A Great Year at CHI Memorial!

It’s been another great year for CHI Memorial nursing as we focus on providing safe and reliable care for all patients. As part of our mission, CHI Memorial partners with patients, families, physicians and staff to provide quality care. Within this publication, you will see evidence of innovation and excellence in all we do.

As we pursue a Magnet® recognition in nursing, we consistently raise expectations and strive to outperform the benchmarks for specific quality indicators. As you can see, we have met our goals in many areas as we continue to improve in others. On this journey we will work together to provide the highest quality of care possible—all in a faith-based healing environment.

It’s also important that we celebrate the personal and professional growth of our nurses, with an increasing number of nurses attaining degrees and certifications, incorporating evidence-based practice and pursuing exciting new research. These opportunities support and build upon the quality of care we provide to patients.

Thank you to all caregivers who provide quality, compassionate care each and every day. Nursing is a very rewarding profession with many opportunities, and CHI Memorial is poised to grow and prosper on our journey toward excellence in nursing. We thank each of you, our nurses, for your passion and commitment excellence, which makes all of this possible.

Sincerely,

Danine Watson

Danine Watson, MSN, RN
Interim Chief Nursing Officer
Vice President Patient Care Services

CHI Memorial’s Mission:
The mission of CHI Memorial and Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.

Nursing Vision
Professional nursing at CHI Memorial is exemplified by the following characteristics:
• Passionate Professionals
• Compassionate Caregivers
• Excellence in a Faith-Based Healing Environment
Transformational Leadership

Through their clinical knowledge, influence and vision, nurse leaders use creative energy to solve problems and develop innovative ideas. At CHI Memorial, the Chief Nurse Executive maintains responsibility for professional nursing practice throughout the organization. These areas are represented in our nursing leadership teams including acute care, outpatient, surgery, radiology, and quality.

Meet CHI Memorial’s Nursing Leadership Team

Danine Watson, MSN, RN, Interim Chief Nursing Officer, Vice President Patient Care Services

Diona Brown, BSN, MSHSA, RN, NE-C, Service Line Administrator – Cardiovascular

Lisa Fitzsimmons, BSN, RN, MSHSA, CNOR, Service Line Administrator – Surgical Services

Sherry Fusco, BSN, MSHSA, RN, CNOR Service Line Administrator – Orthopedic Services

Sue Mathew, BSN, RN, NE-BC, Patient Care Director of Cardiac Division

Mary Long, BSN, RN, NE-BC, Patient Care Director of Throughput

Rhonda Poulson, BSN, MBA, RN, CCRN, Patient Care Director of Critical Care and Emergency Department

Petra Green, BSN, RN, NEBC, Patient Care Director of Surgical Division

Elvie Smith, BSN, RN, NE-BC Patient Care Director

Anna Greene, BSN, RN, CNOR, Director of Operations and Orthopedics

Teresa Denham, BSN, RN, CPAN Director of Pre-Operative Services

Anna Greene, BSN, RN, CNOR, Director of Operations and Orthopedics

Teresa Denham, BSN, RN, CPAN Director of Pre-Operative Services

Kristin Powell, BSN, RN-BC, Director of Nursing Professional Practice and Magnet Program Director
Nursing Strategy – People at the Center

Within CHI Memorial and Catholic Health Initiatives, nursing services is the largest professional discipline of our workforce. Through partnership with the entire interdisciplinary patient care team, nursing promotes clinical excellence that is vital to our healing ministry.

Although little understood, the personal bonds forged with patients and families hold healing power. Establishing these links is essential to mobilizing individuals to seek out ways to improve their own health.

The nursing discipline integrates this philosophy into all we do. Our core values of reverence, integrity, compassion and excellence are demonstrated in our healing ministry – purposefully designed to serve with a patient-centered focus.

Nurses from Japan toured CHI Memorial in partnership with Southern Adventist University’s nursing program that allows nurses from other countries to learn more about nursing care in the United States.
FY2014 Nursing Strategic Plan

The nursing strategic plan emphasizes four categories:

**People –**
Communication is transparent, timely and structured for optimal patient care outcomes, team work and professional collaborative relationship

Promote clinical excellence by encouraging and supporting advanced nursing education, continuing education and professional certification

Recognize nurses as leaders – creating opportunities for leadership development, decision-making and participation

**Stewardship/growth –**
Achieve productivity goals while consistently achieving staff targets for number and skill level of competent nursing care providers

Improve efficiencies and productivity management through LEAN projects and initiatives

**Community –**
Embrace the CHI Memorial ministry to extend the healing ministry of Christ by utilizing our knowledge, skill and compassion as we create healthier communities

