

**Inside ...**



**The University of Pittsburgh School of Nursing Holds 14th Annual Cameos of Caring Awards Gala**

**When: Saturday, Nov. 3, 2012**

**Where: David L. Lawrence Convention Center**

**See page 26 to learn more about this year's Gala and to see a list of awardees.**

**Is Ethics your Priority?  
 By Kathy Gennuso**

Most healthcare institutions maintain an ethics function in one form or another. As such, an ethics committee is commonly created to develop and enact policies governing informed consent, confidentiality, end-of-life care, critical care, and ensure that they are actively and thoroughly discussed, periodically reevaluated and updated. When this structure is in place, ethics consultations are provided by professionals who are available on an as-needed basis to take calls and queries from any member of the clinical staff or patients and their families, and to assist, when asked, in resolving ethical dilemmas related to patient care.



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## Include the Next Generation As You Establish and Prioritize Your Financial Goals



**By Nadav Baum**

Including the next generation in the financial planning process is an important component of long-term financial planning.

When you meet with your financial advisor, are your children, grandchildren and other beneficiaries included in the process? If the answer is no, you are not alone. More often than not, when I ask clients if they wish to include children in

our discussions, the responses range from, "Our children are doing fine." to "They don't need to know about our finances." The reality is some people like to keep the state of their finances close to their vest. Others want to avoid talking about the inevitable.

I believe it is prudent for those closest to you, particularly your adult children, to be included in every step of the financial planning process. When speaking with your children, you can explain your estate. In addition, you may discover that your loved ones can benefit from your financial help today, e.g. for your grandchild's college tuition or to support a son or daughter just starting out in their career or developing a new business. Most importantly, family strife over your inheritance can be avoided. There need not be any questions about your wishes. This will help to ensure family harmony long after you are gone.

That said, when you and yours do sit down at the table, don't hesitate to tell them about your lifestyle, assets, liabilities, attitudes about money, future goals, and to whom and where you want your money to go once you are gone, for example:

- Share your financial plan. Discuss your short- and long-

See **NEXT GENERATION** On **Page 7**

## Building and Maintaining Loyal Client Relationships

**By Elizabeth Pagel-Hogan**

Danielle Taimuty, CEO and President of Medical Billing Solution Services, Inc. (MBSS), has a knack for building loyal relationships. This knack has helped her grow MBSS from a small consulting service run out of her home to a national business that benefits her clients and her community.

"MBSS got started by accident," Taimuty laughed. "I have a clinical background but started working for an insurance company. I was married and then we had a son and I wanted to stay at home. For a financial boost, I did some consulting for a practice to help with their billing. They were my first client and are still my client today."



Danielle Taimuty

Taimuty is originally from Pittsburgh and lives in her hometown of McMurray but the business is now based in Canonsburg near Southpointe. Word of mouth, passed from one satisfied customer to the next, at first caused Taimuty some consternation.

"When I initially took on this first client, I was immediately referred to another client and I was completely overwhelmed," she recalled.

But now the business thrives from the consistently positive client recommendations.

"9 out of 10 times our out-of-state clients are referred by an existing client. We live for those referrals. Other than my children, there's nothing that makes me happier than that," Taimuty

See **MBSS** On **Page 15**



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\* Premium impact varies by factors such as medical specialty and practice location.



# LinkedIn Refreshes Its User Profiles



By Daniel Casciato

LinkedIn is making some of its biggest changes since their product was launched. Over the next few months, you will start to notice a new set of editing tools and user options. These new changes will include adding several new photos to your profile, as well as some biography and editing options.

Aaron Bronzan, a product manager at LinkedIn, wrote in his blog that the goal of these changes are to make it easier for their members to tell their professional stories, be found for opportunities, and build relationships through meaningful interactions.

With this brand new profile experience, LinkedIn will make it easier for you to do three things:

## TELL YOUR PROFESSIONAL STORY

“Our new visual design helps you make a powerful first impression and showcase your skills and accomplishments,” noted Bronzan. “We’ve also provided tools such as inline editing, making it a snap to create a complete, up-to-date profile.”

## DISCOVER PEOPLE AND OPPORTUNITIES

Want to know how many of your connections work for the healthcare system you’ve been wanting to work for? Or what you have in common with the person you plan to reach out and pitch your product to? The new profile shows you rich and visual insights on the people and companies in your network.

“These insights also make it simpler to discover people outside your network and quickly establish common ground to make more meaningful connections,” wrote Bronzan.

## ENGAGE WITH YOUR NETWORK

LinkedIn will also make it easier to see what your network is doing and to engage



with them. Recent activity is now on the top of the profile, allowing you to stay current with what your connections have been sharing and doing.

If you’d like to be one of the first ones to get the new Profile, you can sign up here: <http://www.linkedin.com/profile/sample>.

One new change that is now in effect is the new Endorsement Tool. When you’re scrolling through a connection’s experience you can endorse certain skills or areas of expertise by using the endorsement tool.

To endorse someone, go to their profile page where you will see a blue box that prompts you to endorse them for a set of five pre-filled skill sets.

Of course, you can just remove these skills and add ones of your own if you wish.

That person’s endorsement will then appear in their activity feed and likely lead them to endorsing your skills back.

For instance, I have been endorsed from other users on my writing, editing, and social media skills.

When I’ve been endorsed by someone, I endorsed them back. Endorsements are then displayed in a new section within your profile titled “Skills and Expertise — Endorsements.” This one-click, instant approval is a lot easier for many users than writing a personal recommendation for a contact.

*Let us know what you think of the changes! Email me at [writer@danielcasciato.com](mailto:writer@danielcasciato.com).*

*Daniel Casciato is a full-time freelance writer from Pittsburgh, PA. In addition to writing for Western Pennsylvania Hospital News and Pittsburgh Healthcare Report, he’s also a social media coach. For more information, visit [www.danielcasciato.com](http://www.danielcasciato.com), follow him on Twitter @danielcasciato, or friend him on Facebook ([facebook.com/danielcasciato](https://facebook.com/danielcasciato)).*



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## Walking With Angels

By Rafael J. Sciuolo, MA, LCSW, MS

*"All God's angels come to us disguised."* - James Russell Lowell

The air was crisp and the sun was bright that morning. There were angels in our midst.

More than three hundred people (along with dozens of pets) gathered at the North Shore Riverfront Park in September for Family Hospice and Palliative Care's annual Memorial Walk. Our Walk honors the memory of loved ones who have died – and is open to the entire community. But it's much more than a Memorial Walk. It is an opportunity to share and support. Many of our walkers find comfort in seeing their loved ones' hospice caregivers at the event. They re-connect, re-live memories and show appreciation for the indelible mark each has left in the others' lives.



Jerri (far right) and friends at Family Hospice's annual Memorial Walk in September.

Jerri was there in support of someone else who had lost a loved one. Although her own husband passed away under our care a few years ago, this was her first Walk. The time was finally right and Jerri said that she had also come to the Walk "to see her hospice angels."

# NATIONAL HOSPICE MONTH

## Making the Most of Life

Jerri's words are important to us at Family Hospice. She has been more than generous in her praise of the care we provided for her husband. She appreciates the chance to see those that took care of Jim and express her gratitude. And we at Family Hospice are grateful for the sentiments shared by Jerri and so many others.

Jerri is not the first to refer to our staff as "angels." But we feel just as strongly about the patients, caregivers and families we encounter each day. As our staff will tell you, we are the ones seeing angels on a daily basis.

There's the elderly man in the South Hills who is the primary caregiver for his wife of 51 years, a dementia patient. His patience is a testament to his enduring love.

I recall the mother in Cranberry who lost her husband almost a year ago. Throughout her husband's illness, she worked tirelessly to provide their four school-age children a "normal" life, all the while being the rock that supported her spouse.

A young woman in Sharon comes to mind. While building a new life as a newlywed, she also cares for her father, a congestive heart failure patient. "There's enough of me to go around because I love them both so much," she explains.

An elderly woman at a local long term care facility told her Family Hospice nurse: "I like to crochet blankets. As long as I am able to, I'll make them and you share them with other patients."

And there's the man on Pittsburgh's North Side, whose father and wife are under our care. As a son, a husband and father he does everything he can to provide care all around. He says he feels "better prepared" after taking part in our Family Hospice Compassionate Caregiver Training Program™. But our staff quickly realized that his dedication to his family gives him much of the motivation he needs to be a caregiver.

All of these people, and so many others, are angels in our midst. To them, what they do every day comes from the heart, without a second thought. That's what makes them so special. Just like the participants at our Memorial Walk, who honored the memories of their angels who have gone before us.

Each is special. Each makes a difference. Each leaves a lasting impression. And they come to us disguised as wives, husbands, sons, daughters, nurses, doctors, social workers and more.

There really are angels in our midst. Sometimes we just have to stop and appreciate them. †

*Rafael J. Sciuolo, MA, LCSW, MS, is President and CEO of Family Hospice and Palliative Care and Past Chairperson of the National Hospice and Palliative Care Organization. He may be reached at [rsciuolo@familyhospice.com](mailto:rsciuolo@familyhospice.com) or (412) 572-8800. Family Hospice and Palliative Care serves nine counties in Western Pennsylvania. More information at [www.familyhospice.com](http://www.familyhospice.com) and [www.facebook.com/familyhospicepa](http://www.facebook.com/familyhospicepa).*



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## Volunteer Program at VA Pittsburgh Provides Veterans with Peace

By Samantha Mitchell

Surrounded by dozens of bedrooms, hardwood floors line the hallways that lead to the spacious family room. The fireplace is nestled among oversized sofas, end tables, and decorations that indicate fall has arrived. A second family space houses the stainless steel kitchen appliances, a dining area, more seating, a poker table, and shelves full of board games.

In 2008, the H.J. Heinz Campus hospice unit of the Veterans Affairs Pittsburgh Healthcare System underwent renovations to provide veterans with a homier departure from the traditional hospice setting. The unit bears very little resemblance to a hospital, let alone a hospice unit. Staff, family members, and veteran patients alike greet one another with smiles and polite salutations as if they were more like neighbors living at the intersection of Victory Lane and Heroes Highway, which faux street signs designate as the names of the hallways in the unit.

What really makes the hospice a homier place, though, is the volunteer program, which began in early 2010. Volunteers range in age from 14 to 87 and each offers something unique to the veterans.

“Some play music, some read to the veterans one-on-one, one volunteer brings doughnuts to the veterans weekly, and one volunteer even comes in just to watch TV with them,” said Maria Gibb, the voluntary service specialist at H.J. Heinz. “He said he thought to himself ‘I’m just sitting at home watching TV when I could be watching it with them.’”

Gibb said that volunteers aim to provide peace for the veterans, all of whom have been given a life-expectancy diagnosis not to exceed six months.

“This intimidates some volunteers,” said Gibb. “I tell them, these veterans don’t have the grim reaper standing over their bed. There is nothing to be afraid of, and some of the veterans are still active.”

Though difficult at times, Gibb helped the volunteer program in hospice grow from 3 to 25 volunteers. Gibb’s job involves not only placing volunteers into different areas of the hospital, including hospice, but also providing them with the training they need to work with veterans in places like hospice care.

“I teach volunteers what to expect in hospice, and they help me learn things, too,” explained Gibb. “I was always hesitant to approach resting veterans, but one volunteer with over 20 years of experience in hospice care taught me that it was ok.”

Volunteers can choose to visit individual veterans from the reading list, which names veterans who requested volunteer visitors and those who may not have family members or regular visitors, therefore can benefit from the human interaction. The list includes small profiles based on each veteran’s interests and background to pro-

# NATIONAL HOSPICE MONTH



The H.J. Heinz Campus of the VA Pittsburgh Healthcare System houses a hospice unit within the inpatient living center in addition to the outpatient services offered at the campus.

vide the volunteers with a reference for finding commonalities.

Even seemingly insignificant activities can help provide comfort for the veterans and their loved ones, Gibb insisted.

“It’s about comfort,” she said. “We want to make veterans and their families as comfortable as possible here.” †

*Samantha Mitchell is a student intern in public affairs for VA Pittsburgh Healthcare System and will earn her undergraduate degree in media and professional communications from the University of Pittsburgh this spring. She can be reached at [sdm49@pitt.edu](mailto:sdm49@pitt.edu).*

## The Washington Post Company to Acquire Majority Interest in Celtic Healthcare, Inc.

The Washington Post Company recently announced it has agreed to acquire a majority interest in Celtic Healthcare, Inc., a leading provider of skilled home healthcare and hospice services in the northeastern and mid-Atlantic regions. Arnie Burchianti, Celtic’s founder and CEO, will continue to run the business as CEO and co-owner. The purchase price was not disclosed.

Donald E. Graham, chairman and chief executive officer of The Washington Post Company, said: “Our acquisition of Celtic Healthcare is part of the Post Company’s ongoing strategy of investing in companies with demonstrated earnings potential and strong management teams attracted to our long-term investment horizon. It also fits with our decentralized operating philosophy. We are a diverse group of businesses sharing common goals and values but each with its own identity and workplace culture, and with management responsible for its operations.”

Celtic Healthcare founder and chief executive officer Arnie Burchianti said: “This pending investment from The Washington Post Company is a landmark event for our company. It positions Celtic for continued growth by combining our strong leadership, technology and expertise in delivering patient-centered care with the financial resources, long-term investment commitment and corporate values of The Washington Post Company. Celtic’s management team and I view this as an excellent opportunity for our company, employees and, most importantly, the patients we have the privilege of serving on a daily basis.”

Edge Healthcare Partners, LLC is serving as the exclusive financial advisor to Celtic.

Celtic Healthcare is a multi-state provider of Medicare-certified home healthcare and hospice services. Founded in Mars, PA, by Arnie Burchianti, a practicing physical therapist, Celtic’s service area now spans throughout western, central and north-eastern Pennsylvania, and Montgomery and Baltimore counties in Maryland. Celtic Healthcare has earned national recognition for its proprietary technology and specialized chronic disease management programs utilizing virtual and telehealth technologies. Celtic also has received numerous awards including Best Places to Work,

Fastest Growing Company, Homecare Marketing and Homecare Elite Status.

The Washington Post Company (NYSE:WPO) is a diversified education and media company. The Company’s Kaplan subsidiary provides a wide variety of educational services, both domestically and outside the United States, including programs to prepare students for careers in healthcare and many other fields. Its media operations include cable television systems, newspaper publishing (principally The Washington Post) and television broadcasting (through the ownership and operation of six television broadcast stations).

For more information, visit [www.celtichealthcare.com](http://www.celtichealthcare.com). †

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## 8 Memory-Sharing Activities for Someone with Alzheimer's

"Remember that time when..." Uncle Bob began, launching into a story that soon had everyone smiling and laughing. "At Dad's surprise birthday party, the real surprise came when Mary was carrying the cake into the dining room. She tripped over the cat and the cake went flying right out of her hands and into Mom's lap! Dad didn't miss a beat—he grabbed a glass of water from the table and doused the candle flames as Mom was yelling 'Make a wish! Make a wish!' We couldn't believe it—there was more food on her lap than on the table and all she was concerned about was Dad making his birthday wish!"

Sharing "remember when" stories like these warms the heart of every family member in the room as those special moments of shared history are remembered. When a mind-altering disease like Alzheimer's or dementia begins affecting the memory of someone you love, shared recollections become all the more important.

For someone experiencing memory loss, memories from long ago are usually more vivid and easier to recall than more recent memories. If the person with Alzheimer's or dementia has trouble recalling specific details from the past or present, you and your family can help remember for them.

Here are eight activity suggestions to evoke, share and preserve memories for your loved one with Alzheimer's disease:

- Look through old photo albums together. Point out who you see in the picture and talk about any memories associated with the photo. If your loved one doesn't seem to recognize what's pictured, just move on.

- Create a scrapbook. The act of collecting saved mementos and recording written memories associated with each will not only stimulate fond memories for the person with Alzheimer's, but it's also a good opportunity for that person to share and record snippets of personal history for future generations while he or she still can.

- Tell "I remember when" stories and record them on video. This is an activity all generations can enjoy doing together. You'll have fun telling the stories and everyone, including your family member with Alzheimer's, will be able to enjoy watching the video again and again.

- Re-read saved letters and greeting cards. Messages full of love and well-wishes endure the test of time. They can stir up positive feelings and memories for a person with Alzheimer's as they're read again and again.

- Pass family heirlooms on to the next generation. When objects that have been in the family for a long time get handed down, the stories associated with it get



handed down too. If possible, have the person with Alzheimer's share how he or she acquired the item, how long it has been in the family, and what makes it special.

- Listen to music associated with your loved one's younger years. Music has the power to reach past the mind and touch the soul. Even if your loved one with Alzheimer's can no longer remember details from the present or past, familiar music can have a soothing, therapeutic effect.

- Create a map of your family's genealogy and record any information about prior generations that your loved one may still remember. Your loved one with Alzheimer's is likely one of the only living links to your family's past history. Take time to compile important information about your family's heritage while you still can.

- Bake that special family recipe together. Favorite family traditions often revolve around food. Since the sense of smell has the strongest and most direct connection to memory, the smell of good food cooking can trigger wonderful memories for your loved one with Alzheimer's.

For other ideas and best practices for evoking memories to benefit a family member with dementia, visit the Help for Alzheimer's Families website at <http://www.helpforalzheimersfamilies.com>.

*You need to know there is support for you and your loved one. Your local Home Instead Senior Care office can help. Our unique CAREGiver training approach for Alzheimer's or other Dementias is part of our CARE program, Changing Aging Through Research and Education. Trained Home Instead CAREGivers support families in their caregiving role. For more information about Home Instead Senior Care visit [www.homeinstead.com/greaterpittsburgh](http://www.homeinstead.com/greaterpittsburgh) or call 1-866-996-1087. †*

Send story ideas to Daniel Casciato  
at [writer@danielcasciato.com](mailto:writer@danielcasciato.com)

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# Once-troubled Senior Housing Transformed and Thriving in Etna

Troubled and broken. Disorganized and non-compliant. By the end of 2010, Etna Commons was in desperate need of repair.

Fast forward to the summer of 2012. The United States Department of Housing and Urban Development (HUD) was back to reevaluate. Now managed by Senior-Care Network, a Presbyterian SeniorCare affiliate, Etna Commons features new walls, fresh paint, beautiful landscaping, new carpeting throughout the building and an organized filing system.

Evaluating for acceptable physical condition and above-average organizational practices, HUD handed out a new rating to the Etna Commons team: **Superior**.

“We inherited a trouble site,” says Linda Fulmer, Community Manager at Etna Commons. “Transforming this property has truly been a team effort. My team went right to brainstorming and began to really think about what we could do to get our building off of the HUD troubled list.”

Tearing down walls and installing new carpeting are not the only ways to transform a property. Along with all of the physical transformations, Etna Commons has grown to be a source of pride for the residents and the community.

“Folks are reaching out to us like never before,” smiles Fulmer. The management office has received several donations from community members, including a grandfather clock, a big screen television, lamps and a variety of decorations.

Fulmer, who is active in the Etna community, has established lasting relationships with community staples, all in an effort to better care for the seniors who call Etna Commons home. Fulmer has organized deliveries from a local bakery, as well as a local store that donates fruits and vegetables each month. Each quarter, Fulmer and the Shaler North Hills Library exchange books in large print, as well as DVDs and CDs to ensure that the residents always have something new to read and that movie night is never showing the same movie twice – unless it’s upon resident request!

On June 15, Etna Commons was recognized at the Pittsburgh Apartment Excellence Awards with a win in the Elderly Housing/Overall Community Appeal category.

*Presbyterian SeniorCare is a Christ-centered network of communities and services committed to excellence in enhancing the quality of life of older adults. Its*



Left to Right: Linda Fulmer with resident Ruth Hinderliter and Etna Commons Service Coordinator Danielle Boleware, celebrating Ruth’s 100th birthday.

*wide range of care and services assists older adult of all faiths to remain as independent as possible in the living environment of their choice. Presbyterian Senior-Care and its affiliates, including the award-winning SeniorCare Network, are accredited as an Aging Services Network by CARF-CCAC. To learn more, please visit us at [www.SrCare.org](http://www.SrCare.org).*

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term plans, especially if you are nearing retirement or have recently retired;

- Express what you plan to do during retirement, such as relocate, downsize, travel;
- Be sure they know how you plan to cover your health care and, if necessary, long-term care needs;
- Make them aware of your legacy plans, including what you plan to do now.’

Financial discussions can be difficult, even among the most congenial of families. Still, if you begin sharing information early on in the process, you can feel more confident, avoid future conflicts, and make better decisions today that can af-

fect long-term financial goals. †

*Nadav Baum is the Executive Vice President and Financial Advisor of BPU Investment Management Inc. For more information, visit [www.bpuinvestments.com](http://www.bpuinvestments.com). Securities and advisory services are offered by BPU Investment Management, Inc. member FINRA and SIPC, a registered investment advisor. Though our firm provides planning services, we do not render specific legal, accounting or tax advice. Always consult an appropriate professional before implementing any planning decisions.*

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# UPMC Palliative and Supportive Institute join Consortium Ethics Program for System-wide Bioethics Education

By Sarah Sudar, Rosa Lynn Pinkus, PhD, & Denise Stahl, RN, MSN, ACHPN

Palliative care is a medical specialty focusing on patients with a serious illness, no matter the stage of illness or patients' age. The overarching goal of palliative care is to help improve patients' quality of life by relieving pain, symptoms, and stress caused from illness. In addition to symptom management, palliative care focuses on assisting patients and their families ensure that their values are upheld during medical care. For the health care professional practicing in this field, expert knowledge in both medical/technical and ethical domains are necessary.

In July 2011, the UPMC Palliative and Supportive Institute (PSI) was created to insure that the overarching goals of palliative care were met across the UPMC system. The mission of PSI is "to ensure high-quality, coordinated care for patients with serious illnesses by increasing UPMC palliative care capabilities and expertise through consistent education, training, and technical assistance for health care professionals." This mission is carried out, in part, by promotion of expert consistent education, support, and training of health care professionals across the UPMC continuum of acute, post-acute, ambulatory care and other care settings.

Critical to the implementation of palliative care, this education includes a focus on a broad range of bioethics topics, including the methodology and foundations of bioethics (such as end-of-life decision making, informed consent, confidentiality, and case-based reasoning), the legal aspects of bioethics, and the relationship between bioethics and the Humanities (such as religion, culture, communication, and patient stories).

To provide PSI staff and providers with this type of bioethics education, PSI joined the Consortium Ethics Program (CEP) at the University of Pittsburgh in January 2012. With a 23-year track record of providing cutting-edge ethics education to front-line health care professionals throughout western Pennsylvania, the CEP has expertise in the language, methods, and literature of health care ethics.

"I have been familiar with and have first-hand experience with the outstanding



and innovative work that CEP offers and recognized that PSI did NOT have to reinvent the wheel," says Denise Stahl, RN, MSN, ACHPN, executive director, UPMC Palliative and Supportive Institute (PSI). "Collaboration with CEP and the University of Pittsburgh is a win for everyone involved, including patients and family."

"I approached the CEP and we created a plan to meet the needs of the Institute."

PSI has committed to enroll two health care professionals from Magee-Womens Hospital of UPMC, UPMC Cancer Centers, UPMC Community Provider Services, UPMC McKeesport, UPMC Northwest, UPMC Passavant, UPMC Presbyterian/Shadyside, UPMC St. Margaret into the program. These health care professionals become part of the "ethics resource" team in their institutions. As resource persons, they acquire the knowledge base to educate staff at their institution, including ethics committee members, in bioethics. In addition to formal educational seminars, each institution is assisted in creating an "ethics plan" to meet their specific ethics educational needs. This plan can range from one-hour educational seminars presented to ethics committees, to full day seminars geared towards medical staff. The CEP understands that with regards to education, "one size does not fit all!" Elizabeth Chaitin, MSW, DCHE, will lead and coordinate the ethics plans for PSI and assist with implementation of ethics services and education across UPMC.

"In the 23 years that I have been directing the CEP, I have been amazed at the creativity and generosity of the member institutions in putting the educational resources taught by our faculty to use," says Rosa Lynn Pinkus, PhD, director, Consortium Ethics Program.

"Several of the PSI institutions had already been members of the CEP and I was confident that CEP could provide the type of education that PSI was requesting."

The CEP is the regional health care ethics network in Western Pennsylvania. The program is supported by member institutions and co-sponsored by the University of Pittsburgh Department of Medicine, Division of General Internal Medicine, and the University of Pittsburgh Center for Bioethics and Health Law.

