

H Hospital News & More

Western Pennsylvania

The Region's Monthly Healthcare Newspaper

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Scholarship Named for Respected Doctor Provides Valuable Experience

By Laurie Bailey

The Andrew D. Bagby Family Medicine Scholarship means a lot more to medical student, Francoise Guigne, than living expenses and a chance to keep busy during her summer break. Not only does she attend Dr. Bagby's alma mater – the Memorial University of Newfoundland Medical School – she also agrees strongly with the scholarship's focus on the “human aspects” of the family medicine specialty.

Guigne is one of three students who've gained experience in family medicine this summer at Excelsa Health Latrobe Hospital as recipients of the scholarship. Named in memory of Dr.

Andrew Bagby who, in 2001, died tragically in his first year as a resident at Excelsa Health, it is funded by his parents, family and friends.

Guigne is the first Bagby Scholarship recipient who attended the same medical school as Andrew Bagby.

“It's not often that you see in a scholarship application, a description of the person for whom it was named. Dr. Bagby was approachable by everyone, an open, go to person,” said the 26-year-old from Newfoundland, Canada.

Geared toward students who have completed their first or second year in medical school, the scholarship awards


a \$1,000 stipend to cover living expenses while attending a month-long rotation through about 20 medical specialties at Excelsa Health Latrobe Hospital. The rotation usually occurs during the summer, between the first and second years of medical school – the last summer vacation as a student. In Canada, many medical schools have an 8-week break between the second and third year.

“I was struck by how the scholarship promotes an excellent relationship between the family and physician,” said Guigne who has just completed her second year of medical school.

See **SCHOLARSHIP** On **Page 5**



Matt Bludorn and Andrew Trifan




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Health Care Entrepreneurs Creating Jobs, Spurring Region's Economic Growth

By Ann Dugan

Western Pennsylvania is a hotbed for innovation and entrepreneurship. Researchers, inventors, educators and business leaders are hard at work putting new ideas into action, creating new companies, jobs and opportunities. And there's no better place to see it all happening, than in the health care industry.

Take for example, Arnie Burchianti, founder and chief executive officer of Celtic Healthcare. He turned one idea into a brand new technology that improves home health care.

Upon graduating from Duquesne University, Arnie started working as a physical therapist, spending evenings and weekends working for home health care companies on a contract basis. Interacting daily with different companies offering different services and using different forms and records, he quickly realized a looming problem that was preventing health care facilities from providing their patients with the best possible care: Communication between health care providers was inefficient and ineffective.

But this was not an easy problem for any company to fix. With constant changes to industry regulations and diminishing reimbursements, health care facilities in the area lacked the time, resources and opportunity to come up with a better system.

So he did it himself. Arnie started working on a streamlined information technology program that would standardize how health care providers input and organize patient information. The system was a web-based, point-of-sale program that made the process of checking in patients and sharing their records with specialists in other departments and facilities more accurate and efficient. As the technology developed into a successful venture, so did Arnie's plans to further improve the home health care industry on his own terms.

See **ENTREPRENEURS** On **Page 46**

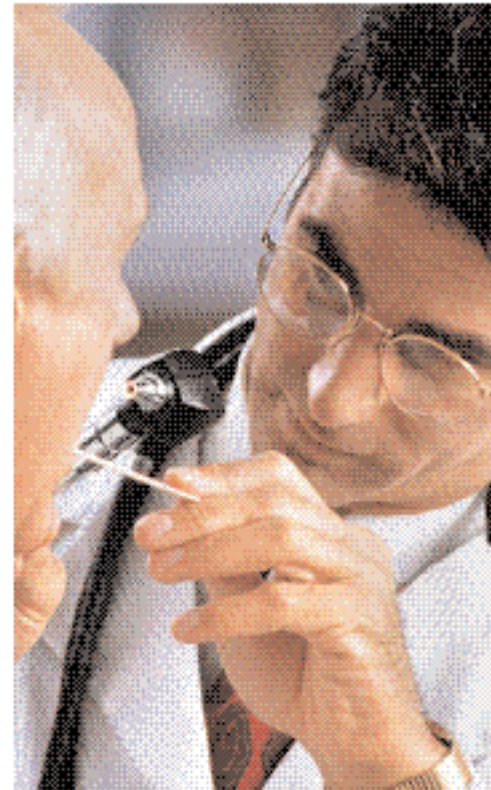


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Overexposure to Radiation

By Nick Jacobs



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Ever since a surge in cases of patient exposure to excess amounts of radiation during diagnostic procedures, pressure has been mounting for healthcare providers and equipment manufacturers.

... I couldn't stop thinking about it. Overexposure to radiation is something I've thought about for many years. In fact, I'm pretty sure that, short of cancer victims, I'd be the poster child for this for Boomers. Let me count the ways. Every time I went to my family doc as a kid for anything except a strain or a splinter, he'd zap me with the fluoroscope, just for good measure. Then, when we went shopping at Buster Brown's, in order to determine my foot length and width, I'd get my feet x-rayed. After that, I played too much trumpet and had to have my lip radiated because of a blemish that wouldn't go away. There were at least seven radiation sessions with Dr. Jacob, a dermatologist who reminded me of Dr. Jekyll. He zapped me because that's what they did in "those days" for blemishes. He would lay me on the table, cover me in lead, and zap my lip with radiation. Thank goodness for the lead.

As a young adult, my Internal Medicine doctor had his own x-ray equipment and used to say, "Okay, time for your chest x-ray." Problem was, he did it every single time I went to him. Once, however, when I went there, there was no x-ray. I asked the nurse why and she laughed and said, "Oh, that old piece of junk...it was zapping all of us with radiation." Later that week I heard on the radio that he had donated his unit to a small hospital.

As a teacher, chest x-rays were a requirement. We would be invited to go onto

an old x-ray bus every two years and they would light us up on a piece of x-ray equipment that probably put out more radiation than the bombs dropped at Nagasaki and Hiroshima. All in the name of TB checks.

Bronchitis visited me regularly over the past several decades, and chest x-rays were always part of those visits. So were dental x-rays, over and over and over again. The MRIs do things a little differently, but I'm sure there's still some type of telltale exposure there, and I've had three or four of those. Annual physicals now include chest x-rays, thallium stress tests, *et al*, and visits to the bone docs required x-rays, too. Oh yeah, and the heart caths? They fill you with dye and then they light you up with the ol' fluoroscope... did that three times.

And don't forget the "new fangled invention that's perfectly safe," the heart screening on the 2, 16, 64 and then 128 slice PET/CTs. Did that three times, too.

BUT let's get to the real exposure — playing in the sunshine, *sans* any type of sun tan lotion or sun screen. Okay, I guess that's an exaggeration. We used to mix Merthiolate with baby oil, or sometimes just use baby oil to ensure a nice brown cooked look. Every year I looked like a half Italian coffee bean. It was more than a tan. It was a deep fried, make your teeth look whiter than snow, fun in the sun, ain't wearin' no shirt, nature is good for you, sun tan with burns that preceded the tans every year.

So, when people tell me to eat organic, I smile and think, "Yep, that will erase all of those rads that filled me up like a Rocky Mountain boulder," but I do what they say and just wait and pray that the radiation devil will not come my way. If the sickness won't kill you, the cure will, and that's the truth. At least you won't ever need a night light. T

Nick Jacobs, international director for SunStone Consulting, LLC, is known as an innovator and advocate for patient centered care. With 22 years in health care management, he is author of the health care book, "Taking the Hell out of Healthcare" and the humor book, "You Hold Em. I'll Bite Em." Read his blog at healinghospitals.com.

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SCHOLARSHIP From Page 1

"Candidates for the Bagby Scholarship must possess the characteristics exhibited by Andrew Bagby, including a love and passion for family medicine that is readily apparent," said Mike Semelka, DO, program director, Excelsa Health Latrobe Hospital Family Medicine Residency, who oversees the Bagby scholarship selection process.



Mike Semelka

Guigne had no idea the intensity with which she'd be exposed to different medical specialties when she arrived in July for her stay at Excelsa.

"As soon as I got here, I could tell this is a tight-knit family that loves family medicine," she said.

Andrew Trifan, a 23-year-old student at Drexel University College of Medicine agreed. He said he could witness, first-hand, how the different specialties work together.

"I saw how everyone has to do their job - that the attending doctor knows the guy in rehab will do what he has to do to make the patient better," he said.

Guigne said she also found it useful to see the other side of family medicine. "I now have an idea of what happens when you send someone

to get a chest tube or to speech therapy," she said.

Each day's schedule is split and devoted to two different areas of medicine.

"Every single day was something different, from radiology to CAT scans to interventional cardiology...it just exposed me to so many parts of the medical field I knew little about," said Trifan. For example, one day at the cath lab at Excelsa in Westmoreland, while intriguing, confirmed for Trifan that it would not be his area of expertise.

"One of my greatest pleasures in life is not only meeting new people and hearing their unique experience, but also developing relationships that will last many years with them. I know that a career in family medicine will allow me to do just that," said Trifan.

For Sioux Fall, SD native, Matt Bludorn, the month offered him the opportunity to get back into the hospital setting. After working for four years as an emergency medical technician with the ambulance service in Salt Lake City and as a technician at the University of Utah Hospital Emergency Department, he decided to attend the Lake Erie College of Osteopathic Medicine's Seton Hill campus in Greensburg.

"I really knew I needed to get back into the hospital and be around the patients," said the 29-year-old husband and father of four children, ages two to seven (with a fifth child due the end of August).

Had he not received the scholarship, he most likely would have gotten some sort of summer job. But his Bagby experience provided him the opportunity to realize real-world situations within each specialty.


"The day I was with the cardiologist, I really wanted to do that...the same when I was with the GI doctor and in the nursing home with the family medicine doctors," he enthusiastically admitted.

The Bagby scholars are also invited to attend daily resident conferences.

"As we screen applicants, we're also looking for individuals who may also be a good fit for returning to Latrobe Hospital as a resident. The time the Bagby scholars spend with faculty and residents gives them a good feel for the program," explained Dr. Semelka.


Mindful of the scholarship's purpose, the students all left Excelsa, eager to complete their formal training and pursue their careers, most likely in family medicine.

"I know of Dr. Bagby's story. It is very sad, and we are all aware of it at Memorial University of Newfoundland. A photo of him hangs in the hallway of the hospital, and I pass it frequently on the way to my classes," said Guigne.

For more information about the Andrew D. Bagby Family Medicine Scholarship go to excelsahealth.org. 



Francoise Guigne



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EXCELA AND THE BAGBY SCHOLARSHIP BECOME KEY COMPONENTS IN DOCTOR'S CAREER

Dr. Jill (Murray) Kielbiowski still remembers the summer she rotated through Excelsa Health Latrobe Hospital as a recipient of the Andrew D. Bagby Family Medicine Scholarship.



Dr. Jill (Murray) Kielbiowski

"I was impressed with the relationship the doctors had with their patients and the continuity of care they were able to give," she said.

Just finishing her first year as a student at Jefferson Medical School in Philadelphia, she was able to gain practical experience while still in the largely academic phase of her training.

"They really make sure you get exposed to a lot," she said.

During that summer she not only shadowed the doctors at Norvelt Family Medicine - where she works today - she recalled working at the procedure clinic at Blairsville Family Medicine, Latrobe

Family Medicine and Mountainview Specialty Care Center. She also spent time with a wound care nurse, a pharmacist and more.

"It made my second year of medical school easier because I could relate actual experiences to the academics," she said.

In fact, she was so influenced by her experience that she came back to Excelsa to do her residency in family medicine after graduating in 2006.

Today, she is thankful to have the experience to teach the current Bagby scholars.

"I tell the students to find mentors and spend time shadowing and learning about the different specialties. It's the last chance you really get to watch and learn without being graded and judged," she said.

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Healthcare Administration Students Are Provided Real-World Exposure

By Barry Ross

In the immortal words of Gary ("U.S. Bonds") Anderson, "School is Out!" The spring 2010 semester at the University of Pittsburgh recently concluded and there is an account of the past few months to be told.

The Graduate School of Public Health, Department of Health Policy & Management course *Quantitative Methods/Decision Technologies for Health Care Managers* provides students with an understanding of tools and techniques for organizational performance improvement through improving process quality and productivity while reducing costs. These tools and techniques provide future healthcare administrators the capacity to quantify decision alternatives for optimizing utilization of precious resources (labor, capital, facility, supplies, etc.) and for improving quality of service to patients and internal customers.

The course incorporates the application of this classroom knowledge with a real-world healthcare provider situation through project work. This allows students to hone their analytical, decision-making, and team building skills while providing host organizations with fresh eyes and ideas and resulting solutions. To make this possible, a relationship was developed with Robert J. Monte, RPh, MBA, Director, Office of Systems Redesign at Veterans Administration Pittsburgh Healthcare System (VAPHS).

During the March 15th class, Masters in Healthcare Administration (MHA) students presented their project work, performed at and under the aegis of the VAPHS, to faculty and key hospital staff. The student teams summarized their respective projects that included:

- Reviewing and reducing wait time for prosthetics related to discharged surgical patients;
- Improving the timeliness of medication dispensing and the quality of the documentation process related to surgical patients;
- Improving quality of care for dermatology patients in remote locations through a tele-dermatology program;
- Reducing the chance of pathology specimen errors using barcode technology;
- Increasing the efficiency of space and patient flow in a specialty clinic; and,
- Developing a resource to evaluate how improvements are made to achieving patient safety, patient satisfaction, and employee satisfaction as well as their impact on nurse efficiency.



Congressman Tim Murphy explains the criticality of health care reform using cost figures to Quantitative Methods/Decision Technologies in Operations Management in Health Care students at the University of Pittsburgh.

A highlight of this class session was the participation by Congressman Tim Murphy (PA-18th Congressional District). The Congressman listened to the discussion about the relationship between this MHA course and VAPHS and how the students have approached improving quality in hospital operations through analytic techniques employing Lean methods. Lean is an approach and philosophy to drive waste (delays, non-standardized activities, superfluous steps, etc.) which can negatively impact quality of service and operational performance.

After the student teams discussed the various VA Hospital projects, Congressman Murphy expressed his support for the student activities with the VA Hospital as ways to help achieve healthcare reform. As a clinician and as an advocate in Congress for the need for healthcare reform, his support for these student activities was meaningful.


The Congressman discussed his background as a psychologist, his roles in the Pennsylvania State Senate, where he successfully helped to develop the Patient Bill of Rights, and in the U.S. Navy where he worked with patients experiencing post-traumatic stress disorder. He provided examples of inadequacies in the current healthcare system and asked the students what they would consider as ways to achieve cost reduction.

Examples included motorized wheelchairs for Medicaid patients, prescription drug treatment plans, and disease management.

It was fortuitous that the Congressman shared the time with the students, faculty, and VA Hospital staff when he did as he was able to provide insight into the pending healthcare reform legislation (which was subsequently signed into law). The Congressman provided the students a handout, "Six Principles of Healthcare Reform".

The students are employing their classroom and project experience as they perform their administrative residencies during this summer. T

Barry Ross, MBA-Health Services Administration, MSIE, is an Adjunct Instructor in the Health Policy & Management Program at the University of Pittsburgh's Graduate School of Public Health. Throughout his career, Barry has developed relationships between hospitals and university programs in hospital administration and industrial engineering to the benefit of students, the academic programs, and the hospitals. He is the recipient of the 2009 Excellence in Healthcare Management Engineering/Process Improvement Award jointly presented by HIMSS and the Society for Health Systems - Institute of Industrial Engineers.



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You Can Do It! A Spotlight on Tony Little

By Daniel Casciato

For over 20 years, we've all seen him somewhere on our television sets as we flipped through the channels. You couldn't miss his blonde curly ponytail, his infectious energy, his signature Gazelle trainer, and most especially, his voice booming the most famous catchphrase in Infomercial history: "You can do it!"

Yes, indeed, there is more to product TV pitchman and fitness expert Tony Little, who has earned a reputation as a master motivator and proponent of healthy, positive living. After all of these years in the public spotlight, you might think we know all there is to know about him.

Today, he has built a massive business empire—selling more than \$3 billion worth of products worldwide, with more than 40 million people owning a product bearing his name. Along the way, he's also inspired millions to get in shape and live healthier lives. But few of us ever knew some of the very personal details of his life, which included overcoming adversity—growing up in poverty and his numerous brushes with death and disaster over the years.

Little recently published motivational business book, "There's Always a Way" (John Wiley & Sons, Inc.). His attitude is refreshingly honest—the stories from his life are often hilarious, horrific and uplifting (sometimes all at once).

Late last year, he also became the father of twin boys, Cody and Chase. The babies were born three months premature and they struggled to survive for a long while. But they eventually rallied, even as Little and his wife encouraged them, never losing their faith. That's the Tony Little way—always staying positive, while maintaining a single-minded determination to get through the dark times.

Despite his hectic schedule, Little took some time to talk to *Western Pennsylvania Hospital News* to tell us more about how his perseverance and positive attitude have led to triumphs and successes in both his personal and professional life.

How has your past influenced you as the person you are today? My adversities have made me become a stronger person—a more goal-oriented person and someone who takes every "no" as an opportunity.

You've been through a lot in life, such as your struggle with drug and alcohol abuse, a physically abusive marriage, and the self-induced death of your father. How were you able to cope with these

experiences? Everybody has challenges in life; everybody has mountains to climb at some point in life. You just have to believe that there's always a way. Never go backward and never worry about staying where you are—always go forward!

You've had so much success as an entrepreneur. What drives you and how do you maintain this drive? The drive comes from being in a positive business. It's a business that's all about encouraging people to get more out of life. Also, I worked hard to get my son and daughter—who are now adults—through college. And with the birth of my twin boys, I have a goal and responsibility to take care of them and get them through college, as well. Fatherhood is a powerful motivator!



Tony Little and his Family.

You have a recently published motivational business book, "There's Always a Way." Why did you write this book? Because I truly believe in the title—"There's always a way." Whether you're talking about business, personal goals or life challenges, it really comes down to selling yourself on yourself. The key thing is to change your mental outlook on whatever challenge you're dealing with. If you change your mindset, it can utterly change your life - - and I've seen this happen with many people over the years. I'm extremely proud of the book and the overwhelmingly favorable reviews it's received.

There are many motivational books out there...what makes yours unique? What do you hope readers can take away from it? Most readers will be able to readily identify with the stories and situations that I've written about. I personally hate work-book-style motivational books and went out of my

way to create something that can connect with anybody. My goal was to provide real substance for readers and to give them the fuel necessary to ignite their passion, motivate them and change their mindset.

What advice do you have for those who are struggling in these difficult economic times to help change the way they think? If you don't change the way you think during this poor economy, it will never happen. There are actually more opportunities now than ever before, so it's extremely important to believe in yourself and take advantage of them! It's very tiring to be around people who are unmotivated and lack aspirations. But if you're wise, you'll know that now is absolutely the best time to assert yourself with a positive attitude.

Who has inspired or motivated you in your life? There are so many people who through their strength, courage and character have turned adversities into victories. Just to name a few, they would include people like Helen Keller, Abraham Lincoln, Andrew Jackson and Franklin Roosevelt. I read a lot, so I'm constantly learning of individuals who have achieved remarkable things in their lives after overcoming enormous obstacles.

You must be extremely busy. So how do you stay active in your life and what do you most enjoy about this time in your life? I really enjoy staying busy -- it's definitely a positive choice I've made! With that said, I also value my personal time. Nothing is more important than my family and I enjoy talking to my son, daughter and our twin boys. Nothing can beat being a good father and doing the

best I can for my family.

Late last year, your twin boys, Cody and Chase, were born three months premature and they struggled to survive for a long while. How were you and your wife able to cope with that? How are your boys doing now? We put all our faith and trust in God, and the wonderful doctors and nurses in the NICU (neonatal intensive care unit) at St. Joseph's Women's Hospital in Tampa. They were absolutely amazing. Thanks to them, Cody and Chase have gone from each being under two pounds at birth to over 18 pounds of joy today!

Do you have any other tips or advice you'd like to share with our readers? Always believe in yourself!

"There's Always a Way" (John Wiley & Sons, Inc.) is available on Amazon.com and at retail bookstores everywhere. †

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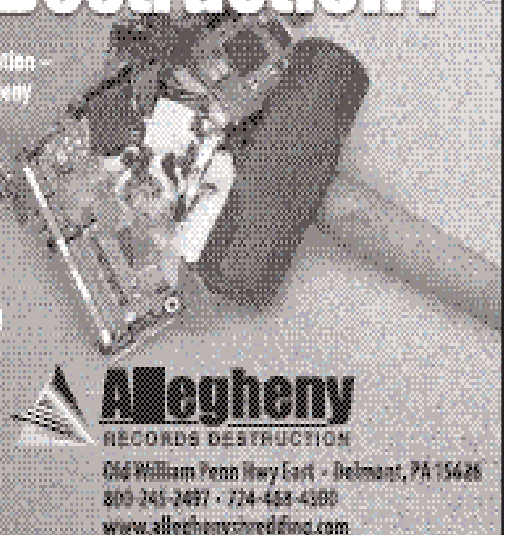
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UPMC and Pitt School of Medicine to Offer Continuing Medical Education Conference: Surgical Treatment of End-Stage Cardiopulmonary Diseases

UPMC and the University of Pittsburgh School of Medicine will offer a two-day continuing medical education (CME) conference for transplant surgeons, cardiologists, pulmonologists, general surgeons, thoracic surgeons and allied health care professionals. Topics include the technical aspects, risks, benefits and outcomes of heart and lung transplantation, heart failure surgery and the use of ventricular assist devices.

To celebrate the 30th anniversary of UPMC's cardiothoracic transplantation program, a transplant patient recognition event will conclude the conference.

The CME conference takes place at the Starzl Biomedical Science Tower, 215 Lothrop St., Room S-120 in Oakland from 7:30 a.m. to 5 p.m., Friday, Oct. 1; and 7:30 a.m. to 4 p.m., Saturday, Oct. 2.

There will be a course dinner and technology display at the University Club at 6:30 p.m., Friday, Oct. 1 as well as a 30th anniversary transplant patient recognition event at 6 p.m., Saturday, Oct. 2 at the Westin Convention Center in Downtown Pittsburgh.

