

INDEX

Investors' Lab Page 22
 AccoladesPage 32
 Datebook Page 31
 Resource Directory Page 34
 Executive Living Page 37

HEALTHCARE PROFESSIONALS IN THE NEWS..... See Page 10

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HEALTHCARE RECRUITMENT AND RETENTION

The "R" Factor – Keys to Retaining Your Top Talent



Lori S. Putnam

BY LORI S. PUTNAM,
 SPHR, MOL

According to the SHRM 2005 Future of the U.S. Labor Pool Survey Report, HR professionals expect 30% of employees in their organization to retire by 2015. Although the recent economic climate is making Baby Boomers reconsider their retirement plans, recognizing this potential for "brain drain" and preparing for business continuity is essential to the viability of your business.

Additionally, although unemployment rates are quickly approaching double digits, this does not preclude your employees from looking for other opportunities. Therefore, it is important to create a culture that includes strategies to retain your talent. The "R" Factor represents the 6 keys to retaining top talent: recruitment, respect, recognition, rewards, reviews, and replacement and succession planning.

Recruitment – Finding and hiring top talent begins with effective

recruitment strategies. Ensuring that your processes target not only the most qualified individuals with the knowledge, skills and abilities defined by your core competencies, it is also important to assess their motivational and organizational fit. By exploring their likes and dislikes about their current position and organization, you can assess the degree to which they will blend into your organization.

Respect – The number one reason individuals leave companies is

Continued on page 7



■ UPMC, Boy Scouts Team Up to Battle Obesity **Page 4**

■ "Best Practices" Ensure Equal Opportunity for Caregivers **Page 5**

■ **HEALTHCARE RECRUITMENT AND RETENTION**
 Better Managers Mean Happier Employees, Higher Retention **Page 7**

Surviving the Shortages: Creating a Successful Recruitment Plan for Heart & Vascular Physicians **Page 9**

■ **ASSOCIATIONS**
 Professional Associations Worth More Now Than Ever
 ACHE Members Reap Benefits of Active Involvement **Page 14**

HIMSS - Healthcare Information and Management Systems Society Transforming Healthcare Through IT **Page 15**

Allegheny County Medical Society: Health Reform and Physician Supply **Page 16**

■ **ELDERCARE**
 Changes in Nursing Home Surveys **Page 25**

ASSOCIATIONS

SWPONL: Fostering Successful Healthcare Leadership in Southwestern PA for 30 Years

BY JOAN MASSELLA, R.N.,
 AND SARA JOSEPH

As summer comes into full swing, industries continue to face difficult times. The healthcare industry is not immune to the business world challenges. Nurse leaders across the region struggle on a daily basis with issues such as balancing the budget, ensuring compliance to regulatory standards, retention of staff, etc. Regardless of the organization, we all share common concerns that keep us up at night. Some may not have anywhere to turn, but for mem-

bers of the Southwestern Pennsylvania Organization for Nursing Leaders (SWPONL), help is only a click, phone call, or meeting away.

Members of SWPONL unite to foster excellence in nursing administration. Our members represent over 50 hospitals, academic institutions, and other healthcare facilities in Southwestern PA and surrounding areas. SWPONL members typically hold leadership positions and are responsible for overseeing other nurse leaders or staff nurses. SWPONL serves these nurse leaders by providing valu-

able networking opportunities and seminars throughout the year. Resources provided include current information on policy and practice issues and access to pertinent articles from a variety of healthcare publications.

This past May, SWPONL hosted a successful spring networking session, "Intelligent Clinical Technology and Patient Safety at the Point of Care", an event that attracted attendees from hospitals all over Pittsburgh. An organization that continues to grow, SWPONL will be holding its 30th Annual Educational Conference

Continued on page 18



Joan Massella

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••• BY HARVEY D. KART •••



Every time I see someone talking on a cell phone while driving, or watch someone's thumbs move in a frenetic blur while texting, I'm reminded of the ancient Greeks.

If I recall my history lesson correctly, during the Golden Age of Greece, really smart guys would sit around in togas all day and think big thoughts about the meaning of life, man's place in the universe, even how feta cheese got its name. Wouldn't that be cool, I used to think, to have nothing to do but hang out with my peeps and philosophize. But, of course, that wouldn't be possible as long as we

humans had to work most of our days to put bread on the table, a roof over our heads, and cable TV in every room.

Indeed, as they used to say on the Six Million Dollar Man, "We have the technology." Beginning, I suppose, with the Clapper and followed by the microwave oven and now anything with a computer chip in it, mankind has run off a string of innovations with the potential to make our lives incredibly easy.

And all we've done is to create a society in which we are more stressed and more frenzied than ever before.

I thought about this while stuck in traffic and watching the woman in the car next to me going nonstop on her cell phone. Let me assure you that my reaction was not holier-than-thou, since I, too, have been known to kill the tedium of a boring drive by calling friends, colleagues, or even strangers to conduct some quick business, order takeout, or complain about the weather. I'm also not above checking my e-mail or cruising the Internet from the palm of my hand.

But all this has convinced me that the vast majority of my fellow human beings will never make it to Mt. Olympus because we suffer from addictive personalities. And the more technology advances, the more we are allowing these addictions to run wild.

Let's stay in the car for a minute. I have seen, in just the past few days, other drivers who, besides talking on a cell phone or texting, were lighting matches,

smoking, drinking, reading, eating, putting on makeup, and even squeezing their pimples—all while trying to navigate busy city streets or high speed highways.

In a store checkout line, this abuse of multitasking has caused some businesses to post signs that say, "Please finish your cell phone conversation before approaching the counter." This is because too many individuals have caused major backups because they are trying to carry on two conversations at once—with the checkout person and the person on the other end of the phone. (The ultimate is when the check out person also gets a call on his or her cell phone, which I've dubbed the "Classic Four Way.")

What we've created is a community of Hunchback of Notre Dame wannabees, who walk with a phone cradled between shoulder and chin, only switching from one side to the next when the neck pain becomes unbearable.

In every social setting, like a business lunch or a dinner with friends, we now experience dueling technology, with each party under continual assault by calls, emails, and texts, the table vibrating so often and so roughly that you'd swear somewhere a Richter machine is going haywire. The silverware is clanging and water is sloshing out of the glasses.

Even sleep brings no rest, as our occasional middle-of-the-night trips to the bathroom now include a quick check of emails and twitters.

So, are we better off than we were when we actually could get away from it all and we had to find a pay phone when a call was absolutely necessary? Are we any closer to claiming a seat on that mountain top, where we can sip wine and eat grapes all day while we contemplate the true meaning of life—or at least why it always rains after I wash my car?

I think not. I think we imperfect, obsessive compulsive, insecure, easily addicted, anal retentive humans have allowed technology to get ahead of us. We're on a computer-powered treadmill and nobody knows how to get off.

Oh, well, maybe it's all for the better. I really wouldn't look all that great in a toga.

Harvey Kart

You can reach Harvey Kart at hdkart@aol.com or (404) 402-8878 x102.

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UPMC, Boy Scouts Team Up to Battle Obesity

BY RON CICHOWICZ

Hoping to fight a trend that sees American youth becoming increasingly less fit, UPMC Health Plan has partnered with the Greater Pittsburgh Council of the Boy Scouts of America to create the MyWellness Badge, which promotes a healthier lifestyle among Scouts and their families.

Speaking at the May 12, Council board meeting, Dr. Michael Culyba, vice president of medical affairs for UPMC Health Plan, painted a depressing picture of the state of wellness among America's youth.

According to Dr. Culyba:

- More than one third of American children, or 23 million kids and teens, are obese or at risk for obesity. Approximately 18 percent of Pennsylvania children are overweight, exceeding the national average.
- A recent study found that 58 percent of children diagnosed with type 2 diabetes were overweight.
- Overweight and obese children are at a higher risk for increased health problems such as heart disease, type 2 diabetes, high blood pressure, stroke, and certain cancers.
- Obesity has serious financial implications to the U.S. economy and health



"After many discussions between Greater Pittsburgh Council staff and UPMC Health Plan professionals, a unique awareness and recognition program called MyHealth Wellness Badge was created to encourage Boy Scouts to take steps toward improving healthy habits."

-Scott Lammie

care system. It is estimated that the obesity epidemic costs the country \$117 billion per year in direct medical costs and indirect costs such as lost worker productivity.

Yet despite such negative trends, Dr. Culyba cited a 2000 study that found only a small percentage of schools with existing physical education requirements provided daily physical education classes for all grades for the entire year.

These were among the reasons, said Scott Lammie, Council board member and chief financial officer and senior vice president of the UPMC Health Plan Insurance Services, that the Wellness Badge was introduced in 2008, building



on an initiative called Scouting for Healthy Habits & Living launched by the Council two years earlier to address the growing societal issue of childhood obesity.

"After many discussions between Greater Pittsburgh Council staff and UPMC Health Plan professionals, a unique awareness and recognition program called MyHealth Wellness Badge was created to encourage Boy Scouts to take steps toward improving healthy habits," Lammie said. "The program includes such materials as Road to Wellness Charts, Wellness Badge Handbooks and Parent's Guides.

"In the process of earning the Wellness

Badge, Scouts can learn how to lead a healthier lifestyle by improving their eating habits, reducing sedentary time, and increasing physical activity."

While Boy Scouts have badges for personal fitness, cooking, and athletics, the Wellness Badge is the first badge to combine all three elements to further instill positive lifelong habits. The guide promotes a tobacco-free life and includes a family health history profile.

"The program was created to encourage Boy Scouts to complete a Wellness Contract with their parents and to begin daily routines that promote wellness activities at home, play, and during regular Scouting activities," said Bruce McDowell, director of special projects for the Council.

"These routines will help Scouts develop and continue a healthy lifestyle throughout their lives."

McDowell added that interest in the Wellness Badge already has been expressed by at the national level by Boy Scouts of America.

At the end of the Wellness Badge program to the Board, the first Wellness Badge was presented to Eagle Scout William Hinzman, a member of Troop 164, St. Stephen's Episcopal Church in Sewickley, and a senior at Quaker Valley High School who will enter the University of Pittsburgh in the fall to major in computer engineering.

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Frick Hospital Nurse Discovers Kindness in Harsh Country

Each morning Sandy Brown was greeted by 100 or more Haitians eager for medical attention, a rarity in the hot, harsh mountain terrain of Percal, about 90 miles outside of Port-au-Prince.

In a week's time, Brown and three others in her medical team from Fisher International Missions treated nearly 2,000 people for maladies like high blood pressure, fever, headache, dehydration, stomach ache, diarrhea, and scalp problems. She even delivered the placenta of a mother who had given birth to a stillborn at home earlier in the day.

Most of the symptoms were related to malnutrition or poor sanitation: three of four Haitians have no running water and raw sewerage is common.

"The living conditions surprised me the most," said Brown, a Recovery Room nurse at Excelsa Health Frick Hospital. "Even though you are prepped in advance, seeing it in person was a shock. In the small towns, garbage is tossed into gullies running along side the dirt roads or just tossed on the streets. They told us that 95 percent of Haiti's people are poor."

Slightly smaller than the state of Maryland, Haiti is the poorest country in the Western Hemisphere with a per capita income of \$250. More than two-thirds of the population is unemployed. Despite these harsh conditions, Brown discovered the human kindness, gratitude and patience of the Haitian people.

"They were always smiling and very



Sandy Brown provided medical care to an eager and endless crowd

grateful for the care we gave them. Many Haitians seemed happy and content and the children were well behaved while waiting in long lines and throughout two and a half hour church services. It was nothing like here!"

In a country where Catholicism is the most common religion, Vodou is also widely practiced even among Christians. Haitian Vodou, an initiatory tradition, is practiced by 90 percent of the population of Haiti - that is, the poor working class and the peasantry. Vodou offers a system of beliefs that provides Haitians both meaning and solace - qualities that are in

short supply in a country with no public schools, few working sewers, no public transportation, little industry, and no good roads.

This was Brown's first mission trip. A member of the Mount Joy Church of the Brethren near Mount Pleasant, she had been considering mission work for quite some time.

When she happened to meet her former minister, Pastor Chester Fisher, founder of Fisher Missions International, and he told her about his mission work, she jumped at the chance.

"There's no doubt I had to do it."

The EEOC's recommended "best practices" is founded on the idea that workers with additional caregiving responsibilities may find it difficult to adhere to strict work policies.

"Best Practices" Ensure Equal Opportunity for Caregivers

The Equal Employment Opportunity Commission (EEOC) recently issued advice to employers on how to avoid discrimination against workers with caregiving responsibilities.

The new EEOC advisory is of particular importance to hospitals and health care facilities that employ workers covered by this guidance, such as women and minorities, who are often primary caregivers.

The term "caregivers" refers to workers who are committed to caring for not only spouses and children, but parents, aging family members and relatives with disabilities. The new guidance issued by the EEOC outlines recommended "best practices" to help employers create a work environment that is responsive to the needs of these individuals.

The EEOC's recommended "best practices" is founded on the idea that workers with additional caregiving responsibilities may find it difficult to adhere to strict work policies. Forcing caregivers to sacrifice either professional productivity or commitment to their dependants could lead to complaints of discrimination. The new advisory comes as a supplement to a guidance issued in 2007 explaining the circumstances under which unfair treatment of caregivers might constitute unlawful discrimination based on other characteristics already protected by law such as sex, race or disability.

Despite the fact that caregivers are not specifically protected under the current federal laws, the EEOC's guidelines for best practices are aimed to remove the barriers to equal employment opportunity for workers committed to caregiving at home. Employers who follow this set of best practices minimize the risk of discrimination complaints by taking steps to promote a flexible work environment.

The EEOC offers guidelines for several different levels of organizational policy. To start, employers should establish a general understanding of policies among management. The guidelines include:

- Train managers to understand the legal obligations that may impact decisions about the treatment of workers with caregiving responsibilities.
- Establish and enforce a strong policy of equal employment opportunity.
- Ensure managers uphold the organization's established work-life policies.
- Have a plan in place for quick and thorough response to any complaints of discrimination.

After laying the general groundwork, the next step is to evaluate the current process



BY ELAINA SMILEY

of recruitment, hiring and promotion. These procedures must ensure a fair opportunity for employees with caregiving responsibilities to move forward within the organization. Included in these recommendations are:

- Focus strictly on job qualifications in interviews and performance reviews.
- Establish clear standards for the responsibilities of each position.
- Communicate new openings and opportunities for advancement to all employees, regardless of position or work schedule.
- Make records of employment decisions as thorough and transparent as possible.

As for everyday work policies, studies show that a more flexible work environment translates to increased employee productivity, higher levels of attendance and reduced bottom-line costs. Some of the flexible work policies recommended by the EEOC are:

- Flextime programs that allow variations in workday start and stop times.
- Part-time work options with proportionate wages and benefits.
- Job-sharing that allows two employees to share one full-time position.
- Adequate personal/sick leave that can be used for caregiving responsibilities.

Once an employer commits itself to flexible employment policies, the EEOC suggests giving a support system for employees with caregiving responsibilities. Proposed support services include:

- Development programs that focus on the potential of employees without regard to personal responsibilities.
- Equal opportunity to participate on high-profile work assignments.
- Equal access to workplace networks.
- Resource/referral services that have caregiver-related information such as child care or assisted living facilities.

Though the EEOC admits the recommendations in the document go beyond federal nondiscrimination requirements, employers who implement the best practices will be better able to avoid complaints of discrimination. Encouraging a workplace culture that both recognizes the contributions of all employees and respects external commitments will contribute to overall employee satisfaction and support the equal employment opportunities of all workers.

Elaina Smiley is a partner with Meyer, Unkovic & Scott LLP. She can be reached at es@muslaw.com.

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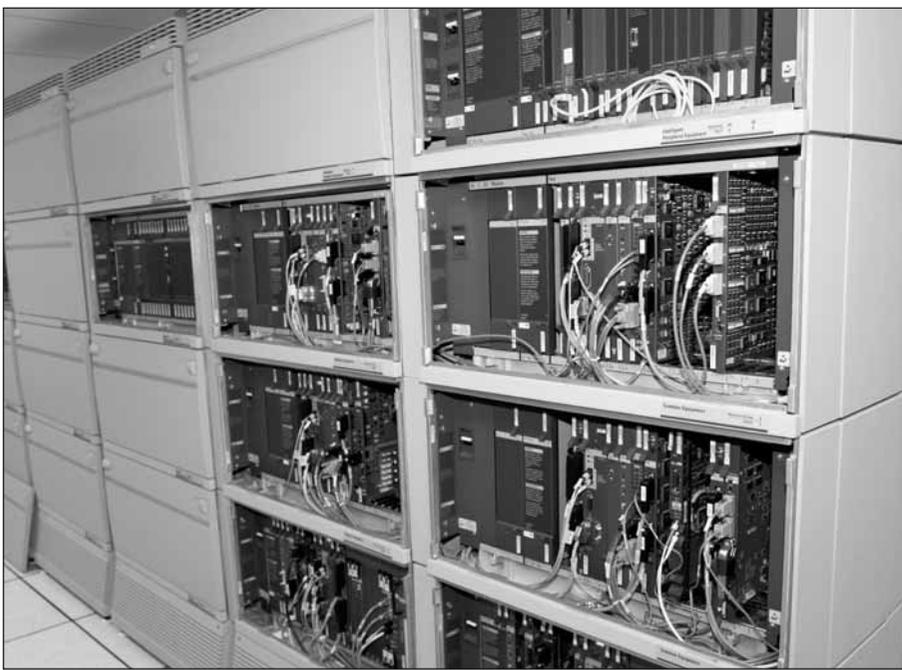
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Jay Long, Vice President of Vantage® Health Group Telecommunications is leading the way in Northwestern PA in efforts to unit rural communities and provide broadband fiber connectivity. Vantage currently has presence in most of the towns in the region that are home to Vantage's thirteen owner hospitals. Erie, Meadville, Franklin, Oil City, Titusville, Corry, and Warren are seven of these initial areas targeted for deployment on a fiber optic ring. Jay stated "Our timing is perfect for expanding our broadband fiber applications. With the recent fiber light up in Erie coupled with the Vantage® acquisition of the Exchange Bank Building in Franklin, and with the new Vantage® Center Headquarters scheduled to open in Meadville this August, we plan on having three fully operational Network Operation Centers,



(l-r) Jay Long and Rhett Hintze



(NOC's) located in Erie, Meadville, and Franklin by late this year. Over the past 25 years Vantage® has consistently grown and expanded its service operations turning cost centers into revenue centers for its investors and reduced costs and superior service to its member users. HGT is unique in the fact we offer partnership opportunities in the markets we enter. This growth through partnership model has been the backbone of Vantage's success."

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For more information on Vantage®, contact Tom Surman at tomsurman@vhcn.com.



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Better Managers Mean Happier Employees, Higher Retention

Often when employees leave a company voluntarily, they say it's because they were offered better pay. But studies have shown that—in the healthcare field—that's often not the real reason, says Marc Grad, Senior Director of Recruitment at VITAS Innovative Hospice Care®.

"When you peel off the layers, you find that the real reason is the managers," says Marc. "More often than not, people leave because of poor managers, not because of money."