To learn more about the CEP membership, visit [www.pitt.edu/~cep](http://www.pitt.edu/~cep). To learn more about the UPMC Palliative and Supportive Institute (PSI), you may contact the Institute at 1-855-565-7146, or email at [psicare@upmc.edu](mailto:psicare@upmc.edu).



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## Is Ethics your Priority?



**By Kathy Gennuso**

Most healthcare institutions maintain an ethics function in one form or another. As such, an ethics committee is commonly created to develop and enact policies governing informed consent, confidentiality, end-of-life care, critical care, and ensure that they are actively and thoroughly discussed,

periodically reevaluated and updated. When this structure is in place, ethics consultations are provided by professionals who are available on an as-needed basis to take calls and queries from any member of the clinical staff or patients and their families, and to assist, when asked, in resolving ethical dilemmas related to patient care.

In a number of institutions, the organizational model, has the consult service is delivered via a (permanent or rotating) subcommittee or subset of the larger ethics committee that may bring particularly complex or problematic cases to the ethics committee for discussion or final resolution. A well-formed ethics program will include one or both as components, and provide a fully integrated mechanism for clinical consultation, staff and patient education, and research. Not all institutions attempt to address all of these areas.

Most organizational leaders today have identified the need to incorporate some degree of ethics into their organizations, typically due to fear of legal reprisal. Their organizations are typically referred to as compliant. In organizations where the ethics program is based on compliance, it is often the practice to educate the ethics committees, but rarely to provide education

to the entire hospital. Currently an ethics program is required for certain certifications such as Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) and Magnet but is not audited by any existing federal regulation.

In spite of the attention given to healthcare ethics by the media, the frequency of requests for ethics consults has not increased. Research repeatedly identifies a low volume of requests; on average, consultation services were requested three times per year according to a national survey of more than 500 general hospitals conducted in 2006 and published in *The American Journal of Bioethics*. And more recent studies, although smaller in scale, have not shown evidence of improvement.

The answer may lie in the fact that only five percent of those individuals charged with providing ethics consultations or advice have been trained or educated in bioethics and/or possess appropriate advanced degrees. Many authors have written about the competencies that are required for such work. Among the skills required to perform a clinical act, referred to as an ethics consult, the clinical ethicist must demonstrate some knowledge of clinical medicine. The clinical ethicist must be able to recognize the ethical issues involved in a specific case and assist the medical team in designing a care plan to accommodate these considerations. Typically an ethicist will review the medical chart; interview the patient and family or surrogate; discuss the case with the medical team; perform a literature search; and offer a series of specific recommendations related to ethically appropriate and inappropriate options unique to the case. These results are then documented in the medical record.

Although recommendations from the ethics consul-



tation are not binding, they often have a direct bearing on the medical treatment offered to the patient.

Clinical ethicists often work independently without direct supervision. Should not these individuals be trained in ethics or at least have the tools and/or readily available resources to resolve issues appropriately? In reality, however, no specific training or educational requirements exist for ethicists. Many hospitals appoint risk management personnel or representatives from other administrative functions to tackle committee roles without providing a clear path to acquiring the skills they need in order to perform effectively. In some cases they encourage self-teaching for ad-hoc volunteers who provide staffing for the consultation process. This behavior on the part of healthcare organizations may not change until the field requires some type of certification or specific procedure relative to licensure. Until hospitals ensure that those providing ethics consultations are qualified to do so, they will remain exposed to liability. †

*Kathy Gennuso is the CEO of the Institute of Consultative Bioethics creators of EthAssist™. ICB is based in Pittsburgh, Pennsylvania. For more information, visit [www.icbioethics.com](http://www.icbioethics.com).*



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# Landau Building Company Offers Years of Experience to the Health Care Industry

By Kathleen Ganster

It is safe to say that after 120 years in business, the Landau Building Company knows what they are doing.

With a rich history of building in the Greater Pittsburgh area, the company, now operated by the fifth generation of Landaus, has established a reputation of quality work.

“We work very closely with our clients through the design and conceptual stages to develop a plan that gets them the buildings they need and want while staying within their budget,” said Sharon Landau, marketing director. Landau works with her brothers, Tom, the president, and Jeff, a master carpenter and project manager.

The company was founded by Henrich “Henry” Landau who came to the United States in the late 1800s from Prussia. Originally living in Ohio, Henry moved to Pittsburgh in 1885 and became a well-known carpenter. Over that 120 year period, the company has undergone many changes, evolving into the present-day Landau Building Company located in Wexford.

Landau covers the western PA and northern WVA region. They also have a location in Clarksburg, WVA.

Through the years, Landau Building has constructed and renovated numerous healthcare facilities including local hospitals and doctor’s offices. Taking a pro-active approach, their entire healthcare team has received Infection Control Risk Assessment (ICRA) training.

“There are so many considerations we need to take into account when we are working on health care sites because we are working with sick people and infectious diseases,” explained Landau, “It gets very specialized working on safety issues and concerns.”

ICRA training centers on reducing risk of infection by specialized planning, design, construction, renovation and facility maintenance. According to Landau, things like air flow, material storage and water systems are just a few of the issues that need to be considered.

Steve Bishop, senior project manager who specializes in healthcare facilities for Landau, said while many hospitals now mandate that their contractors have ICRA certification, Landau had it prior to that requirement.

“We realized the importance and it is something that we made a priority,” he said, “Plus, we are always updating our training and keeping ahead of what is required.”

Landau has project superintendents, most of who have worked for 15 to 20 years in the health care arena, who supervise each project working closely with the clients.



“Our superintendents are seasoned veterans who are really the face of our company – they have developed close relationships with our clients who know and trust them and want them to come back,” said Landau.

That close relationship from start to finish ensures that the client gets the best value while staying within their budget, said Bishop.

“It’s ‘values engineering.’ We work with our clients’ programming and what they need, then create a budget that will work for it, not vice-versa,” he explained.

The years of working with health care facilities and that continuous focus on safety, has helped Landau become well-known in the healthcare industry.

“We get it, we know what they want and need,” said Landau, “We equate our name to quality. Our name is on the company and we take pride in that.”

For more information, visit [www.landau-bldg.com](http://www.landau-bldg.com). †

## Building a Custom Dream Home—A Home that is Exclusively Yours

By Daniel Casciato

Builder confidence in the market for newly built, single-family homes edged slightly higher for a sixth consecutive month in October, according to the National Association of Home Builders’ housing market index. In fact, the latest, one-point gain brings the index to 41, its strongest level since June of 2006. This is promising news for the housing industry, Pittsburgh custom home builders, and the national economy overall.

Local custom home builders such as Bachman Builders and John Henry Construction & Consulting remain optimistic that this trend will only continue.

“We’ve seen a real strong rebound in housing in terms of interest,” says Dave Bachman founder of Bachman Builders in Moon Township, PA. “We’re also seeing

an increase in our workload as well. There are homebuyers who have good jobs now and want to take advantage of these low lending interest rates and today’s homebuilding costs. Costs don’t decrease; they go up. It’s just a matter of how fast they increase.”

John Henry agrees.

“The housing market has certainly rebounded and is doing better now than in previous years,” says Henry, president of the Greensburg, PA-based firm that bears his name. “Inventory of housing in the market has been reduced, and banks seem more likely to lend money. They’re not holding back like they used to.”

Bachman adds that while there are many re-sale existing homes on the market, there are actually very few new homes for sale because banks do not want to lend on speculation, and builders are hesitant to build homes that are not pre-sold.

In today’s housing market, both Henry and Bachman believe that it’s a better time to build instead of buy. A custom built home offers homeowners many benefits. The first is that it gives you full control over the quality and function of your new home.

“You can customize the home to the way you want, meeting your specifications and your lifestyle,” says Henry. “You can also control the price of the amenities and everything is brand new. If you buy an existing home, you’re not sure what kinds of problems may arise.”

Other benefits include:

- Having full control over each aspect of your home
- Setting your own budget and working within it
- Living in a unique home that came about as a result of the choices you made
- The functionality and quality of your home is to your standards

Walt Winkowski, a realtor with Prudential Preferred Realty, also recommends that buyers consider a custom builder.

“The custom builder typically provides the possibility of building to the buyer’s wants and needs, with a predetermined pricing structure, and is able to offer flexibility in build design,” he says.

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## Office Space for the Healthcare Professional

With so many professionals and organizations associated with the healthcare industry today, it's no wonder that there is an equally broad array of office space to suit their varying needs. Below are a few possibilities whether you're a physician, a home care administrator, a healthcare student or an insurance provider.

You could locate your office in a bustling business park; one that is in a suburban setting, yet at the center of a nexus of companies, such as the Southpointe Business Park. There are many Class A office buildings to choose from here, all of which benefit from free parking. This is a key amenity for patients and tenants.

An office in the heart of downtown Pittsburgh might be what you're looking for. There are many upscale options in properties such as Piatt Place and The Gardens at Market Square, where you can easily cater to certain clientele. A 'green', LEED-certified building might be the way to go. Sustainable redevelopments are the focus of new developments in the city with an eye toward helping revive Pittsburgh's central business district.

Maybe downtown Washington, PA better suits your business needs. Not far from Southpointe or Pittsburgh, your rent here would be very competitive. You could locate your office in Class A office space such as the LEED certified Crossroads Center. Constructed in 2006, it's a six-story 144,000 square foot mixed-use building, with beautiful views overlooking the heart of downtown Washington.

On the adjacent corner of Crossroads Center is Millcraft Center, a 10-story 150,000 square foot commercial office building. In addition to traditional office space, as well as a 10,800 square foot data center in the East Wing, Millcraft Center offers professionals the unique opportunity to rent a single office space and still have access to the many amenities typically provided by large corporations.

If you're self-employed, it's a great way to establish your business identity with a legitimate mailing address and business space. The building has on-site security personnel and free parking in the nearby building lot. There is also a city parking garage between Crossroads and Millcraft Centers, offering ample public parking to both buildings.

Millcraft Investments is a Washington County based real estate developer and management company with over fifty-years of successfully creating and maintaining prominent large-scale office and mixed-use developments.

For more information about leasing office space in any of these locations, call Patti Dittman at 724-229-8800 or e-mail [pdittman@millcraftindustries.com](mailto:pdittman@millcraftindustries.com). Visit [www.millcraftindustries.com](http://www.millcraftindustries.com) for more detailed information about the company. ↑

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**DREAM HOME** From Page 10

While Bachman has a variety of customers, he says there are two types of customers these days who are looking to build new instead of buy—empty nesters and middle-aged families.

“Empty nesters are seeking to build a home with a first floor master bedroom and they want to downsize from their previous home,” he says. “The other type of buyers are families who want to raise their children and ultimately prepare for retirement.”



Walt Winkowski

Homebuyers looking to build their dream home would have to purchase a piece of land on which they plan to build or buy a lot in a development that is designed for custom builders, and then hire a builder like Henry or Bachman who can help them design a home that is tailored to meet their specifications.

Bachman stresses that custom homes require homebuyers to make many decisions, and large amounts of time may be spent researching different products and amenities, and visiting stores that sell these items. When selecting a custom home builder to work with, Bachman says to look for a builder with experience and integrity.

“The custom home building process is more of an experience. You’re not just buying an existing home that needs some renovations,” he says. “The process of building a home will take at least a year. You have to be able to trust the builder. And since you will be customizing this new home, you’ll want to know what your costs will be upfront. You want to make sure that builder will not nail you on the extras.”

To ensure that you are working with an ethical and qualified builder, Bachman says to see what homes they have built and ask for references. “You want to be sure they are financially stable as well,” he says. “A lot of builders did not make it through this recession.”

While most custom builders offer standard features in their basic build design, Winkowski says that it is important to see what these standard features include.

“They may be upgrades with other builders, including track or production



builders,” he says. “The savvy custom home buyer compares building materials and what is included in the basic package.”

Winkowski adds that communication is the real key. “Make sure that you and the builder are on the same page of expectations,” he says.

For Henry, a builder who has an open line of communication is critical during the home building process.

“Track builders will have a foreman on site while your home is being built, but it’s not his name on the finished product,” he says. “With a custom home builder, the firm’s owner is usually onsite so he or she can deal directly with the homebuyer. This home is the buyer’s most prized possession and they want to be able to communicate with you constantly. Since custom home builders are also more detail oriented, you will end up with a better product and building process.”

Henry’s advice for people thinking of building a home is to first talk to people who have built a home.

“Spend time upfront researching and doing your homework about custom homes,” he says. “Once you select a builder, make sure the builder explains the pros and cons of the different building materials and applications they plan to use; never assume anything and make sure you have a detailed spec spreadsheet that is clear enough for you to understand.”

If building your dream home is something you’ve always wanted to do, why put it off? The sooner you can move into a home built exclusively for you, the longer you will get to enjoy it!

*For more information on the following companies, visit their websites:*

— *Bachman Builders* ([www.bachmanbuilders.com](http://www.bachmanbuilders.com))

— *John Henry Construction & Consulting* ([www.johnhenryconstruction.com](http://www.johnhenryconstruction.com))

— *Prudential Preferred Realty* ([www.prudentialpreferred.com](http://www.prudentialpreferred.com)) †



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# Drawing Businesses and Healthcare Tenants to the East

Located along the Route 22 business corridor in Wilkins Township, Penn Center East has been proven to be an ideal location that has been drawing office/retail businesses and medical tenants and their visitors to Pittsburgh's eastern suburbs for over four decades. With about 625,000 square feet of office space in seven Class A buildings, and more than 300,000 square feet of retail, restaurant, and service-oriented businesses, Penn Center East has easy access to I-376 and the Pennsylvania Turnpike and is located within 10 miles of downtown Pittsburgh.

While its location makes this mixed-use development a prime real estate gem, Barry Layton, general manager of Penn Center East, says that its amenities has also helped make it a popular draw.

"The amenities on site for our office tenants and their employees and visitors are unmatched in the western Pennsylvania region," he says. "Along with free parking and a convenient bus line, we also have numerous restaurants, retailers, and service providers all within walking distance on campus. You can fulfill many of your professional and personal needs without getting back into your car. This eliminates and saves time in the busy world in which we now live."

Those activities include eating out for breakfast, lunch, and dinner; dropping your clothes off at the dry cleaners; bringing your children to the onsite daycare center; seeing a dentist, eye doctor, or physician; and even getting your hair and nails done. There are also several schools and universities on campus—Sanford Brown, Waynesburg University, Indiana University of Pennsylvania, and the University of Pittsburgh—that offer technical programs, evening classes and master's programs to meet your higher education needs.

"It's really a friendly place here," says Layton. "Our tagline is that it's 'business smart, life friendly.' It's

so true—and once tenants move here, they really like it and don't leave."

Penn Center East is particularly an attractive location for medical office tenants, notes Leanne Rubosky, a leasing representative with LG Realty Advisors, Inc., the commercial real estate management and leasing firm that manages Penn Center East. With the addition of UPMC East and the growing Forbes Regional Hospital as well as the influx of other medical facilities, this section of the eastern suburbs of Pittsburgh has been dubbed the "next Oakland" by several regional development groups.

"We can work with any type of medical tenant, from an individual provider to a healthcare organization looking for some auxiliary space," Rubosky says. "We can service a variety of square footage requirements no matter how big or small the healthcare provider. If a build-out is necessary, we would work with you to customize the space to meet your needs. Penn Center East can accommodate any type of medical use or need."

Building Six of Penn Center East, now available for lease or for sale, is one space that immediately comes to mind for both Rubosky and Layton. The 78,500-square-foot, seven-story building would be an ideal outpatient treatment center or even divided up into several smaller physician offices or even imaging centers.

"We have a several medical offices on campus now," says Layton. "Within a few miles from here, there is the new "state of the art" UPMC East and Forbes Regional Hospital—which has been expanding due to demand. So this is truly an ideal location for medical office tenants."

In addition to its location and the amenities, Ru-



bosky says Penn Center East also offers onsite management and operational staff to assist with any of their tenants' needs around the clock.

"Our staff is readily available which is another nice service to offer to your tenants," she says.

While there has been a downturn in the economy over the past few years, Penn Center East has benefited from a resurgence in the region's commercial real estate market. In fact, three new restaurants and several companies recently moved into Penn Center East over the past year. Layton says that he's excited about the future of Penn Center East and about the commercial real estate market in general.

"We believe that the economy has turned and everything is going in the right direction," he says. "The eastern suburbs is a viable place to be, and medical and non-medical users should make sure they consider an eastern suburb office."

For more information on leasing or buying space at Penn Center East, call 412.816.1800 or visit [www.penncentereast.biz](http://www.penncentereast.biz).

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# Integrative Medicine, Research, in PA, New Jersey and Florida



**By Nick Jacobs**

I'm currently working in the hospital where I was born, and on both coasts of Florida and both coasts of New Jersey. Okay, New Jersey doesn't have a west coast, but I'm working both sides of that state as well. Don't get me wrong, it's not the New York City/Philadelphia sides of New Jersey, it's the Jersey Shore/Mountain sides of Jersey. Here's what's happening: In Florida, we're working on establishing a tissue bank that will provide tissue to the Department of Defense project that we helped birth back in 2001. We're also looking to establish a research capability on the East Coast that will focus on, among other things, cancer research.

Back in PA we're working on the Breast Cancer Program and behavioral health. It's been four years since I was a hospital CEO, and, interestingly enough, it seems that many of the changes that we watched in the late 80s are the topics of conversation again due to the legislation now being implemented in the U.S. Healthcare

system. The major difference between the decades is that the Baby Boomers are "hitting the proverbial wall" and with their furious entry into the health system, they are demanding changes that will help everyone.

You see, qualitative is finally meeting quantitative in a very big way. HCAHPS are changing the way hospitals do business as Medicare patients fill out their evaluation forms in the safety and confidentiality of their own homes. Did your doctor communicate appropriately with you? Did you get any rest? Were you happy with nursing? These are the types of questions that are literally changing the face of health care.

How does this equate with the way hospitals treat you? Well, their reimbursements are based upon the scores that they receive. Consequently, as one of my friends often says, "If your patient evaluations are lower than a typical prison hospital, your reimbursement will reflect that as well." In other words, if you don't take exceptional care of your patients, you will get less money from Medicare which eventually means that you will get less money from ALL insurance companies because, as Medicare goes, the business world soon follows.

Let's recap, no money for wrongful site surgeries, no reimbursements for hospital acquired infections, less money if your evaluations from the patients do not come in with high scores, oh, and finally, quality. By forcing all hospitals to go to Electronic Medical Records, CMS (Centers for Medicare and Medicaid Services) will have almost instant access to numerous important data points that will become transparent to the public. Follow this scenario: You want to know which hospital has the best outcomes in Cancer treatment or Heart Disease, no problem, you'll find it on the websites. If you want to know infection rates, that will be available, too. TRANSPARENCY!

In New Jersey we are implementing Integrative Medicine in three major health systems. Why is this important? It's important because it is not only what individual patients are demanding, it is also a means of treating people that leads to prevention and wellness opportunities. It's proven to raise patient satisfaction scores, and it will lower the overall costs of medicine in the U.S.

Florida equals discovery. PA and New Jersey equal implementation. †

*Nick Jacobs, international director for SunStone Consulting, LLC, is known as an innovator and advocate for patient centered care. With 22 years in health care management, he is author of the health care book, "Taking the Hell out of Healthcare" and the humor book, "You Hold Em. I'll Bite Em." Read his blog at [healinghospitals.com](http://healinghospitals.com).*



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**MBSS From Page 1**

explained. “I always try to stay in personal contact with all of my providers, even though we are growing. That way if there is a problem we can address it and give them a resolution quickly.”

MBSS started with small practices but now serves larger groups too. The largest practice, including 27 primary care physicians, is based in Chicago. MBSS also serves urgent care, podiatry, surgery, and physical therapy among other specialities.

Taimuty originally hoped to be a physician herself but after a first-hand experience at Mercy Hospital, she took a different approach.

“I decided I wanted to help physicians. The idea that all physicians are very wealthy and work 8-4 was squashed for me. Great providers work so hard to take care of us and somebody has to take care of them.”

Billing is the core of MBSS but it also offers electronic medial records, practice management, credentialing, helps providers with meaningful use and attestation. MBSS also provides support and training on all products and sends staff to practice locations. In addition, MBSS helps providers connect with attorneys and helps them determine realistic expectations of revenue.

Taimuty could identify so many things from the insurance standpoint that providers weren’t billing where they could be.

“We had one client that was a group practice but the husband and wife got a divorce. She didn’t get anything, so we set her up with her billing, set her up with EMR, and quadrupled her income from the time she was in a group practice,” Taimuty said. “We helped her through a tough time. We taught her how to bill—she just didn’t know. We find that a lot.”

MBSS doesn’t always take over the billing for providers.

“I want what’s in their best interest because that’s in my best interest,” Taimuty explained. “If I go into their office and they have a great staff, I will tell them they don’t need to outsource. We want them to find solutions that meet their needs and in their best interest.”

But that situation doesn’t happen often.

“Most of the time, the best physicians are not business people,” explained Taimuty. “They really want to help people and treat the patients, but they put the business needs on the back burner. In today’s industry, business can’t be. Their profit margins have decreased so much. Physicians need a business sense or surround themselves with someone who can make sure they are billing correctly while following guidelines and regulations.”

Taimuty felt governmental changes are the biggest challenges that providers face right now.

“We’re going through a paradigm shift,” she said. “The smaller providers have really struggled to implement the changes and it’s difficult being the bearer of bad news when we have to explain the changes and the often negative effects. Also, I hate to see a really good provider decide to retire because they can’t take the logistics any more.”

Despite these obstacles, Taimuty sees a light at the end of the tunnel.

“I’d like to see providers get over the hump of adopting the technical aspect of medicine. It will get better!” she said. “Look at banking now—that will be health-care in the future. They will be able to access the information they need to provide better care and carriers are going to pay providers for healthier populations. Our great providers will get paid what they deserve.”

Taimuty’s combined clinical and insurance background gave her the perfect foundation to begin MBSS but she gives most of the credit to her team.

“I’m very aware that I am where I am today because of the people around me,” Taimuty stressed. “I have a fantastic team that has helped this company grow and continues to help it grow. Many years we put the brakes on and worked on a solid foundation.”

She explained that customer service and a respect of the family are two core values.

“My team is like family, I have so many people who’ve worked with me for so many years,” she said. “Customer service is what sets us apart. Customer service is our number one concern. We don’t outsource anything. Most of our employees come to the office everyday, but all 47 of our employees are women right now and a lot of us are mothers. If their children are sick, we have allowed them to work from home. Our IT department has set everything up securely and we are compliant with HIPAA and HPI. We are also compassionate. We understand that family comes first and wouldn’t want it any other way.”

For more information, visit [www.mbsi.net](http://www.mbsi.net).



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# Healthcare and The Cloud — An Area To Watch

By Scott Colgan

One of the big technology buzzwords nowadays is cloud computing. It represents a shift from mainframe to client server environments to delivery model for IT services based on computing being utilized as a service rather than a product. The healthcare sector is adopting enterprise hybrid cloud across the provider, payer and life sciences segments with the goal of improving quality of care, reducing costs and increasing responsiveness to risk.

Cloud computing is poised for growth, especially for healthcare. The overall healthcare cloud computing market is estimated to grow to \$5.4 billion by 2017, according to a report by research firm MarketandMarkets. The benefits of cloud are robust, but as is often the case in healthcare, this must be balanced with the challenges of regulatory compliance and security.

What is cloud computing? It's a form of virtualization that shares server hardware and data storage infrastructure remotely located at the service provider data



center. You're probably already on the cloud right now with Gmail, VMWare or Facebook since Software as a Service (SaaS) applications are all leveraged via the cloud. As for services, there are many that fall under the term cloud computing. SaaS, infrastructure referred to as IaaS (Infrastructure as a Service) and complete server computing platforms commonly known as PaaS (Platform as a Service) are the primary "cloud" provision models.

SaaS is a software provisioning and delivery model that is almost entirely web-browser software in nature and often sold with a monthly or annual subscription. The software runs in data centers owned by SaaS service providers. For example, Google Gmail, Microsoft Office Web Apps, Quickbooks and Salesforce.com are all application services and they are constantly evolving.

