confusing for colleagues who work in multiple facilities.

Our hard work in 2025 is paying off! The system FY26 Hospital-Acquired Infections (HAIs) are all below the national average.

System Infections Over Time

A Standard Infection Rate (SIR) value <1 is better than expected, and >1 is worse than expected.



*CAUTI 2022 reflects the national benchmark established and released by the National Healthcare Safety Network (NHSN)



Advancing Fall and Pressure Injury Prevention

Preventing patient falls and pressure injuries is a core responsibility of nursing practice and a key indicator of patient safety. While we are not yet where we want to be as a system, 2025 marked an important shift in how we approach this work — moving toward greater consistency, transparency and learning.

In 2025, we began implementing the Hester Davis Fall Risk Assessment Model and adopted standardized fall definitions across our hospitals. These changes establish a common, evidence based approach to assessing risk and measuring outcomes. We also initiated submission of unit level fall and pressure injury data to the National Database of Nursing Quality Indicators® (NDNQI®).

Access to reliable, unit specific data is essential. It equips frontline clinicians and leaders with the information needed to identify trends, evaluate interventions and drive meaningful practice improvements. This work is ongoing and requires sustained focus and partnership, but it lays the foundation for reducing harm and improving outcomes for every patient, every day.



“*My favorite part of nursing has always been the human connection. While clinical skills are essential and medicine and technology continue to advance, compassion and presence are what patients remember most. Being able to offer reassurance, advocate for someone when they cannot advocate for themselves, and provide comfort during times of uncertainty is what continues to make nursing deeply meaningful to me.*”

— Sheila Plante, Medical/Surgical Care Nurse
HSHS St. Anthony's Memorial Hospital, Effingham
3-year Colleague

Workforce, Well-Being and Growth

Workforce Stabilization: Strengthening Our Nursing Workforce

Stabilizing and sustaining a strong nursing workforce remains a top strategic priority for our health system. Throughout Calendar Year 2025 (CY25), our nursing leaders remained focused on advancing a supportive practice environment, strengthening retention and engaging experienced nurses – recognizing that workforce stability is foundational to quality, safety and the delivery of compassionate, high-reliability care.

RN Voluntary Turnover Trends

Systemwide RN voluntary annual turnover demonstrated steady improvement over the course of CY25. Beginning the year at 17.9% in January, turnover peaked modestly at 18.2% in March before declining consistently throughout the remainder of the year. By December 2025, RN voluntary turnover decreased to 15.7%, reflecting a meaningful downward trend over twelve months.

Monthly results show sustained progress during the second half of the year, with turnover stabilizing between 16.2% and 16.8% from July through November and reaching the year’s lowest point in December. This trajectory reflects the collective impact of focused retention strategies, strengthened leadership engagement and continued investment in nursing culture and professional practice.

HSHS RN Voluntary Annual Turnover by Month | CY '25

Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
17.9%	18.0%	18.2%	17.9%	17.5%	16.7%	16.7%	16.7%	16.8%	16.4%	16.2%	15.7%

Key Workforce Stabilization Initiatives

Multiple complementary initiatives supported this positive momentum:

Reengaging Experienced Nurses and Supporting New to Practice RNs

Recognizing the value of clinical expertise, institutional knowledge and professional connection, the system implemented targeted efforts to reengage registered nurses who had previously left the organization for a variety of reasons. Nursing leaders and talent teams proactively reached out to former colleagues, listening to their experiences, addressing prior barriers where possible and inviting them to return to practice within supportive and flexible care environments. These efforts emphasized streamlined reentry, refreshed onboarding and opportunities to rejoin teams in roles aligned with experience, interests and current life circumstances.

“*My favorite part about being a nurse: Taking care of people the way that I would want someone to care for my family members. Providing high quality care, making them smile on the hard days, holding their hand when they need it most, or even just explaining things to them in a way that they can understand.*”

— Caitlin Harrison, Ambulatory Clinic Educator
HSHS Medical Group
9-year Colleague

Nurse Residency Program

We continued investing in the nurse residency program, strengthening support for nurses transitioning into practice. Our enhancements focused on expanding structured onboarding, clinical coaching and professional socialization to promote confidence, competence and retention during the critical early years of practice.

Together, reengaging experienced nurses and strengthening the nurse residency program represent complementary strategies to stabilize and sustain the nursing workforce across the system.



Culture and Practice Environment Enhancements

Central to workforce stabilization was our sustained focus on culture. Leaders prioritized creating healthy practice environments where nurses feel respected, supported and empowered to deliver excellent care. Efforts included strengthening shared governance, increasing leader visibility on units, addressing workload concerns and reinforcing psychological safety and accountability.



Retention-Focused Workforce Strategies — Additional systemwide strategies included:

- Enhanced onboarding and transition to practice support for newly hired and early career nurses
- Professional development, tuition assistance and career pathway opportunities
- Recognition programs that celebrate professional contributions and reinforce belonging



Looking Ahead

While progress is evident, workforce stabilization remains an ongoing journey. Nursing leadership will continue to monitor RN turnover trends closely, respond to emerging workforce needs and advance strategies that strengthen engagement, professional fulfillment and retention. By investing in our nurses and the environments in which they practice, the organization remains committed to building a resilient workforce prepared to meet the evolving needs of our patients and communities.

Market Spotlights



Jennifer Garnica,
MHA, BSN, RN

*Chief Nursing Officer
HSHS Central Illinois Market
and HSHS St. John's
Hospital, Springfield*

HSHS Central Illinois Market

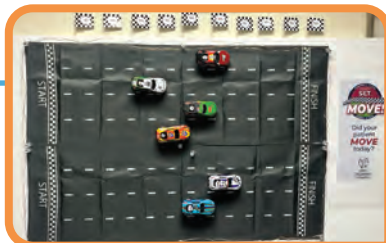
I am proud to lead the nursing teams in the HSHS Central Illinois Market, which includes HSHS St. John's Hospital in Springfield, HSHS St. Anthony's Memorial Hospital in Effingham, HSHS St. Mary's Hospital in Decatur, HSHS St. Francis Hospital in Litchfield and HSHS Good Shepherd Hospital in Shelbyville. Over the past year, our nursing teams have demonstrated exceptional commitment to excellence, compassion and continuous improvement. We strengthened our focus on patient safety through targeted initiatives that enhanced care reliability and outcomes. At the same time, we supported continued growth across our market, ensuring greater access for patients who depend on our services. Our culture of engagement and belonging contributed to increased retention and a meaningful reduction in nursing turnover, reflecting the dedication and resilience of our colleagues. Beyond our walls, our involvement in community events further advanced our Mission and deepened our connection to those we serve. Together, these achievements highlight the strength and purpose of our nursing community. I am honored to be part of this dedicated and exceptional team of nursing colleagues.

HSHS St. John's Hospital, Springfield

This year, our nursing teams at HSHS St. John's Hospital demonstrated what it truly means to move with purpose. Across our organization, colleagues embraced opportunities to raise the bar — whether that meant championing patient outcomes at the bedside, pursuing higher standards of clinical documentation or stepping beyond our walls to strengthen the communities we serve. What stands out most is not any single achievement, but the collective spirit behind them all: a shared commitment to excellence, continuous growth and mission-driven care. Our nurses led with compassion, leaned into collaboration, and found creative ways to connect with patients and families alike. The stories in this section reflect that dedication beautifully. I am deeply proud of the energy, heart, and purpose our teams brought to every initiative this year. Thank you for showing up — for each other, for our patients, and for our community.

