



2019

Nursing Program Annual Report





CHI Memorial's Mission

As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Nursing Vision

We are engaged and innovative individuals providing exceptional care, passionate professionals grounded in evidence-based practice, compassionate caregivers healing in a faith-based environment.

ON THE COVER

Accredited since 2017, CHI Memorial's RN Residency Program was the first in Tennessee to achieve accreditation. Nearly 500 new graduate nurses have completed the residency since our first cohort in July 2015 when the program was reestablished. New nurses gain exposure to different areas, find a department that's a great fit for both the nurse and their team and feel comfortable in their new roles as they strive to grow in their careers.



Awards and Honors

CHI Memorial is honored to be recognized for the superior care we provide to our patients.

Best Regional Hospital

CHI Memorial is once again the only hospital in the Chattanooga area to be named a Best Regional Hospital by U.S. News & World Report. CHI Memorial is also recognized as 'high performing' in eight surgical procedures and chronic conditions evaluated by U.S. News: colon cancer surgery, lung cancer surgery, COPD, heart failure, heart bypass surgery, abdominal aortic aneurysm repair, knee replacement and hip replacement.



100 Great Hospitals

Becker's Healthcare has recognized CHI Memorial as one of 100 Great Hospitals in America for excellence in clinical care, patient outcomes, and staff and physician satisfaction. This list includes industry leaders that have achieved advanced accreditation and certification in several specialties and are innovators that have sparked trends in healthcare technology, hospital management and patient satisfaction. Becker's selected hospitals based on analysis of ranking and award agencies, including U.S. News & World Report's 2018-2019 rankings, CareChex, Healthgrades, CMS star ratings, Leapfrog grades and IBM Watson Health top hospitals.

Top 100 in Consumer Loyalty

CHI Memorial was named in the 2019 NRC Health Top 100 Consumer Loyalty list. The health system is recognized by NRC Health as one of the top healthcare organizations in the country, garnering extraordinary loyalty from its patient populations as identified and rated by more than 300,000 U.S. consumers.



4 Star Rating



CHI Memorial has once again received a four-star rating from the Centers for Medicare and Medicaid Services (CMS). The most common overall hospital quality star rating is three stars out of a possible five stars, with only 24 percent of the 4,573 hospitals included in the survey receiving a four-star rating. CHI Memorial scored at or better than the national average in mortality, patient experience, and effectiveness of care.

Facilities

CHI Memorial Hospital – Chattanooga



2525 deSales Avenue
Chattanooga, TN
(423) 495-2525
Licensed Beds: 349
Percent Occupancy: 73.3

CHI Memorial Hospital – Georgia



100 Gross Crescent Circle
Ft. Oglethorpe, GA
(706) 858-2000
Licensed Beds: 179
36 operating
Percent Occupancy: 11.1

CHI Memorial Hospital – Hixson



2051 Hamill Road
Hixson, TN
(423) 495-7100
Licensed Beds: 74
Percent Occupancy: 70

CHI Memorial Ooltewah Imaging Center



6401 Mountain View Road
Ooltewah, TN
(423) 495-5900
*Comprehensive,
technologically advanced
diagnostic outpatient
imaging services*

CHI Memorial – Parkway



4700 Battlefield Parkway
Ringgold, GA
*Multi-specialty clinic for
cancer, heart, breast,
urology, surgery, lung care,
family medicine, pediatric
medicine, imaging center
and MaryEllen Locher Breast
Center.*

CHI Memorial – Atrium Medical Center



1949 Gunbarrel Road
Chattanooga, TN
(423) 498-5980
*Convenient care, primary
and pediatric care, cardiac,
sleep center, imaging,
corporate home health, and
Memorial Health Services*

CHI Memorial Community Health



3905 Hixson Pike
Chattanooga, TN
(423) 756-1506
*Primary care for
underserved teens and
adults, well-woman care,
physicals, screenings,
and chronic disease
management*

CHI Memorial Child Care Center



2525 deSales Avenue
Chattanooga, TN
(423) 495-2525
*556 children have
graduated from the Super
Stars Pre-K class
175 children enrolled with
33 professional caregivers*



Kathy Davis, RN, CMSRN

BED COUNT

Bed Type	Chattanooga	Hixson	Georgia
Medical/Surgical	287	64	36
Intensive Care	62	10	
Clinical Decision*	30	6	

*Not included in licensed bed count.

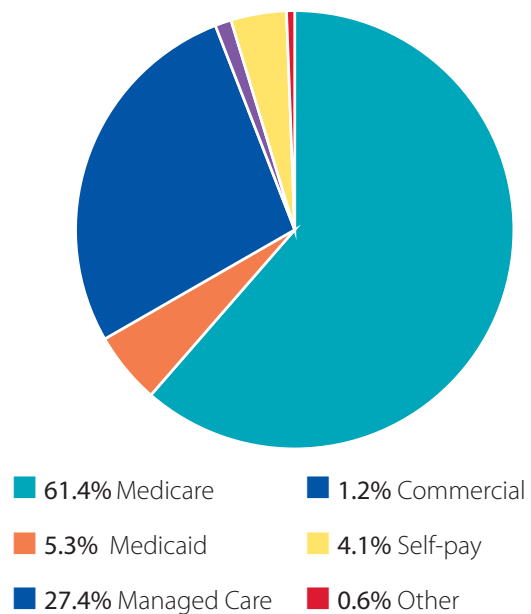
STATISTICS

	Chattanooga	Hixson	Georgia	MHCS
Admissions	18,358	4,027	439	22,824
Total Surgeries	19,072	3,516	72	22,660
Total ER Visits	42,867	30,524	22,161	95,552
Total OP Visits	300,226	74,345	30,266	404,837
Physician Visits				629,278
Case Mix	2.13	1.48	1.00	1.99

WORKFORCE DEMOGRAPHICS

	# Employees	RN (Patient Care Only)
CHI Memorial Hospital Chattanooga	2,726	811
CHI Memorial Hospital Hixson	392	163
Mountain Management	817	20
CHI Memorial Medical Group	276	0
Chattanooga Heart Institute	286	42
CHI Memorial Hospital Georgia	244	64
TOTAL # EMPLOYEES	4,741	1,100

CHI MEMORIAL PAYOR MIX





Transformational Leadership

Rhonda Hatfield, BSN, MBA, RN, CCRN
Regional Chief Nursing Officer, Senior Vice President Patient Care Services

Greetings!

