

pulse

SPRING
2008

For the employees and friends of Maryland General Hospital



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Cultural Transformation at the "NEW" Maryland General

"It's About Our PATIENTS!"

There's a new spirit in the air and change is on the horizon at Maryland General Hospital. The hospital is in the beginning stage of unveiling a new campaign to help change the culture we work in and serve our patients. This new Cultural Transformation campaign will consist of establishing and implementing core values and systems to reinforce, reward and hold all staff accountable to our values.

The first step is to define the core values for MGH. They are: commitment, teamwork, excellence, compassion, integrity and respect. The values will be key to the success of the movement, and will drive the behaviors that are vital to rewarding cultural transformation.

"The support of all employees and medical staff is essential to the success of this campaign."

To bring these core values to life, everyone needs to get involved. Ongoing and consistent participation from every single employee and physician at MGH is the best way to breathe life into the "new" Maryland General.

Vice president of operations **Donald Ray**, along with **Del Joiner**, vice president of quality/risk management, and director of legislative and external affairs, **Keith Hobbs**, developed the Cultural Transformation campaign, geared to strengthening the quality of care and service patients receive.

"I am very excited about working as the executive champion of this tremendous effort. I have no doubt that, as a result of this process, Maryland General will be a stellar values-driven healthcare provider that keeps our patients at the center of everything we do," said Ray.

As part of the new Cultural Transformation campaign, the executive team will develop goals and measures organized around five "Pillars of Excellence" which will determine success at the organization level. These include: People, Quality, Service, Stewardship and Growth.

Performance measures will also be established at the departmental and employee levels through the work of a cross-sectional steering committee. Employees, physicians, clinicians, leaders and management will sit down and brainstorm to develop the measures that will hold everyone accountable for the cultural turnaround.

In preparation for the campaign, here are a few tips and suggestions to get the ball rolling.

- Provide high quality service with compassion, integrity and excellence
- Thank patients for selecting Maryland General Hospital
- Project a positive "can do" attitude
- Always maintain a clean and professional appearance
- Maintain a clean and comfortable work environment
- Treat patients and co-workers the way you want to be treated
- Keep personal information confidential
- Acknowledge the presence of a patient or visitor immediately

The support of all employees and medical staff is essential to the success of this campaign. The best and only way to positively impact our patients, employees and community is to capture and hold the new spirit of change that is prominent at MGH.

Look for more information about Cultural Transformation coming soon. ■



827 Linden Avenue
Baltimore, MD 21201
marylandgeneral.org

“it’s not just a profession—
it’s my passion.”



Recently I had the opportunity to reflect on some personal and professional accomplishments. I concluded that I made one of the best decisions of my life four years ago when I joined the team at Maryland General Hospital.

First and foremost, one of the most rewarding accomplishments you can achieve is to serve others. As I walk through the halls daily, I am reminded of how fortunate we all are to have this opportunity. For me, it’s not just a profession—it’s my passion.

Then I began to think about how we could take our own individual passions and talents and use them to refresh the culture of our workplace. When you think of what you do everyday, I want to propose a new school of thought. As employees of MGH, we are all here to provide and support the care of our patients and their families. At the core of everything we do and say, we must always remember that “it’s about our patients!” We are here only because of our patients and their needs.

Along with the bricks and mortar of our new building, let’s take the opportunity to create a new spirit as well. What better time than now to get re-energized! Take advantage of this new season of change and join me as we spring into our cultural transformation.

Our patients, their families and the community we serve are depending on us. Let’s give them the kind of first-class healthcare and respect they deserve. After all, “it’s about our patients!”

A Note From SYLVIA

Sylvia Smith Johnson
President and CEO

General NEWS

Palliative Care Medicine MAKES DEBUT

Maryland General Hospital now offers palliative care to patients. Palliative care is a medical specialty that offers various high quality services and management to patients with chronic, debilitating and/or life threatening illnesses. In joint efforts with their family members, it addresses pain and symptom management, emotional and spiritual counseling, psychosocial support, family support and advanced care planning. While this committee and consultation service was driven out of Geriatric services, it is open and offered to all age groups.