Moving with Purpose: Nursing, Mission and Collaboration

The Mobility-a-Thon: Ready. Set. Move! was more than an initiative — it was our Mission in action. Bedside nurses led with compassion and clinical judgment, driving an 11.1% increase in patient mobilization and nearly doubling rates on some units. Through Respect, Care, Competence and Joy, teams met patients where they were, encouraging movement, restoring confidence and accelerating healing. Collaboratively, physicians and interdisciplinary partners reinforced mobility as a shared priority, but it was frontline nursing teams that turned plans into progress and made mobility happen for patients. Beyond the data, this work reminded us that healing happens through presence, teamwork and heart. Thank you to our nursing team for walking alongside patients and revealing healing love through every step.





Trauma and Our Road to Excellence

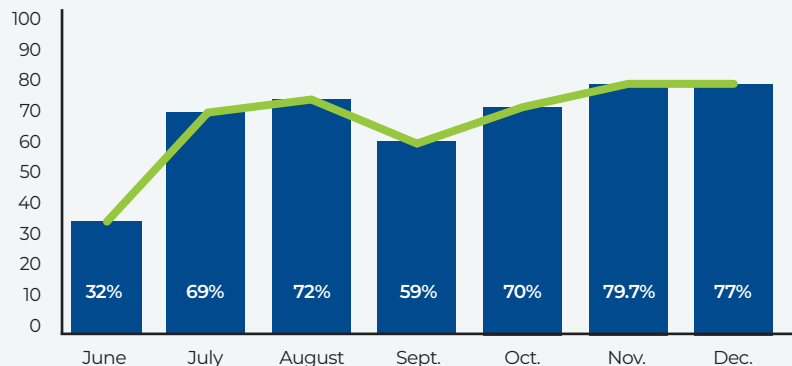
The Road to 90% Trauma Charting Excellence initiative is transforming how we capture the story of trauma care. Led by our dedicated Trauma Coordinator, this program reinforces that trauma charts are more than documentation — they are a powerful reflection of clinical precision, teamwork and the lifesaving care delivered in our trauma bay.

The journey begins immediately after colleagues earn their Trauma Nursing Core Course (TNCC) licensure. A focused four-hour orientation introduces charting standards, equipment and trauma bay workflows. Nurses then progress through a structured pathway, validating required chart volumes alongside a preceptor, starting with charting codes CAT IIIs, advancing to CAT IIs, and ultimately CAT Is. The process culminates in a one-on-one simulation with the coordinator before independent practice.

We sustain growth and accountability through ongoing chart audits and timely feedback. The

impact has been remarkable: trauma charting accuracy improved from 32% in June 2025 to 81% by January 2026. This initiative reflects our commitment to growth, consistency and pride in the exceptional care we provide every day.

Road to 90%: Trauma Charting Accuracy



Touch a Truck Packs with Purpose

The Pediatric Department hosted its annual Touch a Truck event in July 2025. We invited colleagues and the community to donate school supplies to fill backpacks. This event allows families to help students in our community while getting to see emergency vehicles up close. Multiple areas had first responders attend the event including Springfield Fire Department, Springfield Police Department, Sangamon County Sheriff's Department and America Ambulance.



This exciting event was a wonderful opportunity for the Pediatric Shared Governance council to highlight the phenomenal work done every day in their department. Colleagues were able to gain career ladder points for assisting and donating backpacks. Throughout the day the back of the St. John's Children's Hospital ambulance was packed with backpacks to donate to those in need in our community.



**Anthony Powers,
MBA, BSN, RN**

Chief Administrative Officer
HSHS St. Anthony's
Memorial Hospital,
Effingham, and
HSHS Good Shepherd
Hospital, Shelbyville

HSHS St. Anthony's Memorial Hospital, Effingham

As a regional health care provider, HSHS St. Anthony's Memorial Hospital serves as a vital access point for care in our community, and our nurses are the cornerstone of safe, compassionate care. As the region's largest provider of obstetric services – delivering more than 700 babies annually — our nursing teams demonstrate clinical excellence and deep commitment to families across the continuum of care. As a faith-based Franciscan Catholic ministry, our nurses live out our Mission, Vision and Core Values of Respect, Care, Competence and Joy in every patient interaction. Through shared governance, interprofessional collaboration and evidence-based practice, nursing leads measurable improvements in quality outcomes, patient safety and care coordination. I am deeply thankful for the remarkable commitment our nurses demonstrate and the lasting difference they make each day.

The 3 Wishes Project: A Small Gift with a Lasting Impact

By Monica Stortzum, BSN, RN, Intensive Care Unit, HSHS St. Anthony's Memorial Hospital

End-of-life care is never easy, even for nurses who have spent decades in the ICU. After working 24 years as a critical care RN, each loss still feels personal to me, and supporting families through their grief remains one of the most meaningful parts of my work.

The 3 Wishes Project was introduced through the American Journal of Critical Care (AJCC) and brought to our hospital by Nursing Supervisor Latisha Devall, RN. This tool offers families a meaningful way to create lasting memories during their loved one's final moments. Thanks to Latisha, this compassionate program is now available for nurses to use here at HSHS St. Anthony's.

Among the keepsakes, it provides a small message bottle designed to hold a patient's final heart rhythm — an EKG strip carefully rolled and saved as a cherished remembrance. Months ago, I cared for a lymphoma patient whose six children stayed at his bedside throughout his final hours. I knew the family from my hometown, which made the experience especially emotional. Wanting to offer something meaningful, I turned to the 3 Wishes Project. I printed six copies of his dying heart rhythm and placed each one into a bottle for each of his kids. As he took his final breaths, his heart beat once more. I captured that last rhythm, rolled it up and placed it into the bottles. Their gratitude was immediate and heartfelt. In a moment of profound loss, this small gesture offered comfort and a tangible reminder of their father's final moments.

The 3 Wishes Project can be used to show how simple acts of compassion can make a lasting difference for the families we serve here at HSHS St. Anthony's Memorial Hospital.



HSHS Good Shepherd Hospital, Shelbyville

As a 25-bed Critical Access Hospital, HSHS Good Shepherd Hospital is an essential health care resource for our rural community, and our nursing team is at the heart of delivering safe, compassionate care. Rooted in our identity as a faith-based Franciscan Catholic ministry, our nurses embody our Mission, Vision, and Core Values — Respect, Care, Competence and Joy — in every patient interaction. Their clinical expertise, collaborative spirit and dedication to ongoing improvement drive significant progress in quality outcomes, patient safety and seamless care coordination. We remain committed to investing in professional growth, evidence-based practice and leadership development so that our teams are well-prepared to address the changing needs of our patients and the broader community. I am grateful for the extraordinary dedication of our nurses and the impact they make every day.

Rural Access Saves a Life: Emergency Nursing in Action

A patient presented to the HSHS Good Shepherd Hospital Emergency Department in full cardiac arrest. Guided by transformational nursing leadership and a strong professional practice environment, our interdisciplinary team initiated advanced cardiac life support immediately, with nurses leading high-reliability resuscitation processes, medication administration and continuous patient monitoring. Return of spontaneous circulation was achieved multiple times during a prolonged resuscitation, requiring rapid reassessment, disciplined team communication and precise execution of evidence-based interventions. Once stabilized, the patient was transferred by air medical to HSHS St. John's Hospital for advanced cardiac intervention. Following multiple procedures, the patient was discharged and later returned to Good Shepherd to continue cardiac rehabilitation services.