To curb that problem and to improve its turnover, VITAS has developed ways to "train its managers to be better managers," as well as to continue to train and reward all of its employees so they feel valued, says Marc.

Looking at the numbers

To improve turnover, it helps for a company to know exactly how much turnover its dealing with, says Marc. So VITAS, a company with 9,000 employees in 15 states and Washington, D.C., developed a database through which it tracks on a monthly basis its turnover—from its corporate staff to its hospice aides on its interdisciplinary



Marc Grad

care teams.

"We are religious about sharing this data with our 45 general managers, and the numbers are so specific, the managers can really drill down to their potential problem areas," says Marc.

"The teams that have the lower levels of turnover are the teams that have better overall morale," notes Marc. Those programs and teams consistently train their managers, engage in team-building activities, recognize and reward jobs well-done, and organize employee activities, he explains.

"Basically, the programs with lower rates of turnover focus on 'being human' with each other, which—ironically—isn't always easy to do in today's stressful workplace," says Marc.

Helping managers be better managers

In 2007, VITAS developed a "Retention Toolkit Series" for its managers. With a DVD and four booklets that cover hiring, managing, retaining, and recognizing employees, the kit is thorough yet digestible and provides solid reference material, says Marc.

One of the booklets lists questions that managers who wish to engage their employees more might ask, such as: Do you know what is expected of you at work? Do you have the materials you need? In the last week, have you received recognition or praise?

"After they ask those questions, managers must listen to the answers," says Marc. Though that might seem simple, if it's not done, employees can grow dissatisfied—and leave, he says.

Although it hasn't yet launched nationwide, VITAS has also piloted a nine-month training program for its team managers, covering everything from program financials to the job duties of everyone on a care team, from physicians to chaplains.

"Many of our team managers are former nurses, so although they might be knowledgeable in how to treat pain, they might not feel comfortable supervising physicians," explains Marc. "VITAS has always had good clinical and compliance training programs, but we didn't have any programs designed to help managers become better managers—until now."

And it appears that VITAS is on the right track. Since 2005, the company has seen its overall employee turnover rate decrease from about 28 percent to just a little more than 22 percent in 2009, which is about two points better than the national average for the healthcare industry. A year ago, VITAS' overall turnover rate was 24.1 percent.

No 'diva' managers

"Here in Western Pennsylvania, we've worked hard to create a culture where everyone supports each other," says VITAS General Manager Alyson Pardo, R.N. "Our managers help each other, and none of them asks anyone to do anything that they wouldn't do. We have no 'diva' managers here."

Also, no one's input is overlooked, adds Pardo. In an effort to cut costs and "go green," the program as a whole decided to stop buying paper and plastic kitchen products. Instead, staff members brought kitchen supplies from home.

"It made everyone feel like they were making a difference, both in controlling costs and in helping the environment," says Pardo.

Employees are encouraged to commend their co-workers through the program's monthly "Good Egg" program. Staff members nominate each other for going above and beyond the call of duty in supporting each other. The program also recognizes stellar teamwork.

"One of the VITAS Values we live and work by is 'we take care of each other,'" says Pardo. "Our Good Egg program, and even the act of using dishes and utensils from each others' homes, support that Value and reinforce our excellent team spirit."

For more information on VITAS Innovative Hospice Care®, call 800-93-VITAS, or visit www.vitas.com.

COVER STORY: The "R" Factor – Keys to Retaining Your Top Talent

Continued from page 1

due to their relationship and perception of their direct supervisor and the degree to which they feel respected and valued. Defining corporate values that include respect for your employees, customers, vendors and all individuals who come in contact with your organization is vital to the success of your organization. By creating a positive culture and training your front line supervisors on the importance of their role in sustaining the organizational culture will help to also retain your top talent.

Recognition – Not only do employees want to feel respected for who they are and the talents they bring to an organization, they also want to be recognized for their contributions. People innately want to feel important and valued. As leaders in your organizations, you have the opportunity to set the stage for appropriate recognition initiatives that show employees just how valuable they are to your organization. These initiatives need to be embraced and modeled by top leadership and supported financially. In addition to recognizing your employees for their contributions, you must also recognize their need for personal and professional development and design internal programs to support their growth and development.

At Celtic Healthcare, our employees are our most valued asset. As such, we have created a multitude of employee recognition programs. One of our favorite programs is our GROW (Great Recognition Opportunities With Celtic Healthcare). Employees are awarded a GROW point anytime they demonstrate one of our Core Values – Accountability, Mutual Respect, Teamwork, Integrity or Service Excellence. An automatic email notification is sent to the employees every time they receive a

GROW point. Each GROW point counts as an entry for eligibility to win prizes during quarterly drawings.

Rewards – Creating a system of rewards for your employees is an important aspect of employee retention. Initiatives such as Years of Service, Customer Service, Employee of the Year and other incentives not only recognize, but also reward employees for their excellent service and performance.

Reviews – Annual performance reviews are another essential component to retaining your employees. Taking time to review employee performance enables you to recognize employees for their performance in their current roles, offer suggestions for improvement and determine areas in which they desire to excel. Reviewing and setting goals and evaluating progress is an important part of your employee retention program.

Replacement and Succession Planning – By creating a replacement plan to identify immediate staffing needs and developing a long term succession plan, you are building the infrastructure for continued viability. By identifying and developing those individuals who have potential for continued growth and development, you are solidifying your workforce.

Retention of star employees is an essential ingredient in helping organizations run smoothly and reduce costs and turnover. By incorporating these processes, you are helping to create an organization that is resilient, rewarding and recognized as a leader in retaining top talent.

Lori S. Putnam, Director Human Resources, Celtic Healthcare, can be reached at putnaml@celtichealthcare.com or (724) 742-4360 or visit www.celtichealthcare.com.



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A System-wide Evaluation of the Student Experience Using a 360° Approach

UPMC is a fully integrated health-care delivery system in western Pennsylvania. The healthcare system is comprised of 19 hospitals in urban, community, and rural settings housing more than 3,000 beds, serving more than 167,000 inpatients, and employing approximately 10,000 nurses in both inpatient and outpatient settings. As a nurse at UPMC, it is expected that a component of the role will involve teaching students. Making sure that the student experience is positive, is critical to ensuring a pipeline of competent new nurses ready for hire when they graduate.

Many inconsistencies were identified in an assessment of the current evaluation process among the schools of nursing and UPMC hospitals. Although evaluations existed in various formats that assessed the students' experience, there was no mechanism from the academic or the service side that assessed the staff nurses' experience with the students and the faculty. To evaluate the student clinical experience and ensure a robust clinical learning environment among the >2,500 students per semester, unit nurses and faculty, a 360° Student Evaluation Survey was developed.

The purpose of the 360° Student Evaluation Survey was to quantify the student experience consistently and encompass the perspective of all constituents leading to improvements in the clinical learning



BY RENEE THOMPSON,
M.S.N., R.N.

environment. A system-wide assessment tool was developed in partnership with academic and hospital nursing leaders. Key stakeholders had significant input to ensure that the needs of both the academic and the service constituents were met. Open communication and a willingness to receive and share both positive and negative feedback are the cornerstones to this successful partnership in improving the learning environment for students.

To implement the evaluation process, the committee chose a web-based survey site called SurveyMonkey® to manage the evaluations. This tool allowed for streamlined distribution, collection, and analysis of survey results. Email was utilized to send the surveys, by way of a link, to constituents. Roles were identified for both the hospital representatives and clinical instructors. The hospital representatives were responsible for coordinating clinical placements, establishing student accounts, and distributing the "unit" surveys to the nursing staff at the end of each clinical rotation. The hospital representatives then sent the link containing the "student" and "faculty" survey to the clinical instructors during the last week of clinical with a request to 1) forward the student survey to their group of students and 2) to complete the faculty survey. To establish consistency, each hospital representative and clinical instructor were provided template language for email communication.

Two weeks after sending the survey, the hospital representatives collected the

responses via SurveyMonkey® and sent a summary to the Director of Academic Service Partnerships in the Center for Nursing Excellence and Innovation at UPMC. The Director of Academic Service Partnerships was responsible for compiling the summaries collected from all of the surveys and disseminating the results to the nursing leaders at the participating schools of nursing.

UPMC St. Margaret Hospital was used to pilot the 360° survey process in the summer of 2008. Feedback from the pilot afforded the opportunity to revise the surveys and streamline the process. Success of the pilot led to system-wide implementation in the fall of 2008. The results thus far have been shared with nursing leaders in the schools of nursing and at UPMC with the expectation of sharing those results with members in their organization to ensure the spread of information. Creating a culture of transparency is critical to ensuring a robust learning environment for students, to support the current nursing faculty, and to engage the current nursing work force in investing into the newest nurses. As results are gathered over time, trends involving particular hospitals, units, schools, clinical instructors and students will emerge. We expect to use the results as evidence to support ongoing improvements to the clinical learning environment.

Renee Thompson is the Director of Academic Service Partnerships at UPMC in the Center for Nursing Excellence and Innovation. She can be reached at (412) 647-7917 or Thompsonra3@upmc.edu.

LIFE Pittsburgh Healthcare Recruiting; Same Methods, New Standards

BY AARON KRCHMAR

Healthcare recruitment is a growing concern. Studies show that the number of healthcare workers is not proportionately increasing with the rate of people who need healthcare services. The recruitment decisions that are made today will greatly affect the healthcare operations in the future. The role of Human Resources must be pro-active, utilizing the traditional recruitment methods, but setting new standards focused on the operational and strategic needs of the organization.

The challenge with recruitment is simple, finding candidates. Historically, the solution was mass media advertisements, not so in today's modern and unfortunately tough economic world. Placing general employment ads in local papers or magazines is no longer cost effective. Recruitment must be targeted and cost efficient. Direct recruitment campaigns should be targeted to qualified candidates in specific geographical locations. Identifying where the operational need is, or strategically will be, allows recruitment efforts to be focused, instead of a blanket approach. The recruitment message must be created with the workforce in mind. Mailings will reach the candidates hands, but maybe only for a few seconds, so the message must be clear and enticing.

The challenge with the interviewing

process is simple, hire the best qualified candidate. The reality is that no process will ensure that a candidate will meet or exceed the expectations. If the recruitment process is based on just filling vacant positions, then organizations can expect turnover rates of 40-50% per year. Healthcare can no longer tolerate these high turnover rates and must focus on a systematic interviewing process created to hire candidates that possess identified behavioral qualities needed to succeed within the organization. Operations and HR will need to partner and determine what the essential success factors are for that particular position.

Education and training, specifically in healthcare, is largely in response to the variety of regulations that govern the industry. Training is a great method to maintain and enhance skills, but can also be a strategic partner for the future recruitment needs of the organization. Career ladders are a way to develop staff and provide opportunities to advance themselves without leaving the organization. Typically, internal recruitment has better success rates given that the organization already has a "picture" comprised for that employee and can fill the position without the turnover/recruitment costs.

Most organizations expect that candidates will have the skills and qualifications for the position before they are employed. However, as the "supply" of the workforce continues to decline, Organizational

Development must focus on how to hire staff, then educate or train them on the skills for the job. The challenge is how to provide the training, education and skills to meet the operational needs of the organization.

No discussion regarding recruitment should exist without discussing employee morale and retention. As the "demand" of healthcare workers intensifies, organizations can no longer afford to have vacant positions or employee turnover, which both lead to poor morale. Employee satisfaction must not only be a focus, it must be a commitment across the organization. It's no secret employees who are recognized and satisfied are more productive, produce better results and are committed to the organization which in healthcare, leads to better care.

The role of HRM is constantly changing and LIFE Pittsburgh is embracing the change to ensure that we can provide the best care possible. In order to continue to provide superior service to our Participants, we need to recruit and employ quality candidates who can understand and carry-out the expected standards of care that LIFE Pittsburgh requires. This process may utilize the same old methods, but definitely not the same old standards.

Aaron Krchmar, Director of Human Resources, LIFE Pittsburgh, can be reached at akrchmar@lifepittsburgh.org.

Surviving the Shortages: Creating a Successful Recruitment Plan for Heart & Vascular Physicians

According to The New York Times, "Healthcare is the single strongest sector in the U.S. economy today. Even in a recession, people continue to need medical care." Based on the many positions available through career websites and publication ads, organizations are being very proactive in trying to fill vacancies of medical professionals. But what about the future, when physician shortages will be even more pronounced?

Indeed, Corazon recommends that all organizations establish a recruitment and retention plan that considers the impact that shortages within the key specialties—among them cardiology, cardiac surgery, neurology, neurosurgery, and radiology—has on the organization as a whole.

As competition becomes more intense than ever, being armed with a sound plan for finding and keeping your physicians is critical to success. Corazon advocates these strategies in the development of a sound recruitment/retention plan for cardiovascular service line physicians:

Innovative approaches for recruitment.

Collaborating with local and regional educational institutions is one avenue that Corazon recommends as part of a sound recruitment strategy. Participating in employment fairs offered through educational institutions and understanding the best ways to implement educational forgive-



BY KEVIN MIRACLE AND JESSICA BRICKER

ness are ways to capitalize on new medical school graduates and fellows looking to begin their career.

Use multiple means for identifying candidates.

The recruitment efforts of Corazon's Recruitment and Interim Management division focus on a mixed bag of Web 2.0 technology and traditional methods to make contact with potential candidates. Internet-based advertising and candidate sourcing methods, as well as print advertising in trade journals and publications are best for optimal results. A strategy should also include traditional approaches such as direct mail campaigns and direct telephone contact with candidates to determine their interest in exploring new career opportunities.

Create targeted campaigns.

Typically, recruiting physicians is much

different than recruiting professional and staff positions, often requiring different strategies. Today, there are an estimated six general cardiologists per 100,000 U.S. residents, with nearly two-thirds of these physicians being over 45. Many cardiologists will retire over the next 10 years, and a sufficient number of new specialists will not be available to replace retirees. Campaigns should target the amenities of the organization (technology, expert staff, new services, etc.) and the perks of the local community.

Corazon also recommends clearly communicating plans for the hospital's future, including any partnership arrangements, benefits/opportunities, and other anticipated plans, as these are among the most important incentives for physician hires.

'Ace' the on-site interview.

It is imperative that organizations present themselves to the candidate and the candidate's spouse in the best light. While on site, the candidate should meet with the decision maker and entire search committee. Also, a tour of the community with a local real estate agent can be helpful in order for them to see the community first-hand and evaluate the possibility of relocating if applicable.

Be competitive.

Recruitment and retention is a continuous cycle, with both being essential to the financial stability of any organization.

Successful recruitment and retention continues to depend heavily on competitive compensation packages, which is why organizations must stay abreast of national and regional compensation trends per specialty. Further, positions that offer a work life balance are the most easily filled, especially now as physicians seek positions that offer a more predictable schedule with limited on-call requirements. If an organization adheres to key work/life balance standards, chances are, both recruitment and retention will be easier.

Savvy organizations are always looking, listening, and communicating in order to recruit and retain top-notch physicians. Prolonged physician vacancy rates can reduce the morale of the existing staff, impede momentum of program development, and could compromise the clinical quality of the program after lengthy periods of time. In the current economy, with fluctuating reimbursement rates and uncertainty, Corazon believes that organizations need to maximize their recruitment efforts to properly position their organization to fill employment needs at the right time with the right physician.

Kevin and Jessica are Recruiters at Corazon, a national leader in consulting, recruitment, and interim management services for the heart, vascular, and stroke specialties. Kevin can be reached at kmiracle@corazoninc.com and Jessica at jbricker@corazoninc.com. For more information about Corazon, call (412) 364-8200 or visit www.corazoninc.com.



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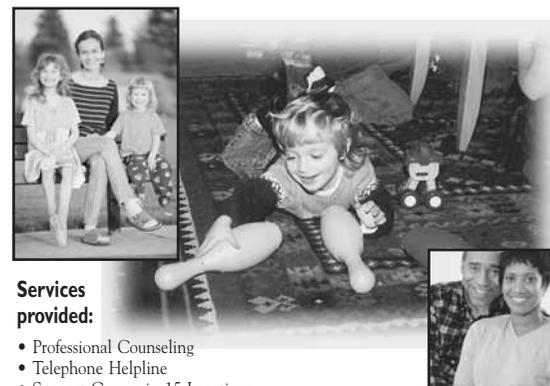
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Healthcare Professionals in the News

BAPTIST HOMES SOCIETY

The Baptist Homes Society, serving the Greater Pittsburgh area for nearly 100 years, has announced a reorganization of its growing corporate staff. **Alvin Allison** will



■ ALVIN ALLISON

assume the new corporate position of Chief Operating Officer for both continuing care retirement campuses: Baptist Homes, located in Mt. Lebanon, and Providence Point, located in Scott Township on the site of the former John Kane Hospital. Robert Kocent has been appointed as the new Executive Administrator for the Baptist Homes campus.

Allison has over 35 years of experience in medical facility administration, including his last two years as Executive Administrator for Baptist Homes. He comes to Baptist Homes with a broad range of health care experience in both acute care and long-term care facilities. Most recently, Kocent served as the Executive Director of the Masonic Village at Sewickley.

BLACKBURN'S

Local business-woman **Georgie Blackburn** was elected as Vice Chair of The American Association for Homecare's (AA Homecare) Board of Directors. She has served as its Treasurer and as a Director since June 2007.



■ GEORGIE BLACKBURN

Before being elected to the AA Homecare Board of Directors, Blackburn served as president of the Pennsylvania Association of Medical Suppliers (PAMS) from 2006-2007 and has been a member of the PAMS Board of Directors since 2000. She also serves as Rehab Team Leader for the Jurisdiction A Advisory Council to Dr. Paul Hughes, the Jurisdiction A Medical Director responsible for Medicare policy, is a member of the National Rehab Registry of Rehabilitation Technology Suppliers (NRRTS), is a member of AAHomecare's Rehab Assistive Technology Council and is an editorial board member of HME Business Magazine.

Blackburn is Vice President, Government Relations and Legislative Affairs for BLACKBURN'S.

BUTLER HEALTH SYSTEM

Bill Hildebrandt, R.N., has been named clinical supervisor of the surgical intensive care unit at Butler Memorial Hospital. In addition to bringing a wealth of professional experience in this role, Hildebrandt received his nursing degree from Butler County Community College in 1994 and will complete his bachelor's of science degree in nursing from Waynesburg University in September. Hildebrandt has been with Butler Health System since 1993. For the past 13 years, Hildebrandt has worked in both medical and surgical intensive care.

Robyn Kerschbaumer has been named regional outpatient manager, to oversee operations at Butler Health System's Outpatient Services imaging locations. Prior to her new appointment, Kerschbaumer served in the role of Radiology outpatient supervisor. Kerschbaumer has been with BHS for nearly 24 years, spending her career in radiology services.

CANONSBURG GENERAL HOSPITAL

Angela R. Olesko was recently named Physician Liaison at Canonsburg General Hospital. Previously, Angela served as the Director of Admissions at Consulate Retirement Village of North Strabane. She is a graduate of Pennsylvania State University with an associate's degree in Business Administration.