Palliative care does not replace therapeutic medicine, but rather assists and supports the primary care physician. The focus is to support the “whole patient” with the physical and non-physical issues, chronic and life-threatening diseases can cause. Interventions may include:

- Advanced Care Planning
- Communication with Patient/Family
- Pain/Symptom Management
- Counseling
- Relaxation/Massage Techniques
- Rehabilitation
- Discharge Planning



Dr. Karen Cousins-Brown, head of the Palliative Care Committee, is joined by **Erlinda Connors**, director of care management and social work, **Amy Dilcher**, staff counsel, **Richard Ferrigno**, social worker, **Vanessa Ajayi, RN**, clinical manager of ICU and Renal Lab, **Pat Bulls, RN**, and **Michelle Abramowski, CRNP**. MGH also offers palliative care consultants to provide patients with special medical attention.

For more information about Palliative Care, or to call for a consult, please contact Dr. Karen Cousins-Brown at 410-984-3220 or Richard Ferrigno at 410-894-4050. ■

ACE UNIT CELEBRATES ONE-YEAR

In other geriatric news, the ACE Unit celebrated its one year anniversary in March. Since its opening in 2007, the ACE Unit was featured in two premier medical magazines, Nursing Spectrum and M.D. News. The ACE Unit has also obtained a NICHE (Nursing Improving the Healthcare for Elders) designation for the hospital, and was listed in the book *Evidence-Based Geriatric Nursing Protocols for Best Practice*. Within their first year, the unit also received over \$900 in donations, which included a \$500 donation from the MGH Auxiliary.

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

Dr. Karen Cousins-Brown, head of Maryland General Hospital's new Palliative Care Committee and the Geriatric Program.

Employee Opinion SURVEY

Satisfaction Increases

The results of last year's Employee Opinion Survey are in... so where does MGH stand with its employees? Participation increased to 78 percent, a tremendous increase from previous years. MGH improved scores in 10 categories: Senior Management, Communications, Human Resources, Benefits, Development, Physical Work Environment, Work Demands, Resource Utilization, Participation and Performance Management. There were declines in scores in two categories; job satisfaction and teamwork. Overall, most employees are satisfied with conditions at MGH, but there is always room for improvement.

NEXT STEPS?

What is MGH's plan to make sure employees and patients make the most of their experience?

"We are developing ways to make the organization better as a whole," says vice president of operations, **Donald Ray**. The plan will also support MGH's mission to improve the health of its community, through superior compassionate care and medical education.



Once the results were in, president and CEO, **Sylvia Smith Johnson**, charged all directors and managers to review survey results with employees in their department and to outline plans and reinforce areas of improvement.

For more information regarding your department's specific results, contact your department director. ■

HUMAN Resources:

New Faces and New Programs Puts Service on Upswing

It's been said that the only thing constant is change. With that in mind, Human Resources (HR) wants to foster a culture of change to make sure employees receive the best of their employment experience. New faces, new programs and new policies have been added to the department to give the service a face-lift and boost in customer service.

WHAT'S NEW?

For starters, Human Resources is in the process of revising several policies and throughout the course of the year will provide new programs to inform employees about the process of locating policies and other important HR news and issues.

"We want to make sure employees know where to go and how to find the information they're looking for."

Since April 2007, Human Resources acquired a new vice president, two new directors and a new receptionist. "We

want to make sure employees know where to go and how to find the information they're looking for," says human resources director **Saana Holley**. "And when they find the information they are looking for, they will be greeted by friendly and helpful staff."

HR AT YOUR SERVICE

Just in case there are things you need assistance with, here are a few frequently asked HR questions:

Q: What are HR's hours?