**Quality –**
Use unit level dashboards to enable and promote process improvement and the advancement of nursing practice

Incorporate evidence-based practice into nursing guidelines and protocols

Create and promote a culture of patient safety

Leverage technology with NPPC (Nurse Professional Practice Council) involvement to provide an environment of safety

Outperform national benchmarks (NDNQI) for nursing sensitive quality indicators

Meet and exceed the expectations of the patients and families we serve

Contribute to the body of nursing knowledge through research and use those findings in nursing practice

The Clinical Informatics Team (from left to right) Louann Whitman, Michele Denham, Matt Bridgeman, Veronica Raper, Kristie Miller, and Lee Dobbs.
Because of the great work with Lean Initiatives and Great Partnerships to ensure we are hiring the brightest and the most talented nurses, CHI Memorial stands out as the preferred hospital of choice in the Chattanooga market.

New Knowledge, Innovations and Improvements

_Nurses integrate existing evidence into practice, discover new information, and contribute to the science of nursing through innovation and research._

CHI Memorial provides education and guidance to mentor nurses in conducting research as well as identifying best practices within the health system to enhance clinical practice and improve current processes. The council evaluates research models that enhance the nursing research process.

The nursing research council works collaboratively with the CHI Memorial Research Committee and the Institutional Review Board (IRB) to identify and endorse research opportunities and assist staff on their journey to conduct projects.

(continued on next page)
### Nursing Research Studies

In FY2014, four research studies were completed, seven new studies were initiated and six remain in process.

<table>
<thead>
<tr>
<th>Research Study</th>
<th>Principal Investigators</th>
<th>Role(s) of organization’s Nurse(s) in the Study</th>
<th>Study Types Check all that apply</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Knowledge of Research and Evidence-Based Practice at a Community Hospital.</td>
<td>Brooke Kelly, BSN, RN, CMRSRN; Angie McHann, BSN, RN, CGRN; Kim Shank, BSN, RN, OCN; Miss Hina, MD; John Dan Stanley, MD</td>
<td>Nurse Manager; Nurse Educator; Nurse Navigator; Fellow; Surgeon;</td>
<td>☑️ ☑️</td>
<td>Complete 11/17/2014</td>
</tr>
<tr>
<td>Implementation of Motivational Interviewing Methodologies with Primary Care Providers for Patient Education.</td>
<td>Candace Bishop, MSN, FNP-BC</td>
<td>Nurse Practitioner</td>
<td>☑️ ☑️</td>
<td>Complete 12/10/2012</td>
</tr>
<tr>
<td>Outpatient Chest Tube Management Following Thoracic Resection Improves Patient Length of Stay and Satisfaction without Compromising Outcomes.</td>
<td>Jeremy Smith, MSN, RN Megan Fuller, MSN, RN</td>
<td>Nurse Nurse</td>
<td>☑️ ☑️</td>
<td>Complete 2/11/2014</td>
</tr>
<tr>
<td>The National Database of Nursing Quality Indicators RN Survey.</td>
<td>Scott Madaris, BSN, RN, MSHSA, NE-BC</td>
<td>Director of Education</td>
<td>☑️ ☑️</td>
<td>Complete 12/21/2012</td>
</tr>
<tr>
<td>The Impact of Behavioral Interventions on Hand Hygiene.</td>
<td>Kelli Hand, MSN, RN Gwen Davis, BA, RN, CIC</td>
<td>UTC professor Director of Infection Prevention</td>
<td>☑️ ☑️</td>
<td>Complete 8/31/2014</td>
</tr>
<tr>
<td>Nursing Pre-Certification Study.</td>
<td>Kristin Powell, BSN, RN, BE-BC Scott Madaris, BSN, RN, MSHA, NE-BC</td>
<td>Nurse Educator Director of Education</td>
<td>☑️ ☑️</td>
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<td>Director of Education</td>
<td>☑️ ☑️</td>
<td>Complete 12/31/2013</td>
</tr>
<tr>
<td>Where Do Older Nurses GO? Retention Strategies to Delay Retirement.</td>
<td>Connie Uffalussy, MSN, RN, CCRN, PCCH, RRT Jenny Holcombe, PH.D; Lee Carter, BSN, RN, CMSRN</td>
<td>Nurse; Nursing Professor; Nurse Educator;</td>
<td>☑️ ☑️</td>
<td>Complete 2/17/2014</td>
</tr>
<tr>
<td>Increasing Patient Safety and Satisfaction by Changing the Nursing Assistant Staffing Pattern. EX 13.08.01</td>
<td>Nancy Shiles, MSN, RN-BC Petra Green, BSN, RN, NE-BC; Erin McGraw, RN</td>
<td>Nurse Educator; Nurse Manager; Nurse</td>
<td>☑️ ☑️</td>
<td>Active</td>
</tr>
<tr>
<td>The Impact of Simulation on Self-Efficacy in a Nurse Residency Program.</td>
<td>Tamara (Rena) Grayson, MSN, RN, NE-BC</td>
<td>Nurse Educator</td>
<td>☑️ ☑️</td>
<td>Active</td>
</tr>
<tr>
<td>A Prospective Study to Evaluate Patient Activity Compliance and Its Effects on Postoperative Outcomes of Surgical Lung Resection Patients.</td>
<td>Ashley Miller, BSN, RN, CNOR</td>
<td>Nurse</td>
<td>☑️</td>
<td>Active</td>
</tr>
<tr>
<td>Using SBAR (Situation-Background-Assessment-Recommendations) for Nurse to Physician Communication.</td>
<td>Karen Frank, BSN, RN, MSHA</td>
<td>Patient Safety Officer</td>
<td>☑️ ☑️</td>
<td>Active</td>
</tr>
<tr>
<td>Improving HCAHPS Scores for First Time Meds.</td>
<td>Pam Wells, MHA, BSN, RN, IBCLC; Karen Frank, BSN, RN, MSHA</td>
<td>Nurse; Patient Safety Officer</td>
<td>☑️ ☑️</td>
<td>Active</td>
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Structural Empowerment
Nurses throughout CHI Memorial are involved in shared governance structures and processes that establish standards of practice and address issues of concern. The flow of information and decision-making is a collaboration of nurses at the bedside, nursing leaders, and the chief nurse executive. The nurse professional practice council is one of the shared governance councils in our model providing feedback, guidance and support for practices impacted within the scope of nursing.

