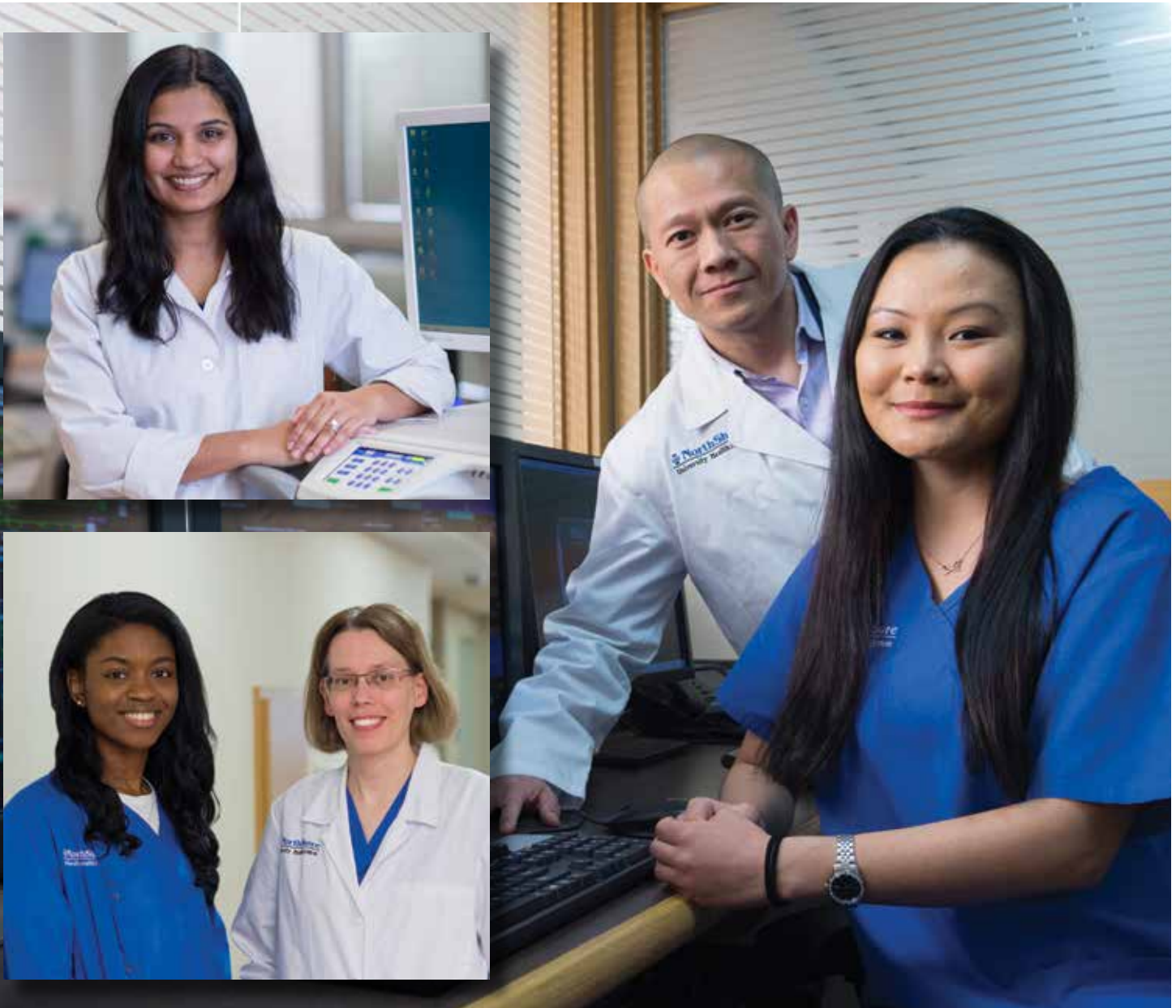


Leadership Drives Nursing Excellence

2016–17 Nursing Annual Report



Message from Chief Nursing Officer Mary Keegan



Nurses play an undeniably critical role in healthcare teams throughout our system in all different settings. They are key patient advocates and educators, and are crucial in maintaining safe and comfortable environments for our most vulnerable patients and their families.

At NorthShore, we recognize nurses' inherent value and we invest in our own. We understand the importance of recruiting talented and well-educated

people, and we provide ongoing support and opportunities for continued professional development for our exceptional nursing team.

Our scholarship program, supported by the Nursing STARS (**S**ay **T**hanks **A**nd **R**ecognize excellence), has helped so many earn formal degrees and further their career. The Nancy T. Semerdjian Nursing Excellence Fund supporting continuing education, professional certification and nursing research advances professional development and furthers NorthShore's commitment to excellence in nursing. We are truly grateful to the many donors and patients who generously support these vital funds that foster lifelong careers and evidence-based nursing.

When we welcome new nurses to our team, we know they have the benefit of being mentored by seasoned nurses with not only great clinical skills, but also tremendous passion and confidence in their abilities and devotion to the profession of nursing.

Our Shared Decision Making model facilitates the role of caregivers as innovators and creative contributors who foster and advance collaborative care teams. Nurses must be key players in the rapidly changing landscape of healthcare today, as we face more external pressures than ever before. At NorthShore, our nurses are rising to meet those challenges.