■ ANGELA R. OLESKO

THE CHILDREN'S INSTITUTE

Rachna Kapoor, M.D., M.S., has recently joined the medical staff of The Children's Institute in Squirrel Hill as a pediatric hospitalist, a physician whose specialty is caring for children who are inpatients. Dr. Kapoor comes to The Hospital at The Children's Institute from UPMC Mercy Hospital. She graduated from Albany Medical College in Albany, NY and did postgraduate residency in pediatrics at Children's Hospital of Pittsburgh. While in medical school, she worked as a research technician, assisting in lab projects in Cancer Biology in the department of Microbiology, Immunology and Molecular Genetics.



■ DR. RACHNA KAPOOR

CONCORDIA LUTHERAN MINISTRIES

Allison Newton, a private duty aide for Concordia Visiting Nurses (CVN), recently received a "Health Care Worker Recognition Award" by the Armstrong County Healthcare Consortium. Newton has been with CVN Private Duty since

1998 and said she loves working with her patients and helping them with things they can no longer do themselves.

Erin Roman, L.P.N., has been appointed as unit manager/quality assurance nurse in the Oertel Care Center on the Concordia at Cabot campus, according to Concordia Lutheran Ministries Clinical Supervisor Anne Denny.

Roman started in her position as unit manager/quality assurance nurse at Concordia after working in the field since 2000. Her responsibilities include overseeing the daily activities of her nursing unit, complying with state regulations, conducting monthly fire drills, and holding quarterly quality assurance meetings, among other things.



■ ALLISON NEWTON



■ ERIN ROMAN

DUQUESNE UNIVERSITY

Dr. Edward Snell, medical director for Duquesne University's athletic training education program, was recently honored with the Team Physician Award by the Pennsylvania Athletic Trainers' Society at its annual clinical symposium. Snell holds an academic appointment at Duquesne University and serves as the head team physician for the Pittsburgh Pirates and many area high schools. Additionally, he serves as the medical supervisor of the Special Olympics PA State Winter Games. Snell is also a member of the Pennsylvania Interscholastic Athletic Association Sports Medicine Advisory Committee and the standards Endorsement Committee of the American College of Sports Medicine.



■ DR. EDWARD SNELL

Dr. David L. Somers has been selected as the second holder of the Anna Rangos Rizakus Endowed Chair in Health Sciences and Ethics at Duquesne University. Somers, chairman of the physical therapy department in the Rangos School of Health Sciences since July 2008, was previously assistant director of the department and a founding director of the graduate program in rehabilitation science at Duquesne. His research has focused on pain and electrical nerve stimulation in physical therapy.



■ DR. DAVID L. SOMERS

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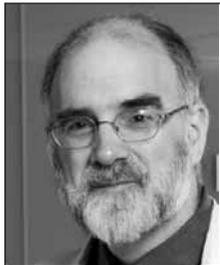
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EXCELA HEALTH

Neurologist **Michael K. Sauter, M.D.**, is newly credentialed in the subspecialty of Vascular Neurology. The certification, valid for 10 years, recognizes his more than 15 years of experience and acknowledges that at least 25 percent of his caseload is in this area of medicine. Dr. Sauter is now recognized as a diplomate of the American Board of Psychiatry and Neurology, Inc. A graduate of the Ohio State University College of Medicine, Dr. Sauter already holds certification in neurology and neurorehabilitation, and practices in Greensburg with Westmoreland Neurology Associates. He is also the Co-Medical Director of the Neuroscience Center at Excela Health Latrobe Hospital.



■ DR. MICHAEL K. SAUTER

GROVE CITY MEDICAL CENTER

Dr. Kevin P. Gerlach recently joined the medical staff of Grove City Medical Center. A member of Family Healthcare Partners, he joins Dr. David Hefner in the practice of pediatrics. Dr. Gerlach received his Doctor of Osteopathy at Philadelphia College of Osteopathic Medicine and received dual accreditation in allopathic and osteopathic pediatrics at Winthrop University Hospital and Good Samaritan Hospital Medical Center, both in New York.



■ DR. KEVIN P. GERLACH

Orthopedic surgeon **Dr. David J. Dean** recently joined the medical staff of Grove City Medical Center. Dr. Dean received his Doctor of Osteopathy at Lake Erie College of Osteopathic Medicine and completed his internship and residency in Orthopedic Surgery with St. Joseph Health System in Warren, OH.



■ DR. DAVID J. DEAN

JAMESON HOSPITAL

The VFW elected **Ruth Fairchild** as the State Surgeon for the State of Pennsylvania. This is Ruth's sixth year to serve the VFW in this capacity. As part of her responsibilities as State Surgeon, Ruth visits VA hospitals, gives speeches, meets with groups and also serves on the VFW National Council of Administration and attends all of those meetings, which often focus on the needs of returning veterans. Ruth has been employed at Jameson Hospital since February 1995.



■ RUTH FAIRCHILD

LAKE ERIE COLLEGE OF OSTEOPATHIC MEDICINE



DRS. SILVIA M. FERRETTI AND JOHN M. FERRETTI

Lake Erie College of Osteopathic Medicine President and CEO **John M. Ferretti, D.O.**, and **Silvia M. Ferretti, D.O.**, Provost, Senior Vice President and Dean of Academic Affairs, were among the finalists in the Ernst & Young Entrepreneur of the Year Awards. Dr. John Ferretti had the vision to turn the need to educate more primary care physicians into a reality by leading the effort to open LECOM. When the college opened in 1993, Dr. Silvia Ferretti became the first female dean of an osteopathic medical college. Together they have shaped the academic direction of LECOM. From the start, Drs. Ferretti worked to make LECOM different than any other medical college.

MEMORIAL MEDICAL CENTER

Kevin M. Casey, D.O., is the newest addition to Memorial Medical Center's Emergency Medicine Department. Board Certified in Emergency Medicine, Dr. Casey, who has worked for the past four years as an emergency medicine physician for Lucas County Emergency Physicians, Inc. and as the Assistant Director of the Emergency Department at St. Vincent Mercy Medical Center in Toledo, OH, says he's excited for the new opportunity at Memorial to serve as an attending physician, as well as a faculty member for the Emergency Medicine Residency Program.



■ DR. KEVIN M. CASEY

ST. CLAIR HOSPITAL

St. Clair Hospital recently cited volunteer **Margaret Connors** of Mt. Lebanon for exemplary service for donating 20,000 hours of her time to the Hospital. Connors, a native of Yorkshire, England, was feted at the Hospital's annual Volunteer Appreciation Luncheon, conducted at Chartiers Country Club in Robinson Township. Hospital officials presented her with a diamond necklace for her selfless efforts.



■ MARGARET CONNORS

SHARON REGIONAL HEALTH SYSTEM

Roberta Sciulli, MPM, BSN, recently joined Sharon Regional's Heart Institute as its new senior director of cardiovascular services. Sciulli brings more than 20 years of operations management experience to Sharon Regional, most recently from Children's Hospital of Pittsburgh. Her cardiac services experience includes the design and oversight of invasive and non-invasive cardiac services, implementation of a cardiac service outreach program, cardiac rehab services, and instituting operational efficiencies. Sciulli received her Bachelor's in Nursing from Penn State and a Master's in Public Management from Carnegie Mellon University.



■ ROBERTA SCIULLI

UPMC

J. Wallis Marsh, M.D., professor of surgery at the Thomas E. Starzl Transplantation Institute and **Cathy Freehling**, hepatology coordinator at the UPMC Center for Liver Disease were recently honored by the Allegheny Division of the American Liver Foundation (ALF) for their commitment to liver health and disease prevention. Dr. Marsh has performed approximately 1,000 liver transplants and other related surgeries. He also is currently involved in the development of models to predict progression of liver cancers with the use of automated technology. Freehling is an active volunteer for the American Liver Foundation. She has been the chairperson for the Liver Life Walk Kick-Off event and involved with the Liver Life Walk for the past four years.



■ DR. J. WALLIS MARSH

University of Pittsburgh Medical Center (UPMC) internist and Pittsburgh Steelers physician **Anthony Yates, M.D.**, recently was awarded the Jerry "Hawk" Rhea Award by the National Football League Physicians Society. Dr. Yates has been a Steelers team physician for more than 30 years. Dr. Yates is assistant clinical professor of medicine at the University of Pittsburgh School of Medicine and co-directs the UPMC Corporate Health Program. He is a member of more than 10 medical organizations, including the American College of Sports Medicine and NFL Subcommittee on Cardiovascular Disease and Risk Prevention in the Athlete. He is a member of the NFL Physician Society serving on the executive committee and is president-elect.



■ DR. ANTHONY YATES

UPMC announced that colorectal surgeon **James P. Celebrezze Jr., M.D.**, has joined UPMC. Formerly, he was affiliated with Allegheny General Hospital of the West Penn Allegheny Health System. Dr. Celebrezze will practice at UPMC Passavant - Cranberry. Dr. Celebrezze received his medical training at Northeastern Ohio Universities College of Medicine. He completed his general surgery residency at Akron City Hospital and a colon and rectal surgery fellowship at the Cleveland Clinic.



■ DR. JAMES P. CELEBREZZE

UPMC HORIZON

Donald R. Owrey, who has served as UPMC Horizon's interim president for the past several months, was officially named hospital president this week by the UPMC Horizon board of directors. Owrey joined UPMC Horizon in 2008 as vice president of clinical operations. He assumed the position of interim president in February when UPMC Horizon's previous president, Joel Yuhas, was appointed senior vice president, international operations, within UPMC's International and Commercial Services Division. Before joining UPMC Horizon he served as executive director of Children's Community Pediatrics, a medical group affiliated with Children's Hospital of Pittsburgh of UPMC, UPMC Health Plan, and served as administrator of the Greenville Medical Center, now part of UPMC Horizon.



■ DONALD R. OWREY

UPMC NORTHWEST

David Patton has been appointed Interim Vice President of Ancillary Services at UPMC Northwest. Dave had been employed at UPMC Horizon since 1995. While at Horizon, he served as both Manager and Director of Cardiovascular/Respiratory Services, Director of Sales and Contracting for Managed Care Services, and most recently as Program Director of Preventive and Rehabilitative Services. He holds a Bachelor of Science degree from Indiana University of PA and a Master's of Business Administration degree from Point Park College.



■ DAVID PATTON

More Healthcare Professionals in the News continued on the next page. ▶

Healthcare Professionals in the News

Barbara Jordan, RN, MSN, CCRN, NEA-BC, has been named Interim Chief Nursing Officer and Vice President of Patient Care Services at UPMC Northwest.



■ **BARBARA JORDAN**

During most of her 27 years in the nursing field, Barbara has held various leadership positions in critical care nursing and has worked in a variety of settings including community hospitals, tertiary care facilities, a staffing agency and telephone advice call center. Barbara most recently was employed at UPMC St. Margaret as the Clinical Director of Infection Control/Regulatory Compliance. Barbara was a member of the UPMC St. Margaret Magnet Steering Committee and supported the achievement of Magnet designation through quality improvement initiatives and the documentation of these activities for the Magnet application.

UNIVERSITY OF PITTSBURGH GRADUATE SCHOOL OF PUBLIC HEALTH

Lewis Kuller, M.D., Dr.P.H., distinguished professor of public health and professor of epidemiology at the University of Pittsburgh Graduate School of Public Health, has been designated a

2009 American Heart Association Distinguished Scientist for major contributions to cardiovascular disease and stroke research. For more than 40 years, Dr. Kuller has studied risk factors for individuals with heart disease, and the development of atherosclerosis and heart disease. He established and directed the Healthy Women's Study, the first and longest study of women from pre- to post-menopause. He also is nationally recognized for his contributions to the study of cardiovascular disease and the use of non-invasive techniques, such as ultrasound and coronary computed tomography (CT), to detect early heart disease in people without symptoms.



■ **DR. LEWIS KULLER**

UNIVERSITY OF PITTSBURGH SCHOOL OF MEDICINE

Sharon Hillier, Ph.D., University of Pittsburgh School of Medicine, recently received the American Sexually Transmitted Diseases Association's prestigious Thomas



■ **DR. SHARON HILLIER**

Parran Award. Dr. Hillier, professor and vice chair for faculty affairs and director of reproductive infectious disease research in the Division of Reproductive Infectious Diseases and Immunology, Department of Obstetrics, Gynecology and Reproductive Sciences at Pitt, is honored for her distinguished contributions to the field of STD research and prevention. Dr. Hillier is the principal investigator for the Microbicide Trials Network (MTN), an HIV/AIDS clinical trials network established in 2006 by the National Institute of Allergy and Infectious Diseases, she leads an international team of researchers in this mission.

UNIVERSITY OF PITTSBURGH SCHOOL OF NURSING

Three faculty members from the University of Pittsburgh School of Nursing will be inducted as fellows into the American Academy of Nursing. **Catherine M. Bender, Ph.D., R.N.**, associate professor, Department of Health and Community Systems; **Sandra J. Engberg, Ph.D., R.N., C.R.N.P.**, associate professor and chairwoman, Department of Health



■ **DR. CATHERINE M. BENDER**



■ **DR. SANDRA J. ENGBERG**

Promotion and Development; and **Richard Henker, Ph.D., R.N.**, professor and vice chairman, Department of Acute and Tertiary Care, were selected by the Academy for their outstanding achievements in the nursing profession.



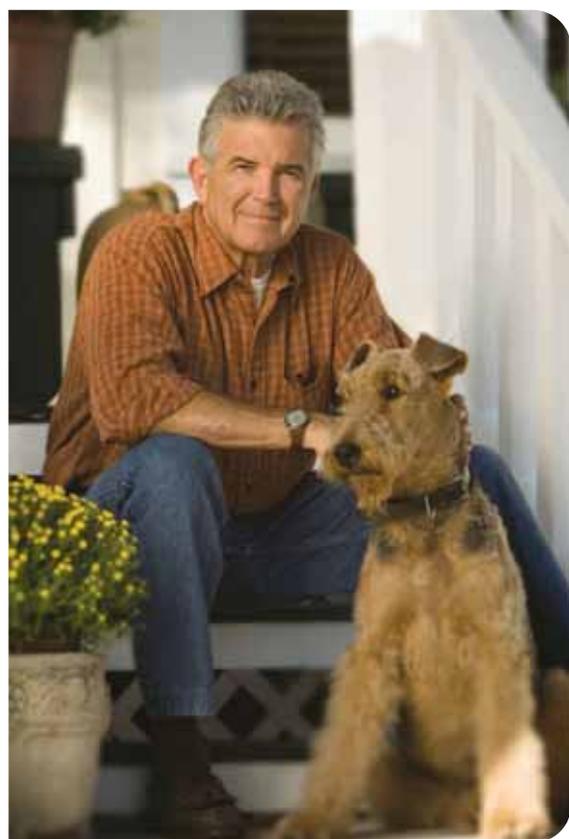
■ **DR. RICHARD HENKER**

WEST PENN ALLEGHENY HEALTH SYSTEM

Kelly Sorice has been named vice president of public relations and internal communications at West Penn Allegheny Health System. Previously, Sorice was manager of North American Strategic Communications at General Motors Corp. in Detroit. She also served as primary speechwriter for the president of GM North America and the group vice president of global manufacturing and labor relations. Last year, Sorice won a Cicero Speech Writing Award for remarks delivered by GM's president at the Chicago Auto Show.



■ **KELLY SORICE**



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The Journey to Improve Hospice Care in America

On an afternoon in early spring, an unassuming white-haired gentleman with bright blue eyes walked past the nurses' station at Family Hospice and Palliative Care's Center for Compassionate Care® and proceeded to his wife's room with a bouquet of red roses in hand. When staff came in to admire the roses, both husband and wife spoke of the 60th wedding anniversary they were commemorating that day. The wife acknowledged that for all of the previous 59 anniversaries, the husband had presented his wife with roses, her favorite flower from the garden they'd tended together for almost as many years.

The staff at once recognized an opportunity to elevate the commemoration to a celebration, including an invitation for husband and wife to renew their wedding vows. In quick order, a cake was secured, one of the nurses grabbed her camera and another placed one of the anniversary roses in the wife's hand. With staff and family around the couple, all bore witness to the renewal ceremony administered by the spiritual care counselor. The occasion afforded the couple the chance to remember, share and savor their years together as husband and wife with those gathered that day and to create a comforting and joyful memory in the midst of a tender time.

Many present at the ceremony would later recall the day as one of particular clarity for the wife, who in spite of a difficult course of illness, expressed hope and gratitude in her words and countenance. The strength of her spirit was evident. This demonstrates an important tenet of the hospice philosophy as articulated by its modern founder, Dame Cicely Saunders - the uplifting and freeing of the spirit.

Accordingly, the provision of spiritual care as a means to this end is deemed a core service of the hospice benefit. While the occasion recounted above demonstrates that all members of the multidisciplinary team have a role to play in tending to the spirit, the spiritual care counselor brings expertise in reflection, reconciliation, prayer, ritual and the healing effect of simply being present to patients, families, staff and volunteers in the face of life-limiting illness.

Here at Family Hospice and Palliative



BY RAFAEL J. SCIULLO, MA, LCSW, MS

Care, spiritual care counselors extend their ministry to the professional, clerical and lay communities. The Learning Center for Spirituality in End-of-Life Care, created by Family Hospice, has as its mission leadership in the provision of spiritual care for those dealing with life-limiting illness accomplished through teaching, dialogue, advocacy and research. Now newly allied with the University of Pittsburgh's Institute to Enhance Palliative Care, the

Learning Center continues to contribute to the shared purpose of improving access to and quality of palliative care in Western Pennsylvania.

Among the Learning Center's goals is the offering of educational programs for professionals, volunteers and the general public. On October 13, 2009, Family Hospice and Palliative Care will host a unique day-long event sponsored by the Institute to Enhance Palliative Care with spirituality as its focus. The event features a keynote address by The Reverend Dr. Tom Long of the Candler School of Theology as well as a live performance of Vesta, the nationally renowned drama of aging, love and loss performed by the Open Stage Theatre.

In conjunction with education, effective spiritual care calls for dialogue among various health care disciplines. The Learning Center practices advocacy at a number of levels, from essential dignity and autonomy for persons at end-of-life, to the critical nature of their spiritual care to public policy that meets these needs. Future projects include the ability to evaluate and assess spiritual care programs, as requested, and the development and dissemination of tools for that endeavor. These initiatives all serve to advance spiritual care as a mainstay of healing and replenishment for patients, families, health care professionals and volunteers.

For more information regarding the October 13th spiritual care event, call (412) 572-8747 or visit www.familyhospice.com.

Rafael J. Sciuлло, MA, LCSW, MS, President and CEO of Family Hospice and Palliative Care. He may be reached at rsciuлло@familyhospice.com or (412) 572-8800.

