

# EINSTEIN MEDICAL CENTER-CHEMISTRY

**SUBJECT:** CHEMISTRY STAFF MEETING

**ATTENDEES:** JENNIFER LORE

**DATE:** JUNE/JULY 2017

## AGENDA

CATEGORY	TOPIC	ANNOUNCEMENT / UPDATE	DISCUSSION
TECHNICAL CHEM	Mission Story	<ul style="list-style-type: none"> <li>• Does anyone have a story they would like to share that connects to Einstein's Mission Statement?</li> <li>• Admit MRSA volume should decrease. There is a new algorithm for those individuals that would be tested. <b>This affects 2<sup>nd</sup> and 3<sup>rd</sup> shift.</b></li> <li>• Front and Olney Outreach – There will be 2 pick up times; 1230 and 6 pm. TBD go live date.</li> <li>• Techs are pulling out too many vials of QC and over using on the instruments. QC Vials are missing dates and initials of open and stability.</li> <li>• Calibration material has been left sitting out on the instrument the next day. All calibration and QC material should be returned to the fridge/freezer immediately after use.</li> <li>• Reagents were unpacked outside of the walk-in fridge but left and never put away. They were discovered sitting out the next day.</li> <li>• You need to scan the OSMO QC and patient samples. It is not acceptable to run samples without identifying them. We purchased the OSMO printer and scanner to help with Positive Patient Identification as well as will reducing the number of clerical errors occurring.</li> <li>• Urines must be kept for 24 hours. Do not discard the samples directly after running even if the tube is empty. We need to be able to go back to review these samples if there is an issue within 24 hours. Also do not discard the yellow lids if you use the tubes directly from the ED. Place the yellow lids back on the samples so that specimens do not need to be para-filmed.</li> <li>• If you receive a urine that also has an order for a urine culture, take the urine back to Micro first before using so they can aliquot it.</li> </ul>	<p>No one had any to share</p> <p>Discussed decrease in Admit MRSA orders – this will help 3<sup>rd</sup> shift with work volume.</p> <p>Staff requested a number for Front &amp; Olney for critical values. JML to review with Peggy.</p> <p>Make sure when removing reagents and calibrators from the fridge they are returned after use. We are finding reagent and calibrators left on the analyzers and outside the fridge.</p>

CATEGORY	TOPIC	ANNOUNCEMENT / UPDATE	DISCUSSION
		<ul style="list-style-type: none"> <li>• Vidas QC is now going to be performed on days/shift every day due to volume.</li> <li>• Working on validating the Microalbumin reagent on C4.</li> <li>• If you have issues with QC crossing or posting in Cerner you need to indicate it in the communication log as well as send an email to Chanh and myself so we can work with LIS to get it fixed. If we don't know we can fix it.</li> <li>• Make sure you are writing in the Communication binder, even if everything is okay, indicate OK. The next shift should also be reviewing the communication log at the beginning of each shift.</li> <li>• The Chemistry department had one deficiency that was in regards to the maintenance performed on the Abbott Analyzers not being consistent. When the instrument flags you that weekly or monthly maintenance is needed this must be completed on the day it indicates. The C8000 and i2000 procedures were updated to reflect this an was rolled out via medialab on 4/15/17. Everyone should have had the time to go into medialab and review this procedure by this point.</li> <li>• Procedure manuals are no longer available in the lab as a hard copy. You must access Media Lab to reference procedures.</li> <li>• New driver for Cerner was put into production on 7/13/17 that fixed the QC label printing. You can now reprint QC barcodes from Cerner.</li> <li>• When you cancel a test in Cerner or result a critical value in Cerner don't forget to reject the result in Instrument Manger. Make sure the test center is cleaned up at all times. This will help reduce the potential of releasing a result that should not be resulted.</li> <li>• All shifts when you get in at 7:15/3:15/11:15pm one of the two techs need to sign into Instrument Manger immediately and start reviewing the work list to reduce the delay of results being released between the changeover of shifts.</li> <li>• Documentation on maintenance/check off sheets is still an issue. Make sure before you leave for the day everything has been double checked.</li> <li>• Calibration logs are still an issue. You must document your calibrations; this is not optional. Lot to lots must be performed. QC is acceptable only when patient samples are not available. Do not record QC as the lot to lot on assays that patient samples are available.</li> <li>• Basic steps to a good run – this needs to be followed. It prevents specimens from running around the track and not being tested. <ul style="list-style-type: none"> <li>○ At the start of your shift you should review the IOM test maps to ensure that all tests are enabled for each analyzer. (Reference guide of what is on each instrument is located on the IOM).</li> <li>○ Check analyzers to ensure enough reagent is on board.</li> </ul> </li> </ul>	<p>Maintenance items are still not being completed on time on the Abbotts. You need to be checking what is due each day and completing each item. Make sure you are clicking Completed or it will still show as pending.</p> <p>Discussed saving low volume samples in the freezer for our lot to lot. Ie. CEA, T-uptake, AIAT etc.</p>

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		<ul style="list-style-type: none"> <li>○ Check calibration and QC</li> <li>○ If a test is disabled at the IOM but the specimen gets to the instrument and the test is available (not disabled for patients) it will perform patient testing but the IOM does not know it picked up that test also. The sample will go back to lane 5 and not be completed.</li> </ul>	
General Chemistry Updates	Cleanliness  Lunches and breaks  Restocking bench	<ul style="list-style-type: none"> <li>● Please make sure to clean up after yourself. Lunch times- Dayshift please follow the schedule. Schedule is posted on the board above the Chemistry daily checklist binder. Breaks are to be 15 mins and only if work and staffing allows. Lunches are 45 minutes. Please review HR policy about breaks/lunches. If you do not get a lunch/dinner break you are responsible to enter it in the Kronos log book with the reason why no lunch/dinner allowed. Remember no breaks should be approved by a Supervisor.</li> <li>● Restock benches for the next shifts. If something is out, please restock the shelves.</li> <li>● If you receive reagents, please use the log sheets in the bin across from the walk in fridge. Expiration dates, lot numbers and quantity are a must. Also make sure reagents and supplies away. Do not leave anything in the hallways.</li> <li>● If you see we are running low on supplies, please continue to notify myself, Chanh, and Phyllis.</li> </ul>	<ul style="list-style-type: none"> <li>● Discussed</li> </ul>
DDR	Review of DDRs	<ul style="list-style-type: none"> <li>● Each month I will provide you with an overview of the DDRs that were submitted for the Chemistry department.</li> <li>● May 2017 <ul style="list-style-type: none"> <li>○ 2 critical values not called or documented properly</li> <li>○ 1 osmo patient result resulted incorrectly in Cerner.</li> </ul> </li> <li>● June 2017 <ul style="list-style-type: none"> <li>○ 7 Critical values not called or documented properly.</li> <li>○ 1 osmo patient result not resultud</li> <li>○ Phos QC was out on new lot and not corrected, over 50 patient samples had to be pulled and rerun and corrected.</li> </ul> </li> <li>● See attached for PSN entered in the month of June.</li> </ul>	<p>Discussed, JML will provide directions on how each tech can check their critical values each shift to reduce the number of miss documents of critical values.</p>
Goals	Chemistry Goals  GPS	<p><b>GOALS FOR OUR DEPARTMENT INCLUDE THE FOLLOWING:</b></p> <ul style="list-style-type: none"> <li>● <b>Goals for Chemistry Department starting July 1<sup>st</sup>.</b> <ul style="list-style-type: none"> <li>○ Troponins are now &gt;88% within 53 minutes</li> <li>○ Screens &gt;88% within 53 minutes</li> <li>○ BNP &gt;88% within 60 minutes</li> </ul> </li> </ul>	<p>Discussed new goals for this year.</p> <p>Discussed possibly spinning PCT in</p>

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		<p style="text-align: center;"><b>ANNOUNCEMENT / UPDATE</b></p> <ul style="list-style-type: none"> <li>○ PCT &gt;88% within 60 minutes</li> <li>○ <b>Cancellation of hemolyzed Screen8 and Troponins for the ED within 1 hour</b></li> </ul> <p><b>We are also going to start monitoring the Screen8 TAT for the entire hospital.</b></p> <ul style="list-style-type: none"> <li>○ We need to improve out TAT on PCT – what are the issues?</li> </ul> <p>What can we do to make these goals? What are your suggestions? What are the issues you are seeing?</p> <p><b>GPS – stands for Growth, Professionalism, Service</b></p> <ul style="list-style-type: none"> <li>● This is how we project ourselves to our clients (Critical care and ED floors)</li> </ul>	<p>Urines on Dayshift. Will review with staff and Central Processing.</p>
<p>EMPLOYEE ISSUES/ Competency</p>	<p>EMCP-employees due for competency Evaluations  CON ED</p>	<ul style="list-style-type: none"> <li>● Please remember it is your responsibility to provide the supervisor with all necessary documentation for your competency. Chanh, Loretta and Chris will still provide staff with the unknown samples. Anyone who is competent may observe and sign you off on the duties. It does not have to be Chanh, Loretta or Chris.</li> <li>● We will be using the MedTraining.org website. Competency quizzes will be assigned at the beginning of your competency month. You will have till the end of the month to complete the quiz and be competent.</li> <li>● On the H drive we have 3 student presentations that staff can review the powerpoints, and answer the questions. Each powerpoint/quiz counts as ½ hour CE. H drive – Education Orientation Competency – Continuing Education Library – Core Lab - 2017</li> </ul>	
<p>LAB NEWS</p>	<p>Update</p>	<ul style="list-style-type: none"> <li>● Sasha will be alternating one week at EMCM and EMCP and monthly at EP.</li> </ul>	<p>Staff congratulated Sasha on the promotion.</p>



CATEGORY	TOPIC	ANNOUNCEMENT / UPDATE	DISCUSSION
PREMIER PATIENT SERVICES		<ul style="list-style-type: none"> <li>Please see the attached information about a concierge program created for Board Members and their families by the Development Office.</li> </ul>	Discussed – Also see attached.
GOALS	FY 2018 Pillar Goals and Tactics	<ul style="list-style-type: none"> <li>Review of the Goals for FY2018 for the Lab. This document is available on the Core lab board for review also.</li> <li>One important aspect of the goals is the ICS (Internal Customer Satisfaction Survey)</li> <li>We will be monitoring how staff answer the phone.</li> <li>Lab Leadership will continue with Rounding on nursing to help improve the communication between the floors and the lab.</li> </ul>	Discussed how we need to be concerned about the Lab and that we are answering the phone within 3 Rings. We need to say Good (Morning, Evening etc) Chemistry Department and our Name when answering the phone every time.
HLA Lab	Update on HLA move	<ul style="list-style-type: none"> <li>The HLA lab is moving down to the lab. The move will take place August 15<sup>th</sup> and 16<sup>th</sup>. Let's welcome them.</li> </ul>	Discussed
HOSPITAL NEWS	Power Outage	<ul style="list-style-type: none"> <li>Just an update on the power outage that took place in the beginning of June. Water got into two of the transformers which caused the generators to blow. Maintenance worked with PECCO to get the hospital back up and running.</li> </ul>	Discussed
GOOD NEWS	Highlights	<ul style="list-style-type: none"> <li>See attached highlights for some good news around Einstein.</li> </ul>	Discussed – see attachment also.
HUMAN RESOURCES	Open Positions Vacancies  Closed Vacancies	<p><u>Open Positions:</u></p> <ul style="list-style-type: none"> <li>Reg#-16088-21404-PRN Med Tech-replacing Chizoba Stake</li> <li>Reg#-16898 -21406-PRN Med Tech replacing Maria Torres</li> <li>Reg#-16594-21402-FT Medical technologist replacing Lisa Cruz</li> </ul> <p><u>Lab - Open Requisitions OPEN REQS. – EMCP/EP/EMCM</u></p>	Discussed open positions