CHI Memorial provides these opportunities for nurses to work autonomously, be involved in the decisions that affect their practice through these councils:

- Professional Nurse Practice Council
- Nursing Quality Council
- Unit/Division Based Leadership Councils
- Clinical Operations Council
- Nursing Peer Review Council
- Patient and Clinical Education Councils
- Professional Development & Recognition Council
- Nursing Sensitive Indicator Councils
Recognizing Amazing Work

The DAISY Award – The DAISY Award For Extraordinary Nurses recognizes those who demonstrate compassionate care. CHI Memorial partners with The DAISY Foundation to honor nurses for the extraordinary work they do for patients and families every day.

The DAISY (Diseases Attacking the Immune System) Foundation was formed by the family of J. Patrick Barnes who died at age 33 of complications of Idiopathic Thrombocytopenic Purpura (ITP). The DAISY Award For Extraordinary Nurses recognizes the super-human work nurses do every day all over the country.

The American Nurses Credentialing Center recognizes The DAISY Award for all Magnet® organizations and those on the journey to Magnet. An extraordinary, compassionate nurse is selected each month by the Nurse Professional Development and Recognition Council.

DAISY Award Winners: FY2014

Kim Delaney, RN – 500 South
Marie Waldon, RN – 200 South
Ronald May, RN – Unit 3 Hixson
Susan Linder, RN – 400 East
Ginger Crawford, RN
Kelli Silvers, RN – Intermediate Care Unit
Kelly Suits, RN
Kris Knox, RN – Unit 2 Hixson
Tonya Burke, RN – CRT
Lora Moss, BSN, RN – Operating Room
Isaac Mitchell, RN – Critical Care Unit
Marly Womack, RN – Emergency Department
Anthony Goins, RN – 400 South
DAISY Team Award – Medical Intensive Care Unit

Marie Waldon, 200 south nurse manager, received the Daisy award nomination from her coworker, Bill Wade. After going through a difficult time, he shared his circumstances with Marie who immediately stepped in to help. In his nomination, Bill shared this praise: “In all my years of nursing, I have never worked for a more caring, compassionate, fair and honest manager. Marie Waldon is a GREAT boss and an even better friend.”
2014 CHI Memorial System Nurse of Excellence

System Nurse of Excellence
Joshua Carithers, BSN, RN, BC

CHI Memorial’s System Nurse of Excellence is selected from the nurse of excellence unit award winners each year during National Nurses Week. Joshua Carithers of Unit 2 at CHI Memorial Hixson was named the 2014 CHI Memorial System Nurse of Excellence. An advocate for education, he has a true passion for teaching both patients and peers. He served as preceptor and has achieved level IV on CHI Memorial’s Nursing Professional Career Ladder. As the Unit Foley Champion, Josh conducted monthly audits and assisted with implementation, education and monitoring of the nurse-driven Foley removal protocol. Josh consistently worked to provide excellent patient care and improve nursing care at CHI Memorial.