A: Maryland General Hospital's HR office is open Monday thru Friday 8:00 a.m. to 4:30 p.m. **Wednesdays, HR has special operating hours from 7:00 a.m. to 4:30 p.m.**

Q: Who do I contact regarding benefits?

A: HR has specific generalists available to answer your benefits questions. Contact HR and ask to speak with one of the compensation and benefits generalists.

Q: How do I locate HR policies?

A: HR policies are located on the MGH Intranet. Click on "Management Links" and then click "HR Policies and Forms." The policies listed are for all MGH employees. Your department may have specific policies that relate to your service, and you will need to check with your director for those policies.

Q: How do I apply for a promotion or transfer?

A: You can apply for jobs on the Internet (marylandgeneral.org) under **Job Opportunities**, visit the kiosks on the ground floor near the cafeteria, or visit the Human Resources office and fill out a bid slip.

Q: What services do Human Resources cover?

- Benefits
- Compensation
- Employee and labor relations
- Hiring
- Exit interviews
- Employee records
- Employee health
- Training and orientation
- Human Resources information system ■



WHAT'S News?

Do you volunteer in your community? 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 or send a news release to your local newspaper. Here's your chance to brag a little. Send an email to 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, department and phone number. We look forward to hearing from you. ■

BREAKING GROUND FOR THE FUTURE:

MGH is Moving to Greater Heights!

It's been nearly 20 years since Maryland General Hospital has experienced the hustle and bustle of construction, but that has changed now that the hospital is in the midst of major construction for a new building. The new project will connect to the existing hospital structure and calls for eight operating suites; an 18-bed intensive care unit, a Cystoscopy room, a post-anesthesia care unit, two GI suites, a pharmacy, laboratory and future expansion space. The expected completion date is spring 2010.

Employees got in on the action as we celebrated with a kick-off celebration. During the event, employees were:

- Informed about the new building project
- Given the opportunity to get answers to their questions
- Treated to a cake and ice-cream social and continental breakfast
- Presented with giveaways to commemorate the event

GROUNDBREAKING CEREMONY BRINGS FRIENDS FROM THE COMMUNITY

On Monday, February 11, 2008, Maryland General Hospital celebrated the Core Facilities Replacement Project with a groundbreaking ceremony. To help celebrate the occasion, elected officials, community leaders and members of the MGH Board of Directors came out in the bitter cold to mark this milestone in MGH history.

Below: MGH President and CEO, Sylvia Smith Johnson, displays a picture of the new building project to employees.



Right: The sweet treats kept coming... Kathy Powell-Frater, nutrition services, cut the cake employees received with their ice-cream.



Left: From chocolate to sorbet, all flavors were covered. Anthony Dixon, director of environmental services, and Vanessa Kornegay, marketing and external affairs assistant, served employees flavored ice-cream.



Left: Mary Price, quality improvement, gets ready to enjoy her ice-cream served by Gary Brandon, clinical administrator.

Below: Employees arrive at the Gatch Auditorium ready to help celebrate. (Pictured l to r) Cynthia Johnson, RN, Sandra Jonjo, RN, and Linda Gregory, RN, were on hand to kick-off the new project.



Right: Jeanne Queen, RN, director of surgical services, displays a chocolate MGH Shovel; just one of the many sweet treats given to employees during the kick-off.



Core Facilities Replacement Project Groundbreaking Ceremony

Right: The hard hats and gold shovels were prepped and ready for the historical event.



Below: Over 100 guests attended the groundbreaking ceremony to help MGH celebrate this momentous occasion.



Left: Roy Smoot, M.D., MGH Chief Medical Officer (left) and Baltimore City Councilman Bernard "Jack" Young take a moment to catch-up before the ceremony begins.



Above: (Pictured l to r) Jerome Stevens, Representative for U.S. Senator Ben Cardin, Assistant Deputy Mayor Janie McCullough, and President of the Baltimore City Chamber of Commerce and MGH Patient, Charles R. Owens, were just a few of the prominent officials on hand to help MGH celebrate.

