The Power of Nursing is the Power of Caring
Nursing Vision

Professional nursing at CHI Memorial is exemplified by the following characteristics:

- Passionate Professionals
- Compassionate Caregivers
- Excellence in a Faith-Based Healing Environment

From Chief Nursing Executive

Diona Brown

Nursing at CHI Memorial focuses on providing safe and reliable care for all patients. CHI Memorial partners with patients, families, physicians and staff to provide quality care. As you review the information in this publication, you will see examples of innovation and excellence in nursing practice. The bar continues to rise and we continue to strive to outperform the benchmark in all areas. As you can see, we have met our goals in many areas and continue to improve in others.

Thank you to all the caregivers who provide quality, compassionate care each and every day. Physicians, board members and members of the community frequently share stories of the wonderful, compassionate care they or their loved ones have received in our facilities.

As we continue on our Magnet® journey toward excellence and Magnet® recognition in nursing, we will work together to provide the highest quality of care possible—all in a faith-based healing environment.

Nursing is a very rewarding profession with many opportunities, and Memorial is poised to grow and prosper on our journey toward excellence in nursing. Thank you for supporting the ministry at Memorial.

Sincerely,

Diona Brown, BSN, MSHSA, RN, NE-BC
Chief Nurse Executive, Vice President of Patient Care Services
The **Power of Nursing** is the **Power of Caring**

Person-Centered Care at CHI Memorial and Catholic Health Initiatives is the largest professional discipline of our workforce. Nursing is vital to our healing ministry and promotes clinical excellence in partnership with the entire interdisciplinary patient care team.

Essential to nursing are the personal links established with patients and families which hold a little-understood healing potential - the power of individuals to mobilize their own health-seeking responses to illness and health promotion. We are dedicated to providing quality care that is person-centered and respectful of each individual served.

At CHI Memorial, nurses take this philosophy which is integrated with our Mission to nurture the healing ministry of the Church by bringing it new life, energy and viability in the 21st Century. This fidelity to the Gospel urges us to emphasize the human dignity and social justice as we move toward the creation of healthier communities.

CHI Memorial’s core values of reverence, integrity, compassion, and excellence are exemplified in our healing ministry to serve our communities with the patient being the center of our focus.
The **Power of Nursing** is the **Power of Caring**

The book, *Novice to Expert: Excellence and Power in Clinical Nursing Practice*, authored by Patricia E. Brenner, RN, Ph.D., FAAN, has been instrumental in defining and highlighting clinical growth in nursing. Dr. Benner’s articulation of the different stages of clinical development in nursing practice has assisted many preceptors and seasoned nurses in setting realistic expectations for the novice nurse.

The exemplars in her work are inspiring and motivating. She introduced the concept that expert nurses develop skills and understanding of patient care over time through a sound educational base as well as a multitude of experiences. She proposed that one could gain knowledge and skills (“knowing how”) without ever learning the theory (“knowing that”).

Her premise is that the development of knowledge in applied disciplines such as medicine and nursing is composed of the extension of practical knowledge (know how) through research and the characterization and understanding of the “know how” of clinical experience. In short, experience is a prerequisite for becoming an expert.

CHI Memorial has adopted the theoretical framework of Dr. Benner and has incorporated this model into clinical practice, competency and evaluation.

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**CHI Memorial Nursing Scholarships Awarded**

Recipients of the scholarships must be in the first year of the nursing program at Chattanooga State Technical Community College, have a 3.5 GPA or higher, and exemplify CHI Memorial’s core values of reverence, integrity, compassion and excellence.

*Julie Pierce, Carla Totty, Connie Morgan, Charles Hammer, John Pound*
The “Power of Nursing” is the “Power of Caring”
As a part of the CHI Memorial’s strategic vision, nursing has incorporated a strategic plan and operational tactics to support the vision and continue the momentum toward nursing excellence. These operational categories include:

- safe and reliable care
- vitality and teamwork
- person-centered care
- value-added care processes

This year, the chief nurse executive (CNE), vice president of patient care services, began a series of breakfast meetings and quarterly forums with her nursing leadership team to increase communication and obtain feedback from nursing staff. The breakfast series allowed nurses an opportunity to spend quality time with the CNE in an informal setting to discuss clinical care concerns and opportunities, as well as share stories of best practices.