This case reflects exemplary professional practice and the critical role rural emergency nurses play in early stabilization, care transitions and continuity across the care continuum. The positive results demonstrate how a structurally empowered nursing team, grounded in evidence-based practice, directly improves patient outcomes and community access to life-saving care.



Offering Cardiac Rehab Close to Home

At HSHS Good Shepherd Hospital, a Critical Access Hospital serving rural Shelby County, cardiac rehabilitation is led by nurses who guide patients from crisis to confidence. Following a heart attack, stent placement or cardiac surgery, patients enter a structured, evidence-based program directed by specially trained cardiac rehab nurses who monitor telemetry, titrate exercise progression, reinforce medication adherence and provide individualized education.

In a rural community, access matters. Without local rehabilitation, many patients would face long travel distances that could delay — or prevent — recovery. Our nurses remove that barrier, delivering high-reliability, nurse-driven care close to home.

Beyond clinical oversight, these nurses build lasting relationships with the neighbors they serve. They celebrate milestones, encourage persistence and help patients regain strength safely. One recent participant shared, "They pushed me when I needed it and believed in me when I didn't."

This is nursing in action — autonomous, evidence-based and outcome-focused — strengthening hearts and sustaining rural communities.



**Tim Layman, DNP,
MBA-HC, MSN,
RN, NE-BC**
Chief Administrative Officer
HSHS St. Mary's Hospital,
Decatur

HSHS St. Mary's Hospital, Decatur

At HSHS St. Mary's Hospital, our nursing teams are the driving force behind the incredible care we provide to the community, bringing together clinical expertise and a deep commitment to our mission. Throughout the hospital, our nurses lead with professionalism while continuously advancing quality and patient outcomes. This edition highlights two powerful examples of that work in action, from the Emergency Department team's recognition as the first recipients of the Nursing Team of the Year award, to the implementation of a comprehensive Sepsis Program that is improving early identification and life-saving care. Together, these stories reflect how St. Mary's nurses are not only meeting the moment, but leading meaningful change that strengthens care for every patient we serve.

Honoring St. Mary's Emergency Department, first HSHS Nursing Team of the Year

During National Nurses Week 2025, St. Mary's Hospital's Emergency Department (ED) earned special recognition as the first nursing team to receive the Nursing Team of the Year award from HSHS. This distinction highlights our department's exceptional teamwork, dedication and commitment to patient care. Over the past year, the ED achieved significant improvements in its "left without being seen" rate — a key performance indicator that reflects patient access and efficiency. Through focused collaboration, process improvements and consistent attention to patient needs, the team reduced this percentage dramatically and now consistently meets its goal of keeping the rate below 1%. The achievement not only demonstrates measurable performance success but also underscores our nurses' unwavering professionalism and patient-centered approach. Being honored during National Nurses Week further emphasized the vital role the ED nursing team plays in delivering timely, high-quality emergency care to the community.



Sharing about Sepsis and Improving Outcomes

HSHS St. Mary's Hospital implemented a comprehensive Sepsis Program designed to enhance the early identification and rapid treatment of life-threatening infections. Central to this initiative is the "Say It Out Loud" campaign throughout inpatient departments, which strengthens collaboration between physicians and nurses by requiring clear verbal acknowledgment of a sepsis diagnosis and discussion of immediate treatment steps.



Recognizing early intervention is essential to improving survival and outcomes we established a multidisciplinary team of physicians, nurses, pharmacists and laboratory professionals to evaluate workflows and optimize sepsis detection and management practices. Staff education remains a primary focus, reinforcing early recognition, standardized protocols and rapid response.

Since the program's launch, we have achieved measurable improvements, including increased compliance with treatment timelines and faster initiation of evidence-based care. Shown is Shannon Comer, RN, Sepsis Champion, who has been instrumental in improving the ED and Inpatient unit sepsis compliance. Notably, ED sepsis compliance has risen by 10% compared to a year ago, reflecting our hospital's ongoing commitment to patient safety, clinical excellence and high-quality outcomes.

HSHS St. Francis Hospital, Litchfield

HSHS St. Francis Hospital is a 25-bed Critical Access facility serving Litchfield, Ill. For more than 150 years, our mission has remained.

Our nurses are the heartbeat of our organization. Their clinical expertise, vigilance and commitment to best practice have resulted in multiple years of Zero Harm Awards related to health care-associated infections (HAIs) — an achievement that speaks volumes about the culture of safety they champion every single day. Through continuous improvement and an unrelenting focus on quality, our nursing team continues to raise the bar and surpass performance metrics year after year.

Whether responding to emergencies, welcoming new life into the world, safely administering high-risk medications, or walking alongside families during their most vulnerable moments, our nurses embody compassionate, mission-driven care.



Aryn Hunter,
MPA, BSN, RN

Chief Administrative Officer
HSHS St. Francis Hospital,
Litchfield

Recognized for Communication and Cleanliness

In the fall of 2025, we were honored to receive notification from Becker's Hospital Review recognizing St. Francis Hospital in their list of hospitals that received a CMS 5-star rating for our HCAHPS performance in Communication with Nurses and Cleanliness. This achievement reflects the collective impact of every individual within our walls.

Our patients see and experience the care, compassion and genuine respect that each team member brings to their work every day. We humbly accept this recognition as a testament to that shared commitment. It is often said, "it takes a village," and here, that sentiment truly comes to life.



Making Maternal Mental Health a Priority

Our Family Maternity Center has always had a dedicated, compassionate nursing team. One example is the mural they commissioned in memory of a beloved former co-worker Sarah Suhrenbrock who lost her battle with cancer. This mural now resides in the Family Maternity Center for new families to take photos with their new babies.

This past year, our team identified maternal mental health as a critical need within our rural community and implemented an initiative that extends support beyond the hospital to improve continuity of care.

To promote early identification and access to resources, we distributed maternal mental health education and resource folders to community outreach programs, regional hospitals, EMS agencies and county health departments. These materials support pregnant and postpartum individuals experiencing mental health challenges and provide clear pathways to care following discharge.



Recognizing barriers faced by rural populations — including limited access to providers and transportation challenges — we focused on advancing equity by connecting patients with accessible, community-based resources. Understanding that many patients may not return for follow-up care, we strengthened our partnerships with organizations engaged with families after hospitalization.

Through these collaborative efforts, we aim to reduce gaps in support, strengthen trust with community partners and improve maternal mental health -outcomes across the continuum of care.



**Regina Petersen,
DNP, RN**

Chief Nursing Officer
HSHS Southern Illinois
Market and
HSHS St. Elizabeth's
Hospital, O'Fallon

HSHS Southern Illinois Market

I am deeply honored to lead the HSHS Southern Illinois Market nursing teams located at HSHS St. Elizabeth's Hospital in O'Fallon, HSHS St. Joseph's Hospital in Breese, HSHS Holy Family Hospital in Greenville and HSHS St. Joseph's Hospital in Highland.

In 2025, the nursing teams across our Southern Illinois Market demonstrated an unwavering commitment to excellence — elevating patient safety, enriching the care experience, fostering colleague engagement and driving innovation at every level of practice. From evidence-based fall reduction initiatives and nurse-led equipment standardization to creative approaches that transform fear into comfort for our youngest patients, our nurses continued to lead with both clinical expertise and heartfelt compassion. Collaborative efforts across ministries strengthened shared decision-making, while peer recognition programs reinforced a culture where every colleague feels valued.