Right: Senator Verna L. Jones shares her delight and excitement about the new building project with the crowd.



Right: (Pictured l to r) Richard Katz, M.D., Chief Medical Officer, Shelly Stein, Chief Executive Officer, Mt. Washington Hospital and University of Maryland Medical System (UMMS) President & CEO Edmond Notebaert prepare for the ceremonial groundbreaking.



Above: It was a blistering cold February morning as officials broke ground at the construction site. Pictured (l to r) Maryland State Delegate Melvin L. Stukes, Baltimore City Councilman Bernard "Jack" Young, Jerome Stevens, Representative for U.S. Senator Ben Cardin, Senator Verna L. Jones, MGH Board of Directors President Marilyn Carp, MGH President & CEO Sylvia Smith Johnson, UMMS President & CEO Edmond Notebaert, Baltimore City Councilman William Cole IV, MGH Patient & President, Baltimore City Chamber of Commerce Charles R. Owens and Assistant Deputy Mayor Janie McCullough.

Below: Members of the Hill Chamber Music Group entertained guests during the reception.



Left: Eileen English, AIA, and Rolf K. Haarstad with Hord Coplan Macht, enjoy the reception following the ceremony. Hord Coplan Macht is the Baltimore-based architecture firm that will create the modern expansion and renovation project.



Above: Sylvia Smith Johnson had plenty to share with the media regarding the growth of Maryland General and the exciting process of the new building project.



Left: Clinical Managers, David Hirsch, 4 South and Michelle Ball, OR/GI Lab, take a moment to enjoy the refreshments and good conversation during the reception.

LIFE at GENERAL

TWO of a KIND

Twin sisters have employees
and patients seeing double

“Most patients are amazed to see twins working together.”



When it comes to a typical day in Maryland General Hospital's Admitting Department, twin sisters **Keisha and Karla Gardner**, will tell you the fact they are twins doesn't change much. To them, it's a natural choice to want to be together as they always have. In fact, their fellow co-workers and supervisors were not surprised when the sisters applied to work in the same department. “We're a package deal,” Karla Gardner says.

Keisha and Karla have worked at MGH for five years, and do admit, while most of their co-workers in their department can tell them apart, other MGH employees have a tough time distinguishing the two. “Other departments believed we worked 24 hour shifts, because there was a time when I worked one shift, while Karla worked another shift,” Keisha says.

While it's business as usual with their co-workers, patients are usually thrown for a loop when they see the Gardner sisters. “Most patients are amazed to see twins working together. Some even ask to take pictures because most people won't believe we're twins in the same hospital and in the same department,” Keisha adds.

Like their appearance, Keisha and Karla handle their duties at work in the same manner. “There's a strong similarity in terms of how we handle things, there's not much difference,” explains Keisha.

There is no pressure for the twins to set themselves apart from one another, and like other co-workers and employees at MGH, they face similar challenges. “What makes us unique is the fact that we have a mirror image to bounce ideas and techniques for improving a situation or handling our workload,” says Karla. ■

Left: Twin sisters, Keisha (left) and Karla (right) Gardner, at work in MGH's Admitting Department.



If you ask **Mary Smith, RN**, why she came to MGH over forty years ago, she'll tell you she had offers to work for other hospitals but felt like she had to work for MGH. This March, Operating Room (OR) nurse Mary Smith walked the familiar halls of the 7TH floor for the last time as an MGH employee. It's been her passion for the past 25 years. “The OR has been my home. We're like one big family up here,” Mary says.

she was retiring this year. “They didn't think I was going to do it, but I surprised them. Part of me feels like I have too much energy to leave.” She will now devote her energy to doing two things she enjoys... traveling and shopping.