CATEGORY	TOPIC	ANNOUNCEMENT / UPDATE	DISCUSSION
STUDER	SLR  Standards of Behavior	<p>helping pick up shifts please remember to complete the voluntary overtime form.</p> <ul style="list-style-type: none"> <li>Unless approved by a supervisor you may only click in 6 mins prior or 6 min after your scheduled shift.</li> <li>You must have your id at all times. If you fail to swipe twice in one month it will be a verbal warning. Three times will result in a first step write up.</li> <li>FMLA Process: If you are going to be out greater than 5 days you must apply for FMLA. The FMLA documentation serves as a doctor's note with the date the employee is out and the date the employee returns to work.</li> </ul>	<p>Staff commented that BioRad Chem #1 was not crossing over to Cerner on C5. JML fixed this with LIS.</p> <p>Discussed this years new adopt a standard for evaluations.</p> <p>Maria is our ambassador for the lab for the Standards of Behavior team.</p>
		<ul style="list-style-type: none"> <li>What tools do you need to do your job?</li> <li>Rounding – does everyone know what Rounding is? This is where your leaders (lead techs, supervisors, managers) ask you how everything is going, what is going well, what tools or supplies you need to do your job, any improvements you would like to suggest, and if there is anyone you would like recognize.</li> <li>Lab Leadership is rounding on Maryann Malloy (NICU) and Kiki (Tower 8) to address issues that staff have brought up.</li> <li>Each department will adopt a standard what do you think ours should be?</li> <li>10/5 Rule (use pleasant tone of voice, eye contact, and if appropriate smile)</li> <li>Blameless apologies (Recognize the need to apologize without assigning blame)</li> <li>Positive Intentions (Do not use phrases, “it’s not my job, or I don’t know, get help, follow-up)</li> <li>Want A.D.D.S (ask for help, describe the situation, describe everything you’ve done to address the situation, solve the challenge together)</li> </ul>	

CATEGORY	TOPIC	ANNOUNCEMENT / UPDATE	DISCUSSION
	Attendance Policy and PSL	<ul style="list-style-type: none"> <li>• Reg#-16674-21402-FT Medical technologist replacing Samantha Hays</li> <li>• Reg#-16899-21412-FT Clerk replacing Jessica Domingue</li> <li>• Reg#-14968 – Blood Bank Per Diem EMC M</li> <li>• Reg#-16816 – Phlebotomist Outpatient Per Diem EMC M</li> <li>• Reg#-16915 - Phlebotomist Outpatient Per Diem EMC M</li> <li>• Reg#-16916 Phlebotomist Outpatient Per Diem EMC M</li> <li>• Reg#-16917 Phlebotomist Outpatient FT EMC M</li> </ul> <p><u>Closed Positions:</u></p> <ul style="list-style-type: none"> <li>• Reg#-21400-FT-Histotechnologist replacing Paule Cham-awarded to Audrey Vaughn</li> <li>• Reg#-15656 – PRN Stat Lab – awarded Nga (Lisa) Lu</li> <li>• Reg#-16246 – PRN Stat Lab – awarded Alexa Martin</li> </ul> <p>As you are aware the new attendance policy has been removed and the point system has been canceled. Unscheduled absences, early departures, and lateness will be tracked as occurrences/episodes of absences under the previous Attendance &amp; Punctuality Policy (HR025.2). In addition, as of right now anything <u>over the one-minute start time</u> is still considered late.</p> <ul style="list-style-type: none"> <li>• Remember you need a supervisor’s approval to work over your scheduled time. This is even if it is 15 minute. <b>You need to request approval prior to staying</b>, do not come and let us know that you stayed and it is after your scheduled time.</li> <li>• Employees must complete a Voluntary Overtime Acknowledgment Form for each voluntarily worked shift that they accept that is outside of the agreed to, predetermined and regularly scheduled work shift. (Appendix A). Managers must retain the completed Voluntary Overtime Acknowledgment Form for three (3) years. Sheets will be located by the schedules in a separate bin. For those of you that are</li> </ul>	
	Incidental OT		
	Missed Swipes		
	FMLA Process		

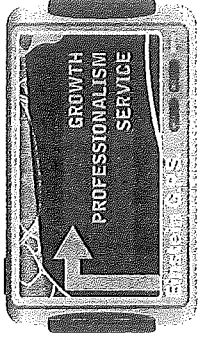
CATEGORY	TOPIC	ANNOUNCEMENT / UPDATE	DISCUSSION
		<ul style="list-style-type: none"> <li>• Receiving feedback gracefully</li> <li>• This year on your evaluation you will be asked to adopt a standard and have a goal on how you will achieve this standard in this next year.</li> <li>• Standard Stars Program will replace the Caught in the Act Card-Maria is the ambassador for the EMC/EP lab.</li> <li>• Stars will be given out to any employee who goes above and beyond</li> </ul>	
EMPLOYEE RECOGNITION	Employee of the Month  Days to Days	<ul style="list-style-type: none"> <li>• Congratulations to Kim Toms and Michelle Wright for achieving employee of the month. All please continue to nominate your coworkers for jobs well done. Ballots are available in the admin office.</li> <li>• If you see a coworker deserving of a day to day for going the extra mile, please notify the supervisors the person and what they did that was extraordinary.</li> <li>• Day to Days were given to Lisa Frisco, Chanh Thach and Monica K won in June for covering extra areas due to call outs. These ladies did a great job ensuring that the lab continued as normal.</li> </ul>	Don't forget to get those nominations in for July.

# FY18 PILLAR GOALS

## High-level Summary

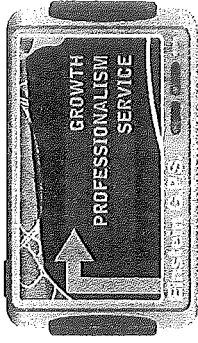
FY18 Network Goals	
<b>Service</b>	
<i>Carried forward from FY17</i>	Improve patient experience
<i>Carried forward from FY17</i>	Improve inter-departmental customer satisfaction (to include feedback from more than Nursing)
<b>People</b>	
<i>New (reworded from overall turnover)</i>	Improve Retention
<i>Carried Forward from FY17</i>	Improve employee & provider engagement key drivers
<i>New</i>	Create a culture of professional development by attending approved leadership training
<b>Quality</b>	
<i>Carried forward from FY17</i>	Improve Patient Safety as measured by the Safety Scorecard
<i>Carried forward from FY17</i>	Reduce 30-day all-cause hospital readmissions
<i>New</i>	Improve Merit-based Incentive Payment System (MIPS) (final language and metric TBD)
<b>Finance</b>	
<i>Carried forward from FY17</i>	Achieve budgeted Operating Margin
<b>Growth</b>	
<i>Carried forward from FY17</i>	Achievement of budgeted Patient Volumes; practices visits, hospital admissions, hospital outpatient volumes
<i>Carried forward from FY17</i>	Reduce average days until 3rd Next Available Appointment for New Patients
<i>New</i>	Decrease no-show rates
<b>Academics</b>	
<i>Carried forward from FY17</i>	Increase research funding
<i>Carried forward from FY17</i>	Increase scholarly activities

# FY18 Network Pillar Goals



<b>PILLAR GOALS</b>		<b>EXAMPLE TACTICS</b>	
<p><i>These are our network-level Pillar Goals.</i></p> <p><b>How to use them:</b></p> <ul style="list-style-type: none"> <li>Select Goal Template(s) for your area(s) of responsibility for your LEM</li> </ul>	<p><i>These are some examples of what you and your team might work on. Choose tactics that make sense for your area(s).</i></p> <p><b>How to use them:</b></p> <ul style="list-style-type: none"> <li>Document the steps needed to implement these or other tactics you choose in your FY18 Q1-90-Day Action Plans</li> </ul>	<p><b>Example tactics include:</b></p> <ul style="list-style-type: none"> <li>Standardizing how we answer phones (scripts, pick up expectations, etc.)</li> <li>Improving service behaviors in your area related to Standards of Behavior</li> <li>Implementing Bedside Shift Report (benchmark units already doing this so that your rounds are as standardized as possible)</li> <li>Implementing Interdisciplinary Bedside Rounds (some units have already started to have doctors/nurses rounding on patients together)</li> <li>Implementing "M in the Box" (patient education technique about medications)</li> <li>Implementing a patient &amp; family advisory council or get patient feedback on tools/processes in other ways</li> </ul>	<p><b>Example tactics include:</b></p> <ul style="list-style-type: none"> <li>Improving your department/unit/practice/service-line's orientation and onboarding process</li> <li>Supporting Just Culture roll-out at EMC</li> <li>Identifying areas of development/interest for leader to determine appropriate course selection</li> <li>Creating mentorship programs</li> <li>Promoting available wellness programs for staff (exercise, mindfulness, etc.)</li> <li>Organizing a seminar or bringing in guest speakers for an in-service</li> <li>Redesigning how we select and onboard new staff</li> <li>Discuss engagement action plans in monthly department meetings</li> </ul>
<p><b><u>SERVICE</u></b></p> <p><i>Pillar Champions:</i></p> <ul style="list-style-type: none"> <li>Tom Smith</li> <li>Gina Marone</li> </ul>	<p>1) Improve Patient Experience (% 9's and 10's) for Overall Rating</p> <p>2) Improve Internal Customer Service (ICS)</p>	<p>1) Improve retention</p> <p>2) Improve employee and provider engagement</p> <p>3) Create a culture of professional development by attending approved leadership training</p>	
<p><b><u>PEOPLE</u></b></p> <p><i>Pillar Champions:</i></p> <ul style="list-style-type: none"> <li>Patrice Haverstick</li> <li>Lori Pisarski</li> </ul>			

# FY18 Network Pillar Goals



PILLAR GOALS		TACTICS	
<p>These are our network-level Pillar Goals.</p> <p><b>How to use them:</b></p> <ul style="list-style-type: none"> <li>Select Goal Template(s) for your area(s) of responsibility for your LEM</li> </ul>		<p>These are some examples of what you and your team might work on. Choose tactics that make sense for your area(s).</p> <p><b>How to use them:</b></p> <ul style="list-style-type: none"> <li>Document the steps needed to implement these or other tactics you choose in your FY18 Q1 90-Day Action Plans</li> </ul>	
<p><b><u>FINANCE</u></b></p> <p><i>Pillar Champions:</i></p> <ul style="list-style-type: none"> <li>Gerry Blaney</li> <li>Walt Wyatt</li> </ul>	<p>1) Achieve budgeted operating margin</p>	<p><i>Example tactics include:</i></p> <ul style="list-style-type: none"> <li>Improve service line revenue tracking and/or reporting</li> <li>Reducing Length of Stay (LOS)</li> <li>Improving Triple Aim care components through interdisciplinary collaboration</li> <li>Weighing the major drivers of profitability for your service-line/department/practice</li> <li>Creating a process improvement documentation team for your unit/practice/service line/department</li> <li>Calculating ROI for marketing individual service lines</li> <li>Implementing ways to decrease overtime</li> </ul>	
<p><b><u>GROWTH</u></b></p> <p><i>Pillar Champions:</i></p> <ul style="list-style-type: none"> <li>Angie Nicholas</li> <li>Dixie James</li> <li>Jack Jenson</li> </ul>	<p>1) Achievement of budgeted patient volumes; practice visits, hospital admissions, hospital outpatient volumes</p> <p>2) Increase access by reducing days to 3rd next available appointment for new patients</p> <p>3) Increase visit capacity by decreasing "No Show" rate</p>	<p><i>Example tactics include:</i></p> <ul style="list-style-type: none"> <li>Implementing power plans to speed up provider documentation and providing related training and support</li> <li>Reducing Left Without Being Seen (LWBS)</li> <li>Increasing patient portal activities and communication strategies</li> <li>Identifying waste in Einstein EMR related processes</li> <li>Implementing predictive modeling for no-show reduction</li> <li>Improving schedule/contract alignment</li> </ul>	

## Frequently Asked Questions for Managers

Front-line staff may have questions regarding Premier Patient Services and its member benefits. Below are a few talking points for managers. As always, if you need assistance or would like to have someone explain the program in more detail to your team, please contact Caren Moskowitz at [moskowic@einstein.edu](mailto:moskowic@einstein.edu) or 215-456-7211.

