

FOCUS

JANUARY 2016 VOLUME 27, NO. 1

Focusing on the people and initiatives that distinguish Christiana Care Health System

INSIDE

5 DISCHARGE REDESIGN

Pharmacy Services team focuses on medication history

8 MILE IN MY SHOES

Orthopaedics Dept. provides free foot exams to neighbors in need

14 GREEN POWER

New cost-saving heat and power facility on Christiana campus

Christiana Care to transform health services for women and children

The project will include a new eight-story building, featuring a new NICU with private rooms and sleep-in space for families.



\$260 million enhancement will support optimal health and exceptional experience for women, children and families.

In our commitment to meeting the health care needs of our neighbors, Christiana Care Health System announced plans to transform health care for women, children and infants throughout the state with a \$260 million enhancement project at Christiana Hospital. A new Women and Children's building — developed in collaboration with patients and their families — will better integrate services for mothers and babies and continue to provide an exceptional birth experience for families in Delaware and the region.

"This important investment in our community will advance the most innovative, high-quality, comprehensive specialty care for women, children and babies," said Janice E. Nevin, M.D., MPH, president and CEO of Christiana Care Health System. "These improvements will enable Christiana Care to provide an exceptional experience with the goal of optimal health for the women and children we serve."

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“This important investment in our community will advance the most innovative, high-quality, comprehensive specialty care for women, children and babies.”

JANICE E. NEVIN, M.D., MPH

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Christiana Care presented the project to the Delaware Health Resources Board (DHRB) as part of the state’s Certificate of Public Review process. Plans for the proposed project were submitted to the DHRB on Oct. 1, following the health system’s letter of intent to the DHRB in January 2015. Christiana Care plans to break ground in April 2017, with completion expected in 2020. The project includes both new construction and renovation of existing facilities within the current Women and Children’s building, which opened in 1995.

Complementing the Women and Children’s project will be a four-level parking garage near the hospital’s main entrance for patients and visitors, and a new employee parking deck.

The project is informed by valuable insight from patients and their loved ones serving on Christiana Care’s Women and Children’s Patient and Family Advisory Committee.

“Christiana Care is planning for the future of women and children’s health in the Delaware region by collaborating with the patients and families they serve,” said Amanda Sleeper, co-chair of Christiana Hospital’s volunteer Patient and Family Advisory Council.

The proposed eight-story Women and Children’s building will include:

A new Neonatal Intensive Care Unit to replace the current NICU, featuring private rooms with sleep-in space for families.

New and expanded labor and delivery suites.

Private rooms for families after delivery.

An expanded triage area.

A new labor lounge.

Separate admitting and discharge areas for the convenience of our patients.

The Continuing Care Nursery for babies with newborn jaundice, feeding challenges, neonatal abstinence syndrome and other health issues.

“Christiana Care consistently translates patient feedback into concrete updates in the system’s practices. Now, in a first-of-its-kind collaboration, the design team for the new Women and Children’s building has included those same patient voices. The result is a state-of-the-art facility that will deliver care in a friendly and healing environment, serving women, children and babies for decades to come.”

In fiscal year 2015, 6,469 babies were born at Christiana Hospital — an average of more than 17 births each day — making Christiana Hospital one of the busiest maternity centers on the East Coast.

“At the foundation of Christiana Care’s innovative model of women and children’s services is a stronger partnership between women and their health care providers to ensure optimal health prior to pregnancy, provide increased access to prenatal care during pregnancy, and give babies the healthiest start possible once they are born,” said David A. Paul, M.D., chair of Pediatrics and clinical leader of Christiana Care’s Women and Children’s service line. “Through this project, our investments in our community — concrete, programmatic and collaborative — will strengthen the health of women and children in Delaware and our region.” ●

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“At the foundation of Christiana Care’s innovative model of women and children’s services is a stronger partnership between women and their health care providers to ensure optimal health.”

DAVID A. PAUL, M.D.





An airy courtyard will provide new space for patients, their families and visitors to relax.



6,469

babies were born at Christiana Hospital in fiscal year 2015.



Spacious new private rooms will provide comfort for families after delivery.

Building trust is a job that goes on forever

By Dana Beckton, director, Diversity and Inclusion



Trust me. These are two powerful words.

Trust frees people to collaborate, to be inclusive and to partner together to achieve a common goal.

A lack of trust keeps people hunkered down in their silos.

As the state's largest health care system and private employer, Christiana Care values committed, collaborative colleagues and highly satisfied patients. Yet employee surveys tell us that there is an opportunity for us to do better in building trust.

Nurturing a culture of trust is essential because it helps us to embody The Christiana Care Way as respectful, expert, caring partners in our neighbors' health.

As we start working with population health, with specific populations in the community, we need to ask ourselves an important question: What does a caring partner look like?

For me, a caring partner is someone who wants to listen to your point of view, who is willing to remove a barrier to care. So if you don't speak English, we will make sure that you have access to a qualified interpreter so you can provide us with the information we need to give you high-quality care. If you need help figuring out your insurance, you can rely on us to assist you.

Trust also is an essential element in embracing diversity and inclusion. I will include you if I trust you. People who are excluded don't believe that you care about them.

There is no complex technology involved in trust. There isn't a price tag, but you still have to earn it.

Yet we know there is great value in trust. It might be the ultimate human resource. When we can trust one another and our patients can trust us, it has a positive impact on care.

To provide leaders with insights as to how we build trust, we began offering a four-hour class called "Power of Trust."

We posted a notice about the class on our education center on a Friday, and by Monday afternoon, our classes were full. We knew that people were hungry for this opportunity to grow.

The beauty of the class is that it doesn't look at what someone else has to do. It's about what you can do to contribute to a culture of trust.

We take an in-depth look at behaviors that break trust, such as inconsistency. It is difficult for the staff to trust inconsistent managers who overcommit or don't follow through with their promises.

Indifference is another trust breaker. If I am a clinician who passes a patient or a family member with an air of indifference, that patient and family is unlikely to trust me.

The third trust breaker is laxity, an unwillingness to squarely address failures or mistakes. When leaders don't address problems, the entire team suffers.

Integrity is a trust builder. That means saying what you mean and meaning what you say. No spinning, no ambiguity, just the clear and honest truth.

Caring — demonstrating genuine concern for others — also is a trust builder. If you see a colleague who is struggling to keep up with work, step up and ask what you can do to help. Let her know that you have her back, that she can trust you.

The third component in establishing trust is accountability, taking ownership of problems and working toward solutions. Admit mistakes promptly and make changes to ensure that you don't make the same mistake again.

As more leaders took the class, conscious trust building started gaining momentum. More and more people enrolled in the class. We began getting positive feedback. We are now in the process of developing a webinar so that we can reinforce the learnings of the class and share tips on what is working to transform our culture.

A nurse manager from the Wilmington campus who completed the class tells us she had a rich conversation with her staff about reporting safety events. She learned that colleagues weren't comfortable reporting safety issues on occasion because of a lack of trust.

We want everyone to feel trusted so that they can talk about safety events. We have to be able to trust that if we share information it is because we care about the work we do.

If I trust you we can disagree and still not damage the relationship. If I trust you I will work with you to find a solution.

At the end of the day, trust permeates how well we work together as colleagues to serve our neighbors. ●

Pharmacy Technician II Nicholas S. Kincade interviews a patient in the Emergency Department at Christiana Hospital to get a complete medication history.



Prompt analysis of medication history improves patient care and outcomes

A new initiative to improve timeliness and efficiency in obtaining medication histories is designed to improve patient care and outcomes by giving providers more detailed information early in the admission process.

It is estimated that more than 25 percent of hospital prescribing errors are due to incomplete medication histories obtained at the time of admission from the Emergency Department to the inpatient unit.

In a pilot program rolled out Sept. 14, certified pharmacy technicians were embedded 24/7 in the Emergency Department at Christiana Hospital, capturing medication histories on high-risk patients.

“A complete and accurate medication history improves medication safety, as it may reveal reasons for a patient’s illness such as an adverse drug event or nonadherence to drug therapy,” said Donna Walsh, Pharm.D, director, Clinical Pharmacy Services. “It also may prevent interrupted or inappropriate drug therapy during a hospital stay.”

Christiana Care defines a medication history as the record of medication a patient is actually taking at the time of hospital admission or presentation. Obtaining the best possible medication is a dynamic process warranting multiple sources of medication information and seamless communication between pharmacy and nursing colleagues.

In addition to interviewing patients and family members, pharmacy technicians use other resources such as medication lists or notes from outpatient providers, discharge medication orders from recent hospitalizations, transfer orders from other facilities and pharmacies where the patient fills prescriptions.

“Ideally, the medication history is available for the admitting providers,” Walsh said. “If the information is incomplete, it is clearly documented and handed off to the nurse for follow-up.”

Unlike a medication history, medication reconciliation is defined as the process of identifying the most accurate list of a patient’s current medicines, including the name, dosage, frequency and route, and comparing them to the current list in use in order to identify discrepancies and document changes.

The first and perhaps most significant challenge in regard to medication reconciliation is getting the initial list of medications correct and in a timely fashion.

“Improving medication histories early in the admission process is designed to improve the accuracy of medication reconciliation at transitions of care,” Walsh said. “Both are key steps in actively creating a discharge process that is more efficient and effective for our patients, families, physicians and other health care providers.” ●

Howard W. Swank, Alma K. Swank and Richard Kemper Swank Foundation endowment supports Alzheimer's care in Delaware



Cheryl Muller, Janice E. Nevin, M.D., MPH, James M. Ellison, M.D., MPH, Edward Goldenberg, M.D., FACC, Virginia U. Collier, M.D., MACP, Patricia Curtin, M.D., FACP, CMD, Omar Khan, M.D., MHS, FAAFP, and David A. Simpson, M.D.

The Christiana Care Health System community joined representatives of the Howard W. Swank, Alma K. Swank and Richard Kemper Swank Foundation to formally welcome James M. Ellison, M.D., MPH, The Swank Foundation Endowed Chair in Memory Care and Geriatrics, at a special event at Wilmington Hospital on Nov. 17.

Christiana Care President and CEO Janice E. Nevin, M.D., MPH, thanked the Swank Foundation for its leadership in memory care and geriatrics, particularly as the need for specialty care in these areas grows. The foundation's \$2.5 million gift established the endowed chair.