Smith, who shared so many wonderful memories at MGH, recalls for her 60TH birthday, her co-workers and family surprised her with a party. “It was the nicest thing. I'm really going to miss the staff I work with the most.”

After being an employee for nearly 41 years, Smith has seen and experienced a lot of things. If there's anything she could pass on to her fellow co-workers, she would tell them to, “Keep up the good work and remember the patients are number one. You have to take care of our patients. Get back to basics with the patients and keep them happy.” ■

SERVING the PATIENTS and COMMUNITY

OR nurse retires after 41 years of Service

Above: Mary Smith cheerfully gave 41 years of service and dedication to MGH and its patients.

According to Smith, the OR floor is one of the best areas to work within the hospital. “Everyone on this floor is so family-oriented. The whole group is great.” Smith has always considered herself a “people-person” and enjoys taking care of her patients. Most of her co-workers and family didn't believe it when she told them

“Part of me feels like I have too much energy to leave.”

LET'S TALK ABOUT IT

REAL QUESTIONS
REAL ANSWERS

Directly from the people who matter—our employees. Staff at Maryland General Hospital were asked:

WHAT ROLE WILL YOU PLAY IN HELPING MGH MOVE TO GREATER HEIGHTS?"



GWENDOLYN BOOTH,
Medical Laboratory Assistant, Laboratory,
8 years of service
"I'm excited about the new building project at MGH."

The new lab will help us continue to give excellent care. It is my privilege and responsibility to help take on greater possibilities, set higher aspirations and help achieve new levels of productivity and success. I plan to do my best to help everyone see the intrinsic value of his/her role at MGH."



KENNETH DRISCOLL,
Operations Management Supervisor, Facilities,
5 years of service
"I am proud to be a player on the team which will facilitate

MGH's move to greater heights. The operations section will preserve our existing utilities during the construction and also allocate new utilities including heating, air conditioning and automatic electrical control. One of the ways I will take part during the phases is to demand that this is done safely, effectively and conventionally."

PATRESE SAAB, Housekeeper, Environmental Services, 11 years of service
"My role will be to help maintain the cleanliness of MGH. The hospital environment should remain safe and clean. I hope to inspire my co-workers around me to do the same. We should all play a role in maintaining a clean environment."

Ask a Doc



DIAGNOSIS AND TREATMENT OF VASCULAR DISORDERS: THE MARYLAND VASCULAR CENTER TO THE RESCUE

Most people are aware of the causes and risk factors for heart disease. But many do not understand what an abdominal aortic aneurysm, carotid artery disease (with the additional increased risk of stroke) or peripheral arterial disease means to their health.

So what are some potential signs and symptoms to recognize for vascular disease?

QUESTION: *My legs hurt when I walk. Could this be vascular disease?*

ANSWER: *People have leg pains with walking for a number of different reasons; and yes, such pain can be caused by vascular disease, specifically atherosclerosis (hardening of the arteries). Today, we refer to this disease as **Peripheral Artery Disease or PAD**. Many people are worried when they hear "artery disease" because they think about heart attack and stroke. The good news about PAD is that this disease*

progresses slowly in most individuals, and unlike the other causes of leg pain like arthritis or back problems, there are many very effective treatments available.

The presence of PAD can be determined with a simple, painless test called an ankle-brachial index, or ABI. Many primary care doctors can perform this test in their offices, or it can be done at a Vascular Center. Most patients with PAD can be treated using medicine and exercise with significant improvement in walking. People with more advanced PAD may benefit from procedures to open up the narrowed arteries.

Today most of these procedures can be done with minimally invasive techniques on an outpatient basis. All of these modern approaches to PAD are available right here at MGH through The Vascular Center.

For more information on PAD or to schedule an appointment for an evaluation, call **The Maryland Vascular Center: 443-552-2900.**

Michael P. Lilly, M.D.
Director, The Maryland Vascular Center at Maryland General Hospital
Chief of Surgery,
Maryland General Hospital

HOW IT WORKS: You may email your health questions to monsmith@marylandgeneral.org. A member of our medical staff will answer your questions and we will include selected questions in our upcoming *PULSE* issues.



