

# pulse

SUMMER  
2007

For the employees and friends of Maryland General Hospital



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PULSE:  
New Name –  
New Look



William Drennan

Andrew Dayton

developed and efforts have already sprung into place to address employee concerns. Take a look:

## PUTTING YOUR COMMENTS INTO ACTION

- **Employee Activities Committee:** This committee was redesigned to develop and put into practice employee programs and events that will increase the value of the daily workday, including a brown bag lunch series and special weeklong observances like Hospital Week.

- **Better Communication:** More communication bulletin boards, newly designed Intranet, employee newsletters and town hall meetings are some of the uplifts. The Marketing and Public Relations department

regularly updates the in-house bulletin boards with event notices, inspirational quotes and MGH news.

- **New Retirement Plans:** What a deal! The new retirement plan provides an opportunity to increase retirement savings, which is best maximized through a combination of employer and employee savings. Under the new plan, MGH automatically provides for the employee's pension with a 3 percent base contribution, and matches up to 50 percent of the employee's contribution (or max 3 percent). The employee, in order to maximize their retirement, should also invest in the voluntary 403(b) Tax Shelter.

- **Higher Salaries for Nursing Staff:** RNs and LPNs Benefit! Maryland General has reviewed its current compensation structure in order to ensure that our salaries are competitive. These changes are a direct reflection of your input and serve as another method to compensate our nurses for their hard work and dedication.

With your help, Maryland General Hospital will continue to roll up its sleeves and find creative ways enhance the time you spend at work and your overall satisfaction.

...Continued on page 8

Like most Americans, staff at Maryland General Hospital spend most of their time at the workplace. It's no wonder we put just as much energy and creativity in finding ways to improve that part of our lives. Maryland General realizes that employees are our most important and valued resource so we encouraged you to participate in our annual employee opinion survey.

**YOU RESPONDED.**

More than 600 employees completed the survey—which equates to a 13 percent increase in participation from the previous year.

The Employee Opinion Survey asked 91 questions about:

- Job Satisfaction
- Senior Management
- Peer Work Relationships
- Salary
- Communication
- Job Security

Generally speaking, employees report a high level of satisfaction in the opportunities to participate in departmental decisions as well as confidence in senior management performing well in leading this organization.

**WE ACTED.**

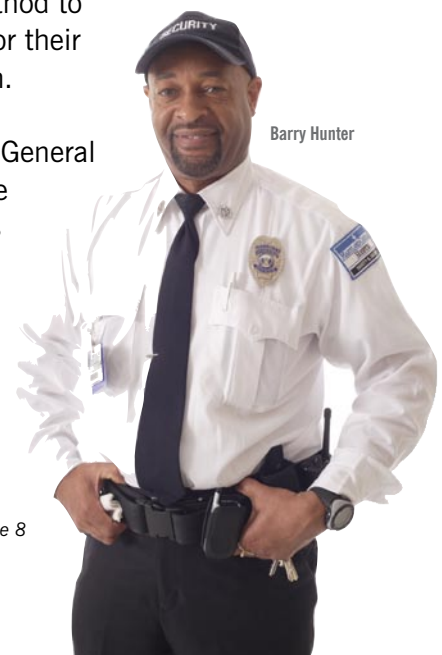
Since the survey, action plans were



Sandy Jonjo, RN



Janice Mickey, RN



Barry Hunter



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# A Note From SYLVIA

At Maryland General Hospital (MGH), we spend our days providing top-notch quality care to our patients. If someone is in physical pain, you are quick to help out. If someone is emotionally stressed, you try your best to encourage them to look on the bright side. I like to think of the work you do daily as gifts. In fact, there are several gifts to celebrate as we wrap up fiscal year 2007. To name a few, we have had a successful:

- Joint Commission Survey
- Employee Opinion Survey
- Hospital Week Celebration
- Nurses' Week Celebration
- Marketing and Branding Campaign

Please continue the great work that you do on behalf of our patients. Each and every one of you is an extraordinary individual, working in a highly challenging field. I encourage all MGH staff to take time to express your appreciation of one another as I once again thank you for your exceptional commitment and great efforts to increase and improve the quality of healthcare in our community.

You are our everyday heroes, and our success would not be possible without you. The results of another successful year are a direct reflection of *YOUR* hard work and dedication to patient care and safety.