"We are grateful for the Swank Foundation's generous support," said Dr. Nevin. "As The Swank Foundation Endowed Chair in Memory Care and Geriatrics, Dr. James Ellison will lead our efforts to achieve optimal health for patients with Alzheimer's and memory disorders, and to support their families and caregivers."

In his role, Dr. Ellison leads Christiana Care's Swank Memory Care Center, a unique resource in Delaware and the region for patients with Alzheimer's disease and other cognitive disorders, founded in 2011 with a \$1.25 million grant from the Swank Foundation. At the Swank Memory Care Center, a team that includes geriatricians, nurses, social workers and others works with patients and families to provide support, education and guidance from diagnosis through treatment.

The Swank Memory Care Center is the first and only comprehensive outpatient program in Delaware for patients with memory disorders and their families.

One in three older adults now dies with Alzheimer's disease, and a new case is diagnosed in the U.S. about every minute. Some 26,000 Delawareans are living with Alzheimer's disease



The Swank Memory Care Center is the first and only comprehensive outpatient program in Delaware for patients with memory disorders, and their families.

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or a related disorder. With unprecedented growth in the older population nationally, the number of Delawareans 65 years of age and older with Alzheimer's is expected to grow by one-third by 2025. It is one of the most expensive disorders to treat because of the double burden of medical care and the necessity for intensive caregiving.

To meet these needs, "the Swank Foundation has had an ongoing, focused commitment to support outstanding memory care in our state," said Virginia U. Collier, M.D., MACP, the Hugh R. Sharp Jr. Chair of the Department of Medicine at Christiana Care. "Bringing Dr. Ellison, a nationally known geriatric psychiatrist with expertise in memory disorders, to Delaware enables us to make expert, respectful care more accessible to seniors and in particular to relieve the suffering of memory loss."

The Swank Memory Care Center, built on a model of patient- and family-centered care, is a collaboration among the departments of Medicine, Family & Community Medicine and Psychiatry.

"One of the most difficult conversations to have with a patient and family is one about memory disorders including Alzheimer's disease," said Omar A. Khan, M.D., MHS, FAAFP, associate vice chair of Christiana Care's Department of Family & Community Medicine. "These disorders are uniquely life-altering. However, it's a different conversation for my colleagues and me because we have full confidence that we can help them right here at Christiana Care at the Swank Memory Care Center."

To ensure seniors achieve optimal health and have an exceptional experience when they need care, Christiana Care partners with state and local organizations, said Patricia Curtin, M.D., FACP, CMD, chief of geriatric medicine and director of clinical strategy and community affairs for the Swank Memory Care Center.

"Memory care is a community effort in Delaware," said Dr. Curtin. "We value our seniors, who play a vital role in our community as our neighbors, colleagues, keepers of our history, friends and indeed as our own parents and grandparents. We look forward to continuing these collaborations with our community partners."

Cheryl Muller, in caring for her mother who has dementia, values the Swank Memory Care Center's efforts to "let us help you manage the journey." She said that her mother received an accurate diagnosis and retains her dignity under the care of David Simpson, M.D., medical director of the Swank Memory Care Center. "Instead of trying to write my mom's story, you are helping us appreciate my mom's story," said Muller. "You make her know how important she is to our family. We are so very grateful, and you should be so, so proud of the part you play in caring for patients like my mom."

Edward Goldenberg, M.D., FACC, president of the Swank Foundation and director of preventive cardiology at Christiana Care, then introduced Dr. Ellison as "a unique leader for a unique program" and "the doctor we would want to take care of our own parents."

A renowned physician and educator, and champion of expert, respectful care of the elderly, Dr. Ellison joined Christiana Care in September from McLean Hospital in Belmont, Mass., most recently as chief psychiatrist and director of the Memory Disorders Clinic, director of hospital's the Geriatric Psychiatry Program and program director for the Partners HealthCare Fellowship in Geriatric Psychiatry.

"It is our mission and our promise to help our neighbors with memory loss and those who care for them to enjoy better and healthier lives."

JAMES M. ELLISON, M.D., MPH



Dr. Ellison said he anticipates better days ahead for patients with memory disorders and their families. "I'm here today with a hopeful message — because we are making real progress in understanding and treating memory loss," he said.

New diagnostic techniques, such as advanced neuroimaging, blood tests and more sophisticated neuropsychological assessments are leading to earlier and more accurate diagnoses, and new treatments are on the horizon, he said.

"It is our mission and our promise," said Dr. Ellison, "to help our neighbors with memory loss and those who care for them, those nearby and those further away, enjoy a better and healthier life in their later years.

"We have much to offer our community of patients, caregivers, and clinicians. Even when a family is faced with a loved one's progressive disease, we are often able to relieve suffering and to help lighten a family's caregiving stress with supports and resources. It is our mission and our promise to help our neighbors with memory loss and those who care for them to enjoy better and healthier lives." ●

The Rev. Tom Laymon, executive director of the Sunday Breakfast Mission, handed out shoes during the Our Hearts to Your Soles event in December, where more than 80 people received free foot exams from an orthopaedic surgeon and new shoes and socks.



Christiana Care brings foot exams to Sunday Breakfast Mission

People with the greatest need for proper foot care are often those with the least access to it. That's why, for the fifth year, Christiana Care partnered with the Sunday Breakfast Mission and Our Hearts to Your Soles, a national nonprofit organization created to provide the less fortunate across the United States with shoes and free foot examinations.

More than 80 men, women and children — many of whom are homeless — received free foot exams provided by local event coordinator Paul Kupcha, M.D., section chief of Foot and Ankle Surgery at Christiana Care and an orthopaedic surgeon at Delaware Orthopaedic Specialists, and by Robert A. Steele, M.D., of First State Orthopaedics.

In addition, many of the attendees received new shoes donated by Soles4Souls and Red Wing Shoes. Independence Prosthetics-Orthotics Inc. provided specialty shoes for people with advanced diabetic foot needs, and the nonprofit Dignity U Wear provided socks to each attendee.

"The homeless are on their feet almost constantly," said Rev. Tom Laymon, executive director of the Sunday Breakfast Mission. "They generally don't have good shoes, and shoes donated to them are often the wrong kind. They don't have rubber soles and wear out quickly. Some very simple things can lead to very complex problems."

Among those problems, said Dr. Kupcha, are skin blisters, ulcers, fungus infections, calluses, corns, and ingrown and overgrown toenails.

"Something as seemingly routine as poor toenail care can lead to terrible infections and amputations," he said. "The living conditions of the homeless can also lead to diabetes, which can have a profound impact on their foot health, and many also battle with alcoholism, which can impair sensation and blood supply to their feet as well."

It was — it turns out — an ingrown toenail that brought John Lundberg back to the Sunday Breakfast Mission that evening. A graduate of the mission who'd previously been living on

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More than 40 students have participated in Project SEARCH at Christiana Care.



“I can’t say enough about the folks from Christiana Care. They were great — always a smile on their faces.”

DONALD BENTLEY, A RESIDENT OF THE SUNDAY BREAKFAST MISSION

the streets of Wilmington, Lundberg had recently found employment with a cleaning service company, a job that has him on his feet nearly constantly throughout each day’s shift.

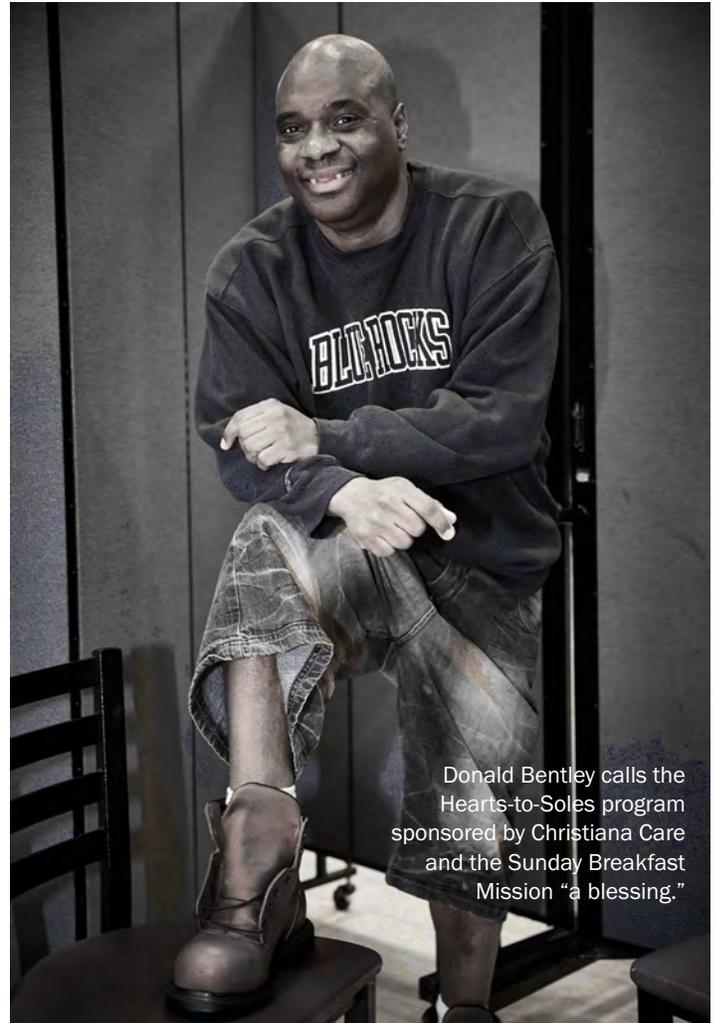
“I noticed that my toe was sensitive while trimming my nails,” he said. “I thought to myself, ‘That’s all I need now is a foot problem.’ So when I heard the mission was hosting this again, I made it a point to come see the doctor.”

Now in his eighth year volunteering for Our Hearts to Your Soles, Dr. Kupcha set Lundberg’s mind at ease by telling him he was doing just what he should for the ingrown nail. In what Lundberg called “a bonus,” he also left with a new pair of boots he said will further help him at his new job, to say nothing of managing the coming winter.

“I only had one other pair of shoes,” he said.