What a wonderful year 2019 was for Nursing at CHI Memorial. Each year I find myself thinking, "Wow! How can we accomplish anything more?" Then this team just outdoes themselves again! First, CHI Memorial completed the merger with Dignity Health, creating CommonSpirit Health, the largest Catholic not-for-profit ministry in the United States. This is no small feat. It is a little staggering to stop and think that one in four Americans will receive care in a CommonSpirit ministry.

As if that was not enough, CHI Memorial acute care facilities replaced our Meditech charting system with EPIC electronic health record. This required more than a year of planning, application builds, coordination with our Texas market, as well as hours of training and practice by our clinicians. Giving up paper documentation is scary, much like riding without the training wheels on your bike. However, the ability for our medical record to work for both the clinician and patient within EPIC is exponential. Electronic health records will also increase interoperability within our health care community and office practices. Continuous optimization helps us to expand our future data collection and efficiency.

CHI Memorial nursing continues to be devoted to the advancement of specialty certification and nursing education. In 2019 we committed to increasing bedside nurses acquiring certification in

their specialty. This commitment is followed with on-site training seminars, educational allowance, and annual celebrations for these nurses committed to being subject matter experts and leaders in their departments. In addition to certification, CHI Memorial began a loan forgiveness program to support the RNs returning to school to advance their education. Nine nursing scholarships were awarded internally to employees pursuing nursing degrees and for RNs advancing their degrees in nursing. CHI Memorial proudly supports partnerships with Brainerd High Explorers program and the Future Ready Program of Hixson High school helping to build the future of healthcare in our secondary education programs. Recognizing the importance of investing in our next generation of healthcare is a great passion of mine.

Finally, we updated our Nursing Vision which you will see later in this report. CHI Memorial is known for its mission-based health care. Our nurses are central to this mission. So much so, that we believe our vision must be the foundation of how we practice. We must be the face that represents CHI Memorial and the legacy of our founding Sisters. We are excited to carry this vision into 2021. What an honor it is to care for our community!

Rhonda Hatfield R/CNO



Kaitlyn Darby, RN

Nursing Strategic Plan: To Infinity and Beyond

Energized Community

CHI Memorial will collaborate with associates and community partners to improve livelihood and diminish disparities in care.

Nursing Goal #1: Registered Nurses will choose CHI Memorial as the health system of choice to practice nursing in the Southeast.

Nursing Goal #2. Nursing will be recognized as leaders improving patient outcomes and process by participating in decision making and opportunities impacting their work environment and nursing practice.

Nursing Goal #3 Nursing will create partnerships with providers and other interdisciplinary team members and community programs to improve the overall quality of health care provided to all patients.

Distinctive Value

CHI Memorial will provide efficient and effective models of care by enhancing health system operation and care innovation.

Vibrant Ministry

CHI Memorial will lead the market in access and ease-of-use to support consumer choice.

Exceptional Care

Support standards for being a highly-reliable organization with top-tier performance.



Leadership Engagement – Visibility, Accessibility and Communication

As part of an ongoing effort to increase communication between nurse leaders and clinical nurses performing direct patient care, the chief nurse executive reaches out in several ways. Forums with the nursing leadership team are designed to obtain feedback on nursing processes. The CNE also works directly with CHI Memorial's Professional Nurse Practice Council and the Clinical Operations Council throughout the year to discuss clinical care concerns and opportunities, as well as share best practices and provide updates.

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, service excellence, surgery and quality.

Nursing Leadership

Front L – R: **Kristin Powell, MSN, RN-BC**, Market Director of Nursing Professional Practice and Education; **Petra Green, BSN, RN, NE-BC** Market Director, Nursing Operations (Chattanooga); **Karen Frank, DNP, MSHA, RN, CPPS**, Director of Quality /Patient Safety Officer; **Anna Greene, BSN, RN, CNOR**, Director of Surgical Services (Chattanooga);

Back L – R: **Jorge Bolanos, MSN, MBA, RN, CMSRN**, Director of Clinical Operations-Patient Intake ; **Rebecca Jones, BSN, RN, CEN**, Market Director of Clinical Operations - Emergency Services; **Jennifer Bryan, BSN, RN**, Director of Clinical Operations (North Georgia); **Lisa Ellis, BSN, MS, RN, CPHQ**, Director of Case Management

Not pictured: **Kim Shank, BSN, RN, OCN**, Oncology Clinical Services Director; **Brandon Martenn, BSN, RN, CNOR**, Director of Surgical Services (Hixson)



Nursing Leadership



**Diona Brown, BSN,
MSHSA, RN, NE-BC**
*Vice President/Service
Line Administrator –
Cardiovascular*



**Sherry Fusco, BSN,
MSHSA, RN, CNOR**
*Senior Vice President,
Surgical and Ambulatory
Services*



Deb Moore, MSN, RN
*Service Line
Administrator – Oncology
Services and Administrator,
CHI Memorial
Hospital Hixson*