### What is Premier Patient Services?

*Premier Patient Services* provides enhanced access and navigation of Einstein Healthcare Network systems, support for non-clinical needs, and follow-up to ensure outpatient and inpatient experiences are positive. Members will benefit with an overall continuity of care by engaging with Einstein's full complement of healthcare services.

### What does "enhanced access" mean?

Enhanced access refers to the ability of these members to be in touch with the Premier Patient Services director or an associate 24 hours a day, 7 days a week. The director will assist members and their immediate family members with coordinating their care including scheduling appointments, alerting the Emergency Department when a member is expected, and assisting inpatients with non-medical needs.

### Isn't this creating preferential treatment for certain patients?

No, this program does not create preferential treatment. **All patients must be treated in order of acuity and need.** By providing a customized experience, *Premier Patient Services* offers convenience and comfort, and provides personal assistance for its members while being treated as either an inpatient or outpatient at Einstein Healthcare Network.

### How will I know if someone is a member?

It is likely a Premier Patient Services liaison will either meet or accompany a member to his or her appointment whenever possible or if preferred. Their EMR should also contain a PPS code to alert you and or your team members. Each member and their spouse/partner will be issued a personalized identification card indicating membership. It is not necessary they present these when checking in for an appointment. If they do, please review the name to verify your records, then return the card and thank them.

### What is my role?

Just as with any patient, your customer service can have a direct and meaningful impact the person's experience. Please greet them with a smile, ask how you can be of assistance, communicate clearly to manage expectations and thank them when they leave.



## Einstein Healthcare Network

### Executive Offices

#### Memorandum

**To:** Einstein Leaders, Physicians and Employees

**From:** Beth Duffy, COO, Einstein Medical Center Montgomery

Ruth Lefton, COO, Einstein Medical Center Philadelphia, Einstein Medical Center Elkins Park,  
MossRehab, Willowcrest and Center One

**Date:** July 10, 2017

**Subject:** Fiscal Year 2018 Update #1

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As a follow up to the detailed communication from Einstein Healthcare Network President and CEO Barry Freedman on June 20th, we want to share with you some immediate changes that will serve to better align our organization in order to put Einstein in a stronger position over the next fiscal year.

A priority for our network is to evaluate opportunities in order to improve our safety, quality, patient experience, and fiscal performance. To accomplish this, we are reviewing all of our systems, programs and services to see what additional improvements can be made in our clinical and operational departments.

Therefore, the following leadership changes have been made to align our network services:

- **Cheryl Cleveland-Stewart** has assumed the role of Network Administrator for the Department of Radiology. Cheryl has spent the last five years as the Department Administrator for Radiology at Einstein Medical Center Montgomery. Cheryl will be responsible for all imaging sites across our network including the Einstein Montgomery, Einstein Philadelphia, Einstein Elkins Park and Center One locations.
- **Sasha Voce** has assumed the role of Network Administrator for the Department of Pathology and Laboratory Medicine. Sasha has served as the Department Administrator for Pathology and Laboratory Medicine on the Einstein Philadelphia campus.
- **Jacquie Bell** has assumed responsibility for the Oncology service line on the Einstein Philadelphia campus, which includes Medical and Radiation Oncology. Jacquie has had previous responsibility for Radiation Oncology and Healthcare Access/Patient Financial Services for Einstein Philadelphia and Einstein Elkins Park. Jacquie will work collaboratively with Dr. Lawrence Solin and Dr. John Leighton, as well as with Marc Schaller who has responsibility for the Oncology programs at Einstein Montgomery.
- All patient access points are being consolidated under a Network Director of Patient Access that will have responsibility for all related services including patient scheduling, insurance eligibility and verification, authorization management, registration, point of service cash collections and financial counseling across our hospitals. **Maria White** has assumed interim leadership responsibilities for patient access on the Einstein Philadelphia and Einstein Elkins Park campuses, and will also continue in her role as Director of Patient Financial Services at Einstein Montgomery.

- *Charles Bortle, Ph.D.* has assumed network responsibility for CPR training center activities. Dr. Bortle is the Director of the Einstein Center for Clinical Competency, which now manages CPR training for Einstein Philadelphia. His role is being expanded to include Einstein Montgomery, as well. Consolidating CPR, ACLS, and other similar training will provide better service to network employees who require these professional certifications.

Please join us in congratulating and supporting these leaders in their new roles.

## May 2017 Media Highlights

*Hospitals & Health Networks* published a Question & Answer titled "Meet A Health Enterprise Zone Pioneer," with responses from Barry Freedman, President and Chief Executive Officer of Einstein Healthcare Network. In the Q&A, Mr. Freedman explains how the Health Enterprise Zone came about; the organizations that are part of the initiative; the organization's goals and plans for moving forward. Mr. Freedman's head shot is posted with the article.

CBS3's medical reporter Stephanie Stahl, broadcast the following:

An interview with Debra Copit, MD, Director of Breast Imaging for Einstein Healthcare Network, about the Molecular Breast Imaging (MBI) system at the Marion-Louise Saltzman Women's Center. MBI is a supplementary screening and diagnostic tool used in addition to a 2D or 3D mammogram which has shown to significantly increase early detection of breast cancer among women with dense breast tissue.

A segment about the field trip to the Einstein Simulation Center with students from the East Norriton Middle School through the Healthy Newsworks initiative. The segment showed students working with SimMan and other electronic mannequins, and included an interview with Charles Bortle, Director of the Simulation Center, as well as with the East Norriton school teacher and a student.

A segment with Einstein Emergency Medicine physician and toxicologist Michael Kowalski, MD, about the dangers of ingesting a large amount of caffeine in a short period of time. The interview was in connection to the death of a South Carolina teenager who died from drinking a large amount of caffeinated beverages.

6ABC broadcast a segment about the Molecular Breast Imaging system offered at Einstein's Marion-Louise Saltzman Women's Center which included an interview with Dr. Debra Copit.

CBS3 broadcast a segment about the 21-gun salute that took place at Einstein Medical Center Montgomery in advance of Memorial Day and announced the patriotic pillows that will be given to Veterans on Memorial Day that has an American flag printed on it and a Thank You for Your Service message.

*The Times Herald* posted an article about the 21-gun salute and ceremony held at Einstein Montgomery and the pillows that will be given to Veterans on Memorial Day. The idea for the pillows came from Tom Gaylets, Assistant Vice President of Einstein Montgomery's Interventional Platform and a U.S. Marine Corps veteran. Gaylets is quoted in the article as well as Beth Duffy, Chief Operating Officer. Photographs of Gaylets and Duffy were posted with the article.

*The Philadelphia Inquirer/Philly.com* published a feature article on the front page of the health section about Linda Oakley who lost 225 pounds after undergoing gastric bypass surgery three years ago and undertaking a regular exercise regimen. The profile of Oakley, who is a telecommunications employee at Einstein Healthcare Network, includes her plan to run in the

Broad Street Run as well as quotes from Einstein's Ramsey Dallal, MD, who performed her gastric bypass surgery. The article notes that Oakley no longer needs diabetes or blood pressure medications or the Continuous Positive Airway Pressure (CPAP) machine to manage her sleep apnea. Eight photographs were published with the article, including two photos of Oakley with Dr. Dallal, and a photo of her working out at the gym.

KYW Newsradio broadcast an interview with Dr. Debra Copit about the new Molecular Breast Imaging technology offered at the Marion-Louise Saltzman Women's Center. The interview ran multiple times.

6ABC's medical reporter Ali Gorman, broadcast a segment with MossRehab physical therapist Theresa Toczykowski about choosing the right sports bra in connection to the upcoming Broad Street Run.

Fox 29 broadcast a segment about the Mindful Meditation classes offered throughout the network and showed a class being led by Laura Romano who directs the program. In addition to an interview with Romano, two employees participating in the class were also interviewed about the benefits of meditation for themselves and patients. The Reach and Raise Yoga event on the steps of the Art Museum was noted.

NBC-10 broadcast an interview with MossRehab physical therapist Danielle Olsheski with pointers for women who run while pregnant in connection to the Broad Street Run.

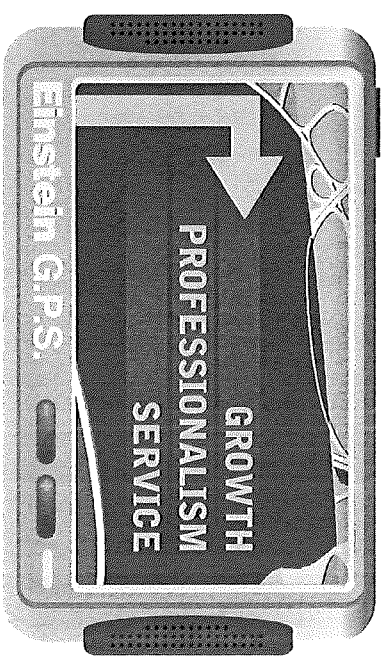
KYW Newsradio broadcast an interview with Moss Rehabilitation Research Institute's (MRRI) Dr. Tessa Hart about MRRI being part of the \$12 million clinical trial underway to research how patients with traumatic brain injury fare after discharge.

*The Times Herald* published an article in advance of the Annual Walk and 5K run through Norristown Farm Park to benefit the cancer program at Einstein Medical Center Montgomery and included a photograph of Jennifer Simmons, MD, Chief of Breast Surgery at Einstein Montgomery from last year's event. On the day of the Walk/5K run, the *Times Herald* posted a photo gallery of the event.

*Health Medicine Network* posted an article that originally appeared in *Consumer Reports* about the risk of liver damage from herbal and dietary supplements, with quotes from Einstein hepatologist Victor Navarro, MD.

*Vice.com* broadcast an interview with MossRehab's Dr. Leonard Kamen about pain and addiction and the opioid crisis.

Technical/philly.com posted an article about a leadership conference called Leading into the Next Century held by the Urban League's network of young professionals which represent women from the finance and healthcare industries. Dixie James, Vice President of Strategic Planning and Business Development for Einstein Healthcare Network, is noted as one of the panelists. A photograph of the group was posted with the article.



# The Standards of Behavior: a department director update

*July 2017*

# What's happening?

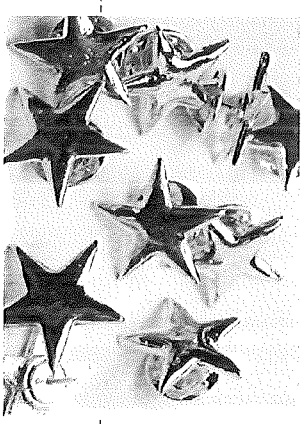
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Focus on “Show Your Care” – Overarching theme  
for the fiscal year

- ▶ Standards Stars program
- ▶ First Standard in Action: Adopt a Standard Goal Setting
- ▶ Coming Standards in Action:
- ▶ Use the Magic Words – Please and Thank You
- ▶ Listening

# Standards Star Program

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- ▶ Objectives:
  - ▶ *To publicly recognize employees for modeling the Standards in Action*
  - ▶ *To foster an ongoing employee interest and focus on the Standards in Action*
- ▶ *Replace Caught in the Act cards*
- ▶ Process:
  - ▶ *Star lapel/lanyard pins*
    - ▶ Given out by ambassadors when they witness good modeling of the Standards
    - ▶ Employees encouraged to collect these stars and wear them
  - ▶ *Ambassadors document the “star story” using a tool:*
    - ▶ Employees’ name, department, email, and brief description of reason earned
  - ▶ *Monthly basis HR and Marketing generate reports of Standards Star submissions for publishing in, Making the Rounds*

## New Standard in Action: *Adopt a Standard*

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- ▶ Letters introducing our new Standard in Action will go to all leaders and then staff
- ▶ Each employee or teams choose a particular Standard to focus on
- ▶ We suggest that employees may want to turn their focus into a goal using the Development section of the performance appraisal form

### ▶ Example - Standard under Empathy:

- ▶ *I will listen and recognize the need to apologize without assigning blame.*
- ▶ To turn it into a goal just personalize it:  
*When we're running behind, I will apologize to unhappy patients by saying, "I'm so sorry you've had to wait so long."*



## Your Role (along with Ambassador)

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- ▶ Work with employees to see that their goals reflect the spirit of the Standard chosen
- ▶ Check in regularly to see how the goals are being met
- ▶ Encourage your department or team to really embrace this new Standard in Action
- ▶ Explain what we're doing and why it's so important
- ▶ If you have an Ambassador on your team, use them to engage your team and explain these details
- ▶ Check the **Making the Rounds** lists and recognize your folks who have received a Standards Star

Questions?