LINDA KRATOCHVIL,
CAT Scan Supervisor,
Radiology,
30 years of service
"I want every physician to be confident in

sending their patients to the CAT scan department. With a professional attitude, I will attain appropriate procedures so a speedy diagnosis is provided. Therefore, the physician as well as the patient will have a pleasant experience here. By doing so, I assume the role of the ambassador. What an awesome responsibility!"



DAVID KANGERE,
Security Guard, Safety and Special Services,
5 years of service
"Each time I report to work, I stay focused to fulfill my duties. I always

ensure safety of the patients, visitors, employees and facilities, keeping the policies of the institution in mind. I will also continue to offer rapid responses to situations and assist whenever and wherever I can."



MGH KUDOS

Hats Off to YOU!

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



Briccio "Jo-Jo" Detorres, RN, CNII
6 North (November 2007)



William "Bill" Thomas
Environmental Services
(December 2007)



Mary Cruse
Security
(January 2008)



Sharon Abellanos, RN, CNII
PACU (February 2008)



Pat Carinugan, RN, BSN
ICU
(March 2008)



Congratulations to **Cortney M. Brown, M.D.** from Maryland General Hospital's Women's Healthcare Associates for completing the final step in board certification. The American Board of Obstetrics and Gynecology is an independent, non-profit organization that certifies obstetricians and gynecologists in the United States. Dr. Brown also has specialty training in pediatric and adolescent gynecology.

Congratulations to **Arlene Wongus**, Clinical Nurse Educator, for winning the Thelma Banks Cox Service Award from the Baltimore Alumnae chapter of Delta Sigma Theta Sorority, Inc. This award was established in 1971 to recognize Deltas who demonstrate extraordinary commitment to public service. Wongus was one of six Deltas receiving this honor.



Above: Arlene Wongus (left) is pictured with Delta Sigma Theta Sorority, Inc. chapter president Laura Phillips Byrd.

A member since 1975, Wongus was selected for the award based on her consistent involvement in health care initiatives with the sorority chapter and in the community. Covering topics such as HIV awareness, diabetes, childhood obesity and breast cancer are just a few of the initiatives she focused on. ■

Maryland VASCULAR CENTER RECOGNIZED for Exceeding Industry Standards

The Non-Invasive Vascular Laboratory of the Maryland Vascular Center at Maryland General Hospital has been recognized for its commitment to providing the highest level of patient care and quality testing for the diagnosis of vascular disease. The Laboratory achieved full accreditation by the Intersocietal Commission for the Accreditation of Vascular Laboratories (ICAVL) in the four major areas of vascular testing. During the

accreditation process, each aspect of the laboratory's daily operations and its impact on the quality of healthcare provided to patients is assessed and reviewed.

The Vascular Laboratory is one of a select number of vascular laboratories in the United States, Canada and Puerto Rico to meet or exceed the ICAVL standards for non-invasive vascular testing. ■

MGH Welcomes
NEW
MEMBERS
to Our Team



Dr. Nelson Goldberg
Plastic &
Reconstructive Surgery



Dr. William Gray
Ear, Nose and Throat



David Swift
Vice President of
Human Resources



Donald Ray
Vice President of
Operations



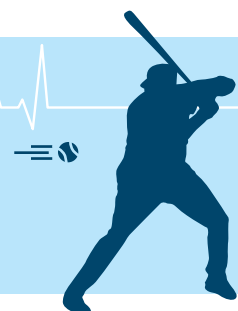
Del Joiner
Vice President of Quality/
Risk Management



Dr. Enrique Olivares
Chief of Psychiatry

A THOUGHT TO LIVE BY:

"Never let the fear of striking out get in your way."
— George Herman "Babe" Ruth



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