**Here's to a wonderful, relaxing, and healthy summer!**



**Sylvia Smith Johnson**  
President & CEO



# General NEWS

## MGH Makeover New Advertising Campaign Helps Improve Awareness

Maryland General Hospital (MGH) wants its employees and community members to get in on the excitement of an emerging new image. With the advent of its new marketing and advertising campaign, the hospital seeks to be seen in a new light by introducing to some and reminding others about our experienced medical staff who provide quality and compassionate care to Baltimore residents.



Late this spring, MGH introduced a new slogan: "Smart Medicine" replacing "Healthcare You Can Trust...Service You Can Count On." This new tagline fits the mission of our community hospital for many reasons. At Maryland General Hospital, "Smart Medicine" is not simply about what we do...it's about how we do it. Smart medicine begins with our talented and dedicated staff that cares for the community.

"Our goal with this campaign is to emerge Maryland General as a hidden jewel amongst a busy Baltimore health care market," said **Monica A. Smith**, director of marketing and public relations. "The public may be pleasantly surprised to know that there's something different about Maryland General."

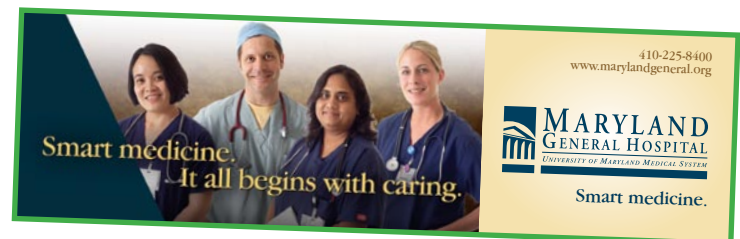
Everyone is encouraged to share in our image makeover as we turn a new page in MGH history. The goal of Phase 1 of the advertising campaign is to increase our name recognition and brand awareness, and to introduce our new Geriatrics Services to the public.

In addition to the traditional media promotion outlets like radio and print advertisement, the campaign displays outdoor ads on billboards located on the corners of Martin Luther King, Jr. Boulevard and Eutaw Street and Howard Street and North Avenue. The new campaign ad is also placed at the Light Rail Station at Cultural Center located in front of the Meyerhoff Symphony Hall on Howard Street.

The best way for us to continue to increase our presence in the community and patient and physician loyalty is through word of mouth. Share a positive story about why you feel "Smart Medicine" is practiced at MGH. You are also encouraged to share information about our new campaign with your colleagues, family members, faith associates and friends.

"We want our neighborhoods to understand that we have qualified and experienced medical staff who know that medicine is not just about science – but it's also about the care they give," said **Sylvia Smith Johnson**, president and chief executive officer.

This summer, look for other service lines to be marketed in Phase 2 of the campaign. Thank you for your continued support and dedication to Maryland General Hospital! ■



ABOVE LEFT:  
New branding ad placed  
in local papers.

ABOVE:  
New billboard located  
on Howard Street and  
North Avenue.

*...there's something  
different about  
Maryland General.*

# ACE is the Place

## Acute Care for the Elderly Unit Opens Its Doors

(Pictured left to right)  
Dr. Kalu Uma,  
Amy Wagner, MSN, CRNP  
and Dr. Karen Cousins-Brown  
pose with 104-year-old ACE  
patient during the ribbon cutting.



Trends show that the fastest growing segment of the U.S. population is adults over the age of 65 and that a significant number of elderly are older than 85 years of age. That's why Maryland General Hospital expanded its Geriatric Services by opening a unique inpatient unit specifically designed to provide "Acute Care for the Elderly" now and into the future.

The new unit, located on 6 South, houses nine patient rooms equipped with special adaptive equipment designed specifically for the elderly. The unit is headed by geriatricians, a nurse practitioner and specially-trained nursing staff. "We are one of the very few hospitals that offer special services for geriatrics patients. We cover all areas of health care specifically related to aging," said **Dr. Karen Cousins-Brown**, ACE Unit medical director.

Just recently, the ACE Unit was designated as a NICHE (Nurses Improving Care for Healthsystem Elders) site. This designation from the John A. Hartford Foundation Institute for Geriatric Nursing at New York University acknowledges Maryland General Hospital's commitment to improving the lives of older adults.

For more information on the Geriatric Program, services offered or to schedule a tour, contact the ACE Unit at 443-552-2630. ■

## Gold Seal of APPROVAL

### Maryland General Hospital Completes Successful Joint Commission Survey

Maryland General Hospital participated in an unannounced accreditation survey in March 2007 and has retained full accreditation from what is commonly considered the most stringent accrediting body in the healthcare industry. The hospital was awarded the Joint Commission's Gold Seal of Approval.