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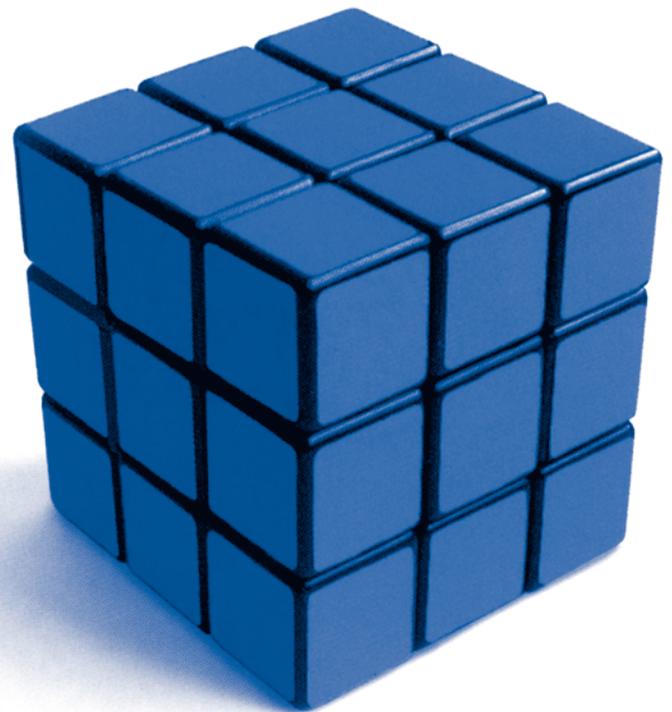
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Professional Associations Worth More Now Than Ever

ACHE Members Reap Benefits of Active Involvement

In this challenging economy, healthcare professionals now more than ever need to focus on their professional development. Building on career skills, acquiring the knowledge needed to lead their organizations through the changes that lie ahead and networking—important at any time in one's career—are even more crucial when the times get tough. They also are just some of the benefits of joining a professional association.

Association members are, overall, more successful than their non-member counterparts, according to recent research by the William E. Smith Institute for Association Research, which is funded by SmithBucklin. The study, titled *Where the Winners Meet*, revealed that association members earn more, like their jobs more and are happier people.

The research also indicated the reverse relationship—that being successful at one's job increases the likelihood that an individual will join an association. So, one might say that associations are where successful people (or "the winners") meet.

Incredible networking opportunities with other successful people are just one of the many benefits of association membership. Professional associations also offer



BY CYNTHIA A. HAHN,
FACHE, CAE

their members a variety of products and services, including continuing education opportunities and career-building tools.

For more than 75 years, the American College of Healthcare Executives (ACHE) has worked to help its members focus on their professional development and improve the field of healthcare management. ACHE's membership base of more than 30,000 brings together a community of healthcare management

professionals from a variety of settings who face similar challenges. A large segment of these members are C-suite executives in hospitals and healthcare settings.

One way ACHE helps these healthcare leaders' professional development is through its educational programming, including in-person seminars, e-learning options such as webinars and its annual Congress on Healthcare Leadership—one of the world's largest gatherings of healthcare leaders.

These programs honor ACHE's commitment to lifelong learning while providing exceptional networking opportunities for members. In addition, ACHE's 82 chapters bring educational programming and networking opportunities locally to members.

In this area, the local chapter is the ACHE of Western PA.

Additional learning opportunities come in the form of ACHE's magazine, *Healthcare Executive*, and its two journals, the *Journal of Healthcare Management* and *Frontiers of Health Services Management*. Members receive the magazine and their choice of journal as part of their membership benefits. Also adding to this body of knowledge is ACHE's publishing division, Health Administration Press, and its Research arm, which produces several important studies of interest to healthcare leaders, including the annual *Futurescan: Healthcare Trends and Implications*. Through these publications, ACHE can provide leaders with practical solutions to some of today's most challenging healthcare concerns.

ACHE supports its members' career growth through its Healthcare Executive Career Resource Center (HECRC), which includes features such as an online Job Bank and Resume Bank. These and other resources help members manage their current jobs and prepare for their next career opportunities.

Associations with a credentialing program provide an even bigger advantage to their members. Adding a professional credential to one's name helps distinguish that individual from the crowd—a valuable asset during an increasingly competitive job market.

ACHE's FACHE® credential—signifying board certification in healthcare management—is an important next step in the career advancement of healthcare executives. Having the FACHE credential after their names demonstrates these leaders' competence, dedication to the field and commitment to lifelong learning—all valuable assets for any professional to have. In fact, more than 40 executive search firms agreed that when they interview candidates for executive leadership positions, those who are board certified in healthcare management have a significant advantage over those who are not.

An association also can serve as a guidepost for ethical and professional conduct within the field it serves. ACHE has a Code of Ethics each member must adhere to, helping ensure integrity in the field, and a number of ethics tools to help members use ethical decision making throughout their organizations. In addition, we offer Professional Policy Statements addressing issues and challenges pertinent to the field.

Through these benefits, healthcare management professionals can advance their knowledge and skills, making them more effective leaders.

Cynthia Hahn, FACHE, CAE, is vice president of the Division of Membership at the American College of Healthcare Executives. To learn more, visit ache.org.

The Healthcare Financial Management Association (HFMA)

is the nation's most respected resource for healthcare financial management executives and leaders. HFMA supports more than 35,000 members representing hospitals and systems that face the same challenges as you.

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- Preserve cash and improve ability to access capital.
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For more information on HFMA
Membership contact
Deborah Szczypinski,
HFMA of Western Pennsylvania
at debbie1141@hotmail.com.

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HIMSS - Healthcare Information and Management Systems Society Transforming Healthcare Through IT

The Healthcare Information and Management Systems Society (HIMSS) is the largest healthcare organization in the U.S. focused on the optimal use of information technology and management systems for the betterment of healthcare.

A MEMBERSHIP ORGANIZATION: As a membership association founded in 1961, HIMSS represents more than 23,000 individual members and over 350 corporate members that collectively represent organizations employing millions of people. HIMSS frames and leads healthcare public policy and industry practices through its advocacy, educational and professional development initiatives designed to promote information and management systems' contributions to ensuring quality patient care. Headquartered in Chicago, the Society has offices in Arlington, Va., Ann Arbor, Mich., Brussels, Singapore and other locations throughout the U.S.

HEALTHCARE REFORM: Now is the time for healthcare reform in the United States with the President's signing of the American Recovery and Reinvestment Act of 2009...and now, more than ever, is the time to be a part of HIMSS.

Passed in February 2009, the ARRA legislation provides \$19.2 billion for healthcare IT to help stimulate the economy,

increase investment in healthcare technology, build a strong IT infrastructure for healthcare, and expand job growth. Visit www.himss.org/EconomicStimulus/ for more information.

HIMSS OFFICE OF ADVOCACY AND PUBLIC POLICY was founded in February 2000 and focuses on expanding the organization's visibility on Capitol Hill, in the Administration and state legislatures, and works with all interested stakeholders including individual members, corporations, and collaborating organizations to coordinate and advance healthcare IT and management systems through advocacy and public policy initiatives. Advocacy and Public Policy legislative and regulatory actions are guided by HIMSS Legislative Principles. Visit www.himss.org/advocacy/ for more information.

FOCUSED EDUCATIONAL PROGRAMMING: HIMSS is recognized for its quality educational programs conducted annually and on-site in the U.S., Europe, Asia Pacific and the Middle East. Education sessions target pertinent healthcare IT issues of the country or region. Whether it is 25,000 or 500 attendees, industry professionals come together at these HIMSS events to learn from the speakers and each other.

As part of its online education offerings,

HIMSS sponsors the Virtual Conference & Expo twice during the year to make it easy to be part of HIMSS conference without leaving home. These online, two-day conferences bring speakers, exhibits and networking opportunities to anyone who attends by just logging onto the computer.

The e-Learning Academy provides online, on-demand courses that cover healthcare IT with basic to advanced sessions designed for the busy healthcare professional.

WEBINARS: Monitor healthcare IT trends through the Society's webinars, usually 60-minute sessions scheduled each month on topics such as the electronic medical record, interoperability, ambulatory EMRs, privacy and security, and much more. Some webinars are free of cost, and others are available only to members.

Visit www.himss.org/ASP/eventsHome.asp on the HIMSS Web site for information on these events.

HIMSS ONLINE STORE: HIMSS is a recognized publisher in the healthcare IT industry and offers an extensive list of titles available at www.himss.org/store, the HIMSS Store.

HIMSS MEMBERSHIP: HIMSS links like-minded individuals to share knowl-

edge, solve problems and network. Members of HIMSS can:

- Participate in networking opportunities in special communities
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- Learn from experts in healthcare IT at events round the world
- Fast-track your career with certification and JobMine®
- Help shape public policy by joining our advocacy initiatives
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- And much more at www.himss.org

HIMSS offers membership in these categories:

Individual Membership enables you to shape your professional future, enrich your career, and expand your industry intelligence.

Organizational Affiliate is a new comprehensive, exclusive offering for healthcare providers.

Corporate Membership expands your company's industry presence.

Affiliate Membership is designed for non-profit associations and professional organizations.

Visit www.himss.org/membership/ for more on HIMSS membership.

Western PA Healthcare Financial Management Association

Western PA Healthcare Financial Management Association (HFMA) Chapter has just commenced its 2010 Fiscal Year. The 2010 Chapter Leaders are focused on continuing our efforts of improving the Chapters committee structure, member participation and Chapter leadership succession planning. We believe we have made considerable improvements in those areas and will continue our efforts for further improvement. We also discussed and agreed to continue to focus our efforts on improving educational opportunities, membership relations, and Chapter administration in the coming year.

The appointed officers for Fiscal 2010 are as follows:

- Michael Garczynski, President and Partner for Carbis Walker, LLP
- Bob Frank, President-Elect and CFO for Jefferson Regional Medical Center
- Mark Spehar, Secretary and Senior Manager Ernst & Young, LLP
- Jack Sisk, Treasurer and CFO Punxsutawney Area Hospital

In June, 2009 the Western PA HFMA Board Members participated in HFMA's Annual National Institute in Seattle, WA where our Chapter received a number of awards for our 2009 efforts as follows:

- C.Henry Hottum Award for Education Performance Improvement
- Sister Mary Gerald Bronze Award – for Excellence in Education
- Silver Award of Excellence for Membership Growth and Retention
- 2009 Helen M. Yerger Special Recognition Award Winner in Category

of Collaboration for the 2 day Revenue Cycle Conference

Western PA HFMA kicked off the 2010 year with a Night at the Ball Game. This event was a great time and brought into the organization 5 more members. We will be planning some additional Social events throughout the 2010 year.

We will begin our 2010 Education Opportunities on August 28, 2009 with a program "Funding your Growth and Growing Your Funds." This will be held at The Regional Learning Alliance in Cranberry. Visit the Western PA HFMA website at www.wphfma.org to view more upcoming education opportunities or how to become a Western PA HFMA member.

HFMA is the nation's leading membership organization for more than 35,000 healthcare financial management professionals employed by hospitals, integrated delivery systems, managed care organizations, ambulatory and long-term care facilities, physician practices, accounting and consulting firms, and insurance companies. Members' positions include chief executive officer, chief financial officer, controller, patient accounts manager, accountant, and consultant. HFMA offers educational and professional development opportunities; information on key issues affecting healthcare financial managers; resources, such as technical data, checklists and research reports; and networking opportunities-all of which provide our members with the practical tools and ideas they need to ensure career and organizational successes.

For more information, visit HFMA's website at www.hfma.org

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James A. Craig Jr., D.O.

Tri Rivers welcomes James A. Craig Jr., D.O.

Beginning August 3, Dr. James A. Craig Jr., an interventional pain management specialist, will join Tri Rivers' physical medicine and rehabilitation (PM&R) team.

Dr. Craig is a board-certified PM&R specialist who has completed additional training for specialized back procedures including fluoroscopically guided spinal injections and vertebroplasty.



James L. Cosgrove, M.D.



Judith H. Esman, M.D.

Along with expanded hours for Drs. James Cosgrove, Judith Esman, Edward Reidy and Benedict Woo, the Tri Rivers PM&R team offers quick appointments and treatment for conditions such as:

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Physical Medicine and Rehabilitation:

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Allegheny County Medical Society: Health Reform and Physician Supply

The Allegheny County Medical Society (ACMS) is actively addressing several critical issues facing patients and physicians in Western Pennsylvania. A physician shortage and patient accessibility to physician services are among current concerns. We must retain more of the physicians that are educated and trained in Pennsylvania as well as attract others to practice here.

It's no secret that Pennsylvania, and particularly Southwestern Pennsylvania, is facing significant challenges in attracting new physicians. While Pittsburgh has done outstanding work in attracting clinical research projects, those physicians do not necessarily translate into more direct patient care resources.

In 2008, the medical society created the Primary Care Working Group, a group of primary care physicians dedicated to addressing the issues surrounding primary care. The group develops policy recommendations, advocates improvement of the professional lives of primary care physicians and is developing strategies to draw more medical students to primary care.

In May ACMS, with the Pennsylvania Academy of Family Physicians and the Pennsylvania Chapter of the American College of Physicians, held a program, "The Role of Primary Care in National Health Reform," featuring Teresa Baker,



BY DOUGLAS F. CLOUGH, M.D.

government relations representative at the American Academy of Family Physicians, and Ralph Schmeltz, M.D., vice president of the Pennsylvania Medical Society and past governor of the Pennsylvania Chapter of the American College of Physicians.

Approximately 45 physicians from the Pittsburgh area attended the program. Both speakers discussed the current legislative proposals and the implications for primary care.

Virtually all proposals for "health care reform" – the catch phrase for changing national policy – rely on a large number of primary care physicians. Our current demographics do not support the projected health manpower

needs. The environment for primary care, in terms of workload (time, documentation and other paperwork) and compensation, is not drawing medical students to primary care specialties. While the intangible benefits of providing care is personally fulfilling, the quality of the professional and personal lifestyles of primary care physicians actually discourage medical students from pursuing primary care careers.

The Primary Care Working Group continues to identify and create solutions to the issues facing primary care, including physician shortages, medical school educational debt, physician reimbursement and the role of nurse practitioners, physician assistants and ancillary personnel in

relationship to primary care physicians and as part of systems of care.

Another significant barrier to attracting physicians to Pennsylvania is our liability situation. It certainly has an impact on surgical specialties. While the changes adopted by Governor Rendell and the legislature have had a definite and significant impact, the cost of professional liability insurance is higher in Pennsylvania than in many surrounding states. This is a real challenge that must be addressed.

ACMS has been active in seeking the reduction and elimination of payments to Mcare. The society supports the Pennsylvania Medical Society and the Hospital Association of Pennsylvania plan to eliminate Mcare payments over a five-year period using existing funds and move all coverage to the private market.

On another issue, there is a recent update that is good news for citizens. For 15 years the medical society published a Living Will and Healthcare Power of Attorney form that was created through a partnership with the Allegheny County Bar Association. Almost 290,000 forms were distributed and the form was downloaded from the society's Web site more than 10,000 times.

This year the form has been revised to reflect changes in law and Act 169. The new form is available for download and purchase online through the bar association and the medical society's Web sites. Helping to address patient desires for treatment in critical situations is a positive process for individuals, their loved ones and their physicians.

Through our advocacy for physicians, patients are reflected in the ACMS mission: Leadership and Advocacy for Patients and Physicians. Patients always come first. What we do for physicians leads back to patients, from addressing Medicare reimbursements to improving our liability system. Caring for patients is the reason we are in medicine. It is something we never forget.

Dr. Douglas F. Clough, Allegheny County Medical Society President, can be reached at (412) 321-5030 or clough@acms.org or visit www.acms.org.

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The recent Josiah Macy Foundation report challenged American medical colleges to reduce the expense of becoming a physician, to shorten the time it takes to earn a degree, and to train physicians who can help solve today's health care problems.

LECOM has already met that call to action with quality medical education at an affordable price, a three-year Primary Care Scholars Pathway, and a student-centered curriculum including Problem-Based Learning.

The Best Medical Colleges listing from US News & World Report ranks LECOM fifth in the nation for graduating primary care physicians. Using Problem-Based Learning, LECOM at Seton Hill provides an opportunity to train the primary care physicians needed for southwestern Pennsylvania.

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The League of Intravenous Therapy Education

The League of Intravenous Therapy Education (LITE) was the first organization to educate nurses on IV therapy from its beginning in 1972. It is the mission of LITE, a national educational association for infusion therapy, vascular access, home care, oncology, acute care, and extended care, to educate the health care community. LITE will accomplish this mission by:

- Promoting and providing professional opportunities through scholarly activity, networking and educational seminars.
- Establishing guidelines that promote safe, efficient and cost-effective intravenous therapy in a multitude of care settings.

The current President is Patricia Luptak, RN, OCN, MS, Director of Oncology/Infusion Services at Jefferson Regional Medical Center. The Vice-President/Secretary is Mary Ferris, RN, OCN, CRNI, BSN, Vascular Access Specialist at St. Clair Hospital; Treasurer is Denise Haught, RN, CRNI, Home Infusion Specialist for Accredio; and the Presidential Advisor is Diane DeStefano, RN, OCN, BSN, Team Leader Infusion Services at Jefferson Regional Medical Center.

In March LITE produced their annual seminar which featured many prominent speakers from diverse areas of healthcare including vascular access, oncology, law, and medical trauma to name a few. This year's seminar also included an IV therapy "boot camp" which gave nurses intense updates on every aspect of vascular access from peripheral IV therapy to central line care to PICC insertion and maintenance from an international expert Nadine Nakazawa, RN, OCN, CRNI.

LITE was the first IV therapy education organization and for 37 years have provided quality service to healthcare professionals across the continuum.

For more information about LITE, call (412) 678-5025 or visit www.lite.org.

Healthcare Information and Management Systems Society

Rosemary Kennedy, R.N., MBA, FAAN
Chief Nursing Informatics Officer
Siemens Healthcare



Rosemary Kennedy, R.N., MBA, FAAN is the chief nursing informatics officer for Siemens Healthcare, with U.S. operations based in Malvern, PA, where she provides professional practice leadership to develop and deploy solutions for nursing practice and interdisciplinary care. She has also widely presented and published her work on nursing informatics, clinical documentation and terminology standards.

Kennedy joined HIMSS in 2005 and served as a leader for the HIMSS Nursing Informatics Community until July 2008. She received the 2008 HIMSS Nursing Informatics Leadership Award, presented to one individual selected by the HIMSS Board of Directors for significant leadership in nursing informatics within the Society and industry. Just recently, she

received the Top 25 Women in Business award.

For the past 25 years, her collaborative and global efforts have helped nursing professionals advance the use of technology and informatics to improve delivery of

patient care through education. Kennedy is now pursuing her doctorate in nursing Loyola University in Chicago. She earned her MBA in healthcare administration in 1988.

Kennedy is a delegate to the International Medical Informatics Association Nursing Informatics Special Interest Group (IMIA NI-SIG) and has served as a leader of the nursing informatics communities at the American Medical Informatics Association (AMIA), The Alliance for Nursing Informatics (ANI) and Delaware Valley Nursing Computer Network (DVNCN).

She was a member of the American Nurses Association (ANA) Nursing Informatics Scope and Standards Committee Task Force and Community Care Nurses Association of Delaware County Board of Directors and past chair of the Finland Nursing Symposium Conference.