Even with the medical insurance coverage he now receives from Medicaid, Lundberg admitted that without the Our Hearts to Your Soles event, he most likely would not have addressed his concerns regarding his feet, giving priority instead to other medical issues he faces, as well as challenges associated with living on his own again.

Donald Bentley, a seven-month resident of the Sunday Breakfast Mission, had been following doctors’ advice to stay up on the health of his feet, even seeing a podiatrist in New Jersey, before he fell on hard times. For him, the free examination during Christiana Care’s visit this year was “a blessing.”



Donald Bentley calls the Hearts-to-Soles program sponsored by Christiana Care and the Sunday Breakfast Mission “a blessing.”

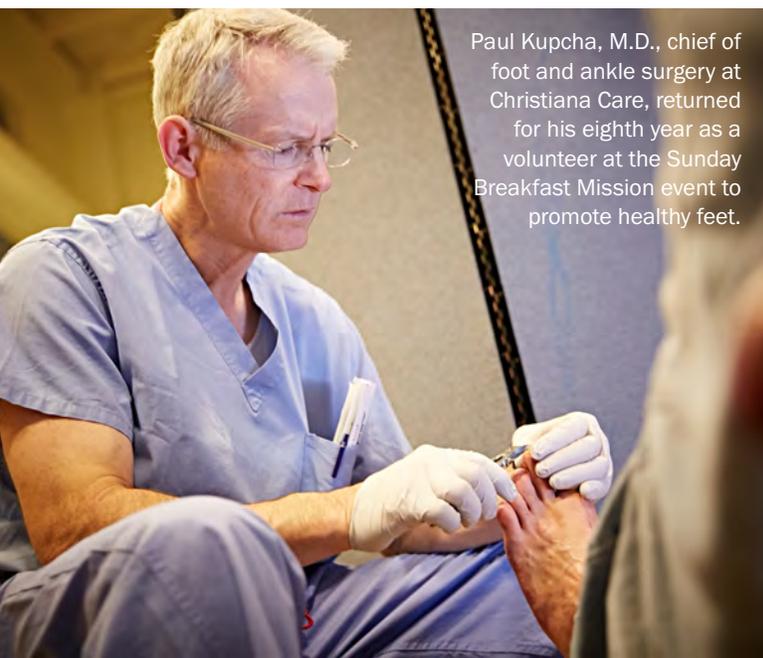
“I can’t say enough about the folks from Christiana Care,” Bentley said. “They were great — always a smile on their faces.”

Bentley also thanked the organizers of the event for his new pair of sneakers.

For Sunday Breakfast Mission resident Belinda Hammond, the Our Hearts to Your Soles event was an opportunity to be properly sized for shoes. Hammond, who is on her feet from 8:30 a.m. to 5:30 p.m., needed a change of shoes when the arch in her foot dropped, making days spent cooking at the mission, walking its hallways to do her classwork and caring for her children even more challenging.

Having the event at the mission — where, as Laymon said, the homeless are already coming — made it even more comfortable to get the help Hammond needed.

“For people who don’t have some of these things, a night like this gives them a little comfort and tells them that somebody actually does care,” she said. ●



Paul Kupcha, M.D., chief of foot and ankle surgery at Christiana Care, returned for his eighth year as a volunteer at the Sunday Breakfast Mission event to promote healthy feet.

Nursing research conference marks 10th anniversary

Christiana Care hosted the annual nursing research conference Nov. 6 at the John H. Ammon Medical Education Center.

Approximately 135 nurses, academic faculty, nursing students and others registered and attended the 10th Annual Nursing Research Conference, demonstrating the commitment and passion for research in the nursing community of Delaware and the surrounding region.

Four advanced mastery sessions focusing on mixed research methods, working with big data, qualitative research and writing protocols, mastery sessions on literature searching and writing workshops. Eight podium presentations filled out the full-day conference agenda.

“The purpose of the activity is to foster the research base that germinates in a student during their inaugural education and to demonstrate that the skill is one that must be nurtured into one’s professional career,” said Lynne Bayne, Ph.D., NNP-BC. “This year’s program proved to be another rousing success.”

Partners in the event include Alfred I. duPont Hospital for Children, Thomas Jefferson University’s Jefferson College of Nursing, West Chester University, University of Delaware and Wilmington University ●

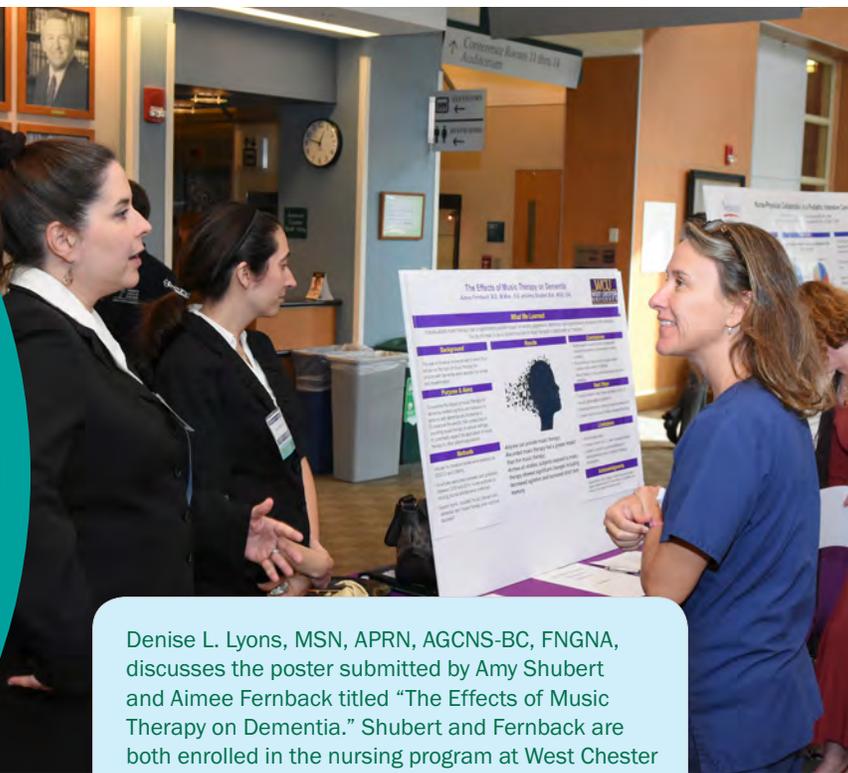


10th Annual Nursing Research Conference committee members: (back row) Judith Herrman, Ph.D., RN, ANEF, FAAN, Ruth Mooney, Ph.D., MN, RN-BC, Kimberly Woodward, ADN, Veronica Wilbur, Ph.D., APRN-FNP, CNE, FAANP, Jill Connolly, BSN, RN, (front row) Melanie Chichester, BSN, RNC-OB, CPLC, Jessica Madiraca, MSN, RN, Julia Ward, Ph.D., RN, Lynn Bayne, Ph.D., RN, ARNP, NNP-BC, Tracy Patrick-Panchelli, MSN, RN, CPN, Ramany John, MSN, RN, CCRN.





Staff Development Specialist Tracy Bell, BSN, RNC, NIC, and a conference visitor discuss the poster presentation, "Neonatal Abstinence Syndrome: An Evidence-Based Approach," which Bell authored with Pamela Jiminez, MSN, RN, CFNP/CPNP.



Denise L. Lyons, MSN, APRN, AGCNS-BC, FNGNA, discusses the poster submitted by Amy Shubert and Aimee Fernback titled "The Effects of Music Therapy on Dementia." Shubert and Fernback are both enrolled in the nursing program at West Chester University. Their poster was voted Best in Show.



The conference included two plenary sessions focusing on nursing research concerning women in the military led by Lt. Col. Candy Wilson, Ph.D., APRN, WHNP-BC, USAF, NC.



How one department is making employee fitness a part of the job

Academic Affairs colleagues combine exercise and work during a “walking meeting.”

In Academic Affairs, colleagues are exercising more than their brains. Some are climbing stairs indoors and running outdoors. Others work out at the employee fitness center. Several have enrolled in exercise classes. Most have committed to walking 10,000 steps a day.

“We all have a part to play in health and fitness awareness here at Christiana Care,” said Vaughn V. Wright, EdD, director, Graduate Medical Education. “We perceived that there was a hunger for fitness within the individuals in our department.”

With a little creativity, team members identified opportunities to integrate fitness into their jobs. Instead of sitting down for meetings, colleagues literally walk and talk, combining work and exercise. Climbing the stair tower by the Emergency Department at Christiana Hospital inspires friendly competition.

“Our enthusiasm for fitness is contagious, and we continually challenge each other,” Wright said. “I’m getting ready to walk. Who is coming with me?”

While each individual chooses the fitness activities that suit

him or her best, the group made a collective commitment to healthy eating. They set themselves up for success by limiting access to foods and snacks with empty calories.

“As a department, we cut our food budget in half so there isn’t the temptation with as much food sitting around,” she said. “If it isn’t there, we won’t be tempted to eat it.”

Potato chips and foods that are high in fat and sodium are off the menu. The emphasis is now on green salads and fruit.

Colleagues do not measure their success in pounds or inches. Instead, the metric is continuity, of maintaining a commitment to fitness.

“We aren’t putting people on the scale,” Wright said. “But I can tell you that nurturing a culture of fitness benefits us all — and that I feel great.”

In the year and a half that the department has focused on wellness, colleagues continue to build healthy habits. A mutual goal of maximizing opportunities to exercise helps to keep everyone on track.

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“The success of the team in Academic Affairs shows that employees can succeed in making fitness part of their routine,” said Alisa Carrozza, MS, Wellness Program coordinator. “Group energy is a powerful motivator.”

She notes that there are lots of great wellness tools and videos on the intranet portal that can help employees on their personal journey to fitness.

“Designating time to incorporate fitness into each day energizes us and helps us to do our jobs better,” she said. ●



“Employees can succeed in making fitness part of their routine. Group energy is a powerful motivator.”

ALISA CARROZZA, MS

Christiana Care earns recognition for exemplary care of older adults

Christiana Care Health System has earned Exemplar status for the third consecutive year for the care it provides to older adults under the national NICHE (Nurses Improving Care for Healthsystem Elders) program. NICHE sites can be found in 47 states across the nation and in five other countries, totaling over 670 sites. Christiana Care is the only hospital in Delaware to achieve the award and one of only 82 nationwide.