“…the intent of my work is to encourage nurses to collect their own exemplars (stories) and to pursue the lines of inquiry and research questions raised by their own clinical knowledge. This work represents new ways to view nursing practice so that we do not continue to limit the description of such practice to a simplified, linear, problem-solving process.”

– Patricia Benner
Nursing Professional Career Ladder

Providing safe and reliable care for patients with qualified, competent staff is a priority of Memorial leaders. Support and guidance from our nursing education team is imperative in making clinical decisions that impact the direction of clinical practice and patient outcomes.

CHI Memorial’s Nursing Professional Career Ladder recognizes the professional growth and advancement of nurses in the following areas:

<table>
<thead>
<tr>
<th>Professional Development</th>
<th>Leadership</th>
<th>Community Service</th>
<th>Competency</th>
<th>Mentoring</th>
</tr>
</thead>
</table>

This past year, the nursing professional development and retention council assisted in modifying the nursing career ladder to a nursing professional advancement program. Within this program, nurses at all levels are allowed to participate and develop a “path” toward professional growth. These paths include clinical, leadership and education.

Participants also develop a professional portfolio that helps nurses reflect on their practice, keep track of developmental opportunities, and describe leadership and project management opportunities.

This advancement program incorporates a “Novice to Expert” framework that provides five distinct levels: novice, advanced beginner, competent, proficient and expert.

Nurses apply for the ladder and are promoted progressively based on criteria, experience in nursing, and professional development and higher-level criteria.

In FY2014, Memorial had 361 nurses pursuing the nursing ladder.

Nursing by the Numbers

Professional Development Percentages by Area
Annual goals and targets are analyzed by the Professional Development and Recognition Council. Below is a summary of Memorial’s progress:

*It is noted that by 2020, 80 percent of all nursing staff need to have BSN to meet the Institute of Medicine’s recommendations.

National Board Certifications – 19%

Bed Count

CHI Memorial Hospital – Chattanooga
336

CHI Memorial Hospital – Hixson
69

15 nurses received Daisy awards for exemplary professional practice

100s of nurses received nominations
2014 Board Certified Nurses at CHI Memorial

CHI Memorial is proud to recognize our national board certified nurses. Certification programs validate nurses’ skills, knowledge and abilities and empower nurses within their professional sphere of activity and contribute to better patient outcomes.

CHI Memorial provides a $400 RN certification allowance for professional development opportunities including journals, seminars and continuing education credits. The allowance is also available to pre-pay exam fees for RNs seeking their first certification. CHI Memorial recognizes our certified nurses during Certified Nurses Week with a luncheon and pin. CHI Memorial RNs who have obtained or maintained certification over the last fiscal year are listed on the following pages.

2014 Certified Nurses at Memorial
Achieving national board certification is an accomplishment to be celebrated! CHI Memorial is fortunate to have many certified nurses caring for our patients.

5 North
Tammy Jamar, BSN, RN-BC
Jeff Meyer, BSN, RN, PCCN
Jill Nichols, RN, BC

6 North
Cheryl Frederick, RN, BC
Crystal Gladden, BSN, RN, BC

7 North
Whitney May, BSN, RN, BC
Sherrie Sanders, BSN, RN, BC
Cathy Stone, BC

200 South
Elizabeth Dittrich, BSN, RN, BC
James Folkner, BSN, RN, CMSRN
Stacy McGinity, RN, CMSRN
Brigid Meeks, RN, CMSRN
Rebekah Pipes, BSN, RN, BC
Casey Richardson, RN, CMSRN
Kerry Stone, RN, CMSRN
Paula Sutherland, RN, CMSRN
Marie Waldon, BSN, RN, BC
William “Bill” Wade, RN, CMSRN

300 South
Rachael Barrows, RN, CMSRN
Sherri Dean, RN, CMSRN
Kiesha Goode, RN, CMSRN
Thomas Hughes, RN, CMSRN
Jane Nunley, RN, OCN
Melinda Walls, BSN, RN, CMSRN

400 East
Donna Gilbert, RN, OCN
Marla Gilbert, RN, CMSRN
Susan Linder BSN, RN, OCN
Mary Ray, RN, OCN
Terri Shults, BSN, RN, BC