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Pennsylvania Osteopathic Medical Association Installs 2009-2010 Officers

The Pennsylvania Osteopathic Medical Association (POMA), a state-wide organization for physicians holding the Doctor of Osteopathic Medicine (D.O.) degree, recently elected new officers during its 101st Annual Clinical Assembly.

Installed as POMA's 98th president was William J. Kuprevich, Jr., D.O., of Bloomsburg, PA. Other officers elected for the 2009-2010 term include President-elect Alice J. Zal, D.O., Norristown; Vice president Frank M. Tursi, D.O., Erie; and Secretary/Treasurer William A. Wewer, D.O., Steelton.

William J. Kuprevich, Jr., D.O., is a family physician at Susquehanna Valley Medical Specialties in Bloomsburg. Board certified in family practice/osteopathic manipulative medicine and sports medicine, he is also an active staff member at Bloomsburg Hospital. Dr. Kuprevich also received the 2009

POMA Distinguished Service Award, the association's highest honor, for his work representing the association and the profession around the world. Dr. Kuprevich served as Chief Medical Officer (CMO) for Team USA at the Games of the XXIX Olympiad in Beijing, China, where he was the first D.O. to hold the CMO position in an Olympic event. He also served as the CMO at the 2007 Pan American Games in Rio de Janeiro, Brazil, where he covered USA boxing and weightlifting; and at the 2006 Winter Paralympic Games in Torino, Italy, where he covered the USA alpine ski team.

Alice J. Zal, D.O., is an active staff member at Mercy Suburban Hospital and Montgomery Hospital, both in Norristown.



Dr. William J. Kuprevich, Jr.



Dr. Alice J. Zal



Dr. Frank M. Tursi



Dr. William A. Wewer

A clinical assistant professor in the family medicine department at the Philadelphia College of Osteopathic Medicine (PCOM), she also maintains a private practice in Norristown.

Frank M. Tursi, D.O., is an active staff member and director of medical education at Millcreek Community Hospital in Erie. Board certified in family practice and geriatrics, he is also a clinical professor of family medicine, osteopathic manipulative medicine and geriatrics at the Lake Erie College of Osteopathic Medicine.

William A. Wewer, D.O., is an active staff member of the PinnacleHealth System in Harrisburg. Board certified in family practice, he is a partner of the Family Practice Center, P.C., in Steelton.

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AMA Names President and President-elect

J. James Rohack, M.D., a cardiologist from Bryan, TX, was recently inaugurated as the 164th president of the American Medical Association (AMA), the nation's largest and most influential physician organization.

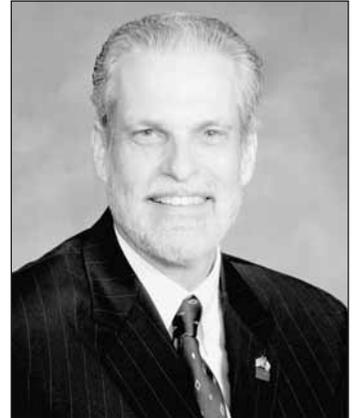
First elected to the AMA Board of Trustees in 2001, Dr. Rohack served a term as board chair in 2004-2005. He has previously chaired the AMA Council on Medical Education and represented the AMA on the Liaison Committee on Medical Education, the Accreditation Council on Continuing Medical Education, the Joint Commission and the National Advisory Council to the Agency for Healthcare Research and Quality. He continues to serve on the Hospital Quality Alliance.

In addition to his work with the AMA, Dr. Rohack held leadership positions in his home state of Texas. Dr. Rohack was first elected to represent Texas physicians in the AMA House of Delegates more than 20 years ago. He is a former president and board member of the Texas Medical Association. Dr. Rohack also served as president of the American Heart Association's Texas affiliate.

Currently, Dr. Rohack is a professor in both the Department of Medicine and the Department of Medical Humanities in Medicine at the Texas A&M Health Science Center College of Medicine, director of the Center for Healthcare Policy at Scott & White and medical director for system improvement for Scott & White Health Plan in Temple, Texas, where he continues his clinical practice.

Cecil B. Wilson, M.D., an internist from Winter Park, FL was named president-elect of the American Medical Association (AMA). Following a year-long term as president-elect, Dr. Wilson will assume the office of AMA president in June 2010.

First elected to the AMA Board of Trustees in 2002, Dr. Wilson served a one-year term as board chair in 2006-2007. He had previously chaired the AMA's Membership Committee for three years, leading efforts to focus member involvement and leadership on the AMA's national



Dr. J. James Rohack



Dr. Cecil B. Wilson

health care advocacy agenda. Prior to being elected to the AMA Board, Dr. Wilson represented Florida in the AMA House of Delegates for 10 years.

Dr. Wilson has a distinguished record of service and leadership in organized medicine. He was president of the Florida Medical Association and chair of its Board of Governors and executive committee. He has served as president of the Orange County Medical Society and of the medical staffs of Winter Park Memorial Hospital and Florida Hospital Orlando Medical Center.

Currently, Dr. Wilson serves as the national fellow and advisor for the Center for Global Health and Medical Diplomacy at the University of North Florida.

COVER STORY: SWPONL: Fostering Successful Healthcare Leadership in Southwestern PA for 30 Years

Continued from page 1

at Nemaquin Woodlands Resort & Spa this September 10th-11th. Like many SWPONL events, this conference will provide Continuing Education Credits, and will feature widely respected speakers.

Members of SWPONL attempt to create opportunities to actively share ideas and information. For example, this year's conference will mark the 3rd annual Poster Presentation session. Members will share their recent projects and great ideas with other attendees. This is a rare opportunity for nurse leaders to both provide and be exposed to the projects that colleagues and associates are working on – just one more reason that the Annual Educational Conference is such a valuable experience.

Healthcare providers are increasingly called upon to combine top-notch patient care with the realization that health services must also have a business end. Nurse leaders are pivotal in leading this charge and acting as effective change agents. It is by coming together with a common goal that we can have the greatest impact – we are stronger as a collective organization rather than as individuals. To take advantage of all that SWPONL has to offer and to join, visit www.swponl.org.

Joan Massella is the Administrative VP/CNO at St. Clair Hospital and SWPONL's 2009 President. Sara Joseph works in the SWPONL Office and can be reached at info@swponl.org or visit the website at www.swponl.org.

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Investing in the Stimulus Package

The American Recovery and Reinvestment Act of 2009, the economic stimulus package that President Obama signed into law earlier this year, stokes the U.S. economy with a \$787 billion in tax adjustments, education grants, aid to low income workers, and investments in infrastructure, energy and housing.

The stimulus package acts through favoring certain industries and economic activities, and therefore presents investors with some interesting opportunities.

Let's begin with tax breaks, which offer individuals an immediate pay-back for taking certain actions: There are a total of \$288 billion of tax credits and deductions that individuals should not ignore when filing their income tax returns. These include a first-time homebuyer tax credit of \$8,000, a home energy tax credit of \$1,500 and the opportunity to treat the sales tax from car purchases as a deduction.

The economic stimulus package may be a boon for investors in taxable bonds. The new law creates the Build America Bond program, which authorizes state and local governments to issue taxable bonds in 2009 and 2010 to finance any capital expenditure for which they would otherwise issue tax-exempt bonds. The benefit to the state and local governments is that they receive a direct federal subsidy equal to 35 percent of the total coupon paid to investors. This will help to stabilize the municipal market for investors and issuers can offer higher rates on their debt, something bond investors may want to take advantage.

Investing in the equities of companies in industries favored in the stimulus package may help investors recover more quickly from the stock market meltdown. Some examples:

- \$51.2 billion has been allocated for core investment projects such as roads, bridges and other infrastructure and an investor could invest in this sector by buying a broadly diversified mutual fund or exchange traded fund (ETF) that buys companies that will participate in these projects. The ETF should include engineering and construction companies, companies that mine and refine raw materials, water and sewage facilities, and other companies involved in improvements to transportation and the movement of goods. This investment would include both domestic and international companies involved in these sectors.



BY JOSEPH VIROSTEK

- Another \$61.3 billion has been allocated to energy infrastructure, renewable energy and "green" technology. A way to participate in this chunk of stimulus money would be to invest in companies that make energy efficient appliances, manufacturers or suppliers of home weatherization products, or companies involved in solar or other alternative energy technology.

As stimulus dollars make their way into the economy and companies start to hire workers, you could see a return of inflation and increases in commodity prices. Instead of negative GDP numbers like we have experienced that last two quarters, you could start to see positive growth in the economy as early as the fourth quarter of 2009 and this could be reflected in higher commodity prices like copper, aluminum, oil, precious metals and agriculture. A way to invest in the expectation of higher commodity prices would be to invest in a broadly diversified mutual fund or ETF that invests in commodities, natural resources, energy and agricultural companies and/or products. I would include all of these sectors instead of concentrating the risk in one or two sectors.

A way to protect the fixed income portion of a portfolio or to hedge against increases in inflation would be to buy treasury inflation-protected securities (TIPS), either through a diversified mutual fund or an ETF. Although TIPS typically pay a lower interest rate than comparable treasury securities, the par values are adjusted upward semi-annually at a rate tied to the consumer price index (CPI), which will provide some inflation protection in the portfolio.

In all cases, we strongly recommend a broadly diversified portfolio that reduces the risk of volatility to any one sector having too negative an influence on total investment returns, while enabling the investor to participate in the upside movement in stock, bond and commodity prices.

There is really no perfect way to take advantage of the \$787 billion dollar stimulus package, but with the help of your investment advisor it is possible to invest in municipal bonds, commodities, TIPS and common stocks that will be beneficiaries of this money as the government releases it into the economy.

Joseph Virostek, BPU Investment Management, Inc., can be reached at jvirostek@bpuinvestments.com.

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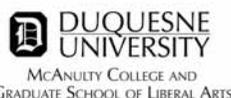
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The ART of the START

BY ANGELA MACCI BIRES, ED.D., MPM, CNMT, RT(N), AND DONNA MASON, MS, CNMT, RT(N)

As the field of medicine continues to change, it is essential to update your skills and expand your areas of expertise. Whether you want to or not you will need to be in charge of your career. The simple truth is: Nobody else cares as much as you do about your future or how well you do. No one knows their career ambitions better than you. You are the one who knows what your job interests are and your concerns about location, family and financing.

Being in charge means taking control of where you want to go and the path you will take. Companies, universities and businesses are offering workshops and seminars to encourage their employees to take charge of their career goals. Therefore, advance your career with comprehensive training programs and opportunities that will enable you to be more effective and efficient.

Taking the first step to success begins by focusing on your resources both personally and professionally. Decide where you want to go and how to get there with a strategic plan. Know that it is up to you. It does not happen by itself. Your work experience becomes your strongest qualification. So, keep a regular inventory of your accomplishments and skills.

Many individuals do not give a thought to career paths until they are faced with downsizing or frustration in their jobs. In today's tight labor market that might be too late. The reason people often avoid thinking about their careers is they do not want to confront the reality. They expect a job to be there forever. You may be in for a rude awakening and unfortunate experiences. Instead of avoiding career planning, begin right away. Plan your strategy, visualize what you want and identify your goals.

One secret to successful career planning is being aware of what skills you need to move ahead. You may need to develop job skills for a new career. An option is cross-training within your field of interest to make you more marketable.

You will be able to build on your same professional platform simply by rebooting your brain.

Not only will you develop professional and social networks, it is a great way for you to build a rapport with colleagues. Who knows where the path may take you.



(l-r) Donna Mason and Angela Macchi Bires

Education is a big factor in today's market, and the more education you have the better. Students of all ages can return to college when it's the right time in their life to meet their educational goals. Most universities and colleges will provide a variety of services that help you find jobs and internships.

You can find support as you get reacquainted with academics from the institution's learning support center or services division. The staff of the student financial division can assist you in learning about federal and state grants, loans, work study, scholarships, and tuition waivers (includ-

ing veterans, low-income parents and unemployed parents). Be sure to ask about all the options.

You may be able to earn college credit for what you know and can do. Prior learning assessments are available in several institutions and you may be able to obtain college credit for the equivalent of a required course or elective credit. Some programs are specifically designed to help people who want to quickly get job skills for in-demand careers. You may qualify for worker retraining programs that are federally funded. It is perfectly acceptable to ask for

financial aid. Possibilities do exist and institutions are always willing to assist the potential student.

You can enroll anytime, but deadlines for registering for class may vary. So, check out the academic calendar and get a jump start on your educational journey. Find out what English and/or math courses are required for your degree. Understand that you may be required to take an assessment or placement exam to determine your level skill in writing, reading and math. Be creative in course planning to suit your individual needs. As you create a career vision, you create a career.

Angela Macchi Bires, director of the Nuclear Medicine Technology Program, Robert Morris University, can be reached at (412) 397-5410 or Bires@rmu.edu.

Donna Mason is the program's clinical coordinator. She can be reached at (412) 397-5418 or mason@rmu.edu.

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Changes in Nursing Home Surveys

The Annual Survey . . . the day that every nursing home administrator, director of nursing, and other related staff look forward to with great anticipation. Well, maybe it's not the surprise visit you prefer, but it's inevitable, so here are a few items to prepare you and your facility for new topics being addressed by survey teams subsequent to June 12, 2009, based on new guidance issued by the Centers for Medicare and Medicaid Services (CMS) on June 19, 2009. Interviews with employees and residents as well as facility observations will include a sharpened focus on resident rights, including the following areas:



BY KELLY S. NORD,
CPA

Ensuring residents live with dignity

The guidance places a focus on residents being dressed in their own clothes according to their own personal preferences and clarification is provided related to grooming according to resident choice and preference (outside of required hygiene standards). The guidance stresses the importance of proper dress during transport through common areas to protect the privacy of the resident's body as well as refraining from practices demeaning to residents such as keeping urinary catheter bags uncovered.

In addition to physical dignity, survey teams will be evaluating whether staff interacts with residents while providing assistance to those residents (such as providing explanations for task being performed) vs. chatting among themselves.

The guidance encourages the facility to maintain an environment that prevents confidential clinical or personal information (i.e., incontinence, cognitive status) from being posted in locations in resident rooms or staff areas that can be easily viewed by the public without a specific request by the resident or a responsible family member.

Offering choices in care and services

The guidance will have survey teams evaluating the permissibility of a resident to make choices related to their daily schedules, including daily walking, eating, bathing, sleeping, etc.

Accommodating the environment to each of their needs and preferences

Survey teams are expected to more thoroughly evaluate the environment set up of rooms and common areas (furniture arrangement and height, etc.) in relation to a resident's ability to perform desired tasks as easy as possible. Specific requirements regarding appropriate lighting throughout the facility have also been outlined and will be evaluated in relation to the appropriateness for residents with aging eyes. In addition to having functioning call systems, survey teams will evaluate whether the systems allow staff to respond in a timely manner.

Survey teams may evaluate how the facility accommodates smoking residents during inclement weather. Also, they may evaluate how staff interacts and accommodates those with communication impairments (i.e., speaking at eye level, removing residents from noisy surroundings, etc.).

Creating a more homelike environment - including access to visitors

A much larger focus is being placed on minimizing the institutional features of facilities and encouraging facilities to strive towards a homelike environment. Facilities will not necessarily be considered non-compliant if institutional features exist as this transition takes time and can be costly.

Since the guidance extended 24 hour visitation rights to non-relative visitors who are visiting with the consent of the residents within reasonable restrictions (restrictions imposed by the facility to protect the safety of residents, etc.), surveyors will be looking for how the facility addresses this and how non-relatives are made aware of such policies and/or restrictions.

This brief summary will hopefully provide guidance for areas that may be new or receive enhanced focus by survey teams for this year's upcoming survey season. Being prepared for these changes will hopefully allow for a smoother survey process. A complete update of the guidance for surveyors can be obtained in Transmittal 48.

Kelly Nord, CPA, Senior Manager, Health Care Services Team, Carbis Walker LLP, can be reached at (724) 658-1565 or knord@carbis.com.





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Residents feel right at home surrounded by their own furniture and mementos in their studios/one-bedroom apartments or companion suites. Each living space provides residents with privacy, independence, and the added security of an emergency call system.

Residents enjoy an extensive array of ser-

vices, including gourmet meals served in our elegant dining room, housekeeping and linen service, and a full program of social and recreational activities. Caring personal assistance is also available whenever it is needed.

At Willow Lane, each resident's daily care is provided by an experienced, dedicated staff of health care professionals, supervised by a registered nurse. Staff members include resident care aides, an activities director, a chef and other specialized personnel. And, with a certified staff on-site around the clock, Willow Lane assures its residents of immediate attention in the event of a medical emergency.

Daily assistance services are suited to each resident's needs, and can range from medication management to assistance with

bathing and grooming. In addition, the staff assists residents with transportation services for outside medical, dental and personal appointments.

The Residence at Willow Lane offers residents Enhanced Care Plus Services in the Special Care Area. This area is designed to give frail residents who may require a higher level of care the opportunity to remain in the same residential setting while receiving the benefits of attentive personal care. The Special Care Area also provides residents with special dining and activities. The Special Care Area allows residents to age in place while maintaining their dignity.

Willow Heights

Willow Heights is a unique residence for independent senior living. Here in this beautiful residence, seniors will find a bevy of activities and amenities designed to suit their active lifestyles, all in an inviting atmosphere of comfort and community. Residents at Willow Heights will enjoy entertaining family and friends, whether it

is in their own apartment or one of the many parlors, patios or entertainment areas specifically designed with fun in mind. With a host of activities, social events, services and amenities, Willow Heights truly brings new meaning to senior living.

The Willow Heights activity programs include:

- Baking, gardening, exercise, reading and card clubs
- Monthly crafts program
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- Exercise Programs

To learn more about the Residence at Willow Lane or Willow Heights, call (412) 331-6139 or visit www.integracare.com.

VNA Holds Groundbreaking Ceremony for New Inpatient Hospice Facility

The Visiting Nurses Association recently held a groundbreaking ceremony to announce the start of their new Inpatient Hospice Facility. This facility will be located on a 5-acre site in Butler Township near Benbrook Medical Center.

This state of the art 12 bed facility slated to open in the winter of 2009, will have a common living room, private rooms for family meetings, a shared kitchen, a non-denominational chapel, elegantly landscaped gardens and walkways and special accommodations for pediatric hospice

patients.

"We are proud to announce this new project, fulfilling a need in the community and furthering our commitment to provide care and support for people in our community," said Kristy Wright, CEO of VNA. "The in-patient hospice is an extension of the services VNA currently offers, and the new facility will provide the comforting care that we would all want during an end of life experience."

During the groundbreaking ceremony, Margaret Irvine-Weir, honorary chair, and Cathy Glasgow and Janice Larrick, co-chairs for the Legacy for Life capital campaign announced the start of the campaign and their efforts to lead in raising

funding for the inpatient facility. The cost of construction is \$5 million; the goal of the fundraising campaign is \$2 million,

with the additional funds coming from grant applications over an 18-month period.



(l-r) Kristy Wright, President/CEO VNA; Margaret Irvine-Weir, Honorary Chair of the Legacy for Life Campaign; Carolyn Rizza, Chair of VNA Hospice Board of Directors; and Cathy Glasgow, Chair of VNA Services and Foundation's Board of Directors and co-chair of the Legacy for Life Campaign.