We also proudly celebrated 150 years of healing at St. Elizabeth's Hospital, honoring the enduring mission entrusted to us by our founding Sisters. These stories reflect the dedication, creativity and spirit that define nursing across our organization. I am blessed to lead these exceptional nursing colleagues who serve those in southern Illinois.

HSHS St. Elizabeth's Hospital, O'Fallon

We had an especially meaningful year in 2025 at St. Elizabeth's with the yearlong celebration of our 150th anniversary. Our history dates back to Nov. 13, 1875, when Sisters Jovita Janning, Gerburgis Wiling and Sylvana Bosse arrived in Belleville, Ill., and founded St. Elizabeth's Hospital.

To honor this milestone, we hosted a variety of celebratory events throughout the year, including a festive Christmas tree displayed year-round, a cake walk, a colleague picnic, and many other engaging activities that brought our team together.

The highlight of the celebration was the visit of the Hospital Sisters of St. Francis on Nov. 7, 2025. Sisters from Japan, India, Germany, Poland and the United States joined us for a special Mass and presented us with a statue of St. Elizabeth of Hungary. Their presence was deeply meaningful, and colleagues were especially moved by their tour of the hospital and by Sister Ann Pitsenberger's heartfelt message of gratitude for the work being done each day.

This celebration served as a powerful reminder of the rich legacy and enduring mission entrusted to us, and it reinforced our shared commitment to continue serving our patients and communities with compassion and excellence.



“One of my most memorable moments was helping a young man with a brain bleed undergoing emergency surgery around Christmas with his wife delivering their second baby within a few days. We collected donations for the family and then OB/ICU arranged how he could meet his newborn while in the hospital.”

— Courtney Sinn, Director of Surgical Services
HSHS St. Elizabeth's Hospital, O'Fallon
20-year Colleague

HSHS Colleagues Rally around Family's Miracle Daughter

When HSHS St. Elizabeth's Emergency Department nurse Bradley Goetting and his wife Jalene learned their unborn daughter, Maezy, had complex heart disease with less than a 50% survival chance, their HSHS colleagues became a lifeline. Teammates secretly organized a financial collection, giving Bradley peace of mind during eight weeks off to hold his daughter. His boss, Erin Hazen, drove their son to school so the family could attend a critical early-morning appointment together. During Maezy's 39-day PICU stay, HSHS staff across ministries wore pink, held encouraging signs and prayed. As of this writing, Maezy is thriving at home. Bradley credits HSHS's culture — from emotional and leadership support to the Colleague Emergency Assistance Program — with helping his family survive.



Memorial EMS Education Scholarship Honors Colleague

In November 2025, HSHS St. Elizabeth's Hospital Emergency Services presented Elena LaFleur with the inaugural Dr. Jeffrey Shafer Memorial Scholarship, totaling \$3,000. The scholarship, created in partnership with Southwestern Illinois College (SWIC), awards \$1,500 to a SWIC student pursuing a career in emergency medical services (EMS), with Dr. Shafer's family generously matching that amount. Elena, a student in SWIC's EMS program and emergency room technologist at St. Elizabeth's Hospital, was recognized for embodying Dr. Shafer's legacy. Dr. Shafer, who unexpectedly passed away in September 2024, began his medical career as a paramedic before becoming an emergency physician and medical director at St. Elizabeth's Hospital.



This award is not simply a recognition of excellence; it is a reflection of the spirit Jeff carried with him every day: a spirit of service, compassion, humility and genuine love for the work and the people in it. With this award, we proudly recognize Elena for carrying that spirit forward.



Hiring Our Heroes at HSHS

In partnership with the United States Air Force at Scott Air Force Base, HSHS St. Elizabeth's Hospital is participating in the Hiring Our Heroes program. This initiative provides transitioning service members with the opportunity to explore civilian career pathways and align their military experience with meaningful roles in health care.

This past year we welcomed Jose Torres to St. Elizabeth's as a registered nurse in the Endoscopy Department. We are grateful for his service and appreciate the expertise, dedication and leadership he brings to our team.

Gratitude for Life-Saving Care

We received a letter from a patient expressing his "profound gratitude" for the care he received at St. Elizabeth's. One evening, he went from enjoying dinner with his family to suddenly being unable to breathe. He was rushed to the Emergency Department (ED), where a large, coordinated team immediately began life-saving interventions. Although he described feeling terrified, he shared that he saw unwavering determination in every member of the team caring for him.

The patient was experiencing angioedema, a severe reaction to Lisinopril. He credited the ED team with consistently communicating with his wife, Nicole, ensuring she understood what was happening and the interventions being performed. He was subsequently intubated and transferred to the ICU.

Nicole also shared her deep appreciation for the ICU team, noting the compassion and support they provided during an incredibly challenging time. She specifically acknowledged one of our newer nurses, for his knowledge, clear communication and ability to help her explain the situation to their family members. She also expressed gratitude to Eliza, the night nurse, for ensuring a smooth and safe extubation.

In total, 17 members of our care team were recognized for their role in saving Scott Yankey's life. All were nominated for a Team DAISY Award in recognition of their outstanding teamwork, clinical excellence and compassionate care.





**Teresa Cornelius,
DNP, RN, CENP**

Chief Administrative Officer
HSHS Holy Family Hospital,
Greenville, and
HSHS St. Joseph's Hospital,
Highland

HSHS Holy Family Hospital, Greenville

It is my privilege to introduce the nursing team of HSHS Holy Family Hospital in Greenville — dedicated professionals who represent the very heart of our ministries. As the largest part of our workforce, our nurses lead with compassion, innovation and excellence while advancing our Mission each and every day. From piloting creative fall prevention strategies to finding new and meaningful ways to improve patient safety, their impact is immeasurable. Through a strong Nursing Care Committee, their voices help shape practice and elevate the quality of care we provide. I am deeply grateful for their leadership and unwavering commitment to those we serve.



Taking a Stand Against Falls

Our nursing teams at Holy Family Hospital and St. Joseph's Hospital Highland identified an opportunity to improve quality outcomes by addressing inpatient falls. After reviewing our data, we implemented targeted, evidence-informed interventions to strengthen patient safety. We introduced fall risk tiles to increase visual awareness, and we developed a standardized patient safety flyer outlining key prevention measures. Nursing leaders met with all colleagues to review expectations, reinforce best practices and obtain signed accountability commitments. We closely monitored compliance with bedside interventions and implemented wireless Posey alarms to enhance real-time response.



Through improved communication, heightened accountability and proactive monitoring, our nursing team successfully reduced falls and strengthened our culture of safety and quality.

Empowered Nurses, Elevated Care

The Nursing Care Committees at St. Joseph's and Holy Family hospitals have identified workflow gaps that impacted efficiency, onboarding and patient experience. These initiatives have fostered professional development as all ideas and solutions have come directly from frontline nurses. Some examples:

- Redesigning admission bags to reduce delays and improve preparedness
- Advocating for new bedside tables to enhance organization, safety and point-of-care efficiency
- Supporting new colleagues by creating a tool with structured supply lists and location guides to streamline onboarding and build confidence.
- Helping establish a formal bus pass process for ED patients needing transportation home, improving discharge flow and patient safety.

These initiatives strengthened operations, supported staff success and enhanced equitable, patient-centered care while providing inclusion and decision-making capabilities.



HSHS St. Joseph's Hospital, Highland

I am honored to lead the dedicated nursing team of St. Joseph's Hospital in Highland. As the foundation of our workforce, our nurses bring compassion, innovation and excellence to all they do, driving our Mission forward into the future. From advocating for new Emergency Department (ED) stretchers to finding meaningful and creative ways to engage our youngest patients, their impact is profound. I am so thankful for their tireless dedication, deep compassion and their steadfast commitment to their calling.



