American College of Surgeons recognizes Christiana Care for meritorious surgical outcomes

Christiana Care has been honored as one of only 44 institutions out of 445 by the American College of Surgeons (ACS) Clinical Congress for achieving “Meritorious” outcomes in surgical patient care.

This is the second consecutive year that Christiana Care has been recognized through the ACS NSQIP, which is the only nationally validated quality improvement program that measures and enhances the care of surgical patients.

The program measures actual surgical results 30 days after the operation and makes risk adjustments to compensate for differences among patient populations and acuity levels. Participating hospitals are required to track the outcomes of inpatient and outpatient surgical procedures and then analyze their results, which direct patient

CONTINUED P. 2
safety initiatives within the hospital and impact the quality of surgical care.

Christiana Care was honored with ACS NSQIP recognition for its performance in eight clinical areas:

- Mortality.
- Cardiac arrest and heart attack.
- Pneumonia.
- Unplanned intubation.
- Ventilator use for longer than 48 hours.
- Renal failure.
- Surgical site infections.
- Urinary tract infection.

“NSQIP enables hospitals to compare themselves in ways that would not otherwise be possible,” said Gerard Fulda, M.D., chair of the Department of Surgery and director of Surgical Critical Care and Surgical Research at Christiana Care. “The program levels the playing field by ensuring that data used for such a comparison is consistent.”

For participating hospitals evaluating their own improvement initiatives, the program “answers the question ‘What good did it do?’” Fulda added. “That is a powerful motivator for all of us striving to improve the quality of patient care we provide.”

Craig Martine, RN, MSN, CCRN, program manager for Performance Improvement at Christiana Care, said that the ACS NSQIP recognition underscores the expert care provided by Christiana Care surgeons.

“It shows that we do everything possible to protect our patients from harm during and after their surgeries,” Martine said. “It also is a testament to the commitment of Christiana Care health care employees to stay up to date on the best approaches to care and to ensure both the very best possible outcomes and improvements in patient care.”

Christiana Care manages more than 40,000 surgical procedures each year at both its hospitals — Christiana Hospital and Wilmington Hospital — and at a number of outpatient surgical centers. Since Christiana Care began its participation in NSQIP nearly eight years ago, the health system has experienced improvements in patient outcomes that include reductions in the rates of wound infection, deep vein thrombosis and several other post-operative complications. The program also has fostered an environment where there is an increased focus among staff quality and safety.

“This recognition by the American College of Surgeons is a reflection of our staff members embracing the Christiana Care culture, The Christiana Care Way, and real, validated proof that we treat patients like they were relatives, friends and neighbors.”

— GERARD FULDA, M.D.
CHAIR, DEPARTMENT OF SURGERY
DIRECTOR, SURGICAL CRITICAL CARE AND SURGICAL RESEARCH
AT CHRISTIANA CARE

The number of surgical procedures Christiana Care manages each year at Christiana Hospital and Wilmington Hospital and at outpatient surgical centers.
COLLEAGUES,

Today we begin a new journey – partnering with each other, our patients and our community to continue to advance The Christiana Care Way. Embedded within the promise of providing care that our neighbors value are key words that will both guide and define our path forward: partner, expert, respect, affordable, innovative.

These are extraordinary times in health care and I am both excited and optimistic about the challenges and the opportunities facing our organization, our community, our state. Together, with your support and in partnership with our community, we will accelerate our journey of transformation to create a healthier Delaware.

Within the next few months, we will embark on developing new strategic objectives that will be our guideposts for the coming years. I look forward to listening to your thoughts and ideas.

My deepest thanks to all of you for the work you do every day to make a difference in the lives of our neighbors. Thank you for your commitment to excellence in serving our neighbors as expert, caring partners in their health. It is a privilege to serve and to be your colleague.

JANICE E. NEVIN, M.D., MPH
PRESIDENT AND CEO
The day before she was scheduled to be discharged from the Center for Rehabilitation at Wilmington Hospital after rehabilitation for brain surgery, Janice Ruge of Woodstown, N.J., received an unexpected treat. Wilmington folksinger John Flynn stopped by to chat. He asked about her favorite music, and then he asked if he could turn her sixth-floor room into a mini-concert hall.

“I can’t get anybody to listen to me sing,” joked Flynn, an accomplished singer-songwriter who has performed across the U.S.

Nodding and smiling, 52-year-old Ruge said she was a fan of country music and that she and her sister would happily be his audience. With that, Flynn played his inspirational ballad, “Love Takes a Whole Box of Crayons.” It tells the story of a boy drawing a picture and wondering what color expresses true love. In the song’s refrain, Flynn explains that there are many colors to life and that “love is the heart’s rainbow.”

It was a warm sentiment exchanged in a private moment. Ruge beamed. Her sister, Tina Zeuli, sat next to her, listening intently and tearing up.

Flynn’s visit was the debut of Musicians on Call at Christiana Care. Every Wednesday from 5:30 to 7 p.m., local musicians, volunteering their time, visit with patients in both the Center for Rehabilitation and on the Acute Care for the Elderly (ACE) Unit, where they offer a bedside performance.

“This is a good idea,” Zeuli said.

At the end of the performance, Flynn said he was thankful for a chance to share his music and added, “Jan, you’re a sweetheart. Come see me in a show and we’ll do a song together.”
One of the strongest advocates for starting Musicians on Call at Christiana Care has been Margarita Rodriguez-Duffy, MSW CAVS, director of Visitor & Volunteer services. A musician played at her brother’s beside six years ago, when he was dying, and it was a powerful experience for members of her family.

“I knew that Christiana Care must have this,” she said.

Shawn R. Smith, MBA, vice president of patient experience at Christiana Care, said he was grateful for the efforts of Rodriguez-Duffy to launch the Musicians on Call program in the Center for Rehabilitation and the ACE (Acute Care for the Elderly) Unit. In both units, patients tend to have a longer-than-average hospital stays as they work at overcoming serious health challenges.

“We always look for innovative ways to improve the experience of our patients and their families while they are here under our roof,” said Smith. “I am confident that Musicians on Call will bring a lot of joy and love and spirit into the hospital for patients and their families.”

The Center for Rehabilitation at Wilmington Hospital provides comprehensive inpatient rehabilitation services to adult patients and is one of fewer than 100 rehab centers nationwide fully accredited by the Commission on Accreditation of Rehabilitation Facilities for its brain injury, amputation and stroke programs and for comprehensive adult inpatient care. Wilmington Hospital’s ACE Unit improves clinical outcomes in older patients by preventing complications and preserving the patients’ functional ability.

In my life there have been low points where music was part of my emotional turnaround. Bringing music to patients on the mend is a great idea.

As work nears completion on Christiana Care’s $210 million renovation of Wilmington Hospital, the time is right to launch the program, said Sharon Kurfuerst, Ed.D, OTR/L, FAOTA, senior vice president of administration at Christiana Care.

“Our mission is to serve our neighbors as respectful, caring partners,” she said. “Musicians on Call will take us a long way toward continued patient satisfaction and engagement in health and wellness, beyond just the physical aspects of wellness.”

On the first afternoon of performances, Kurfuerst dropped by the room of Andrea Levine of North Wilmington to see if she enjoyed the experience. Suffering from a rare and complex degenerative nerve disease, Levine said her day had been brightened by welcoming two musicians to her room.

“It was a pleasant surprise,” Levine said.

Wilmington singer-songwriter Angela Sheik was one of the musicians who stopped by. An electronic music innovator with a memorable sound, Sheik was excited by the chance to perform for Levine.

“In my life there have been low points where music was part of my emotional turnaround,” Sheik said. “Bringing music to patients on the mend is a great idea.”

Musicians on Call is a nonprofit program started 15 years ago in New York City. It is in its 10th year in the Philadelphia region where it is coordinated by WXPN, the member-supported public radio station at the University of Pennsylvania. WXPN recruits local musicians to perform for patients.

“Music’s ability to heal is real and powerful,” said Helen Leicht, WXPN midday host and spokesperson for WXPN’s Musicians on Call.

Since the WXPN program began it has touched more than 70,000 patients and their families. Wilmington Hospital is the seventh hospital to host Musicians on Call in the Philadelphia region.

Funds to support Musicians on Call locally have been donated by Light Up the Queen Foundation, a Delaware nonprofit that has promoted live music through the revival of the Queen Theater on Market Street. Other financial support comes from The Kenny Family Foundation, the charitable foundation run by the operators of the Kenny Family ShopRites of Delaware.

“We’re grateful to have such wonderful partners,” Kurfuerst said.
The Human Rights Campaign (HRC) Foundation, the educational arm of the country’s largest lesbian, gay, bisexual and transgender (LGBT) civil rights organization, has named Christiana Care among the Leaders in Healthcare Equality and listed the organization in the Healthcare Equality Index 2014, which was released Oct. 15. It marks Christiana Care’s third appearance in the annual index as a Leader.

Christiana Care was among a select group of 426 organizations across the country to earn the designation, which honors facilities meeting key criteria, including patient and employee non-discrimination policies that specifically mention sexual orientation and gender identity, a guarantee of equal visitation for same-sex partners and parents, and LGBT health education for key staff members.

“We are extremely proud to earn this distinction again, and this recognition demonstrates our commitment to foster an inclusive culture for our patients and colleagues,” said Rosa Colon-Kolacko, Ph.D., MBA, senior vice president and executive director, Christiana Care Learning Institute, and chief diversity officer.

“The LGBT community looks to the index to see where they would be comfortable getting care, and we want that community to know we are committed to their health as well,” said the Rev. Tim Rodden, M.Div., MA, BCC, FACHE, director of Pastoral Services and a member of the Christiana Care Learning Institute’s Diversity and Inclusion Council.

Rodden cited the recent example of a transgender patient who required gynecological services. Worried about how area hospitals would react to such gender identity issues, the patient consulted the 2013 Healthcare Equality Index, saw Christiana Care listed there and chose to trust in Christiana Care personnel for non-discriminatory care.

Rodden said Christiana Care exceeds the index’s criteria. Rather than simply applying education tools provided by HRC, for example, Christiana Care has developed an extensive in-house cultural competency training program that is presented to a wide range of personnel, allowing for what he called “some genuine conversation about what this portion of our patient population experiences.”

“The use of LGBT patients in a variety of case scenarios allows us to reinforce our organizational commitment to being respectful, expert, caring partners in health for the neighbors we serve, who represent our diverse communities,” he told HRC. “This reinforces The Christiana Care Way — creating innovative, effective, affordable systems of care that our neighbors value.”

Rodden and several colleagues also represent Christiana Care in a number of statewide initiatives, including work with other Delaware hospital systems in an effort to make Delaware the first state in the country to have all of its hospitals listed in the Healthcare Equality Index.

“We are extremely proud to earn this distinction again, and this recognition demonstrates our commitment to foster an inclusive culture for our patients and colleagues.”

— ROSA COLON-KOLACKO, PH.D., MBA
SENIOR VICE PRESIDENT AND EXECUTIVE DIRECTOR, CHRISTIANA CARE LEARNING INSTITUTE, AND CHIEF DIVERSITY OFFICER
New award recognizes success in achieving zero patient harm

At Christiana Care’s Safety First Committee meeting in September, the Wilmington Intensive Care Unit (WICU) and Medical Intensive Care Unit (MICU) received the inaugural Zero Harm Award — a new award designed to honor success in eliminating patient harm. The WICU and MICU were honored for their success in banishing central-line associated bloodstream infections (CLABSIs). The WICU also was recognized for achieving zero catheter-associated urinary tract infections (CAUTIs) for 12 months.