There are SaaS application services that are healthcare specific including eClinicalWorks, AthenaHealth (EMR and Practice Management) and A Life Medical (coding and billing). According to aspenadvisors.net, other healthcare specific applications are under development such as SMART (Substitutable Medical Apps, reusable technologies). There are issues and considerations for use of SaaS in large HCOs as a replacement for premise-based applications like Microsoft Outlook and Office.

With IaaS, hardware, server, storage and networking components are outsourced. In the case of storage, data is remotely stored in a cloud based database or file directory structure. This has benefits for some tiered data storage models where an off-site copy of data can be placed in the "cloud." For healthcare organizations, the benefit of a scalable, reliable and secure cloud environment combats the concerns about data security and data availability assurance.

Along with SaaS and IaaS, there is another category of cloud computing, platform as a service (PaaS). Its offerings facilitate the deployment of applications without the cost and complexity of buying and managing the underlying hardware and software and provisioning hosting capabilities.

The server platform services are fine for standalone applications. However, working within the confines of a vendor proprietary server platform can be challenging. Security, privacy and other HIPPA related best practices are yet to be proven out with the cloud computing service providers. However there are a few cloud applications that are helpful to entities in the healthcare sector.

RiverMeadow supports VMware cloud solutions, which provide solutions desired by the healthcare industry. VMware enables healthcare organizations to transform the cost, quality and delivery of patient care products and services. Healthcare IT departments are reshaped into nimble and efficient entities that can respond faster to the needs of researchers, providers, payers and consumers while reducing infrastructure and operating costs. To learn more, visit [www.vmware.com/solutions/industry/healthcare/](http://www.vmware.com/solutions/industry/healthcare/).

Another option for the healthcare industry is CareCloud, which provides cloud-based practice management, electronic health record (HER) and medical billing software and services. Their web-based software represents a new standard in medical practice management that focuses on enhancing the user experience. To learn more, visit [www.carecloud.com](http://www.carecloud.com).

With healthcare organizations expected to deliver more while managing cost, the present and foreseeable future of cloud computing and the demand and requirements in the healthcare industry is certainly an area to watch.

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*Scott Colgan brings over seventeen years of marketing, sales, operations and development experience to the VP of Marketing position at RiverMeadow. He's held regional sales and business development positions with early stage ISV companies serving groupware, enterprise application integration (EAI) and mobile GPS markets. Scott also acts as a Senior Consultant on the Catalyst Operating team which specializes in accelerated go-to-market models for new, emerging and enterprise markets. Scott holds a B.S. degree in Business Administration from the University of San Diego.*

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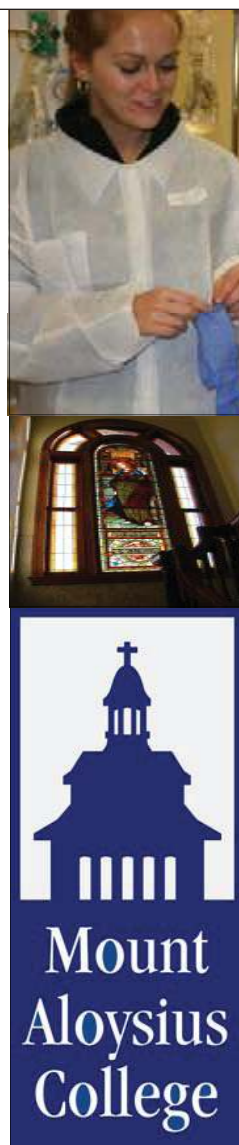
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# Medication Compliance: Is Mobile Health (mHealth) the Solution?



**By Amos Adler, M.Sc.**

When former Surgeon General, C. Everett Koop, M.D. said, “Drugs don’t work in patients who don’t take them” he could never have imagined the crisis in medication compliance would reach multi-billion dollar proportions – but it has.

According to studies, only about 50 percent of American patients typically take their medicines as prescribed, resulting in approximately \$177 billion annually in direct and indirect costs to the U.S. economy. Besides an estimated \$47 billion each year for drug-related hospitalizations, not taking medicines as prescribed has been associated with as many as 40 percent of admissions to nursing homes and with an additional \$2,000 a year per patient in medical costs for visits to physicians’ offices. (NCPIE Aug, 2007)

The health care system is overburdened in large part due to patients with chronic conditions like Diabetes, Asthma and high cholesterol failing to take their medications regularly. Whether patients cannot remember, they are asymptomatic, they don’t like the side effects or there is a lack of support or education, these are factors that can be changed. Part of the issue is cost of the medications themselves and the cost of helping a patient stay on therapy.

## DON’T PATIENTS WANT TO GET BETTER?

Combating the barriers to *patient* adherence requires a disciplined, and focused and cost-effective approach. This approach must encompass all the

stakeholders in the healthcare equation including payors, pharmas and providers. By looking at patient behaviors, motivations and understanding we can effect change at the patient level. On a systemic level; Payors can save on critical care costs, pharmaceutical manufacturers can stabilize revenues and the system can benefit from less drain on the economy and overall costs. Everyone stands to benefit from increased compliance, most of all...the patient.

It has been proven, using evidence based data, that personalized communications to patients will modify or extend the healthcare interaction beyond the point of care. Using mobile communication (mHealth), it is possible to keep a patient engaged with what is relevant to them while keeping them connected to the healthcare system. This can be achieved through low-cost and scalable ways ultimately creating massive savings.

But what is mobile communication or mHealth as industry leaders have dubbed it? Typically mHealth relates to custom designed applications and systems such as telemedicine, telehealth, e-health and biomedical sensing systems trying to achieve the following. It is the use of mobile communication through texting, social media, automated voice-calls, mobile applications and health IT interventions overall.

## WAYS IT CAN IMPROVE PATIENT CARE AND PROVIDER PROFITABILITY

**Primary care:** This is enabled through telehealth systems. By exchanging clinical information, stakeholders can remotely monitor and create interventions to improve patient outcomes and improving adherence.

**Open Access and Cost efficiencies:** Patient access to electronic health records and personal health infor-

## Cloud Computing & Mobile Health

mation engaging and informing while lowering the cost-barriers to navigating throughout the US healthcare system.

**Health and wellness information.** Health-related tools and apps are gaining popularity. These personalized fitness tools monitor exercise regimens and track everything from how many calories you burn to your weight and body mass index (BMI).

**Public health research.** The data collected from monitoring patients can contribute to population health research and surveillance of groups of individuals with similar medical conditions.

Mobile health is gaining significant acceptance within the healthcare world and set to grow to a \$12Billion market place in the next 5 years. Through patient-centered, mHealth based education, coaching, support and a precise mix of technologies and methodologies, mobile communication is quickly becoming the vehicle to bridge the intersection between people’s healthcare interactions and technology. †

*Amos Adler, M.Sc. is the Founder & President of MEMOTEXT (www.memotext.com). MEMOTEXT creates evidence based personalized patient adherence interventions using a proprietary methodology, PersonoLogic® inference engine, and HIPAA compliant communications platform. As the leader in speech, social and mobile medication compliance interventions, MEMOTEXT tailors and integrates behavior modification, education and support into the everyday lives of patients. He holds a Master of Science in Analysis, Design and Management of Information Systems from The London School of Economics. He can be reached at 1877-636-6898 or amos@memotext.com*

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# Have You Thought About Personal Liability When Joining a Nonprofit Board?



By Daniel J. Dingus

The short answer is you need to understand what that commitment exposes you to. Joining a board of a nonprofit is an important step in assisting a worthwhile cause and promoting the social benefits it offers the community. It is critical to the potential board member to think of the work not as an opportunity to occupy some of your free time with activities near and dear to your heart, but as a business venture, in more respects other than just the IRS definitions. With business comes risk, and in a form many of the charitably inclined do not consider – personal liability. As an unpaid non-profit board member, your decisions, input, and voting creates a personal liability. Consider your actions to the appropriation of funds, what implication does that suggest?

Members of the board and/or officers of a nonprofit could be sued individually or as a group. Clients of the organization you are serving can even sue in regard to issues such as discrimination (racial, sexual, religious, age, and sexual-orientation). Board members and officers can be included in these suits. Money disputes, such as misappropriated earmarked donations, special grants, and donor expectations, can often become a target of a lawsuit that includes board members. With the recent market turmoil, board members have faced litigation if there was reasonable doubt to the foundation and endowments investments. Lately this has included whether the investment strategy was inappropriate, investments are illiquid, or a general lack

of investment policy. Well now that I have your attention and maybe I made you a bit more uncomfortable about your commitments, some simple steps can be taken to ensure you and other board members are appropriately protected. The first step in protecting your liability is Directors and Officers Insurance coverage (D&O). It can be costly at times but to protect your personal liability, nonprofit organizations should not only have coverage but be aware of the appropriate level needed. D&O insurance is purchased by the company itself on behalf of its board members. This will be your first line of defense and a critical one should a lawsuit surface. Coverage is also provided for the costs of defense such as legal fees and other court costs.

of investment policy.

Well now that I have your attention and maybe I made you a bit more uncomfortable about your commitments, some simple steps can be taken to ensure you and other board members are appropriately protected. The first step in protecting your liability is Directors and Officers Insurance coverage (D&O). It can be costly at times but to protect your personal liability, nonprofit organizations should not only have coverage but be aware of the appropriate level needed. D&O insurance is purchased by the company itself on behalf of its board members. This will be your first line of defense and a critical one should a lawsuit surface. Coverage is also provided for the costs of defense such as legal fees and other court costs.

In addition to the obvious legal protection, some nonprofits cannot secure grants and governmental funding without the proper insurance, especially in many of the Health and Human service areas. Without D&O coverage many professionals cannot join a board, thereby limiting the talent pool needed for the organization.

It may seem inappropriate to ask questions related to insurance and liability but it is imperative. It also shows that as a steward of the organization's goals you care about the group and understand the intricacies of proper structure. Risk management is in everyone's best interest.

*For informational purposes only. Neither Fragasso Financial Advisors nor LPL Financial offers legal advice or services. †*

*As Director of Portfolio Management, Daniel Dingus, AIF® is responsible for helping clients reach their goals through the management of portfolios and original research of investment opportunities. He is also responsible with timely, innovative and positive client investment results. Dan serves as a communication liaison from the centralized Portfolio Management Department to the Financial Advisors and clients to facilitate a consistent, high level client experience.*

*Prior to joining Fragasso in 2007, Dan worked for a major asset management firm where he held a position as an Investment Research Analyst. As part of the Investment Research team Daniel was instrumental in the management of over \$10 billion in institutional assets for Retirement Plans, Endowments, and Foundations. Dan is a graduate of Duquesne University with a B.S. in Economics and a Masters in Finance. Dan has also completed Level I of the Chartered Financial Analyst (CFA) Program. Phone: 412.227.3236*



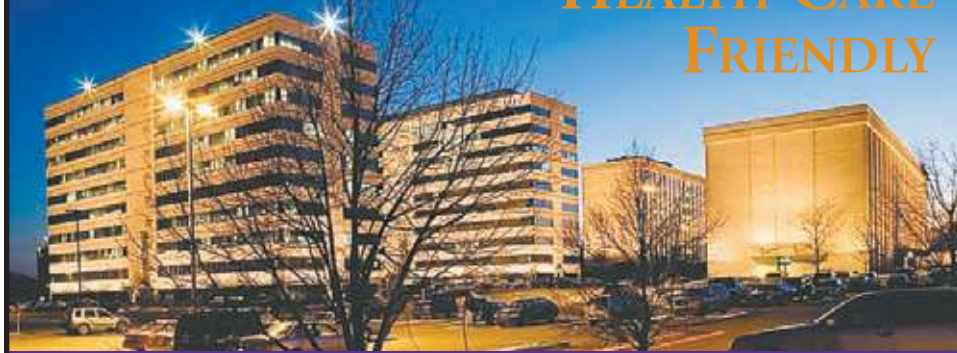
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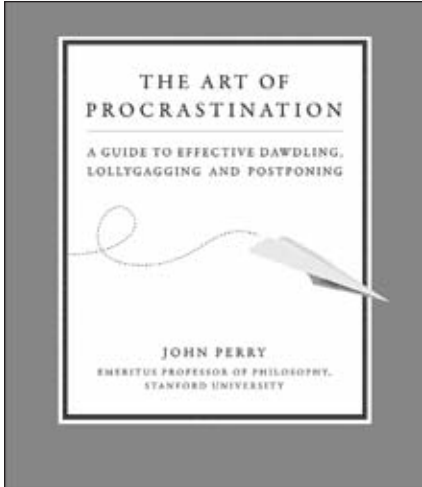
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# “The Art of Procrastination” by John Perry

About the Book: c.2012, Workman Publishing;  
\$12.95 / \$14.95 Canada; 112 pages

The big project you’ve got on your desk is due on Thursday. And so far today, you’ve managed to get a lot done. You’ve cleaned your middle drawer, checked emails, faxed an order you should’ve sent to the vendor last week, organized lunch for Thursday’s meeting, and found that management book your co-worker wanted to read.



Yes, you’ve accomplished a lot today. Just not on the big project.

But go back and think: you got a lot done, so carpe tomorrow. In the new book “The Art of Procrastination” by John Perry, you’ll see how foot-dragging may be a step in the right direction.

Humans are supposedly rational beings, known for higher-thinking brains. We can, therefore, prognosticate enough to recognize that unpleasant or necessary tasks will eventually need doing – so why do we put them

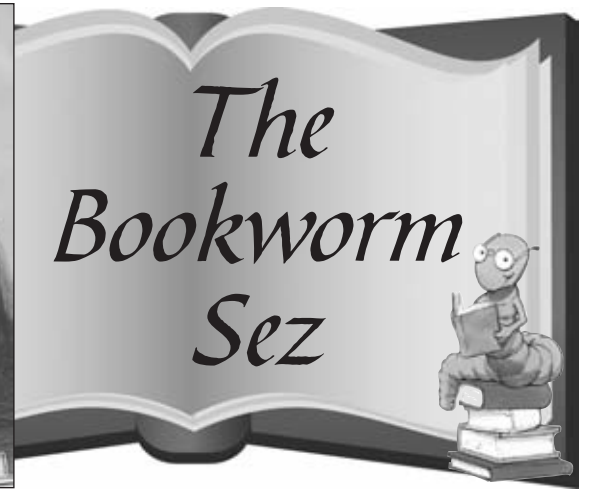
off until the last minute?

It’s because we tend to act against our better judgments, which Plato and Aristotle called akrasia. When akrasia consists of dawdling, Perry (who is Emeritus Professor of Philosophy at Stanford) likes to refer to it as structured procrastination, and it’s not necessarily a bad thing.

Here’s why: like most people, you probably have a daily to-do list. On it, there are a small number of things you need to complete, and one of them is very important. With little-to-no effort, you can generally finish the lesser tasks each day and you feel good crossing them off the list. That, Perry says, is how secret procrastinators get a reputation for getting lots of things done.

But remember, the important task is still on the list.

Eventually, says Perry, and probably before your deadline, the once-onerous task will become do-able when something less appealing bumps it from the top spot on



your list. Or you’re in a better mood to do it. Or you finally figure out a plan. Thus, structured procrastination turns your negative trait into a positive.

“The trick,” he says, “is to pick the right sorts of projects for the top of the list.”

And if that doesn’t give you the psychological boost you need, try doing the task in small bites. Play “perky” music to get you going. Find a collaborator who takes responsibility for your time-frame, or just go ahead and embrace your procrastination. You might be surprised at what you can accomplish.

At just 112 pages, “The Art of Procrastination” seems more like a pamphlet than a book; indeed, author John Perry says this mini-volume sprang from a previously-published essay. That makes it quick-to-read – but there’s a lot to learn.

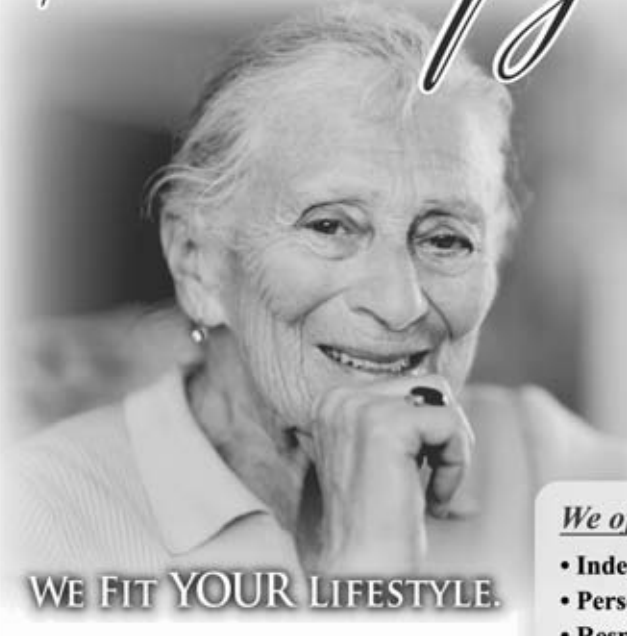

Perry makes readers laugh at themselves with real information presented in a lighthearted, decidedly un-scholarly manner. Yes, this is a fun book, but it’s not frivolous: Perry eventually admits that procrastination is really not a good trait, but that it can be handled with the right attitude.

So if your entire life runs a day behind everyone else’s, or if you’ve fruitlessly poked a Poky One, “The Art of Procrastination” might help deal with the situation. Grab this book. Read it.

Don’t wait.

*The Bookworm is Terri Schlichenmeyer. Terri has been reading since she was 3 years old and she never goes anywhere without a book. She lives on a hill in Wisconsin with two dogs and 12,000 books.*

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# No Child Should Be Endangered by Where They Are Born

By Ellen Wilson

In Cuatro de Junio, in northern Bolivia, the nearest maternity hospital is seven hours away in Riberalta. The roads are not paved, and the trip includes crossing the Beni river by ferry. There are small health centers in the area, but they are often not well equipped, so a woman in labor, especially one who needs a c-section, must keep traveling.

Global Links recent projects in Bolivia have focused on improving healthcare in these border regions, both in the small community health centers and in larger facilities with surgical capability. By providing the basic tools necessary for labor, delivery and neonatal care close to home, women with uncomplicated pregnancies do not have to travel far to deliver. And by providing the health centers with equipment for prenatal care, complications can be detected early, and patients will have time to plan a trip to the larger hospital – and a safe c-section or neonatal care if necessary.

Good prenatal care improves maternal and infant health — a priority for Global Links – and donated surplus materials from US hospitals- particularly from labor and delivery, NICU, and post-partum units - help this Pittsburgh-based non-profit reach their goal. OB-GYN instruments, speculums, drapes, maternity pads, suture, oxygen masks, and any neonatal supplies as well as surgical supplies are all desperately needed in the resource-poor communities of Latin America and the Caribbean where Global Links works.

“No child should be endangered by where they are born,” says Global Links CEO Kathleen Hower. “But the truth is, when a community lacks the tools for prenatal care, the mothers and children in that community are endangered. If a pregnant woman has to travel several hours for prenatal care – she won’t be able to get it. That’s why Global Links works in areas outside of the major cities in addition to urban hospitals that serve larger populations.”

Furnishings that people in the US don’t even think about, such as a delivery or exam table with a clean drape, make an enormous impact in communities with small health centers. And the impact is far-reaching. Women are more likely to go to clinics that have adequate supplies, and doctors are more willing to work there.

The same is true for larger hospitals, such as the 62-bed hospital in Riberalta, Bolivia, where women in seven surrounding municipalities must go for complicated deliveries. The hospital sees 178 births a month, including c-sections. Global Links



This fetal Doppler was donated to the maternal/infant hospital in Riberalta, Bolivia, by Global Links. Prenatal care is essential for the wellbeing of both mother and child, and can’t take place without the right equipment. Photo by Lynn Johnson for Global Links.

provided gynecological exam tables, bassinets, and other equipment to improve the care and dignity of patients both before and after childbirth. All of the materials were donated to Global Links by US hospitals.

While the donations have clear humanitarian benefits, the environmental aspect especially appeals to US hospitals. Keeping these items out of landfills – and saving disposal costs – is a green and economical way to deal with unneeded surplus materials. And to treat patients who may never physically pass through their doors. †

*Ellen Wilson is the communications manager for Global Links. Learn more about Global Links and how you can be part of their life-saving work at [www.globallinks.org](http://www.globallinks.org).*

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# Stantec

## It's a Matter of Perspective.

### Those Were The Days

**By Chuck Parker**

Credited to the late Gene Raskin and made famous by Edith and Archie Bunker the song, "Those Were The Days" often comes to mind when hospital administrators, facility managers, and healthcare designers deal with current flooring issues.

Hospital renovation is difficult and time consuming. Making the program fit within the often limited space, dealing with less than adequate floor to floor conditions, addressing unforeseen conditions, and holding to a tight schedule has traditionally been the challenge, and the art, of the process. In the past, when the flooring subcontractor arrived on-site typically the construction project had reached a point where the final vision was clear. The flooring installation was a matter of course. Whether the material was terrazzo, ceramic tile, or the ever popular vinyl asbestos tile (VAT) the material went down and stayed down.

#### "THOSE WERE THE DAYS"

While the 1990 Clean Air Act accomplished the broad goal of reducing air pollution and increasing indoor air quality there was at least one unintended consequence. Who could have anticipated that the impact would be felt so severely on the construction industry way down the line where resilient flooring was to be installed? Other factors played a role as well. The traditional flooring of choice, vinyl asbestos tile (VAT), in an effort to eliminate the (A) - asbestos - had been replaced with vinyl composition tile (VCT). In recent years luxury vinyl tile (LVT) has found favor. LVT looks great with its' faux-wood and stone appearance but the product includes a high vinyl content which limits the ability to wick and release moisture from the concrete surface. Beyond the flooring material itself, the solvent-based adhesives have been reengineered to meet lower volatile organic compound (VOC) requirements.

The result is the current industry standard, water-based adhesives. By combining new flooring material with water-based adhesives the industry has been confronted with an increase in flooring failures rarely seen in the past.

Fast track construction is the norm in today's market. The old adage "time is money" trumps all as hospital administrators are pressured to bring patient services on-line in the shortest possible time. Because flooring is generally installed at the end of a construction project, when even the slightest delay is magnified, testing must be performed in advance of the scheduled installation to verify compatibility between the slab, floor leveling, mastic, and flooring material. The schedule must allow adequate time to react if the parameters are incompatible. Designers need to be diligent when specifying the type of flooring, mastic, leveling compound, and testing. With this in mind, here are 3 basic components that should be understood in an effort to minimize risk:

#### CONCRETE SLAB

- Know the type of concrete floor slab; new or existing, slab-on-grade or raised slab-on-deck.
- Perform pre-installation testing for chemical content (ph), relative humidity, and moisture emissions. Each flooring product has an allowable relative humidity percentage and moisture emission range. These requirements must be known and taken into account prior to installation.

**MASTIC** - Specifying the proper mastic for the respective flooring material is essential. The designer must consider these questions:

- What type of mastic had been used previously?
- Does the slab require mitigation from contaminants?
- What method was used to remove asbestos?
- In order to obtain competitive pricing during bidding, the designer should request Unit Costs for slab moisture and humidity testing, slab cleaning, and preparation.

**MOISTURE MEMBRANE** - A high percentage of projects are receiving moisture content test results that exceed the manufacturers' recommendations. As a precaution, the application of a *moisture membrane* for each type of flooring should be included as a line item cost within the contractors bid. This will ensure that, if required, the cost for the slab preparation and moisture membrane will be provided in a competitive environment. If the testing and potential corrective measures are included in the project, the installation will have fewer delays and better results.

During the design phase the characteristics of the concrete slab, proper testing for ph and moisture content, and specification of the floor leveling, mastic, and flooring material, should be considered prior to completing

the bidding documents. If during construction moisture testing fails or existing contaminants are found, a rapid turnaround of remediation steps for proper installation will need to be identified by the designer and contractor.

Care needs to be taken to ensure that components of the flooring installation (slab ph and moisture content, moisture membrane, floor leveling compound, mastic, and flooring) are compatible and comprise a warranted system. Because of the complexities, the more that is known up-front the better. To address the unknowns after bids are received, a strong remediation plan should be in-place to address potential issues at a time when the final vision is in clear view and holding the schedule is critical.

If these necessary steps are taken in advance, hospital administrators, facility managers, and healthcare designers will not be so apt to lead the chorus in: "Those Were The Days" when it comes to flooring issues.