The nursing forum topics included the journey to nursing excellence, construction updates, throughput initiatives, electronic medical record progression, and clinical updates. CHI Memorial’s CNE also provides updates and solicits questions from the Memorial Professional Nurse Practice Council throughout the year.
Nursing Administration

CHI Memorial nurses practice in a wide variety of settings including areas that do not report directly to the CNE. However, our CNE maintains responsibility for professional nursing practice throughout the organization and these areas are represented in our nursing leadership teams including acute care, outpatient, surgery, radiology, and quality.

Meet CHI Memorial’s Nursing Leadership Team

Diona Brown, BSN, MSHSA, RN, NE-C, Chief Nurse Executive/Vice President of Patient Care Services

Scott Madaris, BSN, MSHSA, RN, NE-C, Director of Professional Practice, Nursing Quality, Magnet Program Director

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

Lisa Fitzsimmons, BSN, RN, MSHSA, CNOR, Executive Director of Surgical Services

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

Elvie Smith, BSN, RN, Nursing Director

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

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

Sherry Fusco, BSN, MSHSA, RN, CNOR, Service Line Administrator of Orthopedics, Rehab and Imaging

The “Power of Nursing” is the “Power of Caring”
The CHI Memorial Nurse Scholar Program is designed to spark inquiry about clinical practice, provide education, mentorship, and application of evidence-based practice and research technology to implement change in nurse’s area of service.

The program requires at least 16 hours per month of dedicated time focused on education and application of knowledge related to clinical process and practice questions. The program requires at least 16 hours per month of dedicated time focused on education and application of knowledge related to clinical process and practice questions. Participants must be employed by CHI Memorial for at least one year, work one year in their current unit, hold a BSN degree or greater (recommended), and have endorsement from their nurse leader.

The purpose of the nurse scholar program is to increase knowledge and interest among nurses in the areas of research and evidence-based practices and to foster the development of research projects at CHI Memorial.

These nurses completed the nurse scholar program in FY2013:

- Amy McKeown Levi, BSN, RN
- Connie Uffalussy, MSN, RN, PCCN
New Knowledge, Technology, and Innovation

Simulation with iSTAN

The simulated learning center is designed to assist new nurses with the transition from classroom to hospital room and to aid experienced nurses with enhancing their knowledge and skills through critical thinking and competency demonstration. The center helps promote clinical confidence and patient safety, as well as to enhance skills among nurses in active practice.

The center is composed of three rooms. The largest room includes two hospital beds with mannequins, medical equipment and a large television screen. The television is utilized for student observers to watch, evaluate and critique learning that is happening in a live environment or a retrospective review of simulation in the lab.

The second room is the control center where a clinical educator controls the actions and simulation of the third room where iSTAN, the simulation mannequin resides. Simulation helps provide a patient care experience in a safe environment where participants are able to experience real time outcomes based on their decisions and actions.
Evidence-Based Practice and Nursing Research Council

To enhance clinical practice and improve current processes, CHI Memorial provides education and guidance to mentor nurses in conducting research as well as identifying best practices within the health system. 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 Institution Review Board (IRB) to identify and endorse research opportunities and assist staff on their journey to conduct projects.

<table>
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<tr>
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<th>Sponsor</th>
<th>Accrual Goal</th>
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<td>Implementation of Motivational Interviewing Methodologies with Primary Care Providers for Patient Education.</td>
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<td>The National Database of Nursing Quality Indicators RN Survey.</td>
<td>American Nurses Association and Memorial Nursing</td>
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<td>Scott Madaris, MS</td>
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Empowerment

Nurses throughout CHI Memorial are involved in shared governance and decision making structures and processes that establish standards of practice and address issues of concern. The flow of information and decision making is a collaboration with 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 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. CHI Memorial nurses are recognized for their efforts as reflected in our nursing vision including compassion, professional growth, and nursing excellence.