Christiana Care established the We Improve Senior Health program (WISH), which is based on the NICHE program, in 2001. The program is led by Denise L. Lyons, MSN, APRN, AGCNS-BC, FNGNA, and Patricia M. Curtin, M.D., FACP, CMD. It is a collaborative effort among nurses, physicians, pharmacists, rehabilitative therapists, social workers, dietitians and other health care providers to improve the care that Christiana Care delivers to senior patients in all settings. Christiana Care earned Exemplar status – the highest of four possible program levels – by undergoing a rigorous survey.

The requirements for achieving Exemplar status include:

- Implementation of the Senior Health Resource Team (SHRT) model and evidence-based protocols on all applicable units, including specialty units.
- Implementation of systemic aging-sensitive policies.
- Inclusion of the input of patients, families and community-based providers in planning and implementation of initiatives.
- Assuming regional and national leadership roles. ●



Cost-saving 'green' heat and power system improves hospital energy efficiency and regional air quality



Power Plant mechanics Brian Wyatt and Bill Smyth review procedures for completing weekly preventive maintenance in the engine room at Christiana Hospital's new, highly efficient combined heat and power facility.

“We estimate we will achieve \$1.2 million in annual savings now that we have the combined heat and power system online.”

BOB MULROONEY

A steady, energetic humming sound heard on the east side of the Christiana Care campus is broadcasting good news about Christiana Care’s growing commitment to environmental stewardship and energy efficiency.

The buzz is coming from a new energy building, built next to the central utility plant to house a new combined heat and power system designed to put previously wasted heat to beneficial uses at Christiana Care.

Inside the building, an 18-cylinder natural gas engine and an electrical generator run 365 days a year to create 2 megawatts of electricity, producing 16,000 megawatt hours per year. In conventional electricity creation, the heat generated by this power production would be a wasted byproduct vented to the atmosphere. But with the combined heat and power system now in place, that recovered heat is captured and used to produce steam and hot water for the HVAC system, laundry, kitchens and medical sterilization process.

“We estimate we will achieve \$1.2 million in annual savings now that we have the combined heat and power system online,” said Bob Mulrooney, vice president of Facilities and Services. He added that this green technology is expected to generate more than 30 percent of the annual electricity needs of Christiana Hospital.

The new system will also help to reduce regional power plant emissions.

“Because of new efficiencies in the combined heat and power electricity production, an estimated 21,000 fewer pounds of nitrogen oxides are released into the atmosphere each year, and 120,000 fewer pounds of sulfur oxides,” said Jeff Krebs, manager of Mechanical Engineering. Both of these chemical compounds are associated with the negative health effects of air pollution. “The nitrogen oxides emissions reduction is equivalent to taking 1,100 cars off the road.”

A conventional power plant is about 40 percent efficient when creating electricity, whereas a combined heat and power system achieves upwards of 80 percent efficiency, said Krebs. Because of this efficiency, the Delaware Department of Natural Resources and Environmental Control (DNREC) provided a \$1 million grant for the project, reducing Christiana Care’s design and construction costs to \$5 million.

The U.S. Office of Energy Efficiency and Renewable Energy has encouraged hospitals to consider combined heat and power technology, making the case that it is a “cost-effective, near-term opportunity to improve our nation’s environmental and economic future.” ●

GREEN FOR GOOD HEALTH

At Christiana Care,
29%
Of hospital waste is recycled.

40%
of electricity purchased is
wind-generated energy.

2
Christiana Care shuttle buses
run on low-emission compressed
natural gas.



Doug Roberts, power plant mechanic assistant, adjusts a valve in the boiler room for the waste-heat boiler.

Delaware CTR-ACCEL program grant recipients will advance research at Christiana Care

Christiana Care researchers are among 15 new grant recipients in the federally supported Delaware CTR-ACCEL program, which is advancing clinical and translational research. The grants were announced on Nov. 11 at the Nemours/A.I. duPont Hospital for Children in Wilmington.

Investigators across three grant programs — ACCEL Community-Engaged Research (ACE) Awards, Pilot Grant Awards and Mentored Research Development Awards — discussed their projects in moderated poster presentations.

Delaware CTR-ACCEL is a \$28 million grant program sponsored by the National Institutes of Health (NIH) and other funders. The overall goal of the five-year program is to accelerate clinical and translational research, and build research infrastructure at four partner institutions — Christiana Care, the University of Delaware, Nemours/A.I. duPont Hospital for Children and the Medical University of South Carolina.



MUGE CAPAN, PH.D.



KRISTEN MILLER, DRPH, MSPH

“The poster presentations are a chance for engagement of awardees, other investigators and the community to understand the broad scope of work happening throughout ACCEL,” said Heather Bittner Fagan, M.D., MPH, FAAFP, associate vice chair for research in Family & Community Medicine at Christiana Care and co-director of community engagement and outreach for ACCEL.

An ACE Award — a seed grant to researchers and community partners to take their first steps in community-based studies — will evaluate the understanding of palliative care among patients who are homebound. Linsey O’Donnell, D.O., of Christiana Care’s Department of Family & Community Medicine, is teaming with Andreas Huertas, MBA, BSN, RN, CHPN, clinical director of the Visiting Nurse Association. They will survey patients to assess their understanding of palliative care and living wills, and their views on the seriousness of their illness in order to build programs to improve the quality of life for patients and families. The project mentor is Ina Li, M.D., associate director of Geriatrics, medical director of the VNA and a Value Institute scholar.

An ACCEL Pilot Grant will support research on a “visual sepsis risk-profiling model” to identify risk of this serious infection. Pilot grants offer application assistance to investigators with a strong potential to receive future funding from the NIH. Co-investigators Muge Capan, Ph.D., research investigator and Value Institute scholar, and Kristen Miller, DrPH, MSPH, associate director for human factors and Value Institute scholar, are working with colleagues at the Medical University of South Carolina.

LINSEY O’DONNELL, D.O.



ANDREAS HUERTAS, MBA, BSN, RN, CHPN

With a multidisciplinary approach, the project will analyze data and suggest a visual model for clinicians to more readily evaluate the risk of life-threatening complications from sepsis. Several Christiana Care researchers and partnering consultants will serve as key contributors, including: Ryan Arnold, M.D., MA, clinical investigator in the Department of Emergency Services and Value Institute scholar; Pan Wu, Ph.D., senior biostatistician and Value Institute scholar; Danielle Mosby, MPH, research associate, Value Institute; Andrew Goodwin, M.D., assistant professor in the Department of Medicine, Division of Pulmonary, and medical director, Respiratory Therapist Services at MUSC, and a Value Institute consultant; and J. Sanford Schwartz, M.D., Leon Hess Professor in Internal Medicine at the University of Pennsylvania and a Value Institute consultant. Mentors are William S. Weintraub, M.D., MACC, FAHA, FESC, M.D., John H. Ammon Chair of Cardiology and director of

CONTINUED

the Center for Outcomes Research at the Value Institute; and J. Sanford Schwartz, M.D., Leon Hess Professor in Internal Medicine at the University of Pennsylvania and a Value Institute consultant.

With a Mentored Research Development Award, Tze Chiam, Ph.D., MS, associate director for Clinical Informatics at the Value Institute, will develop a predictive model for clinical outcomes and costs associated with cardiac surgery. With this award, scholars can spend at least 20 percent of their time on a proposal over a six-month period, developing it with a sponsoring mentor with the goal of receiving further funding. Dr. Chiam plans to examine several models of analysis for cardiac outcomes to develop a new model that is distinctly useful to Christiana Care and could be modified for use at other institutions. The project mentor is Dr. Weintraub.



TZE CHIAM, PH.D., MS

“What we see are a wide range of projects: those that are quite clinical and hospital-oriented side-by-side with those that are very community-oriented,” said Omar Khan, M.D., MHS, FAAFP, associate vice chair of Christiana Care’s Department of Family & Community Medicine and co-director of community engagement and outreach for ACCEL. “This speaks to our growing strength because of ACCEL.” ●

Sgt. Jason Graham of Public Safety Dept. receives Patriot Award

Award recognizes Graham’s and Christiana Care’s support to employees who serve in the U.S. military

Sgt. Jason Graham, Public Safety, receives the Patriot Award, presented by Vincent Orlando, LTC, SC, Delaware Army National Guard, recognizing Graham’s and Christiana Care’s support of military personnel.



Sgt. Jason Graham of Christiana Care’s Department of Public Safety received the Patriot Award from the Delaware Employer Support of Guard Reserve (ESGR) in recognition of his support of military personnel.

Marvin Hackett, a corporal in Public Safety and a master sergeant in the Delaware Army National Guard, nominated Graham for the support he has given Hackett in his military service while employed at Christiana Care. “I want to recognize Jason Graham and Christiana Care with this award for the support I have received,” said Hackett. “I am very grateful I can give this appreciation through ESGR.”

In his 30 years of service in the Army as a military police officer, Hackett has been on numerous assignments stateside and overseas, including four deployments: Operation Desert Shield/Storm, Operation Enduring Freedom Saudi Arabia, Operation Iraqi Freedom Iraq and Operation Enduring Freedom Afghanistan. Hackett was unable to attend the award ceremony at Christiana Hospital on Nov. 11 due to a military commitment.

“Marvin is a great employee and brings many of the values he has learned from the military to his job at Christiana Care, such as teamwork, excellence, integrity and loyalty,” said Graham.

The Patriot Award was created by ESGR, a U.S. Department of Defense office, to recognize individuals who provide outstanding support to employees who serve. According to ESGR, the award “reflects the efforts made to support Citizen Warriors through a wide range of measures including flexible schedules, time off prior to and after deployment, caring for families and granting leaves of absence, if needed.”

“Christiana Care is honored to support our employees who are helping keep America strong,” said Audrey Van Luven, senior vice president and chief human resources officer at Christiana Care. “Their service to our country is a testimony to their character and strength. We are grateful to have many vets as our employees.”