The Zero Harm Award is presented to a patient care unit, clinical department or specialty, or team in the department to recognize the achievement of zero harm for 12 consecutive months in a specific Focus on Excellence patient-safety harm measure.

Focus on Excellence patient safety harm measures include:

• Hospital-acquired infections, such as CLABSI and CAUTI; C-Difficile; MRSA; and surgical site infections (SSIs) for both colon resection and abdominal hysterectomies.

• Patient falls with major injury.

• Patient safety indicators (PSIs), such as pressure ulcers, death in surgical complications, iatrogenic pneumothorax, post op injuries and complications, and accidental puncture/laceration.

The Zero Harm Award initially will focus on hospital-acquired infections and patient falls without major injury, then expand to include PSIs and other Focus on Excellence harm measures.

“This award supports the achievement of high reliability and innovative approaches in making care safer for our patients and supports The Christiana Care Way,” said Robert Dressler, M.D., MBA, associate patient safety officer and vice chair and director of Patient Safety and Quality, Department of Medicine.

The Zero Harm Award is presented at the Safety First Committee meeting and prominently displayed on the Quality and Safety intranet site. Awardees also will be recognized at Christiana Care’s annual Focus on Excellence Award Ceremony.

The first honorees to receive the award are the Wilmington Hospital ICU and the Christiana Hospital Medical ICU for achieving zero central line associated bloodstream infections. WICU also achieved zero harm in CAUTI for 12 months.
Residents and fellows learn skills that prepare them to be tomorrow’s health care leaders

Residents and fellows are learning the fine art of leadership through an innovative program designed to prepare doctors to play key roles in the evolving world of medicine.

LEED-R (Leadership Excellence EDucation for Residents/Fellows) is an intense, two-week elective block available to junior and senior residents and fellows.

“The goal is to create the next generation of physicians prepared to be health care leaders,” said Allen Friedland, M.D., FACP, FAAP, program director, Combined Internal Medicine-Pediatrics Residency Program. “Leadership should be taught so it doesn’t happen by accident or by circumstance.”

Dr. Friedland is co-director of LEED-R with Barbara A. Monegan, MA, FABC, director, Talent Management and Leadership Development, and director of the Center for Transforming Leadership in the Christiana Care Learning Institute.

This year, 25 learners from 12 residency and fellowship programs were selected for LEED-R, including two from Nemours/A.I. du Pont Hospital for Children. It’s the second year Christiana Care has offered the program.

“What we learned from last year is that residents and fellows want to learn skills they can use now, rather than 10 years hence,” Monegan said. “They are young, curious and engaged.”

Erica Locke, M.D., PGY5, Family and Emergency Medicine, learned new and effective ways to engage stakeholders and get her ideas across.

“There’s a language of leadership that I never knew existed, a way to frame things,” she said. “Before, when I was able to get ideas into the system it was more accidental.”

A highlight was the Leadership Cafe, where learners had the opportunity to meet leaders one-on-one and ask any questions they wished.

“It was like speed dating with more than 40 leaders from inside and outside the organization,” Dr. Friedland said.

Learners also worked to identify their strengths and blind spots through self-awareness exercises and assessments. They engaged in team-building activities and negotiation scenarios. They took the Herrmann Brain Dominance Inventory, which examines thinking style.

Dr. Friedland believes LEED-R benefits the overall health system, as well as the learners.
“It’s a great retention and recruiting tool for us in Delaware,” he said.

Last year, learners were assigned projects to be completed over the academic year. This year, the health care leaders of tomorrow came up with their own five projects, including cost stewardship and extending The Christiana Care Way to patients who do not speak English.

One group plans to expand outreach efforts to adults by connecting them with resources for insurance and ongoing primary care. Other groups want to establish a mechanism for resident/fellow professional development and incorporate some key leadership education for all residents and fellows.

The hope is that ultimately all residents and fellows at Christiana Care will have access to basic leadership training, Dr. Friedland said.

“This is an example of our system supporting graduate medical education that will benefit the entire system,” he said. “Many of these learners may spend their professional careers in this system, and it makes sense to invest in them now as future leaders.”

“Leadership should be taught so it doesn’t happen by accident or by circumstance.”
— ALLEN FRIEDLAND, M.D., PROGRAM DIRECTOR, COMBINED MED-PEDS RESIDENCY PROGRAM

Residents and fellows at Christiana Care have the opportunity to learn leadership skills through the LEED-R program, now in its second year.

Allen Friedland, M.D., FACP, FAAP, and Barbara Monegan, MS, FABC, co-directors of the two-week elective block in leadership skills for Christiana Care residents, circulate among the 25 residents during a team-building exercise.
Clinical trial patient advocates are heroes of progress in cancer care

Patients and clinicians who take part in clinical trials at Christiana Care’s Helen F. Graham Cancer Center & Research Institute were honored Oct. 23 at a celebration for their part in advancing cancer care in the last 20 years.

“This is really a heroes’ celebration — you truly are heroes,” said oncologist Stephen Grubbs, M.D. “We know how to treat cancer today because of what we’ve learned in clinical trials.”

Nicholas J. Petrelli, M.D., Bank of America-endowed medical director of the Helen F. Graham Cancer Center & Research Institute, applauded the work of one group, Oncology Patient Advocates for Clinical Trials (OPACT), whose members were among about 70 people present, for their efforts to inform other cancer patients of the importance and benefits of participating in clinical trials.

“You ought to be very proud of what you’ve accomplished,” he said. “You’re leaving a legacy for all Delawareans.”

Advances in cancer care that have increased life expectancy and improved quality of life during cancer treatment are the result of patients being willing to take part in clinical trials, said Dr. Grubbs, a researcher and principal investigator for Christiana Care’s National Cancer Institute funded Community Oncology Research Program, which has sites at the Helen F. Graham Cancer Center & Research Institute, Beebe Hospital and Nanticoke Hospital. This year, he said, the program was awarded its largest grant, $8.2 million, to support work over the next five years.

“This is a small state, but when you look at how Delawareans participate in clinical trials, we’re at the top of the country,” Dr. Grubbs said. More than 20 percent of Delaware patients are involved in clinical trials, compared to about 4 percent nationally. Currently, there are more than 100 active treatment and preventive trials ongoing at the cancer center. Since 1987, he said, more than 8,000 patients have taken part in trials.

In addition to the National Cancer Institute sponsored research designation, the Helen F. Graham Cancer Center & Research Institute has a robust industry-sponsored research program and collaborates with the Wistar Institute on biomedical translational research.

OPACT, which started just three years ago, is attracting attention nationally, Dr. Grubbs said. Its goal is to assist cancer patients who are considering participation in clinical trials and to build bridges between patients and the cancer community.
Introducing OPACT advocate Leila Hamroun, Dr. Grubbs said she had attended a meeting of the Alliance for Clinical Trials in Oncology Cooperative Group, where she spoke to top oncologists and researchers, and more recently she applied and was appointed to the American Association for Cancer Research’s Scientist-Survivor Program. “She has become a true leader in the U.S. about what this group is doing,” he said.

Hamroun, an architect and breast cancer survivor, gave credit to the support of the group, and said her goal is to “put a face to what OPACT is about” and to “build on what we’ve done.” She’s networking with schools and other groups that partner with the Graham Cancer Center, hoping to share experiences and to help dispel fears surrounding clinical trials.

OPACT is “a model that can be replicated,” she said. “These are the kinds of seeds that if you start building slowly, you will be able to show in the next few years how we are expanding our reach. It’s a way of giving back and expanding this institution beyond the borders of our state.”

Dr. Grubbs added that those seeds can sprout even internationally. Noting his involvement with the American Society of Clinical Oncology and his work in South America to create greater awareness of the importance of clinical trial participation, he said, “We have an online teaching tool with the OPACT model, which is part of what we’re trying to teach people around the world.

“You’re all doing that. I encourage those who have not been involved with OPACT to get involved,” he said.

“The only reason we are having this conversation is because people went on trials before me. If not, I would not be here.”

The celebration included patients, physicians, surgeons, clinicians, nurses, caregivers and friends.
The Community Excellence Service Award, presented by survivor Joan Lockett, was accepted by Ben Fay and Roger Singley. The group includes about 40 prostate cancer survivors. “We recognized early on that clinical trials were how we made progress in prostate cancer,” Fay said. To overcome lack of awareness and misunderstanding about clinical trials, he said, “we’ve tried to keep men informed. That’s the sum and substance of what we do.” Fay thanked Drs. Grubbs and Petrelli for support.

“Cancer research cures cancer,” said oncologist Stephen Grubbs, M.D., at a celebration of Christiana Care Health System’s active clinical trials program and the clinicians and patients who take part at the Helen F. Graham Cancer Center and Research Institute. “Without research, we’re not going to cure it.”

Grubbs announced the 2014 Research Excellence and Service Awards “to recognize researchers who have made major contributions to research in Delaware. ‘I call them the legendary cancer doctors of Delaware,’ he said.

Thomas Bauer, M.D., thoracic surgery, Research Excellence and Service Award.

David Cozzolino, M.D., urologic surgery, Research Excellence, Surgical Oncology Participation Award.

Viroon Donavanik, M.D., radiation oncology, Research Excellence, Top Radiation Oncologist Accrual Award.

Andrew Himelstein, M.D., medical oncology, Research Excellence, Top Physician Pharmaceutical Accrual Award.

David Biggs, M.D., medical oncology, Research Excellence, Top Physician Treatment Accrual Award.

Barbara Neilan, M.D., medical oncology, Research Excellence, Top Physician Cancer Control Accrual Award.

First State Prostate Cancer Support Group, Community Excellence Service Award.

The Community Excellence Service Award, presented by survivor Joan Lockett, was accepted by Ben Fay and Roger Singley. The group includes about 40 prostate cancer survivors. “We recognized early on that clinical trials were how we made progress in prostate cancer,” Fay said. To overcome lack of awareness and misunderstanding about clinical trials, he said, “we’ve tried to keep men informed. That’s the sum and substance of what we do.” Fay thanked Drs. Grubbs and Petrelli for support.
Health Insurance Marketplace Q&A

Open enrollment in the Health Insurance Marketplace, created under the Affordable Care Act, began on Nov. 15 and continues to Feb. 15, 2015. Christiana Care Health System’s marketplace guides are specially trained to provide clear information on insurance options and help Delawareans find the health insurance they need for themselves and their families. Marketplace Guide Coordinator Carla Aponte, BFA, shares insight on the enrollment process:

Q: How is Christiana Care helping Delawareans to enroll in health insurance?
A: We are dedicated partners with patients and their families in their health. For many years, Christiana Care has been helping patients connect to the health care resources they need through individual counseling, community programs and now through Choose Health Delaware, the state’s health insurance marketplace. Marketplace guides help people understand their insurance options and connect with important health services so they can choose the type of plan that works best for their health care needs and their budgets.

Q: How can Delawareans sign up for health insurance?
A: Open enrollment for coverage in 2015 has started and continues to Feb. 15, 2015. Open enrollment is the time when you can apply for a new marketplace plan, keep your current plan, or pick a new one.

The health insurance marketplace plans will begin providing coverage on Jan. 1, 2015. Our marketplace guides can meet with patients and members of the community at Wilmington Hospital, Wilmington Annex, Christiana Hospital, the Helen F. Graham Cancer Center & Research Institute and the Middletown Emergency Department.

Patients and community members can request a free, private meeting with one of our guides by calling 302-320-6586 or e-mailing marketplaceguides@christianacare.org. We also are holding free enrollment events.