SPEAKERS INCLUDE:

- Course director, Yoshiya Toyoda, M.D., Ph.D., head, Cardiothoracic Transplantation, UPMC; and associate professor of surgery, Department of Cardiothoracic Surgery, Pitt School of Medicine

- Course co-director, Robert Kormos, M.D., director, UPMC Artificial Heart Program; co-director, UPMC Heart Transplantation Program; and professor of

surgery, Department of Cardiothoracic Surgery, Pitt School of Medicine

- Course co-director, James D. Luketich, M.D., founding chair and Henry T. Bahnson Professor of Cardiothoracic Surgery, Department of Cardiothoracic Surgery, Pitt School of Medicine; director, UPMC Heart, Lung and Esophageal Surgery Institute; and chief, Division of Thoracic and Foregut Surgery, Pitt School of Medicine

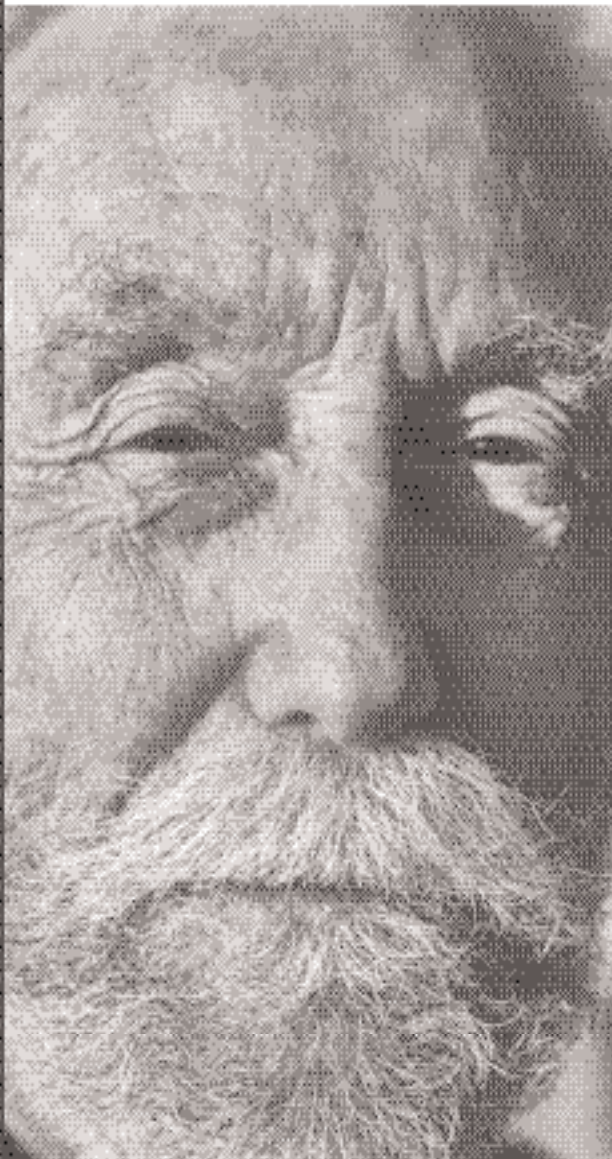
- Invited speaker, Margarita T. Camacho, M.D., surgical director, Cardiac Transplant and Mechanical Assist Device Program, Saint Barnabas Heart Center at Newark Beth Israel Medical Center; and chair, Workforce on Surgical Treatment of End-Stage Cardiopulmonary Disease, the Society of Thoracic Surgeons

- Invited speaker, Si Mai Pham, M.D., director, Cardiopulmonary Transplantation, and co-director, Artificial Heart Program, Jackson Memorial Hospital; and professor of surgery, University of Miami School of Medicine

Registration is \$150 for physicians and \$75 for residents, nurses and other health care professionals before Sept. 8. Registration is \$200 for physicians and \$100 for residents, nurses and other health care professionals after Sept. 8. There is no fee for UPMC and Pitt employees.

Registration for the CME conference and course dinner is available online at <http://ccehs.upmc.edu>. Select online course registration and choose Surgical Treatment of End-Stage Cardio Pulmonary Diseases. Click register and enter the requested information. You will receive an electronic confirmation. If you are unable to register online, or if you are a UPMC or Pitt employee, call (412) 647-4735 for assistance. T

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KEYNOTE ADDRESSES

- **Ten Building Blocks of Catholic Social Teaching**
 William J. Byron, S.J., Ph.D.
 St. Joseph's University
- **Turning Long-term Care Inside Out: Successful Community Nursing for the Elderly**
 Eileen Sullivan-Marx, PhD, CRNP, FAAN
 University of Pennsylvania School of Nursing
- **The Most Challenging Question at the End of Life**
 Michael J. Brescia, M.D.
 Calvary Hospital, Inc., Bronx, N.Y.
- **Love, Vulnerable Persons and Social Justice**
 Brian V. Johnstone, C.Ss.R., Ph.D.
 The Catholic University of America
- **Plenary Address: Nursing, Social Justice, the Face of the Elderly**
 Sr. Rosemary Donley, S.C., Ph.D., APRN-BC, FAAN
 Jacques Laval Chair in Justice for Vulnerable Populations
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Pitt-Johnstown to Admit First Cohort of Nursing Students

The University of Pittsburgh at Johnstown's efforts to respond to the region's healthcare needs received a major boost this spring with the approval by the Pennsylvania State Board of Nursing to begin offering a Bachelor of Science in Nursing (BSN). The campus will enroll its first cohort of nursing students this fall.

In announcing the new program, Pitt-Johnstown President Jem Spectar offered, "This monumental accomplishment positions Pitt-Johnstown to deliver a high-quality nursing program that responds to pressing healthcare needs in our community, and beyond. This great new chapter in our campus history would not have been possible without the support of our friends in the community, for which we are profoundly grateful."

It is widely recognized that the Commonwealth is experiencing a shortage of healthcare professionals and that such a shortage is expected to intensify. The new BSN degree will enable Pitt-Johnstown to meet that need while strengthening the healthcare workforce in our region.

The BSN degree is accredited by the Commission on Collegiate Nursing Education (CCNE) through the University of Pittsburgh School of Nursing, ranked seventh overall in the 2008 *US News & World Report's* rankings of *America's Best Graduate Schools*. Additionally, the School of Nursing ranks fifth, nationally, in receiving National Institute of Health research dollars. The program will build upon the School of Nursing's solid quality while offering the benefits of a smaller campus, and will include a unique capstone that focuses on rural health issues. The strong quality of the program is reflected in a 95% NCLEX-RN Licensure (National Council Licensure Examination) pass rate.

The Pitt-Johnstown program will combine clinical

practice with traditional nursing theory and values that emphasize holistic patient care. Students in the program will develop a strong theoretical base of biological and behavioral sciences with a foundation in the liberal arts, providing them with the skills and experience necessary for careers in today's nursing profession. The new BSN will be administered through the Division of Nursing and Health Sciences, which is led by Chairperson Dr. Janet Grady.

President Spectar added, "This program leverages the University of Pittsburgh's outstanding national reputation for excellence in health education and makes this distinctive Pitt quality education available for our people locally. We are especially grateful to our colleagues at the University of Pittsburgh, particularly in the School of Nursing, for their unwavering support of this initiative."

Plans are underway to begin construction of 20,000 sq. ft. Nursing and Health Sciences Building to feature classrooms, state-of-the-art laboratories, and offices. The project received \$4 million from Governor Edward G. Rendell as part of the Commonwealth's "Put Pennsylvania to Work" initiative.

ADDITIONAL BACKGROUND INFORMATION:

The American Association of Colleges of Nursing (AACN), the American Organization of Nurse Executives (AONE), and American Nurses Association (ANA) recognize the four-year Bachelor of Science degree in nursing as the critical first step for a career in professional nursing. The AACN also reports that "the BSN nurse is the only basic nursing graduate preferred to practice in all health care settings, and thus has the greatest employment flexibility of any entry-

level RN." In addition to critical thinking, communication, and leadership skills, the BSN curriculum includes components such as community health nursing, research, informatics, and genetics, which are not typically included in diploma or associate-degree programs.

A report by the National Advisory Council on Nurse Education and Practice recognized the advantages of baccalaureate nursing programs by reporting that bachelor's-level nurses are well prepared for practice not only as bedside nurses, but also in areas including home health agencies, outpatient centers, and neighborhood clinics. This is especially critical as hospitals focus more on acute-care, and health services organizations expand to more primary and preventive care roles in the community.

The US Bureau of Labor Statistics projects that employment for nurses will grow faster than most other occupations through 2014. The AACN reports that employers will be seeking nurses prepared at the bachelor's and graduate degree levels because of their ability to deliver higher level care and to provide other needed services including case management, health promotion, and disease prevention. T



Janet Grady

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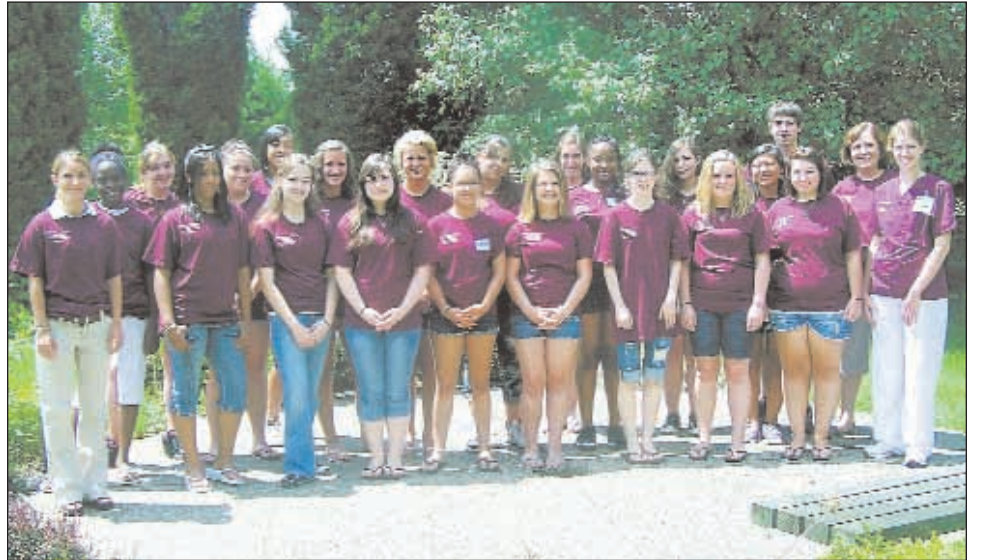
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Area Students Attend Summer Nursing Institute Program Provides a Look at Future Health Careers

For the fourth year, La Roche College and UPMC Passavant sponsored the joint Summer Nursing Institute program to help approximately 25 area students glimpse what a future in health care might be like. The two-day event on June 22 and 23 took place on the La Roche College main campus in McCandless Township.

The program was created to help introduce students with an interest in medical careers to the “exciting, challenging and rewarding career of nursing,” according to organizer Lynette Beattie, MSN, RN, co-chair, Department of Nursing and adjunct faculty member at La Roche. It is funded through a grant the Theta Mu Chapter of Sigma Theta Tau (Nursing Honor Society) and Johnson & Johnson’s “The Campaign for Nursing’s Future.”

The institute drew students from the following area schools: Avonworth, Bethel Park, Elizabeth Forward, Mars Area, Moon Area, Riverside, the Science and Technology Academy, Schenley, Shaler, South Fayette, Trinity and Vincentian Academy. After their final day of training, each student received a certificate of completion.



Group photo of summer nursing institute students taken on the La Roche College Campus.

During the two-day program, instructors taught students general health procedures in a laboratory skills session, where they learned how to take a blood pressure, measure pulse and respirations, and read a temperature. They also participated in a first aid training class and a CPR certification course. The STAT Medivac helicopter landed at UPMC Passavant, and students were given a tour and information about this service. Students who wanted to shadow a nurse at the hospital arranged to do that on an individual basis as part of the program.

UPMC Passavant instructors presented two programs: Teen Injury Prevention and “Ageless Sensitivity.” The former focused on the dangers of drinking and driving, and illegal drug use, as well as suicide prevention. The latter helped students to become sensitive to the growing elderly population and physical impairments they face. Students were given glasses to impede their vision, for example, and gloves to impair dexterity.

Beattie anticipates the program will continue in 2011; registration will likely take place in the spring.

For more information, visit www.laroche.edu. T



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PITT-Johnstown

Pitt School of Medicine Holds 16th Annual White Coat Ceremony

The University of Pittsburgh School of Medicine held its 16th Annual White Coat Ceremony on Sunday, August 8. The White Coat Ceremony is a symbolic event marking the entry of first-year students into the medical profession. At the ceremony, the 148 students of the Class of 2014 will be individually garbed in a white clinician's coat and publicly declare their commitment to integrity, ethical behavior and honor by reciting the Hippocratic Oath.

The keynote speaker for the event was Susan Dunmire, M.D., executive director of the University of Pittsburgh Medical Alumni Association. Joan Harvey, M.D., associate dean for student affairs at the University of Pittsburgh School of Medicine (SoM), presented the white coats.

In nine special instances, Dr. Harvey stepped aside to allow the entering medical student to receive a

white coat from a physician family member. These include:

- **Priyanka Amin** from her father, **Rajnikant Amin, M.D.**, associate professor of pathology, Pitt SoM
- **Omar Ayyash** from his father, **Maher Ayyash, M.D.**, assistant professor of psychiatry, Pitt SoM
- **Amy Farkas** from her brother, **Andrew Farkas, M.D.**, Pitt SoM Class of 2010



Braxton McQueen received his white coat from his father, Jerome McQueen, M.D.

- **Natalie Gentile** from her father, **Anthony Gentile, M.D.**, clinical professor of obstetrics and gynecology and member of the Class of 1969, Pitt SoM
- **Caroline Kensler** from her mother, **Nancy E. Davidson, M.D.**, director of the University of Pittsburgh Cancer Institute and UPMC Cancer Centers
- **Elizabeth Lee** from her sister, **Jessica Lee**, Pitt SoM Class of 2011



Caroline Kensler received her white coat from her mother, Nancy E. Davidson, M.D., director of the University of Pittsburgh Cancer Institute and UPMC Cancer Centers.

- **Carlos Lopez** from his father, **Roberto Lopez, M.D.**, assistant professor of surgery, Pitt SoM
- **Braxton McQueen**, who through his mother's side is the great-nephew of the late Earl Belle Smith, M.D., one of the first African-American surgeons in the region and a Pitt SoM faculty member from the 1950s to the 1980s, from his father, **Jerome McQueen, M.D.**
- **Laura West** from her grandfather, **James Robert Zuberbuhler, M.D.**, emeritus professor of pediatrics, Pitt SoM †

Photos by Joe Kapelewski, CIDDE, University of Pittsburgh.



Elizabeth Lee received her white coat from her sister, Jessica Lee, University of Pittsburgh School of Medicine Class of 2012.

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Center for Women's Entrepreneurship at Chatham University focuses on "Sales and Innovation: Keys to Competitive Success and Growth" during 5th Annual *Think Big* Forum

"Innovation and sales are two of the most critical components to any successful business," according to Rebecca Harris, Director for the Center of Women's Entrepreneurship at Chatham University (CWE), and these key traits will be the focus of CWE's fifth annual Think Big Forum on Friday, October 22 at the University's Shadyside Campus. Think Big will feature panel discussions with prominent local and regional women business executives and entrepreneurs who will address strategies that have enabled their companies to remain competitive in the marketplace.

Following a networking breakfast, keynote speaker Beth Kaplan, President and Chief Marketing and Merchandising Officer of GNC Inc., will present on "Innovation and Sales."

Following Kaplan will be the first panel discussion on "Innovation and Entrepreneurship" with Amy Hancock, President and Owner of AdvantageCare Rehabilitation, Advantage Home Health Services, and AdvantageCare Consulting and Danielle Proctor, President and CEO of Amelie Construction & Supply LLC, CEO and Owner and Founder of Core Pilates & Yoga, and General Manager of Fetch! Pet Care of North Pittsburgh.

This panel will discuss specific strategies that these women used to grow their companies from ideas to multi-million dollar ventures, and how they continue to grow and use innovative strategies to stay competitive in today's marketplace. Moderating the panel will be Nancy Polinsky Johnson, Publisher and Editor of SHADY AVE magazine.

The second panel discussion will address "Innovation & Media" and features Diana Block, Board of Directors, Former President and Co-Publisher of the Pittsburgh Post-Gazette and Deborah L. Acklin, President and CEO-elect of WQED Multimedia Pittsburgh. This dynamic panel will address innovative strategies

required by the media industry to maintain their competitiveness. Moderating the panel will be Lauren Lawley Head, Editor of the Pittsburgh Business Times.

Attendees from the Think Big Forums held over last four years have been from Allegheny, Beaver, Butler, Lawrence, Fayette, Washington, and Westmoreland counties. Over 60% of past attendees are women business owners. These women are predominately in service sectors (architecture, marketing, public relations, human resources, healthcare and therapy, legal and financial services, communications, training, commercial cleaning, etc.) and are the presidents and/or founders of the business. The remaining 40% of attendees are middle and senior management from the corporate sector, including representatives from law firms, insurance brokers, healthcare management, financial institutions, government organizations, and transportation companies.

The Center for Women's Entrepreneurship at Chatham University (CWE) provides opportunities for women entrepreneurs to start, develop, and significantly grow their businesses by utilizing Chatham resources, programs, and faculty expertise. CWE provides programming targeted toward local and regional women in business designed to advance and hone their professional skills. CWE teaches the art of thinking and acting entrepreneurially by focusing on innovation and creativity within the context of existing organizational environments. CWE also offers specific programs for both undergraduate and graduate students which can help them learn the skills they need to become successful entrepreneurs, intrapreneurs, and successful women in business.

The Think Big Forum will be held in the University's Athletic Fitness Center from 7:30 a.m. to 12:00 p.m. Registration is \$45 per person and includes breakfast. More information is available at www.chatham.edu/cwe, or by calling 412-365-1253 or emailing womens-entrepreneurship@chatham.edu. †

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I Like Your Facebook Page, Why Don't You Like Mine?



By Daniel Casciato

A client of mine was dismayed that only 20 of his 600+ Facebook friends "liked" his business page. Like other small businesses, he wanted to use Facebook as a no-cost, low-cost platform to promote his products and connect with customers. He was also hoping to get the required minimum of 25 likes to land a vanity URL.

He was more irritated at friends whose pages he "liked" but didn't "like" his back. He felt that reciprocity was in order. And I agreed.

YOU SCRATCH MY BACK...

If I helped your business out and liked it, it's time for you to repay that favor. Then I thought about my Twitter account. I know there were people I was following who didn't follow me. I'll give Alyssa Milano and Hines Ward a pass. But those close to me? Heck, I even had friends and former co-workers who weren't following me.

Last week I discovered a new service, ManageFlitter.com, to purge my Twitter account of those people I was following but were not following me back. As I began to delete them from my social media life forever that got me to thinking that there's probably a reason why some people don't reciprocate.

HERE'S WHY I DON'T FOLLOW OR LIKE...

- One is because your tweets or status updates may be annoying. In fact, I'm guilty of it at times. Instead of using Twitter as an information sharing tool, or to educate or inspire others, some use it to gripe. I know I get turned off when I see others do that so I click unfollow.

- Another reason you may be unfollowed or not reciprocated is that you're overtweeting. I tend to do this when my favorite teams, the Pittsburgh Penguins and Pittsburgh Steelers, are playing. Thankfully, many others do it during the games, so my tweets often go unnoticed. Still, this can be bothersome to non-sports fans.

But back to Facebook, my client finally got over the 25 like-threshold. In fact,



he's nearing 100+ likes now, so he's happy. It just took time, which was one piece of advice I gave him. He also began to post more relevant information and became more conversational with his friends and even on the pages he "liked." He sent out his like request again for his business and received a more favorable response.

WHAT SOME EXPERTS THINK...

I threw out my question about reciprocating on LinkedIn Answers. Here's what some people from around the country had to say:

- **Kate Davids, Online Marketer:** There's no reason, and indeed some reasons not to, follow back. The reasons not to include: bogging yourself down with tweets and page updates that just don't hold any value for you. For instance, if you're a personal trainer, you post about exercises, articles you like on dieting, etc. Your follower might be an accountant in another state who likes to work out, but you have no desire to read the accounting articles she posts about. Why would you follow her back? It only clogs up your Twitter stream.

- **Lorenzo Araneo, Screaming Lunatic:** I follow back on Twitter those who are real. They interact with others and/or provide valuable resources to my industry. As far as a company, I will follow those who interest me. On Facebook, it's a bit tougher because usually you want to reciprocate the follow back. Facebook can be more personal because your friends are on there. I have a few friends who just post non-stop so while I do "like" them, I end up using the "Hide" feature so nobody gets any bad feelings.

- **Sherese Duncan, Small Business Strategist, President and CEO, Efficio, Inc.:** I'm not sure the important thing here is whether you should automatically reciprocate a "like" or a "follow" just because someone has "liked" or "followed" you. Quality over quantity comes to mind here. Building social media networks is based on trust. People do not want to fill their networks with spam and meaningless blabber that they don't care about. Neither should you. Only reciprocate a "like" or "follow" if you feel there's an added personal or business related advancement or benefit.

See **FACEBOOK** On **Page 19**

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The Role Mentoring Plays in the Health of a Community

By Kristan Allen

Mentoring plays an important role in the lives of today's youth. In our region alone, there are 134 mentoring programs that serve more than 24,000 children, offering guidance and encouragement to help them achieve their goals. These programs offer a wide range of support, including career inspiration. When did you first realize you wanted a career in the healthcare field? For many area kids, this realization is coming at an earlier age thanks to a mentoring program offering information on careers in healthcare.

Health Rangers is a work-site mentoring program offered to middle school students in the Pittsburgh Public School system. It introduces 7th and 8th graders to the workplace and the wide range of jobs available in the healthcare industry by pairing each student with a mentor from Children's Hospital of Pittsburgh of UPMC.

Kurt Stillwagon, Manager of Recruitment at Children's Hospital, has been volunteering with Health Rangers for three years and has seen first-hand how the program impacts students interested in healthcare careers. As part of the program, he spends every other Friday showing students the various aspects of his job.

"The program is a great opportunity to help get a young person to not only think about what they want to be when they grow up, but also to see how the choices

they make now impact what they want to be," Stillwagon says. "I really wish they had something like this when I was young!"

Students participating in the program gain hands-on experience shadowing everyone from administrators to nurses and doctors. This 360-degree experience allows students to become familiar with the wide range of careers available in a



Kurt Stillwagon, Manager of Recruitment at Children's Hospital.

hospital. "It is amazing to see the Health Rangers realize how many different people work at the hospital. Every year, I always hear 'I thought just doctors and nurses worked here,'" Stillwagon says. "Hopefully that will impact my job as manager of recruitment down the road when these kids start applying for positions."

But students aren't the only ones who benefit from being involved in Health Rangers. According to a national survey on mentoring in America, 96 percent of existing mentors would recommend mentoring to others.