Cardiovascular Intensive Care Unit

CHI Memorial’s Cardio Vascular Intensive Care Unit (CVICU) is an example of the “nurses’ voice” impacting the planning and design of the unit. The new 18-bed unit includes four recovery bays in close proximity of the operating rooms. Each patient room has a window for observation and the entire unit is designed to reduce noise, providing patients and families the most comfortable healing environment.

The CVICU is equipped with two negative pressure rooms to ensure contaminated air cannot escape, making them ideal for patients with compromised immune systems or contagious respiratory illnesses. Five screens are strategically placed throughout the unit to display patient vital signs, heart rhythms and locations.

The unit was designed to promote nursing at the bedside, with nurses stationed in alcoves located at the room’s entrance. Bedside charting stations enable nurses to spend more one-on-one time with their patients.

The CVICU was dedicated on June 21, 2013, and opened on June 30, 2013.

Karen Schulz, RN, CVICU, shares what the core value of excellence means to her at CHI Memorial’s South Tower dedication ceremony.
The DAISY Award

The DAISY (Diseases Attacking the Immune System) Foundation was formed in January 2000, 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 was created to recognize the super-human work nurses do every day all over the country.

In January 2009, the American Nurses Credentialing Center announced its support for The DAISY Award for all Magnet® organizations and those on the journey to Magnet. Each month, a nurse is selected by CHI Memorial’s Nurse Professional Development and Recognition Council.

The award is presented to the honoree in a ceremony which includes the nurse’s colleagues, physicians, patients and visitors. The honoree receives an “Extraordinary Nurse” certificate which reads:

“In deep appreciation of all you do, who you are, and the incredibly meaningful difference you make in the lives of so many people.”

The honoree is also given a beautiful and meaningful sculpture called A Healer’s Touch, hand-carved by artists of the Shona Tribe in Africa.

DAISY Award Winners: FY2013

July 2012:
Debra Andrews, RN – CTSU

August 2012:
Shawn Ransby, RN – 100 South

September 2012:
Toni Welch, RN – 500 South

October 2012: Gina Dove, BSN, RN -Case Management

November 2012:
Will Wright, RN – CCU

December 2012: Kathy Ervin, BSN, RN – 200 South

January 2013:
Shamma Eller, RN – 200 South

February 2013: Jennifer Okah, RN and Olga Slobodyanyuk, RN – 100 Central

March 2013:
Christy Rose, RN – 500 South

April 2013:
Daniel Rast, RN – PCU

May 2013:
Jason Myers, RN – 100 South

Mike Fuller, RN – 400 East
A CHI Memorial System Nurse of Excellence is selected from the nurse of excellence unit award winners each year during National Nurses Week. Whitney May, BSN, RN, was named the 2013 CHI Memorial Nurse of Excellence.

Whitney is a core charge nurse, preceptor and mentor. She is the co-chair of CHI Memorial Nurse Practice Council, has been instrumental in developing work teams on her nursing unit, and participates on hospital-wide shared governance councils including her unit’s council and the Nurse Professional Development and Recognition Council. Whitney is an advocate for patient safety and quality nursing care and for the recognition of nurses both on her unit and throughout CHI Memorial.
Nursing Professional Career Ladder

Providing safe and reliable care for patients with qualified, competent staff is a priority of CHI 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, based on Novice to Expert: Excellence and Power in Clinical Nursing Practice, authored by Patricia E. Brenner, RN, Ph.D., FAAN, recognizes the professional growth and advancement of CHI Memorial nurses in the following areas:

- Professional Development
- Leadership
- Community Service
- Competency
- Mentoring

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 which helps nurses reflect on their practice, keep track of developmental opportunities, and describe leadership and project management opportunities.

This advancement program incorporates “Novice to Expert” components as 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 FY2013, Memorial had (5) Level V, (78) Level IV, and (199) Level III nurses.