From Bedside Concern to Marketwide Solution

The HSHS Southern Illinois Market Stryker Stretcher Initiative reflects a nurse-led commitment to patient safety, quality and frontline advocacy, originating from needs identified by ED nurses at St. Joseph's Hospital in early 2024. Nurses identified safety concerns including increased fall risk, scales that could not lock to kilograms, and increased risk for pressure injuries associated with prolonged emergency department (ED) boarding times.

In response, the St. Joseph's ED team conducted hands-on trials of stretchers from Stryker, Linet and Hill-Rom. Front-line nursing input — focusing on patient safety, patient comfort, adapting to complications of increased ED boarding and workflow efficiency — guided the decision to pursue the Stryker product.

What began as a ministry-level, bedside-driven quality and safety initiative grew into a marketwide investment in nursing practice, culminating with project implementation across all EDs within the Southern Illinois Market in December of 2025.

This project has strengthened ministry collaboration, shared decision making, and standardized equipment, and reinforced frontline nursing engagement in improving nursing processes and patient safety outcomes throughout our market.

Driving Courage

For the Surgical Services department at St. Joseph's, we are always looking for simple, meaningful ways to reduce fear for our youngest patients.

This past year, our team purchased a small Little Tikes® car from Facebook Marketplace and gave it a special makeover. We removed the original decals and replaced them with HSHS/Paw Patrol themed stickers, transforming it into a "hospital cruiser" designed just for our pediatric patients.

Now, instead of being transported to the operating room on a stretcher, kiddos can "drive" themselves down the hallway. What once felt intimidating becomes an adventure. We've seen anxious tears turn into smiles, parents visibly relax, and colleagues light up as they walk alongside a confident little driver heading toward surgery.

This small investment has made a meaningful impact. It reinforces that nursing care extends beyond clinical excellence – it includes creativity, empathy and attention to emotional safety.

Sometimes the most powerful patient experience improvements don't require major capital projects. Sometimes, they simply require a team willing to see the hospital through a child's eyes.





Mandi Ennen,
DNP, RN

Chief Administrative Officer
HSHS St. Joseph's Hospital,
Breese

HSHS St. Joseph's Hospital, Breese

At HSHS St. Joseph's Hospital, nursing is more than a profession; it's the heart of our ministry. From inpatient and outpatient services to emergency care, surgery and labor and delivery, our nurses care for patients across the lifespan. Rooted deeply in our Mission and Values, our team exemplifies what it means to serve. Each day, our nurses bring clinical excellence, critical thinking and heartfelt compassion to the bedside. Our teams continue to elevate the voice of the frontline nurse, championing process improvement initiatives and advocating for appropriate resources to support safe and effective care.

By fostering collaboration, accountability and innovation, our nurses are not only caregivers but leaders shaping the future of health care within our ministry, driving quality outcomes and meaningful patient experiences every day.

Innovation at its Best

Frontline nurses at St. Joseph's are using innovative means to meet the needs of our patients. For her nursing career ladder, one of our OR nurses wrote a nursing exemplar nomination outlining the use of creativity and personalization to transform challenging situations into positive patient experiences. In one instance, a patient labeled as "aggressive" became calm and engaged after a nurse learned she loved cats and crafted a simple "cat" from a pillowcase and blanket. This familiar, comforting substitute redirected her behavior, eliminating aggression and creating a moment of connection and joy among staff.

In another case, a pediatric patient with a history of difficult IV placements was supported through a creative distraction. Knowing the child loved jewelry, the nurse engaged her in decorating a bracelet using simple supplies, allowing the IV to be placed seamlessly without distress.

Similarly, a potentially escalating situation with an anxious patient was de-escalated by leveraging their interest in animals. By sharing pet photos, the nurse created a calming distraction that enabled the care team to safely proceed with medication administration.

These examples highlight how individualized, imaginative approaches can reduce anxiety, improve cooperation, and lead to safer, more compassionate care outcomes.

Colleague Engagement Rockstars

After reviewing Colleague Engagement Survey results, nurses expressed a strong desire for more meaningful peer-to-peer recognition. In response, Emergency

Department Manager Mandy Ocepek introduced the High Five Recognition Board, creating a simple, visible way for colleagues to celebrate teamwork, compassion and everyday wins. The initiative quickly gained momentum, expanding across nursing and into other clinical areas. Colleagues post High Five notes to acknowledge one another, earning small rewards at recognition milestones. The program has strengthened

teamwork, increased connection across roles, and fostered a culture of gratitude. Most importantly, High Five has reintroduced joy, ensuring colleagues feel seen, valued and appreciated every day.



Meet Stephen Buzzard

This amazing man was visiting his father, who was a patient in the hospital, when he collapsed in the hallway in cardiac arrest. Our team responded quickly, and Stephen was treated, revived and transferred to HSHS St. Elizabeth's Hospital in O'Fallon for continued care. Miraculously, Stephen and his wife made a visit to St. Joseph's exactly four weeks after this event to personally thank the team for their quick actions and exceptional care that ultimately saved his life. To say you could see the appreciation and kindness in his spirit would be an understatement. His story truly reflects the miracles that occur at our healing ministry.

HSHS Wisconsin Market

I am proud to lead the nursing teams in our HSHS Wisconsin Market, which includes four hospitals: HSHS St. Clare Hospital in Oconto Falls, HSHS St. Nicholas Hospital in Sheboygan and our two Green Bay ministries, HSHS St. Mary's Medical Center and HSHS St. Vincent Hospital.

The geographic proximity of the facilities allows us to care for our communities with coordination and focus, which includes the ability to readily share service lines expertise, scheduling opportunities and staffing resources. We meet our region's growing demand for acute care hospital services, especially inpatient admissions, in cooperation with our Prevea Physician and Provider partners. While each ministry possesses its own distinct culture, we all have the same mission-driven goal of delivering quality care in an environment that reveals and embodies Christ's healing love for all people through our Franciscan values.



Isabelle Garibaldi,
DNP, RN, NEA-BC,
CENP, CPPS

*Chief Nursing Officer
HSWS Wisconsin Market
and HSHS St. Vincent
Hospital, Green Bay*



HSWS St. Vincent Hospital, Green Bay

HSWS St. Vincent Hospital is a level II trauma center with 523 licensed and 230 staffed beds. Our facility also houses Green Bay's only children's hospital — the St. Vincent Children's Hospital of Green Bay — within our inpatient tower. We proudly acknowledge we are the area's first certified comprehensive stroke center, the only hospital in our region with a Pediatric Intensive Care Unit (PICU), and the range of services we offer rivals those offered in larger markets to our south. These services include cancer care, certified child-life services, orthopedics, a clinical research institute, genetics, comprehensive surgical and procedural cardiovascular and interventional radiology services, sleep disorders services, perinatal obstetrics and a level III neonatal ICU (NICU), palliative and hospice care, home health services, wound care and hyperbaric services and a center for digestive health.

Each of these services would not be operational without the engagement of our highly educated, talented and caring nurses. Quality nursing care is at the core of our hospital-based operations, touching most every patient who enters our facility. We understand and appreciate our nurses' value and thank them for their ongoing commitment to serving our community.

Advancing Patient Safety: Reducing Falls with Injury Through Wireless Technology

During 2025, we remained steadfast in our commitment to delivering safe, high-quality care to reduce patient falls with injury — a nurse-sensitive indicator of excellence.