We remain proud of our Magnet recognition and redesignation. We are humbled by the many other awards and honors our nurses receive but are most proud of our nurses' commitment to making NorthShore the best place to work and receive care.

I will forever be a nurse at my core and grateful for the privilege of caring for people across the lifespan, both in times of great challenge and great joy. Nursing is a meaningful career that challenges and rewards you intellectually, emotionally and spiritually. I believe it is one of the hardest jobs in the world, but also wonderfully rewarding. I could not be more honored or proud to serve as Chief Nursing Officer of such an esteemed nursing staff.

Thank you to all our nurses for the expert and compassionate care they provide.

A handwritten signature in black ink that reads "Mary Keegan".

Mary Keegan, RN, MS
Chief Nursing Officer
NorthShore University HealthSystem

Message from Mark R. Neaman

President and Chief Executive Officer, NorthShore University HealthSystem



A note of thanks to the 2,600 nurses of NorthShore University HealthSystem for your extraordinary commitment to elevating nursing expertise and delivering healthcare for what's next to the patients and families we proudly serve.

NorthShore was the first health system in Illinois to achieve Magnet recognition in 2010, followed by becoming the first in the state to be redesignated in 2015. This well-deserved distinction is the result of a deep collaboration between our highly skilled, compassionate nursing team and our dedicated physicians and staff. It affirms what we have long known of the vital role our nursing professionals play in improved outcomes for patients.

Whether seeking more effective methods to deliver care or implementing innovative ways to integrate technology with the art of healing, NorthShore nurses are leading the way. We proudly recognize your role in creating the best practices for the future.

Congratulations to our NorthShore nurses for outstanding leadership and extraordinary support of our overall mission "to preserve and improve human life."

A handwritten signature in black ink that reads "Mark R. Neaman".

Mark R. Neaman
President and Chief Executive Officer
NorthShore University HealthSystem

Nursing Facts and Figures 2016–17

Nursing is the backbone of providing healthcare for what's next at NorthShore. Our longstanding tradition of excellence is supported by a legacy of talented, compassionate nurses who have always shown a true commitment to professional and empathetic care.



Meet the NorthShore Nursing Leadership Team

From left: Skokie Hospital Nursing Vice President Barbara Miller, Highland Park Hospital Nursing Vice President Janet Buckley, Chief Nursing Officer Mary Keegan, Evanston Hospital Nursing Vice President Nicole Fernandez, Glenbrook Hospital Nursing Vice President Maria Knecht, Vice President Perioperative Services Beverly Beine, and Assistant Vice President of Nursing Barbara Croak.

NorthShore Nursing by the Numbers

NorthShore employs approximately **2,600** nurses, and **76** percent have earned a bachelor's degree or higher through their studies.

Advanced Practice Nurses (APNs) are an integral part of our care delivery system. **200** APNs provide patient care throughout NorthShore in a wide variety of clinical specialty areas.

800 NorthShore nurses personify professionalism and have advanced their knowledge through professional certification in an area of specialty.

Within a fully integrated healthcare system like NorthShore, communication among nurses across multiple sites is critical. NorthShore's Hospital Nursing Councils and System Councils guide and facilitate shared decision making across the spectrum of nursing clinical practices. **225** nurses serve on these councils, which include the Clinical Practice Council, Professional Development and Education Council, Research Council, and Management and Operations Council.

Professional Opportunities

NorthShore provides our nurses with professional opportunities in a wide variety of practice settings, including:

- Administration
- Home Health
- Hospice
- Inpatient, Outpatient and Ambulatory
- Medical Informatics
- Quality and Continuity of Care
- Research
- School-Based Care

Shining STARs



Nursing STARs scholarship winners include (from left): Skokie Hospital Operating Room Staff Nurse Wilfredo Calica, Evanston Hospital Perioperative Educator Ronnie Riebman Bye and Evanston Hospital Operating Room Staff Nurse Matthew Del Barrio.

At NorthShore, we recognize that nurses are irreplaceable partners in delivering care. A donation to the Nursing STARs (**S**ay **T**hanks **A**nd **R**ecognize excellence) Program is a meaningful way to honor your favorite nurse while supporting the education and professional development of NorthShore nursing staff. STARs includes two funds:

The **Nursing Scholarship Fund**, established in 1990, has supported nearly 400 nurses pursuing college degrees with funds for essentials, including books, tuition, transportation and child care.

The **Nancy T. Semerdjian Nursing Excellence Fund** supports ongoing professional development, provides seed money for nursing research and helps make specialty certification programs possible. The fund is named in honor of NorthShore's retired Chief Nursing Officer who remains a passionate advocate for excellence and advancement in nursing. Learn how you can support Nursing STARs at foundation.northshore.org/nursing.



Nursing Consultant Luen Wu (left) and Staff Nurse Lobsang Dolma

Decisive Action in a Time of Crisis

It started with a technical glitch in the middle of the night, when the cardiac telemetry monitors at NorthShore Skokie Hospital failed repeatedly. Night shift Nursing Consultant Luen (Lu) Wu, RN, BSN, sprang into action immediately to avoid a potential compromise of patient safety and ease an incredibly stressful situation for his nursing co-workers.