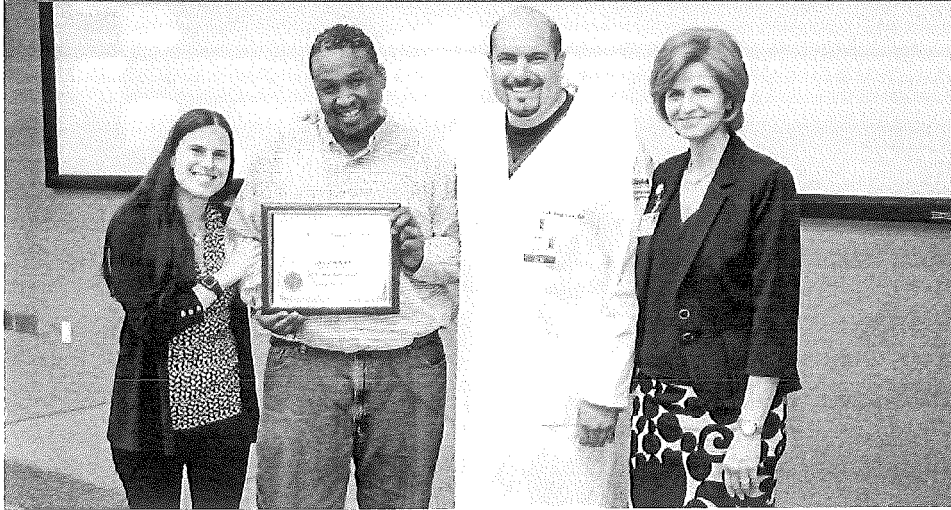
# Making the Rounds

July 2017

@Philadelphia, MossRehab, Elkins Park, Willowcrest & Center One



p. 5



EMCP National Nurses Week Awards, see page 10. Pictured here is Caring Spirit Award Winner - Gary Fountain, ED Tech

## IN THIS ISSUE

This issue details:

- Newly acquired, state-of-the-art oncology technology;
- Our efforts to enhance the patient experience;
- Team Einstein members making a difference in the community;
- A sampling of recent media coverage;
- A profile of Nursing Executive Gina Marone;
- More award photos from Nursing Week;

And be sure to read Ruth's message at right, which summarizes the employee forums held at the Philadelphia and Elkins Park campuses.

## Employee Forums and Looking Forward to FY18

Thank you to the many employees who took part in the Employee Forum sessions that Vice President of Finance, Gerry Blaney and I conducted as well as those hosted by Tom Smith, COO, MossRehab and EMCEP, and Gerry.



We spent time talking about the forces impacting the healthcare industry and our business and set out some priorities for FY18, which began July 1. For those unable to attend, I want to provide you with some key takeaways.

Frankly, FY17 was a tough year. The Network is expected to experience a significant operating loss. There are a number of reasons why. There have been drops in patient volumes at hospitals in the Philadelphia area and we are no exception. We, along with other hospitals, are also seeing an increase in the number of patients placed in observation status. We are paid significantly less for an observation case than for an inpatient admission. In addition, we are seeing declining reimbursements from insurers and government agencies. We also experienced unanticipated expense increases in our pension plan, unbudgeted wage increases related to market conditions, and an unexpected EMCP electrical issue. And, as you know, the healthcare environment in the U.S. continues to change and face a degree of uncertainty.

As we enter Fiscal 2018, we are committed to increasing our revenues and lowering our costs in order to ensure our continued financial stability. We have some important initiatives that will help us to achieve those goals, such as the Einstein 360 initiative, which seeks to

*continued on next page*

Business Unit/Department	JUNE ACTUAL	JUNE BUDGET	Year to Date ACTUAL	Year to Date BUDGETED
Adult Admissions EMCP	1,478	1,638	18,940	20,211
Adult Admissions EMCEP	205	202	2,345	2,433
Adult Admissions MossRehab	226	230	2,600	2,800
Adult Admissions Willowcrest	69	66	806	798
ED Visits EMCP & EMCEP	9,787	10,486	119,271	123,721
Births at EMCP	232	236	2,738	2,829
Outpatient Visits EMCP	26,634	30,077	326,892	348,064
Outpatient Visits EMCEP	3,553	3,665	40,746	41,640
Outpatient Visits MossRehab	16,345	16,734	186,298	189,843
Observation Visits	731	716	8,441	7,231

# Face 2 Face

Communication tips and items for managers to share with their direct reports

July 2017



## Talking Points: Items to Share with Your Direct Reports

*This month's leader talking points provide a year-end update of our business and set priorities for Fiscal Year 2018. These talking points are for use in discussions and meetings with employees. They should not be forwarded via email or distributed.*

### Studer Transition

Our GPS work helps align us in achieving the priority goals that support our mission whether that goal is improving quality or improving our financial performance. We owe a high quality, financially strong Einstein Healthcare Network to the communities we serve.

The Studer Group has been a strong partner in helping us to identify and implement evidence based practice that should help us to improve our performance. But we have not adequately moved the needle in some critical areas despite four years of effort. We need to take ownership and accountability. This is our health system.

We have made a decision at the Executive level to transition from our agreement with Studer and to take full responsibility for improving our organizational performance. In August, they will complete their work with us.

GPS work does not go away. The work is not a time limited engagement. It is how we will conduct ourselves in perpetuity. This is *not* Studer's work. It is *ours* but has been facilitated by Studer.

The following will remain:

- Whiteboards
- Pillar goals
- The LEM
- Patient call manager
- Leader requirement to complete mandatory quality 90-day plans within set deadlines
- Other practices such as thank you notes, rounding on employees, validating that staff are using AIDET (Acknowledge-Introduce-Duration-Explanation-Thank you) when interacting with patients

As a demonstration to our commitment, Einstein will hire coaches that will work throughout the Network. They will work with leadership to train our staff and to validate that staff are competent in the various practices, whether use of AIDET or use of whiteboards.

### People

Einstein is committed to providing fair, market-based wages and benefits.

We continue to monitor wages to ensure they are competitive, making equity adjustments as needed.

Actions we've taken include:

- Effective July 1st, coinsurance for the Personal Choice Basic Benefit Plan network benefit changed from 40 percent to 30 percent.
- Holiday premium for employees who work Christmas Eve and New Year's Eve, starting in 2019

- July 1 – Einstein Fiscal Year 2018 Benefit Elections Effective
- July 1 – EinsteinDirect available to employees
- July 13 – Merit Increases
- August 5 – MossRehab Physical Medicine and Rehabilitation Residency Program 50th Anniversary
- August 24 – Einstein Career Fair, EMCP, Gouley Auditorium
- Coming Soon... EinsteinConnect (new Einstein employee intranet)



## Talking Points: People (Continued)

- Equity increases for eligible employees in a number of areas
- 150th Anniversary salary increase in Fall 2016
- Salary increases scheduled in July 2017 and July 2018

### Quality

Over the last year, we have taken a number of steps to improve key quality-and patient experience-related metrics. This has included:

Creating a Clinical Care Oversight Group (EMCP) and Performance Improvement Teams (EMCM) to establish the specific, data-driven priorities that we are focused on

Establishing Clinical Effectiveness Groups (CEGs) to improve the quality and consistency of care through clinical standardization for:

- Sepsis
- Total hip and knee replacements
- Heart failure

Daily safety huddles/calls

- EMCM
- EMCEP
- EMCP (beginning September 2017)

Established Unit Based Clinical Leadership Teams on many units at EMCP/EMCEP to help improve patient experience, improve quality and reduce readmissions

### Growth/Finance

We want to continue to grow our network – and we’re focusing on getting primed and ready for that growth:

- We’re establishing clear priorities that will drive our decision-making
- We’ll be managing our costs in a more strategic way, ensuring our investments support our priorities
- We all need to be part of these changes and take ownership for making them happen

As we start FY18, we need to increase our revenues and lower our costs. Some of the things we are doing to address this:

Einstein 360 – Last year, we launched a partnership with The Advisory Board, which was created to help transform Einstein Physicians into a higher-performing and financially successful medical enterprise.

As part of Einstein 360, we have developed and are implementing action plans for addressing a variety of issues over three years. Some of those issues include:

- Improving access and scheduling
- Extending the availability of providers
- Ensuring that we are using our Electronic Medical Record (EMR) to its full potential

Navigant Assessment (EMCP) – We’ve hired Navigant Consulting, Inc., a firm that specializes in working with organizations in industries undergoing dramatic change, to assess opportunities for improving clinical operations. They are looking for areas where our structure, processes or activities can be changed to enhance performance. Navigant will be making recommendations on how we can:

- Improve throughput
- Increase our capacity
- Lowering supply cost
- Improve quality by reducing variations in care

A workforce reduction and leaving some vacancies unfilled. (See Workforce Changes – Manager Talking Points in a separate attachment)

- Looking at our hospital revenue cycle
- Looking at our operating and capital budgets for FY18

### Academics

At EMCP, being a teaching hospital is a big part of who we are. Throughout the Network, we plan to grow our academic programs in ways that make sense. One way will be by pursuing residency training programs at EMCM for Family Practice Medicine, Internal Medicine, and a Transitional Year Program.

### Information Security Update

Einstein's Information Security Program is the policies, procedures, and activities of employees that together protect Einstein's confidential information and keep our computer systems available when we need them.

**Why Does Information Security Matter?** While laws like HIPAA require healthcare employees to be aware of information security, modern cybercriminals have raised the stakes. A serious security incident can shut down all of Einstein's IT systems for weeks, or require Einstein to notify all of our patients and the media that their information was exposed.

**How to Spot a Security Risk:** Cybercriminals often begin their attacks by using fraudulent emails, often called "phishing" emails. These emails claim to be from someone trusted or with an urgent need in order to get you to click on an attachment or web link. Attachments and links can be used to take over your computer without you taking any action other than clicking.

**Know Who to Call:** If you click on a suspicious attachment or link, you might not notice anything while the hackers get to work in the background. Call the Help Desk at 215-456-8033, or email [helpdesk@einstein.edu](mailto:helpdesk@einstein.edu) if you think you may have clicked on a suspicious attachment or link so the information security team can take steps to stop any damage. Much like medical error reporting, the goal is never to punish anyone for making a mistake, and there is a lot of harm reduction that can be accomplished if the information security team is notified early.

**Know How to Stay Safe:** Try the following tips to stay safe:

- **Avoid Enabling Macros:** If you need to open a Microsoft office document do not click the "enable macros" button unless you are 100 percent sure that the sender is trusted and you are expecting the document. Clever attackers can send an email from someone you know impersonating them and the "enable macros" button is a common way to trick you into giving up control of your computer.
- **Be Suspicious:** Messages purporting to be from IT about your mailbox being full, or from an unknown vendor saying an invoice is overdue are usually going to be scams. Be suspicious of any email with an urgent call to action from an unknown sender.

- **Look at the Sender:** Many times the sender of a phishing message will claim to be from Einstein, but their email address is from somewhere else. Clever attacks can make this hard to confirm, but Einstein's email system also adds warning text to the top of a message when it is from outside of Einstein.

**Does this Really Apply to Einstein?** Absolutely! Einstein and Einstein employees are targeted frequently by information security threats as specific as cybercriminals impersonating co-workers, Einstein leaders, and even Einstein employees' family members in attempts to trick employees into clicking on email attachments, links, or falling for other scams.

### Safety Reminder

The recent tragedy at a New York hospital serves as an important reminder for all of us about safety and crisis response.

All employees are encouraged to take a few minutes to review our [Active Shooter information on eNet](#) as well as the [Responding to an Active Shooter video](#).

