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The Christiana Care Way

by Robert Laskowski, M.D., MBA, President and Chief Executive Officer

This year, something very special is happening at Christiana Care. We begin a new journey.

There have been signposts along the way: Transformation. Value. Patient and Family Centered Care. These words are now a part of our vocabulary, as we've begun to understand our role as not merely providers of care, but as creators, innovators and leaders whose mission is to achieve the best possible care in partnership with our patients and their loved ones.

The journey we begin this year is The Christiana Care Way:

"We serve our neighbors as respectful, expert, caring partners in their health. We do this by creating innovative, effective, affordable systems of care that our neighbors value."

Think of it as the promise we make to our patients and to each other. It blends our focus on excellence with the principles of patient and family-centered care.

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Christiana Care is one of the top places to work

Annual awards program lists Christiana Care as one of the top places to work in the United States.

See page 7 for this year's highlights.

ABOVE: Christiana Care staff and Robert J. Laskowski, M.D., taking a break after a Walk with Bob at Brandywine Park.

CONTINUED FROM COVER

The Christiana Care Way

The Christiana Care Way will guide our work through this time of transformation.

I see examples of your commitment daily in the creativity and compassion of our nurses, physicians, administrators and support staff.

The Christiana Care Way asks us to partner with our patients and their families by asking how we can best serve their needs, and by listening carefully to what they have to say. We learn, we assess and we innovate. Together, we create value. ●

THE CHRISTIANA CARE WAY

We serve our neighbors as respectful, expert, caring partners in their health. We do this by creating innovative, effective, affordable systems of care that our neighbors value.  CHRISTIANA CARE HEALTH SYSTEM

New ways to turn your good ideas into action

At the end of last fiscal year, everyone was looking for inspiration and solutions to ensure Christiana Care's Overall Hospital Rating scores finished strong. It became apparent that many of our talented colleagues, at all levels, had ready solutions to offer. Ultimately our efforts were successful, and part of that success was due to innovative ideas from staff.

Think of Yourself as a Patient email

It should be quick, painless and easy to share a good idea. Now it's as easy as sending an email. If you're inspired with an idea that you think would improve the experience for our patients, or if your team has figured out something that works and you want to share it with others, write it in an email and send it to ThinkofYourselfasaPatient@christianacare.org. Your suggestions will be routed to the appropriate committee, team or work group, where the best ideas will be translated into actions that benefit our patients and their families.

#TOYAP on Yammer

If you're using Christiana Care's internal social network Yammer, use the hashtag #TOYAP at the end of your comment to identify it as a suggestion or idea related to improving the patient experience. We'll collect and evaluate these comments just like the ThinkofYourselfasaPatient@christianacare.org emails, but on Yammer you can also get instant feedback and discussion from your colleagues.

Need some inspiration?

One source of ideas might be to think about the HCAHPS questions, which serve as predictors for overall rating of care and are consistent with The Christiana Care Way: serving our neighbors as respectful, expert caring partners in their health.

How can we do these things better?

- Treat everyone with courtesy and respect.
- Listen carefully to patients and their family members.
- Explain things in simple terms that patients and families can understand.
- Ask if there is anything else you can do to help a patient or their loved one.
- Pay close attention to your environment. Cleanliness and quiet count.

Remember, everyone at Christiana Care plays a role in transforming care and everyone helps determine our patients' experience. Please, share your suggestions! ●



Center for Rehabilitation at Wilmington Hospital awarded three-year CARF reaccreditation

Brain Injury program earns first-time accreditation

Christiana Center for Rehabilitation at Wilmington Hospital has achieved certification from the Commission on Accreditation of Rehabilitation Facilities (CARF) for its Brain Injury, Amputation and Stroke programs and for Comprehensive Adult Inpatient care. The certification is for the three-year period, June 2012-2015.

This is the first CARF accreditation received by the Brain Injury program at the Center for Rehabilitation, the second consecutive accreditation for Amputation and Stroke and the sixth for Comprehensive Adult Inpatient care.

This achievement represents the highest level of accreditation and shows the Center for Rehabilitation's substantial conformance to the CARF standards. An organization receiving a three-year accreditation undergoes a rigorous peer review process. The Center for Rehabilitation demonstrated to a team of surveyors during an on-site visit in June its commitment to offering programs and services that are measurable, accountable and of the highest quality.

"Accreditation from CARF recognizes that our therapists, nurses and the entire interdisciplinary

rehabilitation team place the patient at the center of the recovery experience," says Sharon Kurfuerst, vice president of Rehabilitation & Orthopaedic Services at Christiana Care. "There is no need for patients to leave the state of Delaware to receive the highest quality rehabilitative care."

"This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served," says Brian J. Boon, Ph.D., chief executive officer of CARF. "Services, personnel and documentation clearly indicate an established pattern of practice excellence."

The Center for Rehabilitation at Wilmington Hospital is a 40-bed unit that offers a full range of acute rehab services, and features the latest in barrier-free and advanced rehabilitation technologies. At 61,000 square feet, the therapy space is one of the largest in the mid-Atlantic region and includes multiple areas that simulate real-world environments, including a residential training apartment that allows patients to practice everyday living skills. ●

Founded in 1966, CARF is an independent, nonprofit accrediting body whose mission is to promote the quality, value, and optimal outcomes of rehabilitation services through a consultative accreditation process that centers on enhancing the lives of the people served.



Online tool aims to increase screening for developmental delays in Delaware children

During a presentation to pediatric staff at Christiana Care, Lt. Gov. Matt Denn and Delaware Division of Public Health Director Karyl Rattay, M.D., emphasized the benefits of PEDs Online — a new online tool intended to increase the number of children who receive developmental screenings.

The tool provides test results, billing and diagnosis codes, summary reports for parents and even referral letters. It is part of Help Me Grow, a statewide initiative that connects children and their families to health, educational and social services. The initiative works in collaboration with several community-based maternal and child health organizations — such as the state's early intervention program Child Development Watch — with the aim of increasing the percentage of children screened during routine well child visits. Doctors can sign up for PEDS Online through www.delaware.gov.