Demonstrating quick thinking and strong leadership, Wu successfully guided his staff to a temporary fix by connecting each patient to room monitors to ensure that if critical alarms went off they would not be missed. The technical issue was permanently resolved soon after by an expert team from Health Information Technology.

“The staff nurses noticed the problem right away,” recalled Wu. “It all comes down to doing whatever we can to make sure our patients are safe.” Responsible for multiple floors at the hospital, Wu helped coordinate the interim solution with night shift nurses in each unit, whom he praised for coming together.

“We all have to work together to solve problems,” said Wu. “Teamwork is how we can best meet challenges.” Wu’s ability to stay calm and focused is particularly important on the night shift, which can be unpredictable with new challenges and dilemmas each evening.

“Lu is an extremely committed patient advocate and an advocate for staff, too. He never stands still and is always ‘on the go’ looking to see what else he can do to help,” noted Clinical Nurse Manager Vesna Nunez, RN, MSN. “He’s very creative in finding the right way to ensure the best outcomes. Lu has taken such ownership in this role.”

Nunez credits Wu with excellent communication skills, another key to his success in the demanding position. “He’s very resourceful, and if he doesn’t know the answer he’ll reach out to whoever he needs to. He’s adept at connecting with physicians, nurses and the entire care team, all with the ultimate goal of patient safety and satisfaction.”

Wu, who started as a pharmacy technician at NorthShore 21 years ago, earned his BSN in 2014 and is now working toward his master’s in nursing. “There’s a lot of opportunity for learning and advancement at NorthShore, and nursing has opened so many doors for me,” said Wu, who has served as Co-Chair of the Skokie Hospital Nursing Council.

He also credits Chief Nursing Officer Mary Keegan—who previously served as Skokie Hospital’s Vice President of Nursing—for listening to the concerns of the staff. “Mary is always open to our opinions. It feels like everybody is connected all the way from the top down.”

Mentored for Success

Harathi Srivastava, BSN, RN-BC, thrives in a busy, challenging environment helping others. That is precisely why her role as Clinical Coordinator of NorthShore Highland Park Hospital's combined pediatric and adult unit is a perfect fit.

"I love working at NorthShore. The teamwork is second to none, especially on our unit," said Srivastava, who has steadfastly pursued continuing education and advancement opportunities since beginning her career as a patient care technician at Glenbrook Hospital in 2009. After earning her Bachelor of Science degree in nursing, she recently completed her master's in nursing.

For her Master's Capstone project, Srivastava shadowed Glenbrook Hospital Nursing Vice President Maria Knecht, RN, MSN, NE-BC, who provided Srivastava with hands-on exposure to nursing leadership.

"Harathi is amazing," said Knecht. "She's very smart, analytical and asks the right questions. She's focused on patient loyalty and full of energy, which is infectious. As leaders, we owe it to the people we want to see rise up the ranks to give them our time and energy."

"My goal is to keep learning, always," added Srivastava, who was recently selected to be a Diversity and Inclusion

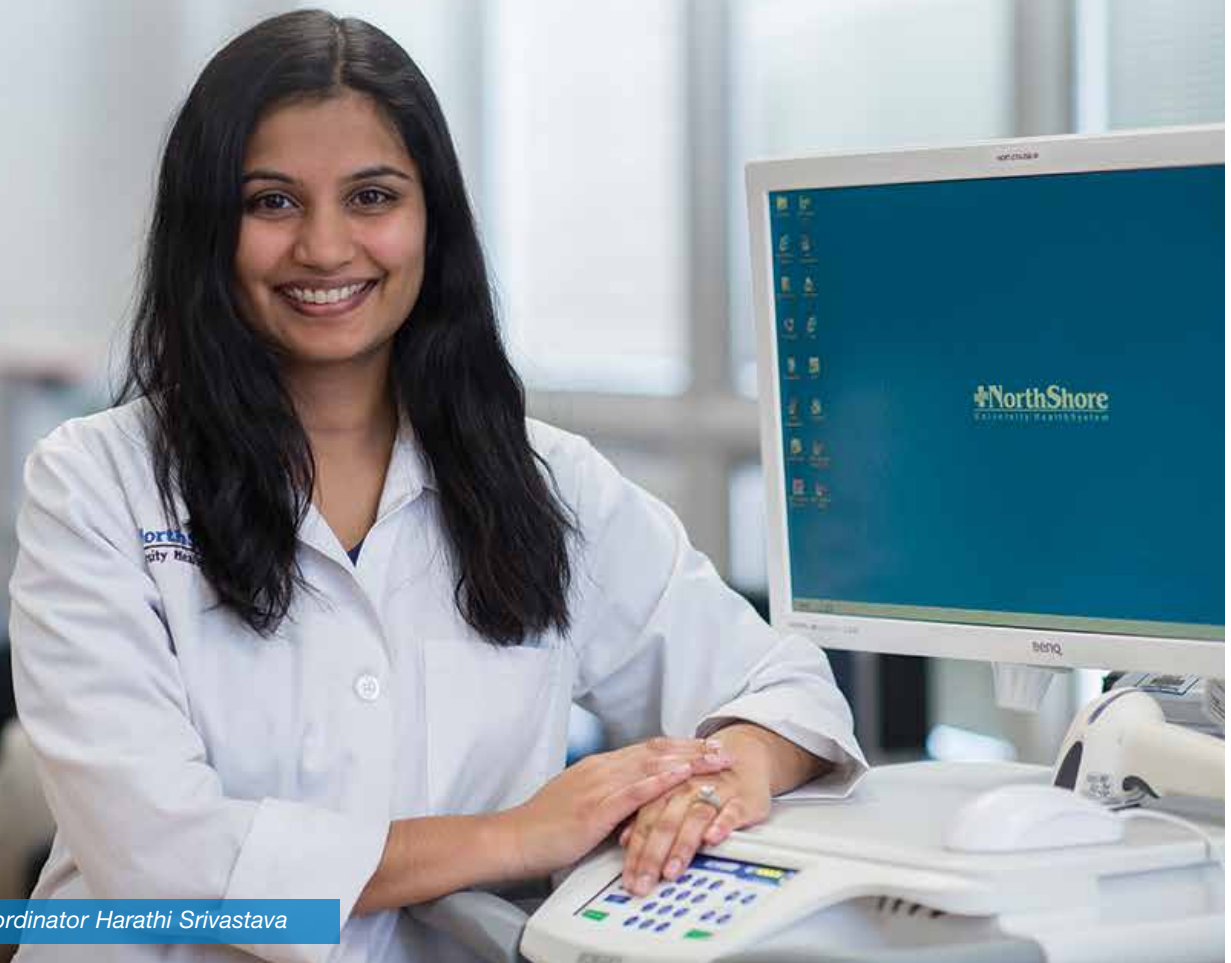
Workshop Faculty Trainer at NorthShore. "Working with Maria has been so eye-opening, and she's been a very helpful and engaged mentor."