Despite our commitment to evidence-based fall prevention, we identified opportunities to strengthen early detection of unassisted patient movement, particularly during toileting, chair transfers and for patients with impulsivity issues.

In July of 2025, we implemented wireless chair and toilet alarm technology across all inpatient units. Unlike traditional wired systems, wireless alarms enhanced flexibility, reduced equipment clutter and improved alert reliability. These alarms were designed to:

- Detect early movement from patients with impulsivity risk
- Alert staff in real time through Vocera devices
- Eliminate cord-related barriers and trip hazards while reducing alarm delays
- Improve patient monitoring without restricting independence

Following implementation, falls with injury decreased significantly, and colleagues reported increased confidence in monitoring those patients at risk.

We observed a sustained downward trend in falls with injury, demonstrating that technology, paired with nursing expertise, drives quality outcomes. Our monthly data outcome statistics remain promising.



Driving Nursing Clinical Excellence: Reducing CAUTI Through Nurse-Led Practice Change

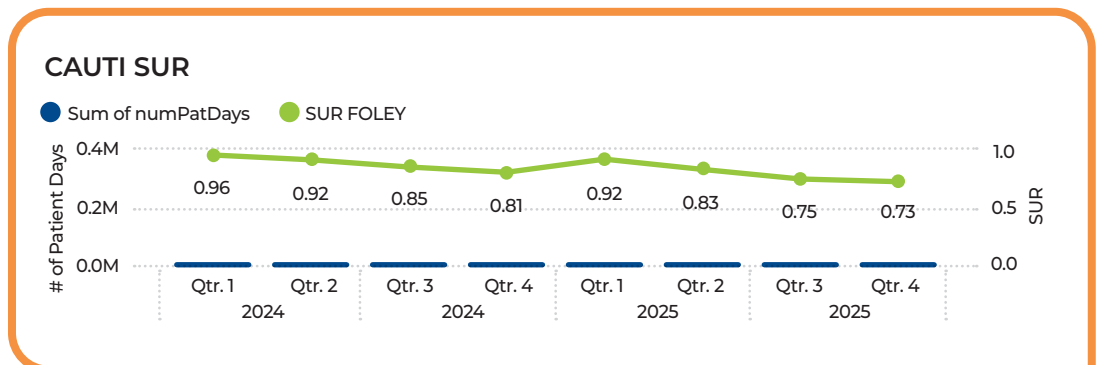
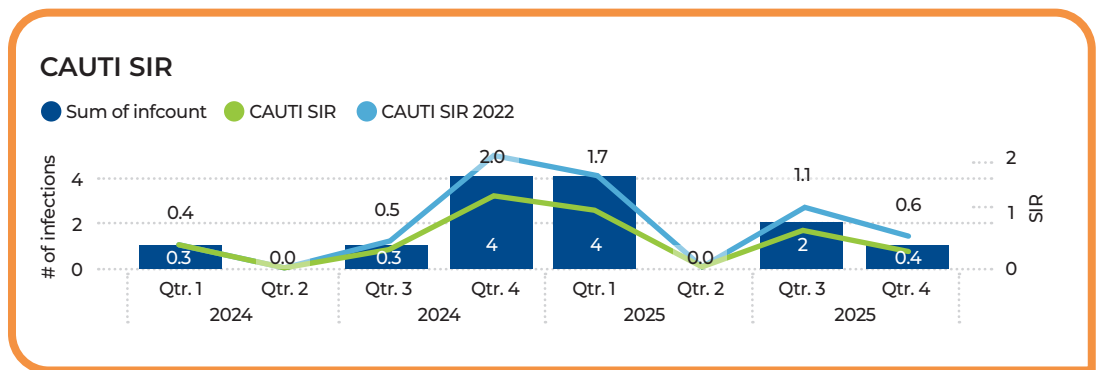
Our commitment to eliminating preventable harm was fortified in 2025 by focusing on the reduction of Catheter-Associated Urinary Tract Infections (CAUTI). We achieved progress through a comprehensive, nurse-driven strategy centered on early catheter removal, device alternatives, and ICU culture transformation.

As part of our strategy, we implemented a Foley-free ICU. Rather than viewing indwelling urinary catheters as routine, indwelling urinary catheters became a last-resort intervention. To ensure timely discontinuation, we focused our efforts on a nurse-driven Foley removal protocol. This protocol allowed bedside nurses to remove urinary catheters using provider-approved protocols when removal criteria were met. By removing passive barriers to timely removal, we shifted from reactive catheter management to proactive CAUTI prevention. Recognizing that some patients require urinary management without indwelling devices, we broadened access to external catheter solutions. In 2025, we implemented an external male catheter to complement our existing female external catheter technology.

Through the combined efforts of ICU culture change, nurse-led removal authority and expansion of non-invasive alternatives, we achieved:

- Reduction in CAUTI rates
- Decrease in catheter utilization ratios
- Improved compliance with daily device necessity assessments
- Increased nursing engagement around infection prevention initiatives
- Most importantly, fewer patients experienced preventable infection-related complications

CAUTI prevention is not simply an infection control initiative — it reflects how we deliver evidence-based care. It took a while but our nurses have embraced the “no foley catheter- no CAUTI” mindset. Our progress this year shows that when frontline nurses are empowered with the right protocols, tools and authority, patient outcomes improve. Through vigilance, accountability and innovation, our nursing teams are advancing safer care, one device a day at a time. The data below illustrates our CAUTI data.



HSHS St. Nicholas Hospital, Sheboygan

As we reflect on 2025, I am deeply grateful for our nurses' resilience, compassion and unwavering dedication to the patients we serve. Their commitment to providing exceptional care — and to living out our Core Values of Respect, Care, Competence and Joy — is what makes St. Nicholas Hospital a special place to work and a trusted place for the community of Sheboygan County to receive care.

This year, we took intentional steps to stabilize our workforce, strengthen our recruitment efforts and retain the outstanding nurses who grace our halls each day. We made meaningful progress in creating a work environment that supports both their professional success and personal fulfillment.

Throughout the organization, we have seen tremendous growth in our ability to care for patients when they are at their most vulnerable. From vastly improved stroke metrics, to keeping more critically ill patients in our ICU, to refining our code response capabilities through our newly organized Code Committee, our relentless pursuit of quality has showcased the extraordinary impact of nursing in 2025.

There is still important work ahead. But make no mistake: we will continue to push forward, strengthening our commitment to nursing in 2026 and beyond. Together, we will build on this momentum and continue advancing excellence in patient care. To our nurses, thank you for all that you do.



**Andrew Bowman,
BHA, RN**

*Chief Administrative Officer
HSBS St. Nicholas Hospital,
Sheboygan*

Taking a Multidisciplinary Approach to OB Care

At HSHS St. Nicholas Hospital, we developed a multidisciplinary protocol to optimize outcomes during obstetric emergencies. This approach mobilizes skilled professionals from across the hospital to ensure timely, coordinated and high-quality care when minutes matter most. By strategically resourcing and engaging team members from multiple departments, we strengthen our ability to respond rapidly and effectively to complex maternal and fetal situations.

Our protocol extends beyond obstetric nurses to include registered nurses from other units, physicians, respiratory therapists, anesthesia providers and additional clinical support. Each discipline contributes essential expertise, enhancing communication, clinical decision-making and patient safety. Clear role delineation and streamlined activation processes allow the team to function cohesively under pressure.