“We hope you will share your knowledge about this tool with your colleagues, as it will help us identify early on the children who are in need of resources that already exist. The end result will be better outcomes for these children,” Dr. Rattay said.

The Help Me Grow initiative includes four components: telephone access; a community outreach campaign; a physician outreach campaign to support early developmental screening and intervention; and data collection and evaluation to identify service gaps and barriers impeding the current system.

Help Me Grow developed a free telephone access point for pregnant women, and children and their families, through its partnership with Delaware 2-1-1, a call center under the United Way of Delaware. Doctors and other health care professionals can refer pregnant women to Delaware 2-1-1, which provides referrals for a full range of health and human service needs. The 211 specialists with a background in early childhood development can provide parental education and support as well as connect them to existing state resources.

In the United States, about 13 percent of children between 3 and 17 years of age have a developmental or behavioral disability, according to the Centers for Disease Control and Prevention. Additionally, many children have delays in language or other areas that can affect school readiness.

Research shows that fewer than half of children with developmental delays are identified before starting school. By that time, significant delays already might have occurred, and opportunities for treatment might have been missed.

But research also shows that early intervention treatment services can



Delaware Lt. Gov. Matt Denn (above), and Karyl Rattay, M.D., director of the Delaware Division of Public Health (left), talked to Christiana Care pediatric staff about the benefits of PEDS Online, a new online tool intended to make it easier for doctors and parents to ensure that children are screened for developmental delays.

greatly improve a child's development in order for them to better talk, walk and interact with others.

The 2007 National Survey of Children's Health reported that the percent of children screened in Delaware was 10.9 percent, compared to the national average of 19.5 percent.

“Our number one concern at this point is that the pediatric practices sign up for [PEDs Online] and actively use it,” Lt. Gov. Denn said. “If this succeeds, we will be able to identify a dramatic number of kids who are in need of follow-up services. We'll be able to connect them to those services.” ●

Delaware's first breast tomosynthesis technology provides heightened accuracy for breast cancer screening

The Breast Center at the Helen F. Graham Cancer Center at Christiana Care is one of a small number of institutions — and the first in Delaware — to offer tomosynthesis, the latest in breast cancer screening and diagnostic technology.

Breast tomosynthesis uses 3D technology to capture images of the breast at multiple angles during a short scan. The individual images are then reconstructed into extremely thin, high-resolution slices, which can be displayed individually or as a set.

Tomosynthesis eliminates the challenges associated with detecting cancer in overlapping structures in the breast, which is the primary drawback of conventional 2D analog and digital mammography. The technology also makes it easier to see lesions and localize structures in the breast.

"Tomosynthesis reflects our commitment to providing our patients with leading-edge technology," says Nicholas J. Petrelli, M.D., Bank of America-endowed medical director at the Helen F. Graham Cancer Center. "Patients in Delaware have access to the latest in diagnostic tools and treatment close to home."

Because tomosynthesis provides a look inside the breast, it is easier to detect tumors at an early stage of development. In an analysis presented at the Radiological Society of North America conference in 2011, there was a relative increase of 47 percent in cancer detection using tomosynthesis compared to 2D mammography alone.

Breast tomosynthesis uses 3D technology to capture images of the breast at multiple angles during a short scan.

"There is no perfect test for breast cancer, and 15-30 percent of cancer is missed in traditional 2D mammograms," says Jacqueline Napoletano, M.D., director of Breast Imaging at The Breast Center at the Graham Cancer Center. "Tomosynthesis is an exciting step forward in both detecting cancer and avoiding repeat mammograms for women. It is remarkable the cancers you can see with tomo that you cannot see with traditional mammography."

Typically, 10 percent of women who have traditional mammograms are called back for a subsequent screening because the results of their first mammogram were uncertain. Preliminary results indicate tomosynthesis reduces call backs by more than 40 percent.

Breast cancer is second only to lung cancer as the leading cause of cancer death among women. If detected early, the five-year survival rate is 98 percent. ●





Jefferson Medical College Class of 2014 students studying fulltime at Christiana Care include Megan Viereck, Liana Horner, Michael Maloney, Heather Hartman, Lindsay Prather and Jordan Wescott.

Jefferson Medical College's Delaware Branch welcomes class of 2014 to Christiana Care

Christiana Care's Office of Academic Affairs welcomed medical students from the Jefferson Medical College class of 2014 at a reception at Christiana Hospital in July. They represent the second class to study full time at Christiana Care as part of the college's Delaware Branch, established last year.

The reception also served as a platform event for the class of 2013 students and faculty to recognize individuals for their contributions to the successful curriculum and development of the first class, including:

Attending teacher of the year:
Matthew Burday, D.O.

Student coordinator of the year in surgery:

Lois Midash

Nurse of the year, nominated by the students:

Beth Fitzgerald, MS, RN, CNOR (at the Virtual Education and Simulation Training Center).

The class also recognized the following Christiana Care residents for their contributions:

OB/GYN:

Jodi Brown, D.O., Samata McClure, D.O., and Siobhan McCarty-Singleton, M.D.

Emergency Medicine/Internal Medicine:
Joseph Romano, M.D.

Internal Medicine/Pediatrics:

Karla Testa, M.D., and David Chen, M.D., MPH, Med/Peds, and Mark Troiano, D.O., Med/Peds.

Surgery:

Gregory Nissen, M.D., and Kevin Geffe, D.O.

Internal Medicine:

Adam Lammy, D.O. ●



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. All reports go directly to Compliance Officer Ronald B. Sherman. *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 Ron Sherman at 302-623-2873.

Researchers seek breakthrough for throat cancer survivors in NIH-funded study

A research team at the Helen F. Graham Cancer Center at Christiana Care Health System and the Center for Translational Cancer Research performs a key role in a prestigious National Institutes of Health research project grant of \$2.5 million to continue groundbreaking work into the creation of artificial salivary glands.

“The purpose of our project is to relieve the debilitating lack of saliva in a patient who has undergone radiation treatments for throat cancer,” says Robert Witt, M.D., chief of the Multidisciplinary Head and Neck Oncology Clinic at the Helen F. Graham Cancer Center and the clinician/scientist principal investigator (PI) in the four-year initiative. “These patients have lost the ability to swallow properly and enjoy food and liquids. They suffer from a lack of taste and are prone to many dental problems.”