"Mentoring can offer many benefits to mentors, as well as mentees," says Colleen Fedor, executive director of The Mentoring Partnership, a local organization that assists mentoring programs in understanding and following best practices. "Many volunteers enjoy the activities they share with their mentees and see it as a source of fun and stress relief."

Careers in healthcare can be stressful and Stillwagon agrees that his work with Health Rangers helps to take his mind off of work for a little while. In addition to the fun he has volunteering with Health Rangers, he says his biggest reward is the opportunity to see young people really start to think about their futures.

Mentoring is an easy way to give back to the community by sharing the passion you have for your career with others. It doesn't cost money and it doesn't require any special skills. Mentors simply need to be willing to help a young person by being a consistent, caring adult; someone who will help them solve problems, practice good communication and introduce them to new experiences and ideas.

The Health Rangers program runs from October through April and is held every other Friday at Children's Hospital from 9:30 to 11:30 a.m. Any hospital employee is eligible to participate and if consistent availability is an issue, a whole department can participate and students can rotate to different people throughout that department.

If you aren't an employee of Children's Hospital, but are interested in getting involved with a mentoring program in your area, please contact The Mentoring Partnership at 412-281-2535 or info@mentoringpittsburgh.org for more information.

And for those of you interested in becoming involved with a mentoring program, consider Stillwagon's parting words of wisdom: "Do it! You will find it rewarding when the mentee comes back wanting you to show them more or telling you that they told their parents everything they learned when they were with you last." T

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Providing Care Outside the Box

By Rafael J. Sciuillo

James was a lung cancer patient whose dying wish was to renew wedding vows with his dear wife, Jerri. With Jerri at James' bedside, sons Bill and Dave in attendance and their clergyman officiating, James wish came true. James wore a boutonniere. Gerry held a beautiful bouquet. There was even wedding cake and the traditional opportunity for the groom to kiss his bride. Family Hospice Quality of Life Program Coordinator Paula Church was on hand to take pictures.

James, Jerri and their family viewed the photos just before James' death. They act as a lasting memory of an important family event that will forever be cherished.

This column makes mention quite a bit of our core services at Family Hospice and Palliative Care – because we believe they are important components in assuring quality of life for those with life-limiting illnesses. Comfort, compassion, family support – it is in these practices that care begins. But there is a lot more to our continuum of care.



Family Hospice patient James Slade kisses his wife Jerri after renewal of their marriage vows.

Our Quality of Life program offers care to our patients and their families that is “outside the box.” From massage and pet therapy, to expressive art and music, patients have every opportunity to take part in what brings them happiness. A massage may relieve stress for one patient. Singing along with a music therapist may be just what another patient needs to bring a smile to their day. And the companionship of a pet can evoke special memories and combat loneliness.

The Family Hospice Quality of Life Program also offers the opportunity to create life stories through audio recordings, photo collages or video journals. Some patients choose to hold a “Celebration of Life” party, gathering with family and friends to share special memories while they are still well enough to do so. Paula has worked with a number of patients and families to document life stories and create keepsakes for loved ones.

Our patient Ann chose to make her 90th birthday a Celebration of Life event. David invited his long-time group of friends to join him for a similar party. Angie first got the idea to “Celebrate Life” from a Family Hospice spiritual care specialist – and Paula was there to document her party. John was a Veteran who recount-

The Journey to Improve Hospice Care in America

ed his service and life stories on video. And James and Jerri renewed their vows in the ultimate tribute to their love. Family Hospice is appreciative to have played some role in each of these stories and provide caregivers and loved ones with special memories.

The beauty of our Quality of Life services is that, just like clinical hospice care, they are available wherever the patient calls home.


An invitation into the lives of our patients and families means a great deal to Paula Church. “Being involved in recording the events of a patient's life is humbling. To be a witness to a 42 year wedding vow renewal, which was the husband's dying wish, and document their love and dedication not only to each other but to their grown children

was so inspiring, personally and professionally,” Paula said. “Documenting people's lives, especially those at end of life is such an essential part of the process for many, and to be given the opportunity to be the one to do that for Family Hospice is a gift to me. Providing the service to our patients and families is a gift to them.”

Just like any service, hospice care should not be static. It must grow and adapt to meet the needs of families and caregivers. Our doctors, nurses, home health aides, social workers, spiritual care counselors, bereavement specialists and volunteers work together to provide compassionate care. But beyond that, we are grateful for the chance to enhance our patients' lives even further by engaging them in our Quality of Life Program. T

Rafael J. Sciuillo, MA, LCSW, MS, is President and CEO of Family Hospice and Palliative Care and Past Chairperson of the National Hospice and Palliative Care Organization. He may be reached at rsciuillo@familyhospice.com or (412) 572-8800. Family Hospice and Palliative Care serves nine counties in Western Pennsylvania. To learn more, visit www.familyhospice.com.







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Influencing Fluency

By Kimberly Saunders and Karen Ferrick-Roman

Gary Rentschler knows how isolating growing up can be for children who stutter. He recognizes that sociable, outgoing individuals can be paralyzed by fear of words or situations that bottle up their mouths and stop words from coming out with ease. He understands that people whose speech is muddled by awkward breaks or repetitions feel like second-class citizens in a world that demands clear communication.



Rentschler monitors a stuttering therapy session.

A speech-language pathologist with more than 30 years of clinical experience, Rentschler is the founding director of Duquesne's Speech-Language-Hearing Clinic and a board-recognized specialist in fluency disorders. He also has more than five decades of firsthand experience as one of the estimated 3 million Americans who stutter.

"My life, from grammar school through college, was a continuing series of trying to avoid speaking situations, yet wanting so desperately to fit in to a world where I could not participate for over 20 years," Rentschler says.

While stuttering (also known as stammering or disfluency) has been a documented speech disorder for centuries, researchers are still unable to conclusively determine the cause of this complex problem that affects nearly 1 percent of any population.

"Stuttering is a problem that cuts across all races, cultures and socioeconomic classes. We know that about half of all people who stutter have someone in their family who stutters. We've also learned that stuttering affects more boys than girls and that about 80 percent of all children with fluency problems eventually recover—with or without therapy—usually within four years of onset," explains Rentschler.

Rentschler, however, did not fit these demographics. The elder child of loving parents with no family history of stuttering, the Buffalo, N.Y., native began stuttering in childhood and continued well into adulthood.

His first memory of stuttered speech followed a distressing incident of being scolded by an adult when his parents weren't present.

"I was about 3 or 4 and sitting alone in my family's parked car outside of our apartment. The car was rear-ended by our landlord, who got out of his car and proceeded to yell at me. After that, I remember my speech was not as fluent," he says.

When he approached school age, his parents sought advice about his stuttering from the nearby University of Buffalo speech clinic. They were given the prevailing advice of the 1950s—just ignore it and the problem would eventually go away.

"My parents did a wonderful job of downplaying the problem but the rest of the world was not as tolerant. I knew I was talking differently than everyone else but didn't know it was a bad thing. When relatives, teachers or others asked 'what's wrong with his speech' they were hushed. The problem with this theory of how to handle stuttering is that you begin to think that something is so wrong with you that your mom and dad can't even talk about it," says Rentschler.

Despite another speech therapy evaluation in 8th grade, no treatment was recommended for Rentschler. He continued to stutter throughout high school, and began avoiding reading or answering aloud in class with well-timed requests to "be excused."

At Baldwin-Wallace College, he repeated his high school avoidance behaviors to limit communication, both in and out of the classroom. It was a lonely time, he admits.

"I was a good student but didn't talk much. I've learned now as a college professor that it is a real handicap not to be able to connect with students. Sometimes, instructors feel that they don't have to intervene with students who are not communicating but in my case that would have been very helpful," he continues. After graduating with a business administration degree, Rentschler went on his first interview and had to introduce himself. At that point, the interview was over

before it began.

"I reached a point where it was clear that I couldn't avoid confronting my stuttering," Rentschler recalls. "I was 'stuck,' having a college degree but being unable to interview for a job. It was decision time; either get some help, or trickle life away, potential unfulfilled."

At his mother's urging, he went back to the same clinic that evaluated him 17 years earlier. He can still recall driving to his first appointment and stopping at an intersection, pondering his decision.

"I had to turn right to go to the clinic or go straight to head away. The light turned green and the steering wheel turned right. It wasn't even a conscious thought but it changed my whole life," he remembers.

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THE NATURE OF STUTTERING

By Kimberly Saunders

According to the American Speech-Language-Hearing Association, stuttering is a speech disorder characterized by repetitions of words or parts of words (st-st-stuttering), as well as prolongations of speech sounds (ssssstuttering). These "disfluencies" are sometimes accompanied by unusual facial or body movements, such as eye blinks and lip tremors, or by tension that can block speech completely. Stuttering disrupts the normal flow of speech, interfering with the ability to communicate and often affecting the quality of life for those who stutter.

While signs and symptoms of stuttering are easy to identify, the exact cause of the disorder remains elusive.

"There is still so much misperception about stuttering among the general public. As we acquire more knowledge about stuttering and get more effective treatments, things are getting better, but it's like a big ship—it's hard to turn around," says Dr. Gary J. Rentschler, director of Duquesne's Speech-Language-Hearing Clinic.



Rachel Gasior, a first-year graduate student, works with a diverse client population at Duquesne's Speech-Language-Hearing Clinic, earning 80 to 100 hours of supervised clinical experience

Today, speech-language pathologists agree that there are three primary types of stuttering. The most common occurs in children, ages 2 to 5, as they are developing their language skills. Known as developmental stuttering, it affects about four times as many boys as girls and is thought to run in families. Developmental stuttering can last from a few weeks to several years.

Adult-onset neurogenic stuttering can occur in individuals who have suffered a stroke, brain injury or drug overdose. Psychogenic stuttering, caused by emotional trauma or problems with thought or reasoning, is rare. Stuttering is not caused by nervousness or bad parenting.

Current research with brain imaging technology has revealed that many people who stutter use their brain in a different way than people who speak fluently. For most people, the left hemisphere dominates speech activity; the right hemisphere controls emotions. In people who stutter, neither hemisphere is dominant during speech, a possible clue.

"This is not a physical abnormality, but a functional difference," explains Rentschler.

Stuttering also has been related to situational and psychodynamic factors that are unique to each individual.

"Just as people who fear snakes feel anxious at even the possibility of seeing a snake, someone with disfluent speech tends to focus on the fear of certain words, sounds or situations that have resulted in them stuttering in the past," he says.

Stuttering isn't a disease to be cured, but a disorder to be managed, with no single therapy technique effective for every client, continues Rentschler.

"Speech pathologists must take into account an individual's age, personal situation, communication goals and other factors. In young children, for example, we often use an indirect approach, working with parents to slow the environment and model good speech. Disfluent adults can take more responsibility for learning strategies to manage their stuttering. Once it is no longer a problem for them, it won't be a problem for others," says Rentschler.

FLUENCY From **Page 16**

This time, he met a speech therapist, Dr. Lewis K. Shupe, with a different treatment philosophy about stuttering. Rather than not talking about it, he talked about it in positive ways, explaining not only why people stuttered but how they could manage it. Rentschler attended weekly group therapy sessions for two years which provided a supportive environment in which to practice the skills he was learning. Knowing what to do to improve his oral communication and being inspired to do it were the key factors in his progress toward more fluent speech.

“When I found out there was actually something I could do about my speech to make it smoother, softer and easier, it was very empowering. I was like a child learning to walk, clumsy at first, but getting better and better with practice. I learned that speaking fluently was something I had to work at a little harder than other people, but that I could succeed,” he says.

A watershed moment for Rentschler came during a therapy session when his mind began to drift from the assignment at hand to worrying about how he was going to pay that month’s rent.

“I remembered wondering if I was losing my motivation but then it occurred to me that this was normal. Stuttering no longer overshadowed everything in my life. I could now see that there were bigger problems in life to be concerned with,” he says.

Wanting to learn more about the profession that had changed his life, Rentschler returned to grad school, earning both a master’s degree and Ph.D. in speech pathology from State University of New York at Buffalo. In addition to working with clients with a

broad range of communication disorders, he developed a special interest in and expertise with individuals who stutter. Combining his personal and professional experience enabled him to share a unique perspective with his clients.

“Many people who stutter feel isolated because they can’t communicate as well as they would like. The goal is to give them avenues to improve their communication so they can feel part of the life they want to lead. One of the lessons that I learned is that everyone who stutters is not like me. There may be common threads but there is no one-size fits-all approach to therapy,” he says.

At Duquesne, Rentschler teaches graduate courses in stuttering, professional ethics and legal issues for speech pathologists. As the clinic director, he leads and mentors graduate students who conduct speech, language and voice therapy in the University clinic for clients ranging in age from 2 to 90.

“Gary’s initiative, creativity, compassion, and breadth of knowledge has served our program, our clients who have come to the Speech-Language-Hearing Clinic for services, and our students exceptionally well,” says Mikael Kimelman, chair of the Speech-Language Pathology Department.

“We can count on him to be on the teaching technology forefront, creating videos he posts on YouTube, developing podcasts and using a variety of media to



Student clinicians work closely with faculty who directly supervise their therapy planning and implementation.

engage students and make learning enjoyable and memorable.” Students agree that the clinic

director maintains a perfect balance of professionalism and affability.

“Dr. Rentschler’s classes always contain some type of entertaining activity. His teaching style combines humor with a wealth of information, which makes dry material come to life. Whether it is a heated discussion regarding the ethical issues of case studies or playing ‘Test-Review Jeopardy,’ his classes are always enjoyable,” states David Ford, a fourth year student from Sewickley, Pa.

Student clinician Rachel Gasior describes Rentschler as a role model and mentor, helping her seamlessly integrate classroom knowledge into her clinic practicum.

“He supervises a large caseload of clients and students, but it amazes me how willing he is to lend each and every one of us a helping hand,” says Gasior.

“Dr. Rentschler not only teaches us how to become good clinicians, he helps guide us to be the best clinician that we can be while enjoying it along the way.”

Rentschler has written articles and presented papers on stuttering nationally and internationally, and gives continuing education courses across the country on stuttering. He’s also involved with stuttering support groups, like the National Stuttering Association, and was recognized as Speech Pathologist of the Year by the organization.

His proudest accomplishment, however, is overcoming his own stuttered speech.

“I still have difficulties at times—my students will tell you that—but they don’t bother me at all anymore. I’ve come to understand that what I want to say is way more important than how it comes out,” he says. **T**

SLH CLINIC HELPS PEOPLE OF ALL AGES

By Kimberly Saunders

At age 32, Dan Heffley had a blood vessel burst in his brain. To stem the massive bleeding and swelling, neurosurgeons removed more than half of his brain’s left hemisphere, the seat of language and logic. Although the radical surgery saved his life, Heffley lost the ability to walk, speak, understand language and recognize loved ones.

That life-changing event happened in 2003. Over the past six years, the former Army Ranger from Ben Avon, Pa., has made remarkable progress battling back from his stroke, the result of intense physical, occupational and speech-language therapy that began within months of his surgery—and continues today. Although his right arm and leg remain weak, he can now walk. And ongoing speech and language therapy from Duquesne’s Speech-Language-Hearing (SLH) Clinic has helped him develop new language centers in the right side of his brain, enabling him to communicate once again.

Heffley is just one of the estimated 100 clients who turn to the University SLH Clinic each year for outpatient assessment and treatment of their communication disorders. Established in 1998 as part of the University’s Department of Speech-Language Pathology, the clinic serves a dual purpose, says founding director Dr. Gary Rentschler: treating patients and educating students.

It provides fourth-year students a hands-on labo-

ratory where they can integrate classroom theory with practice and also offers direct, affordable care to people of all ages from the Pittsburgh area. Under direct supervision of licensed, nationally certified faculty, graduate students treat individuals with the following communications disorders:

- Stuttering
- Communication difficulties after stroke and other neurological damage
- Voice disorders or vocal strain for those in teaching and singing professions
- Difficulty with listening, understanding, remembering and responding to verbal information (auditory processing)
- Difficulty with phonics and sound awareness
- Problems pronouncing certain sounds or being understood
- Difficulty developing language skills in childhood

“The clinic is a happy environment in which grad students can grow in their profession and knowledge. This creates a rich environment that complements Dan working towards conquering the language handicaps that are before him,” says Jim Heffley, Dan’s father.

“The on-site clinic is a definite advantage to this program. We receive clinical experience under the direct supervision of practicing speech-language pathologists in an intimate setting,” says speech-language pathology student David Ford.

The facility’s eight treatment rooms are equipped with state-of-the-art digital video and audio equipment to record therapy sessions so that students can critique themselves, as well as document their client’s progress. Each room is adjacent to an observation room with a see-through mirror, allowing members of clients’ families to watch sessions and incorporate therapy techniques at home.

David Ricketts, who began a stuttering therapy program several years ago, recalls first feeling strange at having to change the way he spoke, but now describes the atmosphere as “comfortable.”

Referred to Duquesne’s SLH Clinic by the Office of Vocational Rehabilitation, the 25-year-old attends two sessions a week. “In group therapy I get to see different points of view and can relate to others with the same problem. In individual therapy, I can enjoy the personal attention from the therapist, who shows me activities that are relevant to everyday life,” he says.

There is no standard timetable for treating communication disorders, says Rentschler, as clients can push themselves or protect themselves. “Our job is to set goals and help our clients learn how to put stuttering in perspective. When they find avenues where they can improve their speech and language skills, that gives them hope.”

For more information about Duquesne University’s Speech-Language-Hearing Clinic, call 412.396.4200.

Cutting Edge Energy Solutions Offered by Hospital Council

Monongahela Valley Hospital Considers Comprehensive Energy Plan

By Patricia J. Raffaele

Hospital Council of Western Pennsylvania has joined with Pittsburgh-based companies Limbach and eCap Network to provide healthcare facilities with comprehensive and cutting-edge energy solutions. One hospital, Monongahela Valley Hospital, has already implemented several changes in its energy plans and is now considering a comprehensive, 4-



Ray Andrews

year plan developed in a partnership between the hospital and Hospital Council's energy partners, Limbach and eCap.

"We put together our energy solutions team with a focus on companies which can offer a holistic perspective for each project and who look at an entire energy project, are able to do the work on the project and be able to assist facilities with finding funding solutions for the project," said Sean O'Brien, director of Member Services and IT for Hospital Council of Western Pennsylvania.

Limbach, a Pittsburgh-based company headquartered in Lawrenceville, has been working with hospitals to assist them with energy and building solutions throughout western Pennsylvania. The company itself, started more than 100 years ago, as a mechanical and sheet metal contracting company. "We are a strategic partner to Hospital Council and its members, offering an independent, consultative, objective analysis to the hospital," said Kevin Conley, manager, Energy Solutions Business of Limbach. Limbach partnered with eCap Network to assist Hospital Council members with implementing comprehensive, energy management solutions and with finding financing options for those projects.

While Monongahela Valley Hospital has already implemented several changes to conserve energy, the administrative team decided that the hospital was in need of a "comprehensive" energy plan, said Ray Andrews, vice president of Administration and Support Services for Monongahela Valley Hospital. The hospital issued a request for proposal and after reviewing the responses, chose the proposal from Limbach and eCap, as the one to move forward with.

To begin the process of creating an energy plan for

Monongahela Valley Hospital, executives from Limbach and eCap met with executives from the hospital to see if there was a "fit" between the companies and the hospital. Then, Limbach and eCap conducted a high-level survey of the facility to review the facility as well as possible energy conservation and facility improvement measures. "The survey results are a real benefit for the hospitals," Conley said. "We do these at no cost to the client and they are comprehensive." Following the audit, Limbach, eCap and the hospital executives work together to develop a more formal agreement outlining the entire project.

"Their proposal was the most comprehensive and included the most energy efficient target areas," Andrews said. "Our interest in doing a comprehensive energy plan is based on two key factors: the needs of the facility and the financial incentives available now for implementing some of these changes."

A combination of a variety of funding solutions including incentives, rebates, loans and grants become part of the comprehensive proposal offered to healthcare facilities, said John Werling, president of eCap Network. Timing is critical right now,

See **ENERGY** On Page 19



Kevin Conley



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Sean O'Brien

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Werling said, because of escalating electrical prices and financial incentives offered through Pennsylvania's Act 129. Act 129 was signed into law in October 2008 and is focused on reducing energy consumption and demand. Rebates may only be available for the next few years and are subject to limited funding. Act 129 essentially mandated that utilities create rebates as incentives for consumers to reduce their energy demand, Werling said. "The legislation is trying to accelerate the market's adoption of energy efficient technology by providing incentives," he said.

"These incentives are allowing Monongahela Valley Hospital to consider not just energy efficient equipment, but also new ways of conserving and generating energy through such processes as cogeneration and solar energy," Andrews said. He noted the return on investment for solar energy would be about five and a half years and the hospital has the roof space to install solar panels. "We would use a local company for the solar panels and installation," Andrews said. "This specific project and the possible plan for the project will largely be determined by what types of incentives are available for us." That is the case for cogeneration, as well.



John Werling

In addition, market deregulation for utilities also plays a role in health care facilities' interest in energy efficiency. Although capitation on electric rates has not yet ended in western Pennsylvania, it will in 2011 and electric rates in western Pennsylvania are expected to increase significantly, possibly more than 20 percent. "It makes sense to make changes now, before rates go up," Werling said.

"Two of our most important concerns when we discuss energy efficiency are patient and employee satisfaction," Andrews said. "We want to make sure we are heating and cooling our buildings for the comfort of our patients and employees." The hospital has also worked with employees to assist in energy conservation by asking them to help turn off lights and computers and other basic energy conservation measures, he said.

The next step for Monongahela Valley Hospital, Andrews said, is for the staff to present the complete energy proposal submitted by Limbach and eCap to the hospital's Board of Trustees. While Monongahela Valley Hospital considers their proposal, other health care facilities in the region are also in the process of having energy audits conducted by Limbach and eCap.

"The audit itself is a wonderful asset to Hospital Council members," O'Brien said. "It really gives a comprehensive picture of what is happening with a specific facility and opportunities to conserve energy and save money." O'Brien also noted that since some of the incentives will be over by the end of December, now is the time to begin the audit process.

For more information about Hospital Council's energy program with Limbach and eCap, contact Sean O'Brien at 724-772-7284 or at obriens@hcwp.org.

FACEBOOK From Page 13

● **Troy D. White, Educational Consultant, Cloud Owl Technologies:** As an open networker, I do reciprocate requests (and follows). Naturally, we don't have to reply to all the get-rich-quick messages and MLM schemes. But for people who are making a legitimate effort at connecting or advancing their business/careers, I'm more than happy to take a minute and Like a page or review a resume and offer a few quick tips.