*Chuck Parker is a Registered Architect and Senior Associate at Stantec Architecture and Engineering LLC. Chuck works in the Stantec Butler, Pennsylvania Office and can be reached at [chuck.parker@stantec.com](mailto:chuck.parker@stantec.com).*



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## Top Three Data Breach Threats



**By Rick Kam, CIPP & Jeremy Henley**

Given the growing prevalence of data breaches in healthcare, the theft of protected health information (PHI) has become a major concern for hospitals and practices across the country. Thieves value this “big data” for its profit potential—often reselling it to other thieves or using it for multi-million-dollar healthcare fraud schemes.

Three trends are contributing to the increased growth in the number and complexity of data breaches:

### GROWING DEPENDENCE ON BUSINESS ASSOCIATES

Gone is the idea of “it’s easier to do it myself.” Economic realities are causing companies to outsource many of their functions, such as billing, to a business associate or third-party provider. Unfortunately, the more parties with access to privacy data, the more likely a data breach will occur.

We’ve seen this trend in healthcare, where growing liability and the extra-sensitive nature of patient health records make data breaches a particularly painful experience. Even if a business associate causes a data breach, the healthcare provider, is accountable for its loss or theft.

This problem is compounded by the lack of trust healthcare organizations place in their business associates: 69 percent of healthcare organizations who participated in a study on patient privacy and data security by the Ponemon Institute say they have little or no confidence in their business associates’ ability to secure patient data. In fact, several data breaches in 2011 point to errors caused by business associates. Yet it is the primary data owners that face class-action lawsuits.

### TAKING DATA TO THE CLOUD

To offset computing expenses, many organizations are outsourcing data processing to third-party cloud providers. For example, the cloud’s applicability for Health Information Exchange (HIE)—a main component of the Electronic Medical Records or Electronic Health Records (EMR/EHR) meaningful use initiatives—could contribute to the strong growth of cloud computing in healthcare, according to CompTIA.

As with business associates, cloud computing raises a host of security concerns, as well as challenges when responding to a breach. A cloud computing provider may deny access to its data centers during an investigation, or prohibit forensics from making a mirror image of a server—a common forensics method—because it may have multiple customers’ data on that server. A cloud computing provider may disclaim liability, leaving an organization to bear the brunt of the risk and cost.

### USING PERSONAL MOBILE DEVICES FOR BUSINESS, OR, BRING YOUR OWN DEVICE (BYOD)

To save money and to simplify life for employees

who don’t want to carry around multiple devices, companies are allowing the use of personal devices to store or process corporate privacy data. More than 80 percent of respondents in the Ponemon study say they use mobile devices that collect, store and/or transmit some form of protected health information (PHI).

Yet, half of the respondents in the Ponemon study say they don’t do anything to protect these devices. In addition, connecting a device with corporate privacy data to less-than-secure home networks increases the risk of a data breach. And the portable nature of mobile devices makes them all too easy to steal or lose. Many companies are developing BYOD policies to enable a certain level of security.

Economic realities and technological advances have forever changed the way healthcare organizations amass, use, and store their biggest asset—data. The increased dissemination of data to more people in less-secure environments puts that asset at risk for exposure. Smart hospitals and practices understand that risk, and are taking proactive steps to protect their data, their patients, and their good name.

For more information, visit [www.idexperts.com](http://www.idexperts.com).

*Rick Kam, CIPP, is president and co-founder of ID Experts. He is an expert in privacy and information security, with extensive experience in leading organizations to address the growing problem of protecting PHI/PII and helping organizations how to remediate privacy incidents, identity theft, and medical identity theft.*

*Jeremy Henley is the insurance solutions executive for ID Experts. He has been certified by the Healthcare Compliance Associate for Healthcare Privacy and Compliance and brings a dozen years of sales, consulting, and leadership experience to the company.*

## Are You Over Communicating to Employees?

**By David M. Mastovich**

Healthcare organizations large and small spend a great deal of time trying to reach and influence potential customers.

In order to meet or exceed patient expectations, employees must deliver a quality product or service while living the company’s core values.

Yet how much time is spent making sure employees understand what the company is striving to achieve?

I’m not talking about the mission statement posted on a wall, although I’m guessing many employees couldn’t recite that either. Does your company clearly communicate core values, strategies and goals throughout the organization? Better still, are you over communicating to your employees? If not, here’s how you can do it:

**1. Develop Simple Key Messages** — Decide what to communicate on a regular basis. Some messages are constant and based on company values. Others arise dur-

ing the course of meeting the needs of patients and their families. Both types need to be clear, simple and easy to remember. Clarity and brevity are not mutually exclusive. Tweeting and texting are popular communication vehicles because we can stay updated quickly and easily.

**2. Tell Your Story Again and Again** — Senior leaders and middle managers often think repeating a message questions the intelligence of their employees and is a waste of time. This couldn’t be further from the truth. We all process information differently and are inundated with messages in our personal and professional lives. We need repetition of message. Try asking three different people what they remember from a discussion and you’ll see how valuable repetition of message is.

**3. Use Multiple Vehicles** — Some people read emails, others scan or have a cluttered inbox. Some people take notes at meetings, others don’t. Some see those posters on the wall or in the cafeteria, others ignore them. Just as successful advertising campaigns utilize multiple mediums like TV, billboards, social and direct marketing, internal communication must use multiple vehicles as well.

**4. Communicate Up, Down and All Around** — Senior leaders hope if middle management hears or reads a message, it will be conveyed to everyone. Don’t take that chance. Communicate up, down and around the organization to ensure your key messages reach the entire team.

**5. Find Out What They Think the Key Messages Are** — Once you’ve done the first four steps, you need to find out how well it’s working. Ask multiple people to tell you what they think the key messages are. Be ready for some surprises. Take what you learn and tweak the process where appropriate.

Improving internal communication will increase productivity, enhance the patient experience and impact the bottom line. Start over communicating today.

Learn how MASSolutions can help you over communicate to your employees <http://massolutions.biz/pr-solutions/>.

*David M. Mastovich, MBA is President of MASSolutions, Inc. With a core philosophy of integrated marketing, MASSolutions focuses on improving the bottom line for clients through creative selling, messaging and PR solutions. In his recent book, “Get Where You Want To Go: How to Achieve Personal and Professional Growth Through Marketing, Selling and Story Telling,” Mastovich offers strategies to improve sales and generate new customers; management and leadership approaches; and creative marketing, PR and communications ideas. For more information, go to [www.massolutions.biz](http://www.massolutions.biz).*



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# Can We Make Transparency in Healthcare More Visible?

By David Gebler



Leaders in today's integrated healthcare organizations face a unique challenge. New healthcare systems are being formed through consolidation of many varied and disparate entities—regional hospitals, physician groups, labs, and outpatient clinics, to name a few—all with their own cultures and ways of doing things.

How does one manage these complex health systems and get its members integrated and all working together in the name of cost-effectiveness and competition? How does one get employee buy-in to meet the organization's business objectives of high performance and profitability?

## BEGIN WITH VALUES

Leadership can achieve the behaviors they desire from employees by first creating a value-centric culture. That's because culture drives behavior, not the other way around. Many leaders have this backwards.

Healthcare employees already possess good and solid values—but the organization's culture often prevents them from living these values at work. In his excellent *Wall Street Journal* article, "How to Stop Hospitals from Killing Us," surgeon Marty Makary offers an example of this. He says, "In a business where reputation is everything, doctors who call out other doctors can be targeted." So, the behavior of looking the other way, which has become ingrained in the culture many doctors were accustomed to, may prevent them from doing what's right in the new, integrated organization. There are many examples of such carried-over behaviors in every facet of today's health systems.

A key to reducing poor performance in hospitals, Makary suggests, is finding ways to increase transparency.

## MAKING TRANSPARENCY VISIBLE

Transparency is indeed an excellent place for leaders to begin healing their healthcare organizations. The problem is, transparency can be so vague, so...invisible. What exactly is it, and how can leaders translate this key value into everyday attitudes, operations, policies, and procedures that employees can see, experience, and internalize?

To instill values like transparency into the culture, leaders need to break down broad concepts into smaller bite-size pieces. Here are some ways to do it.

## ASSES THE CURRENT STATE OF TRANSPARENCY

Get a sense of your baseline. Do your employees see transparency? How important is transparency to them at every level and function? Where do they see barriers and obstacles to being transparent?

A values assessment will reveal the actual values embodied by your employees, the values they see in the current environment, and the values they feel are essential to be high performing and successful. This data, gathered through interviews and web assessments, also provides real, concrete evidence that will help leadership develop communication strategies to help employees adapt to the new realities of their organization.

## IDENTIFY BEHAVIORS THAT SUPPORT THESE VALUES

Makary recommends ways to help employees "live" the value of transparency in hospitals, such as placing cameras in the operating room, publishing safety statistics and performance ratings, and rewarding employees who speak up on behalf of endangered patients.

But before such interventions will be accepted and seen as in a positive light, leadership needs to lay a foundation of trust. Employees need to be part of the decision-making process. Leadership needs to communicate clearly why such changes are essential and how they'll benefit everyone. And they must also listen to employees' fears and reservations, and present a detailed and specific plan for how those concerns will be addressed and overcome.

## DEMAND AND ENCOURAGE ACCOUNTABILITY

Find ways to strengthen teamwork—where the performance of one affects the good of all. In one survey of 60 hospitals, those where 99% of the staff reported

good teamwork had the lowest infection rates and best patient outcomes. Being accountable to one's team translates into higher profits for the organization.

Accountability is built on two foundations. The first is interpersonal relationships focusing on basic respect and on removing blame. The second is a deep sense of trust, in which everyone feels that leadership acknowledges inconsistencies and confusion—and believe they are actively working to overcome these. In such an environment, employees are not only less skeptical of having their personal results publicized, but there's a positive sense of competition and camaraderie to achieve optimal results.

## MAKE RULES LOGICAL

If health system employees view new procedures as a waste of time, they'll never comply. Data is a good example. Under the new reform, healthcare organizations are now awash in data from reports, surveys, and evaluations. Despite all this new data, most healthcare employees agree that the data isn't improving patient care.

Leadership can play a central role in aligning procedures with values by demanding a logical answer to the question, "How does this rule or requirement help us be more transparent and improve patient outcomes?"

Reward employees who ask the same question. When a rule makes sense, employees will embrace it.

## HELP THEM LIVE THEIR VALUES

If the value is true patient care, then everyone has to be able to ask questions—and speak the truth. Deeply to find out why someone wouldn't be comfortable raising an issue. Bring it out in the open and address ways to remove each roadblock to transparency as it arises.

In organizations where employees feel there will be a witch hunt or unfair blame, they'll resist sharing their concerns. Find ways to encourage the airing of problems, solutions, and suggestions, whether it's through meetings or by rewarding whistleblowers. Fear of telling the truth dissipates when employees have a sense of common goals and a desire for mutual improvement.

## ACKNOWLEDGE INCONSISTENCIES

Inconsistency shows itself in many ways—for example, a policy such as mandatory hand washing that's not enforced and therefore not taken seriously. That's an inconsistency between what management says versus what it does. Another type of inconsistency would be policies that seem to be unfairly imposed on one group but not another. Or a policy that's seen as not effectively addressing the issue that needs to be solved.

The leader's role is to sift through everyday operations and find practices that are inconsistent with the culture's core values. When a leader actively looks for an inconsistency and singles it out, employees see that leadership really cares.

## TRANSPARENCY IS A FIRST STEP

Even if leadership makes the right decision about the importance of instilling transparency as a key value in their organization, they are only at step one. Transparency is the pinnacle of a series of actions that create a set of building blocks. These building blocks support the end goal of an integrated, cohesive, value-based culture.

To start, leaders must first understand and deal with fears and frustrations that block employees' ability to hear the messages and get onboard. They then must address both the interpersonal barriers to transparency, namely a lack of trust, and then operational barriers to transparency, namely perceptions of bureaucracy, confusion, and inconsistent application of policies. Only then will the workforce be open to steps that enhance their sense of common purpose and mission, such as transparency in how everyone does their work.

*David Gebler has written two books on value-based cultures, including his latest, *The 3 Power Values: How Commitment, Integrity, and Transparency Clear the Roadblocks to Performance* (Jossey-Bass, 2012). A global adviser, he is founder and president of the Skout Group, which helps individuals and companies in healthcare and other industries determine how their organization's culture is costing them money, and what they can do to reduce risk and increase performance. Learn more at [www.skoutgroup.com](http://www.skoutgroup.com).*

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# A Prescription for Better Care Begins with Appreciating and Recognizing Healthcare Workers



**By Kimberly Smithson-Abel**

Usually the healthcare industry attracts those with a heart and passion for providing care to those who often cannot care for themselves. For most, it is a calling but healthcare is big business now and operating in a more complex environment in a very uncertain economy. The distractions created by cuts in hospital funding, increases in uninsured care, requiring administrators to do more with less in terms of resources and staff, uncertain government regulation and/or intervention. All of this climate chaos impacts employee engagement, morale and, ultimately, patient satisfaction.

The situation is especially acute in the nursing profession, where shortages exist globally. In an industry where success is being driven more and more by patient satisfaction scorecards, reliable access to and retention of top talent is essential to meeting the demand for quality patient care.

In fact, according to a study by Futurestep, "...no where is the (talent staffing) problem more severe than in the health care environment, where talent shortages put lives at risk.

Whether lab technicians, nurses, medical assistants, administrators, dietitians, physicians, administrative assistants, people want and need to feel valued and be thanked for the work they do. And study after study shows that employee satisfaction is required for patient satisfaction and both are required for strong business performance.

Getting started with a workforce recognition solution doesn't have to cost a fortune or be complex. And, while we can't control external factors (family life of workers, struggles due to world events, etc.) — we can certainly make the workplace an environment where the employee feels visible, valued and appreciated.

Below are three ways to bring recognition and rewards into your hospital and/or healthcare setting by starting small, building a strong cultural foundation and keep

improving over time.

1. Train your supervisors to say "thanks for a job well done" Believe it or not — the magic words "please" and "thank you" have a way of disappearing from a busy workplace unless managers are reminded to use them. Every program should include the obvious for informal communication and formal moments of acknowledgement.

2. Keep recognition timely To make sure your employees feel visible, don't delay acknowledgement of the achievement or behavior — make the recognition a priority and as important as the act that is being awarded.

3. Make sure recognition is meaningful From a special walk-thru with the CEO for a handshake or a manager "shout-out" during the department wide weekly meeting (live, video or conf call) — be sure it is done with respect to the employee by communicating clearly the initiative/accomplishment and why it mattered. Not only will this recognition showcase the employee involved — but it will serve as motivation to everyone else.

4. Rewards are only rewards if special and chosen Saying thanks to your employees by giving them a choice of 2 rewards (neither of which they need or want) isn't much of an employee reward program. Design a program that offers short term variety as well as ability to accrue for additional long-term variety. Most importantly, make sure they have real value (both monetary and use) and are with trusted brands. Ensure rewards have good "value" or are trusted brands.

Employees who are appreciated are more engaged and engaged employees perform better, boosting health care quality and business results. From the benefits of increased retention, attracting top talent, and lower operating costs, health care leaders can include "quality of patient care" to the list of "why it's important to have satisfied, happy employees". †

*Kimberly Smithson-Abel is Vice President of Strategy & Business Development for Inspirus (www.inspirus.com), the award-winning employee recognition and reward provider based in Dallas-Ft. Worth, Texas. She can be reached at kabel@inspirus.com*

## Will Gun Rights Supersede Employer Rights?



**By Jane Lewis Volk**

The at-will rights of Pennsylvania health care providers and other employers to fire employees who violate their employers' weapons policies are being threatened by those advocating an expansion of the right to carry firearms.

At-will employment means that an employer can fire an employee at any time without cause as long as the firing does not violate law, contract or public policy. The "public policy exception" allows an employee to bring a wrongful discharge lawsuit against an employer if the employee can identify a specific

provision of the law or constitution which the employer has violated by the termination.

A recent decision from the Kentucky Supreme Court extended that state's public policy exception to allow individual gun rights to supersede the at-will rights of the University of Kentucky Medical Center which fired a medical technician for bringing a weapon onto University Hospital property.

In the case, University of Kentucky police received reports from employees that a coworker had stated that he had brought weapons onto the campus and subsequently discovered that the employee had a semiautomatic pistol in his car in the University's parking lot. The employee had a license to carry a concealed weapon, but was fired for violating the University's policy prohibiting the possession of a deadly weapon on the premises.

The employee responded by filing a wrongful discharge suit against the University, claiming that his termination was in violation of Kentucky's public policy and his constitutional right to bear arms.

The Kentucky Supreme Court ruled in favor of the employee, citing that Kentucky has a "strong policy in favor of exempting a person's vehicle from restrictions on the possession of weapons," thereby establishing that Kentucky's protection of individual gun rights superseded the employer's right to ban firearms on its property.

The ruling in the Kentucky case could be replicated in Pennsylvania with consequences for the at-will rights of Pennsylvania employers. However, unlike Kentucky,

Pennsylvania does not have a clear public policy that exempts vehicles from weapons restrictions on private property. In general, Pennsylvania courts rarely find that public policy curtails the at-will rights of employers, but it remains uncertain how a court would rule in a case with facts similar to the Kentucky case.

Pennsylvania legislators are working to eliminate the uncertainty. A bill entitled the "Preservation and Protection of Firearms in Motor Vehicles Act" is currently pending in the General Assembly that would recognize every citizen's right to conceal a firearm in their vehicle, regardless of whether or not the person had a valid license to carry a concealed weapon, and further prohibit all public and private employers from interfering with that right regarding any employee or customer who parks their motor vehicle on the employer's lot.

While the legislation is pending, most Pennsylvania employers will likely continue to maintain broad policies banning weapons from company property. But before firing an employee for violating the weapons policy, prudent employers should consider whether or not the employee has a license to carry a concealed weapon and if the weapon was found in the employee's car.

Pennsylvania employers who are concerned about the erosion of their at-will rights as employers can contact their state legislators about the proposed law. †

*Jane Lewis Volk is an employment attorney at Pittsburgh-based law firm Meyer, Unkovic & Scott and can be reached at jlv@muslaw.com.*



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# Dr. Troy Lyons of Premier Medical Associates Makes National Appearance on PBS's Daniel Tiger's Neighborhood

by Christopher Cussat



On September 3, 2012, pediatrician, Dr. Troy Lyons of Premier Medical Associates (Premier) appeared in the national television premiere of the PBS program entitled, Daniel Tiger's Neighborhood. This new animated series from The Fred Rogers Company debuted as part of the PBS Kids line up. The episode that included Lyons aired for the first time on September 3, 2012 at 11:30 a.m. and 2:00 p.m.

The series centers around a four-year-old Daniel Tiger, son of the original "Daniel Striped Tiger" on Mister Rogers' Neighborhood. The series features other children of the (now grown-up) characters from the Neighborhood of Make-Believe. Two, 11-minute episodes are linked by a common social-emotional theme and use musical strategies grounded in Fred Rogers' landmark curriculum and music.

Lyons plays herself in the segment which is designed to help young children feel comfortable and to know what to expect when they visit their pediatrician. In the episode, she meets with a young patient and talks about her work as she examines him during a checkup.

According to Lesli Rotenberg, senior vice president of Children's Media at PBS, Fred Rogers revolutionized children's media with Mister Rogers' Neighborhood. "Daniel Tiger's Neighborhood continues on this path of innovation by helping the next generation of young children learn and grow in new ways," he adds. More information on the new program is available at [www.pbskids.org/daniel](http://www.pbskids.org/daniel).



Troy Lyons

Lyons was born and raised in Pittsburgh, attended Pittsburgh City schools, and then the University of Pittsburgh. She later went to Temple University for medical school. As a general pediatrician who has been practicing for fifteen years, Lyons is very passionate about her work with children and their families. "I love having a positive impact on their health. I am also a strong advocate of breastfeeding and greatly enjoy working to help families who want to breast-feed their babies."

She feels it was a great honor and an incredible opportunity to be chosen to play the physician on Daniel Tiger's Neighborhood. "I was selected to be the physician who gives a young child a checkup on an episode that was designed to alleviate the fears young children have about visiting their doctor—for example, having their ears checked and other aspects that keep them well," Lyons notes. "It was the perfect creative outlet for me to show children across the country that they can trust their doctor to care for them—at Premier, we believe that this is an important message that lasts a lifetime."

Lyons explains that she was very drawn to this particular creative outlet because it allowed her to show so many children across the country that their pediatrician cares about them and is there to look out for their health. "In the filming with the young patient, I tried to show the balance between what a doctor needs to do in a checkup and the fears a young person may have—along with the importance of having a sense of humor and a big smile."

She admits that balancing her care for hundreds of children, along with two of her own, does not leave a lot of time for creative pursuits. However, when the opportunity came along to represent Premier and play the role of a child's doctor on a national television program, she felt she had to take it. "It was a chance to make an impact on a lot of young people in a very direct way, and it was a true honor for me to be involved with a Mister Rogers' program and with WQED."

Although she was honored to have this performance opportunity, Lyons believes an alternate creative path still closely related to healthcare would have been followed if she were not a pediatrician. She explains, "I can't imagine myself as a full-time actor, as I am very much dedicated to the care of young people. But if I was not a pediatrician with Premier, I would probably pursue another creative outlet that I am passionate about—which is assisting the deaf community's access to healthcare."

Toward this interest, she is currently learning sign language and plans to become certified in the future.


Beyond her professional work with children, the majority of Lyons' time is spent being active with her own, who are ages 4 and 11. She also is dedicated to maintaining strong ties with the local community. For instance, she is an active member of her church as well as a member of a public service organization called Delta Sigma Theta. "In addition, I feel honored to be a great example for inter-city youth—an opportunity to show that with hard work and determination you can reach your goals—even if you weren't born with a silver spoon in your mouth," she adds.

With a focus on building better care, Premier is the largest multi-specialty practice in the Greater Pittsburgh area. In a healthcare environment of constant change, the physicians at Premier are committed to preventative care and creating value for every dollar a patient spends on healthcare. Lyons is part of Premier's team of pediatricians and physicians who are working to provide the highest quality service at the lowest cost—with a focus on bending the cost curve that is crippling the healthcare industry. "I work for a great company that cares for more than 100,000 people in this region—I simply love what I do and I am grateful that I had the support of the team at Premier to take on this creative opportunity," she concludes.

Formed in 1993, Premier's ultimate goal is to build a close, long-term relationship between patient and physician that will reduce unnecessary hospital admissions and lead to healthier lives. Premier has a diverse team of over seventy physicians in ten convenient locations and offers specialties that include: asthma/allergy/immunology, behavioral health, cardiology, family medicine, gastroenterology, general and breast surgery, internal medicine, neurology, pediatrics, podiatry, radiology, and sleep medicine.

For more information about Premier's philosophy of healthcare, team of physicians, and locations, please visit [www.premiermedicalassociates.com](http://www.premiermedicalassociates.com) or call 412-457-0060. †








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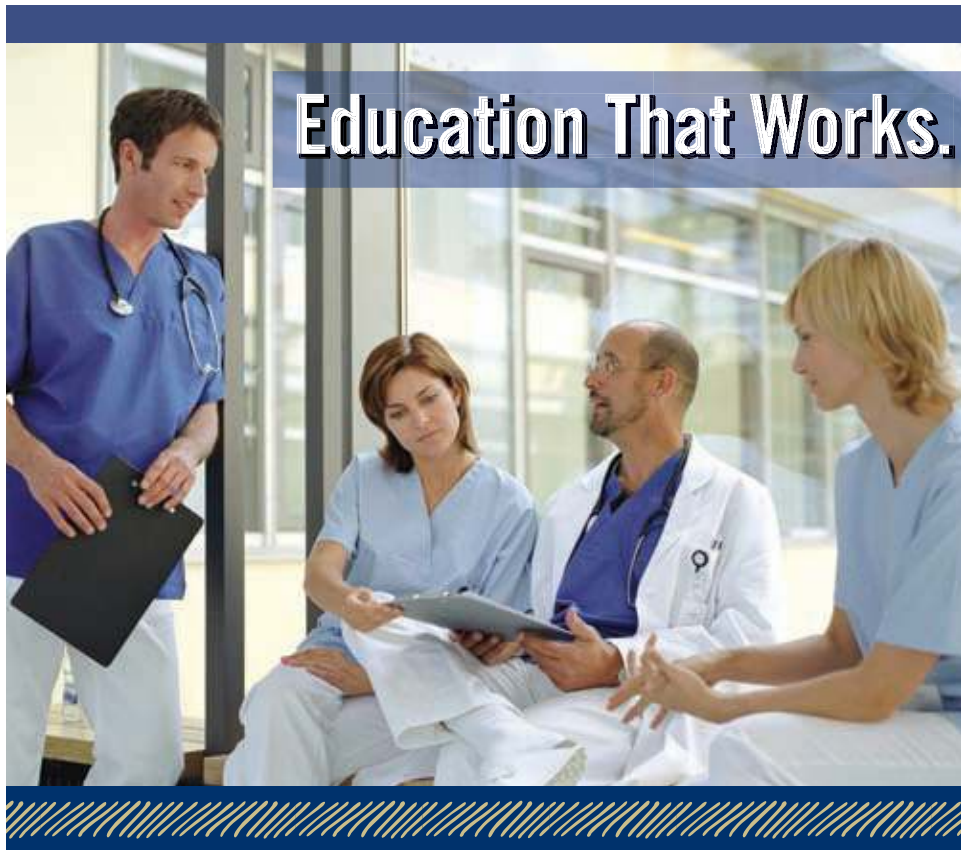
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## The University of Pittsburgh School of Nursing Holds 14th Annual Cameos of Caring® Awards Gala

On Saturday, November 3, 2012, the University of Pittsburgh School of Nursing will host the 14th Annual Cameos of Caring® Awards Gala. This year 70 nurses will be honored, bringing the total number of Cameos of Caring recipients to 674 since the program's inception.