**Jeannie Smith, MSN,
RN, MSHSA, CNOR**
*Service Line Administrator –
Surgical Services*

Rhonda Hatfield, BSN, MBA, RN, CCRN, *Regional Chief Nursing Officer, Senior Vice President Patient Care Services* and **Larry Schumacher, RN, FAAN**, *Senior Vice President of Operations, Southeast Division, CommonSpirit Health*, talk with **Teresa Brown, RN**, *Nurse Manager, 400 South*



Jessica Turner, BSN, RN

Structural Empowerment

Nursing Strategy – People at the Center

People

- Communication is transparent, timely and structured for optimal patient care outcomes, teamwork 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 Nurse Professional Practice Council (NPPC) 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

2019 Bruce Dodd/People's Home Equity Sponsored Nursing Scholarship winners
Petra Green, BSN, RN, NEC and
Rebekah Gilman, BSN, RN, BC



CHI Memorial Promotes and Supports Nursing Education

The Christine and Henry Little Endowed Nursing Scholarship is awarded to a CHI Memorial nurse focusing on cardiovascular nursing who is pursuing a bachelor of science degree in nursing at the University of Tennessee at Chattanooga. One scholarship of \$1,000 is given annually. Our 2019 scholarship recipient was Erica Dunbar, BSN, RN, CEN.

The Bruce Dodd/People's Home Equity Sponsored Nursing Scholarships are awarded to current CHI Memorial registered nurses pursuing an advanced degree in nursing. In line with CHI Memorial's Professional Practice Model for Nursing, Benner's from Novice to Expert, and the CHI Memorial nursing professional career ladder program, the three Bruce Dodd/PHE Scholarships of \$1,000 each are offered through the professional nursing tracks (clinical, education and management) with the clinical scholarship focusing on orthopedic nursing. Our 2019 scholarship recipients were Valerie Daniels, MSN, RN, CVRN-BC, Rebekah Gilman, BSN, RN-BC and Petra Green, BSN, RN, NE.

The Friends of Memorial Nursing Scholarships are awarded to current CHI Memorial associates achieving a first-time degree as a registered nurse or a registered nurse who is pursuing an advanced degree in nursing. Four scholarships of \$2,500 each are awarded annually based on financial need and dedication to CHI Memorial and its mission and values. Our 2019 scholarship recipients were Christine Doyle, PCT, DeWayne Tudor, NT, Brittany Frizzell, PCT and Diana Taylor, BSN, RN, PCCN. The Friends of Memorial also sponsor a diversity scholarship in partnership with Chattanooga State Community College which was awarded to Belen Vergara.

The Schumacher Nursing Scholarship of \$2,500 annually is awarded to a current CHI Memorial associate achieving a first-time degree as a registered nurse or a registered nurse pursuing an advanced degree in nursing. Scholarships are awarded based on financial need, hard work and dedication to CHI Memorial and its mission and values. Community involvement and civic contributions, as well as academic achievement and long-term career goals, are also considered. The 2019 scholarship recipient was James Tillman, BSN, RN.

Nurses Advancing Degrees

CHI Memorial nurses receiving advanced degrees are recognized annually by the Nurse Professional Development and Recognition Council and by the Chief Nursing Officer.

Licensed Practical Nurse

Samantha Cannon, LPN – *Emergency Department*

Associates of Science in Nursing

Daniel Blevins, RN – *100 South*

Julianna Mott, RN – *6 North*

Brian Smith, RN – *Emergency Department*

Shiane Stockwell, RN – *100 South*

Laura Sutton, RN – *Emergency Department*

Bachelors of Science in Nursing

Amanda Bowman, BSN, RN – *Clinical Decision Unit*

Alex Donesky, BSN, RN – *Cardiac Care Unit*

Sarah Evatt, BSN, RN – *Cardiovascular Intensive Care Unit*

Charissa Goosey, BSN, RN – *Cardiac Care Unit*

Krystal Greene, BSN, RN – *400 East*

Agnes Haveman, BSN, RN – *300 South*

Ashley Hubbard, BSN, RN – *Outpatient Wound*

Susan Johnson, BSN, RN – *400 East*

Rachel Jordan, BSN, RN – *Cardiovascular Intensive Care Unit*

Kaylee Lajpop, BSN, RN – *5 North*

Nick Laney, BSN, RN – *Cardiac Care Unit*

Amanda Lawrence, BSN, RN – *Cardiac Care Unit*

Sheri Ridge, BSN, RN – *Medical Intensive Care Unit*

Rahima Selimoic, BSN, RN – *100 South*

Dakota Smith, BSN, RN – *Cardiovascular Intensive Care Unit*

Mary Tew, BSN, RN – *IV Team*

Jessica Turning, BSN, RN – *400 East*

Ashton Watts, BSN, RN – *Cardiac Care Unit*

Shelby Willard, BSN, RN – *Cardiac Care Unit*

Masters of Science in Nursing

Stacey Dill, MSN, RN – *Emergency Department*

Christel Hancock, MSN, RN – *Emergency Department, Hixson*

Rolla Jilbra, MSN, RN – *Clinical Decision Unit*

Kristin Powell, MSN, RN, BC – *Nursing Administration*

Laura Shockley, MSN, RN – *Medical Intensive Care Unit*



Nursing Professional Career Ladder

Providing safe and reliable care for patients with qualified, competent staff is a priority for 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. Built upon Patricia Benner's Conceptual Nursing Model from Novice to Expert, CHI Memorial's nursing professional career ladder recognizes the professional growth and advancement of all nurses in the following areas:

- Professional Development
- Leadership
- Community Service
- Competency

National Board Certified Nurses

Certification validates expertise, specialized knowledge, and enables nurses to maintain an innovative edge in their career. Certification is important because it demonstrates that they have

the knowledge, skills, and attitudes to provide high quality care to patients and their families. A certified nurse is a lifelong learner who cares about the quality of care they deliver and feels more confident that the care they are delivering is based on the most up-to-date evidence.