Other PIs named in the grant are Cindy Farach-Carson, Ph.D., a biologist at Rice University in Houston, and Xinqiao Jia, Ph.D., a materials engineer at the University of Delaware. Grant funding comes from NIH’s National Institute of Dental and Craniofacial Research.

Already, the team has discovered a laboratory technique to isolate salivary acinar cells in culture. Acinar cells are the basic building blocks of salivary glands and are responsible for water and enzyme production.

Researchers then stimulate the cultured cells with neurotransmitters that support their ability to make water and enzymes. Encasing the cells in an absorbable matrix of hyaluronic acid allows them to grow toward each other, and differentiate into spheroid acinar-like structures that are necessary for producing saliva.

Ultimately, doctors will re-implant the patients’ own cells back into their damaged salivary glands when radiation is complete.

“Our goal is to return the function of the patient’s salivary glands and reduce human suffering,” Dr. Witt says.

Research project grants, known as R01, are highly competitive. NIH awards them to specified projects that a named investigator or investigators perform. Dr. Witt is the first physician at Christiana Care to achieve the role of PI for an NIH grant through work done at Christiana Care.

“Dr. Witt’s hard work over the last several years has paid off with this NIH RO1 grant, which is an extremely difficult type of grant to get funded,” says Nicholas J. Petrelli, M.D., Bank of America endowed medical director at the Helen F. Graham Cancer Center at Christiana Care. “This is a great achievement for Dr. Witt, his team, Christiana Care and ultimately cancer patients who will benefit from this research.”



Robert Witt, M.D., chief of the Multidisciplinary Head and Neck Oncology Clinic at the Helen F. Graham Cancer Center, and Swati Pradhan Bhatt, Ph.D., a post-doctoral fellow at the University of Delaware, undertake research into the creation of artificial salivary glands at the Center for Translational Cancer Research at Christiana Care.

The team awarded the grant also includes Randall Duncan, Ph.D., chairman of the Department of Biological Sciences at UD, Swati Pradhan Bhatt, Ph.D., a post-doctoral fellow at UD, and Dan Harrington, Ph.D., from the Materials Science Department at Rice University.

“Their work at the Center for Translational Cancer Research is of enormous importance, and they play an essential role in this great honor,” Dr. Witt says.

Generous support from a patient of Dr. Witt provided the initial resources that enabled the project to advance. “Without that help,” he says, “we would never have reached this major milestone today.” ●

Rapid Process Improvement workshop trains teams for transformation



Lindsay Long, RN (left), and Neila Castro, RN, assess a patient about to awaken in the Cardiovascular Intensive Care Unit at Christiana Hospital.



From left, Rebecca Holly, RN, Nancy Homan, RN, FNP, and Anthony Grillo, M.D., evaluate a patient in the Emergency Department prior to admitting her to a room at Christiana Hospital.

A 90-day, hands-on Rapid Process Improvement workshop is helping teams to create more value with less work.

Developed by Vernon Alders, corporate director of Operational Excellence, with colleagues Janet Dozier, June Estock, E.J. Johnson and Jesse Moncrief, the program incorporates management science, Lean and Six Sigma principles, to help participants eliminate waste, barriers and variations in process that compromise quality, patient safety and operational effectiveness.

Workshop participants benefit from hands-on coaching and support of the Operational Excellence team and then get an opportunity to lead change and create process improvements in their areas of work.

After they launch their initiatives, Rapid Process Improvement teams report back each month for three months after completing the workshop, in order to ensure that the improvements take hold.

“An RPI workshop is an entry-level training program that helps teach teams to create specific, measurable, attainable, realistic and timely goals,” Alders said. “We’re helping teams to work smarter and speed up transformation at Christiana Care.”

Rapid process improvement is not only applicable to patient-care processes. Anyone at Christiana Care can benefit from learning these techniques.

To date, the program has produced some notable results.

For example, a rapid process improvement team in the cardiovascular ICU was able to shorten the time elapsed before extubation from 6.5 to 5.6 hours — shortening the recovery process. Changes

CONTINUED

To register a team for an RPI workshop, visit the Operational Excellence site on the portal and complete a brief online application. Select “Rapid Process Improvements” under the green title bar to access the application. Select “Click Here to Submit Your Assessment Request.”



Christiana Early Warning Signs RPI team members include from left, Nancy Homan, RN, MSN, MBA, FNP, Patricia Blair, RN, June A. Estock, Sharon Vickers, RN, Linda Laskowski Jones, vice president, Emergency/Trauma/Aeromedical Services, Rebecca Holly, RN, and Christiana Hospital ED Nurse Manager Karen Toulson, RN. Not present: Daniel Doherty, RN, staff development specialist.

Rapid Process Improvement program builds an album of success stories

Other Rapid Process Improvement workshops have included:

- Resident Notification Process for Teaching Patients
- Fall Prevention on Cardiovascular Critical Care Complex
- Visiting Nurse Association Reimbursement Process
- Expedited Admission from Wilmington Hospital Emergency Department to Intensive Care
- Emergency Department to Inpatient Handoff Communication
- Improving the Alcohol Withdrawal Algorithm
- Achieving Better Meal Distribution through Synchronization ●



The CVICU Rapid Process Improvement team members include Nurse Manager Kirstan Baxter, RN, Lindsay Long, RN, Meredith Hollinger, Pharm.D, Kristi Maiese, PA-C, Sharmila Johnson, CNS, Niela Z. Castro, RN, and Rozelle Clark, RT.

made during the process were also successful in making patients more comfortable during recovery, and reducing the amount of analgesics needed.

Another rapid process improvement team introduced an early warning system (CEWS) to more quickly identify patients in the Emergency Department who might need to be admitted to intensive care or an inpatient bed with telemonitoring.

The team set out to improve patient outcomes through early recognition of vital sign deterioration, and to promote interdisciplinary bedside consultation to determine appropriate acuity

assignment. Over the course of the RPI reporting period, the number of rapid-response team calls that resulted in moving a patient to a higher level of care fell 40 percent. The team is now using the CEWS scoring sheet during report and handoff of patients in cases involving admissions to 5D by Christiana Care Hospitalist Partners.