Q: What should someone bring to a meeting with a marketplace guide?
A: These five items are necessary for enrollment and are very important to bring:
1. Birth dates of those applying for coverage.
2. Social Security numbers of those applying for coverage.
3. Paystubs, W-2 forms or other information about your family’s income.
4. Policy/member numbers for any current health coverage.
5. Information about any health coverage from a job that’s available to you or your family.

Q: What are key dates for the open enrollment period?
A: These are important deadlines to remember:
- Dec. 15, 2014. Enroll by Dec. 15 if you want new coverage that begins on Jan. 1, 2015. If your plan is changing or you want to change plans, enroll by Dec. 15 to avoid a lapse in coverage.
- Feb. 15, 2015. This is the last day you can apply for 2015 coverage before the end of open enrollment.

Q: How can health care providers assist patients interested in learning more about their health insurance options?
A: We are here to help. Colleagues can contact us or ask their patients to contact us by phone at 302-320-6586 or e-mail marketplaceguides@christianacare.org.

Learn more at christianacare.org/helpwithhealthinsurance.
As a leader in women’s and children’s health, Christiana Care Health System hosted the 2014 annual conference of the Council of Women’s and Infant’s Specialty Hospitals on Oct. 25 to 27. “Experts shared an impactful depth and breadth of knowledge in research and clinical advances for obstetrics patients and population health among women of child-bearing age,” said Sherry A. Monson, MSN, RN, MBA, vice president of Women’s and Children’s Services at Christiana Care. Monson is president-elect of CWISH and will lead the organization from December 2015 to December 2018.

A group of non-competing hospitals, C-WISH members share clinical outcomes data, organizational data and successful initiatives so the collective strengths of the group can benefit patients.

The weekend saw the highest physician attendance at a CWISH annual conference. “The focus on safety, quality and clinical outcomes, beneficial across the board, included innovations and shared experiences that can improve health and the value of care for our patients,” said Richard J. Derman, M.D., MPH, FACOG, the Marie E. Pinizzotto, M.D., Endowed Chair of Obstetrics and Gynecology.

Presenters from Christiana Care included Sharon Anderson, BSN, RN, MS, FACHE, and Terri H. Steinberg, M.D., MBA, on Bridging the Divides, a population health model pioneered at Christiana Care; Shawn Smith, MBA, vice president of Patient Experience on increasing patient satisfaction; Matthew K. Hoffman, M.D., MBA, vice chair of Obstetrics and Gynecology, on current obstetrical research; neonatologist Stephen Pearlman, M.D., MSHQS, on advanced techniques in umbilical cord-clamping; Malina Spirito, PsyD, MEd, and Megan O’Hara, LCSW, on the new Center for Women’s Emotional Wellness; Mark McDermott, MBA, on cost-saving purchasing initiatives; and Pamela Jimenez, MSN, RN, CFNP, CPNP, on safe sleep for infants.

Christiana Care is recognized by the U.S. Department of Health & Human Services as the region’s only National Community Center of Excellence in Women’s Health. Conference attendees toured Christiana Care’s simulation lab, the Labor and Delivery suite and the Neonatal Intensive Care Unit, with its new family-friendly NICVIEW camera system allowing families to see their babies remotely through a live video feed during their NICU stay.

At the CWISH conference: Richard J. Derman, M.D., MPH, FACOG, The Marie E. Pinizzotto, M.D., Endowed Chair of Obstetrics and Gynecology at Christiana Care; Maribeth McLaughlin, CWISH President; Sherry A. Monson, MSN, RN, MBA, Christiana Care vice president of Women’s and Children’s Services and CWISH president-elect; and Nancy Crawford, CWISH Treasurer.

“Experts shared an impactful depth and breadth of knowledge in research and clinical advances for obstetrics patients and population health among women of child-bearing age.”

— SHERRY A. MONSON, MSN, RN, MBA
VICE PRESIDENT OF WOMEN’S AND CHILDREN’S SERVICES AT CHRISTIANA CARE
New amenities make it special for new moms

New amenities are making special days even more special for families celebrating the birth of a baby at Christiana Care.

“The birth of a baby is such a joyful time,” said Sherry Monson, MSN, RN, MBA, vice president, Women’s & Children’s Services. “Christiana Care is a great place to have a baby, and our entire team is working to make it even better. For many of our mothers, childbirth is their first hospital experience. These little touches can help to ensure that the experience is comfortable, welcoming and filled with great memories.”

To celebrate every birth, each mother and father or support person receives a birthday gourmet cupcake, baked by Cakes By Kim, in Labor & Delivery, after they’ve enjoyed their first skin-to-skin time with their baby.

“Moms are usually hungry by this time, and the cupcakes are a welcome treat,” said Mary Stirparo, RN, nurse manager of Postpartum. Her team led the way in introducing these special touches into the maternity experience. “Our new families love it, and it’s been a great opportunity for the staff to work together.”

Later, in Postpartum, families receive a newspaper from the day their baby was born, in a keepsake sleeve. And to add to the happy atmosphere, hotel-style bath amenities have been added to the Postpartum rooms.

“We know that the most important things that families care about when they’re welcoming the birth of a new baby are the same things that all of our patients care about: respectful partnership and good communication with their care team; a clean, restful environment; and the great care that Christiana Care provides,” said Shawn R. Smith, MBA, vice president of Patient Experience. “But if we can also create smiles by paying attention to the little details that add up to make their stay special — that’s a win.”

The new amenities are one of many initiatives under way by the Women’s & Children’s Patient Experience Council. This multidisciplinary team is working to elevate all aspects of the patient experience for Women’s & Children’s services.
“Engaging Physicians to Deliver High Value Care” was the topic of the Department of Medicine’s 8th annual Roger B. Thomas, M.D., Lecture by Gurpreet Dhaliwal, M.D., professor of medicine, University of California San Francisco School of Medicine.

High-value care, Dr. Dhaliwal began, is represented by an equation: Value = Quality of Care / Cost of Care.

Quality of care includes factors such as health outcomes, patient safety and patient experience. Divide by the cost of care, including what gets wasted, and you get a clear picture of the value of care. It is crucial to solve this equation, he said, because our nation’s medical resources are at stake. These resources are overused and often wasted at the hands of unengaged physicians to the tune of billions of dollars per year.

To teach about waste in a health care scenario, Dr. Dhaliwal described a simple but unneeded X-ray order that led to time and materiel misspent by multiple staff members on multiple levels, including a resident, nurse, nurse

Gurpreet Dhaliwal, M.D., is a clinician-educator and professor of clinical medicine at the University of California, San Francisco. He is the site director of the internal medicine clerkships at the San Francisco VA Medical Center, where he teaches medical students and residents in the emergency department, urgent care clinic, inpatient wards, outpatient clinic and morning report. His academic interests are the cognitive processes underlying diagnostic reasoning and clinical problem solving and the study of diagnostic expertise.
assistant, patient escort and the food services team — all in addition to the resources of the radiology staff performing and reading the unneeded image, clerical work and more.

He introduced a short video clip and asked for small group discussions. The clip focused on a conversation involving a senior resident and two junior residents discussing cost versus necessity for an order for diagnostic testing.

Even though the senior resident had some doubt about the medical need for the test, he refused to consider that cost should be applied as a determining principle in the medical decision making. “Basically, he punted on the issue,” said one physician in the audience.

Dr. Dhaliwal also discussed telemetry waste and two key ways to avoid it: Using guidelines for appropriate use and timing; and discontinuing telemetry when it is clinically appropriate to do so.

Telemetry is a hot topic at Christiana Care with the recent announcement of an ECRI Institute Health Devices Achievement Award, which will be presented to Christiana Care in a ceremony this month, for a new national guideline-driven provider ordering process leading to more appropriate telemetry use in non-intensive care settings, as well as the research and publishing behind the award.

Christiana Care’s initiative, championed by interventional cardiologist Andrew J. Doorey, M.D., a Christiana Care Value Institute scholar, helped save nearly $5 million simply by following telemetry guidelines.

“It’s the type of medicine that we all wanted to practice” when we set out to become physicians, Dr. Dhaliwal said.

Accompanied by Virginia U. Collier, M.D., MACP, Diane Thomas, past president of the Junior Board of Christiana Care and widow of Roger B. Thomas Jr., M.D., presents an oil painting of Wilmington Hospital donated by the Thomas family to Christiana Care in memory of Drs. Roger B. Thomas Jr. and Roger B. Thomas Sr. The painting will hang outside the Brandywine Conference Center at Wilmington Hospital.

Roger B. Thomas Jr., M.D.

A Wilmington internist for over 30 years, Roger B. Thomas, M.D., was vice chair of the Department of Medicine and a clinical associate professor of medicine at Jefferson Medical College, now Sidney Kimmel Medical College, Philadelphia. He trained as a resident and chief resident at Christiana Care, then known as the Wilmington Medical Center, from 1969 to 1972. As the director of the third-year medical student clerkship program at Christiana Care, Dr. Thomas taught more than 1,500 third-year medical students, leaving an indelible imprint on many doctors practicing today in our community and beyond.

He was known for his incisive clinical judgment and deductive reasoning, gentle bedside manner, and approachable, understanding teaching style, but is best remembered as one of the internists in Delaware who set the standards of professionalism, patient care and teaching.
At an Oct. 20 event marking Health Literacy Month at Christiana Care, Karen Drenkard, Ph.D., RN, NEA-BC, FAAN, chief clinical/nursing officer for GetWellNetwork and former executive director of the American Nurses Credentialing Center, explained that effective communication between clinician and patient is essential to providing high-quality health care.

Communication between a clinician and patient should be a two-way street. But if the patient doesn’t understand the instructions or can’t read the words on a pill bottle, the best care will not be assured.

A patient’s level of health literacy, defined as the “capacity to obtain, process and understand basic health information needed to make appropriate health decisions and services needed to prevent or treat illness,” is not always apparent, Drenkard said. Those whose reading skill is limited or who are overwhelmed by medical terminology might not let the clinician know how little information is being understood.

“As clinicians, we have conditioned people to be passive recipients of their care,” she said. To ensure we provide the best care, “We’re going to have to shift our focus and have a new emphasis on engaging people in their care.”

Effective communication is “about mutual understanding, the concept of exchanging information on a partnership level, rather than a hierarchical way,” she said.

Some 90 million Americans, nearly half the adult population, have inadequate health literacy, according to the Institute of Medicine. Low health literacy is more prevalent in older people and those with less education and lower socioeconomic status, but it is found among all ages, races, incomes and education levels. The stress inspired by news of a serious diagnosis or concern about a family member can cause even highly educated people to block out the words of a clinician, Drenkard said.

Michelle Collins, MSN, RN-BC, ACNS-BC, director of Nursing Development and Education and the leader for the Learning Institute’s Center for Patient and Family Education, who introduced Drenkard, said Christiana Care wants to strengthen the work already being done to help families across the continuum of health care. That means making sure all written and verbal materials are understandable to everyone who encounters them.
“High intellect, high reading level, do not always translate to better understanding one’s health care,” Collins said. “We may take it for granted because we are so familiar with it, but for our patients and community members, it’s not that familiar.”

Researchers at the O’Neil Center, a research center in Bethesda, Md., created by the GetWellNetwork, are working to create a tool to help clinicians assess the ability of a patient and family to engage in care, to improve the exchange of information and to facilitate collaboration with the patient to tailor interventions according to the patient’s capacity and choices.

Patients want three things, Drenkard said: “They want to be known as an individual. They want mutually determined goals, and they want help sorting through all the information they’re given.”

After an extensive literature review, O’Neil researchers found only 31 evidence-based studies during a 10-year period that reported on effective ways to overcome low health literacy and to assess a patient’s willingness to engage in his or her own health care.