Not only should they be proud of their achievement, certified nurses are role models for nurses and other health care professionals. Certification shows that nursing is a profession that cares about safety, quality, and excellence of health care delivery.

CHI Memorial is proud of our 386 national board certified nurses who receive \$400 each fiscal year as reimbursement for monies spent on professional development such as:

- Joining a professional nursing organization
- Subscribing to a nursing professional journal
- Attending a local or national nursing conference
- Nursing books, webinars, or continuing education modules

Front (L – R) **Jamie Elliot**, Recruiter, **Tim Yonts**, Recruitment and Retention Manager, **Rebecca Sylar**, BSN, RN, NE-BC, House Administrator – Hixson Back (L – R) **Ken Blevins**, BSN, RN, CVRN-BC, Cardiac Division Educator, **Melissa Davis**, BSN, RN, CMSRN, CVRN-BC, Stroke Navigator, **Sherry Baierl**, BSN, RN, e-Learning Administrator, **Kellen Gubbins**, Recruiter, **Abby O'Rear**, Recruiter, **Jim Boyle**, SN, RN, CVRN-BC, Clinical Nurse-SSU



Jacob Clark, RN

Shared Governance at CHI Memorial

Effective nursing communication is a key component to consistent, high-quality care. It should be transparent, timely, and designed to support and improve patient outcomes, teamwork and professional collaborative outcomes. CHI Memorial fosters an environment of concentrated and concerted effort through the Nurse Professional Practice Council, which assists with establishing, evaluating and revising the standards of nursing practice and patient care policies.

“The primary goal of the NPPC is to improve patient outcomes – through enhanced collaboration and shared decision making,” says Ella Breese, RN, nurse professional practice council chair. “When we all understand the expectations and are working together to adhere to national guidelines, outcomes for patients improve along with the satisfaction of physician and staff.”

The council is comprised of unit representatives from across the system who share information and issues and likewise deliver critical information back to the

nurses who are working in their respective roles and departments. In 2019, the council addressed CAUTI rates within CHI Memorial and created a CAUTI committee to perform a root cause analysis. Changes included introducing a pericare station to CNA skills days, consistently communicating the importance of CAUTI prevention, and initiating a “Back to Basics” campaign that focused on establishing clinical criteria for inserting a foley catheter, proper documentation and a nurse-driven removal protocol, among others.

“We recognize there’s a need for development of new or revised standards related to research findings, improved technologies, changes to regulations or newly defined practice standards. There are always things we can do to improve,” says Breese. “We depend on the multidisciplinary nature of the council to ensure we’re following the most up-to-date guidelines while also communicating effectively with all team members within CHI Memorial who are working together to provide excellent care.”

Mechon Goines, BSN, RN, CCRN



Shared Governance Councils

Reporting to Nursing Professional Practice Council:

Nursing Professional Practice

EBP & Research

Nursing Assistant

Emergency Department Throughput

Pharmacy/Nursing Committee

Patient Education/Discharge Instructions

Nursing Professional Development & Recognition

Reporting to Clinical Operations Council:

Mission & Ethics

Safety First

Patient Family Advisory

Joint Commission – Provision of Care

Infection Control & Prevention

Restraints

Code Blue & RRT

Tennessee Donor Services

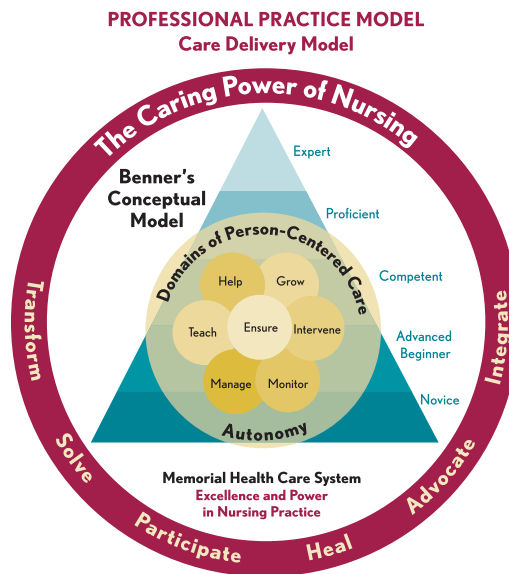
Process Change Alert

Ethics

RN Residency Work Team

Nursing Peer Review

** Unit or divisional councils from cardiac services, orthopedics, surgery, oncology, medical, critical care, as well as peri-operative and procedure areas, report and share issues through their Nursing Professional Practice Council Representative.*



Exemplary Professional Practice

Ongoing and long-term career development is critical in nursing practice due to the complexity and responsibility required of nurses to deliver highly skilled care. CHI Memorial follows Patricia Benner's theory of 'Novice to Expert' to develop leadership and mentor programs, provide relevant and consistent educational opportunities, and increase satisfaction

among nurses. Effective leaders within nursing are prepared, not only through utilizing mentorship and self-assessment opportunities, but by consistently increasing their skills and proficiency over time and under the guidance that only an expertly trained nurse can provide.

Passionate Professionals

We are professionals because of our pursuit to advance our careers and nursing knowledge through research. Our past clinical experiences have energized us.

Compassionate Caregivers

Nurses experience power through caring.