Each year, the awardees have shared their personal stories with us. Their stories have tugged at our hearts and inspired us. As you read about the 2012 awardees, you will learn about people who overcame great odds to become nurses and from people who seemingly were born to the profession; from nurses who help bring new lives into this world and from those who care for patients at the end of life; from nurses who care for our wounded warriors at home and abroad and from those who educate the next generation of nurses.

The awardees have many accomplishments, both large and small. One improved diabetes care by transitioning her hospital from traditional vial-and-syringe insulin therapy to the more innovative and safe injection methodology using insulin pen devices. One helped pioneer nurse-led ICU rounds to improve interdisciplinary communication and satisfaction. And one implemented two new steps in the discharge process that decreased readmission rates for transplant patients from 43 percent to 6 percent.

Each awardee found their calling in nursing, while entering the profession at different times and from various circumstances. Some were inspired at a young age, while others changed careers. One of this year's awardees switched from business to nursing; one from criminal justice, and one left a successful practice as a family therapist to become nurse after a life-altering event.

These stories touch our lives and our hearts, but what strikes us over and over and over is the spirit of nursing they reflect. Nurses don't just treat diseases; they treat patients and their families. By listening and seeing the patient as a whole, nurses are able to identify what it takes to bring comfort and healing.

No matter what their story is, the 2012 Cameos of Caring Awardees embody the spirit of nursing. They are dedicated professionals who have set the standard for the profession and continue to forge new frontiers in the delivery of quality patient care.

For more information, visit [www.nursing.pitt.edu/cameos/](http://www.nursing.pitt.edu/cameos/) or call (412) 624-5328 or e-mail [jmw100@pitt.edu](mailto:jmw100@pitt.edu)

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Dana Doctorick, RN, BSN





# A Celebration of Nursing

**14th Annual Cameos of Caring® Awards Gala**  
**Saturday, November 3, 2012**  
 Spirit of Pittsburgh Ballroom, David L. Lawrence Convention Center, Pittsburgh, Pa.

## Awardees



**Meg Allin, RN, BSN**  
 UPMC Hamot

Meg Allin works as a clinical II registered nurse at Great Lakes Home Health Care and Hospice where she cares for newborns and their parents. "Each new baby is a miracle I can hold in my arms," she says. "It is a great privilege to help parents take on their new role."

Allin also cares for children with serious illnesses, assisting them and their families with kindness and compassion. Several years ago she made home nursing visits to a high school student with cancer, and admired his positive attitude. "He never complained about anything," she says. When his treatments were done, he played on his school's hockey team, and Allin attended one of his games. "I had always known him without hair," she says. "One of my greatest joys was to rough up his full head of hair when he removed his helmet after the game."

Her mother was a nurse, and during high school Allin had an after-school job in the hospital kitchen that allowed her to see the compassionate way her mother cared for patients and families. Inspired, Allin went on to earn a Bachelor of Science degree in nursing from Villa Maria College.

A resident of Erie, Allin is an active member of her parish, and her faith is the center of her existence. "As I have matured in my faith, nursing has become a vocation instead of just a career," she says. "Nursing touches all aspects of my life."



**Brian Bachowski, RN, BSN**  
 UPMC East

Brian Bachowski and his colleagues at UPMC East have had the rare privilege of building a new hospital from the ground up. "The day we were given our hospital license was one of the happiest of my career," he says.

Bachowski currently works as a Regulatory and Risk Management manager. As one of the founding nurse leaders at UPMC East, he has been instrumental in setting standards for patient care. As one colleague says, "He taught our nurses the importance of quality, patient safety, and 'A Just Culture' where we each can thrive."

Throughout his career Bachowski has put patient safety at the forefront, as he did during his time working for the Pennsylvania Department of Health. "Nursing is a physically and mentally taxing profession," he says. "We all make mistakes. We need to analyze why issues occur and how we can prevent them from happening again."

Bachowski earned a Bachelor of Science degree in nursing from Indiana University of Pennsylvania. He shares a story from his time working in long-term care about a married couple who lived in different parts of the facility. Although he was not responsible for their clinical care, Bachowski took the wife to visit her husband every week and was touched by their loving greetings and the typical "old married couple" arguments that followed.

"I appreciate that nursing provides so many areas for specialization," he says. "You can change your career path but still stay rooted in nursing."



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# CONGRATULATIONS!

## 2012 Recipients of the Cameos of Caring® Award



**Amanda Bombiani, RN**  
 Progressive Care Unit/Critical Care Unit  
 Heritage Valley Sewickley



**Karen Tymous, RN**  
 Critical Care Unit  
 Heritage Valley Beaver



**Susan Frank, RN, CRNP**  
 Heritage Valley ConvenientCare  
 Heritage Valley Health System

[www.heritagevalley.org](http://www.heritagevalley.org)





**Helen E. Baker, RN, BSN**  
**UPMC Senior Communities**

As a certified gerontology nurse, Helen Baker makes a difference in the lives of older people by promoting an environment of caring, safety, and wellness. "Nurses provide healing, teaching, and comfort to others," she says. "We are the ones who answer questions, cry with families in times of joy and sorrow, and are always there."

Baker, who lives in Utica, is a nursing supervisor at Sugar Creek Station, a long-term care facility, where she strives to create a home for those in her care. A new resident who was unable to live alone after having a stroke, sought Baker out with an important question: "I hate my bed. Can you fix it?" A little probing was required to learn that she found the bed to be "bumpy." After the mattress was changed, the patient continued to seek out Baker whenever she needed her to fix things.

Baker says the rewards of her career include the "love, smiles, and warmth" she receives. "The elders are full of life, they give so much," says Baker. "Many would say I work in a sad place. This is not so."

When she was young, Baker read a book about Florence Nightingale and was inspired to pursue nursing. She earned an Associate's degree in nursing at Excelsior College and a Bachelor of Science degree in nursing at Waynesburg University. She is now pursuing a master's degree.

**Lynda L. Bandola, RN**  
**Kindred Hospital North Shore**

Lynda Bandola was working as a nursing assistant when she fell in love with her patients and the profession. "I felt that if I became a nurse, I could somehow make a difference in patients' lives—and sometimes their deaths," she says.

Nineteen years later, Bandola is making a difference in the lives of the next generation of nurses as well. "I feel a great sense of accomplishment when I observe a new nurse develop into an independent, caring, compassionate nurse under my guidance," she says.

Bandola's kindnesses were repaid several years ago when her daughter was in a terrible accident. Her fellow employees at Kindred donated their vacation time so Bandola could stay with her daughter and sent baskets of food to her home so she did not need to worry about shopping. "Such a horrible time in my life was made a lot easier by my kind, compassionate co-workers," she says. "I am lucky to have them in my life."

"I feel honored and proud to be in the nursing profession," she says. "It is a rewarding and challenging career that allows me to practice in a wide variety of areas."



**Elizabeth (Betty) Beatty, BSN**  
**Kindred Hospital Heritage Valley**

Elizabeth (Betty) Beatty has dedicated her life to the field of nursing for over thirty seven years.

She earned a Bachelor of Science degree in nursing from Carlow University of Pittsburgh and is certified as a Basic Life Support and Advance Cardiac Life Support instructor from the American Heart Association. Beatty also earned her certification in critical care nursing and worked as a clinical research coordinator.

She currently works as a Nursing Supervisor at Kindred Hospital Heritage Valley in Beaver, where she received the Gold Award for achieving clinical and service excellence.

Beatty supports the nursing profession through patient advocacy, education and professionalism. She is especially proud of her involvement with the nursing preceptor program. Helping staff complete daily nursing care and guiding them to understand principles, policies and time management gives her great satisfaction.

"I dropped into a career that has been very educational and fulfilling," she says.

**Linda Beetlestone, RN**  
**Jefferson Regional Medical Center**

Linda Beetlestone earned an Associate of Science degree in nursing from Community College of Allegheny County. She has worked at Jefferson Regional Medical Center for 34 years, 29 of them as a registered nurse. Beetlestone currently works as a registered nurse on Jefferson Regional Medical Center's Medical Progressive Care Unit.

Jennifer Neff, RN, who nominated Beetlestone for the award, says, "Linda is a true patient advocate. Whether it is setting limits, keeping her patients safe, or answering questions from the patients or families, Linda moves through her day without thinking of herself, while doing the right thing for her patients and co-workers."

Beetlestone's parents inspired her to choose a nursing career. "They are very loving and giving people," she said. "Becoming a nurse lets me continue with their same traits, which makes me feel great about helping others."

A resident of Forward Township, Beetlestone and her husband, Ralph Nevin, have two children, Aimee and Justin.



Pennsylvania State Nurses Association

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2012 Cameos of Caring Award Recipient



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**Amanda Bombiani, RN  
Heritage Valley Sewickley**

Amanda Bombiani joined Heritage Valley Health System after graduating from Sewickley Valley Hospital School of Nursing in 2008. She currently works in the Progressive Care Unit (PCU) at Heritage Valley Sewickley.

Bombiani was inspired to embark on a career in nursing by her Aunt Kelly, who was a nurse at Heritage Valley Sewickley, eventually becoming a Nurse Manager. Although her aunt passed away two years ago, Bombiani has continued follow in her Aunt Kelly's footsteps.

"Amanda embraces teamwork among her peers, willing to pitch in and assist wherever needed," said Linda Homyk, vice president of nursing at Heritage Valley Sewickley. "She is a mentor to students, an advocate for spiritual care, a resource to the medical staff and has a knack for weaving education into her practice – subtly, in a way that patients don't realize they are being taught."

Bombiani is a member of Heritage Valley Sewickley's PCU Professional Practice which is focused on process improvements, customer service and unit specific goals. She has also cross-trained to work in the Critical Care Unit.

"The most satisfying part of my nursing career is knowing that I try to make a difference in people's lives by providing good quality care, keeping families apprised of a patient condition and providing emotional support to my families and patients," she says.

**Nancy C. Broadway  
RN, CCRN**

**Magee-Womens Hospital of UPMC**

As a child, Nancy Broadway was ill for eight years. She dreamed of getting well so she could become a nurse. And, she set her sights on being "the best nurse she could be." Graduation from Ohio Valley Hospital School of Nursing was the first step in making her dream come true.

Now a senior professional registered nurse in Magee's PACU Surgical Services, Broadway acknowledges how rewarding it has been to work in critical and emergency care for thirty years. "I have found it very gratifying to participate in the recovery of so many patients who nearly lost their lives," she says.

As a breast cancer survivor, Broadway is grateful for the opportunity to work with newly diagnosed breast cancer patients. "I feel I am in the right place to encourage and give them hope," she says.

Broadway considers it an honor to participate in her patients' care, even when they are facing grim news. She recalls a patient with ovarian cancer who told her about her children and how much she loved them and wanted to see each one grow. The same day, however, the doctor informed the patient how severe her cancer was, and Broadway was there to cry with "this wonderful lady."

A resident of North Huntingdon, Broadway is working with other health care professionals to start a free clinic that will serve uninsured people in Westmoreland County. She also teaches CPR and first aid classes in the community, is active at her church, and commits time to Teen Challenge in Penn, PA.



**Cerena Bushmire, RN  
Kindred Hospital Pittsburgh**

Cerena Bushmire originally became a nurse because her mother was a nurse. "Once in the profession I realized that I enjoyed helping and caring for people," she says. "I found joy in knowing I was able to make a positive difference in somebody's life."

As a night supervisor, Bushmire serves as the voice of her staff to administration to help them provide quality patient care. "She is always willing to help them when needed," says a colleague. "She is kind, patient, and non-judgmental." As a result she is well respected by her staff.

Bushmire consistently puts the care and safety of her patient first, putting her own duties behind when necessary to step in and help out the staff to ensure the patients are cared for and their needs are met.

But she doesn't just love caring for people; Bushmire enjoys any activity that involves being a positive role model in someone's life, especially children. She is active in the PTA, is a leader for her daughter's Girl Scout Troop, and has coached recreational cheerleading.

"Nursing is my life," she says. "I honestly could not see myself doing anything else."

**Paula Jo Calhoun, RN  
UPMC Bedford Memorial**

"Growing up, Paula Jo Calhoun was impressed by her aunt. "She was a nurse at a small rural hospital. She lived in a large farming community. She cared for everyone. And she showed me that nursing is not just a job — it is a way of life."

Today, after more than 20 years as a nurse, she continues to emulate her aunt. After working elsewhere in a large trauma center, Calhoun recently moved back to her hometown of Everett, and is working as a professional staff nurse in the Intensive Care, PACU, OPU, at UPMC Bedford Memorial. Acknowledging the importance of community, she says, "I am proud to be nursing in my local hospital, caring for family and friends. I want to be an integral part of making our facility the best it can be."

Calhoun is a graduate of Altoona Regional School of Nursing, where she was valedictorian. Early in her career, she cared for an end-stage HIV patient and was by his side when he died one Christmas Eve. "He taught me so much about life, unconditional love, and how to care for another human being," she says. "A part of him will always be with me."

Many aspects of her career satisfy Calhoun, such as putting anxious patients at ease. "My goal every day is to improve my patient's condition before I leave for the day," she says. Patient and staff education are both of particular importance to her.



**Gail Davis, RN  
HealthSouth Sewickley**

Gail Davis works as a charge nurse at HealthSouth Rehabilitation Hospital of Sewickley. She earned her nursing certification from Belmont Technical College in Ohio.

Davis decided to become a nurse because she has a passion for caring for people and wanted a career that would make a difference in the lives of others. "My favorite part of being a nurse is getting to know each patient I work with and getting to watch them recover, reach their goals, and return to their lives," she says.

Among her most memorable patients was a woman who was fondly referred to as a "frequent flier" at HealthSouth Sewickley. With a diagnosis of multi-trauma, the patient had many needs, but the most important of her needs was to have someone sit with her and hold her hand. Davis spent many nights with the patient, sitting in her room, holding her hand, praying, and listening to her life stories. "The experience was not only comforting for the patient, but I felt comforted by the experience as well," she says. "It reinforced my belief that I am helping to make a difference in the lives of patients."



## We honor your commitment to caring.

We are immensely proud of the outstanding nurses who have been selected as Cameos of Caring® honorees for 2012. Thirty-three of these exceptional individuals are from UPMC. We are grateful for their tireless dedication to providing compassionate, innovative, and quality patient care. These professionals raise the standard for our more than 12,000 nurses, and embody the spirit of what it means to care for others. To find out why some of the region's best nurses work here, visit [UPMC.com/NursingAnnualReport](http://UPMC.com/NursingAnnualReport).

**Honorees**

- Meg Allin
- Brian Bachowski
- Helen Baker
- Nancy Broadway
- Paula Jo Calhoun
- Susan DeRubis
- David Dziemnicki
- Julie Haught
- Diane Lynn Hranicky
- Maryann Hunt
- Fiona Kirwan
- Denise Koch
- Jenna Rose Jasek
- Joyce Marasco
- Teresa Mingrone
- Ed Monroe
- Vito Ranieri
- Nicole Santucci
- Dawn Scaglione-Valentino
- Tammy Thomas
- Giusy Vaglica

**Donate Life Honoree**

- Christine Angeletti

**Advanced Practice Honorees**

- Kellie Antinori-Lent
- Mary Reilly Burgunder
- Aaron Ostrowski
- Anne Pedersen
- Ellen Reynolds
- Lisa Kozar Simonian
- Kristine Keefer Wolff

**Case Manager Honoree**

- Diane Stapel

**Nurse Educator Honorees**

- MaryDee Fisher
- Wendeline Grbach
- Mayra Toney



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**Belinda DeCaria, RN**  
Weirton Medical Center

Nursing was a calling for DeCaria. In fact, there was never a question which career path she would take. "I had a family member who was a nurse and I always enjoyed the medical programs on television growing up," she says. "Nursing is what really appealed to me. It's just the only thing I ever really wanted to do."

Following her heart, DeCaria set off into the world of nursing at her hometown hospital, Weirton Medical Center. She began earning her stripes and gaining the respect of her colleagues right away for her knowledge, dedication, and compassion not only for her patients, but her co-workers as well. DeCaria has been a valued member of the hospital's Obstetrics Unit for over three decades now, and is known for her commitment to excellence and for her warmth and kind demeanor.

As a true leader in her profession, DeCaria serves on the Hospital's Retention and Recruitment Committee, Patient Safety Committee, and Leadership Committee.

There is no doubt about DeCaria's favorite part of the job. "I still just love the birth process! We have great doctors and nurses and they make the process so joyful and exciting," she says. "I never get tired of it."

**Judith A. Dembowski, RN, CCRN**

**Conemaugh Health System, Memorial Medical Center**

As a young woman, Judith Dembowski's choices of a profession were limited to secretary, clerk, teacher, or nurse. Luckily, Memorial Hospital in her hometown offered the opportunity to shadow a student nurse. "The first day on a medical unit with her was all I needed," Dembowski says. "I knew that day I wanted to be a nurse and I have never regretted that decision."

Dembowski continued in the nursing profession because a participative and collaborative model has empowered nurses to have a voice in all levels of decision-making and patient care. "Being a critical care nurse, participating in Journal Club and being involved in my national and local professional organizations are some seminal events that have enhanced my career," she says.

Her experience at the bedside and life-long learning have provided Dembowski with the means to identify patient and family needs, help them navigate the trajectory of illness, and prepare them for outcomes, whether good or bad. She considers this to be her most satisfying and important contribution as a nurse.

There have been so many special patients and situations in her nursing career; it's hard for Dembowski to single out any one. "Is it the patient who overcame the odds, recovered, and came back to thank us for our care? Or helping a family cope with the loss of their loved one? Or the nurses I've precepted who came into their own in the ICU? Or the challenges of mastering the burgeoning technology? It is all of these, and more," she says. "And I celebrate the fact that it's not over yet!"



**Susan DeRubis, RN, MS, CCRN**  
UPMC Presbyterian

Nursing is Susan DeRubis' second career. With a Master of Science degree in nutrition from Indiana University of Pennsylvania, DeRubis previously worked in community nutrition and health care administration. "I decided to pursue a more hands-on role by combining my science and health care background with a nursing license," she says. DeRubis earned her Diploma of nursing from UPMC Shadyside School of Nursing and also became a certified critical care nurse.

DeRubis works as a senior professional staff nurse in the Abdominal Transplant Unit at UPMC Montefiore. "There is a culture of camaraderie and teamwork that fosters an environment of high quality care," she says. The colleagues who nominated DeRubis call her "a tremendous role model" thanks to her innovative ideas, clinical competence, and ability to communicate with all levels of health care providers.

Communication is a focus for DeRubis, who led the committee that pioneered nurse-led ICU rounds. This effort evolved into a project titled "Improving Interdisciplinary Communication and Satisfaction During ICU Rounds" that received the Satisfaction Award at UPMC's 2010 Quality and Safety Fair. In 2011, DeRubis presented her poster on the topic at the American Association of Critical-Care Nurses National Teaching Institute. DeRubis was selected to be a UPMC Presbyterian Evidence-Based Practice Fellow in 2012 and has continued to promote nurse-led ICU rounds as part of her fellowship project.

DeRubis lives in Blairsville. She has previously been honored for her work in grant writing and fundraising for community health programs, as well as being named 2000 Blairsville Professional Woman of the Year.

**Dana Doctorick, RN**  
Monongahela Valley Hospital

Dana Doctorick knew from the time she was little that she wanted a career in the medical field.

Nine years ago, as a high school senior, Doctorick received Monongahela Valley Hospital's (MVH) Nursing Scholarship. She went on to earn her Bachelor of Science degree in nursing from Indiana University of Pennsylvania and currently works in MVH's Intensive Care Unit.

Doctorick never dreamed she would one day be named the hospital's Cameos of Caring® honoree. But that is exactly what happened at MVH's annual Nurses Day Breakfast when she was selected as the 2012 Cameos of Caring® awardee from among eleven highly qualified nominees.

"Any one of our distinguished nurses could represent Monongahela Valley Hospital as our Cameos of Caring awardee," said Mary Lou Murt, senior vice president of Nursing. "There were many recurring words on the nomination forms such as 'professionalism, ease of caring, top priority and lots of hugs.' Dana is a respected nurse who always has time for others. She is a team player who cares so much for her patients that when they are transferred she visits them on other units."

"I was standing on the stage expecting to congratulate one of my colleagues and was absolutely shocked when my name was announced," Doctorick says of the Cameos honor. "My greatest reward is being able to help people to feel better."



**Theresa Durkoske, BSN, RN**  
West Penn Allegheny Health System, The Western Pennsylvania Hospital, Forbes Regional Campus

Theresa (Teri) Durkoske began nursing as a teenager, helping her mother with activities of daily living after surgeries and treatments for breast cancer and bone, lung, and brain metastases. Her mother died when Durkoske was 15 years old. "I prayed that she would finally be free from pain, seizures and shortness of breath, but her symptoms were never managed and she died in a hospital room without her family," Durkoske says. "I didn't know exactly what hospice was back then, but I knew there should have been an alternative

to her suffering."

Now, Durkoske works as a staff nurse at Forbes Hospice. She earned her Bachelor of Science degree in nursing degree cum laude from Wright State University School of Nursing. "I entered hospice nursing to help patients and families make the most of the time they have left with peace and dignity," she says. She is currently helping to develop a spiritual care ritual for the grieving at the time of death.

Durkoske educates others about the need to address their end-of-life wishes, inspires young people to consider nursing, educates herself by attending seminars, and participates on committees to help herself and her peers continually improve care.

A resident of Murrysville, Durkoske's community involvement includes Girl Scout and Cub Scout leader, volunteer manager for her local swim club team, library and youth group, and four years as co-chair of the Relay for Life Duck Race that raised over \$10,000 for the American Cancer Society.

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**David G. Dziamniski, RN**  
UPMC Shadyside

David Dziamniski takes time to get to know his patients. Colleagues and patients know this about him. Dziamniski takes this time to educate them about their illness, but also to help get their minds off illness and on to other interests.

Over the past five years, he has grown close to a patient with acute myeloid leukemia and his wife. They describe Dziamniski as “humble, compassionate, caring, knowledgeable, patient, and good humored ... truly one of the very best!”

As a professional staff nurse in the Oncology Stem Cell Transplant Unit at UPMC Shadyside, Dziamniski tells patients to stay positive, and to go out in the hospital halls and walk. He remains inspired by a patient with Hodgkin’s disease whom he cared for during his second year as a nurse. “I loved her zest for life and how she never let the disease become her,” he says. Although that patient did not survive, Dziamniski keeps her philosophy alive by urging others not to let their disease control their lives.

A resident of Claysville, Dziamniski encourages his two teenage sons to consider nursing careers. His sister, who is a nurse, prompted him to try nursing because of his interest in biology and science. Her encouragement led him to pursue his nursing studies at Mercy Hospital School of Nursing.

In addition to advocating for the nursing profession, Dziamniski recommends being active as the way to stay physically and mentally well.

**Leslie Geisler Geier, MA, BS, RN**  
West Penn Allegheny Health System,  
The Western Pennsylvania Hospital

“After 20 years as a successful family therapist, why did you quit to become a nurse?” It’s a question Leslie Geier is often asked. “I even ask myself sometimes,” she says.