● **Sheri Huesman, Owner, Cybertary Spartanburg:** For me, social media is not a numbers game. I only follow people back on Twitter if I'm remotely interested in what they have to say. I do not follow back if they're blatantly trying to sell or advertise some "get rich quick" scheme. Same with Facebook, I only "like" who I truly want to follow. I don't purposely help them get a vanity URL. I don't take it personally if someone doesn't "like" me back. There have only been a few instances where I have unfollowed someone because they send way too many tweets.

What do you think? Email me at writer@danielcasciato.com and we'll share with our readers.

Daniel Casciato is a full-time freelance writer. In addition to writing for the Western PA Hospital News, he's also a social media coach. For more information, visit www.danielcasciato.com, follow him on Twitter @danielcasciato, or friend him on Facebook ([facebook.com/danielcasciato](https://www.facebook.com/danielcasciato)).

**What's an Investor To Do?**

By Nadav Baum



What's an investor to do?

Money market funds are paying an historical low return of 0.25%, unemployment is above 9% and the stock market feels like a roller coaster with no direction. There is talk on the financial pages of a double-dip recession.

For many, the current environment for investing and the dismal performance of the stock market over the last 10 years call into question long-held investment strategies: Is Modern Portfolio Theory dead? What about the

Buy and Hold strategy?

Let me give you some personal insight on today's financial markets and potential opportunities, based on my experience advising clients on investment matters for more than 20 years.

For anyone concerned about their investments, the first thing to do is to, revisit your strategic investment plan with your advisors. The idea is to see where you are, and get back to the basic, if need be. Proper asset allocation, identifying appropriate levels of income for retirement and review of 401(k), IRA accounts and college savings accounts are good places to start.

Now more than ever, you need to be thinking long-term and not let day-to-day volatility as well as the headline news derail your investment goals and objectives. With so many avenues of financial information and resources readily available to us through the Internet and on cable television, it is no wonder why there is so much confusion among the investing public. The deluge of information and talking heads increases the uncertainty instead of bringing information and clarity to the investing public.

Whenever the level of uncertainty is as high as it is today on Wall Street, opportunities tend to exist. Here are some areas of opportunity that I see every day, all with the view of investing not for tomorrow, but for the long-term. Some examples:

- There are Fortune 100 companies trading at historically low P/E ratios with dividends over 4%.
- How about AAA insured tax-free bonds paying 4%, depending on your residence and where the bonds are issued?
- What about the new era of technology with great franchises which continue to grow at double-digit growth rates?
- The stock market may be trading in a defined range but what about opportunities in the emerging markets of Brazil and India as well as the 800 lb. guerilla in the room, China?

My point is quite simple, that there are numerous great investment opportunities available, but you have to make time to uncover them. A trusted and experienced advisory team is important in assisting investors identify investments during both steady and uncertain times. As I always remind my clients, we have to be "proactive as opposed to reactive."

If you have not revisited your investment strategy, do yourself a favor and set-up an appointment with your advisory team. The successful investor looks for great opportunities that fit into his or her investment strategy, and as a result, is beginning to reap the rewards of sound financial planning and positive returns again. Remember, investing is a long-term proposition and patience is needed.

To contact Nadav Baum, Executive Vice President of BPU Investment Management, Inc., email him at nbaum@bpuinvestments.com.

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Online Lab Science Programs Offer Flexibility for Busy Lifestyles



By Donna Broderick

For those interested in the laboratory science profession, the idea of heading back to college to pursue a degree in the field or beginning a four-year program may seem daunting, especially for individuals who work full-time and also have families to take care of. For this reason, online laboratory science degree programs are becoming increasingly popular, as both high school graduates and mid-career professionals welcome the advantages and flexibility of programs offered in an online setting.

When embarking on the process of selecting a lab science degree program, it's important to explore all options and pick a college or university that best fits your needs and demands as a student. For example, starting out with a two-year program like Montgomery County's Harcum College can offer a firm foundation and provide students with the opportunity to gain hands-on work experience through required internships, clinical or practicum experiences and service learning activities. After graduating from a two-year college, students have the opportunity to jump right into the workforce and start their career or continue their education at an affiliated four-year college while working. One program that is gaining great momentum in Western Pennsylvania is Harcum's Medical Laboratory Technician (MLT) program, which is among the school's variety of online allied health programs that provide convenience and flexibility to busy students each semester.

ORIGIN OF THE ONLINE MLT PROGRAM

The development of online programs in laboratory science was in direct response to the changing population of students being admitted to Harcum's MLT program. There was a steady increase in "non-traditional" students, those who were already in the workforce looking for a career change and many others with family obligations. While these students were not able to participate in the traditional weekday class schedule, the online MLT lectures and Saturday student labs were ideal for them.

In 2007, Harcum initiated contact with hospitals in Western Pennsylvania when a student from the DuBois, Pa. area enrolled in the college's online MLT program and needed a clinical site to complete the program's practicum requirements. Harcum established a partnership with Elk Regional Medical Center in DuBois and was able to place the student there to complete their practicum.

When the need for student clinical placement arises, Harcum establishes a partnership with a specific Pennsylvania Mountains Healthcare Alliance (PMHA) participating hospital. In addition to Elk Regional Medical Center, Harcum College offers its online MLT program in association with the following PMHA hospitals: Tyrone Hospital, Bradford Regional Medical Center; Nason Hospital (Roaring Springs), Windber Medical, Clearfield Hospital, Titusville Area Hospital, and Charles Cole Memorial Hospital in Coudersport.

Once the student is placed at a PMHA hospital, Harcum provides all guidelines for student activities at the clinical site and all tests (which are completed online) and monitors weekly attendance. The clinical site supervises the student in completing the lab activities directed by the college. During this time, students are in contact with their instructors through email and can also contact instructors directly by telephone using the WebStudy Course Management System. An affiliation agreement between each hospital and the college is established and required to

ensure that all processes run as smoothly as possible. In addition to the MLT online program requirements, other courses required in the curriculum that are not currently offered online include General Biology, General Chemistry, and Microbiology. These courses can be taken at any accredited college/university convenient to the student and transferred into the MLT program at Harcum College provided a minimum grade of "C" is earned.

ADVANTAGES OF ENROLLING IN AN ONLINE LABORATORY SCIENCE PROGRAM

The benefit of any online program is the flexibility in scheduling classes. Harcum's laboratory science online courses are available to students 24 hours per day, 7 days per week during the school year. Of course there are due dates to adhere to for assignments and tests, but if it suits their schedule to work on the course at 6am or 11pm, the student has that option.

Another benefit of Harcum's online MLT program is that this type of program is not readily available throughout the region of Western Pennsylvania, so the college is also filling a growing void. With Harcum's extensive experience in the field of Allied Health Science, the online MLT program benefits area workers and is a unique and practical resource for those who, for a variety of reasons, do not have access to traditional MLT programs.

EVOLVING PROFESSION PRODUCES INCREASED DEMAND

Medical Laboratory Technicians (MLTs), also known as Clinical Laboratory Technicians (CLTs), play a critical role in the detection, diagnosis and treatment of disease. MLT professionals work in all areas of the lab, including blood bank, chemistry, hematology, immunology and microbiology. The MLT uses analytical skills to operate sophisticated laboratory equipment and computer technology.

Employment opportunities for graduates of Harcum's MLT Program include hospital and reference laboratories, physician offices, clinics, forensic laboratories, pharmaceutical companies and research facilities. With a 100% job placement rate, Harcum's MLT program graduates successfully find employment as MLT professionals.

The continued growth of the laboratory science profession is producing an increased demand for educated and motivated laboratory professionals. According to the U.S. Department of Labor, future job opportunities in the Medical Laboratory field are expected to be excellent as the number of job openings is expected to continue to exceed the number of job seekers. Employment of clinical laboratory workers is expected to grow faster than average through the year 2014 as the volume of laboratory tests continues to increase with both population growth and the development of new types of tests.

HARCUM'S FUTURE ON THE MOUNTAIN

More recently, Harcum's new online Histotechnician (HT) program entered the region in 2009 at the annual PMHA meeting, and much interest is expected as word spreads about this online option. Similar to the Western Pennsylvania online MLT program, the HT program is not readily available in the region and therefore will provide an opportunity to individuals interested in pursuing a career in the field within the comfort of their own homes.

Courses required in Harcum's HT curriculum that are not currently offered on-line include Anatomy and Physiology 1, Anatomy and Physiology 2, Microbiology, General Chemistry, and Intro to Microcomputers. These courses can be taken at any accredited college/university convenient to the student and transferred into the HT Program at Harcum College provided a minimum grade of "C" is earned.

There are also plans to offer the Harcum phlebotomy certificate as an online program in Western Pennsylvania, as there is already an existing lecture course offered online. Given that area hospitals would allow students to perform the required 100 clinical hours, it has great potential to be a successful program.

Looking ahead, Harcum aims to enroll one MLT and one HT student in the two respective programs and place them in a PMHA hospital annually. For more information about Harcum's online MLT program in Western Pennsylvania, or any of the college's other laboratory science programs, please visit www.harcum.edu.

Donna Broderick currently serves as program director for both the Allied Health Science department and Clinical Laboratory Science department at Harcum College. Prior to joining Harcum, she was employed by SmithKline labs in both their clinical and pharmaceutical divisions while working towards her Masters Degree in education at St. Joseph's University. Broderick earned her Bachelor of Science degree from Rosemont College in Rosemont, Pa. and completed her clinical training at Bryn Mawr Hospital to earn a B.S. in Medical Technology.

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Patient Safety Issues: Getting Worse or Getting Better?

By John Chamberlin

If you are reading this article, no matter what your position is within the hospital, you are well aware that healthcare-related errors and issues related to patient safety continue to warrant your attention. Despite various internal prevention “projects” that individual hospitals may have implemented over the years or regionally and nationally driven initiatives to do the same, there doesn’t seem to be an overwhelming decrease in the aggregate number of patient errors and safety issues within the confines of hospitals.

A recent study published by Society of Actuaries shows, in 2008, there were 1.5 million injuries due to errors at an average cost per error of \$13,000 with a staggering aggregate cost of \$19.5 billion. (The Medical News - <http://www.news-medical.net/news/20100809/Measurable-medical-errors-cost-US-economy-24195-billion-in-2008-Report.aspx?page=2>)

Additionally, the Pennsylvania Patient Safety Authority recently published a study of errors that occur due to the squabbles and communication disruptions within the healthcare provider teams. Their findings noted, “There were 177 events reported to the Pennsylvania Patient Safety Authority from May 2007 to October 2009 that detailed healthcare clinicians’ disruptive behaviors, many of which negatively affected patient care.” See the chart below from the PPSA regarding this topic.

Table 1. Disruptive Behaviors Reported from May 2007 to October 2009		
DISRUPTIVE BEHAVIORS	NUMBER OF REPORTS (N - 177)	PERCENTAGE
Conflict	73	41%
Procedure not followed	30	17
Absence of response or delay	17	10
Other	22	12
Not given	35	20

([http://patientsafetyauthority.org/ADVISORIES/AdvisoryLibrary/2010/jun16_7\(suppl2\)/PublishingImages/4_tab1.JPG](http://patientsafetyauthority.org/ADVISORIES/AdvisoryLibrary/2010/jun16_7(suppl2)/PublishingImages/4_tab1.JPG)) The Pennsylvania Patient Safety Authority

On a more personal level, I witnessed, firsthand, two recent situations where family members experienced issues while admitted to a hos-

pital. One, while a patient care technician was recording their update morning vital signs; we had to be very aggressive in challenging which thermometer was the oral vs. the rectal thermometer. The technician was convinced that there was no difference in the two and proceeded to offer the incorrect thermometer for an oral reading. Fortunately we knew better and persistently explained the difference.

Most recently, we had to ask for a nursing supervisor to explain the care of a family member that been coordinated over the previous 2 ? days. The previous evening’s nurse told us she had “no idea” and simply offered the physician’s phone number to us if we had questions for him. As we found out later from the nursing supervisor, that nurse didn’t necessarily care for the primary care physician involved, so, as it appears, had no interest in contacting the physician on our behalf.

These two examples certainly aren’t at the magnitude of causing the \$19.5B but they illustrate potential systematic issues that CAN cause larger issues within your organization.

Dr. Paul Paris, Professor of Emergency Medicine, University of Pittsburgh School of Medicinehas been involved with the subject of healthcare errors for a number of years. “The safety in healthcare movement has been making steady progress but it’s a bit like melting a glacier. The task is enormous. There are no quick fixes.”

Potentially compounding the safety issue for hospitals is the increasing emphasis on physician alignment models. As hospitals and physicians look to prepare for bundled payments from third-party payers, hospitals will have to begin overseeing patient safety concerns associated with the ambulatory settings.

So how do we fix the current patient safety issues and prevent future errors? The good news is that Pennsylvania continues to take steps to increase patient safety. The Pennsylvania Patient Safety Authority offers data and assistance to facilities (www.patientsafetyauthority.org).

For hospitals, Dr. Paris believes

“The adoption of a culture of safety where every employee of a health-care institution feels it as their most important mission will be required to make the quantum leaps required.”

For the increasing oversight that hospitals may experience in the ambulatory sector, Elizabeth Wertz Evans of Panda and Associates recommends reference material posted on the website of the Medical Group Management Association (www.mgma.com). She has been the primary author of two white papers regarding patient safety in the ambulatory setting. “What I have seen in my research is that there is not as much emphasis on what happens with patient safety outside of the hospital walls. As the use of physician alignment models increase, hospitals will need to become more familiar with ambulatory patient safety practices.” The MGMA website offers self assessment tools in addition to the white papers.

So the issue is out there. What are you doing to correct it on an individual level, department level and agency level? Tell us and we will do our best to highlight your agency in a future article. Email us at westernpahospitalnews@gmail.com. T

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Persistence and Communications: Keys to Successful Financial Turnarounds



By Jim Surman

Calvin Coolidge once said:

"Persistence: Nothing in this world can take the place of persistence."

Talent will not; nothing is more common than unsuccessful people with talent.

Genius will not; unrewarded genius is almost a proverb.

Education will not; the world is full of educated derelicts.

Persistence and determination alone are omnipotent."

So you want to turn around your hospital's bottom line?

It's almost a cliché: Make the commitment and persist by making it happen. But how do we really do that? By building an approach that helps your organization achieve *alignment* and process improvement for profitability, growth and competitiveness.

MEASUREMENT: THE FIRST STEP

Measurement is the starting point to changing culture for success. Today more than ever before, managing a hospital is not just about caring for your patients; it is also about running a successful business so that you can provide quality care for your patients. Without the persistence to change and succeed, quality of service will ultimately suffer, and then what follows is financial failure. To thrive is to make informed decisions, but this is the greatest challenge. After all, as the saying goes, "You don't know what you don't know." Without measuring relevant operational indicators, you might find yourself relying on educated guesswork.

Thankfully, there is an alternative to guessing: **Benchmarking** - a strategic management tool that helps evaluate effectiveness and fosters goal-setting. For benchmarking to be effective, however, it can't just be about measuring - it also must involve an active commitment to goal-setting. Being able to set realistic goals, the proper tools are needed to evaluate: How efficient your hospital is currently, how much you have improved over time (compared to your own past data) and how much you have improved, compared to peer data.

It is one thing to know what you should be doing and quite another to implement it. Many times we hear from clients, "we haven't enough time to benchmark with this level of detail." There is one straightforward solution to this problem: automate your practice. The right practice management software will not only make benchmarking much easier (running reports takes seconds rather than hours), but it will also enable you to streamline your workflow and maximize your revenue so that the goals that you've set become much more attainable. Generally, the cost of automating your practice is quickly recouped.

The second step and probably the most important...

COMMUNICATIONS: A KEY TO MAKING CHANGE HAPPEN

"Hmmmm. I know you think you understand what you thought I said, but I'm not sure that what you heard is what I actually meant."

The words are the same, but in reality they mean different things to different people. * When the finance department reports patient days, the nursing department sees a different number. Finance counts midnight census while nursing counts census each shift and divides by three, and nursing also counts overnight stays. * Or when home health count visits, do they count the first visit as two visits (most clients do count them as two)? * Or when Dietary counts equivalent meals using the accepted HFMA method, do they follow the formula by adjusting the factor each time prices are changed, typically we find they do not make that change. * Or many times managers don't know what is being counted in the charge master or general ledger for measuring performance in their departments, since every department in the hospital has a Key Volume Indicator (KVI) for performance measurement, which if not defined and communicated properly can result in decisions that negatively impact performance, quality and the bottom line.

Definition of terms and documenting these KVIs and communicating them to all management levels is absolutely necessary for planning and setting performance targets. Communication, written and verbal, is paramount to a well run hospital, because when the CEO or COO has their weekly management meeting, everyone is "on-the-same page."

The words are the same, but the meanings many times are different.

The CEO that makes the commitment to change and persists in the implementation, have made the difference: DuBois Regional Medical Center, Indiana Regional Medical Center, Titusville Hospital and Ellwood City Hospital, are some of our clients that follow that formula for success.

In my 38 years of management consulting with Blue Cross of W. PA., Coopers & Lybrand (PWC), and in my own business Resource Productivity Institute, Inc., in every case when hospitals make a dynamic financial turnaround, the hospital CEO has made the commitment to persist in maintaining and implementing culture change. They do not delegate the responsibility of changing the management culture of the organization to someone else in the management team. Total commitment and persistence by the CEO make the difference. **T**

Jim Surman, a certified management consultant for 38 years, is chief executive officer of RPI, Inc. At RPI, all staff is certified management consultants and/or hold master's degrees, and have a minimum of five years of successful health care management experience. For more information, e-mail rpiconsulting@msn.com or visit www.rpiconsulting.com.

HIRE Act Pays Employers to Fight Unemployment



By Antoinette C. Oliver,
Meyer, Unkovic & Scott LLP

For the next few months, the federal government is paying employers to hire and retain new workers. That means that just by hiring more nurses, technicians, administrators, human resource executives and other employees, hospitals can save money, as long as those employees were previously out of work.

It's part of the Hiring Incentives to Restore Employment Act (HIRE), a recent federal initiative to spur job growth and fight skyrocketing unemployment rates. Available to businesses of all shapes and sizes, including retail businesses,

agricultural employers, tax-exempt organizations, tribal governments and public colleges and universities, the regulation is designed to encourage employers to create more jobs, and maintain them.

Under the HIRE Act, employers have two incentives to hire unemployed workers: federal tax savings and a tax credit.

In the first provision of the federal law, companies that take on new employees who were previously out of work or only working part-time are exempt from paying the employer's share of the Social Security tax on those workers' wages. This payroll tax exemption applies to workers hired between February 3, 2010 and January 1, 2011.

Then, if the newly hired employees stay with the company, the employer has a chance to earn additional tax savings. The HIRE Act provides a federal tax credit for every new employee who qualifies for the Social Security incentive. If a business retains an employee for one full year, the company can earn a credit of 6.2 percent of his or her wages on its 2011 income tax return, up to \$1000.

To claim these two tax benefits, most employers can simply file the new Form 941 as part of their quarterly tax return. Hospital administrators can find the new form,

along with instructions for how to file and more information about the HIRE Act on the IRS website at www.irs.gov.

But before taking the steps to hire new workers or file the paperwork to claim the federal tax benefits, all employers should be aware of the new law's requirements and restrictions. For example, the Social Security incentive only applies to wages paid between March 19, 2010, when the HIRE Act went into effect, and December 31, 2010, so the sooner employers implement plans to increase their workforce, the better.

The law also requires that for a business to qualify for the payroll tax exemption, its new hires must not have worked for the company within the past 60 days, or for any other company for more than 40 hours a week. It is the employer's responsibility to verify each worker's unemployment status and file a signed statement to prove that worker is eligible under the HIRE Act standards. To simplify the claims process, the IRS created a specific form companies can use to meet this requirement, the W-11, which is also available online.

It's important to note that though the HIRE Act initiative aims to create new jobs, employers who hire workers to fill open positions can still qualify for the tax incentives. The only catch is that the new employee cannot be hired to replace another worker, unless that worker left voluntarily or was fired for violating his or her terms of employment. Family members of employees do not qualify for the incentives.

As long as they take the steps to make sure their employees meet the HIRE Act's standards and file all necessary forms with the IRS, any eligible employer can reap the benefits of these two tax incentives. By making the effort to get more people back to work, hospitals, health care companies and employers in most industries across the country can not only save themselves money, but also play an important role in spurring economic recovery. **T**

To contact Antoinette C. Oliver, attorney at Meyer, Unkovic & Scott LLP, email aco@muslaw.com.

Healthcare Leaders Across Western Pennsylvania

Last month we asked you to submit profiles on your leaders--CEOs, department heads, coordinators, and anyone in your organization who is helping to shape the future of healthcare in our region. We received many responses and included some of those profiles on the next several pages. Let us know who your leaders are. Email Daniel Casciato at writer@danielcasciato.com for a profile submission form and we'll publish them in a future issue and on our website.

Name: Candi Castleberry-Singleton

Organization: UPMC

Title: Chief Inclusion and Diversity Officer

Years at current position: 2

First job: McDonalds was my first job, Xerox was my first career job. Both of those organizations had a strong focus on customer service. Xerox, in those days, offered the best sales and professional training and is where I got a great foundation for my career because I always remembered my original sales training. I apply those very same strategies to diversity and inclusion today.

What's your favorite part of a typical day? The favorite part of my day is talking to employees or the community about dignity and respect and its importance in the workplace.

Most valuable lesson you've learned in your career? Nurturing relationships can be the biggest enabler to career success because generally people are in charge of the decision-making process about promotions, job referral and references. People can influence a person's career without the person ever knowing that they've done it.

Toughest part of your job? Dealing with people who have no cultural sensitivity and no willingness to learn or change. They do not see the relevance of diversity and inclusion in their job. People deserve dignity and respect whether they are dealing with customer satisfaction or in the clinical field of healthcare. It is not a class or someone else's job, it is everyone's job and the persons job dealing with people everything today.

Your philosophy of success? Never give up, build partnerships, be effective in collaborations with people that are different and have the willingness to change. It's tough to deal with people who are not willing to learn and change themselves, but I would suggest in the same light to be open to new ideas and willing to change.

Something your co-workers would be surprised to learn about you: There's very little that they'd be surprised to know because I'm very transparent and I will answer a question even a tough if the person has the courage to ask.



Name: P. Daniel Patterson, PhD, EMT-B

Organization: University of Pittsburgh / Center for Emergency Medicine

Title: Assistant Professor / Director of Research (CEM)

Years at current position: 3 years

Education: PhD, MPH, EMT-B

Proudest accomplishment in your life: My children
What's your favorite part of a typical day? Seeing my kids' face when I pick them up from daycare.