400 South
Andrea Brown, RN, CMSRN
Teresa Brown, BSN, RN, CMSRN
George Kilichumala, RN, CMSRN
Aleyamma Oommen, BSN, RN, CMSRN

500 South
Cheryl Eldridge, RN, CMSRN
Kim Delaney, BSN, RN, CMSRN
Caroline Ingle, BSN, RN, CCM

Mary Jamerson, RN, CMSRN
Brooke Kelley, BSN, RN, CMSRN
Kelly Layne, RN, CMSRN
Lauren Lewis, BSN, RN, CMSRN
Vickie Thomas, BSN, RN, CMSRN
Mariamma Varghese, RN, CMSRN

Cancer Services
Deborah Drake, BSN, RN, CBCN, CBPN-IC
Kathy Igou, RN, OCN, CBCN
Nancy Joles, BS, RN, OCN, CBCN
Darla Lawson, RN, CCRN
Betsy Quinn, RN, OCN
Kimberly Shank, BSN, RN, OCN
Angela Stewart, BSN, RN, NE-BC

Case Management
Linda Bruce, BSN, RN, CCM
Deborah Chenkus, RN, CCM
Dagmar Madeline Hartman, RN, CCM
Nancy Henry, RN, CCM
Demetra Davis, BSN, MSHA, RN-BC, CCM

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Case Management

(continued)

Tim Ryder, MSN, RN, NP-C
Pamela Sanders, BSN, MS, RN, CCM, CMAC
Alisha Tinsley, BSN, RN, CHPN

Cardiac Care Unit (CCU)

Kristi Argenbright, BSN, RN, CCRN
Tyler Cole, RN, CCRN
Mindy Evans, BSN, RN, NE-BC
Wendy Kidd, RN, CCRN
Joseph Przybyłowicz, RN, CCRN
Abigail Vinton, BSN, RN, CCRN, CMC
Will Wright, RN, CCRN

Cardiac Short Stay Unit (CSSU)

Sharon Henderson, RN-BC
Julie Kwiatkowski, BSN, BC
Bliss Lagria, BSN, RN-BC, CMSRN
Daisy Ostrowicki, BSN, RN, CCRN

Cardiovascular Intensive Care Unit (CVICU)

Allison Albritton, RN, CCRN Ode
Alvarez, RN, CCRN
Joy Anthony, BSN, RN, CCRN
Mary Bales, RN, CCRN
Amber Brandt, BSN, RN, CCRN
Laura Burdette, RN, CCRN
Pat Caldwell, BSN, RN, CCRN
Rachel Cape, BSN, RN, CCRN, CSC
Robin Carter, RN, CCRN, CSC
Tiffany Cofer, RN, CCRN
Tammy Foster, BS, RN, CCRN
Diana Hutchings, BSN, RN, CCRN
Diana Morrison, BSN, RN, CCRN
Donna Roach, RN, CCRN
Mandy Sanders, RN, CCRN
Josh Stiles, BSN, RN, CCRN

Clinical Resource Team (CRT)

Kim Kilgore, BSN, RN, CCRN
Christine Griswold, GSN, RN, BC, CMSRN
Kimberly Slatton, RN, CMSRN

Dialysis

Stephanie Baker, RN, CCRN

Emergency Department

Holly Monroe, RN, CEN
Betty J. Webber, RN, CEN

Employee Health

Myra Wallace, MSN, RN, COHN-S

Electrophysiology Lab

Linda Hannah, RN, CCRN

Human Resources

Lee Carder, BSN, RN, CMSRN

Infection Prevention

Gwen Davis, BS, RN, CIC
Shannon Harris, BSN, RN, CIC
Sherry West, BSN, RN, CIC

Informatics

Michelle Denham, BSN, RN, CCRN
Teresa Denham, BSN, RN, CPAN

Infusion Center/IV Team

Katherine Brown, RN, CRNI
Lorrie Edwards, BSN, RN, OCN
Jerry Hines, RN, CRNI
Cynthia Johnson, RN, CRNI
Tonya Kimbro, RN, CRNI
Linda King, RN, OCN
Janene Loga, BSN, RN, CRNI
Janice Palmer, RN, CRNI
Cherie Phillips, RN, OCN
Mary Tew, RN, CRNI

Mina Trinos, BSN, RN, OCN
James VanBeukering, RN, CRNI

Intermediate Care Unit (IMCU)

Mechon Goines, BSN, RN, CCRN
Marisa Mendoza, RN, CCRN
Luz Thrash, BSN, RN, PCCN
Connie Uffalussy, MSN, RN, PCCN