# Facts & Figures

## Patient Admissions & Visits

Here's a look at how admissions and outpatient visits for June and Fiscal Year 2017 compare to what we expected.

JUNE 2017			PATIENT VOLUMES	FY 2017 to Date		
Actual	Projected	Percentage +/-		Actual	Projected	Percentage +/-
1,719	1,867	-8%	EMC Philadelphia	21,701	22,952	-6%
205	202	1%	EMC Elkins Park	2,345	2,433	-4%
952	1,058	-11%	EMC Montgomery	11,651	12,488	-7%
69	66	4%	Willowcrest	806	798	1%
226	230	-2%	MossRehab	2,600	2,800	-8%
64,791	69,425	-7%	Outpatient Visits	768,295	794,270	-4%

## Patient Satisfaction Scores

Einstein measures patient satisfaction by contracting with NRC/Picker to conduct patient experience surveys. Upon discharge, surveys are sent to a random sample of patients, who send their completed surveys directly to NRC/Picker. The results of these surveys and the comments made by patients are updated continually and available to us through an on-line portal. NRC/Picker works with hundreds of hospitals throughout the country and has an extensive database which allows us to compare our results with other hospitals. We have many initiatives underway at all campuses to improve our patients' experiences.

PATIENT SATISFACTION SCORES				
Percentage of Positive Responses to National Research Corp. (NRC/Picker), MAY 2017				
Overall Rating for Hospital	NRC Average	EMC Philadelphia	EMC Elkins Park	EMC Montgomery
		73.6%	64.2%	72.5%
Overall Rating for Rehab Facility	NRC Average	MossRehab	<b>Key:</b> ● At or Above Average for Patients Surveyed ○ Below Average for Patients Surveyed	
		78.1%		

transform Einstein Physicians into a high-performing and financially successful enterprise and will also improve the patient experience. We are also working with Navigant Consulting to reduce variations in care, improve throughput and efficiency and reduce supply costs. As Barry recently shared, we're also making changes to our workforce that have involved some tough decisions – including a workforce reduction in order to align staff to current activity levels. Making decisions that impact people we know and care about is never taken lightly.

We have hard work to be done in order to continue to grow our network. We're preparing for that growth by establishing clear priorities that will drive our decision-making. We'll be managing our costs in a more strategic way, ensuring that our investments support our priorities. We all need to be part of these changes and take ownership in order to make them happen.

Change is not always easy, but I encourage you all to embrace these changes as they will prepare us for future growth.

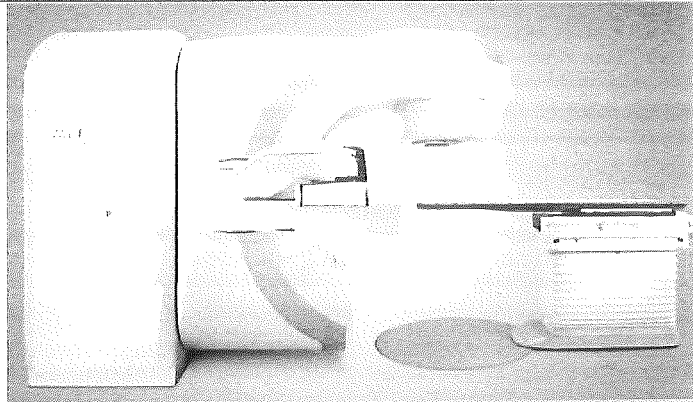
### Here's an outline of our Fiscal 2018 Priorities:

- 1) **FY18 Financial Performance:** Reduce expenses and increase revenue
- 2) **Safety & Quality Improvement:** Impact quality scores, "risk" related quality scores, and other select quality and safety initiatives
- 3) **Patient Access:** Drive increased utilization of Network Services, support consistent, excellent services across the Network, and improve the customer experience in a measurable manner
- 4) **Advancing the Capabilities in Population Health:** Position the Network to operate successfully under value based payments and maintain existing business/ volume that is transitioning to value payments
- 5) **Workforce Stability:** Maintain labor stability, increase employee engagement, and improve retention
- 6) **FY19 and Beyond Financial Performance:** Make a future impact on expense reduction and revenue increase
- 7) **Academic Breadth:** Optimize academic programs across the Network and develop the academic program at EMCM

During the employee forums, we discussed Network challenges and priorities, and I was energized by your feedback. Many of you identified opportunities where we can lower our supply, equipment, and other expenses. To capture these opportunities, I invited you to submit them to me through what I'm calling our **Bright Idea** Initiative. To date, I've received 74 ideas and am in the process of reviewing them. Look for more information about this initiative in the months ahead.

Each of us plays an important role in moving the organization forward. While we have challenges ahead, I'm convinced that the employees of Einstein have what it takes to get us where we need to be.

*Ruth*



## Radiation Oncology Enhances Services With New Linear Accelerator

The Department of Radiation Oncology at Einstein Medical Center Philadelphia recently installed a new, state-of-the-art Varian TrueBeam Linear Accelerator in its facility.

With this new linear accelerator, Einstein can now provide an enhanced array of oncology services for adult patients. Using sophisticated radiation oncology technology, experienced, board-certified physicians offer radiation treatment services for both common and uncommon malignancies.

The Department has received full accreditation from the American College of Radiology (ACR), and participates in leading research through affiliations with national cooperative groups, such as ECOG and NRG.

The Radiation Oncology team is committed to providing patients with high quality radiation treatment and outstanding personal care. They see new patients in consultation typically within one week or less. Patient consultations can be arranged at:

- EMCP – 215-456-6280
- EMCM – 484-622-7400



## On-Site Patient Billing Customer Service Representative at EMCP

An on-site patient customer service representative is now available on the EMCP campus to help patients and their families resolve medical billing questions and issues.

The lobby in the Levy Building has been updated to house a customer service representative in addition to a cashier. This new and improved area, under the direction of Patient Financial Services, will serve as a resource to our patients who would like to discuss their hospital and/or physician bills with a financial representative:

- Patients may visit the representative with any patient billing concerns or outstanding patient liabilities that are related to services rendered at any of Einstein's medical centers or Einstein Physician practices.
- The representative will be available Monday to Friday from 8:15a.m. to 4p.m.
- This new EMCP campus location is in addition to Patient Financial Services located at Front & Olney. So, patients now have two locations from which to choose.

"We are excited about providing this convenient, on-site service to our patients, employees and visitors, knowing that the billing process can be very complex for many individuals. We expect this additional service to help create a more patient-friendly billing experience for our patients," said Guy J. Hoffman, associate vice president, Finance.



## New Time for Drop-In Mindfulness Meditation Sessions

Mindfulness offers a great way to reduce stress, optimize your physical and mental health, focus, creativity and more. Drop in for a 30-minute guided mindfulness meditation session at EMCP or EMCEP. No registration required.

### EMCP

- When: Second and fourth Mondays of every month
- Time: 3:30p.m. to 4p.m. NEW Start Time!
- Location: Department of Spiritual Care and Mindfulness, Moss-Sley basement

### EMCEP

- When: First and third Wednesdays of every month
- Time: 3:30p.m. to 4:00p.m. NEW Start Time!
- Location: Chapel on the second floor



■ **Einstein nurses welcomed world-renowned nursing theorist Jean Watson, PhD, RN, AHN-BC, FAAN back to EMCP on May 24.** Dr. Watson listened to the caring stories, evidence-based quality improvement practices and research by Einstein nurses. The morning session was attended by 130 nurses. Following visits to several nursing units, Dr. Watson met with nursing leadership. Dr. Watson offered reflections on what she heard and observed, remarking that Einstein is an exemplar among organizations on translating and integrating caring science into nursing practice. Dr. Watson is the founder of the Watson Caring Science Institute. Einstein has received the Institute's Affiliate designation (WCSI) six times consecutively.

■ **Congratulations to Einstein's Internal Medicine Residency Program.** The American Board of Internal Medicine (ABIM) released its most up-to-date, three-year cumulative pass rate (2014 to 2016) for its certifying examinations in internal medicine. There are 91 programs in the United States similar in size to Einstein ( $\geq 73$  residents) and only six had a 99 percent or higher pass rate:

- ❑ Stanford 100%
- ❑ **Einstein 99%**
- ❑ Mass Gen 99%
- ❑ Mayo Clinic 99%
- ❑ University of Virginia 99%
- ❑ UT Galveston 99%

■ **Einstein's Immunodeficiency Center (IDC) received recognition as a "Best Performer" from the City of Philadelphia's AIDS Activity Coordinating Office** at its Quality Management meeting. The IDC was one of three HIV providers named for best performance in 2016.

■ **Einstein celebrated its 29th Annual Small Miracles Golf Tournament at the Philadelphia Cricket Club (above).** More than 240 golfers, businesses and sponsors enjoyed a day of golf, while raising more than \$260,000 to support vital programming for our smallest, most vulnerable patients and their families.

■ **MossRehab's Drucker Brain Injury Center recently received a \$10,000 gift that will be used to purchase Myro, a new piece of robotic equipment,** which will help patients meet their rehabilitative goals. The donor made the gift in honor of the care her uncle received as a patient.

## Important Dates

- July 1- EinsteinDirect available to employees
- July 1 – Einstein Benefit Elections Effective for FY18
- July 13 – Eligible, non-bargaining unit employees will see their salary increase in the July 13 paycheck
- July 14 - American Red Cross Blood Drive, EMCP and EMCEP
- August 5 - 50th Anniversary for MossRehab Physical Medicine and Rehabilitation Residency Program
- August 24 - Einstein Career Development Fair, EMCP, Gouley Auditorium
- **Coming Soon...EinsteinConnect** (new Einstein employee intranet)





Broad Street Run



Walk Against Hate

## Team Einstein Runs, Walks, and Strikes Yoga Poses for Great Causes in May

Einstein employees, family members and supporters have recently participated in a variety of community events to raise awareness about breast cancer, support those impacted by breast cancer, and promote positive social causes. Follow the hyperlinks to review the photos captured at the various named events. Go Team Einstein!

- [Broad Street Run](#)
- [Anti-Defamation League's Walk Against Hate](#)
- [Living Beyond Breast Cancer's Reach and Raise Yoga](#)



Reach and Raise Yoga



Race for the Cure

## A Special Thank You to EMCP Employees

During the first week of June, Einstein Philadelphia faced unusual and unexpected challenges during the electrical equipment failure. We are proud to say that our doctors, nurses, and staff, across every department and function, stepped up and met that challenge. You rallied as one team focused on one goal – ensuring the outstanding care and safety of our patients.

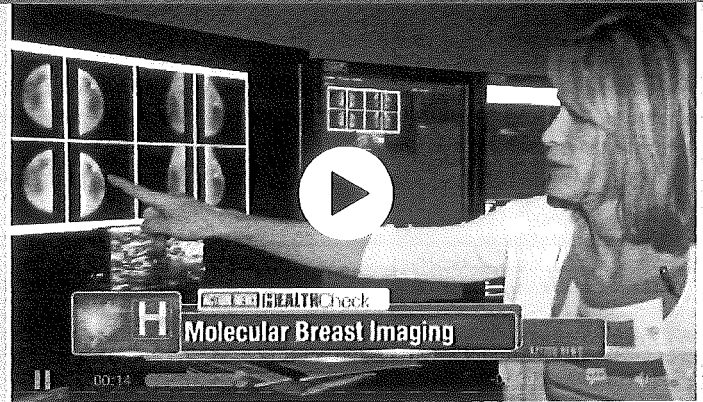
There is a well-known quote from Reverend Dr. Martin Luther King, Jr. that reads, “The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge...”

We personally witnessed the exceptional teamwork and comradery that is Einstein in action. We saw example after example of you putting the care, comfort, and treatment of patients before your own needs. From walking patients where they needed to be, repeatedly analyzing procedures and services to ensure patients received care with minimal disruption, coordinating patient relocation, working extra hours, reassuring and responding to patients, to lending a hand where it was needed, you excelled.

We say that we are More Than Medicine. Through the dedication and commitment to caring for our patients in the midst of a great challenge, you lived what it means to be More Than Medicine. It is an honor and a privilege to work with you.