What skills are necessary to succeed in your position? Humility and motivation to succeed.

Work habit that you possess that you are most proud of? Do not give up!

Goals you'd still like to accomplish in your career? Create useful tools for EMS managers to improve quality and safety.



Name: Eric D. Hess

Organization: Children's Hospital of Pittsburgh of UPMC

Title: Vice President, Operations

Years at Current Position: 2

First Job: Shopping mall Santa Claus. Seriously.

Proudest Accomplishment in your life: Birth of my three children (though I did nothing those days) and the opening of the new Children's Hospital in

Lawrenceville, for which I spent over 5 years as the Executive overseeing its development and our transition

What's your favorite part of a typical day? Lunch - I love to eat out at the fine eating establishments around Pittsburgh's East End.

Most valuable lesson you've learned in your career? Most people want to do the right thing for the organization. If you are accessible, honest, and communicate effectively, most people will accept a decision even if it is not best for them personally.

Your philosophy of success? Only worry about the things that you can control, and there is no substitute for proper planning. If you think you can control it, then plan for it.

Biggest challenge confronting healthcare today? Easy - developing and financing a healthcare program that can provide services to all people and still support the research and advancements necessary to improve the quality of care.



Name: Deborah L. Rice

Organization: Highmark Blue Cross Blue Shield

Title: Executive Vice President—Health Services

Years at current position: 1.5 years

Education: Carlow University, BS in Business Management

First job: Blue Cross of Western Pennsylvania in prescription drug administration

Your philosophy of success? Treat everyone with

respect and value their unique contributions. As a leader, inspire others to use their creativity and to participate at their highest level of potential for the good of the team.

What do you like to do with your free time? Spending time with my family, cooking, golf and travel.

What skills are necessary to succeed in your position? Welcome the opportunity to work with as many different people as possible. I began my career with Highmark in prescription drug administration. I've since worked in claims administration, information technology, customer service, strategic development, many parts of operations, sales and account management. It's true that I've gained a lot of cross-functional knowledge. I now have the ability to connect how the organization works. But most importantly, I've learned how to work with many, many different kinds of people. I've learned how to build confidence and trust. And not just with the people in our diverse workforce, but with customers, suppliers and the people with whom we partner in the community.

Biggest challenge confronting healthcare today? Recent health care reform legislation addressed access to health care, but did not fix a chronic cycle that continues to make private health insurance less affordable. Rising medical costs, which are increasing at three to four times the rate of general inflation, are fueling this cycle. Highmark looks to address and work together on fixing the issue of rising medical costs with our hospital and provider communities.



Name: Geoff Webster

Organization: Value Capture/Value Capture Policy Institute

Title: Managing Director

Years at current position: 1 Year (5 at Value Capture)

Most valuable lesson you've learned in your career? Courageous and values-based leadership can free up the people of everyone in an organization to make their fullest contribution, achieving quality, safety, and cost results that were previously believed to be impossible.

Goals you'd still like to accomplish in your career? Lead a healthcare organization that achieves 0 safety incidents for staff and patients and creates a model for American healthcare reform.

Person you admire most? Nelson Mandela

Biggest challenge confronting healthcare today? American healthcare kills 200,000 people per year. If any other industry performed this dangerously, they would be shut down in a matter of days, but because medicine also saves lives, this harm is excused. There is not yet even one complete model we have yet found of a healthcare institution that is getting better every day in everything it does despite several examples from other industries that this is possible. Until a leader steps up and trusts themselves and their workforce enough to strive for perfect and empower people to make changes everyday using proven system principles, healthcare will continue to fail this vital test and spin out of control in terms of safety and cost.

What one thing would you do to improve healthcare in Western PA?

Have every CEO called to the site of every patient and worker injury or death within 1 hour to learn how to prevent each one and to see how the same things that drive harm drive waste in the system.



Name: Kenneth S. Ramsey, Ph.D.
Organization: Gateway Rehab
Title: President and Chief Executive Officer
Years at current position: 33
Social media accounts where our readers can follow you: Facebook and LinkedIn
Education: Bachelor's degree from Wheeling Jesuit University; master's degree from Fordham University and a doctoral degree from University of Pittsburgh

Your philosophy of success? Treat everyone fairly and honestly; willingness to work long hours and the ability to stay calm under all circumstances

What do you like to do with your free time? Free time?

Favorite book? "Travels with Charley" by John Steinbeck

Something your co-workers would be surprised to learn about you: I'm learning to play the banjo.

Name: John Niederberger

Organization: John Kane Regional Center – Ross Township

Title: Administrator

Years at current position: 10 years at Kane/Ross; 10 years at Kane/McKeesport previously

Social media accounts where our readers can follow you: http://twitter.com/ac_Kanes

Education: BA Carnegie Mellon; MEd Duquesne University

Proudest accomplishment in your life: Completing two Pittsburgh Marathons a lifetime ago and watching the next generation of my family becoming exceptionally fine adults.

What do you like to do with your free time? Racquetball, tennis, collecting antique glass, choral singing

What one thing would you do to improve healthcare in Western PA? Find a way to increase reimbursement so that facilities can provide for the increasing demands placed on the industry and to provide the best quality of life for our residents.

Best thing about healthcare in Western PA? The excellence in healthcare services overall in the area as well as the other organizations in the area such as the JHF who provide resources for facilities to improve performance. The Kane Regional Centers pride themselves on the excellent quality of life and care that they provide the citizens of Allegheny County.

Name: Charlene Flaherty

Organization: John Kane Regional Center – McKeesport

Title: Administrator

Years at current position: 2.5 years

Social media accounts where our readers can follow you: twitter.com/ac_Kanes

Education: RN, MS, Paralegal

Proudest accomplishment in your life: Being a person that my family and friends enjoy and trust.

Goals you'd still like to accomplish in your career? To continue to work with our staff to find the best way to provide care. To also finish my education by completing the PHd. Program in Health Care Ethics because it would provide me with better tools to involve us in changes in these challenging times. To better use the HealthCare Resources and help families make the best decisions in the most difficult time of their lives.

What one thing would you do to improve healthcare in Western PA?

To inform people from an early age on how to live a healthy lifestyle that involves their physical, mental and spiritual health. Also to provide as many opportunities and resources to keep our entire population as independent as much as possible. This would include additional support in their lives when people need short term or long term care and support by our county regional centers.

What advice would you offer young people considering a career in healthcare? That they must love people and like health care because health care is challenging and rewarding if they make this choice.



Name: Judy Lentz, RN, MSN, NHA

Organization: Hospice and Palliative Nurses Association

Title: Chief Executive Officer

Years at Current Position: 10

What skills are necessary to succeed in your position? In addition to administrative expertise, an individual in my role must be a nurse as well as have proven leadership, visionary and financial skills. As a

nurse, these skills were not part of my basic education and have been acquired through the opportunity to be mentored, work with excellent role models and self development by taking advantage of professional growth opportunities.

Toughest part of your job? The toughest part of my job is counseling or terminating employees due to performance issues. We are all very proud of the work that we do. We do not go to work with the attitude of "let's see what I can do poorly today" however sometimes our work environment, work responsibilities, lack of necessary skill sets or attitudes of others prevent us from doing our best. Having more than 40 years of administrative experience, I have had to counsel many employees whose performance was under par and yet these individuals are good, hard working, sincere employees. Maybe it was a wrong match in the beginning, maybe life's circumstances have changed, or maybe the person is dealing with external problems. Whatever the reason, this is a very difficult time for every administrator. My hope is always that situations can be turned around but when that isn't the case, I am hopeful that the individual can understand the business responsibility of the administrator.

Most valuable lesson you've learned in your career? That success comes from hard work, perseverance, and the willingness to sacrifice coupled with the characteristics of integrity, accountability, creative thinking, solid decision-making and performance outcomes.

Goals you'd still like to accomplish in your career? Career goals are like stepping stones in a pond—each one builds on the previous one to allow the individual to successfully negotiate the crossing of a bed of water. My career goals are fluid not static. I love the challenge of creating something new. I look for ways to grow everyday. Maybe it is the love I have for the work that I do that drives me to grow professionally and personally. Palliative care is the "right" care for every American facing life limiting conditions – it is the best way to maximize "quality of life" based on the preferences of the individual and family. I believe it in, want it for my loved ones and me and therefore will work tirelessly to create it for all those I touch.



Name: Dr. Suzanne Yoder, Au.D.

Organization: HearWell Center

Title: President/Owner

Years at current position: 3 years

Social media accounts where our readers can follow you: <http://hearwellcenter.blogspot.com/> (my blog); Facebook (HearWell Center), Twitter and LinkedIn

Education: University of Pittsburgh for Master's and Doctorate; Thiel College for Bachelors

Proudest accomplishment in your life: Opening a private practice.

Work habit that you possess that you are most proud of? Self Advocacy. While completing my doctorate I faced some discrimination against the fact that I have a hearing loss and wear hearing aids. Even though my chosen field focuses on helping people with communication and hearing disorders I found collegial resistance. I realized that I needed to find support and quickly discovered that there are many other hard of hearing and deaf audiologists and hearing researchers in the United States. I quickly found ways to neutralize the discrimination and spotlight my audiological skills and not my hearing loss. As it turned out, being hard of hearing had more benefits than drawbacks in private practice. Patients and their families frequently tell me that it puts them at ease knowing that I wear hearing aids and face communication challenges everyday just like they do.

Toughest part of your job? Dealing with patients who are resistant to following recommendations.

What advice would you offer young people considering a career in healthcare? My advice to students is to know when to look for help and support and to advocate for yourself always. It is a competitive world in healthcare so find what makes you unique and brand yourself.

Name: Robert L. Wernicki

Organization: John Kane Regional Center – Glen Hazel

Title: Administrator

Years at current position: First Year

Social media accounts where our readers can follow you: http://twitter.com/ac_Kanes

Education: Gannon University, B.S. Accounting & Business Management

What skills are necessary to succeed in your position? The ability to develop open and honest relationships with staff, residents, and families, by being, honest, fair & consistent in decision/problem solving process. An ability to recognize each staff's individual strengths & weaknesses in order to develop an effective and cohesive healthcare team.

Favorite TV show? Hell's Kitchen, I love the chaotic multi-tasking environment, at the end of the day, working together as a team, brings good results.

Biggest challenge confronting healthcare today? Maintaining a committed diverse workforce to provide the very best in healthcare services, to all residents of Allegheny County.

What advice would you offer young people considering a career in healthcare? Making people smile is more important than your wages, you have to want to do it every day, it's not about the money, never was, never will be ... the feeling of being able to help one another is worth far more than a fist full of dollars ... you gotta have Heart ...



Name: Dr. John M. Ferretti

Organization: Lake Erie College of Osteopathic Medicine (LECOM)

Title: President/CEO

Years at current position: 18 years

Proudest accomplishment in your life: The proudest life accomplishment of any physician or educator cannot be readily ascertained. Both professions have potentially far reaching and deeply penetrating outcomes.

Admittedly, I am proud to be both a physician and an educator. It is my hope that through my works at LECOM, in my capacity as founder, physician, and educator, that I have caused our future health care professionals to use their instruction and medical training for the betterment of others.

What's your favorite part of a typical day? I love mornings...a time to anticipate the entire flow of the day – full of purpose and ready to be shaped into something grand.

What skills are necessary to succeed in your position? In my position, it is necessary to be a skillful leader, both in the field of medicine and in education. The notion of leadership engenders many attendant skills that the entire foundational ideal of leadership embodies: Integrity, self-discipline, purpose, adaptability, common-sense, and compassion to name a few.

Work habit that you possess that you are most proud of? "I am proud of my persistence. Fortitude and a resolved strength of mind can be the determinative factor in achieving a goal or in watching it pass. I am reminded of the Winston Churchill maxim: 'never, never, never quit'. Persistence is the only difference between the genius and the ordinary person. It is the dogged resilience of heart and mind that carries forth the purposeful mission of our goals. Determination and fortitude have assisted me in helping LECOM become all that it is today. Without persistence, this great institution that has educated so many in the highest standards of medical education would not have come to pass."

Most valuable lesson you've learned in your career? "Patience – it is both a virtue and a power. Patience tells us that 'a journey of a thousand miles begins with a single step'. Patient endurance teaches us not to rush, knowing that there is a reason and a season for everything; it enables us to look with acceptance upon the challenges that we face realizing that there is an answer to every problem - and even though we may not see it yet, there is an awareness that within every crisis rests an opportunity. Patience reminds us to have faith in God and in the timing of His plan; faith in ourselves and in the direction that we have chosen for ourselves; faith in our purpose. It provides an especially calming and serene assurance in an exceedingly hurried, impulsive, and impetuous world."

What do you like to do with your free time? "I enjoy reading. To read is to soar: it is to take flight to a point of vantage which provides a vision across the vast terrain of history, medicine, human variety, ideas, shared experiences, and it bears the fruits of many inquiries. Life-transforming ideas have often come to me through books. No matter how busy one may believe oneself to be, one must find time for reading or surrender to self-imposed ignorance. The reading of all good books can be compared to a conversation with the finest men and women of the past centuries. It is a constant source of learning and of renewal. I recall Henry Truman's famous pronouncement that 'not all readers are leaders, but all leaders are readers', and I agree with that observation."



Name: Amber Egyud, MSN RN

Organization: St Vincent Health Center

Title: Director of Emergency Services

Years at current position: 16 months

Proudest accomplishment in your life: A happy marriage and four wonderful children.

What's your favorite part of a typical day? Interacting with staff, patients and families.

What skills are necessary to succeed in your position? Effective communication, collaboration and the ability to manage chaos a different way everyday. Each day gives an opportunity to think outside the box and lead down a different path.

Most valuable lesson you've learned in your career? In nursing leadership I have learned that you need to know when to listen, when to educate, when to mentor, when to enforce and when to just be present for your staff.

Biggest challenge confronting healthcare today? The current and anticipated nursing shortage.

What one thing would you do to improve healthcare in Western PA? I would improve community education and resources to promote healthy lifestyles and disease prevention in underserved areas where disease prevalence is reaching alarming rates in younger populations.



Name: Chris L. Ingram, M.S., C.A.C., C.C.D.P., C.P.S.S.

Organization: Gateway Rehab

Title: Director of Gateway's Extended Care Division and Program Director for Gateway's Homeless and Transitional Living Program

Years at current position: One year, 20 years total at Gateway Rehab

Social media accounts where our readers can follow you: Facebook

First job: Delivering newspapers at age nine

Proudest accomplishment in your life: Being a husband, father and grandfather

What's your favorite part of a typical day? I enjoy early morning. It allows me time to meditate and get my thoughts in order.

What do you like to do with your free time? I'm an avid sports fan and also enjoy engaging in community activities.

What one thing would you do to improve healthcare in Western PA? I would encourage healthcare systems and organizations to continue strengthening lines of communication between agencies. I feel that progress is being made but continually needs improved. "Red tape" in healthcare systems and organizations hinders individuals from receiving appropriate treatment in a timely manner.



Name: Steve Osborn

Organization: Saint Vincent Health Center, Erie, PA

Title: VP, Quality Compliance and Improvement

Years at current position: 17 years

Education: BS Engineering, MBA, MHA, Lean Six Sigma Black Belt

Proudest accomplishment in your life: My proudest accomplishment is to be a part of team that has significantly improved quality at Saint Vincent.

What's your favorite part of a typical day? Analyzing data; seeing improvement on a graph!

What skills are necessary to succeed in your position? Lean Six Sigma skills, persistence and partnering.

Toughest part of your job? Trying to keep up on Joint Commission, CMS and DOH rules

Favorite TV show? Lost (now what do I watch?)

What advice would you offer young people considering a career in healthcare? Learn about quality. It is very rewarding



Name: Neil A. Capretto, D.O., F.A.S.A.M.
Organization: Gateway Rehab
Title: Medical Director
Years at current position: 12 years and Director of Treatment at Gateway Rehab for 8 years prior
Education: Allegheny College, Meadville, PA - double major in Biology and English; Philadelphia College of Osteopathic Medicine; Residency in Psychiatry at St. Francis Medical Center, Pittsburgh

Proudest accomplishment in your life: Raising two wonderful sons
What skills are necessary to succeed in your position? Actively listening to my patients and staff is always important. Most people will tell you what their real problems are if you truly listen.
Best thing about healthcare in Western PA? There is a strong collaborative spirit among most healthcare providers to work together to help improve the quality of life in our community.
What advice would you offer young people considering a career in healthcare? In spite of all the political and economic distractions, you will experience success and satisfaction in healthcare if you maintain a personal mission of always trying to provide quality and ethical care while treating others with dignity and respect.
Something your co-workers would be surprised to learn about you: I earned seven varsity letters at Allegheny College in football and track.



Name: Maureen Melia Chadwick RN, MSN, NE-BC
Organization: Saint Vincent Health Center, Erie, PA
Title: Director, Peri-Operative Services
Years at current position: 5, but 24 years at Saint Vincent in various leadership positions
Additional Employment: Adjunct faculty, Penn State University, The Behrend College, Department of Nursing
Education: Diploma, Mercy Hospital School of Nursing in Pittsburgh, PA 1984, BSN---Penn State University, Shenango Campus 1998, MSN---Saint Joseph's College of Maine, Standish, Maine --- 2008.

Proudest accomplishment in your life: my family is my greatest accomplishment. My husband and I together have 7 children. We are most proud that so far we have gotten three through college, two more in college and one who will be in college in a couple of years. We have also taught our kids that regardless of what adversities life may throw at you; perseverance will result in successful careers and relationships....
What's your favorite part of a typical day? Helping staff and physicians figure out solutions to the issues that create barriers in their day.
What skills are necessary to succeed in your position? Integrity and the ability to facilitate open honest communication between competing diverse individuals. I also believe it's important to stay current in healthcare trends. I have been asked to speak on the national level. I have been published in a number of journals and I just completed my first book contribution at the request of the Association of periOperative Registered Nurses (AORN).
Work habit that you possess that you are most proud of? My ability to talk with anyone at any level of the organization and they know that I am hearing what they are saying and that I will follow-up on their concerns---even if I don't have the answer they are looking for.
Best thing about healthcare in Western PA? At Saint Vincent, we have many highly skilled professionals and we are able to offer excellent patient outcomes right here in Erie. By focusing on bringing these skilled professionals to Erie, the hospital then allows patients to receive their care in their own hometown and not have to travel for hours to receive the same high quality level of care.



Name: Wayne T. Jones, DO, F.A.C.O.E.P.
Organization: Saint Vincent Health Center
Title: Medical Director Emergency Operations
Years at current position: 18 years at Saint Vincent, 3 years as Director
Education: Philadelphia College of Osteopathic Medicine, Residency in Emergency Medicine at Memorial Hospital, York, Pa

Proudest accomplishment in your life: Acceptance to medical school. I was raised in a rural part of Pennsylvania and I was the first member of my family to obtain a college degree. It was quite a lofty goal to assume I could actually become a physician.
What skills are necessary to succeed in your position? You need to understand people and how they think. I enjoy reading books and articles that address cognitive decision making. Whether we realize it or not, how we see ourselves and others depends on how we are able to utilize our data base of experience to make appropriate decisions. Conflict arises when we are unable respond to others within an expected norm. Many people have this very intuitive sense of situational awareness. Others may never be able to respond as expected in especially stressful situations. In medicine cognitive decision making creates our wins and losses. It defines both how mistakes are made and how we are seen by others as great clinicians. In order to address deficiencies in care and character, a leader must understand the subtle disabilities of this cognitive divide.
Most valuable lesson you've learned in your career? You need to stop and listen. Very often we try to show decisiveness by quick decision making. Very few situations require rapid decision making, especially on the part of a leader. Listen to your staff and take the time that they deserve.
Your philosophy of success? First you need to have the philosophy that you work to live and not live to work. Your mental and physical health are as much a part of your success as hard work. Next, a career is a stroll and not a race; don't become exhausted before it is over. Lastly, be steady. Remain stable and predictable. You need to be the person who reflects stability to your coworkers. Many of them need someone to help them navigate rough waters and they look to you for the example.
Biggest challenge confronting healthcare today? Healthcare has lost its way. Although everyone has an opinion on what is wrong with healthcare, no one appears to understand how we got here. It is insidious change, change that makes its way through education, training, clinical trials and enters practice as new standards of care. Yet, we question why healthcare has grown beyond being cost effective. We fail to see how opinion becomes accepted practice without proven benefit. We demand testing and procedures to satisfy avoiding negligence when common knowledge did not require any testing at all. We create new oversight and requirements for something we call "quality" but fail to understand if it really improves outcome. At some point we need to ask how we got here and be prepared to accept less for more.



Name: Dr. Elizabeth Mauroni
Organization: Hands On Therapy
Title: Chiropractor
Years at this position: 9
Education: Palmer College of Chiropractic (undergrad - Gannon University)
Proudest accomplishment ? Graduating as a Doctor and more recently, a cancer Survivor.
What's your favorite part of a typical day? Working

in my garden with the earth and plants.
Goals I still want to accomplish? I would like to be a speaker, teaching people how to help themselves and help the earth.
What do you like to do with your free time? Volunteer at Wildlife Works, a wildlife rehab in Youngwood, Pa. Also, I love to read books or walk in the woods.
Predictions on the future of healthcare? More and more people will be seeking alternative medicine because they will find that keeping themselves well is easier and more effective that way.



Name: Jan Curry, M.S., C.A.C., C.C.D.P.
Organization: Gateway Rehab
Title: Senior Director, Main Campus
Years at current position: 9+ years as Director, 11+ total years at Gateway Rehab
Proudest accomplishment in your life: My affiliation with Gateway Rehab
Goals you'd still like to accomplish in your career? I love to educate and train individuals about chemical

dependency, treatment and recovery. Someday, I hope to train full-time.
The biggest challenge confronting healthcare today? The prevalence of diagnosed, undiagnosed and misdiagnosed incidences of alcohol and drug "problems" among Pennsylvania's older adults.
What one thing would you do to improve healthcare in Western PA? Educate health care professionals about the risks, signs, symptoms and impact of a patient's use of alcohol, illegal drugs, prescription pain medications and over-the-counter drugs.



Name: Ned Laubacher
Organization: Alle-Kiski Medical Center
Title: President & CEO
Years at Current Position: 1.5
Education: BA Economics, MBA, and MPH - UCLA
First job: Hoeing weeds in the lima bean fields of my uncle's ranch in Oxnard CA.
Most valuable lesson you've learned in your career? To not interrupt or finish another person's

sentence, but to listen and understand.