"I believe there are very few barriers to success at NorthShore, and that's what I tell all newly hired staff," she added.

Srivastava admits that she was initially a bit surprised by the depth of responsibilities when she moved into the clinical coordinator role in 2012. But with guidance and support from her manager, she developed the required skills for her new role.

"I keep my finger on the pulse of the unit and am aware of every patient," she said. "I've worked to get to know each individual nurse on the team and their strengths and learning needs, and what I can do to help them on any given day."

Srivastava's Clinical Nurse Manager Ancy Kalayil, RN, BSN, NE-BC, praised her as a team player. "Harathi understands the organizational goals, mission and expectations, and she wants to make sure that it happens on our floor. She realizes the importance of her role, responds well to coaching, and has the drive to improve both personally and professionally."



Nursing Clinical Coordinator Harathi Srivastava

Structural Empowerment



EDAP team members include (from left): Dr. Daria Pachovsky, Staff Nurse Kathy Semisch and Quality Manager Rachelle Lurvey Eifert.

Collaborative Nurse-Physician Team Advances Pediatric Care

All four NorthShore Hospital Emergency Departments are recognized by the Illinois Department of Public Health with a special designation to treat the youngest of patients. It is called Emergency Department Approved for Pediatrics (EDAP), a distinction that meets exacting requirements for comprehensive pediatric emergency treatment. NorthShore nurses play a critical role in maintaining this vital level of care.

“Nurses are the engine of the whole process,” said Daria Pachovsky, MD, one of the emergency medicine physician champions for EDAP. “Their attention to detail and follow-through has been exemplary. We couldn’t do this without them.”

“Nurses have a bird’s-eye view of care delivery, and EDAP ensures that pediatric emergency care is comprehensive and continues to address any issues that may arise,” explained Quality Manager Rachelle Lurvey Eifert, RN, BSN, a member of the EDAP team.

The team’s work is highly collaborative between physicians and nurses including Kathy Semisch, RN, Evanston Hospital; Cheryl Goodwin, RN, Glenbrook Hospital; Mary Bridget Joyce, RN, Skokie Hospital; and Deb Mansfield, RN, and Cheryl Vinikoor, RN, of Highland Park Hospital.

Working collaboratively with Lurvey Eifert, EDAP nurses coordinate and collect data for particular pediatric emergency issues such as head injury, abdominal pain and evaluation of child abuse. The data is then analyzed and used to develop an action plan for future cases.

“It’s so important to understand that children are not little adults, and their care has to be tailored appropriately,” noted Semisch. “This is all about better outcomes for children. We review charts, discuss outcomes and take the information back to the staff. Together, we’ve improved our practices.”

“This is a great way for nurses to take a leadership role in bringing positive change in outcomes, while staying active in their role as a bedside nurse,” said Lurvey Eifert. “It’s truly a model of how staff nurses lead multidisciplinary teams to accomplish beneficial actions for patients.”

“Nurses always are key to patient care,” added Dr. Pachovsky. “In a project like this, they’re also involved in making sure we’re doing the right things and keeping our patients safe.”