Professional Development

Annual goals and targets are analyzed by the Professional Development and Recognition Council. Below is a summary of findings and goals:

**CHI Memorial National Board Certifications**

- FY 2012: 11%
- Exceeded goal: 11.4%
- Recommended to increase to 13% for the remainder of FY 2013

**BSN Percentages:**

- FY 2012: 32.5%
- Currently: 33%
- Recommended to increase to 35% for FY 2013

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

2013 Certified Nurses at CHI Memorial

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

CCU
Kristi Argenbright, BSN, RN, CCRN
Mindy Evans, BSN, RN, NE-BC
Joseph Przybylowicz, RN, CCRN
Abigail Vinton, RN, CCRN

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

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

CVICU
Allison Albritton, RN, CCRN
Ode Alvarez, RN, CCRN
Joy Anthony, BSN, RN, CCRN
Mary Bales, RN, CCRN

The “Power of Nursing” is the “Power of Caring”
2013 Certified Nurses at CHI Memorial

CVICU (continued)
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
Donna Roach, RN, CCRN
Mandy Sanders, RN, CCRN
Josh Stiles, BSN, RN, CCRN
Pam Waldon, BSN, RN, CCRN
Gail Whaley, BSN, RN, CCRN

Diabetes/Weight Management
Deborah LaGoo, RN, CMSRN

Dialysis
Stephanie Baker, RN, CCRN

Emergency Department
Glenwood
Holly Monroe, RN, CEN
Betty J. Webber, RN, CEN

Employee Health
Myra Wallace, RN, COHN-S

EP Lab
Linda Hannah, RN, CCRN

Human Resources
Lee Carder, BSN, RN, CMSRN

IMCU
Luz Thrash, BSN, RN, PCCN
Connie Uffalussy, MSN, RN, PCCN

Infection Prevention
Gwen Davis, BS, RN, CIC
Shannon Harris, 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
Linda King, RN, OCN
Janene Loga, BSN, RN, CRNI
Cherie Phillips, RN, OCN
Mina Trinos, BSN, RN, OCN
James VanBeukering, RN, CRNI

MICU
Renee Book, RN, CCRN
Dean Burse, RN, CCRN
Andrew Gault, RN, CCRN
Kathy Johannes, RN, CCRN
Dellyn Matthew, RN, CCRN
Patricia Porawski, RN, CCRN
Brian Sax, RN, CCRN
Michael Sullivan, RN, CCRN
Kristen Wright, RN, CCRN

Mucosal/Critical Care Unit
Lori Hammon, BSN, RN, CCRN

Nursing Service
Kathy Barkley, RN-BC
Joyce Beardsley, MSN, RN, NP-C (MHI)
Diona Brown, BSN, MSHCA, RN, NE-BC
Christine Dominguez, BSN, RN, OCN, CHPN
Louann Johnson, MSN, RN, ACNP-BC (MHI)
Kim Kilgore, BSN, RN, CCRN
Mary Long, BSN, RN, NE-BC
Sue Mathew, BSN, RN, NE-BC
Sue Mathews, MSN, RN, FNP-C (MHI)
Petra McWhorter-Green, BSN, RN, NE-BC
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

Nursing Education
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

Quality
Cindy Brooks, BSN, MSHA, RN, CPHQ
Tammy Crowder, RN, NSQIP
Lori Hammon, BSHA, RN, CPHQ
Cathy Still, BSN, RN, CNOR
2013 Certified Nurses at CHI Memorial

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
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
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
Anna Skinner, RN, CNOR
James Smith, RN, CNOR
Stacy Watson, RN, CNOR
Donna Webb, RN, CNOR
Sara Wilson, RN, CNOR
Gail Wyckoff, RN, CRNFA

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

100 Central
Cheryl Frederick, RN, BC
Crystal Gladden, BSN, RN, BC

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

200 South
Elizabeth Dittrich BSN, RN, BC
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

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

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

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

Hixson
Emergency Department
Beth Meulenberg, BSN, RN, CEN
Dennis Mullens, RN, CEN
Karen Powell, RN, CEN

The “Power of Nursing” is the “Power of Caring”
To fulfill our vision of improving the health of the people and communities we serve, CHI Memorial must achieve top performance in quality. We are part of Catholic Health Initiatives (CHI) which places our health system 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 health care 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 health care acquired conditions.
- Improvement in financial return is achieved for each EBP (Evidence-Based Practice) and focused process improvement opportunity.