Medical Intensive Care Unit (MICU)

Renee Book, RN, CCRN
Dean Burse, RN, CCRN
Andrew Gault, RN, CCRN
Penny Gharenfoli, RN, CCRN
Kelly Grizzle, BSN, RN, CCRN
Kathy Johannes, RN, CCRN

Medical Intensive Care Unit (MICU)

(continued)

Dellyn Matthew, RN, CCRN
Patricia Porawski, RN, CCRN
Brian Sax, RN, CCRN
Michael Sullivan, RN, CCRN
Kristen Wright, RN, CCRN

Memorial Hospital Hixson

Emergency Department

Beth Meulenberg, BSN, RN, CEN
Dennis Mullens, RN, CEN
Karen Powell, RN, CEN
Amy Rains, BSN, RN, CEN
Dora Dee Trivette, BSN, RN, C-VN

Memorial Hospital Hixson Gastrointestinal Lab

Missy Walden, RN, CGRN

Memorial Hospital Hixson Hospitalists Group

Laura Ford, MSN, RN, APN-BC

Memorial Hospital Hixson Imaging

Christina Lopes, MSN, RN, ACNP-BC

(continued on next page)
Memorial Hospital Hixson Intensive Care Unit
Amber Brandt, RN, CCRN
Amanda Harwood, RN, CCRN
Daniel Niles, RN, CCRN

Memorial Hospital Hixson Nursing Administration
Jerry McCravy, BSN, MSHA, RN, CWOCN, SCNA
Carmen Tolley, BSN, MSHSA, RN, CMSRN

Memorial Hospital Hixson Surgery
Cherie Allen, RN, CNOR
Patrick Johnson, RN, CCRN
Lucia Lewis, RN, CNOR
Mary Locke, BSN, RN, CNOR
Joy Long, RN, CNOR
Rick Newlon, RN, CRNFA
Jeanie Smith, BSN, MBA, RN, CNOR

Memorial Hospital Hixson Unit 2
Joshua Carithers, BSN, RN, CCRN
Leslie Pippin, BSN, RN, OCN

Memorial Hospital Hixson Unit 3
Emily Darras, RN-BC
LeeAnn Flinn, RN, CMSRN
Kim Golden, BSN, RN, CMSRN
Liz Lerch, RN, CMSRN
Joy Steele, RN, CMSRN

Memorial North Shore Clinic
Candace J. Bishop, MSN, RN, APN–BC
Beverly Coulter, MSN, RN, APN–BC
Margaret Disheroon, MSN, RN, FNP–BC
Shanee Owens, MSN, RN, FNP–BC
Amy Turnure, MSN, RN, FNP–BC
Rosalie Whitaker, MSN, RN, FNP–BC

Memorial West Side Clinic
Judith A. Buhrman, MSN, RN, APN–BC
Jennifer F. Ford, MSN, RN, APN–BC

Nursing Education & Professional Development
Jim Boyle, BSN, RN, CMSRN
Andy Carley, BSN, RN, CEN
Nancy Crisler, BSN, RN, CWOCN
Melissa Davis, BSN, RN, CMSRN
Sheila DeLong, BS, RN, CCRN
Ginger Fitzpatrick, BSN, RN, CWOCN
Rene’ Grayson, MSN, RN, NE–BC
Yvonne Hughes, BSN, RN, CWCN
Deborah LaGoo, RN, CMSRN
Angie McMann, BSN, RN, CCRN
Jennifer McRae, BSN, RN, PCCN
Mechele’ Merritt, BSN, RN, CNOR
Lesley Myers, BSN, RN, PCCN
Debbie Neal, BSN, RN, CDE
Julie Ormsby, BSN, MS, RN–BC
Shelia Page, RN, CMSRN
Melissa Rice, BSN, RN, CNOR
Rosamond Rhode, MSN, RN, CMSRN
Nancy Shiles, MSN, RN–BC

Nursing Service
Kathy Barkley, RN–BC
Joyce Beardsley, MSN, RN, NP–C
Diona Brown, BSN, MSHCA, RN, NE–BC
Christine Dominguez, BSN, RN, OCN, CHPN
Petra Green, BSN, RN, NE–BC
Louann Johnson, MSN, RN, ACNP–BC
Kim Kilgore, BSN, RN, CCRN
Mary Long, BSN, RN, NE–BC
Sue Mathew, BSN, RN, NE–BC
Sue Mathews, MSW, RN, FNP–C
Kelly Phillips, MSN, RN, ACNP–BC
Rhonda Poulson, BSN, MBA, CCRN
Kristin Powell, BSN, RN–BC
Melissa Roden, RN, CPHQ
Elvie Smith, BSN, RN, NE–BC
Danielle Starnes, BSN, RN, CCRN
Rebecca Sylar, BSN, RN, NE–BC