“If life gives you two heart-breaking situations, you have two choices: You either give up, become bitter and blame the world; or you figure something good has to come out of it,” she says. “I went back to school to become a nurse.”

The first situation that led to Geier’s conversion to nursing was a tragic accident that left her 22-month-old daughter Elora brain-damaged. Then, after years of rehabilitation, treasuring Elora and her gifts, the Geiers suffered through her death from leukemia at age 14.

“I can never thank all the nurses and others for their love, support and encouragement along our journey with Elora,” she says. “But I hope to pass a little of it forward.”

Even before their daughter’s leukemia was diagnosed, Geier and her husband joined The Leukemia and Lymphoma Society’s (LLS) Team in Training and Geier serves as a motivational speaker and mentor for the group. Geier and her husband also founded the Elora’s Hope Foundation, which raises money for the LLS through events such as their own annual 5K race in memory of their daughter.

Geier currently works as a staff nurse on the Bone Marrow Transplant/Hematology-Oncology Unit at West Penn Allegheny Health System, The Western Pennsylvania Hospital

She earned her Bachelor of Science degree in clinical psychology from the University of Pittsburgh, her Master of Arts degree in clinical psychology from Texas A&M University Corpus Christi Campus, and her nursing diploma from The Western Pennsylvania Hospital School of Nursing.



**Cheryl Fields Glover, RN**  
Uniontown Hospital

As a teenager caring for her ailing grandmother, Glover was encouraged by a visiting nurse to pursue a career in nursing. Now, 21 years later, she is a highly respected nurse in the Hospital’s Diagnostic Imaging Department (DI).

After gaining experience at the bedside, Glover became a special procedures nurse in the DI Department. She assists radiologists and radiology technologists with all special procedures performed in radiology, ultrasound, MRI, CT scanning, stereotactic breast biopsy, IV angiocaths, and nuclear medicine, on both an inpatient and outpatient basis. With the high volume of critical

procedures in the DI Department, Glover is exceptionally adept at coordinating radiologists’ schedules; doing advance preparation and follow-up with patients, families and staff; while helping the department to run smoothly and effectively.

Glover is the ultimate patient advocate. She takes every opportunity to help alleviate patients fear and anxiety and helps educate staff, patients and family members before, during and after procedures and tests.

Her co-workers rely heavily on Glover for assistance, intervention and knowledge. They have a deep appreciation for her work ethic, dedication, guidance and caring disposition.

Glover earned her Bachelor of Science degree in nursing from Waynesburg University. She is trained as a critical care nurse and Advanced Cardiac Life Support and Pediatric Advanced Life Support certified. Glover is an active supporter and contributor to the Association for the Blind and the American Red Cross.

**Jason Graham, RN**  
St. Clair Hospital

Jason Graham works as a Registered Nurse on Unit 5A (orthopedics) at St. Clair Hospital. He earned his nursing diploma/certificate at Washington Hospital School of Nursing.

Graham became a nurse because he wanted to work in a fast-paced, people-oriented environment. He finds patient education — giving people the tools and knowledge they need to feel safe about being discharged from hospital — to be the most satisfying aspect of his job.

Graham serves as an advocate for the nursing profession by acting in a trustworthy and responsible manner with patients, their families and fellow employees. He recalls a patient who attended one of his pre-op classes for hip and knee replacement. The patient, a woman, was very nervous about having surgery. The day of her surgery, Graham was assigned to be her nurse and tended to her throughout her stay. His connection with the patient helped her gain control of her recuperation and made her feel more comfortable about leaving the hospital when it was time to go home.

A resident of Canonsburg, Graham is excited to be involved in a profession that is growing and capable of taking him anywhere. He plans to become more involved and specialized in orthopedic surgery.



*Congratulations to our Cameos of Caring Honorees ...*



Angela Ritz, RN  
Westmoreland Hospital



Kerri Humes, RN  
Frick Hospital



Patti Lukon, RN  
Latrobe Hospital



Brenda Toth, BSN, RN  
Home Care and Hospice

... who demonstrate *Excellence* in patient care and embody the very *Essence* of the nursing profession.





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## 2012 Cameos of Caring<sup>®</sup> Awardees



**Gail Lee Davis, RN**  
HealthSouth Sewickley



**Angela Schmitt, CRRN**  
HealthSouth Harmarville

## 2012 Cameos of Caring<sup>®</sup> Nominees

Liv Kuhn, CRRN  
Cathy Palko, CRRN  
Eleanor Poole, RN  
Jane Bailie, RN

Nancy Krainz, RN  
Joanne Altobello, RN  
Anthony Brunette, RN

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**Shelley M. Grubbs, RN, BSN  
VA Pittsburgh Healthcare System –Heinz Division**

Shelley Grubbs works as an assistant nurse manager on Unit 3A at the H. J. Heinz Division of the VA Pittsburgh Healthcare System (Heinz). Grubbs previously worked as a patient care coordinator at Heinz.

Grubbs graduated from Sewickley Valley Hospital School of Nursing in 1985 and earned a Bachelor of Science degree in nursing from Duquesne University in 1991. She is currently pursuing her Master of Science degree in nursing, with an expected graduation date of May, 2013.

She is a former member of the Epsilon Phi Chapter of Sigma Theta Tau (the honor society of nursing) and a current member of the Crisis Management Team, Code Blue Response Team, Education Committee and the Fall Aggregate Committee at Heinz.

"I chose nursing because I wanted a career that made a difference in a person's life," she says.

Grubbs is a true patient advocate who goes above and beyond the call of duty in order to provide patients and their families with the best possible care. She once took a patient's husband home to share Thanksgiving dinner with her family; she brought a present, card, and bottle of sparkling cider to a couple celebrating their 25th anniversary on the unit; and she found a tape of Polish Polkas and a tape player for the bedside of a hospice patient.

The associate chief nurse says, "Shelley creates a culture of civility and respect at the Community Living Center."

**Julie Neuhart-Haught, RN, OCN  
UPMC Cancer Centers**

Julie Neuhart-Haught, an oncology certified nurse and collaborative practice nurse at Hillman Cancer Center, is known for her commitment to her patients and co-workers. Many patients have commented on the excellent care and empathy she provides them and their families.

"In addition to exceeding the highest standards for medical care," says one physician, "Julie also has a friendly and kind demeanor that enables our patients to develop close interpersonal relationships with her."

Haught, a resident of Pittsburgh, earned a Bachelor of Science degree in nursing from the University of Pittsburgh. As a leader, she provides guidance on handling difficult situations. A colleague describes an incident in which a patient came to his appointment and received bad news. "When the patient's wife called later with questions, the doctor was unavailable to speak with her," he says. "Julie helped me find a solution that was both kind and honest for the family."

"Even after 27 years of working in oncology, I'm still amazed at the strength, faith, and courage I see every day," says Haught. "I believe God has placed these people in my life to teach me."

Recognized for her generosity, Haught frequently steps in when colleagues have to make last-minute schedule changes. In addition to raising two sons, she cares for a chronically ill relative. Haught is also involved in church ministries and activities, volunteers to feed the homeless, and was a counselor at a camp for children with cancer.



**Michele Hirst, BSN, RN  
LifeCare Hospitals of Pittsburgh**

Michele Hirst graduated from Citizens General Hospital School of Nursing in 1996 and earned her Bachelor of Science degree in nursing from the University of Pittsburgh in 1997.

Hirst was encouraged to consider nursing as a career by her grandmother, a certified nursing assistant (CNA). When she was 17 years old Hirst got her first job as a CNA at a nursing home and soon realized how much she enjoyed being a caretaker. "I was incredibly shy," she says. "Nursing helped me to become a more confident and outgoing person."

Hirst cannot imagine what else she'd be doing if she wasn't a nurse. "There are bad days when you wonder how you'll make it through, but when a patient or family member thanks you, that's when you know it's all worth it," she says. "Knowing I've made a difficult time a little better by saying a few kind words, holding a hand, or simply having a smile on my face when going into a patient's room, makes me feel good about being a nurse at the end of the day."

The Vandergrift resident could write a book about all her nursing experiences that would make anyone laugh and cry, but the one thing that always stays with Hirst is when a patient or family member turns the table and expresses concern for her. "I'm encouraged to be a better nurse every time they take a moment to ask how I'm doing," she says. "I couldn't be half the nurse I am if I wasn't part of such a great team at LifeCare."

**Diane Lynn Hranicky, RN, BSN  
Western Psychiatric Institute & Clinic**

Diane Lynn Hranicky is the transitional care liaison nurse in the Integrated Health and Aging Program at Western Psychiatric Institute and Clinic of UPMC. She appreciates that a career in nursing gives her a way to "recreate" herself. "I can always be challenged and enter new arenas that enhance my professional growth," she says.

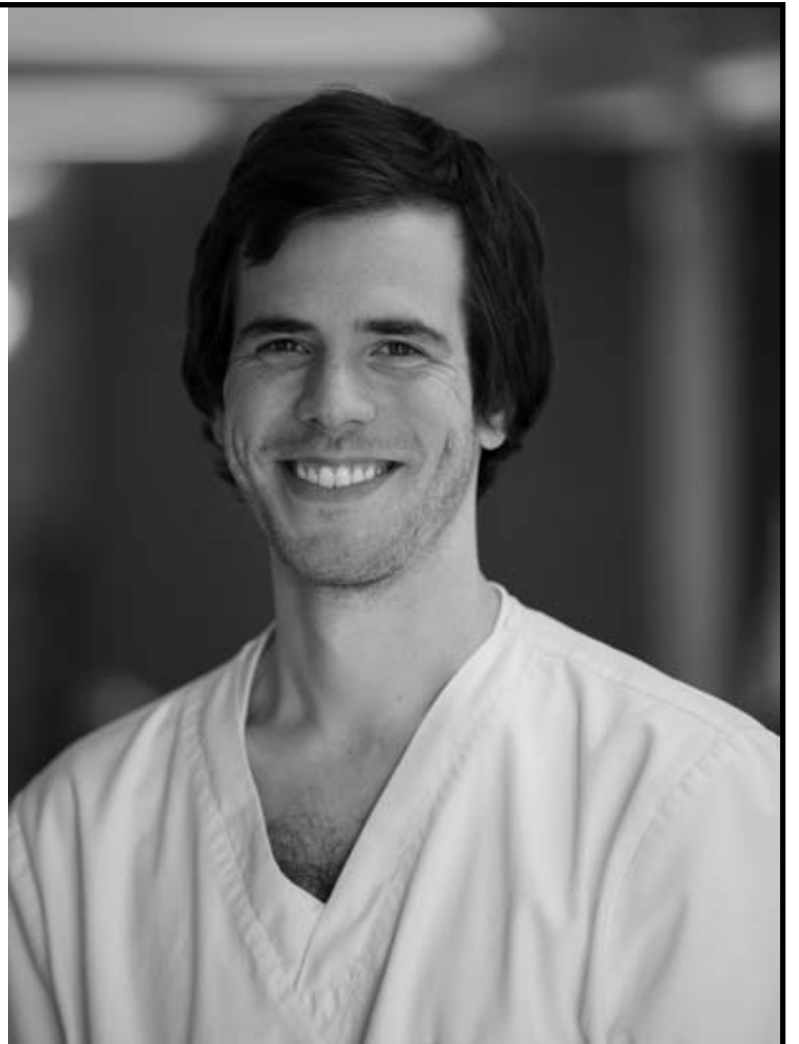
A resident of Aspinwall, Hranicky's current focus is on geriatric behavioral health. "As 78 million baby boomers are now entering what is being called 'old age,' I am coming to realize many of the gaps in our health care system for this population," she says.

Hranicky found her niche in psychiatric nursing while pursuing an Associate's degree in nursing at the Community College of Allegheny County. She went on to earn a Bachelor of Science degree in nursing from Waynesburg University and is currently enrolled in the psychiatric mental health nurse practitioner program at Drexel University.

"As a girl, I remember thinking that nurses looked like angels. To me, they were all that was good, virtuous, and caring," she says. "I wanted to be that nurse, to make a difference in someone's life." Today, the colleague who nominated her acknowledges the difference Hranicky has made: "Diane has had to devise completely new processes of care to ensure better outcomes at the time of hospital discharge. Her willingness to step in and serve as an advocate for patients, and for positive changes in our hospital, has been remarkable."



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**Kerri Humes, RN**  
**Excela Health, Frick Hospital**

Kerri Humes never dreamed of pursuing a nursing career. In fact, she graduated from Waynesburg University in 2003 with a bachelor's degree in criminal justice and political science. "I kind of got wrapped up in the whole CSI thing," she says. "Originally I wanted to be a police officer."

After graduation, Humes worked as therapeutic staff support and a counselor for a few years before enrolling in nursing school. "My mom was a nurse. She wanted my sister and me to be teachers or nurses, and of course we didn't listen to her at the time. Now my sister is a teacher, and I'm a nurse." Humes

graduated from The Washington Hospital School of Nursing in 2006 and was hired at Excela Frick Hospital shortly thereafter. She plans to continue her nursing education.

Humes serves on the spirit, safety committee, and unit based education committees. As a clinical coordinator, she strives to make her patients and their families feel comfortable. "I try to relate to their experiences," she says. "I think 'what if this was my mother or grandmother? How would I want them to be treated?'"

She also praises her coworkers citing their exceptional teamwork amid challenging circumstances. Humes recalls two unique situations she handled. One involved care of dozens of tour bus passengers—none of whom spoke English—who were involved in turnpike accident. A similar situation occurred when out-of-state band students arrived with suspected food poisoning. "It amazes me that this little hospital receives these large numbers of people when something happens and how efficiently we perform in these stressful times."

**Maryann M. Hunt, RN, BS**  
**UPMC Horizon**

Maryann Hunt lives in Slippery Rock, and says she became a nurse for her family. She especially wanted to be a role model for her daughter and teach her that learning and helping others are lifelong priorities.

Hunt has a bachelor's degree from the University of Maine. She returned to school to complete an Associate's degree in nursing at Butler County Community College, where she was on the dean's list and president's list and received a scholarship.

A registered nurse at UPMC Horizon, Hunt won the Excellence in Nursing Practice Award in 2012. She says the most satisfying part of her career is teaching and empowering patients and their family members. "I thoroughly enjoy witnessing patients taking control of their own health and recovery," she says, emphasizing the importance of education in helping patients to comply with treatment or meet postsurgical milestones.

Hunt recalls a time when she encouraged a young couple to keep asking questions about the wife's condition until they were confident about making a medical decision. She told them they had the right to control their health care decisions. The husband thanked her days later after the doctor answered their many questions.

"My career gives me great pride and confidence that shows in other aspects of my life," she says. "Through nursing, I have come to see others, and myself, in a different light."



**Jenna Rose Jasek, RN, BSN**  
**UPMC McKeesport**

Jenna Rose Jasek works as a clinician in the Cardiac Step Down Unit at UPMC McKeesport. Jasek was influenced by her mother's passion for nursing and followed in her footsteps. A resident of West Mifflin, Jasek earned a Bachelor of Science degree in nursing from Duquesne University. She recently participated in a geriatric review course and plans to sit for the exam to become certified in gerontology this fall.

Jasek says she speaks for her patients by "demanding the best care at the right time all the time." For example, she was concerned about a patient who was to be discharged despite low oxygen saturation levels and a rising temperature. "My nursing intuition told me something was very wrong," she says. "So, after the discharging physician left for the day, I followed up with the new physician on duty, who discovered that the patient had bilateral pneumonia." The next day, the discharging physician apologized to Jasek, acknowledging what might have happened if the patient had been sent home. "The takeaway lesson for me was that nurses should never be afraid to advocate for their patients."

Considered the congestive heart failure champion and gerontology resource nurse for her unit, Jasek was chosen to serve as a mentor for new hires and graduate nursing students. She has also been nominated multiple times for the Daisy Award. "The most satisfying part of my career is knowing that I make a difference for my patients," she says

**Randall W. Johnson, RN**  
**VA Pittsburgh Healthcare System, Highland Drive Division**

Randall Johnson's family and children inspired him to go back to school after an injury at work. The Pittsburgh resident had always worked in the psychiatric field and decided that becoming a psychiatric nurse would be a great career fit for him. Johnson enrolled in the Western Pennsylvania Hospital School of Nursing and graduated in 2006.

Johnson currently works as a psychiatric registered nurse on Unit 1-3 East at the Highland Drive Division of the VA Pittsburgh Healthcare System, and serves as president of the Professional Practice Council on 1-3 East where he represents the staff nurses.

"The most satisfying part of my career is giving back to our Veterans who have given so much to our country," he says. "I have a special place in my heart for Veterans and all they have done for this country."

The Assistant Nurse Manager on 1-3 East said, "As a male figure for Veterans, Randall is able to reveal his strengths yet show the Veterans that someone respects, cares, and thanks them for serving in the military for our country."

"I have the opportunity to work with patients who have Post Traumatic Stress Disorder (PTSD) and have connected with many young Veterans suffering from this disorder," Johnson says. "Throughout their treatment, they asked to talk to me and said I made a difference in their lives."



**Fiona Kirwan, MSc**  
**UPMC Beacon Hospital**

Fiona Kirwan is a resident of Dublin, Ireland. As director of patient care services, Nursing Administration, at UPMC Beacon Hospital, Kirwan oversees all the inpatient floors, the Emergency Department, the day oncology unit, and the orthopaedic nursing staff. "I am satisfied once I know our patients and their families have received optimum care," she says. "I place the patient at the center of all that I do. All patients should be treated the way I would expect my mother, father, sister, or brother to be treated."

Communicating effectively with family members is also important to Kirwan, who recalls a college student from England who was brought in by ambulance when she was working in the Emergency Department. "He had a very severe injury from a motorcycle accident and was not expected to survive," she says, "I had the daunting task of contacting his dad in England. I made regular contact with him and continually updated him on his son's condition." The father hugged Kirwan when they met, saying he and his wife would never have gotten through that night without her.

Kirwan began her career as a nurse's aide in a small acute general hospital in Dublin. Four years later she became a qualified nurse. She went on to earn a diploma in health services management from Westmoreland College for Business and Management and a master's degree in health services management from Trinity College. She is certified in accident and emergency nursing.

**Denise M. Koch, RN, BSN, CNOR**  
**UPMC St. Margaret**

Denise Koch became a nurse because she "had a true passion for taking care of others." She currently works as an OR clinician at UPMC St. Margaret.

Koch remembers one particular incident that reinforced her calling. Years ago, Koch was the OR nurse for a young man who lost both legs following a motor vehicle accident. Because she also worked on the surgical trauma floor, she volunteered to be assigned to him there. Despite his anger and despair, Koch was determined to help him through this challenging time. "My greatest accomplishment, and most humble moment, was when he thanked me for my tough love and for encouraging him to keep the faith and never give up," she says.

Koch is also known to go "above and beyond" for her colleagues. The co-workers who nominated her both praised her professional competence, and they each shared stories of Koch's kindness when their own loved ones were ill and dying. She spent countless off-duty hours at the bedside of one colleague's father, and when the other colleague's mother died, Koch cooked a complete meal for his family on the day of the funeral.

Koch earned her Bachelor of Science degree in nursing from Indiana University of Pennsylvania. She also has earned CNOR certification, which denotes competency in the specialized field of perioperative nursing. A resident of Pittsburgh, Koch is a member of UPMC St. Margaret's Exemplary Professional Practice Committee, and received the Award for Commitment and Excellence in Service (ACES).



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Congratulations to all the Cameos of Caring awardees.





**Patti Lukon, RN**  
**Excela Health, Latrobe Hospital**

Patti Lukon originally wanted to be a nun, but she answered another calling, following in the nursing footsteps of her sister and aunt. Lukon joined the obstetrics unit of Latrobe Hospital in 1973 as a licensed practical nurse, having trained at Westmoreland County Community College, where she returned to earn her associate's degree in 1999.

Now an emergency department nurse, Lukon marks her 39th year with Excela Health.

A seasoned caregiver, Lukon demonstrates her adaptability, learning various computer systems and staying current on the ever-evolving policies and procedures governing health care. But through it all, she's most gratified to make the people connection. Within her unit co-workers often joke that "if you're Patti's patient, you are bathed, fluffed, puffed, and fed." That same level of caring extends to her elderly friends and neighbors who are frequently the beneficiaries of her home cooked meals and fresh garden produce.

Her years of experience make Lukon a welcome source of wise counsel for coworkers and the students she mentors. She consistently offers a helping hand, even taking down-time to stock rooms and carts or assist patients awaiting treatment.

Lukon serves as chairperson of the unit based practice council in her department, and uses her experience and skills to create processes that improve the nurses' workload and patient experience. Pleased to be reminded that adult patients needing her emergent care were once newborns in her arms, Lukon now focuses on older adults. She was recently involved in the creation and implementation of a discharge screening tool for patients aged 60-plus to ensure they have someone to help care for them.

**Rosemary Bandzuh Mallik, BSN, RN, CCRN**  
**Indiana Regional Medical Center**

Rosemary Mallik grew up in a family whose core value was "doing for others."

"I was blessed with the best parents ever," she says. "Following their examples of love and family inspired me to care for others and influenced my decision to become a nurse." While caring for her father, Mallik learned how to help both him and her family cope with cardiac disease. With her parents encouragement Mallik earned her Bachelor of Science degree in nursing at Pennsylvania State University, and a School Nurse Certificate at the University of Pittsburgh. She has been a certified Critical Care Nurse since 1987.

"The most rewarding part of my career is spending time with patients and listening to their stories," she says. "They come from various occupations, each with an interesting story to share. They have so much to say about life and many of them had careers that you would never expect." Being acutely aware of their history and current medical conditions has enabled Mallik to have a positive impact on outcomes that might have resulted in life-altering situations for her patients.

One of Mallik's colleagues describes her as a dedicated, professional nurse. "Her commitment, perseverance, and knowledge-based practice continually aids in the care she provides for her patients," she says. "She has never lost her compassion for her patients and their families."

Mallik takes pride in her career as a nurse and enjoys the challenges that each day brings. "Helping patients get better or to a level where they can continue to have quality of life is very rewarding," she says. "I'm very proud of my career at Indiana Regional Medical Center."



**Joyce A. Marasco, RN, MSN**  
**UPMC Rehabilitation Institute**

As the primary nurse care coordinator on Rehabilitation Units 11-east and 11-west at UPMC Montefiore, Joyce Marasco provides compassionate care for many complex transplant patients who need to regain their strength following transplant procedures and long acute care hospitalizations.

Marasco was instrumental in decreasing readmission rates for transplant patients from 43 percent to 6 percent over the past year. She did so primarily by implementing two new steps in the discharge process. Now, Marasco sits down with patients before discharge to review all their medications, arrange them in pill boxes, and provide explicit charts about doses and administration times. In addition, she personally schedules patients' follow-up appointments before they are discharged.

Colleagues point out that she goes even further to make discharges successful: on her own time, she visits discharged patients to follow up on complex medication regimens. She is even known to stop at the pharmacy to pick up prescriptions on the way.

Marasco is also a problem solver — as well as a motivator, guide, and coach — for her colleagues: including nurses, physiatrists, and physical, occupational, and speech therapists. A colleague describes her as "the go-to person" who won't stop until she can provide correct answers.

A former clinical faculty member at the UPMC Shadyside School of Nursing, Marasco earned both her Bachelor and Master of Science degrees in nursing from the University of Pittsburgh. She is a member of the National League for Nursing and the Association of Rehabilitation Nurses.

**Teresa Mingrone, RN, MSN**  
**Children's Hospital of Pittsburgh of UPMC**

The colleague who nominated Teresa Mingrone concisely describes what she is all about: "Caring for one of the most vulnerable patient populations and their families is Teresa's first passion. Advocating for and advancing the nursing profession through education is her second."

Now an advanced practice nurse in the Neonatal Intensive Care Unit at Children's Hospital of Pittsburgh of UPMC, Mingrone became a nurse because she wanted to help people. "I find it extremely satisfying to be able to form relationships with the parents and extended families of our patients," she says. Mingrone recalls, for example, knowing that "something was just not right" with one patient. While she didn't want to alarm the mother, she worked hard to convince the attending physician that the baby needed more tests. When pulmonary hypertension was diagnosed, the mother said, "See what you caused? Thank you!"