Biggest challenge confronting healthcare today? The financial risk associated in managing the chronic and co-morbid conditions of our communities. Most chronic conditions have increased to epidemic levels in our society and the cost to the financing structure of our industry is becoming overwhelming.

What advice would you offer young people considering a career in healthcare? Patient care never goes out of style. Focus on providing great clinical care in whatever aspect of this industry you seek to apply yourself.



Name: William McCready
Organization: Alle-Kiski Medical Center Trust
Title: Executive Director
Years at Current Position: 1 (25+ in fundraising and sales)
Education: M.A., Political Science
First job: Taxi cab driver
Proudest accomplishment in your life: My family
What's your favorite part of a typical day? Getting

a donation.

What skills are necessary to succeed in your position? Don't be afraid to ask people to give to a good cause!

What advice would you offer young people considering a career in healthcare? Care about what you do.

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Friday, October 8, 2010
8-9:30 AM

**The Current Economic Crisis:
Governance Strategies to Help Your Bottom Line**

Anne McGeorge
National Managing Partner, Health Care Industry Practice
Grant Thornton, Charlotte

With more than 25 years experience representing healthcare clients, Ms. McGeorge is adjunct faculty at UNC and Duke, and specializes in the challenges that health care organizations will face as a result of changes to federal and state health care policies.

Friday, November 5, 2010
8-9:30 AM

Trustee Recruitment

Michael Peregrine
Partner
McDermott Will & Emery LLP, Chicago

As one of the leading national practitioners in nonprofit corporate law and selected by his peers for the '2010 edition of The Best Lawyers in America' for his expertise in health, Mr. Peregrine represents nonprofit corporations in connection with governance and fiduciary duties. He is a faculty member of The Governance Institute.

Friday, December 10, 2010
8-9:30 AM

The Board's Role in Creating a Culture of High Quality

Greg Carlson, PhD
Assist. Professor, Assoc. for Healthcare Consulting
University of Alabama at Birmingham, Dept. of Health Services

A former healthcare executive and community hospital CEO, Prof. Carlson is co-author of *Leading Healthcare Cultures: How Human Capital Drives Financial Performance* and governing board compliance guidance white papers published by HHS and the American Health Lawyers Association.

Health Policy Institute, GSPH, Dept. of Health Policy & Management, University of Pittsburgh, Pittsburgh 15261

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Vincientian Collaborative System Offers Wide Continuum of Care for Region

By Lori Boone

As Vincientian Collaborative System (VCS) continues to grow, it's been a challenge informing people who only know the name as a local standard bearer in long-term care that VCS offers a wide range of other services as well.

"I think people don't understand the breadth of Vincientian Collaborative System," said Robin Weber, VCS director of communications. "I think there's a misperception of it only having long-term care."

But the system actually offers a wide continuum of care, she said. For example, someone can enter it through VCS's new independent-living community in McCandless, and then be able to coordinate short-term care or rehabilitation as needed and eventually return to the independent living, she said.

Dealing with one entity as needs evolve is a major benefit of VCS, Weber said. "Once someone comes into the system, they can move within the system," she added.



One of the patio homes at Vincientian Villa.

The not-for-profit Catholic health-care and human services organization is headquartered in the North Hills in McCandless.

Owned by the Sisters of Charity of Nazareth, formerly the Vincientian Sisters of Charity, VCS employs more than 850 and oversees operations of two child-care centers in Green Tree and McCandless, a rehabilitation company and four long-term care facilities across the Pittsburgh region. In all, VCS provides 673 beds and all of its facilities offer short-term rehab.

Located on a park-like campus also in McCandless, Vincientian Home offers 180 skilled-nursing beds in private and semi-private rooms. VCS recently completed construction on two new buildings on the campus and added 120 private rooms in home-like settings. A 30-bed wing is dedicated to short-term residents and includes amenities such as a country kitchen and laundry. Weber said it allows residents to practice cooking and cleaning in a homelike environment.

In a separate campus building is Vincientian Personal Care, an assisted living facility that offers one-bedroom apartments, private rooms and semi-private rooms.

Also in McCandless, Vincientian Villa is a new independent living, maintenance-free retirement community with 40 patio homes and 24 apartments located on 16 pedestrian-friendly acres.

The Villa opened in December, Weber said, and there are still vacancies. The entrance fee starts at \$100,000, which is 90 percent refundable on leaving. The monthly fee, which includes all utilities, transportation within a five-mile radius, home maintenance, security and access to the clubhouse and fitness room, starts at \$1,700, Weber said.

"It's kind of middle of the road in terms of pricing," she said, and the Villa is in a very accessible area, offering lots of shopping and other activities.

Vincientian Regency in Allison Park in the North Hills offers 143 beds in private and semi-private rooms and skilled nursing and other services. A wide range of outpatient therapy and rehabilitation is offered at Vincientian Rehabilitation Services in McCandless.

In the South Hills, Marion Manor in Green Tree offers skilled nursing for long-term residents, as well as Alzheimer's and dementia care.

And in the Stanton Heights neighborhood of Pittsburgh, Vincientian de Marillac sits on 25 acres and provides 50 beds in private and semi-private rooms. Residents receive skilled nursing care and short-term rehab. Weber noted that VCS also recently added physiatrists to its facilities. They specialize in coordinating medications with therapy, Weber said, making adjustments as needed.

"Not all nursing homes offer that," she added. All VCS facilities also incorporate therapy into residents' daily lives, she said.

Another misperception Weber hopes to dispel is that it's difficult to enter the VCS system. "That's not necessarily true," she said.

Although VCS is continuing to grow in services and size, Weber said patient and residents' feedback has remained consistent.

"We get the most feedback about the kind of care we provide," she said. Patients like that it is faith-based, and they also praise the personal attention they receive.

"That's something that makes us who we are," she said.

For more information, visit www.vcs.org. †

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University of Pittsburgh
Graduate School of Public Health

The Power of WATSU® for Health & Well-Being

By Jeff Bisdee

Watsu, or water shiatsu, is an unparalleled bodywork technique performed in a 95° therapy pool. While quietly floating on your back, face above the water, you are continuously supported by the Watsu Therapist. Warm water's therapeutic benefits and its freeing of movement make it an ideal medium for passive stretching and deep relaxation.

The support water provides takes weight off the vertebrae and allows the spine to be moved in ways impossible on land. Gentle, gradual twists and pulls relieve the pressure a rigid spine places on nerves helping to undo dysfunction this pressure may cause. The performed stretches and pressure point work of Zen Shiatsu help to open blocked energy eliciting releases of pain, tension, stress, and/or emotions aiding the healing process.

Since 1980 when Harold Dull first floated and stretched people in warm water, creating Watsu, the number of those it helps continues to grow. Today, in more than 40 countries, Watsu is proving its effectiveness with chronic pain and a widening range of conditions. It has been welcomed as a primary modality in Rehabilitation by Aquatic Therapists, and is professionally taught around the world. Watsu is governed by the Worldwide Aquatic Bodywork Association. Those who take the practitioner/therapist path participate in hundreds of hours of ethically intensive training classes. Watsu, along with variations like the Jahara Technique, are available in some of the world's most outstanding spa's and resorts, rehabilitation hospitals, and private practices.

In the Pittsburgh area, Watsu has its roots beginning in 1996, first at The Children's Institute, and since 2005 at Schenley Garden's Rehabilitation Facility. Watsu helps decrease muscle tension and increase

range of motion. The support of the water provides relief from compression forces in the joints and vertebrae. The movements through the water provide gentle stretching into all ranges for the spine and extremities while these joints are unloaded. Watsu is intended for people of all ages and abilities who wish to relax and release tension from everyday life, injury, and chronic pain.

The benefits range anywhere in the spectrum from spa to clinical treatment. Watsu is clinically excellent for many reasons including, but not limited to, back pain, fibromyalgia, Parkinson's, pregnancy, stress, anxiety, PTSD, post orthopedic injury/surgery, traumatic brain injury, spinal cord injury, stroke, sleeping and breathing problems, and aiding spiritual well-being and wellness.

There is no typical session of Watsu®. Because a Watsu can access so many levels of your being and a Watsuer is trained to just be with you, each session is different. One element common to all the sessions given by trained experienced practitioners is the preparation. Before you enter the water, questions will be asked to determine what your expectations are and whether there are any physical or emotional conditions, fear, issues of abuse that requires attention, or sensitivity to bring the positive results that Watsu has the potential for.



It is possible to imagine what happens before you step into the water, but to know what Watsu is, it must be experienced, if not in real water, at least in the imagination. This can be done because elements of Watsu have counterparts in everybody's experience. Begin with the way you relax when you lie back in warm water. Add how it feels to be slowly stretched. Imagine how, in an element that removes pressure from joints and radiates warmth into muscle, you feel each stretch all the way through your body. Add to that pleasure of being floated and stretched what you feel in the best bodywork when the tension in your neck is sensitively released, when your shoulder is rotated and freed, when just the right point is held. Imagine how that is amplified when, instead of weighing heavily on a table or floor, your body is free to move. Add your most nurturing memory of someone holding, supporting you, just being with you, not trying to do anything to you, holding you so lightly you feel your own lightness as you sink and rise to the rhythm of your breath.

Combine all the above and there is still something to add- Watsu's flow. Watsu interweaves movement and stillness. It has a beginning and an end. And it is endless. Its lesson in letting go into the flow whatever comes up (and a lot does come up) can be carried into your everyday life. Watsu's feeling of still being connected at the end when you're no longer being held can rebond you to that part of your being that is one with everything.

For more information, visit www.watsu.com. In the Pittsburgh area, additional information and sessions can be found through AQUATIC JOURNEY at Schenley Gardens Rehabilitation in Oakland. Visit www.aquaticjourneypittsburgh.com or call Jeff Bisdee at 412.260.1261. T

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C. Neal Ellis Jr., MD, joins West Penn Allegheny Health System as Director of the Division of Colorectal Surgery



C. Neal Ellis Jr.

Dr. Ellis brings extensive expertise in minimally invasive colon and rectal surgery as well as pelvic floor dysfunction and anorectal surgery to WPAHS. In addition to the positions he held at the University of South Alabama Medical College in Mobile, Ala.

Dr. Ellis brings extensive expertise in minimally invasive colon and rectal surgery as well as pelvic floor dysfunction and anorectal surgery to WPAHS. In addition to the positions he held at the University of South Alabama Medical College, Dr. Ellis' wide-ranging clinical and academic background includes serving as the medical director of the Center for Inherited Cancer at the University of Tennessee-Memphis and also as a surgeon with the Baptist Medical Center in Birmingham, Ala.

A graduate of the University of Alabama School of Medicine and Birmingham Southern College, Dr. Ellis served an internship and residency in colorectal surgery at Baptist Medical Centers in Birmingham, Ala., and a residency in colorectal surgery at Louisiana State University-Shreveport Medical Center.

Dr. Ellis is a Fellow of the American Society of Colon and Rectal Surgeons, the American College of Surgeons and the American College of Gastroenterology, and a Member of the American College of Surgeons Oncology Group, the American Society of Clinical Oncology, the Society of Surgical Oncology, and the Society of American Gastrointestinal and Endoscopic Surgeons, among others.

He serves as a reviewer for several respected journals including Diseases of the Colon and Rectum, Surgical Endoscopy and the Journal of Surgical Oncology. He also was editor for the book "Inherited Cancer Syndromes: Current Clinical Management." †

Healthcare Professionals in the News

Excelsa Health Family Medicine Residency Graduates



Pictured with Mike Semelka, DO, residency program director (left) are the 2010 graduates: Mohammad Hossain, MD; Michael Plundo, DO; Jill Sonnenberg, MD; Justin Wentworth, DO; Vivekkumar Shroff, MD.

Excelsa Health Latrobe Hospital Family Medicine Residency Program honored third-year residents during the annual graduation dinner at Latrobe Country Club June 30.


Mohammad Hossain, MD, is headed for Geisinger Medical Center in Scranton; Michael Plundo, DO, has joined his father's practice as a member of Plundo Associates, Pellis Road, Greensburg; Jill Sonnenberg, MD, is bound for North Carolina; Justin Wentworth, DO, will staff MedExpress in Monroeville; Vivekkumar Shroff, MD, will begin practice in York, PA.



Dr. Plundo, chief resident, was the recipient of the residency's three honors: Resident as Teacher Award, the Paul Eisman Award for blending creativity and science in the practice of medicine and the Underwood Award for idealism in family medicine. †

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Director of Inpatient Rehabilitation Named



Lori Kirsch

Lori Kirsch was recently appointed as the Director of Inpatient Rehabilitation at Canonsburg General Hospital (CGH), part of the West Penn Allegheny Health System. Ms. Kirsch came to CGH from HEALTHSOUTH Rehabilitation Hospital of Sewickley where she served as the Chief Nursing Officer for the past ten years. Kirsch received a Bachelor of

Science Degree in Nursing from Indiana University of Pennsylvania and is a Certified Registered Rehabilitation Nurse. She resides in Canonsburg, PA. †

Family Hospice and Palliative Care Welcomes New Medical Director and Board Members



MaryBeth Salama

MaryBeth Salama, M.D., has joined Family Hospice and Palliative Care as a full-time medical director. In her role, Dr. Salama directs patients' medical care as part of Family Hospice's interdisciplinary team providing compassionate care. She is board certified in palliative care and family practice medicine.

Dr. Salama has completed the Senator John Heinz Fellowship in Palliative Care, and has served as a clinical instructor of internal medicine in the Division of Palliative Care, both at the University of Pittsburgh.

She is a member of the American Academy of Hospice and Palliative Medicine, the American Academy of Family Physicians and the Pennsylvania Medical Society. She has completed the facilitator training program of the American Academy on Communication in Healthcare. Dr. Salama is also a singer with the Mendelssohn Choir of Pittsburgh and a member of its board of directors. †

FAMILY HOSPICE AND PALLIATIVE CARE ALSO ANNOUNCES THE FOLLOWING:



Paul Winkler

Paul Winkler, President and CEO of Presbyterian Senior Care, has been elected to another term as chairperson of Family Hospice and Palliative Care's board of directors.

Ann Mullaney, an attorney at Thorp, Reed & Armstrong, and board member at Family Hospice and Palliative Care, has been elected vice chair of the Family Hospice board of directors.

Bob Butter, Principal, Veritas Communications Advisors, and board member at Family Hospice and Palliative Care, has been elected Family Hospice board secretary.

Joanne Hahey, chief financial officer at Jefferson Regional Medical Center, has been elected to the board of directors at Family Hospice and Palliative Care. †



Ann Mullaney



Joanne Hahey

New Hire to Market Services of Loving Care Agency

Loving Care Agency of Pittsburgh is pleased to announce the addition of **Jane Black** as home care specialist/recruiter. Black, a Bethel Park resident, has been in healthcare since 1999 as a community education representative for hospice and home care services. She previously worked in community and economic development and business journalism.

Black is a graduate of Point Park University with a B.A. in English and received her A.A. in General Studies from Community College of Allegheny County, main campus.

Clients of Loving Care Agency of Pittsburgh include medically fragile children and adults with a variety of diagnoses. The staff, made up of RNs, LPNs and home health aides, specializes in the most complex home care, including mechanical ventilation and tracheotomy care. †



Jane Black

Healthcare Professionals in the News



Dawn Grim

Interim Director of Operations Named

Dawn Grim, RN, BSN has been named the interim director of operations for Canonsburg General Hospital part of the West Penn Allegheny Health System, previously serving as Director of the Intensive Care Unit and Respiratory Therapy for the past nine years. She received a diploma in nursing from the Washington Hospital School of Nursing and a Bachelor of Science degree in nursing from Waynesburg University. She was the 2001 Cameo of Caring Award Winner and attended the Wharton School Executive Leadership Program in 2009. An employee for 26 years, Grim resides in Canonsburg. †

Suzanne Y. Dib, M.D., Joins Altoona Regional Medical Staff

Suzanne Y. Dib, M.D., has joined the Altoona Regional Health System medical staff in the department of Family Medicine. She practices with Quality Care Medical Center, 2950 Fairway Drive, Altoona. She received her medical degree from Tishreen University Faculty of Medicine, Syria. Dr. Dib completed her residency at Altoona Family Physicians. †



Suzanne Y. Dib

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Christopher J. Kail Elected Assistant Treasurer of The American Cancer Society

Christopher J. Kail, Director of Marketing for Legend Financial Advisors, Inc.® has recently been elected Assistant Treasurer for Greater Pittsburgh Unit of the American Cancer Society.

Kail will be beginning his second three-year term as a member of the Board of Directors for the Greater Pittsburgh Unit of the American Cancer Society.

In addition to Kail's board membership, he is actively involved with the American Cancer Society by serving on their Marketing Committee, The Larry Richert Celebrity Golf Committee, and as a Daffodil Days Coordinator. †



Christopher J. Kail

Healthcare Professionals in the News

VITAS Innovative Hospice Care® Promotes McCullough to Director of Market Development

Erika McCullough, of Cranberry Township, has been promoted to Director of Market Development for VITAS Innovative Hospice Care of Pittsburgh. In this role, McCullough recruits, trains and mentors VITAS representatives in educating physicians and other healthcare professionals in hospitals, assisted living communities and skilled nursing facilities about hospice and end-of-life care issues. She also represents VITAS in the community, at churches and civic organizations.

McCullough joined VITAS in 2009 as a representative, educating physicians and other health care professionals in Beaver County about the benefits of hospice care. She was named to VITAS' prestigious Leadership Council that year.

Earlier in her career, McCullough served as senior pharmaceutical sales representative for GlaxoSmithKline in Monroeville, Pennsylvania. She is the founder of Scream Cheer-leading Clinic by Erika in Monaca, Pennsylvania, which provides weekend coaching to children ages 5 to 15. She received a bachelor's degree from Robert Morris University in Pittsburgh, where she currently is enrolled as a graduate student. †

Leading Lung Disease Epidemiologist Named Chief of Pulmonary Medicine, Allergy and Immunology at Children's Hospital of Pittsburgh of UPMC



Juan Carlos Celedón

Juan Carlos Celedón, M.D., Dr.P.H., internationally recognized for his research into genetic and environmental factors that influence lung disease including asthma and chronic pulmonary obstructive disease, has been appointed chief of the Division of Pediatric Pulmonary Medicine, Allergy and Immunology at Children's Hospital of Pittsburgh of UPMC. Dr. Celedón also is a professor in the School of Medicine and in the Department of Human Genetics in the Graduate School of Public Health, both at the University of Pittsburgh.

Prior to joining Children's Hospital, Dr. Celedón was an associate professor of medicine at Harvard Medical School and a physician in the Division of Pulmonary and Critical Care Medicine at Brigham and Women's Hospital in Boston. His research program had been based at Channing Laboratory of

Brigham and Women's Hospital.

Dr. Celedón completed medical school at Pontificia Universidad Javeriana School of Medicine in his native Colombia. He trained in internal medicine at Beth Israel Deaconess Medical Center in New York City and in pulmonary and critical care medicine at Brown University School of Medicine. In 1999, he became a research fellow/instructor at Channing Laboratory. There he developed a research program into the epidemiology of lung disease. Since that time, his research has focused on the effects genetic variants, environmental exposures and behavioral factors have—working independently and together—on the origin and development of lung disease. †

Centers for Rehab Services Recognizes Therapist

Centers for Rehab Services congratulates **Michael Balandiat**, OTR/L, CHT, MMT on the renewal of his certification as a hand therapist. An occupational therapy team leader, he has more than 20 years experience as an occupational therapist. Balandiat has also, recently achieved a Masters of Sciences in Management and Technology from Carlow University. †



Michael Balandiat

The Children's Home & Lemieux Family Center Appoints New Employees



Bob Barton

The Children's Home of Pittsburgh & Lemieux Family Center announces three staff appointments.

Bob Barton, of Bridgeville, was appointed as Facilities Manager. His responsibilities include managing contracts for service work and preventative maintenance for building and life safety systems, as well as leading security, managing housekeeping services, and overseeing future building renovations and additions. Before coming to The Children's Home, Barton worked as an Emergency Spill Response Technician for REACT Environmental Services, Inc. Previous to that, he served seven years in the United States Navy as a Damage Controlsman Second Class.

Tara Stief, of Oakland, was hired as Junior Marketing Associate. She will provide support to the Marketing and Development Departments in the implementation of their activities. Stief is a 2010 graduate of The University of Pittsburgh with Bachelor of Arts degrees in English Writing and Communications.

Previous to joining the staff, Stief was an intern at The Children's Home.



Tara Stief

Linda Wigle, of Tarrs, was hired as Administrative Coordinator in Adoption. She is responsible for the organization and maintenance of files, preparation of legal documents, and handling of inquiries for prospective adoptive families. Wigle earned an Associate of Applied Science Degree in Early Childhood Education from Westmoreland County

Community College. Previous to joining the staff, Wigle was a Medical Coordinator for STAT Medevac, Center for Emergency Medicine. †



Linda Wigle

AMA Names Allegheny General Critical Care Physician Carl A. Sirio, MD, to Board of Trustees



Carl A. Sirio

Allegheny General Hospital critical care physician and internist **Carl A. Sirio, MD**, has been elected as a new member of the Board of Trustees of the American Medical Association, the nation's largest and most influential physician organization.

"I am honored to be elected to the AMA Board of Trustees," said Dr. Sirio. "I value this opportunity to work to improve American medicine on behalf of all physicians and the patients we serve."

Dr. Sirio has been a leader both nationally and locally in finding new ways to improve medical education and provide quality, safe patient care.

He was a founding member of the Pittsburgh Regional Health Initiative, a coalition of healthcare stakeholders committed to establishing Southwestern Pennsylvania's healthcare outcomes and values as national benchmarks. He also serves on the Pennsylvania Department of Health's Health Policy Board, providing the Secretary of

Health counsel and recommendations on a broad range of public health and health policy initiatives.

At Allegheny General Hospital/Drexel University College of Medicine, Dr. Sirio is facilitating the creation of a new Critical Care Residency Training Program in Internal Medicine and Chairs the Pharmacy and Therapeutics Committee.

Dr. Sirio is a graduate of Columbia University and Robert Wood Johnson Medical School. He served his medical residency at the Milton S. Hershey Medical Center of The Pennsylvania State University and was a medical staff fellow/clinical associate at The National Institutes of Health.

He is a Diplomate of the National Board of Medical Examiners and the American Board of Internal Medicine, and a Fellow of the American College of Chest Physicians, American College of Physicians and American College of Critical Care Medicine. †

Healthcare Professionals in the News

Former Television Morning News Anchor Joins Presbyterian SeniorCare

Ellen Gamble has assumed the position of Senior Director of Communications at Presbyterian SeniorCare (PSC). A York native, Gamble has an extensive background in television and radio broadcasting as well as experience as a director of development with non-profits in the region. Gamble will manage and direct public relations and communications for Presbyterian SeniorCare, a non-profit regional network of living and care options for older adults and persons with disabilities located throughout southwestern Pennsylvania.