Excellence in a Faith-Based, Healing Environment

Excellence is clinical learning and the advancement of knowledge, measured by nursing intuition. A faith-based approach supports the holistic view of each person.

Professional Practice Model – From Novice to Expert

(see graphic above)



Amy Robinson, RN

How Do Nurses Become Experts?

Nurses become experts when they move from abstract principles to the use of past concrete experiences. There's a change in the learner's perception of events as they pass from being a detached observer to an involved performer. The complexity and responsibility of nursing practice requires long term career development – but experience alone is not the key. Mastering certain skills results from experience accompanied by development through reflection and increasing knowledge. Nursing intuition defines the stage of practice.

Patients benefit when nurses become more experienced, providing superior safety, care and outcomes. Benner's Powers of Nursing includes:

- The power to transform the patient's sense of possibilities
- The integrative power to maximize a patient's ability to continue with a meaningful life despite limitations
- That power of advocacy to remove obstacles
- The healing power to bring hope, confidence and trust
- The affirmative power of human possibility
- The power of creative problem solving



RN Residency Program Earns American Nurses Credentialing Center Accreditation

ANCC Practice Transition Accreditation validates hospital residency or fellowship programs that transition registered nurses (RNs) and advanced practice registered nurses (APRNs) into new practice settings that meet rigorous, evidence-based standards for quality and excellence. Nurses in accredited transition programs, like CHI Memorial's RN Residency program, experience curricula that promote the acquisition of knowledge, skills and professional behaviors necessary to deliver safe, high-quality care.

"We are proud that our RN Residency program is recognized by ANCC as one of the highest-quality transition programs for nurses," said Rhonda Hatfield, Regional Chief Nursing Officer, Senior Vice President Patient Care Services, CHI Memorial. "ANCC accreditation gives the nurses in our residency program confidence that CHI Memorial offers an elevated transition program with a clear course of instruction and reliable evaluation methods. Standardizing of orientation before pursuing a clinical specialty sets a solid foundation for long-term success."

CHI Memorial's RN Residency program in its current design began in July of 2015. It is an orientation

program for RNs with less than six months experience in the acute care setting. The goal is to provide a streamlined orientation experience for all new graduate RNs that provides them with the support they need to begin a successful nursing career at CHI Memorial. The program includes participation from the CNO, human resources department, nurse managers, preceptors, education team, administrators, as well as physicians and other providers. It begins with an intense orientation period education combined with bedside experiences in multiple nursing units.

After onboarding, RN residents are matched to a home unit to continue and complete their orientation with a preceptor. The RN Residency program continues to support the new nurse through monthly continuing education classes, one-on-one and group mentoring, as well as guidance with beginning your own professional development portfolio. In total, CHI Memorial's RN Residency program is designed to walk with a new graduate nurse throughout the first year of their career at CHI Memorial. To date, 428 RNs have completed the residency program.

RN Residency Program Leaders: Justina Holmes, MSN, RN, CCM, NPd-BC, RN Residency Coordinator – Phase 1, Kristin Powell, MSN, RN, BC, Market Director Nursing Professional Practice, Tammi Potter, MSN, RN, Program Education Coordinator, Christine Erickson, MSN, RN, RN Residency Coordinator – Phase 2



2019 System Nurse of Excellence

Ella Breese, BSN, RN, CMSRN, CVRN-BC

Ella Breese was a 2015 RN Resident, graduating with her bachelor's degree in nursing from the University of Tennessee. Ella was the very first RN Resident at CHI Memorial to become nationally board certified (medical surgical nursing in 2017) and double board certified (cardiac vascular nursing in 2018). She is actively involved in shared governance as a member of the Unit 2 Unit Council-Hixson co-chair, Professional Nurse Practice Council, Clinical Operations Council and the Throughput Committee.

Ella is a charge nurse, nurse preceptor and a member of both the RN Residency work team and SWAT team. As a level IV nurse on the CHI Memorial nurse professional career ladder, she exemplifies what it means to be a professional nurse who is working at the top of her license and utilizing all of her gifts and talent. Ella was selected from the 2019 Unit Nurses of Excellence award winners to represent CHI Memorial as the system nurse of excellence. Congratulations Ella!