To address that information gap, they are working to develop an interactive model of care that would create an index or score that could be used to guide further patient and family education. Though still in early development, the plan is to test models in randomized clinical trials to see what works, she said.

“What we continually work with our clinicians to help them to improve their use of plain language and to define complex terminology when communicating with patients.”

— MICHELLE COLLINS, MSN, RN-BC, ACNS-BC
DIRECTOR OF NURSING DEVELOPMENT AND EDUCATION
AND THE LEADER FOR THE LEARNING INSTITUTE’S CENTER FOR PATIENT AND FAMILY EDUCATION

The goal is to benefit patients by assuring they have the information they need, presented in a way they can understand.

At Christiana Care, strategies to address health literacy are supported by the Patient and Family Education Policy, which was revised in 2012 to set a health literacy standard of 6th grade reading level, 50 percent or greater ease of reading, for patient and family educational materials.

“We use software specifically designed for health literacy to aid us in editing the patient education materials that we create,” Collins said. “In addition, we have hosted focus groups with patients and staff to learn how they obtain their information, how often they replace it, and how it is assessed for health literacy. And we continually work with our clinicians to help them to improve their use of plain language and to define complex terminology when communicating with patients.”

The Learning Institute sponsored conference on improving health literacy and assessing patient engagement attracted clinicians, researchers and support staff to discuss strategies for effectively addressing health literacy.
The GetWellNetwork at Christiana Care has a new “skin,” a user interface that is brighter, easier to navigate and packed with information for patients.

“Our old experience looked very much like an ATM machine. Our new skin is much more transparent for patients and clinicians to use,” said Michelle Collins, MSN, RN-BC, ACNS-BC, director, Nursing Professional Development & Education, Center Leader for Patient-Family Education and the GetWellNetwork champion.

The goal of GetWellNetwork and the new user experience is to improve patient outcomes and increase patient satisfaction. That is accomplished through the four E’s: engage, empower, educate and entertain.

“The GetWellNetwork is explained to patients when they are admitted and is a great tool for educating patients about their medications and other topics,” said Suzanne Heath, MS, BSN, RN, BC, nurse manager of 5A and EAU, who serves on the GetWellNetwork Steer committee. “It also helps patients get ready for discharge with a checklist. Do you have a ride? Do you need meds from the pharmacy? And so on.”

Nurses at the bedside harness the GetWellNetwork to work with patients, says Barbara Feeny, BSN, RN-BC, staff development specialist.

“Having something available at the bedside is a convenient way to educate our patients,” she said. “The patient also has the ability to keep learning even when the nurse or another clinician is not in the room.”

For example, patients with diabetes can explore short videos on such topics as diet and monitoring blood sugar. Patient education videos on the new GetWellNetwork are shorter and much easier for patients to understand in a single viewing.

“It’s much more user friendly,” said Carmen Pal, MSN, RN, MBA, staff education specialist. “Patients can navigate the system more easily and get to where they want to go more quickly.”

The new layout features priority boxes that focus on the most important information and tasks patients need to complete during their hospitalization. The display is tailored to each individual’s needs. Smaller featured buttons provide quick access to favorites such as TV, music and Internet services. Patients can provide feedback and nominate exceptional nurses for The DAISY Award through the GetWellNetwork.

“It’s an opportunity for patients to tell us in a safe way how we can do things better in order to fulfill our Christiana Care promise,” Collins said.
We look forward to the joy and merriment of the holiday season — but not the stress.

Happily, there are ways we can enjoy shopping, entertaining and a swirl of other activities while minimizing stress. A good way to start is by acknowledging the pressures of the season and mapping out a coping strategy.

Exercise is often one of the first things people give up when they are crunched for time. Exercise is a great stress buster, however, and also an effective way to burn those extra calories from holiday treats.

Here are a few other tips for reducing stress:

❄ Set realistic expectations. It’s OK if you skip baking cookies this year. You don’t have to decorate every room in the house or bust your budget in order to buy everyone a perfect gift.

❄ Take it easy on the eggnog. Alcohol makes depression worse.

❄ Don’t overindulge in sweets. A diet high in fat and sugar can make you feel sluggish and translate into unwelcome weight gain.

❄ Acknowledge feelings of loss. If you are recovering from the death of someone close to you, divorce or other loss, don’t expect your feelings to go away just because it’s the holidays.

❄ Don’t let difficult family members get on your nerves. It’s OK to walk away from unpleasant people or opt not to spend time with them.

❄ If you tend to isolate yourself, plan activities in which you are surrounded by others. That might include volunteer work.

❄ Because it gets dark earlier this time of year, many people feel SAD — as in Seasonal Affective Disorder. Using a full-spectrum lamp for 20 minutes a day can help to make your mood sunnier. Ask your doctor about treatment.

If you feel overwhelmed by stress or are depressed, give yourself a gift. Make an appointment with your doctor or contact the Employee Assistance Program at 1-877-595-5284.
Local and regional orthopaedic surgeons, physical and occupational therapists, athletic trainers and others filled the John H. Ammon Medical Education Center at Christiana Hospital on Oct. 25 for the 2014 Delaware Orthopaedic Symposium, presented by Christiana Care, the Delaware Society of Orthopaedic Surgery (DSOS) and the Medical Society of Delaware.

The 7th annual conference featured several educational tracks, a live anatomical dissection, poster presentations, a vendor area and continuing-education credits, and offered updates on a wide range of topics in orthopaedics.

Elliott Leitman, M.D., outgoing DSOS president, called the symposium a “hall of fame” of orthopaedics leaders.

Brian Galinat, M.D., MBA, chair of the Department of Orthopaedic Surgery at Christiana Care and a DSOS member, described the annual symposium as an excellent resource for the orthopaedic community.

“This event draws professionals from across the diverse spectrum of orthopaedics, and they all come out of a genuine desire to share and gather the latest information, interact with their peers and further their ongoing education in their expertise,” he said. “They make a decision each year to invest more of their personal time in their professional development, and it is all to deliver greater, more effective options and care to patients.”

David Teuscher, M.D., first vice president of the American Academy of Orthopaedic Surgeons and an orthopaedic sports medicine specialist with the Beaumont Bone & Joint Institute in Beaumont, Texas, kicked off the event with a provocative discussion on ways to make health care better for everyone, which touched on everything from doctor-patient confidentiality to electronic medical records to how to discuss the advantages and risks of procedures with patients.

There were group presentations on topics including clinical practice guidelines, ultrasound in musculoskeletal medicine, common upper-extremity problems, radiologic evaluation of shoulder disorders, fragility fractures, osteoporosis and more. Speakers included a primary-care sports-medicine specialist, certified hand therapists, orthopaedic surgeons, a radiologist and a vascular surgeon, whose presentation on thoracic outlet syndrome was featured in the event’s hand-therapy educational track.

David Ring, M.D., Ph.D., professor of orthopaedic surgery and director of hand and upper-extremity research at Harvard Medical School and the chief of the Hand and Upper Extremity Service at Massachusetts General Hospital, concluded the conference with a presentation titled “Curiosity.”

He encouraged his peers always to be both curious and scientific, and stressed the value of empathy in any practice. When a patient starts out by saying “I usually have such a high tolerance for pain,” said Dr. Ring, it can often be read as “I need my doctor to understand that I feel something is very wrong and I’m worried.”

Attendee and planner Peter Townsend, M.D., who became the DSOS’s new president at the business meeting following the symposium, said he was very pleased by the quality of the speakers, the diverse topics they covered and the wide array of medical professionals who gave up their Saturday to attend the 2014 symposium.

“One of things we’re always trying to do is to increase the number of attendees, if for no other reason than to increase the educational impact of the symposium,” he said. “We don’t want to reach just deep into the orthopaedic community. We also want to reach out into the primary care community and the allied health community. One of our goals is to reach as many people as we can, because we have a tremendous resource here to improve basic orthopaedic knowledge of our community.”

Attending the symposium for the second time, orthopaedic surgeon Brian De Muth, M.D., who practices in Elkton and Havre de Grace, Md., applauded the symposium’s planners. “To have speakers that come from Mass General and other places far away, to be able to hear from people traveling to deliver a message that has national importance, is terrific,” he said. “I really appreciated Dr. Teuscher’s message about the importance of our communication and unity. We have a very special niche, and that was motivational for continuing our collective causes.”
Arthritis Foundation honors Dr. Laskowski for commitment to musculoskeletal health

The Arthritis Foundation honored Robert J. Laskowski, M.D., MBA, recently retired president and CEO of Christiana Care, for his commitment to improving the musculoskeletal health of the community.

The Halloween-themed, annual “Delaware Bone Bash” semi-formal dinner party Oct. 24 at Deerfield also was a fundraiser by the foundation to help find a cure for arthritis.

Dr. Laskowski received an engraved plaque as the foundation’s honoree from the field of medicine as tribute to his guidance of transformational accomplishments in health care, including:

- The Center for Joint Replacement, which has become one of the most successful joint centers in the entire Mid-Atlantic Region.
- Christiana Care’s orthopaedic surgery division’s growth to become a fully independent department.
- Establishment of rheumatology care at Christiana Care, which increased availability of rheumatology physicians.
- Orthopaedic trauma improvement from very good to a state-of-the-art Orthopaedic Trauma Service with the joint cooperation of two large private practices and the hospital.

Christiana Care’s Department of Orthopaedic Surgery was one of several sponsors of the Delaware Bone Bash. ●

Brian Galinat, M.D., MBA, elected to American Shoulder and Elbow Surgeons

Brian Galinat, M.D., MBA, chair of the Department of Orthopaedic Surgery at Christiana Care, has been elected as an associate member of the American Shoulder and Elbow Surgeons, the premier organization for orthopaedic surgeons that fosters and advances the science and practice of shoulder and elbow care.

Galinat is one of only 420 surgeons in the country — and one of only two in Delaware — invited to join ASES, comprised of the leading national and international orthopaedic surgeons who specialize in surgery of the shoulder and elbow.

Speaking between sessions at the orthopaedic symposium he helped organize, Dr. Galinat described his appointment as a tremendous opportunity.

“The knowledge that I have gained from ASES has helped me provide higher quality care to patients,” he said. “ASES continually raises the bar for surgeons so they continually strive to get better. It gives me the opportunity to interact and learn from other highly skilled surgeons, and it gives me the opportunity to provide better care for our patients.”

Dr. Galinat also sees his election to ASES as an opportunity to pay it forward.

“I’ve had a great career in this community,” he said, “and I have an obligation to help orthopaedic surgeons in our hospital continue to improve the care offered to the community that has been so good to me and so good to my family.” ●

Local Arthritis Foundation president Andrew J. Gelman, D.O., presents Robert J. Laskowski, M.D., MBA, with an award honoring his commitment to musculoskeletal health.
When Emergency Department nurse Josie Robinson, RN, CEN, arrived for her shift at Christiana Hospital on the morning of Oct. 21, she had no idea of the wonderful surprise that awaited her. Nursing leaders and colleagues met Robinson at the nurses’ station to present Christiana Care Health System’s first DAISY Award for Extraordinary Nurses.

Christiana Care’s Professional Nurse Council launched The DAISY Award at Christiana Care in August. The DAISY Award recognizes patient- and family-centered care, said Diane Talarek, MA, RN, NE-BC, senior vice president of Patient Care Services and chief nursing officer at Christiana Care, in announcing the award. “Nurses are at the bedside, in the exam room and in patient homes day in and day out providing care,” Talarek said. “The DAISY Award provides the perfect forum to recognize and celebrate the positive impact our nurses have on the lives of others.”