Exemplary Professional Practice

Evidence-Based Practice Initiatives

Tamara Rena’ Grayson, MSN, RN, NE-BC provided education to our nurses during an Education Expo on Patient Education in eCRS (Mosby’s). This is our resource for patient education material.
Evidence-Based Skills

Mosby’s Nursing Consult brings leading resources together in one integrated online service to help nurses efficiently find answers to pertinent clinical questions and plan patient care in easily searchable evidence-based practice material.

Benefits include:
• ease of finding answers quickly through a validated source of information
• printable patient education
• strategies on how to use these products offered through CHI’s eClinical Reference Solutions to establish nursing policies/procedures using evidence-based information thereby improving patient care and as a reference for patient care planning

This tool also supports the understanding of medication effects and actions, identifying pills, verifying dosing, reconciling medications, and improving patient safety through reliable information.

Skills on Mosby’s Nursing Consult have been endorsed by the American Association of Critical Care Nurses (AACN) as a comprehensive resource for online, evidence-based adult and pediatric procedures and reference system. Clinicians can access an index of over 900 skills, each with quick checklists, detailed step-by-step instructions including rationales and reference links, illustrations and video clips for reviewing a procedure.

CHI Memorial utilizes eCRS through annual skills day and competency validation and working with clinical staff and educators on integration and alignment of the competency based orientation tool for nursing staff.

James Hobson, FACHE, CEO of CHI Memorial and Lisa Fitzsimmons, BSN, RN, executive director of surgical services
CAUTI – “Can I Come Out Today?”

In August 2011, a group of new graduate nurses from the PROPEL class (Purposeful Retention of Potentially Excellent Leaders) identified the need for improvement in documentation of Foley insertion dates. This was due in part to the lack of documentation of a system of catheter insertion dates to correctly capture catheter days. It was felt that nurses were not always completely aware within the transition of care when a catheter was placed and therefore not accurately capturing catheter days impacting accurate CAUTI rates (Catheter Associated Urinary Tract Infections).

A sticker was piloted at the Hixson campus that was placed on all catheter bags with a notation of “Can I Come Out Today?” with the insertion date. The goal was to prompt clinical providers to ask the question if criteria were still met for long term catheterization.

This process was approved by the professional nurse practice council and went as a house wide initiative. This initiative as well as others such as improved monitoring, rounding, and the urology resource team have began to make an impact on improved documentation, compliance, and reduction of CAUTI rates within CHI Memorial.

NDNQI

CHI Memorial joined National Database of Nursing Quality Indicators (NDNQI) in 2006. Established in 1998, the NDNQI is the only national nursing quality measurement program that provides hospitals with unit-level performance reports with comparisons to national averages, percentile rankings and other important data. All indicator data is collected and reported at the nursing unit level.

NDNQI’s nursing-sensitive indicators reflect the structure, process and outcomes of nursing care. Currently, 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 is following data on pressure ulcers, patient falls, RN turnover, nursing care hours, restraints, professional development, and the annual RN satisfaction survey.
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 Injury Falls Per 1,000 Patient Days**

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*Compared to the state.

**Percent of Surveyed Patients with Hospital Acquired Pressure Ulcers (HAPU) Stage II and Above**

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*Compared to the East South Central Division*
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*Compared to Magnet facilities*

### CATHETER ASSOCIATED URINARY TRACT INFECTIONS (CAUTI)

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*Compared to Bed Size 300-399*
Emergency Department Bootcamp

Emergency Department bootcamp was a two-week-long class held for six new graduates being onboarded in the summer of 2013. The course includes classroom education on cardiac, including 12-lead interpretation, stroke (including NIHSS certification), pediatrics, trauma, triage, sepsis, respiratory emergencies, and mass casualty incidents.