The reason for these surveys is to evaluate the hospital's compliance with nationally established Joint Commission standards and examine our quality of care issues as well as the safety of the environment in which care is provided.

"I'm very proud of everyone involved not just during the survey, but every day. It is pleasing to know that we are not only meeting standards but, in some cases, we are exceeding them," said **Sylvia Smith Johnson**, president and chief executive officer. "To show results like we did indicates that our staff is doing the right thing and moving forward to better patient relations and quality healthcare."

*"I'm very proud of everyone involved not just during the survey, but every day. It is pleasing to know that we are not only meeting standards but, in some cases, we are exceeding them."*

— Sylvia Smith Johnson, president and chief executive officer

The surveyors asked challenging questions about the environment of care standards, treatment plans, performance improvement efforts and documentation processes. A review of random patient charts and questions to staff about specific plans for the patient care was also a part of the three-day survey.

**Kathy Maher**, director of regulatory and accreditation compliance, reminds us, "One thing we must all remember is that today is no different then when the surveyors were here. Our priority is providing quality patient care."

According to Maher, comments from surveyors included... "The staff here performed phenomenally and MGH is headed in the right direction."

Congratulations to everyone for the day-to-day duties you accomplish to ensure a safe and quality environment. ■



Are you a recent graduate? Have you won a special award? If the answer is "YES," we would like to highlight your accomplishments in our next issue of the *PULSE*. Here's your chance to brag a little. Send an email to [monsmith@marylandgeneral.org](mailto:monsmith@marylandgeneral.org), fax to **410.669.8368** or send through interoffice mail. Don't forget to share all the details: the who, what, when, where and how? Be sure to include your name and phone number. We look forward to hearing from you. ■

## Popcorn Day & MGH Trivia Day



J.P. Renfro, Nutrition Services, tries to sneak a peak from Ola Chijioke, Health Information Management, answers during Popcorn and MGH Trivia Day. Patricia Chaundry, Security, stands by to make sure he does not succeed in cheating!



Kamala Stevenson from the Rehabilitation Center shows her appreciation for the afternoon snack with a bright and cheery smile.



Just as we depend on medicine and technology, we rely on the abilities of our staff to help cure our patients, 24 hours a day, seven days a week. Maryland General Hospital (MGH) celebrated a weeklong tribute to the pride, professionalism and people who practice "Smart Medicine" during National Hospital Week held May 6-12, 2007.

We counted a number of reasons to celebrate. To name a few, the Employee Activity planning committee wanted to show the unity, enthusiasm and cooperative spirit found at Maryland General. The weeklong celebration included a fun-filled relief from the work area.

#### Activities included:

- MGH trivia and popcorn
- Carnival with games, prizes, BBQ grilling and a dunk 'em booth
- Health fair with reflexology and massages
- MGH IDOL singing competition
- Night shift sweet treat delivery to nursing units ■

# Hospital Week at Maryland General Voted BEST EVER!

## MGH Idol

Joseph Stephan, Management Information System, practiced his original song *Throw the Door Wide* before the competition began.

**BELOW:** The cafeteria was filled to capacity as employees came out to wrap up the Hospital Week celebration. One of the crowd favorites, and 2nd Place winner, was Timothy Goin from Nutrition Services.



American Idol judges Randy, Paula and Simon were imitated by our own Dick Cook, Facilities, Crystal Jones, Orthopedics, and Brian Bailey, Finance, as they did a bang up job critiquing the talent.

And the winner is... **Kim Manigo**, Telecommunications, pictured here with Sylvia Smith Johnson who presented her Visa gift cards and trophy. The crowd voted and crowned Manigo as the first ever MGH Idol for her rendition of *Inseparable* by Natalie Cole.



## Health Fair



**FAR LEFT:** Staying healthy is essential to staying happy. One of the goals of Hospital Week was to get employees focused and centered on their own health. Pictured here is **Carolyn Gaydos, MS, RD**, Nutrition Services, who shares important nutrition and health tips.

**MIDDLE:** Ahhh... Now relax and breathe is what Chelli Rode of Pamper Me Please, LLC, stressed to employees as she gave back massages.

**ABOVE:** Florence Segal, Purchasing, agreed that the soothing touch of reflexology therapy by Sole Healing was just what the doctor ordered.