Gamble spent four years as development director at the Women's Center & Shelter of Greater Pittsburgh, one of the first six shelters for battered women in the nation, and more than a year as director of development at Pressley Ridge, an international non-profit organization serving troubled children and their families.

She's been a field producer for NBC Universal on stories about the arrival of Haitian orphans rescued from this year's earthquake and a live shot for NBC's Today Show on rare identical triplets born at Allegheny General Hospital in September 2009. She has done voice over work and been an on-camera actress for The Talent Group since 1997.

Gamble was a general assignment reporter and weekend-weekday morning anchor for WTAE-TV in Pittsburgh from 1998 through August 2004. She had radio experience as news-public affairs director and a morning show personality at WDSY-FM for six years. Her broadcast career began in 1990 as she worked two years as an airborne traffic reporter for KDKA-AM & Metro Traffic in Pittsburgh.

For more information about Presbyterian SeniorCare visit www.srcare.org. †



Ellen Gamble



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Healthcare Professionals in the News


Memorial Welcomes New Anesthesiologist

Memorial Medical Center (MMC) and Laurel Group Anesthesia, PC, are pleased to announce the addition of Sushma Jain, MD, board-certified anesthesiologist.

Dr. Jain, who has more than 15 years of experience in the field, has a special interest in neuroanesthesia and anesthesia for liver transplantations.

Upon receiving a medical degree from Topiwala National Medical College in Bombay, India, Dr. Jain completed Anesthesia residency programs at Walsall Group of Hospitals in the United Kingdom and the University of Pittsburgh.

Dr. Jain has had many professional and administrative appointments over the past several years. Most recently, she served as an Attending Anesthesiologist at Jacobi Medical Center and North Central Bronx Hospital in New York, where she was charged with supervising nurse anesthetists and student nurse anesthetists.

From December 2004 to December 2007, as an Associate Professor in Clinical Anesthesiology, her role included training residents and teaching, giving didactic lectures and mock oral boards focused on Neuroanesthesia at the University of Rochester Medical Center and Strong Memorial Hospital. Prior to that, Dr. Jain was a member of Pittsburgh Anesthesia Associates (November 1, 1999-October 30, 2002) where she and her colleagues covered six facilities, including The Mercy Hospital of Pittsburgh and the former St. Francis Medical Center. 



Sushma Jain

HONOR ROLL


UPMC Named to U.S. News & World Report Honor Roll of America's Best Hospitals for the 11th Time

UPMC was named on the annual U.S. News & World Report Honor Roll of America's Best Hospitals. UPMC is ranked one of 14 hospitals nationwide that made the Honor Roll of the "nation's best" in the 2010 survey.

UPMC was ranked in 15 of 16 specialty areas, including seven specialties for which UPMC is in the top 10. Once again, UPMC is southwestern Pennsylvania's sole medical center to be ranked, placing 13th. Only 152 hospitals of the nearly 5,000 nationally eligible hospitals were ranked in any specialty area. This year marks UPMC's 11th appearance on the list.

UPMC's ranked specialties are:

- Ear, nose and throat, 3rd;
- Gynecology, 6th;
- Respiratory disorders, 7th;
- Geriatric care, 8th;
- Orthopaedics, 8th;
- Psychiatry, 9th;
- Rheumatology, 9th;
- Digestive disorders, 11th;
- Rehabilitation, 15th;
- Kidney disorders, 17th;
- Neurology and neurosurgery, 17th;
- Urology, 20th;
- Heart and Heart Surgery, 22nd;
- Diabetes and Endocrinology, 30th; and
- Two rankings in cancer, 31st for UPMC Presbyterian Shadyside and 42nd for Magee-Women's Hospital of UPMC.

The 2010-11 publication of America's Best Hospitals is accessible online now at www.usnews.com/besthospitals. 



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Architect at Memorial One of Only 44 in PA to Receive Special Certification



Benjamin J. Policicchio

Benjamin J. Policicchio AIA, ASID, CHFM, Director, Architectural Planning & Design and Safety Officer, Memorial Medical Center, recently became one of just 44 architects in Pennsylvania honored with board certification from the American College of Healthcare Architects (ACHA).

"I'm extremely proud to be certified by the ACHA," says Policicchio, who has spent the past 28 years at Memorial. "It's been a three-year application process that truly puts your experience and skills to the test, while allowing you to gauge your proficiency in your field of expertise. I'm thankful for this opportunity and the experience that working at Conemaugh has afforded me over the years."

"ACHA certification is considered the gold seal in healthcare architecture," says Steve Tucker, President, Memorial Medical Center. "Ben has been integral in

assisting our facility in its evolution over the past several years to the beautiful facility it is today, while always keeping the safety of our patients, employees and visitors at the forefront. We applaud his efforts and his talent."

● Consideration for ACHA board certification is an intense four-step process. Basic criteria includes:

- Professional degree in architecture from an accredited program.
- Valid license to practice architecture in the United States, its territories or Canada.
- Minimum of 5 years as a practicing architect and at least 3 years in the specialty of healthcare architecture.
- Verification of significant roles on substantial healthcare projects with a portfolio of work including letters of recommendation from other architects and clients.

In addition to submitting a portfolio and references, applicants must also demonstrate their skills and knowledge by taking the ACHA exam, developed based on a national survey of healthcare architects. Policicchio resides in Johnstown with his wife, Suzanne, along with their daughter and three sons.

For more information on the American College of Healthcare Architects, visit www.healtharchitects.org. T

VA Healthcare-VISN 4 Network Director Honored with Presidential Rank Award

Michael E. Moreland, Network Director, VA Healthcare VISN 4, received the 2009 Meritorious Presidential Rank Award during a ceremony in July at the National Guard Association in Washington, DC. The award is one of the most prestigious honors for government career senior executives.

There are two categories of rank awards: Distinguished and Meritorious. Award winners are nominated by their agency heads, evaluated by boards of private citizens and approved by the President. The award program recognizes a record of achievement that is acknowledged throughout the recipient's agency or on a national or international level. Recipients also demonstrate strong leadership skills, inspire their employees and earn the respect of those they serve.

Moreland was honored for being an innovative leader who achieves results and consistently demonstrates strength, integrity, industry and a relentless commitment to excellence in health care for Veterans. His achievements include launching an independent liver and kidney transplant program at VA Pittsburgh Healthcare System and leading a national initiative to reduce methicillin-resistant *Staphylococcus aureus* (MRSA) infections.

"It is an honor for me to accept the prestigious 2009 Meritorious Presidential Rank Award and be recognized by the President for my career accomplishments and commitment to public service," Moreland said.

Moreland received the same award in November 2002, when he was the director of VA Pittsburgh Healthcare System.

Moreland began his service with the Department of Veterans Affairs in 1980 as a clinical social worker. Since his appointment as network director of VA Healthcare-VISN 4 on Dec. 24, 2006, he has overseen the operations, finances and clinical programs of a health care system that serves an estimated 1.5 million Veterans in Pennsylvania and Delaware, as well as portions of West Virginia, New Jersey, Ohio and New York. The system consists of 10 medical centers and 45 community-based outpatient clinics.

Moreland earned a bachelor of arts degree from the University of Maryland at Baltimore in 1978 and his master's degree in social work from the University of Maryland in 1980. T



Michael E. Moreland

HONOR ROLL

Allegheny General Hospital Physician Garry P. Condon, MD, Presented American Academy of Ophthalmology's Senior Achievement Award

Garry P. Condon, MD, recently was awarded the American Academy of Ophthalmology's Senior Achievement Award. The award credits doctors' contributions to the Academy such as serving as an instructor, authoring scientific papers and posters, presenting scientific exhibits, chairing a subspecialty day, serving as a committee member, state society president or trustee, and authoring or co-authoring Academy educational materials.

This year, only 35 eye doctors across the United States will be recognized with this elite honor.

"I am extremely proud to receive this recognition from the American Academy of Ophthalmology," says Dr. Condon, Chairman of the Department of Ophthalmology at Allegheny General Hospital (AGH). "The Senior Achievement Award represents my commitment to furthering the Academy's mission of advancing the highest standards of comprehensive eye care."

The Senior Achievement Awards will be presented at the 2010 Annual Meeting held in Chicago October 16-19.

In addition to serving as Chairman of the Department of Ophthalmology at AGH, Dr. Condon directs the Hospital's Division of Glaucoma Services. He is a clinical associate professor of Ophthalmology at Drexel University College of Medicine.

Dr. Condon earned his Medical Degree from Memorial University of Newfoundland. He completed residency training at the University of Western Ontario followed by fellowships with the New England Glaucoma Research Foundation and McGill University Hospital, Montreal. He is certified by the American Board of Ophthalmology.

His clinical interests include glaucoma, cataract, and complex intraocular lens surgery. T



Garry P. Condon

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Phone: 724-468-8360 • Fax: 724-468-0214

Email: hdkart@aol.com • Website: www.wpahospitalnews.com

HARVEY D. KART

Publisher

770-353-5874 • hdkart@aol.com

DANIEL CASCIATO

Assistant to Publisher

412-607-9808 • writer@danielcasciato.com

MARGIE WILSON

Director of Advertising

724-468-8360 • margiehn02@aol.com

BETH WOOD

Art/Production

Contributing Writers

Laurie Bailey

Lori Boone

John Chamberlin

Daniel Casciato

Christopher Cussat

Amanda Dabbs

Kathleen Ganster

Jennifer Kissel

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For more information, please contact Joan Mitchell for independent living; Michele Bruschi for Nursing Admissions; or Lisa Powell for Assisted Living at 412-341-1030. Visit our website at www.asburyheights.org.

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For more information write to Private Duty Services, 400 Penn Center Blvd., Suite 100, Pittsburgh, PA 15235, visit our website www.likenservices.com, e-mail info@likenservices.com or call 412-816-0113 - 7 days a week, 24 hours per day.

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Contact information:

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875 Greentree Road, Building 3 Suite 325,

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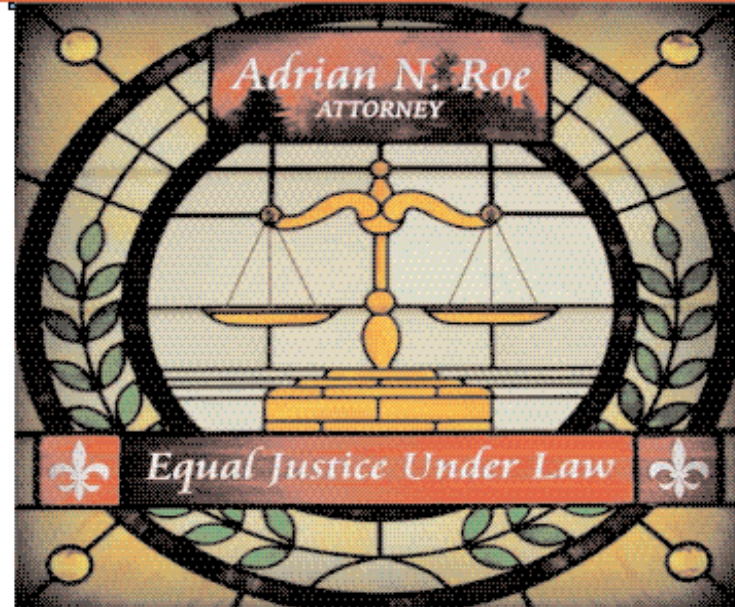
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The Truth about What We Eat

By Charvonne N. Holliday



In *Food, Inc.*, an Academy Award nominated, Best Documentary Feature, filmmaker Robert Kenner exposes the reality of our food system. The industry has changed drastically in the past few decades, resulting in an increase in tainted meat, vegetables, and even seasonings. As a marketing tool, retailers paint an agrarian picture when in reality; old-fashioned farming has been replaced by chemical ripening, loss of seasons, and shorter growing times. Furthermore, small farms across the nation have been replaced by a few multi-national companies that lack accountability and impartial political boundaries. Clearly greater awareness of these health issues warrants the ability to affect change for ourselves and our patients. *Food, INC.* highlights some of the challenges we face as a result of our food industry. However, it is the obligation of our national, state, and local health care systems to actively address these issues.

The food industry's shift from agrarian to industrial began in the 1930's. Fast food chains revolutionized the industry by cutting costs, simplifying the menu, and implementing a factory-style system, demanding that all hamburger patties taste the same. Tasty food and inexpensive prices were and still are appealing to society, but have adverse consequences. Over 80 percent of all meat products found in markets today is controlled by four meat-producing companies. In the 1970's; however, the top five controlled only 25 percent of the market.

"Power-house companies" raise livestock in "Concentrated Animal Feeding Operations" where conditions and rearing processes are shocking. Animals are fed great amounts of corn and antibiotics, yet can be found ankle-deep in manure. By nature, cows are designed to eat grass without any outside influences. These mega feeding operations realize that, corn is cheap and makes the animals gain weight faster. Unfortunately, corn also helps foster the growth of *E.coli* 0157:H7, whereas, grass does not. To counteract infections in animals, antibiotics are placed in their feed, causing antibiotic resistance to occur more rapidly. Moreover, when cows are forced to live in manure, waste gets tracked into the slaughterhouses. Within one U.S. slaughterhouse, an average of 400 cows and 2,000 hogs are processed per hour. Thus, the high production rate and integration of meat (one hamburger comprises 1,000 cows) is opportune for the spread of bacteria. Not to mention, the decrease in food safety inspections went from 50,000 in 1972 to 2,455 in 2006.

In addition to the poor rearing conditions of livestock, food has become engineered to fit our desires. Seasons no longer exist in the food industry. Instead, produce is picked year round then ripened with ethylene gas. Fifty years ago, chickens were raised in 12

weeks, weighing approximately two to three pounds. Today, five pound chickens are produced in half the time. As depicted in the documentary many chickens can hardly walk due to rapid growth, and the prematurity of bones and internal organs. Furthermore, since white meat is preferred, chickens have been re-designed to have larger breasts. Billions of pounds of pesticides are applied to our food which may come from over 1,000 miles away, and of all antibiotics used in the United States, 70% are administered to farm animals.


However, chickens are not the only food product being re-designed. Soy and corn have been engineered towards qualities like flavor and endurance. And junk food, such products are made cheaply from commodity crops and are tailored to satisfy our evolutionary cravings of salt, sugar, and fat.

The change in our food system is generating an array of unintended consequences such as increased fat intake, incidences of *E.coli* 0157:H7, antibiotic resistance, obesity, and death. As health care workers, we, ourselves, can change the food we eat and be that example to positively affect the diet of our patients. We can do this through educational programming, intervention, and policy development. As health care providers we must now become better informed and take on those negative and unhealthy issues pertaining to our food industry. As we have responded to the tobacco and automobile industry we must now do the same regarding the food we eat. More specifically, we must stay well informed by knowing where our food comes from and what it comprises. As health care advocates and providers we can teach patients how to read labels and make healthier selections; propose that meat consumption be reduced, perhaps by designating one day of the week as meat-free. In addition, some food experts suggest requesting more organic foods at the grocery store or buying from local butchers. Others recommend eating beef from the shoulder of the cow and inquiring about antibiotic and hormone-free poultry from larger grocers. Sodas and other sweetened beverages contribute to weight gain, and should be limited. Finally, we must serve as advocates for a better food system. Each year, approximately 76 million of Americans are sickened from contaminated food and nearly 5,000 thousand die. We, along with our patients, must inform our legislators as Mrs. Barbara Kowalczyk is attempting to do in having Kevin's Law become a law of the land. She lost her two year old son to contaminated beef in 2001. Unfortunately, the identified meat processing plant was not closed with the identification of this terrible incident, resulting in the life of Kevin Kowalczyk. In light of this tragedy and many others, we must encourage the development of policies that will mandate safer foods. †

Charvonne Holliday is a Public Health Program Coordinator at the Windber Research Institute's Center for Health Promotion and Disease Prevention. You may contact her at (814) 361-6974 or c.holliday@wriwindber.org.

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HealthSouth Rehabilitation Hospital of Sewickley Announces New Clinic for Amputees

HealthSouth Rehabilitation Hospital of Sewickley recently announced a new clinic for patients who have undergone an amputation of an arm or leg. The Amputee Clinic at HealthSouth Sewickley will focus on the unique needs of each individual by helping him or her achieve the highest possible level of independence. Pre-prosthetic instruction will include fitting, skin care, education and maintenance as well as incorporating physical and occupational therapies.

The clinic is sponsored by the Office of Vocational Rehabilitation. It will be held on the 4th Thursday of every month at HealthSouth Sewickley Rehabilitation Hospital at 303 Camp Meeting Road, Suite 2101. Pre-registration is required. Call 412-749-2255

HealthSouth Rehabilitation Hospital of Sewickley is a 44-bed inpatient hospital that provides a higher level of rehabilitative care to patients who are recovering from stroke and other neurological disorders, brain and spinal cord injury, amputations and orthopedic, cardiac and pulmonary conditions. Accredited by The Joint Commission, the hospital is located at 303 Camp Meeting Road and on the Web at www.healthsouthsewickley.com.

HealthSouth is the nation's largest provider of inpatient rehabilitative healthcare services. Operating in 26 states across the country and in Puerto Rico, HealthSouth serves patients through its network of inpatient rehabilitation hospitals, long-term acute care hospitals, outpatient rehabilitation satellites, and home health agencies. HealthSouth strives to be the nation's preeminent provider of inpatient rehabilitative healthcare services and can be found on the Web at www.healthsouth.com.

For more information, please contact Ann Ciotoli @ 412-826-2707 or ann.ciotoli@healthsouth.com. ↑

THE pt GROUP Opens White Oak/McKeesport office

THE pt GROUP, a physical therapy company that has been providing hands-on professional care for 32 years, expanded its operations to the White Oak and McKeesport communities this past spring.

THE pt GROUP held a ribbon cutting ceremony to celebrate the grand opening of its new office located at 1501 Lincoln Way in White Oak. The office is above Bill and Walt's Hobby Shop and across from Veltre's Pizza. With the opening, THE pt GROUP, currently serving 20 locations in Allegheny, Armstrong, Indiana and Westmoreland counties, is planning on their continued goal to expand and provide quality, personalized physical therapy care throughout the region.

"We are very proud of the quality of care we provide all of our patients," said Dale Cordial, PT, founder of the THE pt GROUP. "By opening this office, we are bringing that high-quality care and professionalism to more patients in areas where we can help make a difference." ↑

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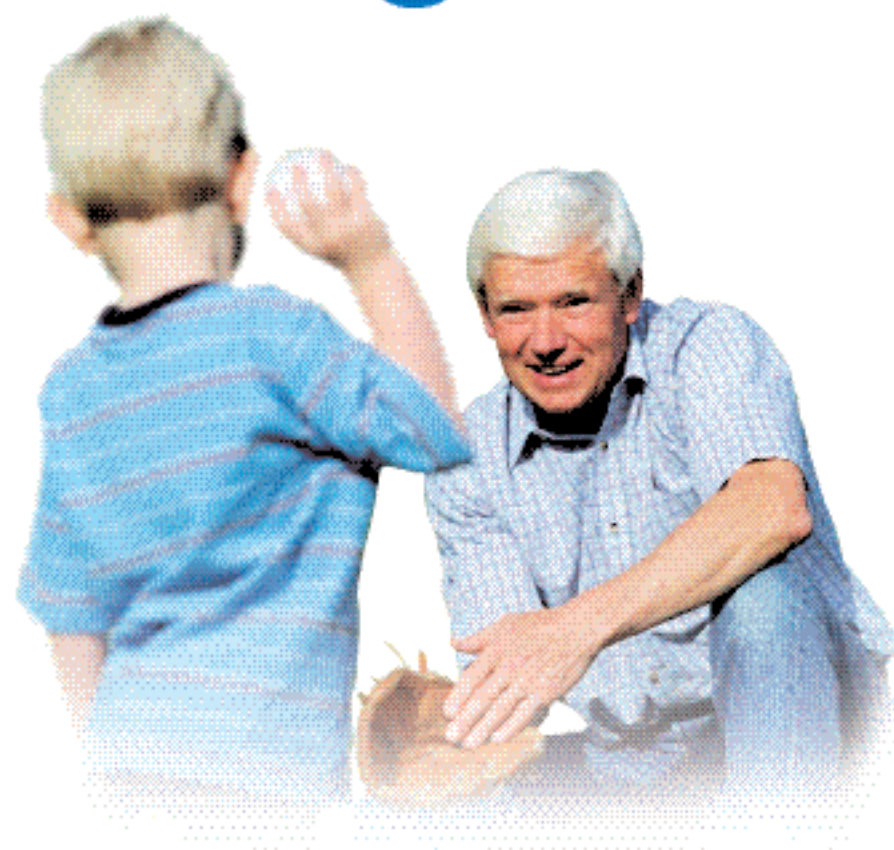
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Health Care Event & Meeting Guide

America's Childhood Obesity Epidemic: Parish Nurses Can Make a Difference

UPMC Mercy (Building D, Level 2, Room 2190)

September 8

Contact Dorothy Mayernik at 412.232.7997 or e-mail ParishNurse@mercy.pmhs.org

Annual Conference and Exhibits, Connections 2010: Healthcare on the Winds of Change

Chicago, IL

September 12-15

www.shsmd.org/connections

Healthcare Facilities Symposium & Expo

Navy Pier, Chicago, IL

September 14-16

www.hcarefacilities.com

Liver Disease & Liver Transplantation Update 2010 American Liver Foundation

University Club

September 16

Call 412.434.7077 or email khartner@liverfoundation.org

Nurses Night

PNC Park - Arizona Diamondbacks vs. Pittsburgh Pirates

Saturday, September 18, 2010 (Fireworks Night)

Call Brandon Lawrence at 412.325.4964

Food Allergy Walk

Hartwood Acres

Sunday, September 19

www.facebook.com/FoodAllergyWalk

The Early Learning Institute's 13th Annual Fore Kids! Golf Benefit

The Club at Nevillewood

September 20

Contact Jennifer Steinsdoerfer at jennifer@telipa.org or call 412-922-8322 ext. 26.

Rita M. McGinley Symposium - Exploring Social Justice for Vulnerable Populations: The Face of the Elderly

The Power Center Ballroom, Duquesne University

September 23

Call 412.396.5203 for more information.