Over the past two years, Christiana Care has hired more than 60 veterans. ●

Kunal Bhagat, M.D., earns national recognition as a Top 10 Hospitalist

Kunal Bhagat, M.D., FACP, was named by the American College of Physicians (ACP) Hospitalist, an ACP publication, as one of the Top 10 Hospitalists in the nation.

Dr. Bhagat, who works in Christiana Care Health System's Department of Medicine, was profiled in the publication's November 2015 Top Hospitalists issue.

"Dr. Bhagat is most deserving of this national award," said Virginia U. Collier, M.D., MACP, Hugh R. Sharp Jr. Chair of Christiana Care's Department of Medicine. "He is an outstanding clinician. In many ways, he is a role model for colleagues, residents and students. Christiana Care and his patients are fortunate that he is a member of the Medical-Dental Staff."

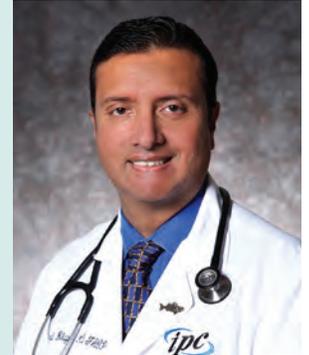
Dr. Bhagat joined IPC Healthcare Inc., a leading national acute hospitalist and post-acute provider organization, in November 2012 when his former group was acquired by IPC. He was named Christiana Care Outstanding Teacher in 2012–2013 and has been recognized for Excellence in Hospital Medicine by the Delaware Chapter of the American College of Physicians.

A graduate of the Christiana Care Internal Medicine Residency Program, Dr. Bhagat currently serves as IPC's Practice Group co-leader for Christiana Hospital, where he provides daily clinical leadership for hospitalists.

Dr. Bhagat also serves on five health system committees and is a Lean Six Sigma team leader. Most recently he led a team on a Lean Six Sigma Green Belt project to reduce unnecessary physical therapy consults, creating quality improvements in patient care.

"We are very proud that Dr. Bhagat has been honored by ACP Hospitalist as one of the country's preeminent hospitalists," said Adam Singer, M.D., chairman and CEO of IPC Healthcare. "His collaborative leadership and dedication to high-quality patient care embody IPC's core values of leadership, professionalism and teamwork. He is an outstanding example of our commitment to the delivery of the highest quality patient care. Being named a Top Hospitalist is a well-deserved recognition."

Dr. Bhagat was also chosen as one of IPC's Clinicians of the Year for 2014, the highest honor bestowed upon anyone at the company. Recognition is given to those IPC clinical leaders who have made outstanding contributions to the company, to their facility and to the patients they serve, both in acute and post-acute care settings. ●



Melissa Bollinger, MBA, BSN, RN, appointed Neurosciences Service Line operational leader

Melissa Bollinger, MBA, BSN, RN, administrative director for neurosciences, has been named operational leader for Christiana Care's Neurosciences Service Line.

Bollinger has already played a key role in helping to launch the Neurosciences program over the last few years. "She has made significant contributions to our efforts to recruit talented clinical and operational staff and receive Joint Commission comprehensive stroke center certification," said Kert Anzilotti, M.D., MBA, Neurosciences Service Line physician leader.

Bollinger joined Christiana Care as a registered nurse in 1988. She has 27 years of clinical and leadership experience in nursing, research, administration and operations. She completed the Harvard School of Public Health program on project management in 2013 and is currently pursuing a Lean Six Sigma Green Belt. Bollinger received her MBA from Wilmington University in 2010 and a certification in health care leadership from the University of Delaware in 2013. ●

Randy Gaboriault, MS, receives Tech Impact's Founders Award

Randy Gaboriault, MS, chief information officer and senior vice president of innovation and strategic development for Christiana Care Health System, received the Founders Award from Tech Impact, a national nonprofit that provides technology services and support to eligible nonprofits and charities throughout the nation.

Gaboriault, who serves as a board member and treasurer for Philadelphia-headquartered Tech Impact, received the award for his overall contributions over nearly a decade of service to the organization, including his work with the IT Works program. IT Works is a 16-week job training program that offers free, immersive IT training to young adults who have not yet completed a bachelor's degree. Students earn a professional certification in IT and a real-world internship inside leading corporations and nonprofits, including Christiana Care.

"Randy epitomizes leadership," said Patrick Callihan, executive director of Tech Impact. "He has been instrumental in developing the strategy and support that have led our organization to serve thousands of nonprofits with the technology help they need and to provide hundreds of young people with opportunities for careers in technology."

The Founders Award is the latest in a long line of professional distinctions and honors from IT professional associations and journals in information technology for Gaboriault. Information Week magazine listed him as having one of 2011's "Twenty Great Ideas to Steal" based on a tracking board developed for the Christiana Care Trauma Program. He was a Computerworld Honors Program Laureate and listed among the magazine's Premier 100 IT Leaders 2013. He also received Computerworld's "Top Five" recognition. He is a three-time awardee of CIO Magazine's CIO 100 Award and Becker's "100 CIOs to Know" recognition.

Gaboriault led the information technology efforts that helped Christiana Care win a federal, multimillion-dollar Center for Medicare and Medicaid Innovation Award. He also has been nominated by the HealthTech Research Alliance & Council as Healthcare Innovator of the Year. ●

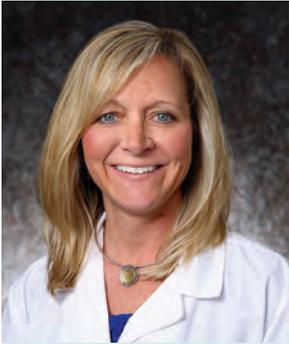


Terri Corbo, Pharm.D., BCPS, FASHP, named operational leader for Musculoskeletal Service Line

Terri Corbo, Pharm.D., BCPS, FASHP, vice president of Christiana Care Pharmacy Services, has been appointed operational leader for Christiana Care's Musculoskeletal Service Line. She also will represent Musculoskeletal as part of the service line operational cohort.

A board-certified pharmacotherapy specialist, Corbo joined Christiana Care Health System in 1999 and was served as director of clinical pharmacy and medication safety officer from 2008 to 2011, when she was promoted to vice president of Pharmacy Services. She leads multiple systemwide initiatives, including the discharge redesign project and a variety of medication utilization projects.

Corbo is a 1997 Graduate of the University of the Sciences in Philadelphia. She is completing a master's degree in health care delivery science from Dartmouth College. ●



Joan Pirrung, MSN, RN, ACNS-BC, named Musculoskeletal Service Line nursing leader

Joan Pirrung, MSN, RN, ACNS-BC, manager of the Christiana Care Trauma Program, has been named nursing leader of Christiana Care's Musculoskeletal Service Line. Pirrung also will represent Musculoskeletal as part of the service line nursing cohort.

A key leader in developing and advancing trauma services, she has numerous professional accomplishments, including several successful American College of Surgeons visits which have led to the reverification and redesignation of Christiana Care as an ACS Level 1 Trauma Center.

Pirrung has been Christiana Care Trauma Program manager for 13 years and a trauma nurse for 22 years. She is board certified as an adult clinical nurse specialist and serves as president-elect of the Society of Trauma Nurses, due to take over as president in spring 2016. ●



Sandra Wakai, MSN, RN, CCRN, appointed nurse manager of Center for Advanced Joint Replacement

Sandra Wakai, MSN, RN, CCRN, has been appointed nurse manager of the Center for Advanced Joint Replacement.

Wakai began her nursing career at Christiana Care in 1991 as a staff nurse in the Surgical Critical Care Complex. She has worked in various roles, including staff development specialist, program manager for the Critical Care Nurse Internship program, co-manager of the Safety Companion Pool and most recently the nurse manager of the ICU at Wilmington Hospital.

Wakai received her BSN in 1991 and MSN in health services administration in 2011 from the University of Delaware. She is a certified critical care nurse and has been involved in nursing research and performance improvement. She has been published in the American Journal of Critical Care, AACN News and DNA Reporter. ●

Danielle Weber, MSN, MS, RN-BC, named Neurosciences Service Line nursing leader

Danielle Weber, MSN, MS, RN-BC, nurse manager of the Neurocritical Care Unit, has been appointed Christiana Care Neurosciences Service Line nursing leader.

Weber has played a significant role in helping to launch, grow and sustain the Neurocritical Care Unit, creating a high-performing team with a highly engaged staff and exceptional outcomes.

A Christiana Care nurse since 1995, Weber became a patient care coordinator in 2003 and was promoted to manager of the Transitional Surgical Unit (TSU 2B) in 2011. She received her bachelor's degree in nursing from Neumann University. She received a dual master's degree in nursing leadership and health care administration in 2014 from Wilmington University. ●



Publishing

Michele Campbell, MSM, RN, CPHQ, Kristen Miller, Dr.PH., MSPH, and Kathleen W. McNicholas, M.D. “Post Event Debriefs: A Commitment to Learning How to Better Care for Patients and Staff.” *The Joint Commission Journal on Quality and Patient Safety*. January 2016.

Donna Casey, MA, BSN, RN, FABC, NE-BC. “A Nurse’s Obligations to Patients with Ebola.” *Nursing* 2015. November 2015.

Elizabeth A. Donovan, MSN, RN, Christine J. Manta, BS, MS(c), Jennifer C. Goldsack, MChem, MA, MS, MBA, and Michelle L. Collins, MSN, RN-BC, ACNS-BC. “Using a Lean Six Sigma Approach to Yield Sustained Pressure Ulcer Prevention for Complex Critical Care Patients.” *Journal of Nursing Administration*. January 2016.

Daniel J. Elliott, M.D., MSCE, Kimberly D. Williams, MPH, Pan Wu, Ph.D., Hemant V. Kher, Ph.D., Barret Michalec, Ph.D., Natalie Reinbold, BS, MA, Christian M. Coletti, M.D., Badrish J. Patel, M.D., and Robert M. Dressler, M.D., MBA. “An Interdepartmental Care Model to Expedite Admission from the Emergency Department to the Medical ICU.” *The Joint Commission Journal on Quality and Patient Safety*. December 2015

Paul Kupcha, M.D. *Techniques in Foot & Ankle Surgery*. December 2015:

- “Transverse Dorsal Approach to the Midfoot Joins in Acute Traumatic Injury.”
- “Fixation of Navicular Body Fractures with Cerclage Wire Technique.”
- Guest editorial: “Advances in Midfoot Surgery.”