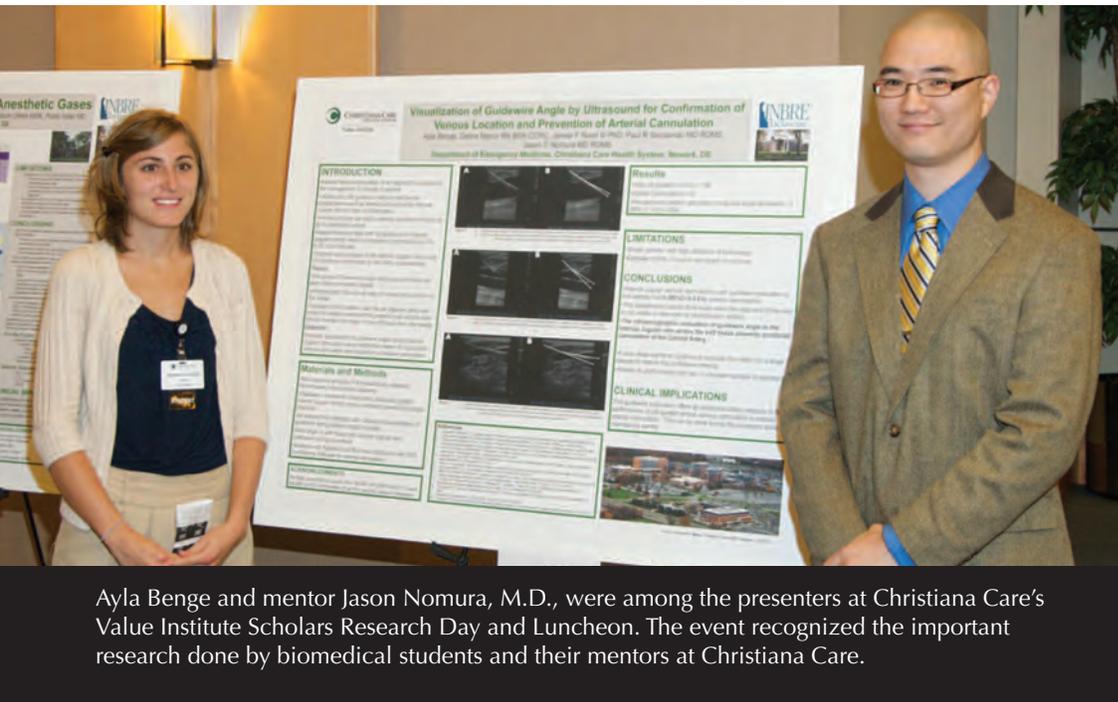
Additional RPIs, in February, June and September, and more advanced training, will be offered through the Value Institute's Center for Operational Excellence in 2013, Alders said. ●



The Operational Excellence team: Vernon Alders, corporate director, and senior consultants E.J. Johnson, June Estock and Jesse Moncrief. Absent from the photo is senior consultant Janet Dozier.

Biomedical student researchers and mentors share spotlight at Value Institute luncheon

Christiana Care presented the Value Institute's Scholars Research Day & Luncheon to recognize the impact of research by several biomedical students. Nearly 150 people attended the event Aug. 20 at the John H. Ammon Medical Education Center.



Ayla Benge and mentor Jason Nomura, M.D., were among the presenters at Christiana Care's Value Institute Scholars Research Day and Luncheon. The event recognized the important research done by biomedical students and their mentors at Christiana Care.

The research of the university students aligned with the goal of the Value Institute: to focus on identifying and implementing strategies to achieve better health outcomes at lower costs.

"What has become an emblem here at Christiana Care is that we serve our neighbors as respectful, expert, caring partners in their health," said Timothy J. Gardner, M.D., director of the Value Institute and medical director of Christiana Care's Center for Heart & Vascular Health. "We do this by creating innovative, effective, affordable systems of care that our neighbors value."

The Value Institute selected 20 research project posters for display at the event from 35 applications.

"The goal here is to build a research infrastructure and promote student education," said emcee Thomas Bauer, M.D., the section chief of Thoracic Surgery and a Value Institute scholar. Bauer praised the mentors who helped the students with the research.

The presentation by Georgetown University student Greg Jasani and University of Delaware student Avkash Patel

evaluated the value of initially administering stress echocardiograms to patients with chest pains who present to the emergency department. The study, which involved 112 subjects, concluded that low-risk patients with a negative stress echocardiogram can be safely discharged from the emergency department without an increase in a serious heart problem at one month and six months. Their mentors were Brian Levine, M.D., associate program director of Emergency Medicine Residency, and Erik Marshall, M.D., medical director of the Non-Invasive Lab.

The presentation by University of Delaware student Vasanth Chandrasekhar and George Washington University student Reiss Dhillon assessed the costs for providing remote cardiac monitoring in non-ICU and step-down patient care units at Christiana Care. The study raised questions about the value of remote cardiac monitoring, because more than two-thirds of the calls evaluated were due to

technical issues instead of clinical ones. Their mentors were Robert Dressler, M.D., vice chair, Department of Medicine; Andrew Doorey, M.D., Roger Kerzner, M.D., director, Electrophysiology Research; Henry L. Weiner, M.D.; Jessica White, M.D., assistant medical director, Quality and Patient Safety; and Marylou Dryer, M.D., administrative fellow for quality and safety.

The event was made possible by collaboration between the Delaware Economic Development Office and Delaware's National Institute of Health IDeA Network of Biomedical Research Excellence (INBRE) program. INBRE supports research by faculty, state-of-the-art research instrumentation and core facilities, and each year supports about 45 undergraduate student researchers throughout the state, including 25 students at Christiana Care.

"It is staggering to think of all the changes that can be made if these projects are applied to people's practices," said Dr. Bauer, Christiana Care's principal investigator for the Delaware INBRE. "I know that the opportunity to work in this environment and provide this experience changes and shapes the lives of our young people." ●

Christiana Care earns *CIO Magazine* Award for breakthrough communication management

Christiana Care received a 2012 CIO 100 Award from IDG's *CIO* magazine for a communication management and workflow solution that changed the way we coordinate care at one of the nation's busiest emergency departments.