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Families Urged to Look for Signs Seniors Need Help

It is not always easy to know when a senior loved one needs a little extra help or even how to discuss the subject. But with 36 million seniors living in the U.S. and their population projected to double, caring for an elderly loved one is a reality most people will face.

For many the first challenge is timing. It is human nature to put off things that are difficult and discussing the need for additional care with a loved one can be challenging. However, it has been our experience at Senior Helpers® that it's much better to arrange for help for an elderly family member while they can still be part of the process rather than during a crisis. This allows everyone in the family an opportunity to learn of the various care options and make a thoughtful, unified decision.

The following warning signs can be used to help you determine if a senior loved one may need some extra help. Please note some of these signs could be indications of a more serious medical con-



BY CAROL A. TRENT, M.S.

dition and it would be prudent to discuss any concerns with their physician.

10 warning signs a senior relative needs assistance:

- Significant memory lapses or confusion such as losing track in a conversation, forgetting the names of children, grandchildren, the day of the week, etc.
- Frequent loss of balance and falling
- Failure to take medications as prescribed
- Tendency to be withdrawn or constantly making excuses when asked to go somewhere or do something, or wanting to be alone
- The death of a spouse, relative or close friend
- Poorly stocked refrigerator or pantry, minimal fresh food or the presence of expired food
- Personal hygiene is poor or clothes are not washed
- Sudden weight loss or loss of appetite
- Household chores neglected, unpaid

- bills or unopened mail
- The house is either very cold or very warm

If you notice any of these signs, it is time to begin exploring options to ensure that your loved one remains safe. It is important to note that seniors often start with the assumption that getting help means being moved out of their house and losing their independence. At Senior Helpers®, we stress that having a companion and an extra set of hands to help around the house will actually increase their independence, enabling them to remain at home longer. They no longer need to restrict their activities for fear of falling or putting themselves in a vulnerable position without having help nearby. We work with many clients who had given up on favorite activities because they could not do them safely by themselves. Now with the help of a Senior Helper, they are able to bake their famous apple pie or resume attending their card club or American



Legion socials or go out to their favorite restaurant for lunch or attend a grandson's ball game.

Carol A. Trent, Owner Senior Helpers®, can be reached at (724) 834-5720.

Kane Takes Innovative Approach to Eldercare

A much-anticipated groundbreaking ceremony will take place at the Kane Regional Center in Ross Township this summer. The symbolic gathering will kick off a four-phase project to upgrade the Kane Ross campus, and will represent an innovative approach to eldercare as independent living, assisted living and skilled nursing care will soon share the 29-acre property.

The project is part of the Kane Action Plan, a first-of-its-kind plan adopted by Allegheny County Executive Dan Onorato that reinvents traditional public eldercare.

"The purpose was to give Allegheny County residents access to a continuum of care to meet the changing needs of our population," said Onorato. "Over the last two years, we have added a number of new services across the county, including dementia units, home-based care, adult daily living services, and personal care units, and we will break ground on independent living units this summer in Ross. Allegheny County residents and their families can choose the services that best meet their needs and that is very exciting."

During the first phase of construction in Ross Township, 60 independent living apartments will be built by a private developer. Future phases will include an additional apartment complex, 16 duplexes, and renovations to a floor in the existing center to add assisted-living rooms. The entire project will increase the types of housing available to residents 62 and older.

Independent living apartments are also under construction at Kane's Glen Hazel Center to accommodate middle to low income Allegheny County residents. Such projects complement Kane's reputation as a quality care-provider that recently celebrated its 25th anniversary.

Kane adheres to national-level codified

nursing home standards and the facilities are designed to promote a homelike setting that respects and protects individual rights.

Kane has developed over the years, with a transitional care unit opening at Scott Regional Center for short term admissions of residents needing rehabilitation and short term skilled Medicare stays. Secure Specialty Units opened at Glen Hazel Regional Center to care for severely cognitively impaired residents who need a locked setting and specialized behavior interventions.

The facilities have adapted by downsizing and expanding their focus to meet the changing needs of Allegheny County residents. The Kane Regional Centers participate in local and statewide health-care quality initiatives and consortia to remain informed and involved in current best practices in care for the elderly.

"We collaborate with the Allegheny County Area Agency on Aging to serve residents with emergency placement needs and to transition residents back to their homes with ancillary services whenever possible," Kane Glen Hazel Administrator Mary Stevens said.

Kane has added computer rooms for residents to access technology and the Internet, and even added Wii game technology for residents to participate in simulated sports and gaming. Kane has expanded the participation of residents and families on a variety of committees whose work in long and short range planning impacts on resident's quality of life.

The incorporation of wireless technology into the four regional center buildings will accommodate nurse aide hand-held electronic care documentation devices. These devices will document and track care provided to residents more accurately and more timely.

"This system will allow us to transition into electronic resident charts and med-

ical records system at some future date," Stevens said. "This will decrease documentation time and permit staff to spend

more time in direct resident care while improving accuracy and accountability in record keeping."

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ElderCare

Care Managers Can Help Busy Baby Boomers – (born 1946-1964)

BY SUE JANOSKO, CMC

Statistics confirm that every day, almost 11,000 Boomers turn 50 – that's one every eight seconds. The health care field has been researching and analyzing this dynamic population since data collection started on this group in the late 1960's. U.S. "Baby Boomers" number more than 78 million and are considered the most dominant and influential generation America will ever see. As our population ages, the Boomers will have lasting impacts on all markets, cultural trends and lifestyle changes. Boomers are reaching retirement age with greater expectations of how they will live the last years of their lives. They are better educated, more diverse, more selective, and more likely to be involved in all aspects of not only their healthcare needs, but also the healthcare needs of their families. As Baby Boomers remain active longer, they will demand health care services that cater to these needs and will seek services that emphasize independence, innovation, and personalization.

The first Baby Boomer will turn 64 in the year 2010. Before they reach retirement, many Boomers are finding themselves responsible for the care of a family member including elderly parents, an ailing spouse, or a child with disabilities. Over 50 million people in the United States are caregivers for one or more family member. For these caregivers, along with the regular pressure of day-to-day living, coming home to a second "job" can be demanding, difficult and emotionally draining. Some caregivers are responsible for the care of an aging parent from a distance, causing even more guilt and enormous stress.

"Persons with low incomes may be able to turn to a local government agency or a non-profit social service agency for help. A different option has become available in recent years for people whose incomes are too high for publicly funded services — private geriatric care management. Typically, a geriatric care manager (GCM) will, for a fee, assess a client's needs, arrange services, and monitor care on an ongoing basis." 1

Hiring a Family/Geriatric Care Manager can provide much needed support for the family caregiver; better coordinate their loved ones' care; better target trusted health care resources in the client's community; and serve as a resource for medical and basic financial information. As with any new and growing field, the Baby Boomer should do their research before hiring a care manager. The right Care Manager can provide peace of mind and rejuvenate the spirit of the caregiver and their family.

Liken Health Care, Inc. is celebrating its 35th anniversary with a new name and a new direction. The name change from Liken Health Care, Inc. to Liken Home Care better reflects the nature of our business; that of providing quality medical and non-medical private duty care in the home environment. Liken has always specialized in Eldercare and with our new name comes a renewed focus to oversee the care management of our fragile aging population.

Sue Janosko is Director of Operations, Private Duty Division, Liken Home Care. For more information, call (412) 816-0113 or visit www.likenservices.com.

1. AARP-research report: GCM-An Emerging Profession



When it comes to caring for seniors, there is a better way.



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LIFE Pittsburgh
Living Independence For The Elderly

Addition of UPMC IRR Creates a Rehabilitation Center of Excellence at UPMC Mercy

In June, UPMC Mercy became the new home of the UPMC Institute for Rehabilitation and Research (IRR). The IRR is a 76-bed center of excellence in physical medicine and rehabilitation. It offers four specialized inpatient units — comprehensive integrated inpatient rehabilitation, brain injury, spinal cord injury, and stroke — all of which hold special certifications from the Joint Commission and the Commission on the Accreditation of Rehabilitation Facilities (CARF).

Unlike stand-alone rehabilitation facilities, the IRR is conveniently located within an acute care hospital and a Level I Regional Resource Trauma Center. This unique combination of services within the same facility provides patients with immediate access to a full range of diagnostic, emergency, and other advanced specialty services from the moment of arrival through rehabilitation. It also helps the patient's recovery process to remain uninterrupted and allows health care providers to remain focused on the patient's rehabilitation goals.

The UPMC IRR receives more research funding from the National Institutes of Health than any other rehabilitation program in the United States, allowing patients to benefit from the newest available technology and treatments. The IRR is also the only rehabilitation program in the region designated as a spinal cord injury model system.

For more information about the UPMC IRR, visit www.upmc.com/irr.



New specially designed walking tracks on the spinal cord injury, brain injury, and stroke units allow UPMC IRR rehabilitation patients the opportunity to ambulate more quickly



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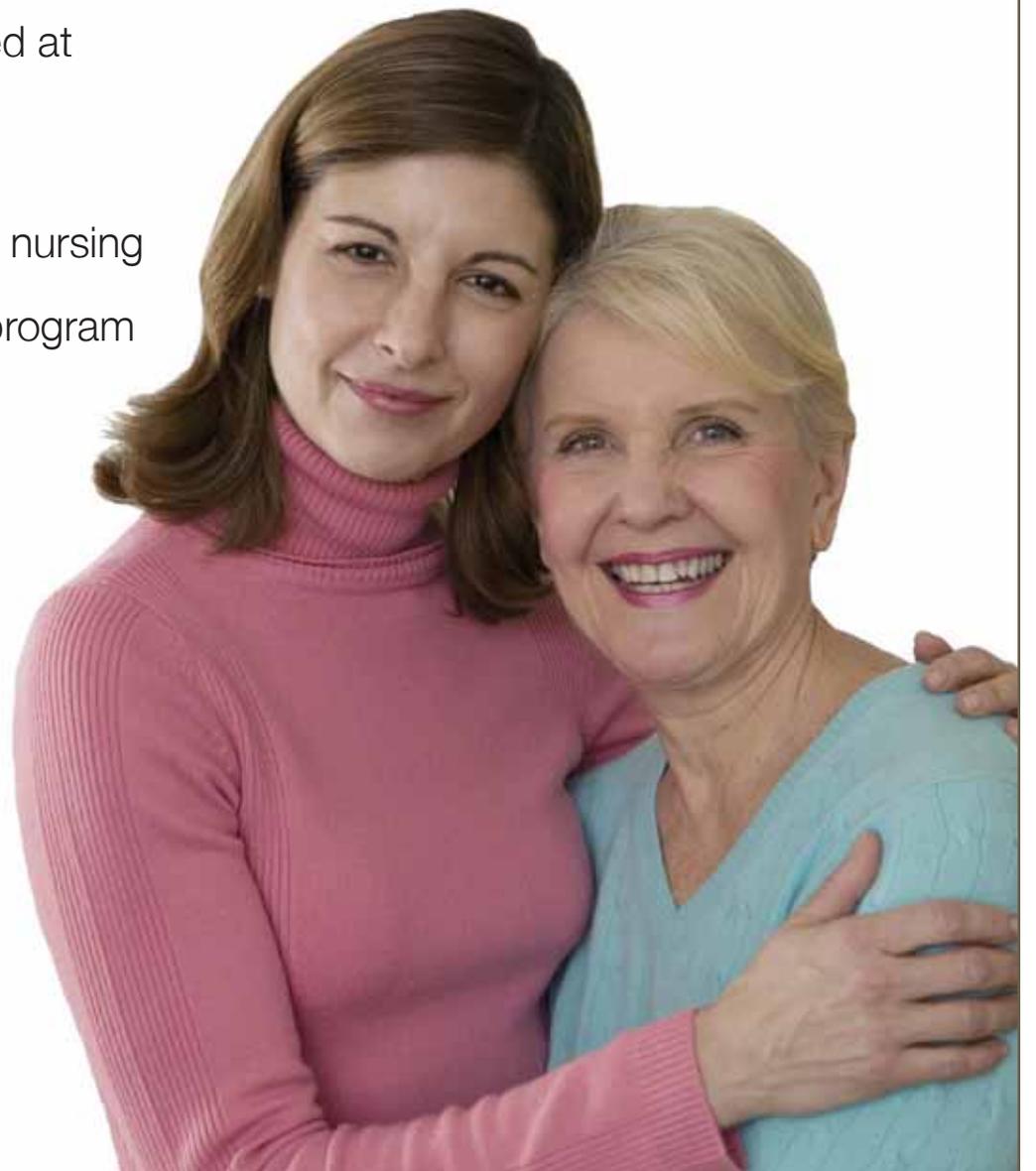
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Golden LivingCenters welcome all persons in need of their services and do not discriminate on the basis of age, disability, race, color, national origin, ancestry, religion, sex, or source of payment. GLS-04104-09

WHAT'S NEW... WHAT'S NEW... WHAT'S NEW...

Paris Companies Hosts Ribbon-Cutting Event for New Healthcare Linen Services Plant

BY JOHN ADDUCI

On June 11, 2009, Paris Companies hosted a ribbon-cutting event to celebrate the opening of their new Healthcare Linen Services plant on Tom Mix Drive in DuBois, PA.

As reported last month, Paris opened the new \$14 million Healthcare Linen Services facility on May 11, 2009. The new state-of-the-art plant is one of the most efficient and environmentally friendly facilities of its kind in the world and positions Paris as a leader in providing outsourced healthcare linen management services in the Mid-Atlantic Region. Paris' new plant encompasses 52,000 sq. feet and has the capacity to launder 50 million pounds of linen per year.

The event started off with ribbon-cutting photo opportunities which were followed by speeches from a handful of distinguished guest speakers. Guest speakers included Ray Graeca, CEO of DuBois Regional Medical Center; Herm Suplizio, Mayor of DuBois; and Joseph Scarnati, State Senator and Lieutenant Governor of Pennsylvania.

Graeca, CEO of DRMC, stated that the opening of the new Paris plant added some much needed economic stability for the region. Mayor Suplizio added that he was pleased to be able to work with Paris leadership on financial aspects of the project. State Senator and Lt. Gov. Scarnati commented on how government needs to ensure the right economic environment for companies like Paris to grow, especially during these difficult economic times.

The President/CEO of Paris Companies, Dave Stern, concluded the speeches with an expression of thanks to several groups of people who helped make the new plant a reality. Stern said, "We want to thank all of the people who have supported the growth of Paris Healthcare Linen Services for joining us in dedicating the new plant." Stern said he believes Paris has been successful because of the relationships they have with their employees, customers, suppliers, and the communities in which they operate, as well as the local and state politicians who supported the building of the new plant. He expressed his personal thanks to his family and friends for their support. Stern also stated that up to 40 new jobs will be created in the region as a result of the new plant, providing a boost to the local economy.



Construction Continues on New Golden LivingCenter – Erie

Golden Living continues construction on its state-of-the-art nursing home in Erie.

The new facility will replace the existing Golden LivingCenter - Erie located on Peach Street. The present Peach Street LivingCenter is based around the old Battersby family mansion, which was built in the early 1900s. The current structure accommodates 115 residents in approximately 28,000 square feet. The new LivingCenter will serve the same number of residents in a much-larger 72,065-square-foot, state-of-the-art building. The new building is scheduled to be completed by this Fall or Winter.

"The new Erie LivingCenter is spacious and has modern amenities, but more importantly the new space will allow our caregivers to provide more patient-centric care in a neighborhood-like setting," says Aaron Ackley, the Executive Director of Golden LivingCenter - Erie. "We're all looking forward to the completion of the building so we can provide additional resources and a more homelike atmosphere for our residents."

For example, the new LivingCenter will be divided into five separate and self-contained "neighborhoods" — each with accommodations for 20 to 30 people. Each neighborhood features its own living room, private dining area and "country kitchen" where residents can eat according to their own schedules or grab a snack whenever they want. The plush main dining room features restaurant-style service. There is a large central atrium where residents can meet for conversation and relaxation. Individual rooms have been improved as well. Each resident room will have its own spacious bathroom and shower. The LivingCenter will include 21 private rooms.

The new LivingCenter will provide a variety of specialized services. One of the neighborhoods will be a 24-bed Alzheimer's Care Unit devoted exclusively to meeting the unique needs of Alzheimer's patients. There also will be a dedicated 21-bed short-term rehabilitation unit tailored to treating adults of all ages who are in need of intensive physical, occupational, and speech therapy services with the goal of returning home.

Aegis Therapies, a Golden Living company, will provide therapy services at the new building. A full range of therapy services to LivingCenter residents will be offered in the new 4,200 square foot therapy gym. The gym will feature the most advanced strength training equipment, therapy modalities and computer-assisted interactive exercise programs.

Therapy services will be available six days a week, and Aegis therapists also will provide home evaluations to ensure a smooth and safe transition to home. Once patients return home, their therapy programs will continue through Aegis' comprehensive outpatient therapy services.

Wireless technology will be utilized throughout the building. Residents, family members and other visitors will be able to take advantage of the building's high-speed wireless Internet connections. Ten common-area computers also will be available to residents.

"The use of wireless technology throughout the new building will help our clinical staff provide the best care possible," noted Ackley. "For example, we will be using the system for more efficient and accurate computerized record keeping and medication management."



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LECOM Graduates 349 Medical, Pharmacy and Master's Degree Students

The Lake Erie College of Osteopathic Medicine recently held commencement ceremonies for nearly 350 future osteopathic physicians, pharmacists, and master's degree recipients. Students receiving degrees included 217 medical students, 124 pharmacy students and eight Master of Science in Medical Education students.

The event marked the 13th commencement for the school's College of Medicine, whose students received the Doctor of Osteopathic Medicine (D.O.) degree. The School of Pharmacy graduated its fifth class, with each student receiving a Doctor of Pharmacy (Pharm.D.) degree. This is the third class of students graduating with a Master of Science in Medical Education degree (M.S.).

DATEBOOK:

Start! Heart Walks

Help the American Heart Association get America walking by supporting the following 2009 Start! Heart Walks.

Westmoreland County - September 26 at the Kennametal Fitness Trail in Latrobe, PA. Registration opens at 8:00 a.m. and the walk begins at 9:00 a.m. For more information, call (724) 837-5468 or visit www.americanheart.org/westmorelandwalk.

BEAVER COUNTY - OCTOBER 3 starting at the Gazebo in Downtown Beaver, PA. Registration opens at 9:00 a.m. and the walk begins at 10:00 a.m. For more information, call (724) 775-2447 or visit www.americanheart.org/beaverwalk.

FAYETTE COUNTY - OCTOBER 3 at the Penn State-The Eberly Campus in Uniontown, PA. Registration opens at 9:00 a.m. and the walk begins at 10:00 a.m. For more information, call (724) 437-2798 or visit www.americanheart.org/fayettewalk.

BUTLER COUNTY - OCTOBER 10, 2009 at the Butler County Community College. Registration opens at 9:00 a.m. and the walk begins at 10:00 a.m. For more information, call (724) 2887-1823 or visit www.americanheart.org/bmwwalk.