About her advanced practice role, Mingrone says: "Watching new nurses grow and develop their practice also motivates me to strive for improvement in patient care." She has helped begin a mentoring program in the NICU.

A resident of Pittsburgh, Mingrone earned her Bachelor of Science degree in nursing from the University of Pittsburgh and a Master of Science degree in nursing from Waynesburg University. She started the local chapter of the Society of Pediatric Nurses and served multiple terms as its president. Mingrone is a member of the National Nursing Staff Development Organization and the Academy of Neonatal Nursing, and is the 2012 recipient of the Frank B. LeMoyné Award for Excellence in Nursing.



**Edward Monroe, RN, BSN**  
**UPMC Mercy**

Edward Monroe works as a nurse in the medical-surgical ICU at UPMC Mercy. He earned his Bachelor of Science degree in nursing at Duquesne University after switching his major from business. At the time, he saw nursing as a growing field that presented many opportunities for men.

Today, Monroe says some patients are still surprised to have a male nurse. While he is amused by the preconceived notions people continue to have about nursing, he is clear on the most important qualifications: "Having compassion and the ability to make your patients feel comfortable and safe is what makes a good nurse."

Monroe's compassion is evident in a story he tells about a patient in his early thirties who had a hemorrhagic stroke and spent three weeks in the ICU. Monroe visited him months later in rehab, and the patient told him the only thing he remembered from that time was wanting to watch the major league baseball playoffs, and he recalled that Monroe had turned on the game for him. The patient wanted to thank him for that.

A resident of Munhall, Monroe has been recognized through the Above and Beyond Program at UPMC Mercy, where he has worked for ten years. "I love UPMC Mercy's Catholic values and community hospital feel, where everyone says hello and knows one another," he says. "I am very lucky to work with the staff in the ICU: they are some of the finest nurses around and should all get the recognition I am receiving."

**Vito M. Ranieri, RN, MSN, CRNA**  
**University of Pittsburgh Physicians,**  
**Department of Anesthesiology**

Vito Ranieri works as an advanced practice nurse anesthetist at UPMC Presbyterian. The colleague who nominated him says, "Vito is frequently asked to provide care when colleagues, or their friends and family members, have a procedure." Indeed, Ranieri says the greatest moment of his career came when his mentor, a colleague and former teacher, asked him to provide anesthesia during a scheduled procedure.

"I became a nurse because I have an innate desire to prevent suffering," he says. "I have remained in this profession to advocate for patients and their families." Ranieri recognized early on that he is able to put patients and families at ease. "The most satisfying part of my career is letting patients know they are in 'safe hands' and that I will be with them at all times," he says.

"I am responsible for the patient's safety, comfort, and security," he says. "I also provide the families with the knowledge that I care for their cherished loved ones as if they were my own mom, dad, sister, or brother." Once, the mother and aunts of a young patient asked to meet with him personally after his intervention helped save her from a life-threatening complication.

A resident of Coraopolis, Ranieri has received recognition through the Above and Beyond program and also has received the Award for Commitment and Excellence in Service (ACES). He earned both his Bachelor and Master of Science degrees in nursing from the University of Pittsburgh.



**Angie Ritz, RN**  
**Excela Health, Westmoreland Hospital**

Angie Ritz used to make her younger siblings act as the patients while she dressed up as a nurse and cared for them. "It's a privilege to be in the nursing field," she says. "Patients and families depend on you to be compassionate, empathetic, supportive, and dedicated to them. It is the most rewarding career."

Ritz graduated from Penn State Fayette, The Eberly Campus with an associate's degree in nursing. She spent two years training on a medical surgical unit at Westmoreland Hospital and returned there as an employee following graduation. Ritz enrolled in the Bachelor of Science in nursing program at Penn State Fayette in Fall, 2012.

Ritz works as a night shift charge nurse and aims to improve the nursing and patient experience by serving on many professional committees, including service excellence and quality council.

During her time on the professional image committee, Ritz helped lead her colleagues to embrace the new nursing uniform. She readily adopted the new look and others followed her example. She also helped implement bedside reporting on her unit by training others on its importance to patient care. "Ultimately, it's all about the patients. We want them to come back, and we want them to receive great care."

As a volunteer with the American Heart Association, Ritz coordinates fund-raisers and community blood pressure checks. "I developed an interest in heart health while caring for patients with heart failure. Then, last April, my grandmother had a heart attack." Ritz called the ambulance, and her grandmother was rushed to Westmoreland Hospital where she received a cardiac catheterization. "She's doing great. They saved her life."

**Jamie Roland, RN**  
**Ohio Valley General Hospital**

When Jamie Roland was in elementary school, they had the children draw what they wanted to be when they grew up and she drew a picture of a nurse. "My mom is a nurse and I looked up to her," she says. "I wanted to help people and make a difference."

Roland is a compassionate nurse and a patient advocate with strong leadership skills. She is a true role model who always leads by example. Precepting allows Roland to influence the future of nursing by training younger nurses to do things correctly and teaching them how to interact with patients and their families. "When you precept you get to teach nurses how to be great nurses," she says.

She always has a warm smile and a soft voice when she greets her patients, families, peers, and management team, and has a knack for making patients and families comfortable and safe. Roland appreciates how much even small things can mean for her patients. "No one enjoys being in the hospital. It's our job to make them feel better," she says. "When patients are in the hospital little things can change their outlook and even how they feel. It could be something as simple as getting a warm blanket for a patient or even helping them find their favorite TV show to watch."

Roland remains pleased with her career choice. "With nursing you can do so much. There are so many different directions you could go," she says. "If anyone is ever unsure about a career I educate them about nursing."







**Nicole Santucci, RN, MSN**  
UPMC Passavant

"As a nurse, you truly get to touch people's lives," says Nicole Santucci, unit director of the Cranberry Inpatient Unit at UPMC Passavant. Beyond touching the lives of patients, Santucci helps to shape future nurses by shadowing every new nurse on her unit throughout the orientation process. In addition, she is an adjunct faculty member at the Community College of Allegheny County.

Three of Santucci's relatives are nurses. Her first job as a nursing assistant at the Children's Institute solidified her plan to become a nurse too. When she was choosing her profession, Santucci knew she wanted to work with people. Today, she says, "The most satisfying part of my career is knowing that I've helped someone."

When one of the patients on her unit experienced a difficult situation, Santucci found a way to help. The patient's wife passed away at home when he was hospitalized. Because the patient was by no means ready to be discharged, Santucci worked closely with his physician and respiratory therapists so the man could attend the funeral. As she helped him dress for the funeral, he shared many memories of his wife. "I was glad I was there to support him and listen to his stories of happy times," recalls Santucci.

A resident of Pittsburgh, Santucci earned a Bachelor of Science degree in nursing from Gannon University and a Master of Science degree in nursing from Waynesburg University.

**Dawn Scagline-Valentino, RN, BSN**  
UPMC Visiting Nurses Association

Dawn Scagline-Valentino is a registered nurse who works in home care with UPMC

Visiting Nurses Association. She says the most satisfying part of her career is seeing patients and families who were confused, nervous, or overwhelmed become more independent.

An advocate for home care nursing, Scagline-Valentino says, "I have taken other nurses, student nurses, and even medical residents around with me to see patients, exposing them to the home care side of nursing." In her home community of Elizabeth, she is very involved in her church's youth program. She talks to teenagers about nursing, promoting the opportunities and flexibility that the profession offers.

Scagline-Valentino earned a Bachelor of Science degree in nursing from the University of Pittsburgh. She pursued nursing because she enjoyed high school science classes and wanted to help people.

Early in her home care experience, she cared for a patient with chronic end-stage disease. The man was being taken to the Emergency Room by ambulance after his blood pressure dropped precipitously. Scagline-Valentino was there to organize paperwork, contact his family, and take care of other things he felt needed to be done before he could leave his home. After he was released from the hospital, he was placed in hospice care, but he wouldn't let his new nurses see him until Scagline-Valentino called him to say it was ok. She says, "That gentleman really brought home just how much confidence and trust our patients have in us."



**Angela Schmitt, CRRN**  
HealthSouth Harmarville Rehabilitation Hospital

Angela Schmitt's desire to become a nurse started when she was only five years old. Her godmother was a nurse and young Schmitt wanted to be just like her. One year, for a birthday present, she received a yellow toy nurse's bag filled with toy medical tools like a stethoscope, bandages and even candy medication. Later in life, her grandmother became ill and began living in Schmitt's family home. She learned to help take care of her grandmother throughout her recovery from several strokes.

Schmitt earned her nursing diploma from the Western Pennsylvania Hospital School of Nursing in 1988 and became a Certified Rehabilitation Registered Nurse in 2011.

"The most satisfying part of my career is having the opportunity to make a difference in someone else's life," she says. "When patients are admitted to our hospital, their lives have been disrupted in one way or another. I enjoy providing nursing care, teaching and offering family support at a difficult time in one's life."

Schmitt recently had a patient who was admitted to the hospital with a broken bone after falling at home. The woman had dementia and it was difficult to keep her safe. After hearing about her interest in the harmonica, Schmitt saw a toy harmonica in a store one day and knew it would be perfect for the patient.

"She was delighted when I gave her the harmonica," Schmitt says. "She played beautifully and was so proud of herself. I was proud of her too. It made me feel good that such an inexpensive gift gave her so much joy, and made my job just a bit easier."

**Melissa Lynn Sharp, BSN, RN**  
West Penn Allegheny Health System, Allegheny Valley Hospital

Melissa Sharp, a staff nurse on the Orthopaedics Unit, graduated from Citizens School of Nursing and earned her Bachelor of Science in degree in nursing at Carlow University.

When considering career choices, Sharp thought her desire to care for and help others would enable her to be a good nurse. The many "thank yous" she has received from patients and family validate her decision. "When my patients tell me I made what would have been a difficult time a little easier, and all I did was 'just be me,' that feels really good!"

dent of Tarentum, Sharp relates an incident that illustrates how important the smallest kindnesses can be to help patients feel cared for. "One morning on my way to work, I bought my usual Pepsi plus an extra one for a patient who was disappointed that our facility only carries Coke products. She was so happy when I gave her the Pepsi, you would have thought she had won the lottery. About a year later when I was shopping, a lady asked, 'Is your name Melissa?' When I said yes, she told me I had 'made her day' when I gave her the Pepsi, and introduced me to her family as 'the nurse who saved my life with the Pepsi!' We all laughed - I couldn't believe that such a small act could mean so much - but it did!"

Through her service on the hospital's Service Excellence Committee, Sharp helps extend her caring attitude to all Allegheny Valley's patients.



**Hilary L. Snider, RN, BS**  
VA Pittsburgh Healthcare System, University Drive

Hilary Lynn Snider works on the 9 West Observation Unit at the University Drive Division of the VA Pittsburgh Healthcare System. Snider earned a Bachelor of Science degree in psychology from the University of Pittsburgh. The Carnegie resident went on to earn her nursing diploma from the Ohio Valley General Hospital School of Nursing, where she was honored with the Medical Staff Award, presented to the graduate who achieved the highest quality point average.

After earning a Bachelor of Science degree in psychology, Snider worked for four years with children who have autism and developmental disorders. "I enjoyed my career choice, but something was missing," she says. "I looked in between medicine and psychology and found nursing."

Certified in Gerontological Nursing, Snider is an active member of the Correct Site Surgery Committee and the surgical representative for the Clinical Leadership Council. These groups review and work with the 9 West Observation Unit, Same Day Procedure Unit and the Interdisciplinary Medical Pre-op Assessment Consultation and Treatment Clinic staff to review any orders that are consistently placed as policy orders but a policy order is not available.

Snider learned the importance of active listening while caring for a patient who was reluctant to have a student nurse. "I am forever grateful to him for 'letting me in,'" she says.

**Marilyn Taylor, RN**  
West Penn Allegheny Health System,  
Canonsburg General Hospital

Marilyn Taylor says, "The most satisfying part of being a nurse is when a patient or family member seeks me out to say 'thank you,' even for something small."

A proud mother of four, Taylor chose nursing to help others and broaden her knowledge. She earned her diploma at Washington Hospital School of Nursing and a certificate in rehabilitation nursing from California University of Pennsylvania. She currently works as a staff nurse on the 2 South Medical/Surgical/Orthopedics Unit at Canonsburg General Hospital.

One of Taylor's most memorable experiences was caring for two 16-year-old boys. "They arrived on our unit needing 'total care,'" she says. "They had trachs, g-tubes, the whole nine yards. We had to teach them to walk, talk, eat, dress, everything. It was like teaching babies. Then to see those boys walk out with their families—it was amazing! It didn't happen overnight, but it happened. I'm amazed how little it takes to end a life, but on the other hand, how much a body can sustain and go on living."

Taylor's nursing advocacy focuses on patient safety, encouraging nurses on her unit to work together as a group to resolve issues and standing up for co-workers who don't advocate for themselves.

A resident of Washington, in her spare time Taylor sits with those who are elderly or confined. "It lets their family members go do what they have to do," she says. "I enjoy the elderly and the stories they tell me!"



**Tammy Thomas, RN, OCN**  
UPMC Northwest

Tammy Thomas has worked in oncology for 25 years. She says, "The most significant event in my career was my recertification in oncology. Certification in your specialty shows your patients you are committed to ensuring the most current and up-to-date treatment for their conditions."

A nurse in the Radiation Oncology Department at UPMC Cancer Center at UPMC Northwest, Thomas was nominated by three colleagues. They wrote, "Her excellent clinical skills, her willingness to volunteer, her genuine care and concern for her patients, and her dedication to the community make her a wonderful role model." In particular, they praised her clinical assessment skills and ability to recognize signs and symptoms that indicate serious conditions, such as brain metastases. In addition, they noted her compassion for patients and her ability to ease their fears.

A past Daisy Award recipient, Thomas says there are two important aspects to her job. One is teaching patients about conditions, treatments, side effects, and tests. The other is providing emotional support to patients and their loved ones.

Thomas also supports her community. She has volunteered with the American Cancer Society's Relay for Life for a number of years, and served as the team captain for UPMC Northwest this year. In Franklin, where she resides, Thomas is also involved in organizing a number of other events, including health screenings, a support group, and the Survivors' Picnic.

**Brenda S. Toth, RN, BSN**  
Excela Health, Home Care & Hospice

As a young Brenda Toth witnessed nurses caring for patients while volunteering as a Candy Striper at Westmoreland Hospital. With that image of caring nurses in mind, Toth took an anatomy and physiology class in high school, and a teacher approached her about considering a career in nursing. "During this class I was able to understand how science integrated with medicine allowing nurses to care for patients," she says. After that class, Toth decided to attend nursing school.

A 1995 graduate of Mercy Hospital School of Nursing, Toth earned her Bachelor of Science degree in nursing from Waynesburg University in 2011. She will complete the family nurse practitioner program at Wheeling Jesuit University in Fall 2014.

Toth started her career as a medical surgical nurse first at Mercy Hospital then Westmoreland Hospital. She moved to pediatrics and worked at another facility before returning to Westmoreland as a weekend home care nurse. "In this role, I get one-on-one time to educate and develop personal relationships with my patients," she says. Toth recalls such an experience with a critically ill 12-week-old and her family. Toth stayed with the family through hospitalization and recovery, and to this day maintains a close relationship with the now healthy little girl who just marked her first birthday.

Toth also values the home caring she practices in her own life as the mother of two children, one of whom is autistic. She also volunteers with the American Red Cross, mentors newly employed nurses, and participates in the evidence based practice council at Excela Health.







**Karen Tymous, RN**  
**Heritage Valley Beaver**

Karen Tymous has been a nurse for 33 years. She currently works as a full time Clinical Supervisor, RN on the Critical Care Unit at Heritage Valley Beaver. She has an Associate's degree in nursing from Community College of Beaver County and is a member of the American Association of Critical-Care Nurses (AACN).

Tymous comes from long line of nurses. She has always been inspired by the fact that her grandmother was a member of the first graduating class at Providence Hospital (Sisters of Charity) in 1915. Tymous enjoys seeing young nurses grow within the profession.

"The most satisfying part of my job is helping to pull a patient through a crisis and feeling that I have made a difference," she says. Tymous remembers caring for a 22 year-old patient back in the 1980's who entered the hospital with pneumonia that was later found to be Legionella. The patient did improve, but not without a true team effort. "Excellent critical care nurses, dedicated physicians, a loving mother at her bedside, and the power of prayer. I'll never forget her."

"I am so proud of my profession and of being a nurse," says Tymous. "I feel so lucky to have chosen a profession that I love."

### **Giusy Vaglica, RN**

#### **UPMC Italy, Istituto Mediterraneo per i Trapianti e Terapie ad Alta Specializzazione**

Giusy Vaglica lives in Belmonte Mezzagno, Italy, and works as the patient care coordinator in the Abdominal Surgery Unit at the Istituto Mediterraneo per i Trapianti e Terapie ad Alta Specializzazione (ISMETT), UPMC's international center for specialized medicine in Palermo, capital of the Italian island of Sicily.

Vaglica appreciates that nursing is a dynamic profession that allows her to interact with people and improve her communication skills. "Every day I talk to patients and provide information on their therapy, dressing, and drainage," she says. "When I go over their plan of care with them upon discharge, I see how much they have become aware and I feel I have done something useful."

Another satisfying aspect of her work is developing relationships with patients and their families. She recalls one patient who had been in a road accident and suffered multiple fractures, and a serious liver hematoma. Because the two established a strong relationship during the patient's recovery, Vaglica was chosen to escort him to a rehabilitation center in Messina. "My presence cheered him up," says Vaglica, who was herself cheered after some time had passed and the patient called to tell her about his return to a normal life. "The relationship of empathy with our patients can be crucial," Vaglica acknowledges.

Vaglica was inspired to become a nurse after watching her mother care for her grandmother. A graduate of the Ospedale Civico School of Nursing, she chose nursing so she could help people. In return, she finds the daily challenges of the profession make her appreciate the value of life.



**Jennifer L. Wilhelm, BS, ADN, RN**  
**The Children's Institute**

When Jennifer (Jenny) Wilhelm was a young college student, a well-meaning advisor talked her out of following her heart—so, instead of majoring in social sciences, she focused on business.

For the next few years, her life centered around her family—husband Kyle and children Lindsay, Luke, Eric, Heidi and Brandon—and volunteer work. But Eric's immune system was compromised, and, for the three years until he was healthy, Wilhelm found herself deeply involved with the health care system. "It was a worrisome time—and expert, caring nurses made an enormous difference," she says. "I remember those individuals to this day."

A few years later, preparing to enter the workforce, Wilhelm recalled those nurses—and this time she followed her heart, earning her AD and RN degrees with honors. When the family moved to Pittsburgh, Wilhelm became a nurse at The Children's Institute. She works as a RN Team Leader on the Prader-Willi Syndrome Unit, where patients with the rare condition receive comprehensive care and rehabilitation. "I love my work," she says. "It's a privilege to help make patients' lives better."

Wilhelm, who is studying for her Psychiatric/Mental Health Nurse Practitioner degree, is liked and respected by her patients and their families as well as by her colleagues. Gregory Cherpes, MD, staff psychiatrist at The Children's Institute, says, "To describe Jenny as the standard of compassionate care is not an understatement. She's an excellent nurse."

### **John M. Ziegler, AD, RN**

#### **West Penn Allegheny Health System, Allegheny General Hospital**

John Ziegler works in the 12-C Cardiothoracic Unit at Allegheny General Hospital (AGH). He is a past president of AGH's chapter of the Service Employees International Union (SEIU) and has been active on the SEIU state executive board since 2005, currently serving as chair of the Labor Management Committee.

A resident of Harmony, Pennsylvania, Ziegler says, "I enjoy bedside nursing and the feeling that most days, I make a difference." On a recent day, Ziegler made a positive contribution to his patient's care by taking the time to educate the spouse about the patient's end-stage liver disease and transplant potential. "He thanked me and told me I was the best nurse ever because I gave him information when he was ready to receive it," Ziegler says. "For me, his sincere thanks was what nursing is all about."

Ziegler advocates for nursing by working through his union to write contract language to address nurses' needs at the bedside, fighting to ban mandatory overtime in Pennsylvania, and supporting state legislation to address ratios at the bedside.

His community service includes advocacy for human rights and social justice, disaster relief following the Haiti earthquake, including four trips to Haiti, and ongoing support for a young Haitian man pursuing his college degree.

A graduate of Butler County Community College's Associate degree in nursing program, Ziegler says, "Nursing as a profession completes me as a person. Each day on my commute to work, I prepare myself to know my patients' needs before they know them themselves. Sometimes it works and I feel good about my day."



**Christine M. Angeletti, RN, BSN, CCRN**  
**Children's Hospital of Pittsburgh of UPMC**

Christine Angeletti is the patient care supervisor in the Pediatric Intensive Care Unit at Children's Hospital of Pittsburgh of UPMC. She also serves as the hospital's critical care liaison to the Center for Organ Recovery & Education (CORE) and works to ensure that all donation processes run smoothly. In addition, she helps resolve any immediate issues whenever there is a potential pediatric donor in any of the hospital's intensive care units.

Angeletti is a certified pediatric critical care nurse (CCRN) and is pediatric advanced life support (PALS) certified. She earned a Bachelor of Science degree in nursing from Carlow University.

"I view the ability to witness and participate in the donation process as a privilege, and I believe that every family should be given this opportunity. I feel a professional and moral obligation to break down any barriers, myths, or roadblocks to ensure donation is available to every family," she says. "There is no greater honor than knowing that, in some small way, I have been able to impact the donation process."

Angeletti's first experience with organ donation came early in her career as a pediatric ICU nurse, when she cared for a teenage boy who was declared brain dead. His parents decided that his organs should be donated, and they asked Angeletti to stay with him until his heart was no longer beating. "Seeing the comfort that donation brought to this family in spite of their personal tragedy was very powerful to me."

## Advanced Practice Awardees

**Kellie J. Antinori-Lent, RN, MSN, CDE**  
**UPMC Shadyside**

"Diabetes education is my passion and my calling," says Kellie Antinori-Lent. As a certified diabetes educator and a diabetes advanced practice nurse at UPMC Shadyside, Antinori-Lent works directly with patients and their families and is responsible for sharing her expertise with the hospital's nursing and medical staff.

A resident of Greensburg, Antinori-Lent earned both her Bachelor and Master of Science degrees in nursing from the University of Pittsburgh. Antinori-Lent led the way in transitioning UPMC Shadyside from traditional vial-and-syringe insulin therapy to the more innovative and safe injection methodology using insulin pen devices. She specifically sought input from the nursing staff during this pilot process. "Most nurses recommended changing to pens," she says. "The nurses are my 'customers.' Helping them deliver excellent diabetes care is a priority."

One program she created is called "Empowering Nurses One Article at a Time," which provides an opportunity for nurses to earn education credits. "The nurses absolutely love the program!" she says.

Antinori-Lent chairs several hospital-based committees, including the diabetes resource committee and the interdisciplinary diabetes advisory team. She is the immediate past chair of the Pennsylvania State Coordinating Body of the American Association of Diabetes Educators and the immediate past president of the Western Pennsylvania Association of Diabetes Educators. She has been invited to speak at national conferences to share her work, and her latest article was published in the July 2012 edition of the Journal of Diabetes Science and Technology.



**Mary Reilly Burgunder, RN, MSN, OCN**  
**UPMC Visiting Nurses Association**

Mary Burgunder has been a manager at UPMC Visiting Nurses Association since 2003, most recently as senior manager of clinical operations, specialty programs, and education. She oversees the specialty clinicians and Infection Prevention Program; manages the infusion, oncology, pediatrics, and obstetrics specialty nursing teams; and is responsible for patient and staff education.

Burgunder obtained her Master of Science degree in nursing and a Master's degree in professional leadership with a concentration in health care services from Carlow University. She has a Bachelor of Science degree in nursing from the University of Pittsburgh and has earned the oncology nursing certification.

"Through her excellent critical thinking skills, her clear communication, and 'can do' attitude, Mary is able to energize a roomful of people, setting a standard of excellence among staff and peers," says one colleague.

Among her many accomplishments, Burgunder is proud of developing Staff Competency Days, which are held each spring and fall to allow staff to attend educational sessions, earn continuing education credits, and network.

In addition to serving on several professional committees and writing journal articles and chapters for scholastic publications, Burgunder has been a member and leader of the Oncology Nursing Society and served as the local chapter's director at large for several years. She is also a longtime volunteer for the Leukemia and Lymphoma Society and has served locally as a committee member and support group facilitator.