Stephen A Pearlman, M.D., MSHQS, Susan Coffey Zern, M.D., CHSE, Thomas Blackson, RRN, Joseph Ciarlo, RCP, RRT-NPS, Amy B. Mackley, MSN, RNC, and Robert G. Locke, D.O. “Use of Neonatal Simulation Models to Assess Competency in Bag-Mask Ventilation.” *Journal of Perinatology*. November 2015.

Anthony Sciscione, D.O., et al. “#3: Periviable Birth.” *American Journal of Obstetrics & Gynecology*. November 2015.

Presentations

John Emberger RRT-ACCS, FAARC. “How to Ventilate the Premature Neonate — What is the Evidence?” 2015 Blue Ridge Symposium. Front Royal, Virginia. October 2015.

At the 2015 AARC International Respiratory Congress. Tampa, Florida. November 2015:

- **John Emberger, RRT-ACCS, FAARC.** “Neonatal Ventilator Synchrony.”

- **Jefferson Mixell, RRT, John Emberger RRT-ACCS FAARC, and Francis Gott III, MBA RRT.** “Time Until Intervention for High Priority Ventilator Alarms in Intensive Care Units.” (see also entry under Awards).
- **Jefferson Mixell RRT, John Emberger RRT-ACCS FAARC, Francis Gott III, MBA RRT.** “High Priority Ventilator Alarm Profiles in Intensive Care Units.”
- **Jefferson Mixell RRT, John Emberger RRT-ACCS FAARC, Francis Gott III, MBA RRT.** “Time Until Intervention for High Priority Ventilator Alarms in Intensive Care Units.”

Janet Leary-Prowse, MSED, CIP and Melanie Chichester, BSN, RNC-OB, CPLC. “Research Common Core: Revitalizing the Monthly Research Education Conference” Poster:

- 2015 Nursing Research Conference, Advancing Nursing: Developing Excellence in Evidence Based Practice and Research. Christiana Care. November 2015.
- Public Responsibility in Research & Medicine’s 2015 Advancing Ethical Research Conference. Boston. November 2015.

LeeAnn Tanaka, D.O., Omar A. Khan, M.D., MHS, Eric V. Jackson, Jr., M.D., MBA, Kristen Miller, Dr.PH., MSPH, Tze C. Chiam, Ph.D., MS. “Choosing Wisely in Delaware: Rationale for Evidence-Based Diagnosis of Low Back Pain.” Delaware Orthopaedic Symposium. Newark. October 2015.

Robert L. Witt, M.D., FACS, as Ted and Molly Carr Visiting Professor at the University of Auckland, New Zealand, November 2015:

- “Improving Outcomes for Thyroid and Parathyroid Surgery.”
- “Thyroid Surgical Care: The Impact of Molecular Testing.”
- “Salivary Tumor Surgery: State of the Art.”
- “Tissue Engineering as Artificial Salivary Gland.”

Awards

Donna Casey, MA, BSN, RN, FABC, NE-BC, was named Rising Scholar and invited to present her Doctor of Nursing Practice project in a poster at the 43rd Biennial Sigma Theta Tau International Nursing Honor Society Conference.

A poster presentation, “High Priority Ventilator Alarms That Received No Intervention: An Analysis of Ventilator Alarm Informativeness in Intensive Care Units” by **Jefferson Mixell, RRT, John Emberger RRT-ACCS FAARC, and Francis Gott III, MBA RRT,** won an Editor’s Choice Award at the 2015 AARC International Respiratory Congress. Mixell gave a 15-minute poster presentation on the subject. Tampa, Florida. November 2015 . ●



Christiana Care employees selected as Adult Achievers

Juanita Bernard, MS, RRT, clinical data quality specialist in Performance Improvement, Stacy Myrie, medical assistant in Dermatology, and Starr Fields, staff assistant in Perioperative Services, were honored at the 27th Annual Black Achievers in Business and Industry Awards. The YMCA Black Achievers program encourages youth to develop educational and career awareness with the assistance and guidance of African-American mentors from diverse career fields. ●



Bernard, Myrie and Fields at the Black Achievers Awards ceremony with keynote speaker and CNN political contributor Marc Lamont Hill and Gov. Jack Markell.

U.S. Sen. Tom Carper visits Project Engage programs at Wilmington Hospital

U.S. Sen. Tom Carper visited Wilmington Hospital Nov. 20 to learn about Project Engage. The tour was led by Terry L. Horton, M.D., FACP, chief of the Division of Addiction Medicine and creator of Project Engage, which uses health care professionals known as engagement specialists to reach patients with substance-abuse problems at the hospital bedside and link them to resources in the community that can put them on the path to wellness.

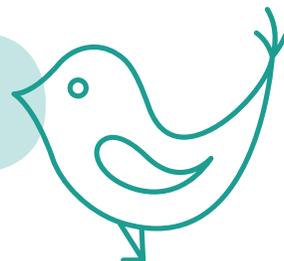
Sen. Carper visited the Wilmington Hospital Emergency Department, the patient care unit on 6 South, and the Rocco A. Abessinio Family Wilmington Health Center to learn how Project Engage helps patients in each of these settings. ●



Sen. Carper and Mark Lanyon, Ph.D., ICADC, ICCDPD, LCDP, LPC, Project Engage clinical program manager, listen to engagement specialist Herbert Watkins describe a patient encounter at Wilmington Hospital ED.

Shortly after the tour, the Office of Sen. Carper tweeted:

@christianacare Project Engage is helping patients with substance abuse issues connect w/ programs they need christianacare.org/project-engage #netDE



Christiana Care highlighted at Leadership Delaware graduation

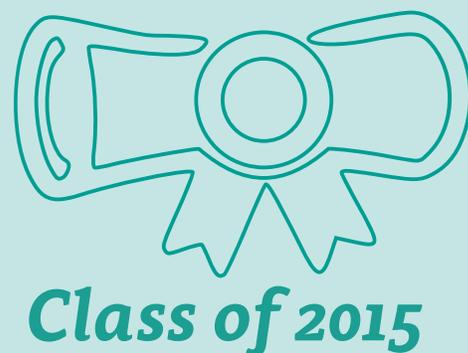
Scott D. Siegel, Ph.D., director of Psychosocial Oncology & Survivorship at the Helen F. Graham Cancer Center & Research Institute and Value Institute Scholar, and Hiran J. Ratnayake, senior manager of media and government relations in External Affairs, graduated from Leadership Delaware, a program that mentors Delawareans who have the capacity, desire and courage to seek and excel at community, nonprofit, political, professional and corporate leadership within Delaware.

The Leadership Delaware program is a statewide, selection-only program that offers a series of issue-oriented forums and experiences, based on the belief that knowledge is a key element and prime motivator of leadership. The program exposes participants to speakers and issues facing Delaware and its communities while building leadership skills.

Christiana Care sponsored the graduation ceremony for the Leadership Delaware Class of 2015, which took place Dec. 1 at Wilmington Country Club.

Christiana Care employees who are Leadership Delaware alumni include Mike Eppheimer, MHSA, FACHE, senior vice president of Service Line Operations, Vinay Maheshwari, M.D., director of Medical Critical Care and medical director of Respiratory Therapy, Kristina A. Siddall, M.D., radiologist at the Graham Cancer Center, Fran Gott III, MBA, RRT, director of Respiratory Care, and Sarah Nichols Nagle, FACHE, director of Strategy & Planning.

Roshni T. Guerry, M.D., director of Palliative Care Education and a Value Institute Scholar, and Bethany A. Jackson, PA-C, critical care physician assistant at Christiana Care's Medical Intensive Care Units, have been selected for the Leadership Delaware Class of 2016. ●



Hiran J. Ratnayake, senior manager of media and government relations in External Affairs.



Scott D. Siegel, Ph.D., director of Psychosocial Oncology & Survivorship at the Helen F. Graham Cancer Center & Research Institute.

Christiana Care receives Employer of Year Award for Project SEARCH

For implementing the first Project SEARCH site in Delaware, Christiana Care has received the Employer of the Year award from the Division on Career Development and Transition (DCDT), an international organization affiliated with the Council for Exceptional Children that promotes careers and vocations for the disabled.

“The Employer of the Year award is presented to an employer or business that has shown remarkable commitment to promoting or providing employment opportunities to students with disabilities,” according to DCDT. Christiana Care was chosen from entries submitted from across the country.

Project SEARCH is a nine-month job-development internship for people age 18–21 with cognitive disabilities. As part of their high school transition, interns receive classroom instruction and complete three 10-week rotations in various departments at Christiana Care.



Nicole D'Ambrosio with Dale Matusevich, education associate for secondary and transition services, Delaware Department of Education, who nominated the Project SEARCH program for the award.

Christiana Care began the program during the 2011–2012 school year. Since then, the Project SEARCH team at Christiana Care has expanded work-based learning opportunities and developed strategies to enhance collaboration between business, schools, the state and our community.

“We don’t see this as a ‘feel good’ program at all but as a program that helps us build our talent pipeline,” said Nicole D'Ambrosio, talent acquisition strategist at Christiana Care. More than 40 students have participated in the program, and 11 have been hired as employees at Christiana Care.

Christiana Care’s partners in Project SEARCH are POW&R (Productive Opportunities for Work & Recreation), CIS (Community Integrated Services), Red Clay Consolidated School District and the State of Delaware’s Department of Education and Department of Labor, Division of Vocational Rehabilitation. ●



Food and Nutrition Services served 7,509 meals at this year’s celebration.

Christiana Care staff, volunteers celebrate annual holiday feast

Each year during the holiday season, Christiana Care shows appreciation to employees, staff and volunteers by serving a feast in the cafeterias. This year was no exception, as the Food & Nutrition Services team flexed its culinary muscles again, serving 7,509 meals on Wednesday, Dec. 16.

“Thanks to the wonderful volunteers and our awesome cafeteria and production staff, we were able to continue our extraordinary custom of providing this special meal,” said Debbie Learn Alchon, MS, RD,

Christiana Hospital hosts pedestrian safety news conference

In a news conference Nov. 13 outside the Christiana Hospital Emergency Department, the Delaware Office of Highway Safety announced education, enforcement and engineering initiatives that have been launched to reduce pedestrian-related crashes across the state.