Other 2019 System Nursing Awards

Novice Nurse of Excellence

Brooke Rogers, RN – 5 North

Nurse Preceptor of Excellence

Tracey Andrade, RN – 100 South

Charge Nurse of Excellence

Andrea Holmes, BSN, RN, CMSRN – Clinical Education

Nurse Mentor of Excellence

Dakota Denson, RN – Med-Surg 2, CHI Memorial North Georgia

Nurse Manager of Excellence

Jennifer Dillard, BSN, RN, CEN – Emergency Department

2019 Unit Nurses of Excellence

CHI Memorial

CHI Memorial – Chattanooga

April Alexander, LPN – Cancer Services

Tori Barham, BSN, RN, CVRN-BC – Emergency Department

Ken Blevins, BSN, RN, CVRN-BC – Education

Ana Bull, BSN, RN, CVRN-BC – 200 South

Molly Callaghan, RN – 400 East

Tiffany Dover, BSN, RN – Cardiac Care Unit

Emery Dunn, BSN, RN, CCRN – Medical Intensive Care Unit

Morgan Eddy, BSN, RN, CCRN – Cardiovascular Intensive Care Unit

Shelly Espino, BSN, RN – 5 North

Sonia Fields, LPN – Quality

Briana Foley, BSN, RN – 300 South

Gina Foppiano, RN – Cardiac-Vascular Surgery

Christine Goodrich, BSN, RN, CMSRN – Clinical Resource Team

Ashley Hale, RN, CNOR – Orthopedic/Spine Surgery

Julie Hamilton, BSN, RN, CVRN-BC – Clinical Decision Unit

Candice Hicks, BSN, RN – Cardiac Imaging

Abbe Hildebrandt, BSN, RN – Clinical Informatics

Tina Inman, RN, CVRN-BC – Short Stay Unit

Cherry Irizarry, LPN – 6 North

Mary Ellen Jackson, RN – Cardiac Administration

Alex Kamer, BSN, RN – Intermediate Care Unit

Tom Malczewski, BSN, RN – 500 South

Kelly Mooney, RN – Infusion Center

Caroline Morrow, BSN, RN – Pre-Testing

Kristen Phillips, BSN, RN – Case Management

Greg Powers, BSN, RN – 100 South

Karen Sanfratello, LPN – Clinically Integrated Network

Kathy Sedaghat, BSN, RN, CVRN-BC – 7 North

Hunter Smithson, LPN – 400 South

Mary Beth Tew, RN, CRNI – IV Team

Matt Vedder, BSN, RN – PACU

CHI Memorial – Hixson

Ella Breese, BSN, RN, CMSRN, CVRN-BC – Unit 2

Jihan Nepomuceno, BSN, RN – Unit 3

Dustin Rogers, RN – Emergency Department

Tina Stonebrooke, RN, EP, CCRP – Cardiac Rehab


Dana Swift, BSN, RN, CVRN-BC – Intensive Care Unit

Sherry Thompson, RN – House Administration

CHI Memorial – Georgia

Kimberly Heard, RN, CVRN-BC – Med-Surg 2

Katrina Park, RN – Emergency Department



Mary Ellen Jackson receiving her
Daisy Lifetime Achievement Award.

Celebrating Excellent Nurses

Daisy Award

The DAISY Award for Extraordinary Nurse award recognizes extraordinary nurses who go above and beyond to demonstrate compassionate care to patients and their families.

Lindsey Boyd, RN, CVRN-BC

Brianna Foley, BSN, RN

James Gonser, RN

Sherry Thompson, BSN, RN

Christina Lopes, RN, MSN, ACNP-BC

Heather Croft, RN

Anu Lane, BSN, RN, CMSRN

Emily Drake, BSN, RN

Tori Barham, RN, CVRN-BC

Kaitlyn Darby, RN, CVRN-BC

Deepa Philipose, RN

Holly Monroe, BSN, RN, CEN

Team DAISY

400 East/Leader – Hannah Walker, BSN, RN, OCN

Leader DAISY

Rachel Trewhella, MSN, RN

Daisy Lifetime Achievement Award

The DAISY Lifetime Achievement Award was created to recognize nurses who have devoted their life's work to the compassionate care of others. Recipients of this award are nominated for their dedication to nursing through active mentoring, role modeling, advocating for their patients and promoting the positive image of nursing. They serve as a beacon of inspiration to those at all stages of their career and in the various and important roles of nursing.

Mary Ellen Jackson, RN from cardiac administration is CHI Memorial's first recipient of this prestigious award. She graduated from St. Mary's Hospital Nursing Diploma program, Knoxville, TN in 1967 and began working in CHI Memorial's only intensive care unit (ICU) in 1971. She was the first and only nurse to work in the cath lab when it opened in 1972. In the mid-1970's, she traveled with her husband to Chicago, Missouri, and New Orleans where she worked in in the ICU, cath lab and mobile cath lab, and dialysis. She returned to Chattanooga and CHI Memorial in 1999. Today, May Ellen continues to serve and care for others in cardiac administration.



Meet Our Experts

Expert Spotlight

Emily Drake, RN

Heart Failure Program Coordinator

Emily Drake didn't always envision herself a nurse. The first 10 years of her career, she worked as an electrical engineer before deciding she wanted a job that would have a direct impact on people's lives. "Engineering was challenging and rewarding, but nursing allows me to use some of those same problem-solving techniques and apply them to improving the care we provide to every heart failure patient. I wanted to serve others, and nursing allows me to do that every day," says Drake.

Before becoming heart failure program coordinator, Emily got her start in nursing at The Chattanooga Heart Institute, where she worked with individuals who needed pacemakers and other electrical assist

devices. It's her drive to consistently see quality improvement and a mindset that's focused on the patient care that pushes Emily to stay at the forefront of new technologies, treatments and the latest medical guidelines.

"Nursing has given me confidence in my skillset as I've worked from the ground up on the heart failure program to make it the best quality program in the area," she says. "There are so many challenges – and rewards – that come from improving the care we provide while simultaneously digging deeper to understand the different aspects of care our patients really need."



Meet Our Experts

Expert Spotlight

Kimberly Miller, BSN, RN, CDCES ***Diabetes Educator***

Kimberly Miller has always been interested in health, wellness and staying active. Her love of science and helping people put her on the track of working in cardiology in the cardiac step down and coronary care units. She's been a nurse since 1994 and started working at CHI Memorial 17 years ago. After seeing the effect of cardiovascular disease in many patients, her interest in the impact of diet and lifestyle in preventing chronic disease continued to grow.

"Approximately 12 years ago I had the opportunity to work with INTERVENT, a comprehensive cardiovascular disease risk reduction lifestyle management program, which opened the door for me to teach diabetes education classes. I have some family history of diabetes, and I enjoy giving people the tools and resources they need to manage their disease and prevent future complications," says Miller, who is a certified diabetes care and education specialist. "Working directly with patients in both the inpatient and outpatient setting means I can help identify education deficits, barriers to compliance and

recommend resources to meet their needs. I find joy in empowering others to take care of their health."