Quality
Cindy Brooks, BSN, MSHA, RN, CPHQ
Tammy Crowder, RN, NSQIP

Surgical Services
Sandy Brizendine, RN, CAPA
Wendy Clark, BSN, RN, CNOR
Kathy Cook, RN, CNOR
Karen Dykes, BSN, RN, CNOR
Lisa Fitzsimmons, BSN, MSHSA, RN, CNOR
Sherry Fusco, BSN, MSHSA, RN, CNOR
Janet George, RN, CNOR, CRNFA
Anna Greene, BSN, RN, CNOR
Kim Griffin, BSN, RN, CPAN
Georganne Hamilton, BSN, RN, CNOR
Debra Hasty, RN, CNOR
T. Lane Jacks, RN, CNOR
Marcus James, RN, CNOR
Susan Kitson, RN, CCRN
Diane McLaren, BSN, RN, CNOR
Ashley Miller, RN, CNOR
Jennifer Patterson, MSN, RN, CCRN, ACNP–BC
Brenda Picket, RN, CAOHC
Susan Porter, RN, CRNFA
Laura Petrie, BSN, RN, CCRN
Jefferson Rawiszer, RN, CCRN
Petra Ritchey, BSN, RN, CAPA
Caren Schepisi, RN, CNOR
Shelly Sims, BSN, MSHA, RN, CCRN
Joy Sherman, RN, CNOR
James Smith, RN, CNOR
Heather Snow, BSN, RN, CMSRN, RN–BC
Stacy Watson, RN, CNOR
Donna Webb, RN, CNOR
Sara Wilson, RN, CNOR
Gail Wyckoff, RN, CRNFA

Lori Hammon, BSHA, RN, CPHQ
Cathy Still, BSN, RN, CNOR

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Evidence-Based Practice Initiatives

To fulfill our vision of improving the health of the people and communities we serve, Memorial must achieve top performance in quality. As part of Catholic Health Initiatives (CHI) our health system is in a unique position to unite as one team across the nation with a new standard, a new approach and a new accountability for patient care.

Evidence-based practice at CHI integrates the best, most current research evidence, with clinical expertise, patient, family and community values and preferences, to guide healthcare decisions for providing optimal care to those served. As a part of the team, CHI goals include:

- 85 percent or higher of all care delivered across CHI conforms to the CHI approved evidence-based practices.
- Our patient experience (HCAHPS) scores are in the top deciles of the national database.
- Our patients experience no serious adverse events and no selected healthcare acquired conditions.
- Improvement in financial return is achieved for each EBP (Evidence-Based Practice) and focused process improvement opportunity.

“Each person, regardless of their role, is important.”
- Isaac Mitchell, RN

Volunteer Appreciation Day
Kathy Bedford (featured in the center) helps Nursing Education with Evidence Based Practice Initiatives by constructing posters, displays, and the printing of and distribution of the latest EBP Updates for staff.
**NDNQI**

National Database for Nursing Quality Indicators (NDNQI) is the only national database that provides hospitals with nursing unit-level comparison data on 20 quality measures. NDNQI data helps identify and prioritize quality-improvement needs. Sharing data empowers and engages nurses and provides clear evidence to support staffing or process changes within an organization.

NDNQI’s nursing-sensitive indicators reflect the structure, process and outcomes of nursing care. CHI Memorial is one of more than 1,200 U.S. hospitals that participate in NDNQI with a goal to improve patient safety and quality of patient care by using NDNQI comparative data.

CHI Memorial follows data on Central Line Associated Blood Stream Infections, Catheter Associated Urinary Tract Infections, pressure ulcers, patient falls, RN turnover, nursing care hours, restraints, professional development, and the annual RN satisfaction survey.

**Injury Falls Per 1,000 Patient Days**

Falls are among the leading causes of death in all people ages 65 or older and are among the most common occurrences reported in hospitals. Patient falls are among the most common occurrences reported in hospitals. In FY2014, staff decreased the number of falls by 8 percent. Individual nursing units continuously strive to lower the number of falls.

Nursing quality council, the falls committee, and nursing unit councils identify fall trends and reduction strategies to improve patient care. Overall, Memorial has seen improvements within falls and falls with injury especially moderate level and higher.