The Office of Highway Safety, which was joined by Delaware State Police and the Delaware Department of Transportation, selected Christiana Hospital as host of the

conference because it is home to the only Level I trauma center in Delaware — the only one of its kind between Philadelphia and Baltimore.

During the news conference, Kevin Bradley, M.D., FACS, trauma surgeon and associate medical director for the Christiana Care Trauma Program, urged pedestrians to be careful when crossing roadways.

“All too often, we are called upon to provide emergency care and trauma care

for our neighbors who are injured while trying to cross the roads,” he said. “We hope through this announcement that we can prevent more pedestrian crashes and that we can encourage our neighbors to make smart crossing decisions.”

More than 50 people, including Christiana Care nurses and paramedics, attended the news conference, which was covered by The News Journal, WDEL, WHYY and Delaware Public Media. ●

“We hope through this announcement that we can prevent more pedestrian crashes and that we can encourage our neighbors to make smart crossing decisions.”

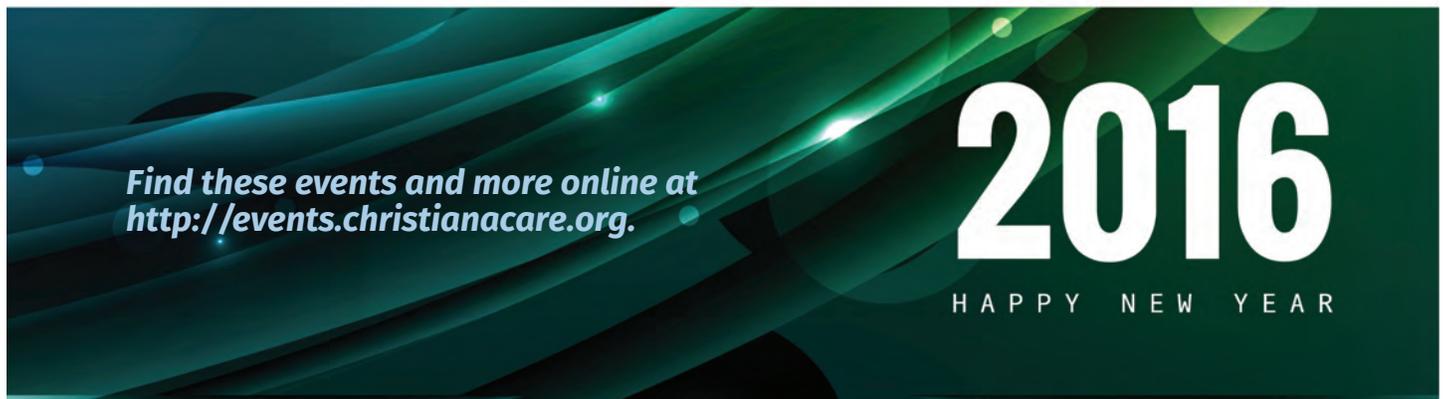
KEVIN BRADLEY, M.D., FACS



corporate director, Food and Nutrition Services. “Without the effort and holiday cheer demonstrated by those who gave their time and jovial spirit to step in to serve our employee guests, we would be unable to continue this holiday tradition. And we mustn’t forget to say thanks to the wonderful Environmental Services staff who helped manage all the waste areas. Thank you to all who participated!” ●



Christiana Care’s annual holiday meal is an opportunity for colleagues to socialize and celebrate together.



ACCEL Innovative Discoveries Series

Fridays, noon – 1 p.m. (lunch served)

**Value Institute, 2E56
John H. Ammon Medical Education Center**



Jan. 8:

Applied Genomics: Next Generation Sequencing in the Clinical Field. Erin Crowgey, Ph.D. candidate, Department of Bioinformatics and Systems Biology, University of Delaware.

Jan. 15:

Assembling and Analyzing Cohorts from Electronic Health Records: An Example from the NICU. Neal D. Goldstein, Ph.D., Christiana Care.

Jan. 22:

What Can Be Done About the Cost of Care for Chronic Diseases and Conditions? Steven J. Stanhope, Ph.D., associate deputy provost for research of scholarship, University of Delaware, director of Delaware INBRE and director of the BADER Consortium.

Feb. 5:

Cognitive Assessment and Aging Physicians: Are Patients or Doctors the Ones at Risk? James M. Ellison, M.D., MPH, Swank Foundation Endowed Chair in Memory Care and Geriatrics at Christiana Care.



The 13th Annual Focus on Excellence Awards

Wednesday, Jan. 20, 1:30 – 4 p.m.

John H. Ammon Medical Education Center

The annual Focus on Excellence Awards program at Christiana Care recognizes teams of employees who enter projects demonstrating improvement in process or outcomes using the Plan-Do-Check-Act model.

This year’s Focus on Excellence exhibit in October garnered 155 entries. If you missed the live exhibits, you can view them on the Value Institute Center for Quality & Patient Safety intranet site.

This year’s event will feature guest speaker Thomas H. Lee, M.D, M.Sc., chief medical officer of Press Ganey, who also is a practicing physician, a leader in provider organizations, a researcher and health policy expert.

As CMO of Press Ganey, Dr. Lee is responsible for developing clinical and operational strategies to help providers across the nation measure and improve the patient experience, with an overarching goal of reducing the suffering of patients as they undergo care and improving the value of that care.

In addition to his role with Press Ganey, he is an internist and cardiologist who continues to practice primary care at Brigham and Women’s Hospital in Boston.



Thomas H. Lee, M.D, M.Sc.



Health Insurance counseling and information

Wednesday, Jan. 6, 4 – 7 p.m.
Wilmington Hospital Lobby

Wednesday, Jan. 13, 4 – 7 p.m.
Helen F. Graham Cancer Center & Research Institute, West Entrance

Wednesday, Jan. 20, 4:30 – 7 p.m.
John H. Ammon Medical Education Center

Whether you're enrolling for the first time or planning to change or keep your current health plan, the place to go online for information about 2016 health care coverage through the Affordable Care Act is <http://www.choosehealthde.com>.

In addition, in partnership with Westside Family Healthcare, Christiana Care offers counseling on options in Delaware's health insurance marketplace. Open enrollment through the marketplace continues through Jan. 31. For a free appointment to discuss your insurance options with a certified marketplace guide from Westside, call 302-320-6586 or come to an enrollment event.



Healthy Eating – Healthy You!

Thursday, Jan. 28, 5:30 – 8 p.m.

John H. Ammon Medical Education Center

Learn how to simplify meals, and get the latest on nutrition trends and power foods that can boost your well being. Make a fresh start at eating smart with advice from Regina Johnston, RD, CDE, registered dietitian at Christiana Care. Also, take advantage of a free blood pressure screening, provided by the Christiana Care Blood Pressure Ambassadors.

- Blood pressure screenings, 5:30 to 6:30 p.m. Lecture begins at 6:30 p.m.

The Celebrating Women's Health Lecture Series is a free program that focuses on women's health and health issues that women may face in caring for their loved ones. Each program consists of a lecture or panel discussion, followed by a question and answer session. Register online at <http://www.christianacare.org/lectures>.

Perioperative Perspectives

Saturday, Feb. 20, 7 a.m. – 3:15 p.m.

John H. Ammon Medical Education Center

Christiana Care's Perioperative Professional Nurse Council sponsors this 8th annual Perioperative Perspective: Latest Trends & Practices. Featured speakers include Willy Wilkinson, MPH, and Bobbie Staten, BSN, RN, MPH. For more information, contact Starr Fields, sfields@christianacare.org.

Film Screening: "The American Nurse"

Thursday, Feb. 25, 3:30 – 5:30 p.m.

John H. Ammon Medical Education Center

Join the Professional Nurse Council for a screening of a moving documentary on nursing in the U.S. Providing an insider's look at the nursing profession, the film, based on the 2012 book *The American Nurse Project*, follows five nurses and their patients: Tonia Faust with maximum-security prison inmates; Jason Short with home health patients in Appalachia; Brian McMillion with soldiers returning from war; Naomi Cross with mothers giving birth; and Sister Stephen with nursing home patients at the end of life.

Two CNE contact hours are available to Christiana Care nurses through the Education Center. For questions, contact Starr Fields of Perioperative Services at sfields@christianacare.org or 302-733-2701.



Save the date

for these upcoming events at the John H. Ammon Medical Education Center

26th Annual Update in Cardiology

Friday, March 4

2016 Focus on Hypertension Symposium

**Thursday, March 10
8 a.m. – 1 p.m.**

Online registration opens in January at <http://www.delamed.org/Hypertension>.

Managing dementia – A multidisciplinary approach

**Friday, March 11
8 a.m. – noon**

Presented by the Swank Memory Care Center.

20th Annual Diabetes Update

**Saturday, March 12
8 a.m. – 4 p.m.**

4th Annual Neurovascular Symposium

Friday, April 8

Christiana Care Department of Emergency Medicine participates in study to investigate effectiveness of approved epilepsy drugs

Christiana Care is participating in a multi-institution emergency medicine research study to determine the most effective drugs to treat adult patients who are experiencing uncontrolled seizures.

The study, overseen by our Emergency Medicine Department, evaluates the effectiveness of three drugs already approved as safe and effective by the U.S. Food & Drug Administration. The study is funded by the U.S. National Institute of Neurological Disorders and Stroke and has been approved by Christiana Care's Institutional Review Board.

Drug effectiveness comparison

The study, known as the Established Status Epilepticus Treatment Trial (ESETT), focuses on individuals who have epilepsy who are having an uncontrolled severe seizure. Epilepsy is a disorder of the brain that causes seizures. According to the U.S. Centers for Disease Control & Prevention, about 4.3 million adults have epilepsy.

Under the study, Emergency Department patients in the midst of an uncontrolled seizure that lasts longer than five minutes would be randomly treated with one of three drugs used to treat epilepsy and uncontrolled seizures: fosphenytoin, valproic acid, or levetiracetam.

The primary goal of the study is to identify the most effective treatment for patients with uncontrolled seizures or status epilepticus, which is an epileptic seizure that lasts more than five minutes. Other goals include comparing the secondary outcomes of the three treatments and advancing knowledge on the effectiveness, safety and side effects of the treatments.