Christiana Care reinvented the way the ED staff places and tracks calls to doctors, using a web-based call routing and logging system. The two-part solution incorporates workflow rules that improve patient safety and care.

Previously, it took staff several hours to determine the frequency of a phone call to a doctor or practice. The new system automatically provides the information with its online call search capability, available on-demand, from any workstation. Staff has recorded more than 90,000 outgoing calls to doctors and others in the community and 60,000 incoming calls since the system went live in January 2011.

A touch-screen monitor outside one trauma room is the second part of the solution for better-coordinated care. The monitor displays details of the incoming trauma case along with an interactive diagram of the room that shows the positioning of staff around the patient. Before entering the room, responders touch positions on the monitor and scan their ID badges. This logs them in to selected roles in the room and causes their names and photos to appear on the diagram.

The process ensures that only necessary staff enters the treatment area. Inside the trauma room, a monitor displays the same assignment information, which improves communication among staff in the room, ensuring everyone has the same information and helping colleagues to easily recognize one another even behind surgical masks.

To bring about these solutions, Christiana Care integrated an IT team into the culture of the emergency and trauma functions.

"We listened and learned, then collectively developed a solution," said Randy Gaboriault, Christiana Care vice president and chief information officer. "That solution removed friction and subtracted steps between information gathering and decision making. Then we applied the appropriate technology.

"The result was a real-time information alignment to enable the highest level of care delivery and optimal use of clinical assets, provider and support staff time," Gaboriault said. "These solutions are initiating a wave of change in how we manage emergency medicine and trauma care." ●



Christiana Care's Emergency Department ranks in the top 20 of all U.S. hospitals in patient volume, handling more than 172,000 visits — including 4,000 trauma patients — per year.



In the community: Fall events

September

29 The next **National Medicine Take Back** event will be on Saturday, Sept. 29, from 10 a.m. to 2 p.m. The drop-off location for Christiana Care is MAP II on the Christiana Hospital campus. Please dispose of expired and unwanted drugs responsibly. For alternate drop-off locations, enter your ZIP code at www.deadiversion.usdoj.gov/drug_disposal/takeback/index.html.

October

12 A four-session **Cardiovascular Stress Management Program**, Fridays from 1 p.m. to 2:30 p.m., begins Oct. 12. Led by Vanessa L. Downing, Ph.D., Behavioral Health coordinator at the Center for Heart & Vascular Health, and Christiana Care Cardiovascular Prevention Program Clinical Leader Elisabeth G. Bradley, MS, APN, the program focuses on ways to manage stress, which is a risk factor for cardiovascular disease. Sessions are in the Women's and Children's Health Services Building, room 1927, at Christiana Hospital. The registration cost, \$60, covers all four sessions and materials. Call 800-693-CARE (2273) to register.

14 The **5th Annual Wilmington Kidney Walk** starts at 10 a.m. Oct. 14 at Dravo Plaza on the Wilmington Riverfront. Registration begins at 8:30. For more information, check online at <http://donate.kidney.org/wilmingtonde>.

18 The **3rd Annual Kidney Transplant Symposium** for nurses and dialysis technicians will be from 8 a.m. to 4 p.m. Oct. 18. at the Christiana Hilton, 100 Continental Drive. Registration is free, light breakfast and lunch included. Register online through the I-net Education Center or call 623-3816 and leave a message that you are responding to attend the Kidney Transplant Nursing Symposium with your name and phone number.

20 The **Walk to End Alzheimer's** takes place on Saturday, Oct. 20, at Tubman-Garrett Park on the Wilmington Riverfront. Check-in time is 8 a.m.; walk begins at 9:30 a.m. Entertainment is provided by Club Phred. For more information, call 302-633-4420 or visit www.alz.org.

20 The **7th Annual Latina Conference**, "Strong and Healthy Latinas: Love Yourself, Love Your Family" will be from noon to 4 p.m., Oct. 20, at Bayard School in Wilmington. It's a special program in Spanish for women of all ages and their families to inform, inspire, encourage and offer hope on breast health, breast cancer and other health issues. If you would like to attend or volunteer to help with this community event spearheaded by the Community Health Outreach and Education team from the Helen F. Graham Cancer Center, please call Nora Katurakes at 623-4628.

26 The **Heart Failure Summit 2012** will be held on Friday, Oct. 26, from 7 a.m. to 3:30 p.m. at John M. Clayton Hall on the University of Delaware Campus. Registration is \$75 per person (\$65 for Christiana Care employees). Register online through the I-net Education Center or call 733-1507. Registration includes conference materials, continental breakfast, lunch and refreshments.

27 The **Delaware Orthopaedic Symposium**, from 8 a.m. to 1 p.m., Saturday, Oct. 27, at the John H. Ammon Medical Education Center, is an education conference for orthopaedic surgeons, physicians, nurses, physical and occupational therapists. The symposium provides three education tracks: orthopaedic surgery, primary care orthopaedics, and occupational health. Registration is \$50. CMEs and CEUs will be available. Residents and students attend for free. ●

Save the Date: Nov. 2

The Medical-Dental Staff of Christiana Care's **Annual Art Exhibit and Dinner** is Nov. 2, from 6:30 to 9:30 p.m., at Deerfield Golf and Tennis Club. This annual event is for all physicians and dentists on the Medical-Dental Staff. Physicians and dentists who would like to participate in this year's art exhibit should contact Cheryl Klecko at cklecko@christianacare.org or 302-623-4108. ●

Watercolor by Nabil Warsal, M.D.



Ambassador Award Program promotes skills, teamwork and collaboration among doctors and nurses

Christiana Care's Professional Nurse Council (PNC) initiated a recognition program in 2005 to help improve nurse-physician relations and to recognize nurses and physicians who excel at communicating.

Respectful, collegial nurse and physician relationships are essential for a safe patient environment and create the Great Place to Work environment that benefits nurse retention and recruitment.