(continued on next page)
### Percent of Surveyed Patients with Hospital Acquired Pressure Ulcers (HAPU) Stage II and Above

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*NDNQI *Compared to the East South Central Division*

### Central Line Associated Blood Stream Infections (CLABSI)

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*NDNQI *Compared to Magnet Facilities*

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*NDNQI *Compared to Magnet Facilities*

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“We can count on each other.”

Herb Klischies, RN

Herb Klischies, RN
Measuring Patient Satisfaction

CHI Memorial focuses on patient- and family-centered care by creating a safe, healing environment. The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) initiative uses a standardized survey instrument and data collection methodology for measuring patients' perspectives on hospital care. HCAHPS is a core set of questions that can be combined with a broader, customized set of hospital-support improvements in internal customer services and quality related activities.

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<th>Explantion of New Medications</th>
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Yellow = Outperforms Mean
50% of units must outperform mean > 50% of the time.
### Courtesy & Respect of Nurses

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Yellow = Outperforms Mean
50% of units must outperform mean > 50% of the time.

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### Providing Written Discharge Instructions

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</table>

Yellow = Outperforms Mean
50% of units must outperform mean > 50% of the time.

---

“I love this place.
It inspires me.
It lightens me.
It ignites something in me.”

– Daisy Ostrowicki, RN

“The red button is me.
I take that responsibility seriously.”

– Julia Henry, RN
Rising Stars
The Star Awards were created to reward the leaders who were meeting Magnet Metrics each quarter. The five prongs on the Star represent:

• CAUTI
• CLABSI
• HAPU Stage 2 and above
• Falls with Injury
• (4) Nurse Sensitive Patient Satisfaction Questions

Those leaders who were outperforming the national mean for their floor type in a category were awarded a “Star Award” based on how many categories where they outperformed. Winners receive a large star award poster to display near their Huddle/Quality board, and each winning leader receives special thanks from the CNO and a monetary award to be spent on something for their unit.

Congratulations to these star award-winning units!

3 Star Awards
Cardiac Care Unit
5 South
5 North
ICU at CHI Memorial Hixson

4 Star Awards
3 South
4 East
4 South
Unit 2
Unit 3

“God is the one who heals—but through people like me and my colleagues.”
– Shiju Kurian, RN

CHI Memorial was awarded “Best Hospital” and “Best Emergency Department” at the Chattanooga Times Free Press Best of the Best Ceremony.
Connecting with the Community

CHI Memorial promotes relationships within the community including outreach and partnerships with schools of nursing to promote healthier communities and ongoing professional growth within the nursing community.

In FY2014, CHI Memorial nurses gave back to the community in celebration of National Nurses Week by participating in the RuntoFeed5K. RuntoFeed5K benefits the Snack Pack Ministry of East Ridge, which provides backpacks with weekend meals for children who are on the free lunch program at East Ridge and Spring Creek Elementary Schools. The majority of the children in these schools benefit from the program that provides free breakfast, lunch and snacks during the school day and before and after school programs during the school week.

One hundred and twenty nurses and friends participated on the “Memorial Nurses Give Back” team and the food donations collected by this team stocked the Snack Pack storeroom for the beginning of the school year.

The total project raised more than $5,000!

Dedicated Education Unit (DEU)

“Service Learning” has developed as a mutually satisfying and fruitful process for the University of Tennessee at Chattanooga (UTC) and CHI Memorial. One example is the Dedicated Educational Unit (DEU). On a DEU, students stay in one clinical area of “the discipline” for an entire semester and are paired with one Clinical Teacher (CHI Memorial Nurse Preceptor) and nursing unit.

Clinical teachers (CT) have a clinical faculty member assigned to guide and mentor the nurse in the CT role. In this program, the CT usually has two students under his or her guidance and they often become invested in the students during their clinical rotation. This deeper relationship and trust results in a better student experience and often means they have the opportunity along with the CT to impact patient outcomes and make a difference!
Continuing CHI Memorial’s Magnet Journey

The American Nurses Credentialing Center’s Magnet® designation is the highest and most prestigious credential a healthcare organization can achieve for nursing excellence and quality patient care. This performance-driven credential brings wide-ranging benefits, including improved safety, nurse satisfaction and retention, reduced costs, and superior patient outcomes. The application process itself provides valuable feedback and improvement opportunities.

CHI Memorial’s aspiration is to achieve Magnet® status and ultimately provide the highest quality care possible for our patients. This report provides a high-level look at the solid work and progress centered on nursing that’s happening at CHI Memorial. The increased focus on outcomes demonstrates the value nursing brings to the patient, the hospital system, and the community. As we continue this journey, we are progressing toward that goal.