## Carnival

No one was exempt from having fun and that includes the Executive Staff who were not ashamed to shake a leg or two. **Kathy Lockhart, RN**, Chief Nurse Officer, and **Brian Bailey**, Chief Financial Officer, entertained the crowd with their performance.



**BELOW:** Janet Gibson, Finance, put on her high heels and kicked up the dust in this caricature drawn by Dan Ginter.



**BELOW:** Strength and perseverance is the name of the game for **Sylvia Smith Johnson**, President & CEO, as she takes on the high-striker challenge.



**LEFT:** **Ethel Anderson**, Physician Liaison, is guaranteed to get the party started right!

**BELOW:** **Kenneth Holt**, Transportation, and **Stephanie Lawrence**, Security, could not resist the dance fever as they enjoyed the sounds of DJ Brandon Renninger.



**RIGHT:** The menu was elaborate: hot dogs, hamburgers, veggie burgers, pasta salad, corn on the cob, cookies, iced tea, lemonade, and of course all of the trimmings. **Dr. Ahsan Khan** stepped right in to keep the line of 500 plus employees flowing.



**RIGHT:** Certainly one of the crowd's favorite persons to get in the Dunk 'Em Booth was **Tony Helmick**, Environmental Services. He doesn't look too thrilled that he got soaked.



**BELOW:** The employees kept coming to dunk the most wanted at MGH. More than \$130 was raised in just two hours to help support the hospital's expansion program. **Dr. Miles Harrison**, Surgery, and **Brian Krebs**, Ambulatory Care, are seen here plotting to get the next victim soaked.



**BELOW:** Nursing Directors **Sue Cameron, RN**, and **Jean Queen, RN**, were pleased to help serve the hospital staff who attended the affair.



**ABOVE:** Employees were delighted during the carnival-style day featuring games ranging from the high-striker, boom blaster, ping pong plunk and the dunking booth. Prizes and many surprises filled the afternoon. **Eric Jones**, Environmental Services, tries a round at the sports roulette wheel run by **Cassandra Wilks**, Marketing & External Affairs.



# LIFE at GENERAL

*“I did my best to provide customer service and keep her and the baby safe.”*

There was no time for fear. Thanks to her quick response, Tina Gross helped deliver a baby in a hallway.



The pair decided to investigate the sound and quickly identified a young lady leaning against the wall saying: “I’m having my baby!” At that point, Aracil headed back to her department to call hospital security and Labor and Delivery while Gross stayed to assist the young woman.

With quick thinking, she helped the patient to remain calm. “I didn’t really have time to be afraid,” Gross said. “I did my best to provide customer service and keep her and the baby safe.”

Holding the patient’s hand, Gross reassured the soon-to-be mom that help was on the way. Seconds later, Gross noticed that the mom had already partially delivered the baby.

## The MIRACLE of CHILDBIRTH

MGH Phlebotomist unexpectedly turned midwife to assist woman give birth

When the obstetrics nurses arrived from the main hospital building, they were greeted by the sounds of an awakening, beautiful and healthy 7 pound baby girl.

For now, Gross has tried to shake off the hero tag that she has been given. “The public normally expects help when they come to a hospital,” she said. “I’m just thankful that I was able to help.”

When Maryland General Hospital employee **Tina Gross** came out of the lounge from warming her lunch, she had no idea that she would be assisting with the delivery of baby. But when Gross and **Bonnie Aracil** of the Laboratory department heard a faint wailing sound in the Armory Building, they knew someone was not quite right.

Mom and baby are doing well thanks to Gross’ and Aracil’s quick response and the expert nursing staff in our Labor and Delivery department. ■

## WALKING in Their Shoes

Former Patient Shares Love

Clear and to the point, volunteering means doing something good for someone without expecting anything in return. As a volunteer for Maryland General Hospital (MGH), **Ronald Green** is able to assist the Rehabilitation Center by helping patients and staff with many tasks. Green, a former MGH patient, celebrated his three year anniversary this past April as a volunteer at MGH. “It’s my job to make people feel better,” he said.

Since medical problems brought on an early retirement, Green found himself with a lot of extra time. He attended a volunteer orientation and knew instantly that he had to be a part of the Maryland General team.

### HOW HE DOES IT

Green spends his time as a volunteer at Maryland General reading to patients, staying with them while family members take a needed break, helping patients select their menu options or encouraging them that they will soon be feeling much better.