“We’re proud of the great job we’re doing in taking care of children in our Emergency Department,” added Semisch. “With the additional knowledge gained through EDAP, we can do even more to keep our kids healthy.”

Rising to the Top of Her Game

A recipient of the 2016 Illinois Pinnacle Award for Nursing Leadership, Sandy Alexander, RN, BSN, ONC, earned this prestigious honor just one year after becoming a nurse manager at NorthShore Glenbrook Hospital.

Recognized for her leadership in the opening of an additional new surgical flex unit, Alexander proved to be a successful change agent. She gained her team's full commitment to deliver the best-possible patient experience, and her unit also earned the highest patient loyalty scores across the NorthShore system.

Always having a positive attitude, communicating clearly with her staff and being incredibly flexible have been critical to her success, relayed Alexander. "I do have a high-performing staff. I hire for the 'A' team, and I expect a lot of them. Our unit really does have a 'can-do' attitude, and everybody pitches in."

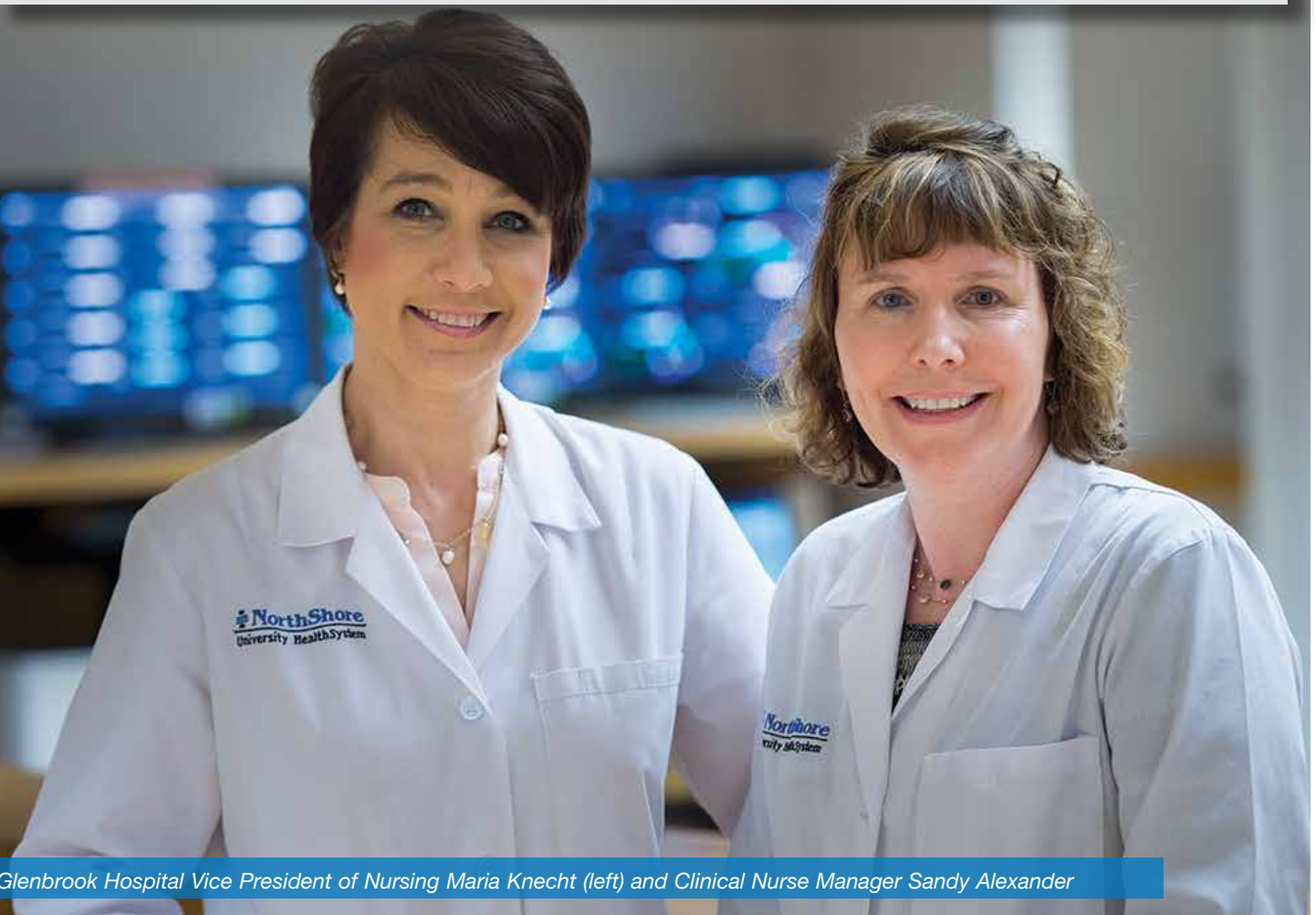
Alexander has been with NorthShore and Glenbrook Hospital for 24 years, progressing from a staff nurse to clinical coordinator. In June 2015, she was promoted to nurse manager. Despite a long commute from her Kenosha, Wisconsin, home, Alexander has no desire to work closer to home. "My standards are so high, I'd be disappointed if I worked somewhere other than NorthShore," she said.