By fostering collaboration across departments, we create a unified response that prioritizes the safety and well-being of both mother and baby. This multidisciplinary model promotes preparedness, reinforces teamwork, and supports consistent, evidence-based care during high-risk obstetric events when minutes matter.

Embodying Nursing Excellence

What does nursing excellence look like? It looks like Ally. As Professional Nurse Practice Council (PNPC) chair, Emergency Department (ED) Unit-Based Council chair, St. Nicholas Hospital Code Committee chair, Drug Take Back liaison and Emergency Management Committee co-chair, she advances safety, quality and professional practice across the organization. Serving as both an interventional radiology nurse and ED nurse, she demonstrates exceptional clinical competency and calm leadership in high-stakes environments. Named our Nurse of the Year in 2023, Ally embodies our Core Values of Respect, Care, Competence and Joy. She uplifts colleagues, mentors future leaders and brings compassion and integrity to every patient interaction, defining excellence in nursing every day. Her commitment to continuous improvement, patient advocacy and teamwork strengthens outcomes and fosters a culture where excellence thrives.





Leah Bergstrom,
MSN, RN,
NEA-BC, CENP

*Chief Administrative Officer
HSHS St. Mary's Hospital
Medical Center,
Green Bay*

HSHS St. Mary's Hospital Medical Center, Green Bay

HSHS St. Mary's Hospital is a leader in clinical innovation, patient safety, and nursing satisfaction. Since 2020, we have advanced care through a statewide virtual companion program, achieving full 24/7 remote monitoring integration by fall 2025. This technology supports a culture of clinical excellence and professional autonomy.

This culture is reflected in both our Foley-free initiative and workforce stability efforts. Through the nurse-driven HOUDINI protocol, bedside RNs are empowered to independently remove urinary catheters based on safety criteria, resulting in a record-low ICU standardized utilization ratio of 0.23 by November 2025, well below the national benchmark. At the same time, servant leadership and a strong focus on RN well-being, including flexible scheduling and mentoring, reduced voluntary RN turnover from 40% in 2024 to 10.8% in 2025, creating a sustainable environment where nurses and patients thrive.

Creating an Inclusive and Well-Being-Centered Hospital Workforce

HSHS St. Mary's Hospital Medical Center's Professional Nurse Practice Council (PNPC) identified opportunities to enhance staff experience, promote psychological safety and foster an inclusive culture. Using feedback from surveys, focus groups and leadership, they launched well-being initiatives to unite colleagues and strengthen cross-department connections.

One highlight was the November 2025 Step Challenge, a hospital-wide event where departments competed to track steps, with the OR winning a snack basket. The challenge boosted engagement and interdepartmental communication, with participation metrics guiding future planning. Building on this success, the PNPC launched quarterly challenges in March 2026, reflecting their commitment to fostering a connected, well-being-focused workforce where all colleagues can thrive.



Leading Innovation through Robotics

In 2025, St. Mary's demonstrated our commitment to innovation by implementing two cutting-edge robotic platforms. The Ion robotic bronchoscopy system was introduced to enhance precision in lung biopsies, with Center for Digestive Health nursing teams attending specialized training in San Diego and Atlanta to master this technology and strengthen interdisciplinary collaboration.

Building on this, General Surgery launched the da Vinci Surgical System in July. Nurses completed comprehensive didactic and hands-on training, ensuring clinical excellence, patient safety and seamless integration into surgical workflows.

The program's growth has been extraordinary, with St. Mary's now ranked fifth in the state amongst single-unit robotic programs — all within our inaugural year. These advancements reflect our dedication to professional development, innovation and exceptional patient outcomes.

HSHS St. Clare Memorial Hospital, Oconto Falls

HSHS St. Clare Memorial Hospital is a 25-bed critical access facility located in Oconto Falls, Wis., just north of Green Bay. Many of our colleagues are residents of Oconto County, which brings a depth of understanding of the patient populations that we serve. Our leadership team is proud of the highly cross-trained team of caregivers that we have fostered over time. This is an essential element of providing high-quality care in a smaller ministry. Within our federal designation, in partnership with Prevea, we have five Rural Health Clinics (RHCs), serving 22,000 patients annually.

I am honored to serve alongside our nursing team at St. Clare Memorial Hospital who combine quality with compassion every day for those they serve.

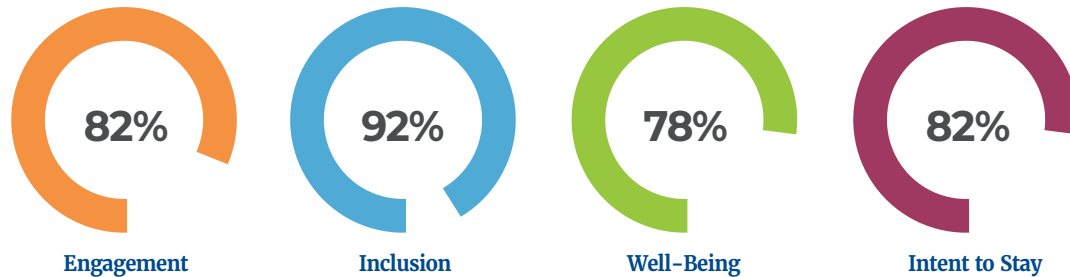


**Colleen Koski,
MSN, RN**

*Chief Administrative Officer
HSHS St. Clare Memorial
Hospital, Oconto Falls*

Demonstrating Clinical Excellence

We are so proud of our nursing teams who continue to advance clinical excellence. St. Clare nursing colleagues have a highly engaged Professional Nurse Practice Council (PNPC)/Unit-Based Practice Council (UBPC) as evident by their strong clinical outcomes and colleague engagement scores. St. Clare continues to sustain prolonged Catheter-Associated Urinary Tract Infections (CAUTI)-free and A Central Line-Associated Bloodstream Infection (CLABSI)-free streaks, reflecting our ongoing commitment to infection prevention. Our ministry also had an 83% participation rate in the colleague engagement survey.



Our greatest area for opportunity has been in pressure ulcer prevention. When we realized there were inconsistencies in assessment, documentation and intervention, we collaborated with our partners in Quality to create an action plan with rapid implementation strategies:

- Validating a two-person skin assessment competency
- Creating an escalation algorithm to guide caregivers in the process for initiating wound care consultations and the associated documentation standards
- Creating a ministry-specific specialty mattress guide in alignment with Braden score assessments.

These learnings, workflow guides and educational tools were shared with our Market and System leaders.

Advancing our Mission

Several exciting developments over this past year reflect our continued commitment to advancing our mission of high-quality, Franciscan health care for all.

We have expanded our primary care services to include mental health offerings in key regions, addressing the growing need for integrated behavioral health support. Additionally, a new Rural Health Clinical Rotation has been established for the Prevea Residency program, strengthening our dedication to serving rural communities.

Our northern market orthopedics program continues to experience significant growth, enhancing access to specialized musculoskeletal care. We are also pleased to announce grant awards from Delta Dental and the Office of Rural Health, which will support key patient care initiatives and further our ability to serve those who need it most.

Education, Scholarship and the Future of Nursing



Dr. Traci Krause,
DNP, MPH, RN
Chancellor
St. John's College
of Nursing



**St. John's College
of Nursing**

St. John's College of Nursing

At St. John's College of Nursing, our mission continues to guide us as we prepare compassionate, practice-ready nurses to serve across HSHS and beyond. This year reflects strong student success, deepened system alignment and continued investment in the future nursing workforce.