“I really relate well with rehab patients, as I was where they are now,” Green said. “It’s very rewarding when I meet someone who is initially scared and quiet, but by the time I leave is smiling and has a little more hope.”

Green says that he treats volunteering like it is his job. “I cannot imagine not coming here,” Green said. “And at the end of each day, it’s sometimes hard to leave.”

Green also volunteers at his church, Sharp Street United Methodist Church in Baltimore. ■

*“It’s very rewarding when I meet someone who is initially scared and quiet, but by the time I leave is smiling and has a little more hope.”*



# LET'S TALK ABOUT IT

REAL QUESTIONS  
REAL ANSWERS

We are pleased to introduce a new section of PULSE designed to hear directly from the people who matter—our employees. Staff at Maryland General Hospital were asked:

## HOW DO YOU PROVIDE OUTSTANDING CUSTOMER SERVICE?



**REA LYLE, Chief Nuclear Medicine Technologist, 39 years of service**  
*"First and foremost, I always place patients first. They are the reason we*

*come to work everyday. I have my mind set on how I can give the best possible service by interacting with patients as soon as they arrive in the department. I always introduce myself and proceed by explaining the test that their doctor ordered. I explain the test in detail because it is important for patients to know and understand. You will get their trust and cooperation when they know exactly what they are going to experience."*



**JANICE MICKEY, RN Clinical Nurse III – PACU Charge Nurse, 24 years of service**  
*"Customer service is a simple concept to me as a nurse. I treat all patients as*

*if they were my own family members. My goal is to have a positive impact on my patients and their families, whether that impact is small or large. It is all about seeing a patient as a whole person, not viewing them as a diagnosis or a procedure. It is about contributing in any way you can to make life better for your patients. It is about fighting for a patient when they have no voice. I see customer service as a direct reflection of me, my values and my standards."*



## Ask a Doc

### ORTHOPEDECS TO THE RESCUE

It's a stroke of unfortunate circumstance.

You sign up for a new exercise class and decide to exercise more. Then all of a sudden, something in your knee gives. You feel a tightness in your back or you get a bad case of shin splints. Your friends tell you to "put ice on it" and you'll be fine.

You want something more: something with expertise behind it. Maryland General Hospital is here to help.

**QUESTION:** *I have a weird pain in the outside of my knee. When I put any weight on it, it feels like a harsh pain. I can only compare it to rough sandy paper between the joints and its rubbing. What can you suggest?*

**ANSWER:** *This does not sound good.*

*You may have injured your knee by impact or moving quickly in the wrong direction. The meniscus is the cartilage that cushions the joint of the knee. Tears in the meniscus can be partial or complete. Pain, clicking or popping when the knee is bent often indicates a meniscus tear. A MRI or an arthroscopy may be needed for a complete diagnosis.*

*Good news is that minor tears may be treated with therapy and strengthening exercises. More extensive tears often require surgery to remove the meniscus tear. Most procedures can be performed using the minimally invasive arthroscopy techniques that allow outpatient surgery.*

For more information on the Orthopedics program or to schedule an appointment, call the Orthopedic team at 443-552-2600.

**Rolando Alegado, MD**  
Division Head, Orthopedic Surgery

**HOW IT WORKS:** Maryland General Hospital is proud to introduce this new Ask a Doc column. You may email your health questions to [monsmith@marylandgeneral.org](mailto:monsmith@marylandgeneral.org). A member of our medical staff will answer your questions and we will include selected questions in our upcoming PULSE issues.



**ERIKA HEGGINS, Registrar, Linden Pediatrics, 5 years of service**  
*"My goal is to have my patients 'want' to come back to Maryland General.*

*I always greet people with a friendly smile during the registration process. Also, I keep in mind that this person deserves respect and professionalism when visiting the clinic. Customer service is so important. It's like remembering to punch in on the time clock. I chose this field of work because I wanted to help others and customer service is part of the job!"*



**NATHANIEL ALBRIGHT, Business Manager, Department of Surgery, 3 years of service**  
*"Just try and imagine yourself in a situation*

*completely outside of your personal expertise where your decisions rely on information provided by complete strangers. You're in an extremely vulnerable state of mind and the slightest trigger can either set you off*

*or make you feel at ease. Now imagine how you would like to be treated in that vulnerable situation and that is how I provide excellent customer service."*