Encouraged to become a manager, Alexander recalled feeling initially conflicted as she truly loves providing bedside clinical care. "Then, I realized I could be a voice for the staff," she said. "I always promote education on the unit and enjoy mentoring the newer nurses and make sure to get them involved."

"Teamwork is a fundamental value for Sandy, and that's clearly a key driver for patient loyalty," said Glenbrook Hospital Nursing Vice President Maria Knecht, RN, MSN, NE-BC. "But equally important, Sandy values everyone individually on her team, and she's very good at making each colleague feel valued and special."

"What Sandy has done with her two units is reflective of a true leader," added Knecht. "As healthcare continues to change, we all have to be nimble and creative in looking for solutions, and that demands real leadership skills. There's never a time when Sandy and her team are negative. They respond to changes in the right way, without sacrificing quality or patient care and safety."

Alexander is grateful for the many mentors she has had along the way and the support and educational opportunities provided to her as a new manager. "NorthShore gave me the foundation to become a nurse leader."



Glenbrook Hospital Vice President of Nursing Maria Knecht (left) and Clinical Nurse Manager Sandy Alexander



Staff Nurse Abiola Amure (left) and Nursing Clinical Coordinator Ruth Jordan

Teamwork Builds Better Communication

As a Skokie Hospital nurse for 20 years, Clinical Coordinator Ruth Jordan, RN-BC, BSN, has an important message for young nurses just starting their careers: “Yes, it’s a very challenging job, but it’s also an exceptionally rewarding career.”

“People trust nurses, and it’s a wonderful place to be, touching lives every day and being a positive influence on their health,” she added.

Jordan’s dedication to patient care and safety is evidenced by her involvement in the Med-Surg Handoff initiative—a new procedure she helped create at NorthShore to better communicate patient updates during nursing shift changes in the medical-surgical unit.

“It’s been a bit of a culture change as each nurse has his or her own way of giving a report. But our goal is standardization, which ultimately improves patient safety,” she said. Representatives from all four NorthShore Hospitals are involved in the ongoing committee work.

Evanston Hospital Staff Nurse Abiola Amure, RN, plays an important role in the handoff initiative, providing all-important feedback from the bedside nurse perspective. “I feel they valued my opinion and respected what I had to say,” Amure

said. “I enjoy collaborating, and I’m happy that my manager asked me to serve in this role.”

Making the best use of Epic—NorthShore’s pioneering Electronic Medical Record (EMR) system—and improving the handoff tool has led to both improved patient safety and more efficiency for nurses. “It’s great that we have so many resources in place to help us do a better job,” added Amure, who has been with NorthShore since 2010 and recently became a nurse practitioner.

“Nurses like having the handoff tool, and we’ve been able to empower each other with this process,” explained Jordan. “Nursing leadership here is very supportive of the bedside nurse and knows what a challenging role they have.”

“It’s wonderful to see staff nurses embrace opportunities for shared decision making that can have such a positive impact on their practice,” noted Skokie Hospital Vice President of Nursing Barb Miller, RN, MS, NE-BC. “Ruth and Abiola brought so much passion to this initiative and led the change to make sure we had a solid process in place to ensure our patients’ safety.”

“I hope to stay with NorthShore as I advance my career,” remarked Amure. “The patient is always the priority here, and we want the overall patient experience to be as positive as it can be.”

Leadership in Cultivating Patient Engagement

Engaging patients in their own care was the goal and successful outcome of the “MyChart Bedside” initiative, which was initially launched at the Women’s Hospital at Evanston Hospital and the Labor and Delivery Unit at Highland Park Hospital.

Clinical Nurse Manager Anita Little, RN, BSN, MHA, who brings more than 30 years of experience, and Staff Nurse Katie Moyer, RN, BSN, who joined Evanston Hospital in 2014, helped lead the effort and the shared mission to enable patients to be more involved in their own care.

This engagement is particularly important for long-term patients, like those on bed rest or hospitalized with other pregnancy complications. MyChart Bedside is a tablet-based application that allows patients to access parts of their medical chart while an inpatient.

During the pilot phase in 2015, patients were presented with a tablet for use during their stay. As the initiative has rolled out across all four NorthShore Hospitals, patients are now able to bring their own tablets from home.

Moyer, a “Super User” or champion for the bedside initiative, helped train staff on tablet operations and served as a resource for her team.

“A lot of our patients want to be in charge of their care as much as possible, Moyer explained, “and they really like to be able to see their lab results and vitals through this app.” MyChart Bedside also includes a variety of educational materials for patients.

While the tablets did not alter the hourly rounding or personal attention from nurses, it did bring a new way for patients to communicate with their care team on non-urgent matters, noted Little. The tablets helped forge even stronger connections on the care team. “We got our patient care technicians (PCTs) involved, too,” she added. “They took it on with a passion, helping to identify patients who wanted to use the bedside tablet app.”

“We discuss the plan for the day every day with our patients. They want to know and be involved in their care as much as possible, and with MyChart they can learn more, see more and be more engaged. It’s a win-win for all of us,” said Little.