Each year, in mid-September, nurses and doctors have the opportunity to nominate a colleague for the annual Ambassador Award.

The award recognizes communication skills, teamwork and collaboration between the physician and nursing communities.

If you are a nurse or physician, soon you will receive an email with a link to access the nomination form. The form also is accessible via the Nursing and Physician portals. If these attributes match those of someone you know, please nominate them.

Nominees will be honored and receive the 2012 Ambassador lapel pin at an awards breakfast Dec. 7 from 7:30 a.m. to 9 a.m. in the John H. Ammon Medical Education Center.

For more information, contact the PNC Chair, Pamela Boyd, RN, pboyd@christianacare.org, or Co-Chair Allison Steuber, RN, asteuber@christianacare.org. ●



The Ambassador Program represents Structural Empowerment: Magnet Force #12 – Image of Nursing and Exemplary Professional Practice: Force #13 Interdisciplinary Relationships.

Christiana Care recognized as a top place to work in the U.S.

Christiana Care is one of the top places to work, not just in Delaware but also in the nation, according to Workplace Dynamics, Inc., a human resources consulting company.

To select national winners, Workplace Dynamics evaluated employee feedback from 805 companies with more than 1,000 employees across 30 regional Top Workplaces programs. The full list is available at Topworkplaces.com.

Christiana Care also earned Top Workplace honors in Delaware, the ninth consecutive year to make the list.

For the competition, surveyors evaluated Christiana Care based on employee responses earlier this year to 24 questions about leadership, productivity, communications, career opportunities, working conditions, management, pay and benefits. Results show that Christiana Care employees were especially positive about pay and benefits, the direction of the company, and innovation.

Workplace Dynamics uses responses from more than 500,000 employees from the 805 companies to select national top workplaces. By comparison, the Fortune 100 Best Companies list bases results on 280 companies with more than 1,000 employees and 246,000 survey responses. ●



Bonnie Osgood and Donna Casey named to ANA posts

The American Nurses Association named two Christiana Care nurse managers to national positions.

Bonnie S. Osgood, MSN, RN-BC, NE-BC, nurse manager of 4 Medical at Wilmington Hospital, was elected to the American Nurses Association Congress on Nursing Practice and Economics. The Congress focuses on establishing nursing's approach to emerging trends within the socioeconomic, political and practice spheres of the health care industry by identifying issues and recommending policy alternatives to the board of directors. Participation on the Congress provides the opportunity to review and update the Code of Ethics for Nurses, ANA Position Statements, ANA Principles for Nursing Practice, and the ANA Nursing Scope and Standards of Practice. These publications establish guidelines for quality and ethical practice for professional nursing. Osgood's term ends in March 2013 when the Congress retires.

Donna Casey, BSN, MA, RN, FABC, NE-BC, nurse manager of the Intensive Care Unit at Wilmington Hospital and co-chair of the Ethics Committee, was appointed to the American Nurses Association Ethics & Human Rights Advisory Board for the two-year period 2012-2014. The board recommends policy on issues of concern in ethics and human rights to the ANA board of directors. ●



Bonnie S. Osgood, MSN, RN-BC, NE-BC



Donna Casey, BSN, MA, RN, FABC, NE-BC

Susan Coffey Zern, M.D., named director of Simulation Education

Susan Coffey Zern has joined the Virtual Education and Simulation Training Center, as the director of Simulation Education.

Dr. Zern has extensive experience in facilitating, debriefing, scenario case development, training standardized patients and curriculum development. Trained in pediatrics at St. Christopher's Hospital for Children, she has practiced clinically both in Delaware and Philadelphia. She also served as adjunct faculty at the Medical College of Pennsylvania and later as the associate dean of medical education for the preclinical medical student problem-based curriculum at Drexel University College of Medicine. Dr. Zern's primary role is providing leadership in all aspects of health care simulation education for

the Virtual Education and Simulation Training Center.

Working with Medical Director Glen Tinkoff, M.D., Dr. Zern will be responsible for assisting programs interested in developing curricula and performance-based assessment using simulation-based technologies. She interfaces with learners and educators from multiple levels in health care, including students from nursing and medical schools, residents, allied health professionals, nurses and attending physicians. She leads the Learning Institute's Center for Simulation Education's efforts to develop and implement innovative simulation education practices, working with Virtual Education and Simulation Training Center staff and uniting experts from different disciplines across Christiana Care Health System. ●



Susan Coffey Zern, M.D.

17 complete first Certificate in Healthcare Leadership program

Seventeen managers completed Christiana Care's first Certificate in Healthcare Leadership program with the University of Delaware.

The nine-session, 37-hour program is an important element in the Christiana Care Learning Institute Center for Transforming Leadership's commitment to develop the next generation of top Christiana Care leaders.

Curriculum highlights include topics such as "An Introduction to Individual and Organization Behavior," "Learning about Interests and Motivators, Usual Work Style, Needs and Stress Behaviors," "What Makes a Leader/Manager Effective?" and "The Theory and Practice of Motivating Self and Others." The program also includes sessions covering the implications of health care reform on Delaware health care and Christiana Care's business model; coaching for performance; creating value; diversity, inclusion and cultural competency, and other important leadership topics. ●



Seventeen managers and staff at Christiana Care earned a Certificate in Healthcare Leadership through a new collaborative program between Christiana Care and the University of Delaware.

Teens serve 'fresh fast food' to women close to their hearts

A 10-week Christiana Care Cardiovascular Outreach Prevention Program helped teens promote heart-healthy diets and lifestyles for women.

Participating teens invited important women in their lives — moms, aunts, grandmothers or family friends — to take the courses, held at Christiana Care's Eugene du Pont Preventive Medicine & Rehabilitation Institute.

Meals prepared by the teens and Christiana Care registered dietitians gave diners a taste of many alternative fast foods that have far less fat content and cost less, such as the 266-calorie homemade salad containing just 6 grams of fat at a price tag of \$2.35. In comparison, a popular fast food restaurant's Asian salad has 430 calories and 17 grams of fat and costs \$6.29 per serving.

The program taught healthy foods and lifestyle choices to teens, and empowered them to take those messages home.