“I cannot think of anyone more worthy of receiving the first DAISY Award at Christiana Care than Josie,” said Karen Toulson, MSN, MBA, RN, CEN, NE-BC, director of Clinical Operations for the Emergency Department and Observation Unit at Christiana Hospital. “Josie is incredibly knowledgeable and is a clinical leader in trauma. Many of her peers look to her for guidance, and she’s always approachable, accessible and ready to help. When it comes to our patients, Josie is a tremendous advocate. We are very lucky she chose to work at Christiana Care.”

Nominating Robinson was Kathy Capozzoli, the mother of a young patient Robinson treated in the Emergency Department. When she brought her son to the ED at Christiana Hospital in August, she “was sure he was going to die,” Capozzoli said. He had been treated unsuccessfully for pneumonia at another hospital and also suffered from Sturge-Weber syndrome, a rare congenital neurological and skin disorder that includes physical disfigurement.
In her nomination, Capozzoli wrote, “When we came into the ED, I was alone and very afraid. Josie was our nurse and for the first time, a health care worker looked past his appearance and treated him professionally and with compassion.”

Kathy’s son faced a long road. “I was alone, scared and devastated,” said Capozzoli. “People kept asking me if they could call someone and I told them I have no one. Immediately, my thoughts went to Josie as her visits had become daily. They called her from the ED to come and support me through the most difficult time of my life. I don’t know what I would have done without her.”

Highlighting the impact that nurses like Robinson have daily in patients’ lives is the heart of The DAISY Award, said Allison Steuber, MSN, RN III, CEN, who chairs the Professional Nurse Council. “With DAISY, we can honor outstanding nurses throughout the year.”

The family of J. Patrick Barnes created DAISY — an acronym for Diseases Attacking the Immune System — in 1999 to honor his memory with a tribute to the skillful and compassionate care he received from his nurses during his hospitalization. The family established The DAISY Award as a way to say thank you to nurses everywhere. Today, more than 1,700 health care facilities in every state and 11 countries honor nurses with The DAISY Award.

The Professional Nurse Council will present The DAISY Award to an extraordinary nurse each month based on nominations from patients, families and Christiana Care colleagues. All nurses — inpatient, outpatient and Visiting Nurse Association — are eligible.

Anyone who has experienced care at Christiana Care is invited to nominate an extraordinary nurse for The DAISY Award online.

“Josie is incredibly knowledgeable and is a clinical leader in trauma. Many of her peers look to her for guidance, and she’s always approachable, accessible and ready to help. When it comes to our patients, Josie is a tremendous advocate.”

— KAREN TOULSON, MSN, MBA, RN, CEN, NE-BC
DIRECTOR, CHRISTIANA HOSPITAL CLINICAL OPERATIONS, EMERGENCY DEPARTMENT AND OBSERVATION UNIT
In 1954, when Barbara Blair graduated from the nursing program at what would become Wilmington Hospital, there was no intensive care unit or specialized care for psychiatric patients. "They didn’t cohort patients like they do now," she recalls. "There was only medical, surgical and maternity — and we took care of them all."

Sixty years after graduation, Blair and three other nurses from her graduating class — Carole Trent, Janet Lyons and Ruth “Hutch” Staats — returned to Wilmington Hospital for a VIP tour, escorted by Sharon Kurfuerst, EdD, OTR/L, FAOTA, senior vice president of Administration, and Andrew Pack, executive director of Development.

The frieze above the entrance to their former residence on Washington Street remains, and the words ring true today: “Enter to Learn. Go Forth to Serve.”

The nurses’ residence is gone. But their legacy of learning and service shines through in Wilmington Hospital’s $210-million transformation into a 1 million-square-foot, state-of-the-art medical center.

“It’s been a long time since we walked these halls,” Blair said. “What has been accomplished here is remarkable.”

Blair, 81, retired a year ago as executive director of the Epilepsy Foundation of Delaware. Carole Trent of Lewes, 81, worked until a year and a half ago at Beebe Medical Center, where she was a case manager.

The nurses were impressed by the new Center for Advanced Joint Replacement, which logs approximately 2,400 hip and knee replacements each year. All patients have private rooms.

“It’s like a little hotel room,” said Staats, 81, of Claymont.

Kurfuerst showed the nurses a ceiling lift above the bed. “There’s no more manually lifting patients,” she said.

“That is really great,” Blair said. “In our day, back injuries were an occupational hazard.”

As they walked the halls of the beautifully renovated hospital, they reflected on how much has changed. In 1954, hospital restrooms and water fountains were segregated, they said. Visiting hours were restricted to a few hours a day, making it difficult for families to spend time with loved ones in the hospital. There was no intensive care unit.

“There were four beds behind the nurses’ station where you had your critically ill patients,” Staats said.

In the 1950s, student nurses lived together in a residence at the hospital, under the watchful eye of a house mother, whose duties included enforcing a 10 p.m. curfew.

“Like every place with a curfew, we used to prop the door open for one another,” Blair said.

Student nurses wore hair nets under their white caps, which would receive a crisp black stripe upon graduation. Lace-up shoes were polished white and uniforms were so crisp they rustled when the nurses walked.

“Starch, straight out of the bottle,” Trent said. “Our uniforms practically stood up by themselves,” added Blair.

From 11 p.m. to 7 a.m., senior student nurses were the only nurses on duty at the hospital, relying on aides and medical interns for support.

Several perks came with the job. Grads who had babies at the hospital never received a bill. “And we would always get a private room,” Staats said.

Many of the nurses remained friends through the years. Three raised families in the Ashbourne Hills development in Claymont.

“Because we lived together 24 hours a day for three years, we became a very tight-knit group,” said Janet Lyons, 81, of Fenwick Island.

Today, the space adjoining the former residence has been transformed into a stunning, light-filled atrium.

“Wilmington Hospital is an amazing place, so inspiring,” Blair said. “It’s a true pleasure to see all the wonderful progress that has been made.”
n annual workshop and luncheon Oct. 23 celebrated a successful year of PEEPS, an initiative for preventing injuries by focusing precautions for patients, environment, equipment, posture and safety.

PEEPS is considered instrumental in Christiana Care’s successful reduction of recordable injuries to employees to 5.1 — surpassing the health system’s annual operating goal of 5.5 or fewer recordable injuries.

PEEPS embodies Christiana Care’s ongoing endeavor to educate staff about safe “patient handling” — the process of moving patients — such as when a patient needs bathing, wound care, linen changes or to be transferred from one bed to another.

“We are incredibly proud of the job that our team has done promoting safe behaviors and improving our systems,” said Gary Ferguson, executive vice president and chief operating officer. “Their efforts have resulted in an impressive reduction in injuries.

“Christiana Care is a best practice health system when it comes to workplace safety, and the PEEPS team has led the way with safe patient handling. This not only reduces employees injuries but also injuries to those we serve — a true win/win.”

The workshop and awards program and luncheon was attended by Christiana Care’s PEEPS team, frontline staff in nursing and ancillary areas. Annual awards are given for exceptional commitment to staff safety. In addition, other prizes help recognize those who have done so much to support the PEEPS program throughout the year.

The workshop featured a review of the past year’s achievement. Staff also learned about new education and current injury-prevention programs. The majority of the workshop focused on actual injuries that have occurred in patient handling and encouraged collaborative problem-solving to troubleshoot what we could have done to prevent the injury.

This year’s PEEPS Awards winners included Christine Ball, CT scan technologist; Barbara Marandola, MBA, RN-BC, nurse manager, 5D; Elizabeth Shearon, RN II, SA; Mercy Badu-Nkansah, RN III, Center for Advanced Joint Replacement; Douglas Bugel, medical photographer; and Barbara Feeny, BSN, RNC, staff development specialist. An Award for leadership in supporting the PEEPS Program was presented to Diane P. Talarek, RN, MA, NEB-BC, senior vice president, Patient Care Services and chief nursing officer.
Medical-Dental Staff honors Robert J. Laskowski, M.D., MBA, with Commendation for Excellence

The Medical-Dental Staff 2014 Annual Meeting, Awards Celebration, Dinner and Art Exhibit included a celebration of Christiana Care’s retiring president and CEO Robert J. Laskowski, M.D., MBA, and welcome remarks by new president and CEO Janice E. Nevin, M.D., MPH. The event also included a display of original artwork by members of the Medical-Dental Staff.

Medical-Dental Staff President Brian E. Burgess, M.D., welcomed the physicians and introduced Dr. Nevin, whose “ability and leadership I continue to learn from daily,” he said.

“Tonight really is about honoring all of you,” Dr. Nevin said. She praised the first-class leadership of the Medical-Executive Committee and credited the physician leaders around her for being outstanding partners in care.

Dr. Nevin said that she had been overwhelmed by letters and e-mails congratulating her on her new role as president and CEO. And in many of those letters and e-mails, people wanted to share with her a story about a great experience that they’d had at Christiana Care.

“It’s very clear that we are viewed as a public trust,” she said. “Health care is so important to our neighbors, and what we do every day is truly valued .... It was also clear to me that they were celebrating what Bob has done in this community for the last 11-plus years. He has been on a personal level a friend and a mentor, but I think he’s really taught all of us what it means to be a partner with your community. The words of The Christiana Care Way reflect what he has brought as a leader to Christiana Care and to New Castle County, and in fact, to the state of Delaware and the country. But most of all I understood that they were telling me that it’s about what you do every day. Because all of you in the room, every day, take care of someone who’s vulnerable, who’s in need, who’s in pain, who’s worried — and that’s what really makes the difference.”

The highlight of the evening was the presentation of the Commendation for Excellence Award. Donnita M. Scott, M.D., and Anand P. Panwalker, M.D. with Robert J. Laskowski, M.D., MBA. Drs. Panwalker and Scott were among those who nominated Dr. Laskowski for the Commendation for Excellence.

Donnita M. Scott, M.D., Anand P. Panwalker, M.D., and Robert J. Laskowski, M.D., MBA. Drs. Panwalker and Scott were among those who nominated Dr. Laskowski for the Commendation for Excellence.
M.D., and Anand P. Panwalker, M.D., who along with Glenn Tinkoff, M.D., nominated Dr. Laskowski for this year’s award, joined Dr. Burgess to introduce the awardee. Dr. Burgess began by reading quotes from their nominations:

“Dr. Laskowski has transformed Christiana Care by calling patients our neighbors. He made it obvious that caring was to be the main ingredient in a system that exceeded intellectually and technologically. No one is more worthy than the man who has led this institution from the Medical Center of Delaware to the renowned Christiana Care Health System.

“He is a fine and an honest man. A scholar, a deep thinker, and a role model to emulate.”

“And on a personal note, Bob gave me a book when I was president elect. It was entitled ‘Servant Leadership.’ And to tell you the truth he could have written that book himself.”

After reciting a litany of Dr. Laskowski’s accomplishments that included the unprecedented expansion of Christiana Care Health System, including the opening of the Helen F. Graham Cancer Center, the Center for Heart & Vascular Health and the transformation of Wilmington Hospital, he welcomed him to the podium to receive the 15th Commendation for Excellence Award.

“I am really, really humbled,” Dr. Laskowski said. “From the age of 12 on, I wanted to be a physician … . It’s so important to me, as my identity, being a doctor. So to have this award from colleagues I respect so deeply, physicians – that is profound for me.”

Dr. Laskowski thanked his family, including his wife and parents, who were in the audience, for their love and support, and for helping him to keep a strong sense of humility. And he thanked his colleagues for their support and enthusiasm in striving for excellence.