Staff Nurse Katie Moyer (left) and Clinical Nurse Manager Anita Little

Exemplary Professional Practice



Nurse Practitioner Barb Guido (left) and patient Laura Ciezadlo

Expanding Opportunities for Professional Growth

Barb Guido, MS, APN, CNP, has enjoyed a rich and rewarding nursing career at NorthShore that began in 1980 when she was fresh out of college. Throughout her 37-year tenure, Guido has had the opportunity to explore many different disciplines within nursing before taking on her current role as coordinator of NorthShore's innovative High-Risk Breast Program.

Guido, an Advanced Practice Nurse/Nurse Practitioner with NorthShore Medical Group, helped Breast Surgical Program Director Katharine Yao, MD, develop the high-risk program three years ago. Guido continues to serve as an important caregiver, educator, advocate and so much more for her patients.

"We couldn't have done it without her," said Dr. Yao. "Barb is a wonderful clinician, and her wealth of experience is very valuable within the NorthShore system."

Guido took it upon herself to learn as much as she could about genetics, working with NorthShore's Center for Medical Genetics and taking many online classes. She also became a certified breast care nurse. "It's always been important for me to continue to learn, and it's been fun and exciting to learn a new clinical area," said Guido, who emphasizes evidence-based practice.

"Her ability to take on this role and learn a whole new discipline was amazing," said Dr. Yao. "She continues to grow our high-risk program above and beyond what I ever thought it could be."

"This is a great role," noted Guido. "I'm in the clinic five days a week, and the physicians really allow me to practice at the highest level of my capabilities. I also try to get to know each patient as an individual person. Our goal is to empower women to know more about breast health so they can be proactive."

Patients are among Guido's biggest fans. Laura Ciezadlo has a rare genetic mutation that puts her at risk for breast and other cancers. She has been a patient of Dr. Yao and the high-risk program since it was in the planning stages.

"Barb adds such great value," said Ciezadlo. "It's so much more than just clinical skill when you're managing these risk issues. There's an emotional component, too. The personal connection I've made with Barb has been invaluable to me."

"I've always loved being a nurse and really enjoy being an APN," added Guido. "It's so important for nurses to have these leadership roles. I've been very fortunate to have supportive managers at NorthShore, where systemwide nursing is valued."

Effective Communication Boosts Patient Safety

In 29 years of nursing at Glenbrook Hospital, Clinical Coordinator Judy Reynolds, RN, BSN, has learned that communication is key. “Good communication is number one in taking care of our patients and in helping our co-workers,” said Reynolds. That premise is at the heart of the hospital’s daily perioperative huddles.

The gathering brings together nursing clinical coordinators from the Ambulatory Surgery Unit (ASU), the Operating Room (OR) and the Post Anesthesia Care Unit (PACU). Reynolds, who represents the ASU, meets every afternoon with Michael Cano, RN, BSN, CNOR, of the OR and Joni Lund, RN, BSN, MEd, CEN, of PACU to talk about the next day’s procedures, address any potential concerns and discuss patients with special needs or scheduling changes.

Using a 10-point checklist, the daily huddle encourages collaborative practices by improving daily communication both in and out of the formal meeting. “It’s really taken our process up a notch,” noted Rose Boushek, RN, BSN, MEd, Director, Perioperative Services.

“They’re a very cohesive group,” added Boushek. “Since the daily huddles were instituted, we’ve actually seen increased on-time starts and a reduction in the number of preoperative consent discrepancies.”

Patient safety is the key driver behind this face-to-face communication at Glenbrook Hospital and all of NorthShore’s daily huddles now occurring at every hospital, explained Boushek. Any potential issue—from a patient who needs an interpreter to someone suffering with dementia—can be dealt with more carefully and efficiently when each unit knows ahead of time what to expect.

“We really value how well we care for our patients, and the huddle gives us critical preparation time to meet whatever challenges may arise,” said Reynolds. “This enhanced communication ultimately helps the patient because we’re solving problems before they even happen,” said Reynolds.

Promoting a culture of safety is the goal of systemwide daily huddles that bring together leadership from all departments. These larger huddles, like the perioperative huddle, also foster relationship building.

“We actually enjoy the huddle and getting to know each other a little better,” emphasized Reynolds. “We’re all in high-stress jobs, and it’s rewarding to be able to share with other colleagues who completely understand the challenges you face every day.”



Glenbrook Hospital’s perioperative huddle includes Nursing Clinical Coordinators (from left) Judy Reynolds, Michael Cano and Joni Lund.

Caring Expertise at Life's Most Difficult Moments

Nurses know that pain and suffering occur at all times of the day and night. Hospice nurses are especially in tune with the immediacy needed to respond to a family with a dying loved one.

When Linda Pedian's 90-year-old father was referred to NorthShore Hospice, it was late in the day just before Christmas and his condition was deteriorating rapidly. Nurses Tony Cordero, RN, BSN, and Mico Tepora, RN, BSN, worked quickly and collaboratively, caring for the family as a whole and allowing patriarch Vahan Pedian to die peacefully in his home with his wife of 68 years at his side.