The program — supported by a grant from the AstraZeneca HealthCare Foundation's Connections for Cardiovascular Health program — provides screenings for cardiovascular



disease, including blood pressure, body mass index (BMI), blood sugar and cholesterol, and introduces activities that focus on nutrition, exercise and stress management.

After the meal and presentation, the women received nutritional information and recipes for all the dishes to take home. "We are giving them the tools to provide healthy meals — and getting the teens involved, too," says Kathy Cannatelli, director, Christiana Care's Center for Community Health, Department of Family and Community Medicine. ●



Know your cholesterol numbers

September is Cholesterol Awareness Month, a reminder to say “yes” to cholesterol screening.

Everyone age 20 or older should have a cholesterol screening at least once every five years.

Understanding cholesterol takes a bit of study, because there are two kinds. LDL is bad cholesterol, a fat-like substance in the blood that builds up over time and clogs our arteries, making it harder for our hearts to pump blood. Elevated levels of LDL increase our risk of heart attack. HDL is good cholesterol, which actually helps to protect us against heart disease.

Your test results will show your cholesterol levels in milligrams per deciliter of blood (mg/dL). For LDL, less than 100 mg/dL is optimal; 130-159 is borderline high and 160 mg/dL or above is high. With HDL, you want your numbers to be higher rather than lower. Less than 40 mg/dL in men and less than 50 in women indicates major risk for heart disease. Results of 60 mg/dL and above are considered protective against heart disease.

So what if your numbers indicate you are at risk? There are medications that can help keep cholesterol under control. Healthy behaviors make a big difference, too. Avoid red meat, fried

Everyone age 20 or older should have a cholesterol screening at least once every five years.

foods and salt. Pile on fresh fruits and vegetables, and whole grains, including oatmeal. Exercise for 30 minutes a day at least four days a week.

“Lifestyle changes — including a low-fat diet, regular exercise and quitting smoking — can all help to reduce bad cholesterol,” says Edward Goldenberg, M.D., director, Preventive Cardiology, at Christiana Care’s Center for Heart & Vascular Health.

But even people who eat a heart-healthy diet and get lots of exercise can have dangerously high levels of cholesterol. Blame mom and dad. The condition is called familial hypercholesterolemia, FH for short, and it runs in families.

FH is characterized by high levels of LDL. Sometimes, cholesterol deposits in the tendons or skin. The condition is unusual, impacting one in 500 people. But it’s estimated that fewer than 20 percent of the folks who have FH know it. Half the people with FH pass it on to their children.

Learning you have FH can be a life-saving discovery. If untreated, 85 percent of men and 50 percent of women with the condition will have a heart attack or stroke before age 65.

The bottom line: Know your cholesterol count! Talk with your doctor and consult the My Wellness site on the portal for helpful advice on decreasing your chance for heart attack and stroke. ●

Reversing Oral Anticoagulant Therapy

By: Suhani S. Shah, Pharm.D.

Prior to the introduction of the new oral anticoagulants currently on the market, there existed only one oral option, warfarin (Coumadin®). Warfarin inhibits the Vitamin K dependent coagulation factors such as II, VII, IX, X, and Protein C & S. Warfarin is indicated to prevent and treat thromboembolic disorders, to prevent embolic complications from atrial fibrillation, and systemic embolism after myocardial infarctions. It can be cumbersome to administer secondary to its narrow therapeutic window, delayed onset of action, food and drug interactions, and the need for frequent monitoring.

Recently, two new oral anticoagulants have emerged providing patient's alternative therapeutic options such as dabigatran etexilate (Pradaxa®) and rivaroxaban (Xarelto®). They work by targeting specific factors in the coagulation cascade. These agents achieve at least comparable efficacy, fewer drug interactions, and no requirement for frequent monitoring. Dabigatran etexilate is a direct thrombin inhibitor used for the

prevention of stroke and systemic embolism in nonvalvular atrial fibrillation. There are fewer drug interactions because unlike warfarin, it does not undergo CYP P450 metabolism because it is a P-gp substrate. Rivaroxaban is a direct Xa inhibitor also used for the prevention of stroke and systemic embolism in nonvalvular atrial fibrillation as well as postoperative thromboprophylaxis in hip/knee replacement surgeries. One disadvantage of these new oral anticoagulants is the lack of a direct reversal agent.

Reversal of oral anticoagulation is generally considered for (1) patients who are on anticoagulants and exhibiting signs of bleeding (2) patients with supratherapeutic INRs and no significant bleeding (3) anticoagulated patients undergoing elective or emergency surgery. There are few studies that suggest certain products that can be utilized in the absence of a direct antidote when immediate reversal of dabigatran or rivaroxaban is desired. The following table summarizes current therapeutic and monitoring options:

Anticoagulant	Reversal Agents	Monitoring
Warfarin	Phytonadione *specific recommendations: http://inet/CareMgmt/Medical/Anticoagulation-Reversal-CMG.pdf	INR
Dabigatran	<ul style="list-style-type: none"> • Activated charcoal within 2 hours of ingestion • Hemodialysis can remove up to 60% of drug *in renal impairment • Fresh frozen plasma/packed RBCs 	aPTT > 80 sec may indicate excessive anticoagulation
Rivaroxaban	<ul style="list-style-type: none"> • Activated charcoal within 8 hours of ingestion *in overdose • Fresh frozen plasma/packed RBCs • Recombinant Factor VII 	PT more sensitive than aPTT

*For further information on the above agents please refer to the Anticoagulant & CCHS Formulary

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- Miyares M and Davis K. Newer oral anticoagulants: A review of laboratory monitoring options and reversal agents in the hemorrhagic patient. Am J Health-Syst Pharm. 2012 Sept 1; 69:1473-1484.

Friends of the Helen F. Graham Cancer Center host celebrity chef Christina Pirello



Celebrity chef Christina Pirello spoke about the value of whole, unprocessed food diets at an event at the Wilmington Country Club that was hosted by the Friends of the Helen F. Graham Cancer Center.