WASHINGTON COUNTY - OCTOBER 17 at CONSOL Energy Park in Washington, PA. Registration opens at 9:00 a.m. and the walk begins at 10:00 a.m. For more information, call (724) 222-3460 or visit www.americanheart.org/washingtonwalk.

PITTSBURGH - OCTOBER 17 at Heinz Field. Registration opens at 8:30 a.m. and the walk begins at 10:00 a.m. For more information, call (412) 702-1192 or visit www.americanheart.org/pittsburghwalk.

August 7-9

POFPS Annual Convention

The Pennsylvania Osteopathic Family Physicians Society's Thirty-fourth Annual Convention will be held at the Hershey Lodge and Convention Center in Hershey. Twenty hours of Category 1A AOA CME credits are anticipated. Program will include topics on urology, diabetes management, prolotherapy, infectious disease updates and electronic medical records. For information, visit www.poma.org or contact Mario E.J. Lanni, at (717) 939-9318 or pofps@poma.org.

August 17

Ladies Golf Classic

The Washington Hospital Foundation's 15th annual Ladies Golf Classic is set for Monday, August 17 at Valley Brook Country Club. Proceeds from the event, which is planned by women for women, will benefit women's health care at The Washington Hospital. For more information or to register, call The Washington Hospital Foundation at (724) 223-3875.

August 18

"Don't Toss My Memories in the Trash"

"Don't Toss My Memories in the Trash" will be presented by Vickie Dellaquila, Certified Professional Organizer, Certified Relocation Transition Specialist, Owner of Organization Rules, Inc. on Tuesday, August 18 at HealthSouth Harmarville, 320 Guys Run Road. This program is offered for 2 hours of social work continuing education through co-sponsoring of the University of Pittsburgh's School of Social Work. These credit hours satisfy requirements for LSW/LCSW, LPC and LMFT biennial license renewal. RSVP by August 11th to Ann Ciotoli at (412)826-2707 or Ann.Ciotoli@healthsouth.com or Ashleigh Sager at (412) 841-0067 or ams@home-insteadpgh.net.

September 3

PBGH Annual Symposium

Pittsburgh Business Group on Health will hold their Annual Symposium on Thursday, September 3 from 8:00 a.m. until 4:30 p.m. at the Pittsburgh Marriott City Center, One Chatham Center. Continental breakfast and registration starting at 7:30 a.m. For more information, visit www.pbghpa.com.

September 10-11

SWPONL 30th Annual Educational Conference

The Southwestern Pennsylvania Organization of Nurse Leaders (SWPONL) will hold their 30th Annual Educational Conference, More for Less, September 10-11 at Nemaquin Woodlands Resort. This year's educational offerings will focus on strategies for increasing efficiency and stretching dollars in today's healthcare facilities. For more information, visit www.swponl.org.

September 18-19

2009 Clinical Practice Forum

The Hospice and Palliative Nurses Association announces its 3rd Annual Clinical Practice Forum: "The Failing Heart: Integrating Palliative Care with Life-Sustaining Therapies," on September 18-19 at Hilton Pittsburgh, 600 Commonwealth Place, Pittsburgh. Kathleen A. Dracup, RN, DNSc, FNP, FAAN, will deliver the State of the Science: Heart Failure and Palliative Care – keynote address, followed by an esteemed faculty representing the specialties of cardiovascular and palliative care. For more information and to register, visit www.hpna.org or call (412) 787-9301.

September 21 - 24

PPC University

The Perfecting Patient CareSM (PPC) University, developed by The Pittsburgh Regional Health Initiative, is a powerful, proven healthcare education and training program, based upon Lean concepts and principles of The Toyota Production System, which aims to eliminate errors, inefficiency and waste in complex systems through continuous improvement and standardization of work practices. Instructors teach

PPC methods during an intensive four-day program. Mandatory registration can be completed online using the form available at www.prhi.org/ppc_reg_list.php. For more information, contact Barbara Jennion at bjennion@prhi.org or (412) 586-6711.

September 23-26

NLN Education Summit 2009

The National League for Nursing will hold its 2009 Education Summit: Exploring Pathways to Excellence in Clinical Education, September 23-26 at the Pennsylvania Convention Center & Philadelphia Marriott Downtown. Don't miss the most important conference for nurse faculty and leaders in nursing education. For more information or to register, visit www.nln.org/summit.

September 30 - October 2

Healthcare Facilities Symposium & Expo

The Healthcare Facilities Symposium & Expo will be held September 30 - October 2, 2009 at the Navy Pier, Chicago, IL. Now in its 22nd year, the Symposium is the original event that brings together the entire team who designs, plans, constructs and manages healthcare facilities. HFSE focuses on how the physical space directly impacts the staff, patients & their families and the delivery of healthcare. Ideas, practices, products and solutions will be exchanged, explored and discovered at HFSE that improve current healthcare facilities and plan the facilities of tomorrow. Visit www.hcarefacilities.com to register.

September 30-October 3

The Society for Healthcare Strategy and Market Development 2009 Annual Conference

Now more than ever, as a healthcare strategy professional you can take the lead and show your organization how to implement creative ideas that save significant dollars and can offer considerable ROI. Join us this fall in Orlando at Connections 2009 to network with other healthcare leaders and acquire the tools you need to plot your course through these uncertain economic times and map and secure your organization's future. For more information, visit <http://www.shsm.org/shsmd/conference/index.html>.

October 13

Spiritual Care Event

On October 13, Family Hospice and Palliative Care will host a unique day-long event sponsored by the Institute to Enhance Palliative Care with spirituality as its focus. The event features a keynote address by The Reverend Dr. Tom Long of the Candler School of Theology as well as a live performance of Vesta, the nationally renowned drama of aging, love and loss performed by the Open Stage Theatre. For more information, call (412) 572-8747 or visit www.familyhospice.com.

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Ohio Valley General Hospital Recognized By Avatar International for Seventh Consecutive Year

For the seventh consecutive year research group Avatar International Inc. has awarded Ohio Valley General Hospital (OVGH) with the International Exceeding Patient Expectations award. Avatar selected OVGH based on results from the hospital's 2008 patient surveys. "The Ohio Valley family - physicians, employees and Board of Directors - strives to provide excellent quality care to the people whom we serve," said OVGH president, William F. Provenzano, FACHE.

Magee-Womens Hospital of UPMC Honored for Environmental Leadership

Practice Greenhealth recently honored Magee-Womens Hospital of UPMC for its leadership in protecting the environment and patients and educating staff and parents about environmental health. Magee received both the DEHP-Free Award and the Partner for Change Award. The DEHP-Free Award, presented solely to Magee, recognizes the hospital's efforts to find safer alternatives for medical devices containing DEHP, a chemical used to soften plastics, which is linked to birth defects and other illnesses. The Partner for Change Award recognizes health care facilities that continuously improve their mercury elimination, waste reduction and pollution prevention programs.

LECOM Recognized in New Report

A new report shows that the Lake Erie College of Osteopathic Medicine is one of the nation's leaders in training physicians with Hispanic backgrounds. With 17 Hispanic graduates in 2008, LECOM ranked ninth among all medical schools. According to the American Association of Colleges of Osteopathic Medicine OME news, the *Hispanic Outlook in Higher Education* magazine recently released its rankings of top colleges awarding degrees to Hispanics in 2008.

West Penn Hospital Named Winner of 2009 Premier Award for Quality

Premier healthcare alliance has once again recognized The Western Pennsylvania Hospital for its commitment to outstanding patient care and operational efficiency. West Penn is one of just 23 hospitals in the country and the only healthcare provider in the region to win Premier's 2009 Award for Quality (AFQ).

According to Susan DeVore, Premier's incoming president and chief executive officer, the AFQ identifies healthcare organizations that efficiently provide outstanding patient care and consistently set the standard in clinical excellence nationwide. West Penn is receiving the award for the second consecutive year.

Premier considers performance-based criteria in selecting its AFQ winners, including clinical quality outcomes, resource utilization, and clinical process indicators to measure top performers at the overall hospital level.

Memorial Medical Center Earns HAP Achievement Award

Memorial Medical Center is being recognized as one of Pennsylvania's most innovative hospitals by the Hospital and Healthsystem Association of Pennsylvania (HAP)

The HAP Achievement Award was recently presented to Memorial Medical Center employees in recognition of the hospital's Lean Six Sigma Education Process. The award comes from HAP's Workforce category, which includes projects developed to attract, mentor and retain the best workforce and to enhance the knowledge and skill level of current and future health care professionals.



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CERTIFIED OCCUPATIONAL THERAPY ASSISTANT (FT, PT, CASUAL)

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Passavant Retirement Community

724-452-6025

CLINICAL COORDINATOR (PT)

3-11 & 11-7. Directs the activities for the nursing staff, acts as Supervisor on off shifts. Associate Degree or equivalent from two-year college or technical school; and two years long-term care experience including supervisory experience. Graduate of accredited school of nursing. Current RN license.

LPN (FT)

3 Full-time positions available with benefits for various shifts. **Sign-on incentive available!**

CERTIFIED NURSE AIDE (FT, PT)

Positions available with benefits! Shifts vary. **Sign-on incentive available!**

PRODUCTION ASSISTANT (PT)

Prepares salads, baked goods and assists the cook in meal production. High School diploma or GED required and 6-12 months experience preferred. Every other weekend off and no late night work required.

DINING SERVICES ASSISTANT (PT, CASUAL)

Daylight and **after school positions available**; experience helpful. Hour requirements vary; every other weekend work required. Every other weekend off and no late night work required.

HOUSEKEEPING AIDE (FT, PT, CASUAL)

Daylight positions; experience helpful; every other weekend work required.

LAUNDRY DISTRIBUTION AIDE/SEWING ROOM AIDE (PT)

The Sewing Room Aide shall be responsible for maintaining the sewing room. This position will also be fully cross trained as a Linen Distribution Aide. The duties will include the ability to construct without a pattern, mending, altering and marking resident clothing and a variety of facility linen.

RESIDENT COORDINATOR (PT)

Responsible for assisting residents with activities of daily living and for developing and implementing strategies for promoting increased levels of self-care within a service plan. Develops and prioritizes daily schedule based on resident need. Will require passing of mandatory medication administration exam and passing of mandatory competency exam as required by Department of Public Welfare.

EXERCISE SPECIALIST (PT)

Responsible for guiding individuals in safe and effective exercise programming designed to meet the needs and requests of residents and staff within the Main Street Community Life Program. Assists in day-to-day operations of the wellness programs, is responsible for monitoring and closing the fitness center during evening hours. CPR/First Aid Certification required.

BS degree in Exercise Science preferred. Minimum of 2 years experience if no degree.

Silversneakers training preferred.

DRIVER (FT)

Must have compassion for the elderly and the ability to maintain safety first with both residents and driving company vehicles. Must have valid PA driver's license and no driving infractions. Experience preferred. Weekends as required.

RESIDENT COORDINATOR (FT) for our Main Street Activities program.

The successful candidate will be responsible for planning and organizing a comprehensive activities program on and off campus for our residents, as well as supervision of residents/volunteers involved in the activities offered. Requirements include a Bachelor's Degree or one to two years related experience/training. Supervisory experience is essential. Work hours may vary and include weekend work as required

The Commons at Stonebrook Village in McCandless Township

724-742-2222 *Part-time candidates who have a heart for seniors.*

COOK (PT)

Two (2) days per week (4 to 8 hours/day).

HOUSEKEEPER (PT)

Fifteen (15) hours per week.



St. John Specialty Care Center, Mars / Passavant Retirement Community, Zelienople

LIFE Beaver County / Life Butler County

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RESOURCE DIRECTORY

HOSPITALS

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Kindred Hospital Pittsburgh
7777 Steubenville Pike Oakdale, PA 15071

Kindred Hospital Pittsburgh - North Shore
1004 Arch Street Pittsburgh, PA 15212

Kindred Hospital at Heritage Valley
1000 Dutch Ridge Road Beaver, PA 15009

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412-494-5500 ext. 4356
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Gateway Rehabilitation Center provides treatment for adults, youth, and families with alcohol and other drug related problems – within a network of inpatient and outpatient centers located in Pennsylvania and Ohio. Services offered include evaluations, detoxification, inpatient, partial hospitalization, intensive outpatient, outpatient counseling, and male halfway houses. Gateway also offers comprehensive school-based prevention programs as well as employee assistance services. Visit gatewayrehab.org or call 1-800-472-1177 for more information or to schedule an evaluation.

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Recruiter
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Pittsburgh, PA 15218
800-447-2030



PRESBYTERIAN SENIORCARE

As this region's premiere provider of living and care options for older adults, Presbyterian SeniorCare offers a wide variety of employment opportunities—all with competitive wages and comprehensive benefits—at multiple locations throughout southwestern Pennsylvania. As part of its philosophy of Human Resources, PSC strives to develop a rewarding work environment that is rich in interdepartmental cooperation and that recognizes the value of each individual employee.

Human Resources Department,
1215 Hulton Road, Oakmont, PA 15139
412-826-6123 or call our "Job Line" 412-826-6080

ST. BARNABAS HEALTH SYSTEM

RNs, LPNs, Home Care Companions
St. Barnabas Health System is comprised of a 172-bed skilled nursing facility in Gibsonia, a 47-bed skilled nursing facility and a 182-bed assisted living facility in Valencia, an outpatient Medical Center and three retirement communities. RN and LPN positions available at the two nursing facilities. Home Care Companion positions are available to assist our Retirement Village and community clients with daily living and personal care needs. Earn great pay and benefits now. Fantastic country setting, convenient drive from Pa. Turnpike, Rts. 8 & 19, Interstates 79 & 279.

Margaret Horton, Director of Human Resources
5830 Meridian Road,
Gibsonia, PA 15044 • 724-443-0700 ext. 5558

EXTENDED CARE & ASSISTED LIVING

ASBURY HEIGHTS

For a century, Asbury Heights, operated by United Methodist Services for the Aging, has been providing high-quality compassionate care to older adults in Southwestern Pennsylvania. Asbury Heights is a faith-based, non-profit charitable organization, located in Mt. Lebanon. Through various accommodations, services and amenities, the needs of independent living residents can be met. For residents requiring more care, the continuing care community also offers assisted living, nursing and rehabilitative care and Alzheimer's specialty care. The Health and Wellness Center is headed by a board certified, fellowship trained geriatrician. Residents may be treated by on-site specialists or retain their own physicians. Rehabilitative therapies are also available on-site. A variety of payment options are available to fit individual financial situations. The application process is very quick and easy and does not obligate the applicant in any way. For more information, please contact Joan Mitchell, for Independent Living; Suzanne Grogan for Nursing Admissions; or Lisa Powell for Assisted Living at 412-341-1030. Visit our website at www.asburyheights.org.

BAPTIST HOMES SOCIETY

For almost 100 years, Baptist Homes Society has served older adults of all faiths throughout the South Hills. As a continuing care retirement community, we provide a full continuum including independent living, short-term rehabilitation, personal care and assisted living, memory support, skilled nursing programs and hospice care. Between our two campuses, we offer one-stop shopping for senior living services. Baptist Homes, our Mt. Lebanon campus, serves nearly 300 older adults. Providence Point, our new campus in Scott Township, has the capacity to serve over 500 older adults. Our mission is to offer a full continuum of enriched living, compassionate care, and benevolence to a broad spectrum of individuals. Baptist Homes Society is both Medicare and Medicaid certified. For more information visit our websites (www.baptisthomes.org or www.providencepoint.org) or arrange for a personal tour at either campus by calling Karen Sarkis, Community Outreach Liaison, at 412-572-8308. Baptist Homes is located at 489 Castle Shannon Boulevard, Mt. Lebanon, and Providence Point is located at 500 Providence Point Boulevard, Scott Township.

COMMUNITY LIFE

Living Independently For Elders

Community LIFE is a non-profit program that offers all-inclusive care that goes beyond the traditional boundaries of elder care. It allows seniors to remain in the community, maintain their independence, and allows them to enjoy their golden years at home. Community LIFE provides older adults with fully integrated and coordinated health and social service, usually at no cost to qualified individuals. Participants in the program are transported to our day health center on an as-needed basis, to receive healthcare and social services, meals, and participate in various activities.

The LIFE Center is staffed by a geriatric physician, RN's, physical and occupational therapists, dietician, social worker, and aides, and includes a medical suite for routine exams and minor treatments, some emergency care, therapy areas, dining/activity space, personal care area and adult day services. Community LIFE offers complete, coordinated healthcare for the participant, including all medical care, full prescription drug coverage, rehab therapies, transportation and in-home care. If you or someone you care about is having difficulty living in the community, then call Community LIFE at 866-419-1693.

GOLDEN LIVINGCENTER – MT. LEBANON

Golden Living ... providing complete senior care.
At Golden LivingCenter — Mt. Lebanon, we believe that for seniors to live life to the fullest, they must receive the highest-quality services. Professional, 24-hour care is provided in a comfortable and inviting setting. Our residents participate in a variety of results-driven programs that help them reach their healthcare goals, build confidence in their abilities, and maintain their independence.
Golden LivingCenter — Mt. Lebanon
350 Old Gilkeson Road, Pittsburgh PA 15228
412-257-4444 • Fax: 412-257-8226

KANE REGIONAL CENTERS

The Kane Regional Centers, located in Glen Hazel, McKeesport, Ross and Scott, provide 24-hour skilled nursing care, rehabilitation services, specialty medical clinics and dedicated units for dementia care to the residents of Allegheny County. Admission to the Kane Regional Centers is based on medical needs and can occur within 24 hours, including weekends and holidays. Kane accepts a number of insurance plans well as private pay. To apply for admission to the Kane Regional Centers call (412) 422-6800.