"With the help of these hospice nurses, my dad was able to achieve the best possible passing from this life to his place with all the good angels," remarked Pedian. "Even though he passed away on the eve of one of the biggest holidays and on a weekend, NorthShore Hospice responded within an hour and completed all the professional steps required. Their care enabled our family to gather around my dad just before saying our goodbyes, as he left his home of 46 years," she added.

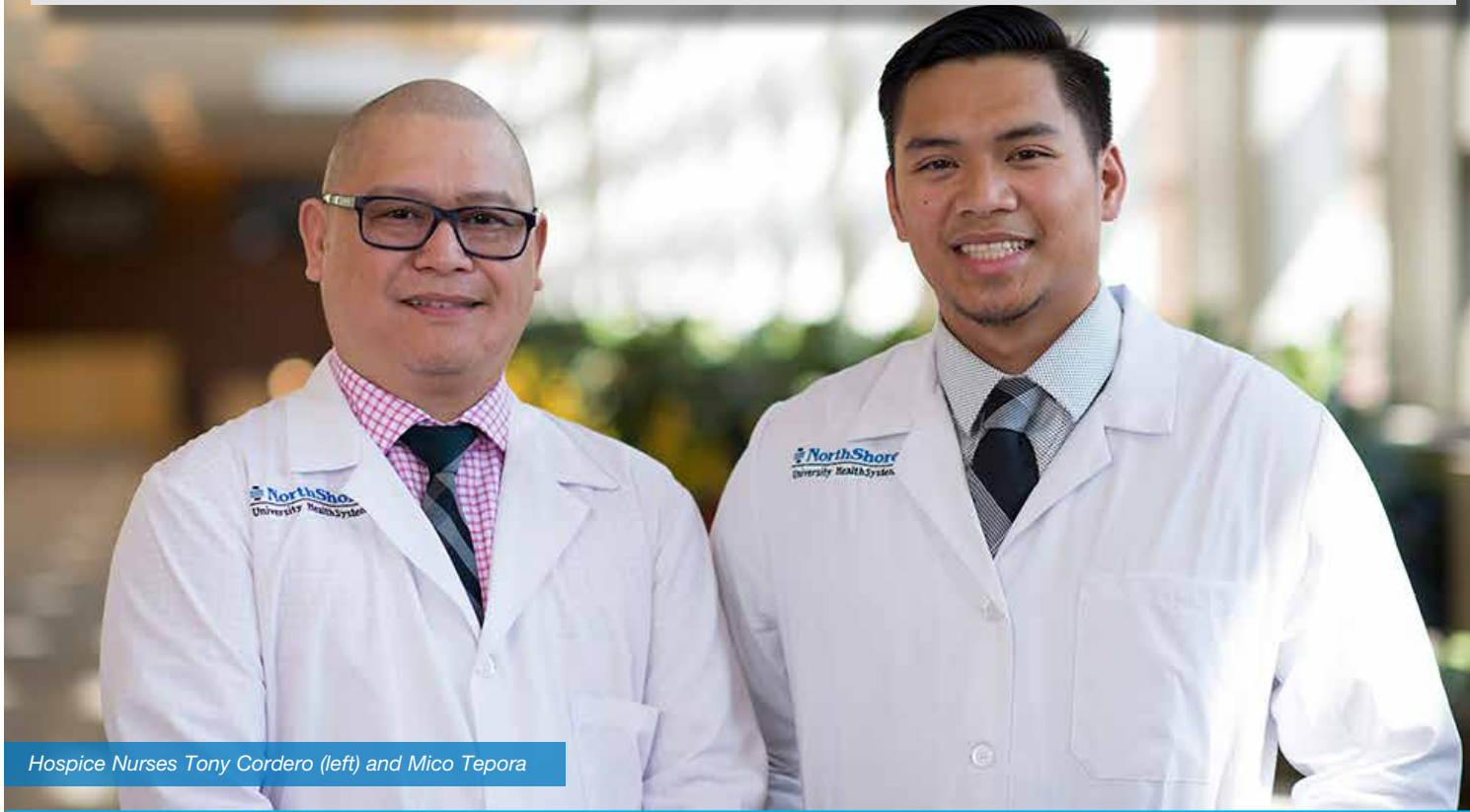
Cordero decided to become a hospice nurse after taking care of his own mother who died of Alzheimer's disease. "Every death is different, and every patient is different," noted Cordero.

"But our job always is to assist the family and assure them that we're doing everything we can to make their loved one comfortable."

"Families look to you for guidance in a part of life that's really a mystery," said Tepora. "It's an honor to be there, meeting people who have lived long, beautiful lives. We know that we'll be one of the last people who can help them get through a very tough time. It's like running a long, challenging race and we help carry them to the finish line."

Both Cordero and Tepora credit NorthShore and the hospice team for providing critical support for nurses like them who work in the field. "They really listen to us and our suggestions. They give us room to talk about ways to improve care for our patients and—at the same time—support each other," said Tepora.

Pedian feels so strongly about the value of hospice, she hopes to help others introduce the idea of hospice care earlier in their loved one's journey. "Families are not alone because of hospice nurses," said Pedian. "I think a beautiful death is as important as a beautiful life."



Hospice Nurses Tony Cordero (left) and Mico Tepora