“I am enthusiastically optimistic for the future. Under Janice’s leadership, the future of Christiana Care is going to be very bright.”

Robert J. Laskowski, M.D., MBA, accepting his award and with Medical-Dental Staff President Brian E. Burgess, M.D., (right) and new Christiana Care Health System President and CEO Janice E. Nevin, M.D., MPH (below, right).

“I am enthusiastically optimistic for the future. Under Janice’s leadership, the future of Christiana Care is going to be very bright.”

— ROBERT J. LASKOWSKI, M.D., MBA
MEDICAL-DENTAL STAFF AWARDS CELEBRATION

2014 MEDICAL-DENTAL STAFF TEACHING AWARDS

EMERGENCY MEDICINE

Angelo Grillo, M.D.
Teaching Attending of the Year

MEDICINE

Ajeet S. Hans, M.D.
Leonard Lang Award (Teacher of the Year) selected annually by the internal medicine residents in recognition of his exceptional contribution to medical education.

Neeta P. Milasincic, M.D.
Medical Student Teacher of the Year 2014, selected by 3rd and 4th year medical students.

Ajeet S. Hans, M.D.
Medical Student Teacher of the Year 2014 selected by 3rd and 4th year medical students.

Erin M. Meyer, D.O.
Medical Student Teacher of the Year 2014 selected by 3rd and 4th year medical students.

Sneha S. Daya, M.D.
Resident Teacher of the Year selected by 3rd and 4th year medical students.

OB/GYN

Matthew K. Hoffman, M.D., MBA, CREOG
National Faculty Award for Excellence in Resident Education, recognizing faculty members for exemplary work in promoting excellence in resident education in obstetrics and gynecology — voted on by the residents.

James S. Manley, M.D.
The Apple Award

Estelle H. Whitney, M.D.
The APGO award; Excellence in Teaching Award recognizing one who has demonstrated excellence in teaching with an emphasis on undergraduate medical education.

ORAL & MAXILLOFACIAL SURGERY & HOSPITAL DENTISTRY

Susan M. Pugliese, D.D.S.
Hospital Dentistry Award

John S. Vorrasi, D.D.S.
Oral & Maxillofacial Surgery Award

Susan L. Coffey-Zern, M.D., CHSE
Resident Teacher of the Year Award

Edward M. Seugling, M.D.
Resident Teacher of the Year Award

Michael T. Rosen, D.D.S.
Resident Teacher of the Year Award

Lawrence S. Giordano, D.D.S.
Lifetime Achievement Award

RADIOLOGY

Mandip Singh Gakhal, M.D.
Attending Teaching Award

SURGERY

Thomas K. Mammen, M.D.
Surgical Resident Teacher of the Year

Charles L. Hobbs, M.D.
Surgical Resident Special Recognition

2014 RISING STAR AWARDS

Valerie E. Dechant, M.D.
Vascular Neurology

Heather Bittner Fagan, M.D.
Family and Community Medicine

Kevin Bradley, M.D.
Surgery

Valerie E. Dechant, M.D.
Vascular Neurology
2014 RISING STAR AWARDS

Sara C. Gavenonis, M.D.
Radiology

Laura A. Lawler, M.D.
Pediatrics

Scott D. Siegel, Ph.D.
Clinical Psychology, Helen F. Graham Cancer Center & Research Institute

Adam Glushakow, M.D.
Psychiatry

Nathan Merriman, M.D., MSCE
Medicine

John S. Vorrasi, D.D.S.
Oral and Maxillofacial Surgery

Jared Hossack, M.D.
Medicine

John T. Powell, M.D.
Emergency Medicine

Estelle H. Whitney, M.D.
Obstetrics and Gynecology
Two Christiana Care colleagues, E.J. Johnson, Ph.D., senior consultant in Christiana Care’s Organizational Excellence department, and Kealey Johnson, MSW, senior social worker, were honored Oct. 15 during the 26th annual YMCA Black Achievers in Business and Industry Awards at the Chase Center on the Riverfront in Wilmington.

Johnson and Johnson were recognized for their community involvement during the event, which featured as special guest speaker actor and author Brian White. During the next year, they will mentor high-school students as part of a year-long educational program at the Walnut Street YMCA.

The Black Achievers in Business and Industry Program was created to instill values of honesty, caring, responsibility and pride. The program recognizes the accomplishments of talented and committed African-American men and women for their unheralded successes in business and the community.

Kidney Transplant Symposium a big draw for nurses and dialysis technicians

More than 110 health care professionals from as far away as New York turned out for the Kidney Transplant Symposium for Nurses and Dialysis Technicians, Oct. 22 at the Executive Banquet and Conference Center in Newark. The annual symposium has grown steadily over five years, providing information about the present and future of transplant and offering nurses and dialysis technicians who care for current or potential kidney transplant patients with a valuable learning opportunity and resources.

S. John Swanson III, M.D., FACS, chief of Transplantation Surgery, Stephanie G. Gilibert, M.D., medical director of the transplant team and a transplant nephrologist, and Velma P. Scantlebury, M.D., FACS, associate chief of transplant surgery.
DECEMBER

IHI Forum on Quality Improvement Webcast  
Dec. 9, 8 a.m. – 4:15 p.m.; Dec. 10, 8 a.m. – 2:30 p.m.  
John H. Ammon Medical Education Center  
Christiana Care’s Value Institute Academy presents a satellite webcast of select sessions from the Institute for Healthcare Improvement National Forum on Quality Improvement. The live webcast will include keynote lectures by IHI President and CEO Maureen Bisognano; Harvard Medical School professor and best-selling author Atul Gawande, M.D., MPH; “Good Morning America” co-anchor and breast cancer survivor Robin Roberts; and IHI Co-Founder Donald Berwick, M.D., MPP. Sessions are free to Christiana Care employees.  
Register at www.christianacare.org/events.

FEBRUARY

Lean Six Sigma Green Belt Training  
Feb. 9-12  
John H. Ammon Medical Education Center  
The Center for Organizational Excellence of Christiana Care’s Value Institute offers this internationally recognized training program for mid-level and senior health care professionals and administrators who want to make a difference in their organization’s performance that ultimately benefits patients through more effective and efficient processes.

Green Belt students will learn the DMAIC methodology (define, measure, analyze, improve and control) and how to use Lean Six Sigma tools within that method to identify and resolve chronic problems.

Individuals who complete the Green Belt training and certification will be prepared to conduct or participate in Lean Six Sigma projects, applying tools and graphical analysis to achieve results.

Each Green Belt candidate must bring a manager-approved project to work on during the workshop.  
Register at juran.com/resources/public-workshops.

JANUARY

Women’s Health Lecture series: Eat Well to Live Well  
Thursday, Jan. 22, 6:30 – 8 p.m.  
John H. Ammon Medical Education Center  
Learn to eat right and make sense of current nutrition trends. Mary T. Williams, MS, RD, CDE, registered dietician at Christiana Care’s Eugene du Pont Preventive Medicine & Rehabilitation Institute, shares strategies to minimize meal planning, shopping and cooking.  
Register today: www.christianacare.org/lectures or call 800-693-2273.

MARCH

Dance Your Heart Out  
Thursday, March 19, 5 – 8 p.m.  
Chase Center on the Riverfront, 815 S. Justison Street, Wilmington, DE  
Get out on the dance floor and get moving! Enjoy dance routines that are right for you, from beginner to workout-ready. Get free health screenings and valuable information about how everyday activities can help you stay healthy from head to toe.  
Register today: www.christianacare.org/lectures or call 800-693-2273.

Health Insurance Enrollment Events

Helen F. Graham Cancer Center & Research Institute, Café 4-7 p.m. Thursday, Jan. 8, and Thursday, Feb. 5.  
Christiana Hospital  
John H. Ammon Medical Education Center  
Rooms 1-6, Saturday, Jan. 10, noon-3 p.m.  
Wilmington Hospital Lobby  
4-7 p.m. Tuesday, Jan. 13, and Thursday, Feb 5.

Open enrollment for health insurance through the Affordable Care Act continues through Feb. 15, 2015. No appointment necessary. To learn more, visit christianacare.org/helpwithhealthinsurance or call 302-320-6586. Christiana Care’s Marketplace Guides are available at these events with free counseling for Delawareans seeking health insurance.
Dennis R. Witmer, M.D., FACS, named vice chair of Surgery

Dennis R. Witmer, M.D., FACS, has been appointed vice chair of Surgery for surgical quality and performance improvement. In this new position, his primary functions are to identify areas for improvement across surgical services, analyze issues, recommend actions and implement solutions. He and his team will:

- Evaluate surgical patient data for the Department of Surgery to discover patterns and trends in surgical care delivery.
- Train and educate departmental staff to promote good quality practices through data bases such as National Surgical Quality Improvement Program (NSQIP).
- Work with leaders and staff to create policies and procedures that ensure good quality care to reduce harm to patients.
- Supporting Christiana Care’s Culture of Responsibility.

For the past nine years, Dr. Witmer served in various capacities at the Wilmington Veterans Administration Medical Center including chief of surgery, lead general surgeon, Director of the cancer program and director of surgical education. Prior to that, he practiced general surgery for 22 years with his wife, Diana Dickson-Witmer, who is the medical director of the Breast Center at Christiana Care. He is a former General Surgery Section chief and president of the Medical-Dental Staff at Christiana Care.

He has been a leader in the Delaware Chapter of the American College of Surgeons, having served as chapter president and state chair of the Cancer Liaison Program. He has served as a board member of the American Cancer Society (ACS) and chair of the ACS Breast Cancer Committee. He is a member of the Delaware Cancer Consortium Data Committee and the Delaware Breast Cancer Coalition Board of Directors. He volunteers at the Claymont Family Medicine Clinic monthly since 1992 and has gone on surgical mission trips to Honduras and Zambia with his wife.

Dr. Witmer graduated from Sidney Kimmel Medical College at Thomas Jefferson University, Philadelphia, in 1979, and was inducted into the Alpha Omega Alpha honor medical society. He completed general surgery training at Christiana Care 1984.

He is an avid sportsman involved in competitive cycling and mountaineering. He has climbed many peaks worldwide including several of the “Seven Summits.”

Charles Mulligan, M.D., appointed chief of Thoracic Surgery

Charles Mulligan, M.D., has been appointed chief of Thoracic Surgery at Christiana Care and the Helen F. Graham Cancer Center & Research Institute.

Dr. Mulligan graduated from the United States Military Academy at West Point in 1983. After graduation he completed the Engineer Officer Basic Course, Ft. Belvoir, Va., and then served as combat engineer officer with 24th Infantry Division, Ft. Stewart, Ga.

In 1985 he was selected by the Army to attend medical school at Medical University of South Carolina, where he graduated in 1989. He completed his general surgery training at Eisenhower Army Medical Center, Ft. Gordon, Ga., in June 1994, followed by three years as a general surgeon at McDonald Army Community Hospital, Ft. Eustis, Va.

In 1997 the Army selected Dr. Mulligan for a civilian Thoracic Surgery Residency. He trained at the Medical College of Virginia, Virginia Commonwealth University. In 1999 he was assigned to Walter Reed Army Medical Center as a staff cardiothoracic surgeon. He was named chief of the Thoracic Surgery Section and chairman of the Thoracic Tumor Board in March 2000.

Dr. Mulligan served as chief of thoracic surgery with 28th Combat Support Hospital in Iraq in 2003-2004 and as chief of general and thoracic surgery in Iraq in 2006-2007. He then returned to Walter Reed and resumed his duties.