Sincerely,

*Barry R. Freedman, President and CEO,  
Einstein Healthcare Network  
Ruth Lefton, Chief Operating Officer, EMCP,  
EMCEP, MossRehab, Willowcrest and Center  
One*



*Dr. Copit discussing Molecular Breast Imaging. Image ©6ABC*

## May 2017 Media Highlights

*Here's a recent sampling of media coverage featuring Einstein:*

- **Hospitals & Health Networks published a Question & Answer titled “Meet A Health Enterprise Zone Pioneer,” with responses from Barry Freedman, Einstein President and Chief Executive Officer.** In the Q&A, Barry explains how the Health Enterprise Zone came about; the organizations that are part of the initiative; the organization’s goals and plans for moving forward.
- **CBS3’s medical reporter Stephanie Stahl, had an interview with Debra Copit, MD, Director of Breast Imaging for Einstein, about the Molecular Breast Imaging (MBI) system at the Marion-Louise Saltzman Women’s Center.** MBI is a supplementary screening and diagnostic tool used in addition to a 2D or 3D mammogram which has shown to significantly increase early detection of breast cancer among women with dense breast tissue.
- **6ABC also featured a segment about the MBI system, which also included an interview with Dr. Copit. (Picture and hyperlink above.)**
- **KYW Newsradio also broadcast an interview with Dr. Copit about the new MBI technology.**
- **CBS3’s Stephanie Stahl did a segment about the field trip to the Einstein Simulation Center with students from the East Norriton Middle School through the Healthy Newsworks initiative.** The segment showed students working with SimMan and other electronic mannequins, and included an interview with Charles Bortle, Director of the Simulation Center.





Gastric Bypass patient featured in Philadelphia Inquirer story. Click image to link to story.

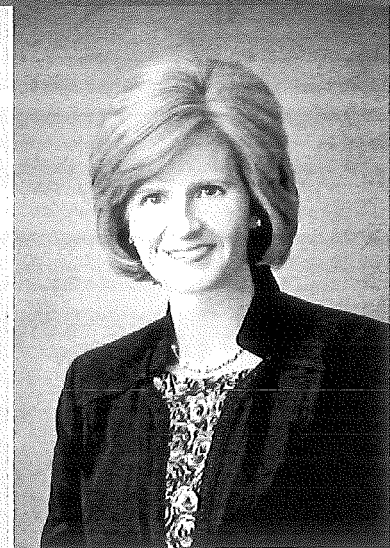


Excessive use of caffeine leads to teen death. Click image to link to broadcast. Image ©CBSPhilly

## May 2017 Media Highlights (continued)

- **CBS3's Stahl also did a segment with Einstein Emergency Medicine physician and toxicologist Michael Kowalski, MD, about the dangers of ingesting a large amount of caffeine in a short period of time.** The interview was in connection to the death of a South Carolina teenager who died from drinking a large amount of caffeinated beverages. (Image above right is hyperlinked to the broadcast.)
- **The Philadelphia Inquirer/Philly.com published a feature article on the cover of the health section about Linda Oakley who lost 225 pounds after undergoing gastric bypass surgery three years ago and undertaking a regular exercise regimen.** The profile of Oakley, who is a telecommunications employee at Einstein, includes her plan to run in the Broad Street Run as well as quotes from Einstein's Ramsey Dallal, MD, who performed her gastric bypass surgery. The article notes that Oakley no longer needs diabetes or blood pressure medications or the Continuous Positive Airway Pressure (CPAP) machine to manage her sleep apnea. (Photo above shows Oakley at the finish line of the Broad Street Run being interviewed by NBC-10. Click to see Inquirer article.)
- **6ABC's medical reporter Ali Gorman, broadcast a segment with MossRehab physical therapist Theresa Toczylowski about choosing the right sports bra in connection to the Broad Street Run.**
- **Fox 29 broadcast a segment about the Mindful Meditation classes offered throughout the network and showed a class being led by Laura Romano who directs the program.** In addition to an interview with Romano, two employees participating in the class were also interviewed about the benefits of meditation for themselves and patients. The LBBC Reach and Raise Yoga event, sponsored by Einstein, also featured a Mindfulness Meditation session hosted by Romano, which was noted in the news report.
- **NBC-10 broadcast an interview with MossRehab physical therapist Danielle Olsheski with pointers for women who run while pregnant in connection to the Broad Street Run.**
- **KYW Newsradio broadcast an interview with Moss Rehabilitation Research Institute's (MRR) Tessa Hart, Ph.D, about MRR being part of the \$12 million clinical trial underway to research how patients with traumatic brain injury fare after discharge.**
- **Health Medicine Network posted an article that originally appeared in Consumer Reports about the risk of liver damage from herbal and dietary supplements, with quotes from Victor Navarro, MD, co-chairman, Einstein Department of Transplantation, Division of Hepatology.**
- **Vice.com broadcast an interview with MossRehab's Leonard Kamen, DO, about pain and addiction and the opioid crisis.**
- **Technical/philly.com posted an article about a leadership conference, Leading into the Next Century, held by the Urban League Young Professionals.** Dixie James, Einstein Vice President of Strategic Planning and Business Development, was one of the panelists.

*Gina Marone*  
*Vice President of Healthcare Services*  
*and Chief Nurse Executive*



Each month, *Making the Rounds* includes a special "Getting to Know" article featuring a different Einstein leader. This month, we interviewed Gina Marone, Vice President of Healthcare Services and Chief Nurse Executive.

**Q: Are you from the Philadelphia region?**

A. Gina: Yes, I was born in Philadelphia. My father is an immigrant from Italy who came here by himself when he was 16. He didn't know anyone and couldn't speak English but still started a business with little formal education. He's 78 and still running his business as a successful CEO of a metal fabrication company.

**Q: Where did you grow up?**

A: I grew up in Philadelphia until I was a teenager. Then my family moved to the Main Line since I attended Merion Mercy Academy. I married my junior prom date and college sweetheart, Peter, and we settled down in New Jersey. We've been married for 28 years and have two sons: Peter, who just graduated from Boston College, and Christopher, a sophomore at Penn State.

**Q: What got you interested in nursing?**

A. When I was 14, I worked in the emergency department at St. Agnes Hospital in South Philadelphia as a "candy striper". I enjoyed seeing the action in the emergency department and how the team worked together. I was fascinated by the patient stories and got to see how nurses care for patients on

the front line. It was very exciting and I was hooked. Now as a more "seasoned" nurse, I can say without hesitation the profession has really grown. Nurses are truly well-positioned to shape healthcare. With changes through health care reform and the Institute of Medicine report our profession is even more in demand.

**Q: What drew you to Einstein?**

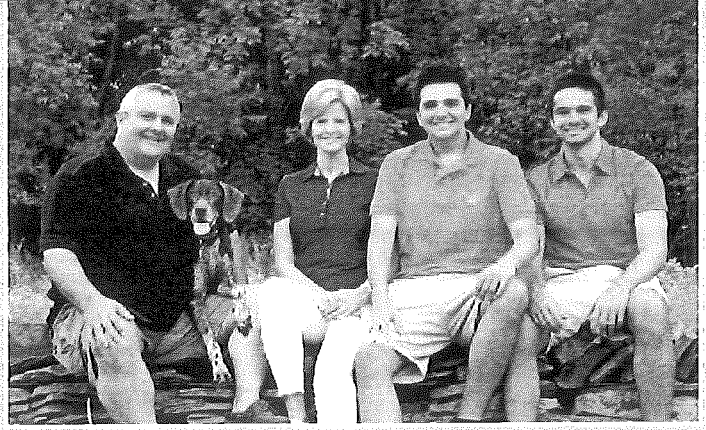
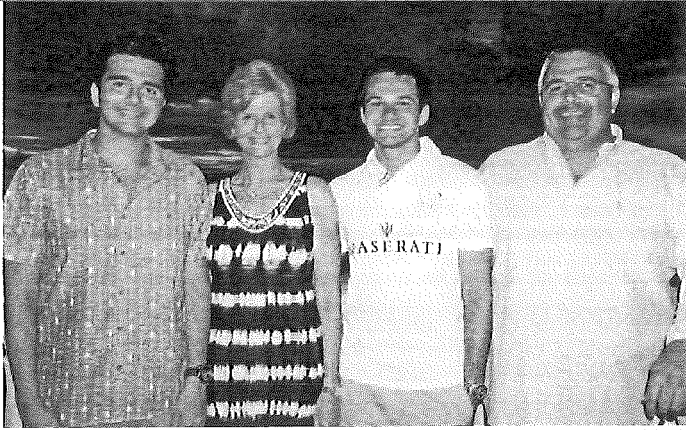
A. As Vice President of Clinical Operations for MD Anderson Cancer Center at Cooper I learned so much; however, I really had the desire to return to nursing at a more global level. In addition, I was an associate CNO prior to working in cancer and I enjoyed it very much. Most importantly, when I interviewed the culture here at Einstein was very inviting so it was a good fit for me.

**Q. What have you found most satisfying about teaching at Rutgers University-Camden?**

A. I'm actually not teaching this semester because I wanted to really focus on [my new position], but I am active on the advisory board of the nursing school. In the past several years, I've taught the senior nursing class either at the BSN level or the accelerated level about nursing leadership.

The intent is to connect the textbook to the real world expectations so they know what to expect and what is expected. I tell students, get involved on your unit... specifically in shared governance. This is how you become an involved nurse who can say, "I own my practice and am part of the decision-making."





Gina with her family – sons Christopher and Peter and husband Peter.

**Q. With your sons away at college, how does it feel to be an empty nester?**

A. The good news is, my work keeps me so busy that when I'm home, I don't mind being an empty nester because I'm so exhausted! I did start having date night Fridays with my husband and we're thinking about downsizing [to a smaller home].

**Q. When you do have some rare down time, what do you enjoy doing?**

A. Since I'm not available much during the week, the focus of my weekends is spending time with my family. I also enjoy meeting up with friends and nurse colleagues. I also like to shop. Retail therapy works very well... I believe in "work hard, play hard" self-care to refresh so I enjoy time away at our mountain house, shore trips or going to an island — any combination of those, especially when we bring our sons. I love having them around, and they love traveling. They've been on all our trips. Italy is still a favorite. We've always wanted to go back to Italy and are hoping we can get there soon. When I have time, I also read books on leadership. My family makes fun of me because we'll go on vacation and I'll be reading leadership books, but I really like them, and they help me in my work.

**Q. Is there a motto you live by?**

A. I like the Emerson quote, "Nothing great was ever achieved without enthusiasm," because you have to be passionate about what you do every day. Both enthusiasm and passion are needed to keep us focused on improving safety, service and quality in this new health care era which is incredibly challenging but also rewarding.

**Some of my favorite things are:**

**Favorite Book:** *Start with Why: How Great Leaders Inspire Everyone to Take Action* by Simon Sinek

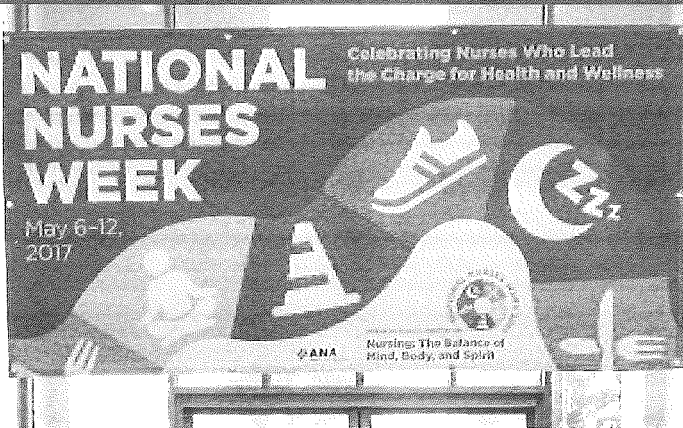
**Favorite Movie:** *My Cousin Vinny*

**TV Show:** HGTV, *Billions*

**Favorite Music:** Pop



"Nothing great  
was ever achieved  
without enthusiasm."  
- Ralph Waldo Emerson



*Maria Javardian, BSN, R-NT. Campbell Caring Spirit Award*

## Caring Spirit Awards Part of Nurses Week Celebration

In May, Einstein celebrated National Nurses Week across the network. Caring Spirit Awards were presented to recognize the contributions that our Nursing staff makes to patient care and Einstein.