To be eligible to take the CDCES exam, Miller needed two years of professional practice along with 1,000 hours of diabetes education. She also completes 15 hours of additional continuing education annually. As a subject matter expert, she stays on top of advances in treating diabetes like newly approved medications and improved technology with insulin pumps and monitoring capabilities of continuous glucose monitoring systems.

"There's always an opportunity to learn and grow – and I've experienced both personal and professional growth in this role," says Miller. "Whether it's feeling more comfortable speaking in front of a large group or having a conversation with a physician and sharing recommendations about a specific individual's needs, I feel confident in my experience, knowledge base and ability to share that critical information with others."



Meet Our Experts

Expert Spotlight

Jane Rawlston, RN, BSN
Stroke Program Coordinator

For Jane Rawlston, nursing isn't a job – it's a calling. She thought of herself as a caretaker from a young age and recognized her aptitude for pathophysiology as she pursued a nursing degree. Jane has had a long and successful career at CHI Memorial – 40 years strong. Before becoming the stroke program coordinator, she worked as floor nurse in the intensive care unit and emergency department before finding a home in the cath lab where she continued for 20 years.

"I loved the changes in medicine, particularly in cardiac, and keeping up with the latest medical advances. The same changes and greater understanding of the heart are now happening with stroke, and it's exciting to see the impact it's making across our organization and how we provide exceptional care for patients," says Rawlston.

In her role, Jane and the Stroke Navigator are responsible for every aspect of stroke care including planning, organizing, and evaluating patient care within the program, compliance with regulatory bodies and national guidelines for stroke management. In partnership with the Education

team, Jane helps to provide evidence based education to nurses and EMS, and working with the medical director to provide education to physicians, among others. She also works with patients and families as an advocate of care and plans community outreach education.

It's challenged her and expanded her knowledge in many ways, like understanding Joint Commission requirements and quality care metrics to find ways to continually improve the program. Constant learning keeps her engaged.

"There are so many choices for nurses. Whether it's pursuing advanced education to lean into the management side of this role, or becoming a nurse practitioner or CRNA, there's a niche for everyone," says Rawlston. "I enjoyed the bedside and working directly with patients. Now I have the best of both worlds – teaching and educating patients directly but also making an impact on the entire organization and how we effectively treat people who experience stroke. This is my passion and working toward this goal gives me energy every day."



Meet Our Experts

Expert Spotlight

Deedee Edgemon, BSN, RN

Cardiac Services – STEMI Coordinator

"I've always been a caregiver – and I wanted to speak up for what was right in different situations. Working within the guidelines of nursing felt natural to me," says Edgemon, sharing how she decided to pursue nursing as a career. "I started at CHI Memorial right after nursing school, and there have been so many opportunities to learn, grow and contribute to the overall excellence of care we provide."

Deedee began working at CHI Memorial in 1987 after graduating from nursing school. Her cardiac-focused career took off in 1992 when she moved to the cath lab from the intensive care unit. A few years later she moved from cath lab manager into her current role as ST-elevation myocardial infarction (STEMI) coordinator. Today Deedee works closely with the emergency department, cath lab and many other departments throughout the hospital to ensure individuals who have a heart attack receive the safest, most effective care that's based on best practice guidelines.

"There are very specific guidelines that we need to follow, and they affect many different people across many departments throughout the hospital – from physicians to pharmacy to direct patient

care providers," says Edgemon. "I track our methods, observe real time care to ensure all protocols are being followed, and look for ways we can make improvements."

Deedee remains inspired by her work as she begins to lead CHI Memorial through its fifth American College of Cardiology Chest Pain Center Accreditation process. Over the years, advancements have been made not only in the lifesaving technology and procedures, but also in the coordination and collaboration needed throughout the hospital to continually improve care for people experiencing a heart attack.

"I'm very proud of the work I do and how it makes an impact – I've grown up in this facility, and I respect what CHI Memorial stands for," says Edgemon. "My hope is that novice nurses think about what type of patients they're drawn to and dig deeply into that niche. One way to do is by choosing a specialty track with CHI Memorial's ANCC Accredited RN Residency Program or go on to gain national board certification in their specialty. In this way, you can continue to grow as a nurse and become the great care provider and advocate our patients need."



Natalie Rhodes, BSN, RN

Impacting the Future of Healthcare

CHI Memorial has partnered with the Hixson High Future Ready Institute to create the CHI Memorial Institute of Healthcare and Medical Careers, a program that prepares students for future medical careers. The Hixson program was the latest Future Ready Institute in Hamilton County Schools to join with a prominent local business or organization to prepare graduates for success after graduation.

"This Future Ready Institute is designed to prepare students for careers in an industry projected to add more jobs by 2028 than any other occupational group, according to the U.S. Bureau of Labor statistics. With nearly two million new jobs expected by 2030, we are working together to ensure there's a skilled workforce available to fill healthcare positions in our community," says Rhonda Hatfield, BSN, MBA, RN, CCRN, Regional Chief Nursing Officer, Senior Vice President Patient Care Services.

Future Ready Institutes challenge the traditional approach to education in high schools by developing career-themed small learning communities inside a high school, including medicine, robotics, forensic

science, engineering, hospitality, technology, business, marketing, and more. Teachers of all content areas, including English, math, science and social studies, work closely with the career theme teacher to provide classroom instruction through the lens of a career.

"Through this program, students see how what they're learning in the classroom applies in the real world by visiting our hospital campuses and shadowing employees. Clinical rotations are also opportunities to put their knowledge to use and provide hands-on experience," says Hatfield. "For those who want to further their education beyond a certification, many organizations including CHI Memorial provide life-long learning benefits like financial assistance and tuition reimbursement as well as opportunities for career growth. As we work to create a healthier community for all, this partnership prepares students to provide healing care in an ever-changing environment."