In 2026, we will celebrate 140 years since our founding in 1886 — a testament to enduring excellence in nursing education. We look forward to honoring this milestone in October, our founding month, at our annual Alumni Banquet. As we build on this proud legacy, we remain committed to academic excellence, strategic growth and partnership with nursing leadership to ensure a strong and sustainable future for our profession.

2025 Outcomes and Workforce Impact

NCLEX Success

In 2025, St. John's College of Nursing achieved an 86% National Council Licensure Examination (NCLEX) first-time pass rate, exceeding state benchmarks and remaining nationally competitive. These results reflect strong academic preparation and intentional licensure readiness strategies embedded throughout the curriculum.

Strengthening the HSHS Nursing Workforce

New Graduate Pipeline

The college graduated 63 BSN-prepared nurses in 2025, with approximately 60% entering the HSHS workforce.

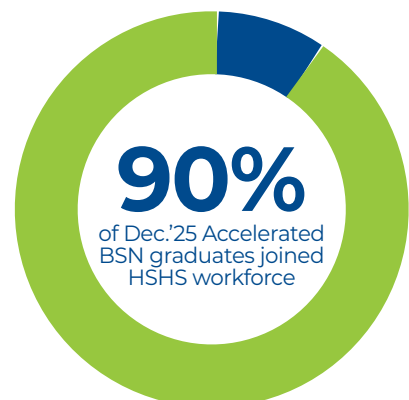
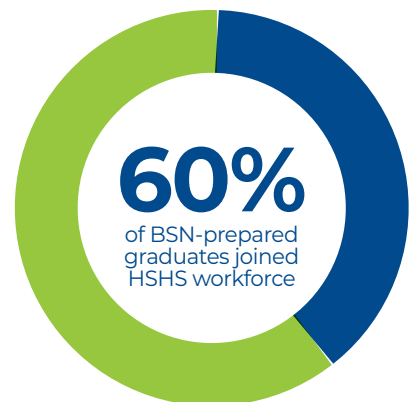
Notably:

- 90% of December Accelerated BSN graduates joined HSHS
- Strong HSHS placement across traditional pathways

These outcomes demonstrate the college's direct contribution to new nurse recruitment and workforce stability across our ministries.

Advancing the Existing Workforce

The RN-to-BSN pathway primarily serves HSHS nurses, supporting professional advancement, leadership readiness and long-term retention within the system. Together, these pathways strengthen both recruitment and advancement across the HSHS nursing workforce.



Strategic Advancement

Throughout 2025, the college strengthened academic pathways aligned with system workforce needs, deepened health system integration and advanced initiatives focused on workforce development, academic excellence and sustainable enrollment growth.

St. John's College of Nursing remains a mission-driven partner preparing practice-ready nurses and advancing the future of nursing across HSHS.

In Her Memory: A Future Emergency Nurse's Promise

My name is Emma Dildine, and I am a junior in my second semester at St. John's College of Nursing. I first wanted to become a nurse after my mother got sick, but I wasn't sure what direction I wanted to go. My mom unfortunately passed away last semester, but it solidified my wish to become an emergency nurse in her memory. My only goal is to make her proud, and I feel that I have, so far.

I accepted a position as St. John's peer tutor as I want to make sure my fellow classmates succeed in the nursing program. Our nursing program is rigorous and demanding, but I believe that it should be as easy as possible for all students. I am proud to be able to help my peers, and I hold this position dear to my heart. I have learned so much through this program, and I am so excited to learn more in my upcoming semesters.



Nursing in Action

Highlights from 2025 Spirit of HSHS Winners from Nursing



Physician Enterprise

Cathey Larsen

HSHS Accountable Care Services (Highland)
HSHS Medical Group

Cathey was nominated for her dedication, compassion and unwavering commitment to patient care. Her nominator wrote: “A patient called Cathey to confide in a mental health crisis. Cathey immediately jumped into action, stayed on the phone until emergency personnel were called, and ensured the patient was safe. The patient was admitted and received the care they needed.

“She doesn’t just provide care — she builds connections. She takes the time to listen, to understand, and to make every patient feel valued and heard. Whether it’s remembering small details about their lives or offering words of encouragement, she creates an environment of trust and comfort.

“If a patient needs her, she stays—even if it means working late or going out of her way to ensure they get the best possible care. She’s the reassuring voice, the advocate who makes sure every concern is addressed, and the smile that brightens even the toughest days ... Thank you for your endless dedication, your heart of gold, and the incredible impact you make every day. You truly make a difference!”

Central Illinois Market

Regina “Renee” Waddington

HSHS Good Shepherd Hospital, Shelbyville
Emergency Department

Renee was nominated for her dedication to truly seeing and caring for the person behind every patient, making her an extraordinary nurse.



The nominator shared a story which exemplifies Renee’s extraordinary compassion. “She was caring for a patient who had suffered a head injury that left a large laceration, with their hair and face covered in dried blood. While others might have focused only on the medical treatment, Renee went far beyond that. Without hesitation, Renee took it upon herself to gently and patiently wash and comb through the patient’s hair, removing every bit of dried blood. This was not a quick task — it required time, care, and a deep well of compassion. She spent a significant amount of time and effort so the patient wouldn’t have to face that difficult task herself.

“This simple but powerful act of kindness reflects Renee’s unwavering commitment to exceptional care. Renee’s compassion transforms ordinary moments into profound expressions of humanity. She reminds all of us why we chose this profession — to care not just for the body, but for the person within it. Renee’s nursing practice is a perfect balance of heart and skill.”

Southern Illinois Market

Adam Rinderer

HSHS St. Elizabeth's Hospital, O'Fallon
Illinois Regional Float Pool

Adam received the Spirit of HSHS Award for his taking steps to protect a patient who confided in him. The nomination read: "Adam was assigned an outpatient to prep in cath lab. This patient presented with many barriers. Adam was diligent at tackling them all and taking amazing care of his patient. The patient presented with a very unique situation that required assistance from case management. The patient disclosed that they were in an abusive relationship and did not want to return home after the procedure. The patient agreed to be seen by case management who arranged an overnight stay for placement the next day. This shows Adam's dedication to our Mission and our patients. As a procedural nurse, it is not often that we encounter situations that require the use of case management services, but Adam escalated his concerns to me quickly, and we were able to bring this to the attention of those who we knew could assist. Adam led the conversation with the significant other and got them on their way. Adam chose his words wisely and kindly while speaking to the significant other to ensure that the details of the situation remained confidential. I was very proud of how Adam handled this delicate situation with care and respect."



Wisconsin Market

Libby Beaulieu, Katie DeBroux, Kelsey Parker, Madi VanHandel and Jake Wellman

HSHS St. Mary's Hospital Medical Center, Green Bay
Telemetry and ICU

An ICU patient had one wish: make it out of the hospital to attend her granddaughter's wedding. Her care team provided exceptional treatment, trying to get her strong and healthy enough to attend, but the patient remained hospitalized as the date drew close.

On the day of the wedding, staff brought in a homemade wrist corsage, flower bouquet, non-alcoholic champagne and cupcakes that resembled a wedding cake for the patient.

During the wedding, staff arranged for the wedding to be live-streamed so the patient could watch her granddaughter get married in real time, and staff stayed with her to watch.

When her granddaughter was coming down the aisle, she stopped at the camera and said, "Hi, Nanna, I love you," and waved at her. The patient was able to say, "I love you," wave and smile back.

Sadly, in the following days, the patient began to decline, but her care team created a beautiful moment of love and joy as she transitioned to comfort care.





Hospital Sisters
HEALTH SYSTEM