For this study Christiana Care is working with the National Institute of Neurological Disorders and Stroke and the Neurological Emergencies Treatment Trials Network.

"Through this study, we hope to develop a clearer understanding of these FDA-approved treatments for our neighbors with seizures so we can best help them recover," said Jason T. Nomura, M.D., FACEP, FACP, who works in the Emergency Department and Neurosciences Service Line and is a Value Institute scholar. "We also hope to unlock new insights about seizure treatments that can guide our expert health care staff with patients who have epilepsy."

For more information on this study, visit <http://www.clinicaltrials.gov>.

Exception from informed consent

Because severe seizures and status epilepticus do not stop on their own, patients eligible for this study are not able to give consent at the time they could be enrolled. For that reason, the study will be conducted under federal regulations that allow for clinical research in emergency settings using an exception from the required informed consent. Use of this provision in a study protocol is granted by Christiana Care's Institutional Review Board. Once the patient's guardian is identified or the patient wakes up, they will be asked to give their permission to continue to be part of the study. ●



“Through this study, we hope to develop a clearer understanding of these FDA-approved treatments for our neighbors with seizures so we can best help them recover.”

JASON T. NOMURA, M.D., FACEP, FACP

Q. HOW CAN I VERIFY THAT A PROVIDER IS PRIVILEGED TO PERFORM A PROCEDURE AT CHRISTIANA CARE?

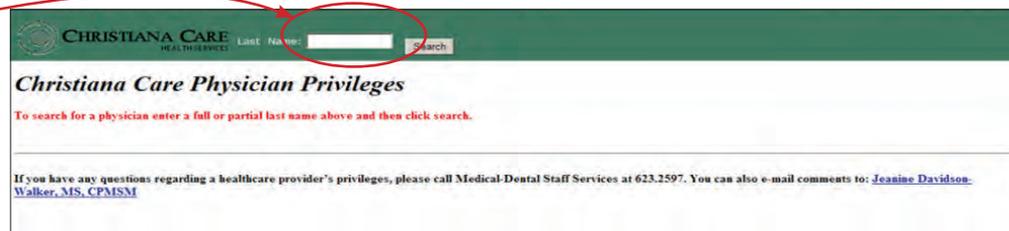
A. Information about provider privileges can be found on the Nursing Portal.

1. Go to **Medical Affairs** located on the left side of the portal.



2. Select **Physician Privileges**.

3. Enter the provider's last name.



4. The list of privileges will be displayed.

GENERAL SURGERY PRIVILEGES		
	Requested	Granted
CORE PRIVILEGES:	X	X
Core Privileges are granted as follows:		
Please Note: Privileges under supervision with a number following the type of supervision, CP-Concurrent (direct supervision), R-Retrospective (indirect supervision) indicates the number of cases to be performed under supervision.	X	X
VASCULAR SURGERY:	X	X
Management of emergency problems involving large and small vessels of the abdomen by ligation or repair	X	X
Management of emergency problems involving large and small veins of the abdomen by ligation or repair	X	X
Management of emergency problems involving large and small arteries of the head and neck by ligation or repair	X	X
Management of emergency problems involving large and small veins of the head and neck by ligation or repair	X	X
Management of emergency problems involving large and small arteries of upper and lower extremities by ligation or repair	X	X
Management of emergency problems involving large and small veins of upper and lower extremities by ligation or repair	X	X
Thromboembolctomy procedures	X	X
Venous thrombectomy procedures	X	X

If you have questions about this Best Practice Review, please contact the content experts: Medical-Dental Staff Services, 623-2597, or Safety Hotline 7233 (SAFE) from within Christiana or Wilmington hospitals, or 623-7233 (SAFE) from outside.

STAT vs NOW vs ROUTINE Medication Order Priority: Is there a difference?

By Ozioma Duru, Pharm.D, BCPS

When ordering a medication via computerized prescriber order entry (CPOE) at Christiana Care, one is presented with the option to select order priority (STAT, NOW or ROUTINE). When the medication order priority is not manually selected by the prescriber, the order defaults to “routine.” Because each option has distinct features associated with them to facilitate time to administration, understanding the intended meaning of each option and appropriate utilization of the order priority feature can improve one of the many factors that cause delays in medication administration.

STAT: High priority to give as soon as available.

Stat is the abbreviation for the Latin word statim, meaning “immediately.” This order priority should be selected when a medication is to be given emergently. “STAT” order priority moves the medication order to the highest priority on the pharmacist’s queue for processing, preparation and dispensing. It also signals to the nurse that the medication should be administered as soon as possible.

NOW: Not a STAT; however, give when available.

Now is an order priority to be selected if the start date/time is not the desired time to begin the order and a “now” dose is needed. In other words, select this priority when the first dose is desired “now” instead of the next scheduled administration time. For example, if at 10 a.m. you place an order for amlodipine (Norvasc) 5mg by mouth daily, the start date/time would default to 8 a.m. the following day, since the time of order entry is after 8 a.m. today. If your intention is to start the first dose today, then it would be appropriate to change the order priority to “NOW,” then resume to the next scheduled 8 a.m. administration time the following day. Another way to ensure this patient receives a dose today would be to change the start date/time, at which point you do not use “NOW” order priority.

ROUTINE: Defaults to the next Christiana Care standard administration time based on ordered frequency, except antibiotics.

Most medication orders will default to this setting unless changed to either STAT or NOW by the prescriber. The routine start date/

The screenshot shows a software interface for entering medication orders. At the top, there are tabs for 'Details', 'Order Comments', and 'Diagnosis'. Below the tabs, the 'Order details' section is visible, listing various parameters such as Frequency [Daily], PRN [No], PRN Reason, Hold for DBP (mmHg) <, Hold for SBP (mmHg) <, Hold for HR (bpm) <, Give for DBP (mmHg) >, Give for SBP (mmHg) >, Give for HR (bpm) >, Duration, Duration Unit, Requested Start Date/Time [01/16/2015 08:00], Stop Date/Time, Now or STAT dose (highlighted in blue), Drug Form [Tab], and Information Tech Use Only. To the right of the order details is a 'Detail values' dropdown menu with options: (None), NOW, Routine, and STAT. The 'NOW' option is currently selected.

References:

1. Now orders. CPOE Order tips. Updated 1/2014. <https://vnet.christianacare.org/portalphys/cpoeordertips/,DanalInfo=inet+cpoeordertips.htm>
2. Defining NOW verses STAT medication orders in PowerChart. Updated 4/2014. http://inet/portalphys/cpoeordertips/weekly_quick_tips/14_04_14_now_stat_med_orders.docx
3. Stat. Mosby's Medical Dictionary, 8th edition. (2009). Retrieved January 14 2015 from <http://medical-dictionary.thefreedictionary.com/stat>
4. P&T Functional Improvement Committee Guidelines. Christiana Care Formulary and Drug Therapy Guide. Accessed January 21, 2015 from http://www.crlonline.com/lco/action/doc/retrieve/docid/meddel_f/70284#medadm

time defaults to the next standard administration time by ordered frequency. For example, daily frequency defaults to 0800, BID frequency defaults to 0800 and 2000, QHS frequency defaults to 2200, etc., with some exceptions. With antibiotics, first doses are given now (i.e., when available). Second doses are retimed by nursing using the secondnd-dose antibiotic calculator, so that by the third dose, the medication will follow standard Christiana Care administration time based on the ordered frequency. Additionally, several medications such as levothyroxine and oral fluoroquinolones have different standard administration times to improve absorption. For standard Christiana Care medication administration times and the exceptions to the standard

administration schedule, visit http://www.crlonline.com/lco/action/doc/retrieve/docid/meddel_f/70284#medadm.

There are differences in the meaning of STAT vs NOW vs ROUTINE order priority by CPOE design. Pharmacy medication order review/preparation/dispensing priority is in the following order: STAT then NOW then ROUTINE (Start Date/Time). The selected order priority also sends a signal to the nurse regarding the administration of the medications. To ensure medication orders are reviewed and administered at the appropriate time, it is prudent to appropriately utilize the order priority feature as intended by CPOE design. ●

FORMULARY UPDATE—NOVEMBER 2015

FORMULARY ADDITIONS

Medication – Generic/Brand Name	Strength/Size	Use/Indication
Levonorgestrel-Releasing Intrauterine System /Liletta	52 mg	Long term prevention of pregnancy up to 3 years

THERAPEUTIC INTERCHANGE

Doxylamine Succinate/ Pyridoxine Hydrochloride Diclegis®	Diclegis® (10 mg doxylamine/10 mg pyridoxine) → Doxylamine 12.5 mg + pyridoxine 25 mg
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DELETIONS

Doxycycline 50 mg capsule	Removed from Christiana Care formulary because of low use. The 100 mg capsule remains available
Methsuximide	Removed from Christiana Care formulary because of rare use
Triamcinolone hexacetonide injection 20 mg/mL, 5 mL vial	Product is no longer manufactured

MEDICATION NOT ADDED TO FORMULARY

Levonorgestrel-Releasing Intrauterine System/Skyla
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CHRISTIANA CARE COMPLIANCE HOTLINE

Christiana Care's Compliance Hotline can be used to report a violation of any regulation, law or legal requirement as it relates to billing or documentation, 24 hours a day, 7 days a week. Callers may remain anonymous. The toll-free number is: 877-REPORT-0 (877-737-6780).

- ✓ To learn more about Corporate Compliance, review the Corporate Compliance Policy online or contact Christine Babenko at 302-623-4693.

Christiana Care is a private, not-for-profit regional health care system that relies in part on the generosity of individuals, foundations and corporations to fulfill its mission. To learn more about our mission, please visit christianacare.org/donors.



Spirit of
Women

**Nominate a
Champion of
Service**

***Nominations are due by
Monday, Feb. 1, 2016.***

Christiana Care recognizes extraordinary individuals who devote themselves to making a difference in the lives of our neighbors through the annual Champions of Service Awards, including the Jefferson and Spirit of Women awards. Winners are selected based on their contributions to our community through work, volunteering and service activities.

Submit your nomination today: <https://way.christianacare.org/the-christiana-care-way/champions-of-service/>.