OAKLEAF PERSONAL CARE HOME

"It's great to be home!"
Nestled in a country setting in a residential area of Baldwin Borough, Oakleaf Personal Care Home provides quality, compassionate care to adults who need assistance with activities of daily living. As we strive to enhance the quality of life of our residents, our staff constantly assesses their strengths and needs as we help them strike that fine balance between dependence and independence. Oakleaf offers private and shared rooms, all located on one floor. Our home includes a spacious, sky-lighted dining room, library, television lounges, sitting areas and an activity room. Our fenced-in courtyard, which features a gazebo, provides our residents with a quiet place to enjoy the outdoors, socialize with family and friends, and participate in planned activities. Upon admission, the warmth of our surroundings and the caring attitude of our staff combine to make Oakleaf a place residents quickly call "home". Please call for additional information, stop by for a tour or visit us on our website. www.oakleafpersonalcarehome.com
3800 Oakleaf Road, Pittsburgh, PA 15227
Phone (412) 881-8194, Fax (412) 884-8298
Equal Housing Opportunity

PRESBYTERIAN SENIORCARE

A regional network of living and care options for older adults throughout southwestern Pennsylvania. Services and facilities include skilled and intermediate nursing care, rehabilitation, personal care, specialty Alzheimer's care, adult day care, home healthcare, senior condominiums, low-income and supportive rental housing. For more information:
Presbyterian SeniorCare - Oakmont
1215 Hulton Road, Oakmont, PA 15139
412-828-5600
Presbyterian SeniorCare - Washington
825 South Main Street, Washington, PA 15301
724-222-4300

ST. BARNABAS HEALTH SYSTEM

St. Barnabas Health System offers a continuum of care at its two campuses in the North Hills. Skilled nursing care is offered at the 172-bed St. Barnabas Nursing Home in Richland Township, Allegheny County, and the 47-bed Valencia Woods at St. Barnabas in Valencia, Butler County. The Arbors at St. Barnabas offers assisted living for up to 182 persons. All three facilities offer staff-run, on-site rehabilitative services, extensive recreational opportunities, and beautiful, warm decor. Home care is available at the St. Barnabas Communities, a group of three independent-living facilities: The Village at St. Barnabas, The Woodlands at St. Barnabas and The Washington Place at St. Barnabas. The Washington Place, a 23-unit apartment building, has hospitality hostesses on duty to offer residents support as needed. St. Barnabas Health System, a non-denominational, faith-based organization, has a 108-year tradition of providing quality care regardless of one's ability to pay. For admissions information, call:

- St. Barnabas Nursing Home
5827 Meridian Road, Gibsonia, PA 15044, (724) 444-5587
- Valencia Woods at St. Barnabas/The Arbors at St. Barnabas
85 Charity Place, Valencia, PA 16059, (724) 625-4000 Ext. 258
- St. Barnabas Communities
5850 Meridian Rd., Gibsonia, PA 15044, (724) 443-0700, Ext. 247

WESTMORELAND MANOR

Westmoreland Manor with its 150 year tradition of compassionate care, provides skilled nursing and rehabilitation services under the jurisdiction of the Westmoreland County Board of Commissioners. A dynamic program of short term rehabilitation services strives to return the person to their home while an emphasis on restorative nursing assures that each person attains their highest level of functioning while receiving long term nursing care. Westmoreland Manor is Medicare and Medicaid certified and participates in most other private insurance plans and HMO's. We also accept private pay.
Eagle Tree Apartments are also offered on the Westmoreland Manor campus. These efficiency apartments offer independent living in a protective environment.
Shelley Thompson, Director of Admissions
2480 S. Grande Blvd., Greensburg, PA 15601 • 724-830-4022

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Hospice care can be provided wherever the patient lives – In the comfort of their own home, assisted living, or long-term care residence, our team of professionals and volunteers will provide them with the full range of hospice services to which they are entitled. Anova Hospice provides all medications, medical equipment and supplies related to the hospice diagnosis. For more information or a consultation, call 1-877-ANOVA-32.

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Contact information:
www.bayada.com
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Phone: (412) 473-0210
Fax: (412) 473-0212
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Pittsburgh, PA 15218
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Gateway's hospice services remains unique as a locally owned and operated service emphasizing dignity and quality clinical care to meet the needs of those with life limiting illness. Quality nursing and home health aide visits exceed most other agencies. Our commitment to increased communication and responsiveness to those we serve is our priority. Medicare certified and benevolent care available. Gateway serves patients in Allegheny and ALL surrounding counties. Care is provided by partnering with facilities and hospitals in addition to wherever the patient "calls home".
For more information call 1-877-878-2244.

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At Heartland, we provide Home Care, Hospice or IV Care. We have a special understanding of the health care challenges of our patients, as well as their families and loved ones may be experiencing. Through our passion for excellence, we are committed to enhancing their quality of life through our compassionate and supportive care. Most of the care Heartland provides is covered under Medicare, Medicaid or many health care plans including HMOs, PPOs and private insurance. Our team can provide more information about Heartland's services and philosophy of care at anytime. Please feel free to contact us 800-497-0575.

HOMEWATCH CAREGIVERS

Homewatch CareGivers serve our clients with affordable and trusted care providing families with peace of mind and freedom. Staff are selected based on experience, skill and dependability and are provided orientation to the client and continuous training. We provide free initial assessments, individualized care plans and in-home risk assessments. Our services are professionally supervised to meet quality assurance standards. Homewatch CareGivers go the extra mile to make a meaningful difference in the lives of our clients.
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1789 S. Braddock, Pittsburgh, PA 15218
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LIKEN HOME CARE, INC.

Established in 1974, is the city's oldest and most reputable provider of medical and non-medical care in private homes, hospitals, nursing homes, and assisted living facilities. Services include assistance with personal care and activities of daily living, medication management, escorts to appointments, ambulation and exercise, meal preparation, and light housekeeping. Hourly or live-in services are available at the Companion, Nurse Aide, LPN and RN levels. Potential employees must meet stringent requirements; screening and testing process, credentials, references and backgrounds are checked to ensure qualifications, licensing, certification and experience. Criminal and child abuse background checks are done before hire. Liken employees are fully insured for general and professional liability and workers' compensation. Serving Allegheny and surrounding counties. Free Assessment of needs available. 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.

VITAS INNOVATIVE HOSPICE CARE® OF GREATER PITTSBURGH

Hospice of Greater Pittsburgh Comfort Care is now a part of VITAS Innovative Hospice Care, the nation's largest and one of the nation's oldest hospice providers. When medical treatments cannot cure a disease, VITAS' interdisciplinary team of hospice professionals can do a great deal to control pain, reduce anxiety and provide medical, spiritual and emotional comfort to patients and their families. We provide care for adult and pediatric patients with a wide range of life-limiting illnesses, including but not limited to cancer, heart disease, stroke, lung, liver and kidney disease, multiple sclerosis, ALS, Alzheimer's and AIDS. When someone becomes seriously ill, it can be difficult to know what type of care is best ... or where to turn for help. VITAS can help. For Pittsburgh, call 412.799.2101 or 800.620.8482; for Butler, call 724.282.2624 or 866.284.2045.

Contact Margie Wilson to find out how your organization or business can be featured in the Hospital News Resource Directory. If your organization is looking for a way to get the word out to over 36,000 health care professionals every month, then our Resource Guide is right for you! Call (724) 468-8360 today!

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PUBLIC HEALTH SERVICES

ALLEGHENY COUNTY HEALTH DEPARTMENT

The Allegheny County Health Department serves the 1.3 million resi-

dents of Allegheny County and is dedicated to promoting individual and community wellness; preventing injury, illness, disability and premature death; and protecting the public from the harmful effects of biological, chemical and physical hazards within the environment. Services are available through the following programs: Air Quality; Childhood Lead Poisoning Prevention; Chronic Disease Prevention; Environmental Toxins/Pollution Prevention; Food Safety; Housing/Community Environment; Infectious Disease Control; Injury Prevention; Maternal and Child Health; Women, Infants and Children (WIC) Nutrition; Plumbing; Public Drinking Water; Recycling; Sexually Transmitted Diseases/AIDS/HIV; Three Rivers Wet Weather Demonstration Project; Tobacco Free Allegheny; Traffic Safety; Tuberculosis; and Waste Management. Bruce W. Dixon, MD, Director 333 Forbes Avenue, Pittsburgh, PA 15213
Phone 412-687-ACHD • Fax 412-578-8325 • www.achd.net

THE CENTER FOR ORGAN RECOVERY & EDUCATION

The Center for Organ Recovery & Education (CORE) is a nonprofit organization designated by the federal government to provide individuals an opportunity to donate life through organ, tissue and corneal donation. CORE devotes a large portion of its resources to developing innovative educational programs and engineering research that will maximize the availability of organs, tissue and corneas. Lastly, CORE strives to bring quality, dignity, integrity, respect and honesty to the donation process for the families, hospitals and communities it serves. For more information, please contact CORE at 1-800-366-6777 or www.core.org

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REHABILITATION

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The Hospital at The Children's Institute, located in Squirrel Hill, provides inpatient and outpatient rehabilitation services for children and young adults. Outpatient services are also provided through satellite facilities in Green Tree, Irwin and Wexford. In addition, The Day School at The Children's Institute offers educational services to children, ages 2-21, who are challenged by autism, cerebral palsy or neurological impairment. Project STAR at The Children's Institute, a social services component, coordinates adoptions, foster care and intensive family support for children with special needs. For more information, please call 412-420-2400. The Children's Institute
1405 Shady Avenue
Pittsburgh, PA 15217-1350
www.amazingkids.org

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OUTPATIENT CENTERS

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Blairsville - 724-459-7222
Derry - 724-694-5737

Greensburg - 724-838-1008
Greensburg Ortho & Sports - 724-216-9116
Greensburg West - 724-832-0827
Harrison City - 724-527-3999
Irwin - 724-863-0139
Jeannette - 724-523-0441
Latrobe - 724-532-0940
Ligonier - 724-238-4406
Lower Burrell/New Kensington - 724-335-4245
McKeesport/N. Versailles - 412-664-9008
Monroeville - 412-373-9898
Moon Township - 412-262-3354
Mt. Pleasant - 724-547-6161
Murrysville - 724-325-1610
New Alexandria - 724-668-7800
Penn Hills - 412-241-3002
Pittsburgh Downtown - 412-281-5889

BALANCE THERAPY

Blairsville - 724-459-7222
Derry - 724-694-5737
Greensburg - 724-838-1008
Harrison City - 724-527-3999
Irwin - 724-863-0139
Jeannette - 724-523-0441
Latrobe - 724-532-0940
Lower Burrell - 724-335-4245
McKeesport - 412-664-9008
Monroeville - 412-373-9898
Moon Township - 412-262-3354
Mt. Pleasant - 724-547-6161
New Alexandria - 724-668-7800
Penn Hills - 412-241-3002

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Greensburg - 724-838-7111

If your organization or business is looking for a way to reach more than 36,000 healthcare professionals every month AND enjoy the value-added benefit of a weblink on our website, then our Resource and Business Directory is right for you! Call Margie Wilson at (724) 468-8360 today!

In Stitches:

At the risk of sounding a little more political than usual, I think I'm opposed to any healthcare reform that requires any level of involvement by government.

I base this opinion on two recent events: one grand, one minor. The grand one is the Commonwealth of Pennsylvania's failure, for the seventh straight year, to pass its annual budget on time. One possible consequence is that some programs will lose funding, if only temporarily, and thus go into a sort of coma until resuscitated with an influx of cash.

Another, more disconcerting consequence is that thousands of state workers will not get paid on time but will be expected to report to work and perform with their usual level of cooperation and cheeriness. (Hey, this is a humor column!)

The minor event was a scene I observed out my bedroom one recent morning, when the garbage me-, excuse me, the sanitation engineers stopped to pick up my bags of recycled bottles and cans. I watched through sleep-encrusted eyes as one lone empty bottle of Gatorade popped out of the blue recycle bag and onto my lawn. Moments later, that same bottle remained behind while the garbage truck drove away.

So here's what I see in our future if government begins to take a bigger hand in your health. Even when it's functioning normally—with normally being a relative term—as in garbage pick up, many of these new government employees will quickly learn the meaning of "close enough for government work." A maverick Gatorade bottle left in someone's front yard is one thing. But when a doctor opens me up to perform surgery, I want to be confident that anything he might have temporarily taken out of me has been put back in, and that anything he used while operating—scalpel, gauze, safety pins, duct tape—has been taken back out.

As for the budget issue, imagine if most years every healthcare employee was told that, due to the government's inability to come to agreement on a budget, some programs will be suspended indefinitely and pay checks will not be issued until further notice. (Oh, and have a nice day!)

Just like that, skin treatments would be scratched, colonoscopies would be flushed, and vasectomies would be cut. Plastic surgery, perhaps the most optional of procedures, would be halted first, further damaging California's economy as millions of celebrities, led by Joan Rivers, are forced to don burqas. (Eventually this will even impact air travel, as flights to France, where burqas have been deemed unwelcome, are severely curtailed.)

But even more disconcerting is the idea of depending on medical treatment from government employees who haven't been paid in awhile. How far do you think your big deal guest relations program based on the idea that "our employees are our most important asset" will get you now?

Think of your typical DMV employee hepped up on caffeine and suffer-

A Less-Than-Healthy Debate

ing a case of 'ROID Rage.' "Now serving No. 73 ..."

That's when all the copies of "Surgery at Home for Dummies" go flying off the book store shelves.

FALL 2009 HPI GOVERNANCE BRIEFINGS

Friday, October 30, 8 AM - 1 PM

Senator John Heinz History Center

Special Governance Briefing

Stellar Healthcare Boards - Striving for Excellent Governance

Emerging Best Practices and Certification - Mary Totten, President Totten & Associates and Consultant, Center for Healthcare Governance

Competency-Based Governance - Richard de Filippi, Chair-elect, American Hospital Association, and Trustee, Cambridge Health Alliance

New Governance Education Requirements

The Massachusetts Experience - Fredi Shonkoff, Senior Vice President, Corporate Relations, Blue Cross and Blue Shield of Massachusetts

The New Jersey Experience - Sean Patrick Murphy, Senior Vice President, General Counsel and Assistant Secretary, Solaris Health System, Edison, NJ

Commentators:

Anne D. Mullaney, Trustee, Jefferson Regional Medical Center and Partner, Thorp Reed & Armstrong
Deborah Rice, Executive Vice President, Health Services, Highmark

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Registration is required . . . www.healthpolicyinstitute.pitt.edu or 412.624.3608

Friday, November 20, 8-9:30 AM — PAA Fifth Avenue, Oakland

Building and Keeping a Thriving Workforce: The Board's Role

James Bentley, PhD, Senior VP, Strategic Policy Planning, American Hospital Association

- Baby-boomer employees, a critical resource, are retiring from full-time work
- Hospitals/healthcare systems will be faced with a shortage of essential capabilities
- Boards' fiduciary responsibilities include monitoring and responding to work force shifts

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Stop Premature Elective C-sections to Reduce Childbirth Complications

Women and families can cite many reasons when they opt for elective caesarians before full term. Sometimes they do it so the mother is not in the hospital on a major holiday, or to accommodate a physician's vacation or for other reasons of convenience.

Whatever the reason given for having an elective C-sections before the full term of 39 weeks of pregnancy, it's bad for the baby. Recent research reveals that newborns delivered prior to 39 weeks are twice as likely to end up in the NICU than babies born at 39 to 42 weeks. No wonder that the American College of Obstetricians and Gynecologists (ACOG) discourages elective C-Sections before 39 weeks.

Premature birth leads to a large number of health problems for newborns, including respiratory distress syndrome, chronic lung disease, serious vision problems, heart murmurs and jaundice, to name a few. Neonatal intensive care (NICU) and other care for newborns with health problems is also extremely expensive. So addressing this pressing health need is important, not only to improve the short- and long-term health of children but to help make health care more affordable.

Research tells us that the No. 1 factor in the growth in the use of C-sections has been women and their physicians opting for elective procedures, many before the 39 weeks' gestation period. A recent audit of all UnitedHealthcare-insured babies admitted to the NICU in one market found that 48% of all newborns admitted had been delivered by an elective procedure, including many scheduled C-sections, many taking place before full-term.

When we shared our startling data about C-sections and health problems in newborns with a pilot group of physicians and hospitals, they significantly reduced the number of elective admissions for delivery prior to 39 weeks, including C-sections. The result: there was a 46% decline of NICU admissions in three months, a decline that has held stable for more than a year. That's almost half the numbers of newborns with potential health problems, almost half the number of distraught parents, almost half the number of potential tragedies. The cost savings to these hospitals, the parents and the health care system



BY DR. PHILIP BENDITT

is enormous.

UnitedHealthcare is now launching similar communication programs with the OB/GYN doctors and 4,900 hospitals in our national network of health care providers. In addition, we are posting new information on our Website and updating our Healthy Pregnancy Owner's Manual that we give to expectant parents with key messages about the dangers of early elective C-Sections.

We would like to call on all hospitals and obstetricians to end scheduling pre-term elective C-sections unless they are positive that the procedure won't take place until after the baby has reached 39 weeks. Note the word "elective," because sometimes there are pressing medical reasons for a scheduled premature C-Section – those C-Sections would not be considered "elective."

Reducing the overall number of caesarian deliveries should significantly reduce health risks for mothers and their newborns. More than 1.2 million C-sections are performed annually in the United States at a cost of more than \$14.6 billion per year, according to the federal Agency for Healthcare Research and Quality (AHRQ). While some women do need C-sections because of fetal distress and other medical issues, AHRQ says that more than half of all caesarians are medically unnecessary.

The broader principle at work here is called evidence-based medicine. For many conditions there is a great variance in how different physicians treat their patients. If health care insurance companies and medical caregivers work together, we can identify from real-world evidence the best practices for a wide variety of medical conditions. As we can see in the case of early elective C-Sections, using evidence-based guidelines in medical care will lead to healthier outcomes for patients.

And it's a funny thing about health care: virtually everything that makes people healthier, be it preventive care or evidence-based guidelines, reduces the overall cost of providing health care because it leads to healthier people.

Dr. Philip Benditt is Medical Director of UnitedHealthcare, Pennsylvania. He can be reached at Philip_L_Benditt@uhc.com.

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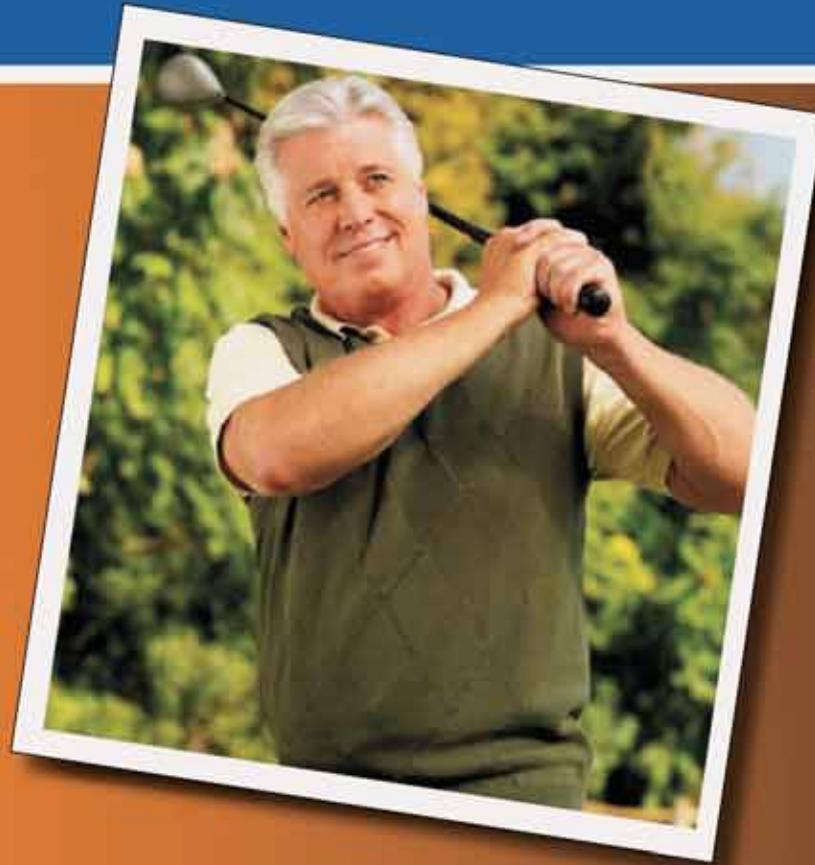


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