In March 2008, Dr. Mulligan retired from active duty after completing over 21 years of service. He was a member of the Thoracic Surgery Service at the Helen F. Graham Cancer Center from April 2008 until September 2012. He was then recruited to build the Thoracic Surgical Oncology Service at Centra Health and Pearson Cancer Center in Lynchburg, Va., which he completed in November before returning to Christiana Care.
Deborah A. Rey, CMRP, elected to national board

Deborah A. Rey, CMRP, senior contract manager, Purchasing, Department of Materiel Services, has been elected to the board of the Association for Healthcare Resource & Materials Management (AHRMM) as a provider representative.

The AHRMM of the American Hospital Association is the premier organization for healthcare supply chain professionals. The association strengthens the nation’s healthcare supply chain by providing leadership, education, networking and industry-specific resources to advance the field and enhance the professional development of its individual members.

All newly elected board members will serve three-year terms, which start on January 1, 2015, and end on December 31, 2017.

Kimberly Evans named director of Imaging Services

Kimberly Evans, CRA, MS, RT(R) (M), has been promoted to director of Imaging Services. Evans joined Christiana Care in 1986 and has performed many leadership roles over her 28-year career with Christiana Care.

Most recently, as director of Outpatient Imaging, her assignments included management oversight of nine outpatient imaging locations. In her new role she will expand her scope and provide direction and management oversight for all in-hospital and outpatient imaging locations.

She has extensive imaging experience at Christiana Care, starting in 1986 as a staff radiologic technologist and mammographer, an allied health instructor, education coordinator, marketing representative, business development analyst, and manager of operations.

Evans will play an integral role in assisting Imaging Leadership with strategic planning and marketing as well as supporting the long term goals of the Imaging Department, radiologist physician practice, and Christiana Care, said Stephanie Cooper, vice president, Imaging Services.

Denise B. Barbee, MJ, BSN, RN, promoted to director of Patient and Family Relations

Denise Barbee joined Christiana Care in 1997 as a unit clerk while attending Delaware Technical and Community College to obtain her nursing diploma. She was a critical care nurse in Christiana Care’s Cardiac Intensive Care Unit (CICU) and a performance improvement documentation specialist while pursuing higher academic achievement.

Barbee received a bachelor’s degree in nursing from Immaculata University and a Master of Jurisprudence in health law with honors from Widener University School of Law. She currently is pursuing a doctoral degree at Widener, writing her dissertation on patient rights and medical futility.

“Throughout her journey at Christiana Care, Barbee has been a strong proponent for patient advocacy and patient- and family-centered care,” said Shawn R. Smith, MBA, vice president Patient Experience.

Barbee founded the CICU Bereavement Committee to assist in the moral distress of staff and physicians, as well as patients and families. She is a member of the Christiana Hospital Patient and Family Advisory Council and a Joint Commission liaison.
Value Institute is in the forefront of CMS drive toward innovative, wellness-based, patient-focused health care

“Dr. Conway’s work is very directly relevant to The Christiana Care Way and our mission of service to our neighbors,” said Robert J. Laskowski, M.D., MBA, who founded the Value Institute as president and CEO of Christiana Care. “Our strategy is value. Our work is to define what value is, to listen to our neighbors. It’s not just about what we value: At the end of the day it’s what our neighbors value that counts.”

CMS looks to hospitals and health systems to drive innovation and transformation in health care in ways that society can appreciate and afford, said Dr. Conway.

“We were often provider-centered, volume-driven and unsustainable, with fragmented care and fee-for-service payment systems,” Dr. Conway said. “We are now working toward our ideal future state: people-centered and sustainable with coordinated care. We are working on new payment systems and policies to get there, such as value-based purchasing, accountable-care organizations with shared savings, episode-based payments, medical homes, care management and data transparency.”

The goals of value-based purchasing and quality improvement programs include: making care safer by reducing harm; strengthening patient and family engagement as partners in care; promoting effective communication and coordination of care; effective prevention and treatment of chronic disease; promoting healthy living at the community level; and making care affordable.

Value-based programs tie a portion of Medicare payments not just to provision of services but to the quality and efficiency of health care delivery, as determined by quality metrics as well as patients’ own perceptions of their care.

“The goal is to reward providers and health systems that deliver better outcomes in health and health care at lower cost to the communities they serve,” Dr. Conway said.

Through the CMS Innovation Center, 20 major models are now being tested to improve quality. These include various accountable-care organization models, bundled payment models, the State Innovation Model Initiative, and Health Care Innovation Awards. Dr. Conway noted that Christiana Care already has earned one of the highly competitive innovation
awards for its “Bridging the Divides” model, which provides more coordinated care and greater value for patients with chronic heart disease.

“We made investments in places like this one where we believe we’re going to learn what works in health care,” Dr. Conway said of the $10 million award for Bridging the Divides, a unique care-management program for patients with ischemic heart disease transitioning successfully from hospital to home. Bridging the Divides is participating in the CMS Innovation Center’s Health Care Innovation Awards program.

During his visit, Dr. Conway met with the Bridges project team, led by William S. Weintraub, M.D., John H. Ammon Chair of Cardiology and founding director of the Value Institute’s Center for Outcomes Research.

Later in the day Value Institute staff and scholars, led by Timothy J. Gardner, M.D., executive director of the Value Institute and medical director of the Center for Heart and Vascular Health, and Eric V. Jackson Jr., M.D., MBA, director of the Center for Health Care Delivery Science and associate director of the Value Institute, talked with Dr. Conway about ongoing research projects to achieve value-based goals.

“We need more institutes like this one to help our country achieve a health care system that values quality over quantity while spending our health care dollars more wisely,” Dr. Conway said.

Through the State Innovation Model initiative, CMS is partnering with individual states to design, test and support new payment, service and delivery models to improve health systems. In the program’s first round, 16 states, including Delaware, were chosen for the design phase of state innovation plans, and six for implementation. More than 30 states have applied to be included in the second round of the program.

Dr. Conway stressed that the underlying goal of value-based programs and other quality-improvement measures, with the complex metrics and reporting requirements they involve, is simple: improvement.

“Meaningful quality measures need to transition away from setting-specific, narrow snapshots and be increasingly re-oriented and aligned around patient-centered outcomes that span across settings,” he said. “The goal of a lifelong health management system is to optimize health outcomes and lower costs over much longer time horizons, from the early years of life to end-of-life care.”

— PATRICK CONWAY, M.D., MSC
DEPUTY ADMINISTRATOR FOR INNOVATION AND QUALITY AND CHIEF MEDICAL OFFICER, CENTERS FOR MEDICARE AND MEDICAID SERVICES

Roger Kerzner, M.D., Patrick Conway, M.D., and William Weintraub, M.D., discuss Christiana Care’s Bridging the Divides program, which is an innovative model of care being tested with the support of a $10 million CMS Innovation Award.
Publishing


Presentations


Elise Hogan, M.D., Erin Kavanaugh, M.D., Karen Antell, M.D., Melanie Chichester, BSN, RNC-OB, CPLC and Alissa Werzen, BA. “Does Having a Medical Home Influence Timing of Entry to Prenatal Care?” at two conferences:


Robert Witt M.D., was an invited speaker at the 11th International Salivary Gland Course held in Erlangen, Germany in October 2014. Dr. Witt presented two lectures:
- Management of Recurrent Pleomorphic Adenoma, and;
- Tissue Engineering a Salivary Gland.


At the American Heart Association Scientific Sessions, Chicago. November 2014:
- Zugui Zhang, Ph.D., Paul Kolm, Ph.D., Edward Ewen, M.D., William S. Weintraub, M.D., FACC, et al. “Effects of Optimal Medical Therapy on Health Status in Patients With or Without PCI for Stable Coronary Disease: Results From COURAGE.”

Appointments

Patricia Curtin, M.D., CMD, FACP, received recertification as a certified medical director (CMD) in long-term care from the American Medical Directors Certification Program. Her certification remains in effect until June 2020.

Carlos Duran, M.D., FAAP, has been appointed to the national American Academy of Pediatrics (AAP) Early Hearing Detection and Intervention (EHDI) leadership team.

The Professional Advancement Council would like to recognize and congratulate these new RN III nurses:
- Kenneth Mack, Psychiatry; Kethlyne Bruno, 2C; Megan McDevitt, Center for Advanced Joint Replacement; Alainna Ramlochan, 4A; and Jennifer Oldham, Christiana ED.

Awards

Nima Patel, M.D., received the Institut de Recherche Contre les Cancers de l’Appareil Digestif (IRCAD) Award for Excellence in Education, for the research project/paper “Traditional vs. Simulation Surgical Laparoscopic Salpingectomy Resident Training: A Randomized Controlled Trial.” Dr. Patel worked on this research project/paper with Gretchen Makai, M.D., Nancy L. Sloan, DrPH, et al.

Mark E. Borowsky, M.D., was elected to serve as the Community Oncology Representative on the National Cancer Institute’s Gynecologic Cancer Steering Committee.

Diana Dickson-Witmer, M.D., was elected to a two-year term as the Community Oncology Representative on the National Cancer Institute’s Breast Oncology Locally-advanced Disease (BOLD) Task Force.

Adam Raben, M.D., was elected to serve as the Community Oncology Representative on the National Cancer Institute’s Head and Neck Cancers Steering Committee.

THE BEST GIFT YOU CAN GIVE THIS SEASON IS YOUR SUPPORT

The Fund for Christiana Care provides quality care to our neighbors.

Annual gifts enable Christiana Care Health System to meet the most pressing needs of our patients — your friends, neighbors and loved ones. Your generous gift to The Fund for Christiana Care helps provide resources that make an immediate impact and allow us to provide the highest quality care for our neighbors.

Make a gift today! Visit www.christianacare.org/makeagift or contact the Development Office at 302-327-3305.
Stricter regulations in store for electronic cigarettes?
By Ashley M. Hartman, Pharm.D

As health care professionals serving patients in a smoke-free institution, it is imperative that we are equipped to discuss safe and effective smoking-cessation strategies. According to the Centers for Disease Control and Prevention (CDC), in 2012 an estimated 42 million U.S. adults were regular cigarette smokers. Tobacco remains the top preventable cause of death and disease in the U.S., claiming over 480,000 lives annually, more than 40,000 of which are due to secondhand smoke exposure. The multitude of illnesses that are attributed to smoking, including cancers and heart disease, costs the U.S. an estimated $300 billion annually. The Christiana Care formulary provides nicotine-replacement patches and gum as cessation tools; however, some may question the use of the increasingly popular electronic cigarettes, or e-cigarettes.

E-cigarettes are battery-operated devices that simulate the smoking of conventional tobacco products. The suction of the user propels the heating of the nicotine solution, turning it into a vapor to be inhaled. Manufacturers claim this to be a safe and effective aid for smoking cessation. The U.S. Food and Drug Administration (FDA), however, is challenging their therapeutic role as cessation tools. In addition to questionable long-term health implications, e-cigarettes have been scrutinized for an excess of calls placed to U.S. Poison Control Centers (1/mo. in 2010 vs. 215/mo. in 2014). Over half of these calls involved children under the age of 5 years. Currently, the solution is not required to be in a childproof container and is therefore easily accessible. Poisonings reportedly occurred via ingestion, inhalation or absorption. Adverse effects of unintended exposure typically result in nausea, vomiting and skin or eye irritation.

Researchers advocate that these devices should be subject to FDA regulation since nicotine, a drug, and the electronic device, a delivery system, both fall under the FDA’s scope. There are currently numerous e-cigarette manufacturers touting the health benefits of their products over conventional cigarettes, none of which are obligated to divulge the specific content of their nicotine solutions.