Pirello, the Emmy Award-winning host of the television series *Christina Cooks* on the PBS Network, spoke about her own journey to wellness to the sold-out crowd. She was diagnosed with leukemia in February 1983 when she was 26 years old, just three months after her mother had died at age 49 from colon cancer. She survived the terminal disease by adapting to a lifestyle and diet based on natural foods. After just two months of subsisting on beans, grains and vegetables, Pirello's doctors noticed a significant improvement in her condition. And only 14 months after beginning the natural and whole food diet, doctors could no longer find the cancer in Pirello's body.

In her talk titled "Good Health is Not the Luck of the Draw – You Just Need to Know What to Eat" Pirello encouraged the audience to carefully read their nutritional panels, to make conscientious decisions at the supermarket and to stop being "the generation that eats out of a foil tray." She also urged women to lead change by demanding healthier food products. ●

Founded in 2002, the Friends of the Helen F. Graham Cancer Center is a volunteer organization working in cooperation with the clinical staff of the Helen F. Graham Cancer Center to help fund programs that enhance the patient care experience, support cancer research, and provide public education on prevention, early detection and treatment of cancer.



With cupcakes and smiles, teens and tweens raise \$2,085 for pediatric cancer unit

Cupcakes4Cancer, a group of teens and tweens dedicated to raising money for the pediatric cancer unit at the Helen F. Graham Cancer Center, presented a check for \$2,085 to Jon Strasser, M.D, radiation oncologist, on Aug. 6.

They raised all that money without even selling one cupcake.

Instead, the group came up with a unique and successful fundraising strategy: They simply gave the chocolate and vanilla cupcakes away for free and asked for donations.

"Since the money was going to fight cancer, people were more than happy to give," said Justin Horowitz, 16, a junior at Unionville High School in Kennett Square, Pa.

The group was started in September 2009 by a few families from the Jewish community who wanted to help others out. Last year, the group raised \$1,754.

"Not only are they contributing their time and even their own money, but they also are learning important leadership skills," said Jill Flambaum, whose 12-year-old twin daughters Haley and Sydney participated.

Dr. Strasser said the Cupcakes4Cancer members are directly benefiting the children being treated in the pediatric cancer unit at the Helen F. Graham Cancer Center.

"These young people found ways to influence others and they are also learning about the value of philanthropy at a very young age," he said. "We are honored to have such strong support from them." ●



Teens and tweens of the fund raising group Cupcakes4Cancer presented \$2,085 to Dr. John Strasser, representing the pediatric cancer program at the Helen F. Graham Cancer Center.

First State School students told to “eat your colors!”

Food and Nutrition Supervisor Mike Wariwanchik and Tiffany Whary, RD, presented a new program, “Eat your colors!” at the First State School. The program includes games and activities that encourage healthier eating and greater intake of fruits and vegetables. “The students eat it up,” said Elizabeth Houser, RN, a nurse at the school, “especially at the conclusion when they make their own yogurt parfaits topped with fresh cut fruit.” ●



In Memoriam

Deborah Cebenka

(d. June 3, 2012)

As described in her obituary, Deb lived her life helping others. She inspired many people and had a profound effect on countless others during her 35+ year tenure as a nurse at Christiana Care. She held many positions during her career from clinical nurse specialist to coordinator for the hemophilia program. Deb is remembered as a compassionate nurse and brilliant teacher. Her passion for life and beautiful spirit will be remembered by all whose lives were touched by her.



Rosemary E. Kerr

(d. August 3, 2012)

Rosemary was a physical therapist for VNA of Christiana Care. She loved spending time with her family and volunteering for the Special Olympics. As one of her co-workers stated, “Rosemary was an exemplary employee for 16 years. [Her death] is a great loss to the Rehab Dept. and the VNA. She was able to donate tissue and organs that will help more than 50 people. Her memorial service was very moving tribute to her life, the lives she touched and her accomplishments.”

Edward M. McGonigle

(d. May 18, 2012)

Eddie was employed as a materials distribution clerk with Christiana Care at Wilmington Hospital, where he worked for 38 years. As his sisters Nancy Ragan and Sharon Pietlock say, “Eddie was one of the many silent workers that keep Christiana Care running on a daily basis. He worked behind the scenes making sure that the floors were stocked and would not leave until the last order was filled. He especially cared for the staff in the ICU and appreciated being recognized by them for his work. He was a dedicated employee and represented the CORE values that made him who he was, an excellent employee, brother and son – missed by all.”



James Shaw Jr.

(d. April 17, 2012)

James Shaw worked at Christiana Care since 1980. The last 24 years he worked as a patient escort at Christiana Hospital. One of his co-workers says that James “always greeted people with a smile, kind words and encouragement. You knew that if James was in your corner,

he was looking out for you. He was a friend to everyone he knew, and will be greatly missed at Christiana Care. He was unbelievably dedicated to his co-workers and had such a positive presence. Christiana Care will not be the same without him, and we are definitely left with a hole in our hearts.”



Chaplain Patricia S. Singleton

(d. July 28, 2012)

Before becoming a board certified chaplain, Pat Singleton served as pastor in several local Presbyterian churches after her ordination as a Presbyterian minister in 1987. In 2000, she was appointed staff chaplain at Christiana Hospital, which she referred to as the “job of my dreams” during a farewell gathering held for her by the department of Pastoral Services in the Christiana Hospital chapel a few weeks before her death. Chaplain Pat touched many lives in addition to the Christiana Care patients and families for whom she served. There are countless Christiana Care staff and family members who will remember her officiating at weddings and funerals and in other ways in which she touched their lives.

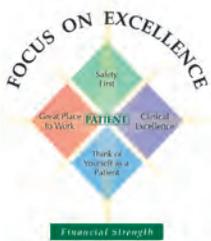
If you know of a staff member who should be recognized in In Memoriam, please contact Tim Rodden, director of Pastoral Services, at 733-1227.



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Fire Protection team delights Imaginations children

To the delight of the children and staff, Christiana Care’s Fire Protection Services team visited Imaginations Early Childhood Development Center on Christiana Hospital campus Aug. 16. The firefighters attached a hose to a hydrant and supervised some extraordinary playtime for the little ones. The event created a nice break from the heat wave and a chance for the children to see the engine up close. ●