**GAVIN HARRIS, Admitting Registrar, 5 years of service**

*"The key component for customer service is something so fundamental and universal—and that is respect. We have to remember that we live in this world together, and the only way we can get by is to respect each other. When patients come in to be admitted, I remember that the person in front of me is someone's mother, father, brother or sister. With that thought firmly placed in my mind, it makes it that much easier to treat them with respect. I try to welcome everyone who walks through the doors as part of our family. I want patients to feel the same warmth that I feel while working here. That feeling is a feeling of compassion, empathy, dignity and a sense of closeness that only family can provide. Wellness does not simply begin and end with doctors. Wellness here starts at the 1st person the patient meets at MGH." ■*

# MGH KUDOS

## Hats Off to YOU!

Maryland General Hospital's **Employee of the Month** program is designed to recognize excellence over and above job responsibilities. The award is given each month to the employee who makes a positive difference for our patients and staff at Maryland General. We would like to congratulate the following persons for their efforts to go the extra mile:



**Lalita Bevans**  
Human Resources  
(December 2006)



**Michelle Brown**  
Radiology  
(January 2007)



**Gloria Peterson**  
Materials Management  
(February 2007)



**Beckey Massey**  
5 North Nursing Unit  
(March 2007)



**Helen Lee**  
Rehabilitation  
(April 2007)



**Barbara Mills**  
Respiratory Therapy  
(May 2007)

## PULSE: New Name – New Look



Terry Oros received a certificate and \$50 Visa gift card for her 1st place entry. She is shown here with Monica Smith, Marketing & Public Relations.

Thanks to the entry submitted by Terry Oros, Emergency Department, Maryland General Hospital has a new name for its employee newsletter. *PULSE* was submitted by Oros to reflect who we are and

our mission. A play on words, *PULSE* signifies the heart beat of employees and the newsletter which provides them with the necessary information to make the energy flow. *PULSE* also represents Maryland General Hospital and its employees who are at the center of Baltimore to provide community benefits to neighborhood residents. ■

### A THOUGHT TO LIVE BY:

*Shoot for the moon. Even if you miss, you will land among the STARS.*

— Les Brown, Motivational Speaker

## Putting Your Comments Into Action continued...



Employees across the spectrum spoke and MGH listened.

### WANT TO KNOW HOW YOU CAN HELP IMPROVE YOUR OWN WORK SATISFACTION?

The Mayo Clinic provides the following advice:

#### Set new challenges

If you're stuck in a job because of lack of education, it doesn't mean your work has to become part of the grind. With a little

imagination, you can create new challenges and make the best of the job you have. Here are some ideas that may help.

- **Improve your job skills.** Imagine yourself in your dream job: you might see yourself as an excellent project manager — a confident communicator and a highly organized person. Why not work on these skills in your present job?
- **Develop your own project.** Take on a project that can motivate you and give you a sense of control. Start small, such as organizing a work-related celebration, before moving on to larger goals. Working on something you care about can boost your confidence.
- **Mentor a co-worker.** Once you've mastered a job, you may find it becoming routine. Helping a new co-worker or an intern advance his or her skills can often restore the challenge and the satisfaction you desire.

#### Stay positive

Use positive thinking to reframe your thoughts about your job. Changing your attitude about work won't necessarily happen overnight. But if you're alert to ways your view of work brings you down, you can improve your job satisfaction. Try these techniques:

- **Stop negative thoughts.** Pay attention to the messages you give yourself. When you catch yourself thinking your job is terrible, stop the thought in its tracks.
- **Put things in perspective.** Remember, everyone encounters good days and bad days on the job.
- **Look for the silver lining.** "Reframing" can help you find the good in a bad situation. For example, you receive a less than perfect performance appraisal and your boss warns you to improve or move to another job. Instead of taking it personally or looking for another job right away, look for the silver lining. Depending on where you work, the silver lining may be attending continuing education classes, working closely with a performance coach and having the satisfaction of showing your boss you're capable of change.
- **Learn from your mistakes.** Failure is one of the greatest learning tools, but many people let failure defeat them. When you make a mistake at work, learn from it and try again.
- **Be grateful.** Gratitude can help you focus on what's positive about your job. Ask yourself, "What am I grateful for at work today?" If it's only that you're having lunch with a trusted co-worker, that's OK. But find at least one thing you're grateful for and savor it.

Whether your work is a job, a career or a calling, you can take steps to restore meaning to your job. Make the best of difficult work situations by being positive. Doing so will help you manage your stress and experience the rewards of your profession. ■



*PULSE* is produced by the Department of Marketing and Public Relations for the employees and friends of Maryland General Hospital.

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