In April 2014, the FDA announced proposals to regulate these devices. If and when these proposals are finalized, manufacturers would be required to register with the FDA and to disclose a list of product ingredients. Additionally, direct and implied health claims would be limited to those with scientific evidence confirmed by the FDA and would otherwise require specific health warnings.

Experts in the field have expressed concern. FDA commissioner Dr. Margaret A. Hamburg stated that, “science-based product regulation is a powerful form of consumer protection that can help reduce the health burden of tobacco use on the American public.” Chief executive Dr. Margaret Foti of the American Association of Cancer Research (AACR) believes that “FDA regulation of these products is appropriate and welcomed by the AACR,” given the uncertainty of long-term effects.

Foreshadowing federal oversight, Chicago, Los Angeles and New York City have taken action at the local level banning the use of e-cigarettes where conventional cigarettes are prohibited, including bars, parks, hospitals and healthcare clinics.

While the controversy ensues, it is best for providers to take a conservative stance and recommend products supported by the FDA. The Christiana Care formulary allows for the initiation or continuation of nicotine replacement patches and gum. The charts below detail patient-specific dosing of formulary products.

<table>
<thead>
<tr>
<th>GUM*</th>
<th>Instructions: chew one piece of gum with the urge to smoke, up to 24 pieces/day</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>WEEKS 1-6</td>
</tr>
<tr>
<td></td>
<td>WEEKS 7-9</td>
</tr>
<tr>
<td></td>
<td>WEEKS 10-12</td>
</tr>
<tr>
<td>&lt; 25 cigarettes/day → start with 2mg</td>
<td>1 piece q1-2 hours (aim for 9 pieces/day during 1st 6 wks)</td>
</tr>
<tr>
<td>≥ 25 cigarettes/day → start with 4mg</td>
<td>Initiate the 14mg patch applied daily x 6 weeks</td>
</tr>
</tbody>
</table>
### TRANSDERMAL PATCH

| > 10 cigarettes/day | STEP 1 | Initiate the 21mg patch applied daily x 6 weeks | Followed by the 14mg patch applied daily x 2 weeks | Finally the 7mg patch applied daily x 2 weeks |
| ≤ 10 cigarettes/day  | STEP 1 | Initiate the 14mg patch applied daily x 6 weeks | Followed by the 7mg patch applied daily x 2 weeks |

### References:


### Best practice review

**SINGLE DOSE MEDICATION VIALS/AMPULES**

**Q.** CAN I USE A SINGLE-DOSE VIAL FOR MORE THAN ONE PATIENT IF I USE A CLEAN SYRINGE AND NEEDLE?

**A.** No, a single dose vial (SDV) is approved for use on a single patient for a single procedure. An SDV should be used within one hour of opening and discarded immediately after the single use. Improper use of SDVs has resulted in harm to patients from bloodstream infections, viral hepatitis, meningitis and epidural abscesses.

**Q.** THE SINGLE-DOSE VIAL APPEARS TO HAVE MORE THAN ONE DOSE; CAN I SAVE THE LEFT-OVER MEDICATION TO ADMINISTER TO MY PATIENT AT A LATER TIME?

**A.** No, SDVs typically lack antimicrobial preservatives. Saving the unused medication can result in contamination and infectious complications to the patient. Vials/ampules should be discarded whenever sterility is compromised or questionable.

**Q.** HOW CAN I TELL IF A VIAL IS A SINGLE-DOSE VIAL OR A MULTIDOSE VIAL?

**A.** The medication label will clearly indicate if a vial is single-dose or multidose. Consider the vial to be single-dose if it is not clearly labeled for multiple doses.

**Q.** IS IT TRUE THAT SINGLE-DOSE MEDICATIONS ARE PACKAGED IN SMALLER VIALS?

**A.** No, SDVs come in various sizes. Don’t assume a vial is multidose or single-dose based on its size or the volume of its contents.

Always exercise proper hand hygiene, aseptic technique and safe medication practices when preparing and administering medications.

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*If you have questions about this Best Practice Review, please contact the Content Experts: Infection Prevention: 733-3506; or Caroline Attia, PharmD: 733-6099.*

*Safety Hotline: 7233 (SAFE) from within Christiana or Wilmington hospitals or dial 623-7233(SAFE).*

*Website: Focus on Excellence Best Practice Review Q & A*
## FORMULARY ADDITIONS

<table>
<thead>
<tr>
<th>Medication – Generic/Brand Name</th>
<th>Strength / Size</th>
<th>Use / Indication</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solvent/Detergent-treated pooled human plasma / Octaplas</td>
<td>Type A, B, AB &amp; O 200 mL</td>
<td>Alternative when single donor plasma is in short supply or unavailable</td>
<td>Available through Blood Bank</td>
</tr>
<tr>
<td>Polidocanol injectable foam / Varithena</td>
<td>1% 2-component kit 45-mL usable foam</td>
<td>Treatment of incompetent great saphenous veins, accessory saphenous veins &amp; visible varicosities</td>
<td>Availability limited to outpatient treatment in the Center for Comprehensive Venous Health and surgicenters</td>
</tr>
<tr>
<td>Tocilizumab injection</td>
<td>20 mg/mL 20 mL vial</td>
<td>Treatment of arthritis</td>
<td>Line-item extension</td>
</tr>
</tbody>
</table>

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## REVISED CHRISTIANA CARE MEDICATION POLICIES

| Donepezil 23-mg tablet | Donepezil 23 mg tablet → 2 x 10 mg donepezil tablets |

### Proton pump inhibitors

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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<tbody>
<tr>
<td>Dexlansoprazole (Dexilant) 30 mg cap PO QD</td>
<td>Omeprazole (Prilosec) 20 mg cap PO QD</td>
</tr>
<tr>
<td>Dexlansoprazole (Dexilant) 30 mg cap PO BID</td>
<td>Omeprazole (Prilosec) 40 mg cap PO QD</td>
</tr>
<tr>
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<td>Omeprazole (Prilosec) 40 mg cap PO BID</td>
</tr>
<tr>
<td>Dexlansoprazole (Dexilant) 30 mg cap NG QD</td>
<td>Pantoprazole (Protonix) 40 mg Suspension Packet NG QD</td>
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<tr>
<td>Dexlansoprazole (Dexilant) 30 mg cap NG BID</td>
<td>Pantoprazole (Protonix) 40 mg Suspension Packet NG BID</td>
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<td>Dexlansoprazole (Dexilant) 60 mg cap NG QD</td>
<td>Pantoprazole (Protonix) 40 mg Suspension Packet NG BID</td>
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<tr>
<td>Esomeprazole (Nexium) 20 mg cap PO QD</td>
<td>Omeprazole (Prilosec) 20 mg cap PO QD</td>
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<tr>
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<td>Pantoprazole (Protonix) 40 mg Suspension Packet NG BID</td>
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<tr>
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<tr>
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<td>Pantoprazole (Protonix) 80 mg Suspension Packet NG BID</td>
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<td>Rabeprazole (Aciphex) 20 mg tab PO QD</td>
<td>Omeprazole (Prilosec) 20 mg cap PO QD</td>
</tr>
<tr>
<td>Rabeprazole (Aciphex) 20 mg tab PO BID</td>
<td>Omeprazole (Prilosec) 40 mg cap PO QD</td>
</tr>
<tr>
<td>Rabeprazole (Aciphex) 40 mg tab PO BID</td>
<td>Omeprazole (Prilosec) 40 mg cap PO BID</td>
</tr>
<tr>
<td>Rabeprazole (Aciphex) 20 mg tab NG QD</td>
<td>Pantoprazole (Protonix) 40 mg Suspension Packet NG QD</td>
</tr>
<tr>
<td>Rabeprazole (Aciphex) 20 mg tab NG BID</td>
<td>Pantoprazole (Protonix) 40 mg Suspension Packet NG BID</td>
</tr>
<tr>
<td>Rabeprazole (Aciphex) 40 mg tab NG BID</td>
<td>Pantoprazole (Protonix) 80 mg Suspension Packet NG BID</td>
</tr>
</tbody>
</table>

CONTINUED P. 43
## REVISED CHRISTIANA CARE MEDICATION POLICIES (CONTINUED)

<table>
<thead>
<tr>
<th>Strength / Size</th>
<th>Medication – Generic/Brand Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proton pump inhibitors</td>
<td>From</td>
</tr>
<tr>
<td></td>
<td><strong>Vimovo</strong>: Esomeprazole 20 mg cap + Naproxen 375 mg tab PO BID</td>
</tr>
<tr>
<td></td>
<td><strong>Vimovo</strong>: Esomeprazole 20 mg cap + Naproxen 500 mg tab PO BID</td>
</tr>
<tr>
<td></td>
<td><strong>Prevpact</strong>: Lansoprazole 30 mg cap + Amoxicillin 500 mg cap + Clarithromycin 500 mg tab PO BID</td>
</tr>
<tr>
<td></td>
<td><strong>Zegerid</strong>: Omeprazole 20 mg + Na bicarbonate 1100 mg or 1680 mg cap/powder PO QD</td>
</tr>
<tr>
<td></td>
<td><strong>Zegerid</strong>: Omeprazole 40 mg + Na bicarbonate 1100 or 1680 mg cap/powder PO QD</td>
</tr>
<tr>
<td>Intravenous Dosage Conversion of PPIs</td>
<td>Esomeprazole (Nexium) 20 mg IV any frequency</td>
</tr>
<tr>
<td></td>
<td>Esomeprazole (Nexium) 40 mg IV any frequency</td>
</tr>
<tr>
<td></td>
<td>Esomeprazole (Nexium) 80 mg IV x 1 dose</td>
</tr>
<tr>
<td></td>
<td>Esomeprazole (Nexium) 8 mg/hr continuous infusion</td>
</tr>
</tbody>
</table>

## FORMULARY DELETIONS

<table>
<thead>
<tr>
<th>Medication – Generic/Brand Name</th>
<th>Strength / Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aminoglutethimide</td>
<td>No longer manufactured</td>
</tr>
<tr>
<td>Tetanus toxoid adsorbed injection</td>
<td>No longer manufactured</td>
</tr>
<tr>
<td>Tretinoin cream</td>
<td>Lack of use. Gel formulations remain available</td>
</tr>
</tbody>
</table>

## MEDICATION NOT ADDED TO FORMULARY

<table>
<thead>
<tr>
<th>Medication – Generic/Brand Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramucirumab injection / Cyramza</td>
</tr>
</tbody>
</table>

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**CHRISTIANA CARE COMPLIANCE HOTLINE**

Christiana Care’s Compliance Hotline can be used to report a violation of any regulation, law or legal requirement as it relates to billing or documentation, 24 hours a day, 7 days a week. All reports go directly to Compliance Officer Ronald B. Sherman. Callers may remain anonymous. The toll-free number is: 877-REPORT-0 (877-737-6780).

✔ To learn more about Corporate Compliance, review the Corporate Compliance Policy online or contact Ron Sherman at 302-623-2873.
Christiana Care is a private, not-for-profit regional health care system that relies in part on the generosity of individuals, foundations and corporations to fulfill its mission. To learn more about our mission, please visit christianacare.org/donors.

Nominate a Champion of Service

Through such programs as the Jefferson Awards and Spirit of Women Awards, Christiana Care recognizes extraordinary individuals who devote themselves to making a difference in the lives of our neighbors and the communities we serve. Christiana Care is seeking nominees for these awards to be presented at the Champions of Service celebration on April 30. All nominations are due by Feb. 2.

Physicians, nurses and staff may submit nominations via the Christiana Care intranet at: http://inet/externalaffairs/championofservice