Last issue, we shared photos of award recipients from EMCEP and MossRehab. This month, we're sharing photos of Gina Marone, VP, Healthcare Services and Chief Nursing Officer with some of the EMCP award recipients.



*Waafiyah Spain, PCA - Caring Spirit Award*



*Christine Ehnou, RN, PCCN - Jackie Joseph Caring Spirit Award*



*Angelita Ortega, BSN, RN - Caring Spirit Award*



*Lorraine Hopkins Pepe, PhD Candidate, MSN, RN, CCRN - Shared Governance Leadership Award*



*Tianna Lackey, CRT - Caring Spirit Award*



National Nurses Week: May 6-12th



Alex Catanzara, BSN, RN - M. Smith-Carranza Caring Spirit Award



Sonia Gonzalez, BSN, RN - Mary Webb Caring Spirit Award

See more Nursing Week photos in the [Einstein facebook page photo albums by clicking here.](#)



Shanita Minor, RN - Caring Spirit Award



Carol Morris, LPN - Caring Spirit Award



Joyce Rice & Faye McCrumm (OB Triage Team) - Caring Spirit Award



Patricia O'Hagan, BSN, RN - Caring Spirit Award



Teri Baumgarten, RN - Caring Spirit Award

### Volunteer Profile: Elizabeth Pearson

Each year during Volunteer Recognition Week, Einstein leaders gather with staff to honor our many volunteers who selflessly lend their time to benefit our community. This year, Elizabeth Pearson, a four-year patient service volunteer, was presented with the Barbara Levey Memorial Award – one of several such awards given to volunteers in appreciation for their outstanding efforts. The award is named in memory of Einstein volunteer, Barbara Levey.

During the awards luncheon in May, Volunteer Services Manager Ellen Goldberg praised Elizabeth for her commitment, caring and kindness toward everyone she encounters. "When we met at her interview, I knew she was the perfect person for our Exceptional Patient Service Program," said Ellen. "She was warm, friendly and had an awesome smile. Her love of people is infectious."

On any given day, Elizabeth can be found in the Klein Building's lobby walking patients to their appointments, showing them how to use the electronic directory or talking with patients as they wait for their ride.

She says what she likes best about working here is knowing that what she's doing genuinely matters. "It's a great privilege to serve the people who come to Einstein, and that makes you want to do the best you can," she says. "People love that you take the time to help them, and when you treat them with kindness and warmth it makes such a difference," she adds. "I also get a lot of nice compliments from the doctors and nurses, so that makes me feel appreciated."



*Photo Caption: Elizabeth Pearson (left) receives the Barbara Levey Memorial Volunteer Award from Ellen Goldberg (right)*

According to Ellen, those compliments are the result of Elizabeth's dedication, energy and sunny outlook. "She is like the 'Energizer bunny' – she keeps going and going," Ellen says with a laugh. "She always says, 'I had a good day today,' and her commitment and caring to our patients is unending."

That loyalty is one of the primary reasons why so many people continue to volunteer at Einstein. In 2016, 268 adult volunteers provided our network with nearly 31,200 hours of caring service.

"This is a truly wonderful place to volunteer because you are appreciated from the top down as part of our volunteer family," notes Ellen. "We have many areas in need of volunteers, so I welcome anyone who would like to give of their time to call (215-456-6059) or email me at GoldbergE@einstein.edu."

*"It's a great privilege to serve the people who come to Einstein...  
People love that you take the time to help them,  
and when you treat them with kindness and warmth  
it makes such a difference."*

*Volunteer Elizabeth Pearson*



*Congratulations to the following employees who celebrate milestone service anniversaries in May, June and July:*

## 55 Years

Elizabeth Choice, Coordinator - Health Unit - 7/20/1962



## 45 Years

Phillip Brick - Aide: I-Rehab - 5/8/1972  
Cheryl Neff - Nurse RN: Lvl 3 - 6/26/1972

## 40 Years

Kathy Gimbel - Technologist: Lead-Lab - 6/13/1977  
Kathy Lawlor - Nurse RN: Lvl 3 - 6/6/1977  
Arlene Sirmarco - Temporary - Non-Exempt - 6/27/1977  
Gary Williams - Sergeant - 6/17/1977  
Diane News - Nurse RN: Lvl 2-Surg Svcs - 5/23/1977  
Marjorie Stanek - Phys-Cardiology: NonInv - 7/1/1977

## 35 Years

Michael McCarthy - Physician Assistant: II - 6/14/1982  
Susan Benjamin-Mlynarczuk - Nurse RN: Lvl 1-Clin Educ - 7/26/1982  
Robert Fitzsimmons - Technologist-Nuclear Med - 7/1/1982  
Nina Vorgity - Medical Secretary: II - 7/1/1982  
Michael Walkenstein - Phys-Pulmonology - 7/1/1982

## 30 Years

Maureen Aitken - Nurse RN: Lvl 2-Surg Svcs - 6/8/1987  
Angelo Arocena - Nurse RN: Lvl 3 - 6/22/1987  
Judy Cooke - Telephone Operator - 6/22/1987  
Rosalind Cowan - Aide: II-Rehab - 6/22/1987  
David Fried - Lead-Perfusionist - 6/8/1987  
Lonnie Murchison - Worker: I-Environmental Serv - 6/29/1987  
Renee Sperling - Coord-Medical Management - 6/8/1987  
Karen Autry - Analyst: V-Systems - 5/26/1987  
Joanne Brown - Nurse RN: Lvl 3 - 5/11/1987  
Maryann Feldstein - Nurse RN: Lvl 3 - 5/26/1987  
Lisa Haggerty - Admin Coordinator: III - 5/18/1987  
Roberta Braun - Therapist: III-Physical - 7/27/1987

Michael Durning - Attendant: Storeroom - 7/20/1987  
Patricia Gereaghty - Nurse RN: Lvl 3 - 7/10/1987  
Leonard Kamen - Phys-Physical Med&Rehab - 7/1/1987  
Maureen Kuntzmann - Nurse RN: Lvl 2 - 7/20/1987  
Delaine Mandell - Phys-Radiology: Diag - 7/13/1987  
Roberta Matos - Nurse RN: Lvl 2-Adm Liaison - 7/27/1987  
Karla Matthews - Technician: Supply/PAR Mgmt - 7/12/1987

## 25 Years

Patricia Adams - Educator Health: IIII - 6/1/1992  
Betty Barnes - Nurse RN: Lvl 3 - 6/1/1992  
Phillip Bermudez - Analyst-Desktop Service - 6/16/1992  
Nicole Bongart - Manager-Clinical-Nursing - 6/19/1992  
Dorothy Day - Nurse RN: Lvl 3 - 6/1/1992  
Jorge Diaz - Specialist: III-Training - 6/29/1992  
Deborah Elliott - Nurse RN: Lvl 3 - 6/29/1992  
Elizabeth Jordan - Manager-Therapy-Clinical - 6/2/1992  
Matthew Kates - Nurse RN: Lvl 3 - 6/1/1992  
Nancy Lisojo - Nurse RN: Lvl 3 - 6/1/1992  
Justine Peck - Manager-Clinical-Nursing - 6/29/1992  
Nga Pham - Pharmacist-Inpatient - 6/29/1992  
Lisa Speight - Nurse RN: Lvl 3 - 6/1/1992  
Deborah Steffler - Nurse-RN-Post Transplant Coord - 6/29/1992  
Tanya Bilyj - Technologist: Lead-Lab - 5/18/1992  
Keisha Nathaniel - Scheduler: I - 5/27/1992  
Dorothy Spence - Worker: Food Services - 5/15/1992  
Richard Allman - Assoc Director-Medicine - 7/1/1992  
Leonard Braitman - Biostatistician - 7/6/1992  
Robert Fischer - Div Chair-Infect Disease - 7/1/1992  
Shirl Fisher - Coordinator-Health Unit - 7/13/1992  
Barbara Garvin - Manager-AR & Customer Service - 7/6/1992  
Richard Greenberg - Div Chair-SurgColorectal - 7/1/1992  
Marilyn Harmon - Nurse RN: Lvl 3 - 7/27/1992  
Lisa Jablon - Phys-Surgery: Breast - 7/1/1992  
Mark Kaplan - Assoc Chair-Surgery:Trauma - 7/1/1992  
Cheryl Kirby - Phys-Radiology: Diag - 7/15/1992  
Lisa Reinert - Nurse RN: Lvl 3 - 7/27/1992  
Patricia Sabara - Manager-Office: Clinical - 7/1/1992  
Candace Slade - Nurse RN: Lvl 3 - 7/6/1992  
Lisa Swann - Rep: Lead-Patient Services - 7/1/1992

## 20 Years

Helene Achuff - Specialist-Revenue Integrity - 6/23/1997  
Brandy McGarry - Nurse RN: Lvl 3 - 6/9/1997  
Mary Monahan - Clerk: III - 6/21/1997  
Robert Stone - Mechanic: I-Local 835 - 6/2/1997

Jesse Rober - Sup-Outpatient Cardiac Rehab-M - 5/5/1997  
Allison Conners - Nurse RN: Lvl 3 - 7/7/1997  
Linda Daley - Counselor: Financial-Admission - 7/7/1997  
Philip Horn - Phys-OB/GYN: General - 7/1/1997  
Susanna Pickering - Nurse Anesthetist-CRNA - 7/7/1997  
Michael Saulino - Phys-Physical Med&Rehab - 7/14/1997

### 15 Years

Theresa Donahue - Manager-Clinical-Nursing - 6/3/2002  
Pasha Generette - Phys-Family Practice - 6/1/2002  
Julia Ismailova - Tech-Cert Surg: Surg Svcs - 6/3/2002  
Deborah Jones - Specialist-Clin Informatics - 6/27/2002  
Guillermo Otero-Perez - Phys-Psychiatry: Adult - 6/10/2002  
Ayesha Allen - Nurse RN: Lvl 3 - 5/30/2002  
Tania Conwell - Nurse RN: Lvl 3 - 5/6/2002  
Tisa Julius - Manager-Clinical-Nursing - 5/13/2002  
Amy Miller - Nurse RN: Lvl 3 - 5/30/2002  
Carole Slowey - Analyst: I Systems - 5/28/2002  
Latisha Taylor - Nurse RN: Lvl 3 - 5/30/2002  
Ana Asencio - Supervisor-Site - 7/22/2002  
Paul Brady - Phys-Radiology: Vasc Inv - 7/15/2002  
Merle Carter - Asst VP-Academic Affairs - 7/22/2002  
Joanne Cipriano - Director-LTSR - 7/22/2002  
Maria Hernandez - Assistant: II-Medical - 7/1/2002  
Janet Ko - Phys-OB/GYN: General - 7/1/2002  
Jeffrey Ransom - Cook: I - 7/22/2002  
Laraine Stinger - Associate VP-Claims - 7/8/2002  
Neil Tran - Phys-Neonatology - 7/21/2002

### 10 Years

Robert Addison - Officer: II - 6/4/2007  
Stacey Bradley - Assistant-Clinical - 6/25/2007  
Dawn Clark - Technologist-Radiology - 6/4/2007  
Dana Disante - Nurse Practitioner - 6/4/2007  
Mark Frisch - Phys-OB/GYN: General - 6/1/2007  
Shakyla Hinton - Technologist-CT Scan - 6/18/2007  
John Knorr - Pharmacist-Clinical - 6/18/2007  
Monique Ladele - Analyst: II-Systems - 6/18/2007  
Sarah Noble - Phys-Psychiatry: Adult - 6/13/2007  
James Poston - Therapist: IV-Physical - 6/18/2007  
William Starks - Worker: I-Environmental Serv - 6/4/2007  
Aurore Suong - Nurse RN: Lvl 3 - 6/18/2007  
Cristina Valentin - Coord: Lead-Enrollment - 6/18/2007  
Latonya Walker - Nurse RN: Lvl 3 - 6/4/2007  
Michelle Walter - Physician Assistant-Chief - 6/4/2007  
Stephen Alessandrini - Asst Manager: Nurse-Surg Svcs - 5/17/2007  
Soumya Alex - Nurse RN: Lvl 3 - 5/7/2007  
Steven Budd - Technician-GI Clinical - 5/7/2007  
Nina Carter - Nurse RN: Lvl 3 - 5/7/2007  
Flora Chhay - Nurse RN: Lvl 3 - 5/7/2007