MBSS Physician Awareness Conference

335 Morganza Road, Canonsburg, PA

September 24

www.mbssi.net or (724)743-5960 ext. 123

University of Pittsburgh School of Nursing Open House

Victoria Building Lobby

September 25

Call 412-624-4586

19th Annual LaRoche College Golf Outing

Wildwood Golf Club

September 27

Call 412-536-1087 or email bobbi.laplace@laroche.edu

Mercy Parish Nurse and Health Ministry Program Parish Nurse Basic Preparation Course

Beulah Presbyterian Church, 2500 McCrady Road in Churchill

October 1, October 2, November 5, November 6

Contact Dorothy Mayernik at 412.232.7997 or e-mail ParishNurse@mercy.pmhs.org

Pittsburgh Affiliate of Susan G. Komen for the Cure® Paws for the Cure

Hartwood Acres concert area in Allison Park

October 3

Register at www.komenpittsburgh.org

Allegheny County Immunization Coalition

IBEW Circuit Center and Ballroom

October 7

Call 412-578-8305 or email ihodge@achd.net

The Current Economic Crisis: Governance Strategies to Help your Bottom Line

Pittsburgh Athletic Association, 5th Avenue, Oakland

October 8

Registration is required at HPI@pitt.edu or phone 412-624-3608

2010 Pittsburgh Start! Heart Walk

Heinz Field

Sunday, October 10; 8:30am-12:00pm

412.702.1192 or Pittsburgh.ahw@heart.org

MobilityWorks Annual Mobility Expo

Mobility Works 1090 Mossdale Blvd, Wall, PA

October 14

Call 412-824-8091 or Email ask@mobilityworks.com

Center for Women's Entrepreneurship - "Sales and Innovation: Keys to Competitive Success and Growth" during 5th Annual Think Big Forum

Chatham University's Athletic Fitness Center

October 22

Call 412-365-1253 or email womens-entrepreneurship@chatham.edu.

18th Annual Mercy Parish Nurse and Health Ministry Symposium: "Blessed to be a Blessing"

UPMC Mercy's Sister M. Ferdinand Clark Auditorium (Building C, Level 2)

October 23

Call 412.232.7997 or e-mail ParishNurse@mercy.pmhs.org

Healthy Wealthy & Green Expo

Four Points by Sheraton, Greensburg

November 6

Call 724-837-3713 or email edeslam@comcast.net

The Patient and Family Centered Care Series - How-To Guide for Delivering Exceptional Care Experiences

The Herberman Conference Center - UPMC Shadyside Hospital

November 12

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Seasoned Caterer Mentors Hearing Impaired Cooking Staff

By Laurie Bailey

For the last six years, the professional staff of Catered Elegance has prepared events for the likes of UPMC, the Easter Seals Society, Adagio Health and the Pittsburgh Aids Task Force. And walk into the kitchen of this well-oiled machine hours before an affair, and you'll see there's a flurry of activity, focused chefs and, at times, a lot of gab.

But despite simultaneous deadlines and careful attention perfection, it's a reasonably quiet place.

All eight cooks at the Wilkinsburg-based business are either deaf or hearing impaired.

"Sometimes signing can suck up a lot of time," said Chef William A. Coleman III. "As a supervisor, I need to be encouraging and keep them working." Coleman, also deaf, has been with Catered Elegance for four years. He learned most of what he knows about the food industry from the company's owner, Jay Blackford.

Blackford became involved with the deaf community four years ago when he found his business growing in leaps and bounds.

"I was cooking in three separate floors of my home, and within 18 months, my foyer was full of catering equipment," said the seasoned caterer who gained the bulk of his experience at five-diamond Ritz Carlton Hotels.

With a vision to grow, Blackford bought the 7,000-square-foot former Smith Bakery building two blocks away. A friend at the Wilkinsburg Chamber of Commerce suggested he seek personnel assistance from the deaf community, specifically from a program through Goodwill of Southwestern Pennsylvania that provides career development services and the appropriate experience for employment.

Coleman, the father of a teenage son who is also deaf, interviewed with Blackford through that program.

Blackford admitted he knew nothing about American Sign Language when he first met Coleman. He was more impressed with Coleman's professional demeanor, impeccably ironed white shirt and perfect posture than he was with his kitchen experience. But he hired Coleman, starting him out as a motivated, tenacious dishwasher.

"He became a chef through my mentoring," said Blackford.

Now the two are best of friends. In addition to his work at Catered Elegance, Coleman is a full-time student at Kaplan Career Institute studying marketing. And, thanks in part to an 8-week American Sign Language class that was a 50th birthday gift from Coleman, Blackford has learned to sign.

"Hiring (the deaf employees) has helped my company grow and me to grow personally," said Blackford, adding that his employees are loyal and love their working environment. They often show up for work 15 to 30 minutes early.

Blackford is so devoted to his hearing-impaired staff, he's tailored much of how he does business to help them efficiently do their jobs. One of the biggest ongoing challenges he faces is communication, especially when it comes to explaining how he wants food prepared and displayed. So he photographed completed food trays to use as a reference.

"Their visual sense is so much stronger than ours," he said.

He's also adapted his building to be friendly for people who are hearing impaired. Fire alarms and door bells with flashers are in the kitchen and office. He installed a Sorenson Video Relay Service that allows the hard of hearing to communicate with hearing family and friends by a video phone and high-speed internet connection.

"I've actually received clients because of my deaf staff. They are wowed by what we do," he said.

"I want the deaf people to go with me to events, like weddings, and encourage them to get out of their comfort zone," said Coleman who accompanies Blackford to food tastings. While preparing and presenting a dish to a potential client, Coleman usually "steals the show" and customers insist he be at the event.

Blackford admitted he derives a great deal of satisfaction from taking time from his day to mentor his cooking staff. Perhaps, it's because that's how he received his own training. Constantly picking the brains of the Ritz Carlton chefs for whom he worked in the 80s and 90s, Blackford would work hours beyond his shifts, volunteering to help a pastry chef to make 600 plates of sugar pulled flowers, or he would assist on plating up a dinner for hundreds of guests.



Chef William A. Coleman III and owner Jay Blackford of Catered Elegance.

"It's my passion," he said, stressing the positive experiences he's had, cooking for and with several high profile celebrities. In the early 90s, he recalled Julia Child easing herself into the kitchen at the Ritz Carlton in Houston, Texas where Blackford and other chefs were preparing a 7-course dinner.

"She told stories of her past while she was cooking and made us feel very comfortable," he said.

While working at Ritz Carltons in Atlanta, Georgia and Naples, Florida, Blackford shared several conversations with comedian Bill Cosby who taught him the perfect way to froth a cappuccino.

Now, he's passed his gifts of talent and patience on to his own staff. William Coleman expressed he enjoys everything about the food industry, from the cooking to the sales and marketing.


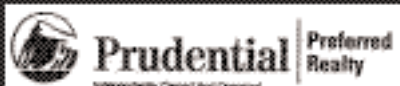

"Right now I'm working as a top chef and I enjoy coaching and motivating people like me," he said.

Blackford plans on continually supporting the deaf community, through his mentoring and employment efforts and his participation in various local organizations. However, as with many independent business owners, Blackford is faced with the possibility of closing Catered Elegance due to the current economy, despite his popularity and booked calendar.

"The catering business I have found is one of the hardest hit during this recession and I am always looking for new avenues of marketing to capture new business so I can continue offering the deaf community skills in the hospitality business."

To contact Catered Elegance, call 412-731-0416 or visit the website, www.cateredelegance.net. †

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Artists Among Us: The Sounds of Pittsburgh Chorus—Real Women, Real Harmony, Real Fun

by Christopher Cussat

The Sounds of Pittsburgh Chorus (SPC) has been recognized for its reputation of excellence in sound and performance for over 30 years throughout the tri-state area. What is perhaps not as well known is the fact that many of SPC’s members are or have worked in healthcare.

Originating in 1974, SPC is one of 600 chapters of Sweet Adelines International (SAI)—which combined have nearly 30,000 women members carrying on the a cappella harmony “barbershop quartet” tradition by singing a wide variety of music arranged in the barbershop style—from Broadway show tunes and big band sounds to patriotic crowd pleasers and old time ballads. SPC’s objective is to educate chorus members in this original American art form, entertain the community, and support efforts to promote and retain this music for future generations. The group pursues these objectives through music education, performance, and community service throughout the Greater Pittsburgh area.

Current president of SPC, Diane Parente, is an RN who worked in a hospital setting for 23 years and later taught Activities of Daily Living (ADLs) to special needs people aged 15 to 85 for nearly a decade. “What we all take for granite, these people cannot sometimes do, so I helped them,” she notes. “Both jobs were very rewarding.”

Parente then worked for two years in a nursing home/sub-acute care facility until her parents became ill and she took time off to help with their care. Currently, she is not working in the health profession, but Parente maintains her specialty in IV team and Blood Bank work. “I am always open to any job opportunities that are available and hope to someday soon work part time only,” she adds.

Right now, Parente is devoting her time to being the president of SPC, but she has long been involved with musical performing arts. “I have always sung with some kind of musical group, community chorus, and church choir.” In fact, when she joined SAI, Parente was also singing with a community chorus at the same time.

Parente acknowledges that her great love for music is a direct result of her parents’ influence. “My parents were both musical and we always sang during long rides in the car and harmonized too.” For Parente, this influence has translated into a life-long love affair with music. “Music is a part of my life as far back as I can remember—I think music touches every part of life from sad to happy.” She also explains that music triggers memories, music can make us cry and make us joyful, and that music is a part of every religion and every celebration. “When you have had a bad day, just get on those risers and sing and you will immediately forget your troubles and feel better!”



Like many artistic people, Parente also loves exploring other creative endeavors. “I have taken gardening classes, Ukrainian Easter Egg making, ceramics, grant writing seminars, and also the contact for our chorus to the Greater Pittsburgh Arts Council,” she adds.

Music education in art of singing barbershop harmony is another on-going project for the SPC. In fact, each rehearsal begins with ear training exercises to school the members in pitch retention and note intervals—and proper physical and vocal techniques for good singing are also incorporated into each practice. In addition, personal vocal instructions are offered throughout the year, and SAI makes available coaches, audio, and video tools for vocal and administrative personnel—with additional seminars held on a regular schedule.

Although she is naturally so drawn to music, Parente relishes all of the years she worked as a nurse and would not go back to alter her professional history. “I loved my career as a nurse and would never change the choices I made because every one of them was a learning experience.”

Most of the other members of SPC would probably say the same thing. In fact, seven current members of the group are nurses (not all of them are working at present) and one member is currently enrolled in an RN bachelor’s degree program. “We had four other RNs that have left the chorus because of retirement, moving away, and various other reasons. In addition, we have a mixture of other professions in our chorus: teachers, marketing professionals, secretaries, administrative assistants, and housewives—you name it, we have it,” she concludes. “But when we come together on those risers—we are all SINGERS!”

SPC enthusiastically invites women to join them at any of their Monday night rehearsals from 7:00 p.m. to 9:30 p.m. to see if this exciting hobby is something you would be interested in. Location: Coraopolis United Methodist Church, 1205 Ridge Avenue, Coraopolis, PA 15108. Please call 412-279-6062 or e-mail: masember@mac.com with any questions. For more information on SPC or SAI visit: www.soundsofpgh.org and www.sweetadelineintl.org.

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Unwarranted Arrogance

By David M. Mastovich



A colleague recently described a co-worker who continually displays arrogant behavior despite having “average at best” talent, intelligence, productivity and personality. I began to wonder if this Unwarranted Arrogance was actually worse than Insecure Arrogance—when new ideas are ignored because of a person’s lack of self esteem and inability to listen to different views—which I wrote about in a past column.

Any form of arrogance is inappropriate and can stifle productivity. However, we all interpret a situation or behavior differently, creating a fine line between arrogance and self confidence. And, everyone has acted in a way they wish they hadn’t at one time or another. That might be why we are often forgiving of some arrogant behavior from a person who produces at a high level or has exceptional natural abilities.

But Unwarranted Arrogance is a whole other story.

“Who does he think he is? He’s not even able to (insert level of proficiency).”

“What’s her problem? She acts like she’s a (list title or level).”

“He is so full of himself. He primps around as if he’s (insert name of celebrity or professional athlete).”

While Insecure Arrogance limits exposure to potential solutions, Unwarranted Arrogance hampers communication and organizational efforts. Team members resent the behavior and begin talking about the perpetrator. Factions develop. Productivity suffers.

When you believe a co-worker is displaying Unwarranted Arrogance, consider confronting the person after they have behaved inappropriately towards another team member. Explain how you interpreted the behavior and let them know you are trying to help them and the team.

Many people quickly realize they were perceived in a negative light and work to change their behavior. Even if they are not completely successful in altering their approach, they are aware of the perception and should be able to limit the behavior to some degree.

Others won’t get it. You did the right thing by making them aware of how they are perceived. If the behavior persists, you might want to bring it up to the person again and provide some specifics on how it is impacting the team.

If all else fails, ask your team leader if they have noticed the behavior and how they think the situation could be improved. Offer potential solutions and hope that the leader doesn’t display Insecure Arrogance.

This piece is from Light Reading, a series of communications from MASSolutions that sheds light on common business challenges and provides solutions to strengthen your bottom line. ↑

David M. Mastovich, MBA, is the president of MASSolutions, a Pittsburgh based Strategic Marketing firm that focuses on improving the bottom line for client companies through creative marketing, selling, messaging and customer experience enhancement. For more information, visit www.massolutions.biz.

ENTREPRENEURS From Page 1

Arnie launched his own company, Celtic Healthcare, in 2000. A state-licensed home health care agency, Celtic was built largely on the foundation of the newly developed software and a commitment to strong communication between caregivers.

Celtic Healthcare grew by acquiring other home health care programs in the area, often from hospitals that didn’t necessarily have the expertise or resources to run a home health program or home health companies that were struggling with lack of funding and pressure from Medicare regulations. These companies and programs became a part of Celtic’s growing network, which soon extended from western Pennsylvania into Ohio and Maryland.

To keep his company moving forward, Arnie participated in the Institute for Entrepreneurial Excellence’s Entrepreneurial Fellows program in 2007 to learn more about fundamental business skills like strategic planning. He brought what he learned back to his executive team to help them build their own skills as business leaders, and the company grew exponentially over the next few years.

Celtic Healthcare offers all aspects of home health care, from in-home nurses, to occupational therapy, to hospice care, which means the company employs a wide variety of workers from across the region. Nurses, medical assistants, administrators, physical therapists, occupational therapists, hospice caregivers and many other health care professionals communicate and collaborate everyday to provide quality home health care services to the region’s growing population of elder residents.

Since Arnie set out to launch a new kind of home health service, Celtic Healthcare has grown into one of the most highly recognized health care companies in the region and across the state. It’s these people, these entrepreneurs and innovators, that are creating jobs and spurring economic growth. It’s these people that will keep the region moving forward, as a leader in cutting-edge health care and as a growing, vibrant business community. ↑

Ann Dugan, founder and associate dean of the Institute for Entrepreneurial Excellence, can be reached at adugan@katz.pitt.edu.

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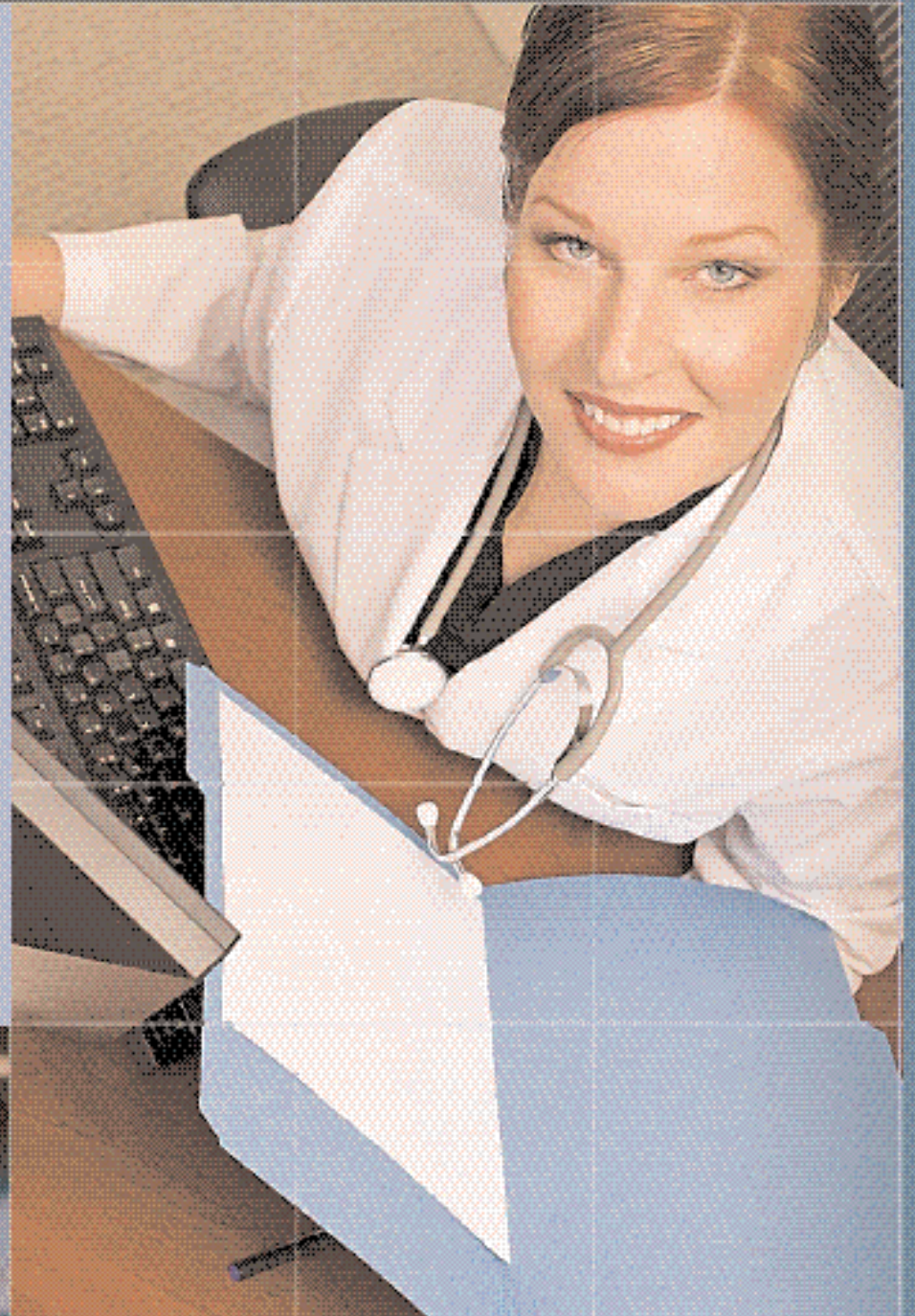
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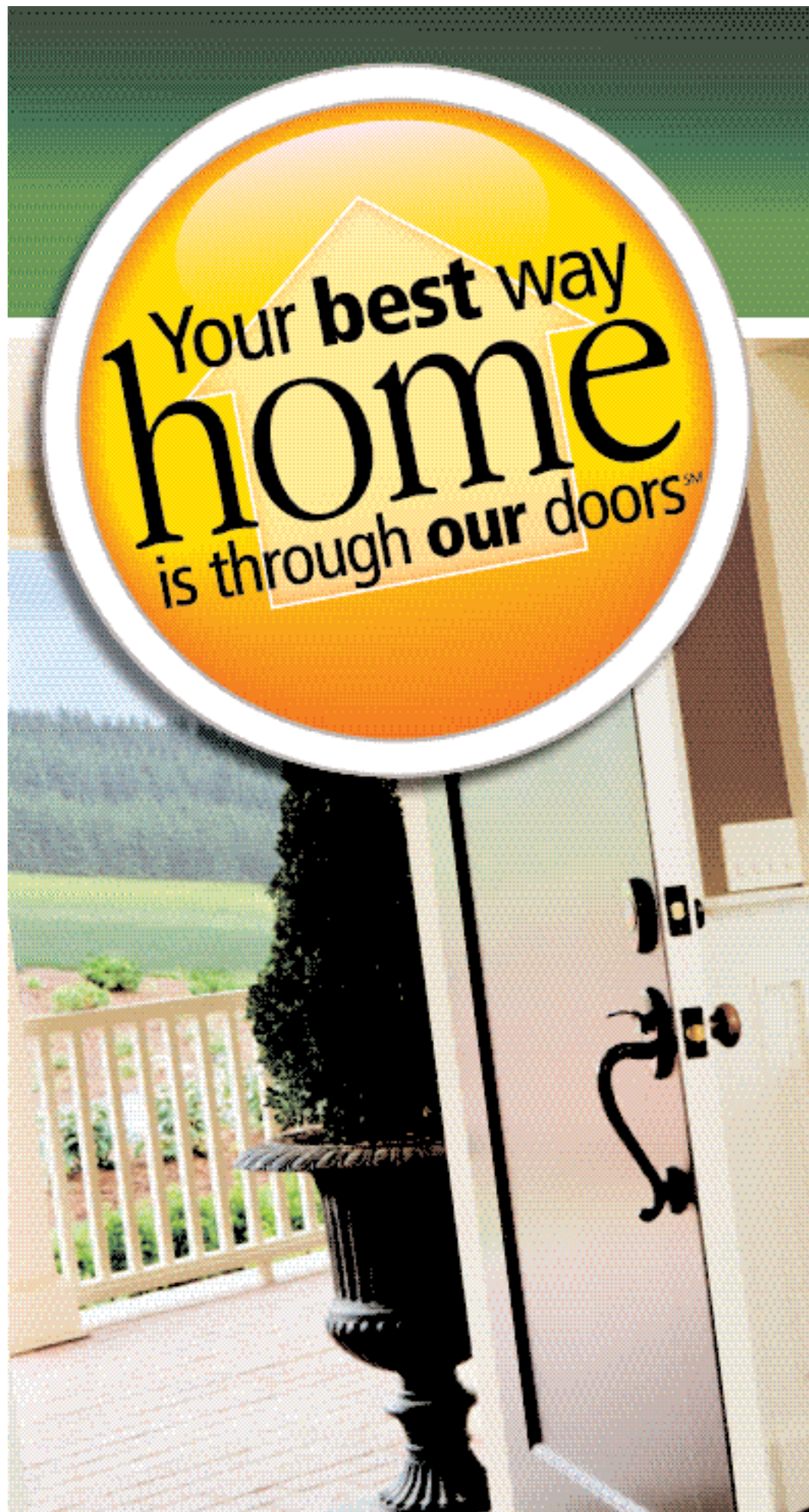
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Shadyside Nursing & Rehab Center
412.362.3500

Sky Vue Terrace
412.323.0420

HCR ManorCare 

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