Skills practice and repetition included rapid sequence intubation, Arctic Sun, chest tube and central line insertion, port access, continuous bladder irrigation, Level One rapid infuser, Lifepak functions, and several more. Simulations that included the use of these skills were developed and allowed the students to practice the skills in situations where they would be called to perform them.

Several guest speakers including physicians, CHI Memorial’s stroke coordinator, cath lab personnel, respiratory therapy and several ED nurses shared their knowledge with the group. The students were all required to pass a final exam and skills check off. This group was also taken to Atlanta to enjoy the BODIES exhibit which was a fabulous way to reward their hard work as well as tie some of the concepts discussed over the previous two weeks together. CHI Memorial has retained all six of these nurses in the emergency department, and they have all celebrated their one year anniversaries! This group of new graduates has been highly praised for their skills and critical thinking abilities by their peers.

Nurses who attended this year’s ER boot camp visited “Bodies: The Exhibition” in Atlanta, Georgia.
**HCAPS**

Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)- The intent of the HCAHPS initiative is to provide 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-specific items. HCAHPS survey items complement the data hospitals currently collect to support improvements in internal customer services and quality related activities.

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Green = Outperforms Mean - 50% Units must outperform mean > than 50% of time

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Green = Outperforms Mean - 50% Units must outperform mean > than 50% of time
### Explanation of New Medications - H4AM

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Green = Outperforms Mean - 50% Units must outperform mean > than 50% of time

### Courtesy and Respect of Nurses

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Green = Outperforms Mean - 50% Units must outperform mean > than 50% of time
“Service Learning” has developed as a mutually satisfying and fruitful process for University of Tennessee at Chattanooga (UTC) and CHI Memorial. One example is the Dedicated Educational Unit (DEU). On a DEU, students do not move from a clinical area of “the discipline” (e.g., critical care or medical surgical nursing) to another in the same semester. Students are assigned to the same staff nurse within one nursing unit for the semester.

Staff nurses, called clinical teachers (CT), receive orientation and have clinical faculty assigned to guide and mentor the nurse in the CT role. Rather than having a random assignment of students, the CT usually has two students under his/her guidance. The CT becomes “invested” in the student from the beginning of the clinical rotation. Because of the relationship and trust in the student, the CT can bring the clinical experiences to a higher level, and in turn, the student is trusted to carry out activities useful to the CT and the nursing unit.

Evaluation by CTs and students revealed a more satisfying experience for both. The benefit to the nursing unit is to know the turnover of students will decrease and to have help for the staff. Additionally, the clinical university faculty assigned to the unit are available to enrich the education of staff, lead quality improvement projects, suggest student assignments that will benefit the unit, and in general, providing educational support for the nursing unit.

UTC began this project in spring of 2010 in collaboration with local hospitals including CHI Memorial. Two clinical nursing units (200 South and Hixson Unit 3) offered this experience to the students and their unit staff in the fall of 2012. The CTs have had successful experiences because they could focus on their assigned student’s growth instead of having a new student each week.
In 2011, CHI Memorial’s nursing education department recognized a need for night shift nurses to have the same educational opportunities as day shift nurses. In response to this need, Night Owl was created.

The education department hosts six to eight Night Owl meetings each year on the Glenwood and Hixson campuses. These meetings are designed around nurses’ needs and schedules and typically occur between 1:00 and 2:00 a.m.

Many Night Owl speakers have never addressed night shift before and truly enjoy the experience. All nurses are invited, and in 2014 this group was extended to certified nursing assistants. This year, the focus has been on the Magnet® Journey and the goals for each unit to be Magnet® ready. Night Owl meetings are non-mandatory and can be counted toward the Nursing Professional Ladder.