Angela Cosby - Nurse RN: Lvl 3 - 5/7/2007  
Jennifer Dinh - Nurse Practitioner - 5/21/2007  
Ebony Durant - Coord-Strong Start Program - 5/7/2007  
Octavia Farmer - Technician: Lead-CSS - 5/7/2007  
Maureen Finkelstein - Manager-Practice - 5/14/2007  
Lauren Fioresi - Technologist-MRI - 5/7/2007  
Paula Glanzberg-Glazi - Manager-Grant - 5/7/2007  
Febe Janse Van Rensburg - Nurse Manager: I - 5/7/2007  
Jincy Mathew - Nurse RN: Lvl 3 - 5/7/2007  
Sherine Mathew - Nurse RN: Lvl 3 - 5/7/2007  
Debra Mazzeo - Therapist: II-Resp RRT - 5/7/2007  
Candice McBryde - Coordinator-Coding-Phys Prac - 5/7/2007  
Maira McDevitt - Nurse RN: Lvl 3 - 5/21/2007  
Amanda Miller - Nurse RN: Lvl 3 - 5/7/2007  
David Ortiz - Assistant-Patient Care Assoc - 5/21/2007  
Jennifer Pasos - Nurse RN: Lvl 3 - 5/21/2007  
Stacy Simmons - Therapist: TRS-Occupational - 5/21/2007  
Shaye Stallings - Nurse RN: Lvl 3 - 5/21/2007  
Theresa Trojecki - Nurse RN: Lvl 3 - 5/21/2007  
Christine Tucker - Nurse RN: Lvl 3 - 5/21/2007  
Donna Adkins - Rep-Patient Services - 7/9/2007  
Katrina Benjamin - Supervisor Customer Service - 7/9/2007  
Nissa Blocher - Phys-Endocrinology/Metab - 7/9/2007  
Starshemah Bryant - Worker: Food Services - 7/9/2007  
Htaung Chin - Therapist: II-Resp RRT - 7/23/2007  
Rashad Choudry - Div Chair-Surg: Vascular - 7/1/2007  
Janda Clybourn - Worker: I-Environmental Serv - 7/23/2007  
Colleen D'Antonio - Nurse RN: Lvl 3-Cardiology - 7/9/2007  
Eyob Feyssa - Phys-Hepatology - 7/2/2007  
Felicit Gonzalez - Assistant: I-Medical - 7/23/2007  
Anne Green - Medical Secretary: II - 7/9/2007  
Michele Hirsch - Phys-Internal Medicine - 7/9/2007  
Tanisha Hodge - Nurse RN: Lvl 3 - 7/9/2007  
Michael Janeczko - Phys-Neonatology - 7/1/2007  
Kamran Khanmoradi - Phys-Surgery: Transplant - 7/1/2007  
Jinu Kuruvilla - Therapist: II-Resp RRT - 7/23/2007  
Dana Lowery - Associate-Patient Access - 7/23/2007  
Edmundo Mariano - Nurse RN: Lvl 3-Weekend I - 7/9/2007  
Robyn McGovern - Nurse RN: Lvl 3 - 7/9/2007  
Kathleen Midgett - Nurse RN: Lvl 3 - 7/9/2007  
Kelly Milano - Manager-Outpatient Operations - 7/23/2007  
Erin Moody - Nurse RN: Lvl 3 - 7/9/2007  
Joseph Pembroke - Technologist-ER - 7/9/2007  
Lauren Pirrone - Nurse RN: Lvl 3 - 7/9/2007  
Jose Ruiz - Worker: Food Services - 7/9/2007  
Alexis Thomas - Nurse RN: Lvl 3 - 7/9/2007  
Annetta Tomlinson - Technologist-Invasive Cardio - 7/23/2007  
Bridget Trautz - Nurse RN: Lvl 3 - 7/9/2007  
Ronald Waller - Worker: I-Environmental Serv - 7/23/2007  
Angela Williams - Coordinator-Health Unit - 7/9/2007  
Matreana Williams - Coord-Admission/Discharge - 7/9/2007  
Cheryl Wojciechowski - Nurse RN: Lvl 3-Weekend I - 7/9/2007  
Carla Wood - Assistant-Patient Care Assoc - 7/30/2007

## 5 Years

Theresa Baker - RN-Nurse Coord-Cardiac Surgery - 6/18/2012  
Kadja Bowman - Admin Coordinator: III-Clin - 6/4/2012  
Kristy Choing - Nurse RN: Lvl 3 - 6/4/2012  
Amanda Conley - Nurse RN: Lvl 3 - 6/4/2012  
Natay Dicks - Associate: II-BehavioralHealth - 6/1/2012  
Sean Herbert - Analyst: IV-Systems - 6/4/2012  
Maria Kelmansky - Nurse RN: Lvl 3 - 6/4/2012  
Tiffany Knapper - Assistant: I-Medical - 6/18/2012  
John Mercado - Nurse RN: Lvl 3 - 6/4/2012  
Bernardina Molina - Supervisor-Site - 6/4/2012  
Charmella Roark - Educator Health: II - 6/18/2012  
Leah Santos - Nurse RN: Lvl 3 - 6/4/2012  
Stuart Sidlow - Phys-Anesthesiology - 6/18/2012  
Toni Smallwood - Manager-Marketing Call Center - 6/18/2012  
Caitlin Sofranko - Therapist: III-Occupational - 6/18/2012  
Nicole Sosa - Team Leader: II - 6/18/2012  
Meghan Szczerba - Nurse RN: Lvl 3 - 6/4/2012  
Chansophea Ten - Nurse RN: Lvl 3 - 6/4/2012  
Eric Watson - Worker: I-Environmental Serv - 6/18/2012  
Donna Willis - Admin Coordinator:III-Clin - 6/18/2012  
Maureen Wittman - Nurse RN: Lvl 3 - 6/4/2012  
Fiola Alexis - Nurse RN: Lvl 3 - 5/7/2012  
Angelo Benedetto - Tech-Echocardiograph Diag - 5/7/2012  
Rebecca Carpino - Case Manager - 5/21/2012  
Brandi Casey - Coordinator-Health Unit - 5/7/2012  
Tara Davis - Nurse-RN: Lvl 3-Moss - 5/7/2012  
Parese Fasciocco - Nurse RN: Lvl 1-Clin Educ - 5/7/2012  
Evian Garcia - Receptionist: II - 5/7/2012  
Naomi Greenberg - Team Leader: II - 5/7/2012  
Michael Jones - Officer: I - 5/7/2012  
Scott Littig - Manager-Therapy-Clinical -5/21/2012  
William Mangan - Technologist-MRI - 5/7/2012  
Patrick Mckenna - Nurse-RN: Lvl 3-Moss - 5/7/2012  
Sundaly Ouch - Nurse RN: Lvl 3 - 5/7/2012  
Laura Pinou - Nurse RN: Lvl 3 - 5/4/2012  
Lori Roeder Roadcap - Nurse-RN: Lvl 3-Moss - 5/7/2012  
Cheryl Scarlett - Nurse-RN: Lvl 3-Moss - 5/7/2012  
Rony Simon - Nurse RN: Lvl 3 - 5/7/2012  
Kelly Sullivan - Therapist: II-Occupational-M - 5/22/2012  
Jean Weiskopf - Medical Secretary: II - 5/21/2012  
Nelli Yuchkovski - Assistant-Nursing-Moss - 5/4/2012  
Syeda Ali - Phys-OB/GYN: General - 7/1/2012  
Maurice Anderson - Worker: I-Environmental Serv - 7/9/2012  
Catherine Artoun - Phys-OB/GYN: General - 7/1/2012  
Nora Baker - Resident-Physician - 7/1/2012  
Eilise Blessington - Therapist: III-Physical - 7/9/2012  
Robert Bonner - Phys-Pediatrics: General - 7/1/2012  
Talitha Brown - Resident-Physician - 7/1/2012  
Tyanna Brown - Nurse RN: Lvl 3-Weekend I - 7/6/2012  
Ross Budacki - Resident-Physician - 7/1/2012  
Michael Butler - Chief First Assistant-CT - 7/9/2012  
David Cahn - Resident-Physician - 7/1/2012  
Lawrence Cetrulo - Resident-Physician - 7/1/2012  
Cynthia Chan - Resident-Physician - 7/1/2012  
Wesley Chay - Phys-Physical Med&Rehab - 7/1/2012  
Ahmed Cheema - Analyst: Sr-Programmer - 7/9/2012  
Jeffrey Cruz - Resident-Physician - 7/1/2012  
John DeBardleben - Resident-Physician - 7/1/2012  
Amanda Deshisky - Phys-Emergency Medicine - 7/1/2012  
Nancy Esposito - Analyst-Help Desk - 7/9/2012  
Kristin Fairy - Nurse RN: Lvl 3 - 7/6/2012  
Deepakraj Gajanana - Resident-Physician - 7/1/2012  
James Gardner - Phys-Emergency Medicine - 7/1/2012  
Gemlyn George - Phys-Hospitalist - 7/1/2012  
Grigory Gershkovich - Resident-Physician - 7/1/2012  
Shyamali Godbole - Director- Dev Pediatrics - 7/1/2012  
Jacobus Greyling - Supervisor-CPE/Chaplain - 7/2/2012  
Christopher Hand - Physicist-Chief - 7/9/2012  
Kathryn Herrero - Therapist: III-Physical - 7/9/2012  
Mary Hollowell - Coord-Centralized Clearance - 7/9/2012  
Thomas Hunt - Coordinator-Health Unit - 7/9/2012  
Charles Illingworth - Aide: II-Rehab-M - 7/24/2012  
Erin Jones - Nurse RN: Lvl 3 - 7/9/2012  
Diane Kenealy - Nurse Practitioner-Neonatal - 7/23/2012  
Taralyn Kennedy - Coder-Inpatient - 7/9/2012  
Christopher Kim - Resident-Physician -7/1/2012  
Michael Marino - Phys-Physical Med&Rehab - 7/6/2012  
Mary McHugh - Resident-Physician - 7/1/2012  
Kira McClay - Assistant: I-Medical - 7/6/2012  
Tamika Mobley - Clerk: IV - 7/23/2012  
Sarah Morris - Technologist-Transplant Lab - 7/9/2012  
Rohit Nathan - Resident-Physician - 7/1/2012  
Alexandra Nelson - Therapist: III-Physical - 7/9/2012  
Danielle Olsheski -Therapist: III-Physical - 7/9/2012  
Justin Overcash - Resident-Physician - 7/1/2012  
Gwendolyn Pierce - Medical Clerk: III - 7/17/2012  
Chitra Punjabi - Phys-Hospitalist - 7/1/2012  
Madhumitha Reddy - Resident-Physician - 7/1/2012  
Keith Richardson - Worker: I-Environmental Serv - 7/23/2012  
John Rose - Coordinator-HIV Testing - 7/9/2012  
Karanjit Sandhu - Phys-Hospitalist - 7/1/2012  
Joshua Sloan - Resident-Physician - 7/1/2012  
Kimberley Stricker -Technologist-Ultrasound - 7/9/2012  
Sarah Underwood - Nurse RN: Lvl 3 - 7/9/2012  
Katarzyna Wolanin - Resident-Physician - 7/1/2012  
Sridhara Yaddanapudi - Phys-Neurology - 7/1/2012  
Alexis Yakich - Physician Assistant: I - 7/30/2012