CHI Memorial's Nursing Community Partners

In order to create a stronger healthcare system, CHI Memorial values partnerships with community programs to improve the overall quality of healthcare provided to our patients. CHI Memorial supports the Hamilton County Department of Education's Institute of Health Careers and Medical Advancement program at Hixson High School, designed to offer enhanced educational opportunities in healthcare and prepare them for future leadership in healthcare.

Fifty students from each grade are selected to participate in health science curriculum, meet specific benchmarks and can seek national certification in personal training, dental assisting, clinical medical assisting, EKG tech, and national certification and Tennessee licensure as a certified nursing assistant.

"Many young people are simply not aware of the range of healthcare related jobs that are available. Exposure to different types of jobs and opportunities can be an eye-opener and help kids think bigger about what they want to be and what they want to do in their lives," says Courtney Parker, BSN, RN, health careers program coordinator at CHI Memorial. "If they've never known anyone who worked as a nurse or a lab technologist, they may not realize those careers exist as possibilities. This program also makes healthcare careers and the required education accessible to more students who might feel like it's not an option financially."

CHI Memorial also partners with area schools of nursing to provide meaningful clinical learning experiences, including:

- Chattanooga State Community College
- Cleveland State Community College
- Dalton State Community College
- Georgia Northwestern
- Lee University
- Southern Adventist University
- University of Tennessee at Chattanooga



Teaching and Leading

Clinical Instructor Spotlight

Rachel Thomas, BSN, RN, CMSRN

CHI Memorial Hixson House Administrator and University of Tennessee at Chattanooga Adjunct Clinical Instructor

Before Rachel Thomas began as a nursing school clinical instructor, she precepted students and trained new graduates who joined the medical surgical floor at CHI Memorial Hospital Hixson. She enjoyed teaching, mentoring and guiding new nurses through what challenges to expect while providing a safe learning space for asking questions.

"I received feedback from instructors who had placed students with me, and I realized that teaching was something I wanted to pursue. I love helping them become more comfortable taking the concrete information they learned in the classroom and applying their own critical thinking skills to the problem," says Thomas. "Students come to clinicals understanding the pathophysiology of the disease process, but then we begin to relate it to an actual person who's experiencing actual symptoms."

Rachel's students have finished their fundamentals and have had some hands-on experience in performing basic nursing tasks. Her job is to help them integrate critical thinking into their assessments, interpret what they observe and make connections that impact patient care. "It's exciting to see students grow, discuss their thought processes and ask questions. At the beginning, they're really questioning themselves about whether they're doing

the right thing. Throughout the semester, they gain confidence in both knowledge and in their ability to complete a thorough assessment and plan of care," she says.

Physicians and nurses must work together to provide excellent patient care, and nurses have a deep perspective because they're seeing patients at regular intervals throughout the day. Part of Rachel's role is to foster intuitive skills and help young nurses use their voice to advocate for patients. Being a clinical instructor helps her stay engaged in the constant evolution of nursing. And although she loves teaching, staying connected to direct patient care is also important to her.

"As a nighttime house administrator, I work with all departments to ensure staffing is appropriate, assist with admissions, and can step in to help where needed. I don't feel so far away from the bedside," she says. "Working as a clinical instructor has helped me grow. It requires me to stay on top of the most current, evidence-based nursing practice and pushes me to be my best because students are looking to me for answers. It's challenging but also very rewarding."

Rachel holds the distinction of being one of the very first RN Residents at CHI Memorial.



Teaching and Leading

Clinical Instructor Spotlight

Marla Erskine, MSN, RN

Undergraduate Clinical Coordinator, Southern Adventist University

After earning a master's degree in nursing with an emphasis in nurse education, Marla Erskine transitioned from her role as a full-time staff nurse in CHI Memorial Hospital Hixson's unit 2 to working with educators and healthcare facilities to create meaningful educational experiences for upcoming nurses. She interacts with hospital leaders to set up clinical sites, coordinates with hospital's educational departments, and teaches online nursing courses.

"I really enjoyed precepting students when they came on my unit – they were so excited about nursing and taking everything in," remembers Erskine. "Even though I loved nursing at the bedside and still work part time as needed to maintain my clinical skills, I also wanted to be more involved in education."

Marla has been a nurse since 2001 and seen the positive changes in nursing education firsthand and how different it was when she earned her nursing degree. The strategic shift toward providing nurses

a wider range of learning opportunities – at CHI Memorial through the RN Residency program – and in other healthcare organizations. Marla believes practice based nursing sets nurses up for success because they understand more clearly the opportunities they have for growth and professional development.

"I don't remember nearly as many educational experiences, required shadowing or exposure to community health in addition to med/surg, mental health, OB and pediatrics when I became a nurse. Today our instructors and partners are trying new things to ensure nurses know what's available and open their eyes to the possibilities," says Erskine. "In my early career, I never realized that nursing and informatics crossed over as much as they do, and it's inspiring to see how nurses can become highly specialized. Even more exciting is the shift in nursing culture toward encouragement, mentorship and mutual learning."



CHI Memorial Nursing
Leadership Team

Community Involvement

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 2019, CHI Memorial nurses gave back to the community by participating in many CHI Memorial sponsored community events including the Scenic City Mud Run that benefits Veterans.

CHI Memorial Leadership also gives back by volunteering time with the Chambliss Center for Children, an organization focused on preserving family unity and to helping prevent the dependency, neglect, abuse and delinquency of children by responding to the community's childcare needs. Nurse leaders gave each child a stocking, and time was enjoyed playing with the children and helping them celebrate the spirit of Christmas.



Team CHI Memorial at the
Scenic City Mud Run





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