**Susan A. Frank, RN, CRNP**  
**Heritage Valley Beaver**

Susan Frank has cared for patients for 35 years. She began her career as an obstetrical nurse in 1977 and currently works as a certified registered nurse practitioner and clinical manager for Heritage Valley's ConvenientCare Centers. Frank graduated from Jameson Memorial Hospital School of Nursing and later earned a Bachelor of Science degree in Nursing at Penn State University and a Master of Science degree in nursing as a family nurse practitioner from Clarion University, Edinboro University, and Slippery Rock University Consortium.

As a manager, Frank is an advocate for the nurses she supervises and fosters an environment where each nurse has the tools they need to do their job. She listens and supports her staff, building on their successes, and fostering an environment of collaboration and open communication.

Frank was instrumental opening a new ConvenientCare location in Moon Township as a response to the Aliquippa-Ambridge Bridge closure in the spring of 2012. The new walk-in clinic successfully opened in ten business days. "I felt a strong sense of accomplishment and pride to be associated with coworkers that adopted this project as their own and realized the goal," she says.

Frank became interested in nursing when she had her tonsils out as a teenager. She found the nurses to be kind, caring and smart. "That is what I aspired to be," she says. "I think nursing as a profession has something for everyone and many avenues of interest to pursue."







**Aaron M. Ostrowski, RN, MSN, CRNA**  
**University of Pittsburgh Physicians,**  
**Department of Anesthesiology**

According to his colleagues, Aaron Ostrowski "excels as a practitioner, educator, and promoter of the nursing profession." Ostrowski works as a CRNA clinician on the trauma-transplant and neuroanesthesia teams at UPMC Presbyterian, and as an adjunct faculty instructor in the University of Pittsburgh Nurse Anesthesia Program. "This dual role has improved my clinical performance and helped me master expert 'on-my-feet recall' of didactic content," he says.

Those who nominated him write that he "consistently receives perfect teaching scores from students during their rotation at UPMC Presbyterian," that he "has become an expert in simulation teaching," and that he "is able to explain difficult concepts in a way that is well understood by the students."

As the mentoring coordinator for student nurse anesthetists, Ostrowski organizes two annual events. He also has a long record of promoting his profession: every year for the past decade, Ostrowski has arranged for South Fayette High School students to visit the University of Pittsburgh School of Nursing and observe nurse anesthetists in action. He received the "You Are a Star" Award at UPMC Presbyterian for this effort.

Among other honors, the Canonsburg resident was named the Pennsylvania Association of Nurse Anesthetists Clinical Instructor of the Year in 2005 and the Didactic Instructor of the Year in 2011.

A graduate of Washington Hospital School of Nursing, Ostrowski earned a Bachelor of Science degree in nursing from California University of Pennsylvania and a Master of Science degree in nursing from the University of Pittsburgh.

**Anne Pedersen, RN, MSN, NEA-BC, CMA, CCM**  
**UPMC Hamot**

Anne Pedersen is the nursing director for the Emergency Department, Dialysis, and the Center for Digestive Disorders at UPMC Hamot. According to the hospital's chief nursing officer, who nominated her, "In each of these disparate clinical realms, Anne has fostered the development of her staff, introduced new technologies, and enhanced clinical quality outcomes. She has led her teams through periods of extraordinary change with positive reinforcement, staff empowerment, and meaningful recognition for her team members."

Pedersen was a staff nurse early in her career before assuming a number of director roles.

As a leader, she characterizes her role as "driving teams to great achievements," but she still cares deeply about individuals. Pedersen recently welcomed three children into her office while their mother was treated in the Emergency Department. "They had a place to play and get a hug while she received lifesaving care," she says. "I believe I made a difference that day."

One colleague explains the difference Pedersen has made at UPMC Hamot. "Anne is an enthusiastic, inspirational leader who has reignited the passion for caring throughout the organization and community," she says. "She has inspired us to care for our patients and families, ourselves, and for each other as individuals, team members, and an organization."

Pedersen earned a Bachelor of Science degree in nursing from the University of Pittsburgh and a Master of Science degree in nursing with a specialization in administration and systems from the University of North Carolina. She is a certified advanced nurse administrator, certified case management administrator, and certified case manager.



**Ellen Aaker Reynolds, MSN, CRNP**  
**Children's Hospital of Pittsburgh of UPMC**

To convince prospective nurses that the profession offers endless opportunities, Ellen Reynolds need only recite some of her experiences: "I have worked in home care, primary care, emergency care, acute care, and intensive care. I have cared for neonates, nursing mothers, children, adolescents, college students, and adults. I have worked in clients' homes, in hospitals, at summer camps, in rural areas of Haiti, and on a ship traveling around the world. I have served as a bedside nurse, worked in research, and taught at universities and conferences."

Today, Reynolds works as a pediatric nurse practitioner in the Benedum Pediatric Trauma Program at Children's Hospital of Pittsburgh of UPMC. Her supervisor says, "Ellen is a calming and always caring member of the trauma team. She brings her depth and breadth of experience to work with her every day as she provides direct patient care." Reynolds recently earned certification as an acute care pediatric nurse practitioner.

Reynolds earned her master's degree in maternal-child nursing from the University of Maryland and a Master of Science degree in nursing from the University of Pittsburgh. A colleague praises her ongoing academic accomplishments: "Ellen publishes frequently; gives local, regional, and national presentations; performs research; and continues to 'pay it forward' by teaching graduate nursing students."

A resident of Pittsburgh, Reynolds is a member of Sigma Theta Tau, the Society of Trauma Nurses, and the National Association of Pediatric Nurse Associates and Practitioners, for which she has held office and served on the board of directors.

**Lisa Kozar Simonian, DNP, CRNP, SANE-A**  
**UPMC Hamot**

Lisa Simonian began her career at UPMC Hamot as an Emergency Department (ED) registration clerk in 1982. Since then, Hamot has been her second home as she obtained successive nursing degrees, culminating with her Doctor of Nursing Practice in 2012. She currently pilots a hybrid position in the ED, dividing her time between ED advanced practice and clinical direction for the UPMC Hamot Forensics Team.

"Having worked in a variety of roles at UPMC Hamot has helped me to collaborate with many disciplines to improve the care of patients," she says.

This is evident in Simonian's community outreach as co-chair of the Erie County Sexual Assault Response Team and as a member of the Erie County Child Abuse Task Force. As noted by one colleague who nominated her, the message is spreading. "More forensic patients are coming to UPMC Hamot where they are provided expert, loving care, and where rock-solid evidence is collected." Simonian spearheaded this effort, "Because the patients deserve it," she says.

Simonian's success is supported by a team dedicated to forensic patients, complemented by both nursing and physician administration. "We started with two nurses and a colposcope. Now we have a team of 10 on call 24/7," says Simonian "Victims of violence deserve to have their stories heard and believed, and to have physical evidence collected and medical care provided. At UPMC Hamot we make sure the patient gets this opportunity."



**Joyce M. Tokarsky, RN, AORN-BC, CNS**  
**VA Pittsburgh Healthcare System, University Drive Division**

Joyce Tokarsky works as an advanced practice registered nurse (clinical nurse specialist) in the Medical Specialty Service Line – Hematology/Oncology Section of the VA Pittsburgh Healthcare System. Tokarsky earned a Bachelor of Science degree in nursing from Edinboro University of Pennsylvania in 1984 and a Master of Science degree in nursing from the University of Pittsburgh in 1991. She holds certification from the American Nurses Credentialing Center in both Gerontological Nursing and Clinical Nurse Specialist/Adult Health.

Tokarsky is an active member of the Oncology Nursing Society; the Association of Veterans Affairs Hematology/Oncology, Lung Collaborative; the Quality Care Council; and Sigma Theta Tau. She also serves as the Quality Improvement Coordinator for the Cancer Committee.

A resident of Pittsburgh, Tokarsky is active with multiple church and community volunteer programs, including Treasurer for the Keystone Oaks Hockey Team, Boy Scouts of America and her local high school's Marching Band.

According to the Nurse Manager/Medical Specialty Clinics, "Joyce is astute in her communications. That enables the patients to feel at ease during their diagnosis appointment, follow up clinic visit, or visit to discontinue therapy." The Associate Fellowship Director, UPP Hematology/Oncology says, "Joyce's clinical skills are founded on years of oncology experience and have guaranteed thoughtful medical decisions on her part in the care of our veterans with cancer."

**Kristine Keefer Wolff, RN, MSN, NEA-BC**  
**UPMC Presbyterian**

"I have always had a 'the sky is the limit' attitude with nursing," says Kristine Keefer Wolff. She began her career as a clinical nurse and rose through a series of progressive administrative roles to become the interim director of nursing at UPMC Presbyterian. Wolff is responsible for the professional development of nurses and is a member of the Nurse Executive Team, director of the Magnet Program, and director of nurse recognition programs, among other responsibilities.

Wolff earned both her Bachelor and Master of Science degrees in nursing from the University of Pittsburgh, where she is currently a Doctor of Nursing Practice candidate with a concentration in leadership and administration. She earned the nurse executive advanced-board certification and encourages specialty certification among all UPMC Presbyterian nurses.

"Kristine is a positive and encouraging mentor to all nurses who have the privilege to work with her," says a colleague. "She consistently inspires others to join her in exceeding service expectations through her commitment. She always has a smile on her face. She exudes kindness and warmth in all her words and actions and has the ability to immediately put people at ease in difficult situations."

Wolff has a long list of presentations and publications, is a member of the Sigma Theta Tau Honor Society of Nursing, has received the prestigious Lewis-Gale Hospital Employee Recognition Award, and was formerly president of the University of Pittsburgh School of Nursing Alumni Society.



## Case Manager Awardees



**Kim Leech, RN**  
**Highmark Blue Cross Blue Shield**

After losing her closest friend, and fellow nurse, to ovarian cancer in 1999, Kim Leech was determined to touch as many lives as possible by offering those who are sick the same compassion and hope that was given to her friend Beth before she passed away.

Leech recalls that when her friend completed radiation therapy, the staff at Hershey Medical Center collected money to send Beth and her husband on a romantic getaway for Valentine's Day. "During the last conversation we had, Beth told me how truly wonderful the hospice nurses were and how they made all the difference in the world for her," Leech said. "They were her angels here on earth."

Although Beth passed away soon after, the experience motivated Leech to leave her acute care job and accept the first hospice job that was offered to her. The experience led to a personal passion and a professional challenge that would be pivotal in her healing and serve as a building block to learning about end of life care.

Today, in her role as a case manager and health coach for the Advanced Illness Services program at Highmark, Leech serves members with advanced illnesses who need help understanding their treatment options. She views compassion, collaboration and coaching as vital elements needed to offer Highmark members the best care options for their condition.

"Each member I come in contact with will always be 'Beth' to me. I would have never chosen this career path if it wasn't for my experience. It truly turned out to be one of life's greatest gifts to me."

**Diane Stapel, RN, BSN**  
**UPMC Health Plan**

Diane Stapel always knew she would work in health care. "It wasn't a life-changing event or a sudden discovery," she says. "It was a gradual process of learning the rewards of caring." For Stapel, caring is a way of life.

Now a resident of Mars, and a case manager for UPMC Health Plan, Stapel graduated from the St. Margaret School of Nursing and earned a Bachelor of Science degree in nursing from the University of Pittsburgh. She has worked as a nurse for more than three decades.

After accepting her current position, Stapel admits she wondered at first if she could make a difference by contacting members only by phone, without face-to-face interaction. She reports, "I was pleasantly surprised to find that I could be very effective by addressing members' chronic medical issues as well as their behavioral health conditions." She helps members identify barriers to care, obtain preventive care, and improve independence through self-management. She also coordinates care with providers.

One of Stapel's responsibilities is to help members complete a Health Assessment Survey. Stapel once assisted an 84-year-old woman with this task, and finds her hard to forget. After listing several serious health concerns, including a failed kidney transplant that kept her on dialysis, the member rated herself as being in very good health, adding how wonderful it is to smell the fresh spring air and feel the sun on her face. Her positive attitude prompts Stapel to observe that "nursing provides many opportunities to appreciate life."





# Nurse Educator Awardees



**Barbara Lomb Clifford, MEd, BSN, RN**  
West Penn Allegheny Health System, Citizens School of Nursing

Barbara Clifford became a nurse educator to make the same positive difference in her students' nursing practice that two of her own nursing instructors made in hers. "One instructor was in my Bachelor of Science in nursing program at Pennsylvania State University, and one was in my Master of Nursing Education program at the University of Pittsburgh. They both ignited my desire to provide excellent care and created a thirst for further knowledge," she says. "I hope to be that inspiration for my students."

As a Medical-Surgical Instructor, Clifford gains great satisfaction from seeing her students embrace the nursing basics she teaches in the classroom, integrate that material cognitively, and apply it to clinical situations. "Observing this metamorphosis is truly a privilege," she says.

This Allison Park resident advocates for nursing in numerous ways, including serving as advisor to her school's Student Nurse Association chapter and encouraging and mentoring students to become leaders at local and state levels.

"I believe we are all on earth to help others," she says. "Sometimes that assistance takes the form of extra help so people understand their medical conditions, helping elders mow their lawns, directing a student booster organization so the young athletes have the equipment they need, planning recognition events for school/community groups, or working one-on-one with a student nurse to successfully retake the NCLEX-RN."

Clifford has done all of these things and more, truly demonstrating her belief that "the concepts of caring and compassion have woven themselves into the way I approach my career and personal life."

**Mary Dee Fisher, DNP, RN, CPN**  
UPMC St. Margaret School of Nursing

Mary Dee Fisher is a faculty member at UPMC St. Margaret School of Nursing. "I have dedicated my career to helping children and families," she says. "I am currently educating others to do so, as they will carry the torch long after I am no longer able." Fisher eloquently describes her role as an opportunity to "touch the lives of many more" than she will ever know.

She began her education with an Associate's degree in nursing and went on to earn Bachelor of Science degree in nursing from La Roche College, her Master of science degree in nursing and School Nurse Certificate from the University of Pittsburgh, and her Doctor of Nursing Practice degree from Carlow University.

Fisher emphasizes the impact of the nurse on the well-being of the patient and the family. She recognized the value of family-centered care years ago when she cared for an adolescent who required a heart transplant. "In the early days of transplantation we were learning so much as we walked through recovery with the children and their families," she says. "These lessons include respecting the family's requests and cultural values." Her experience with this young patient continues to provide concrete examples when she teaches. Fisher keeps in touch with the patient, who is now a grown man, and his family.

Fisher, who is a resident of Pittsburgh, enjoys many other aspects of her work, such as being involved in the changes in health care delivery and the corresponding curriculum changes. She is also involved in research, and recently finished a study that measured professional values in nursing students.



**Wendeline J. Grbach, RN, MSN, CCRN, CLNC**  
UPMC Shadyside School of Nursing

As the curriculum developer for simulation education at UPMC Shadyside School of Nursing, Wendeline Grbach's job is to mimic the reality of nursing practice in a clinical simulation lab. Previously, she served as the school's full-time educator in critical care and, for more than two decades, as a nurse and manager at UPMC Presbyterian.

Grbach's current position allows her to participate in the development of nursing students from the time they begin the curriculum through graduation. Former students, now professional nurses, consistently tell her how much that continuity has affected their professional growth. She interacts with many nursing students, including those who have left for careers in entirely different disciplines. One memorable encounter was with a student from a family of health care providers who was particularly concerned about "making it" as a nurse. "It's not at all like my family or TV portrays it," the student told her. "This is hard!"

A resident of North Versailles, Grbach is on the faculty at the Peter M. Winter Institute for Simulation, Education and Research. She is also a certified legal nurse consultant. As CEO of her own consulting business, she educates attorneys about health care processes and nursing standards of care.

Grbach earned a Bachelor of Science degree in nursing from Carlow University and a Master of Science degree in nursing administration from Duquesne University. A long-time member of the Three Rivers Chapter of the American Association of Critical-Care Nurses, she has held multiple offices, including president.

**Judith A. Kaufmann, DrPH, FNP-BC**  
Robert Morris University

Judith Kaufmann has worked as a Nurse Practitioner (NP) with Fatigati, Nalin and Associates at St. Clair Hospital for fifteen years. In addition, she is an associate professor and director of the Doctorate in Nursing Practice (DNP) degree program at Robert Morris University and holds an appointment as an adjunct assistant clinical professor at the University of Pittsburgh in the Department of Health Promotion and Development.

Kaufmann has practiced in both acute and primary care settings since 1988. She taught in the Nurse Practitioner Program at the University of Pittsburgh from 1995 to 2007, and served as director of the University of Pittsburgh School of Nursing's Matilda Theiss Health Center from 1995-1999. She earned her Doctorate in Public Health from the University of Pittsburgh Graduate School of Public Health in 2004 and is actively involved in clinical research that focuses on chronic health conditions in primary care. Kaufmann earned a Bachelor of Science degree in education and a Master of Arts degree in English/communications from California University of Pennsylvania. She went on to earn her Bachelor of Science degree in nursing at Carlow University, and her Master of Science degree in nursing as a Family Nurse Practitioner from the University of Pittsburgh.

She has worked as a NP in pediatrics, orthopedics and gynecology-oncology and has been a preceptor to students in her clinical practice for the past 20 years. Kaufmann has presented on primary care topics at the national level many times, has written multiple journals publications, and has been recognized as a leader in the area of nurse practitioner practice, policy, and education. She received the Dean's Distinguished Faculty Award from the University of Pittsburgh in 2001.



**Irene Kane, PhD, MSN, RN, CNA, HFS**  
University of Pittsburgh School of Nursing

Irene Kane says, "We are all on a health journey." With her background in psychology, psychiatric nursing, and health and physical activity, Kane sees nurses as the ideal champions to help people enjoy better mental and physical health. "Nurses must take a leadership role in encouraging healthy behaviors," she says. "I see nurses as change agents – we need to enhance people's motivation to change toward good health decisions; and, we need to be active in ensuring quality healthcare options are available."

That's why she encourages her students to find their "inner leader" and use these skills to improve care during that health journey. "These students are future nursing leaders," Kane says. "They have a keen responsibility as leaders to ensure nursing's major role in the future of healthcare."

Through lectures and seminars, Kane challenges students to identify issues in actual clinical environments—the issue becomes their clinical project to develop and implement evidence-based solutions to improve quality & safety of nursing care. "I want students to identify their passion and take on all the roles – leadership, clinical and research – and publish what they accomplish," she says. As a result of her mentoring and "gentle prodding," students are publishing their work in peer-reviewed journals and are presenting at local & national conferences. Kane doesn't just impart knowledge; she inspires her students to want more and be more.

A resident of Allison Park, Kane earned her nursing diploma from Scranton State Hospital School of Nursing; her Bachelor of Science degree in nursing from Pennsylvania State University; and a Bachelor of Science in Psychology, a Master of Science in psychiatric nursing, and a PhD in exercise physiology from the University of Pittsburgh.

**Joan Such Lockhart, PhD, RN, CORLN, AOCN, CNE, ANEF, FAAN**  
Duquesne University

In four decades of nursing, Joan Such Lockhart has earned many accomplishments and credentials that testify to her lasting impact on the profession.

She earned fellowships in national nursing organizations, including the National League for Nursing and the American Academy of Nursing, and was inducted into Phi Kappa Phi and Sigma Theta Tau International Honor Society for Nursing among other honorary societies. Lockhart received awards for teaching, research, and service in Nicaragua and the local community, and has served on scholarly panels, editorial boards and initiatives for the Oncology Nursing Society and others, all of which have benefitted from her vision, judgment and expertise.

Lockhart, who serves as associate dean for academic affairs at Duquesne University School of Nursing, also earned accolades for her creative and excellent teaching. "In the teacher's role I am able to witness the fruits of my efforts as a nurse educator, regardless of the type of learner and the context," she says. "This gives me the greatest satisfaction."

She learned early the value of role models for nursing students, and that lesson became a touchstone of her teaching career. Lockhart's colleagues would agree that she inspires them as well as her students.

Duquesne University awarded Lockhart with the Eugene Beard Award for Leadership in Ethics, recognizing her as an exemplar of one of the University's highest ideals—a teacher and scholar who is equally committed to excellence in ethical behavior as well as professional achievement.



**Mayra Patricia Toney, RN, MSN**  
Mercy Hospital School of Nursing

"Being a nurse educator not only allows you to teach, but to learn," says Mayra Toney, instructor at Mercy Hospital School of Nursing. She enjoys watching students grow and persevere. "On the day of their graduation ceremony, I like to reflect back on the first time they met a patient," she says. And she acknowledges that her students both inspire and challenge her, contributing to her own professional growth.

A resident of Pittsburgh, Toney earned a Bachelor of Science degree in nursing from the University of Pittsburgh and a Master of Science degree in nursing from Carlow University.

She tells students how important it is to demonstrate compassion and to fully understand the impact they have on their patients. About three years ago, one student took this lesson to heart. Toney found the student talking and reading to a patient with end-stage pancreatic cancer and who was no longer lucid. When Toney commented on her kindness, the student replied, "I just remembered what you told us, to never let a patient die alone." This was a lesson Toney learned from an instructor years earlier. She was reminded that "one situation or one statement can make such an impact on someone, who in turn can impact someone else, and so on."

Toney encourages anyone who is considering a nursing profession. She also takes part in recruitment efforts by talking to prospective students at open houses and college fairs. In addition, she urges students to pursue advanced degrees.

**Michele Upvall, PhD, FNP, RN**  
Carlow University

Michele Upvall has held the position of professor in the School of Nursing at Carlow University since 2003.

Upvall earned her Bachelor of Science degree in nursing from Indiana University of Pennsylvania, after earning her diploma in nursing from Citizens General Hospital School of Nursing. She earned her Master of Science degree in nursing from Pennsylvania State University, her doctorate from the University of Utah, and a post-graduate certificate as a family nurse practitioner from Arizona State University.

Nursing has taken Upvall all over the world: from central Pennsylvania, Utah, and Arizona in the United States to Swaziland, Tanzania, Ghana, and Pakistan. Along the way, whether caring for patients as a staff nurse, supervising other nurses, or educating future nurses, she has embraced challenges and taught other nurses by word and example. She continues to volunteer her time and service to organizations such as Health Volunteers Overseas, where she has been an active volunteer in Bhutan and Cambodia.

"As a nurse educator, I strive to motivate students to find their passion in nursing and then help them develop their skills to be the best nurse possible," she said. "In turn, I continue to learn from them and the circle of nursing education continues."





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# What to Do if the Bully is Your Boss? 5 Steps for Nurses



**By Renee Thompson, MSN, RN**

Nurse-to-nurse bullying is pervasive, destructive and doesn't belong in a profession that is supposed to be caring and compassionate. To help nurses protect and bully-proof themselves, I conduct workshops on bullying. My workshops are designed to help academic organizations who are trying to create cultures of civility and respect among faculty and student populations; hospitals who are trying to enforce a "zero tolerance" for bullying (hint – just having a policy doesn't work), and individuals who feel like they are swimming upstream in a sea of bullies.

During my workshops I have met some of the most wonderful, caring human beings who are just trying to make a difference. It breaks my heart to hear their stories of bullying. I feel even worse when I get asked this question, "What do I do if the bully is my boss?" Really? Unfortunately, some of the most horrific examples of bullying I've heard involve nursing leaders.

Does this sound familiar to you? I hope not, but if it does, there is hope. There are a few steps you can take to protect yourself from the bully-boss. Keep in mind, these are just highlights!

**1. Recognize the behavior as bullying:** It always shocks me when I learn that some nurses don't even realize they are being bullied. They just get used to the behavior and get numb to it. Just like the famous frog in a pot of boiling water example (if you put a frog in boiling water, he will jump out-but if you put the frog in when the water is cool and slowly heat the water to boiling, the frog doesn't notice and boils to death), nurses get numb to the behavior and think it's normal.

Some examples of bullying boss behavior: unfair schedule, openly criticizing and yelling in front of others, showing favoritism to certain nurses, not being approachable, not being available to staff, etc.

**2. Speak up:** You may not be comfortable speaking up to your boss about the fact that you think he or she is a bully, but you do need to tell someone. Is there an educator you can confide in? What about a Clinical Nurse Specialist or APN? Can you talk to someone in your professional nursing organization (if you belong to one)? Is there an experienced nurse who you can talk to? The point is this – TELL SOMEONE!!!! Telling another person might provide the support and objectivity you need to address it.

Note: If you don't have anyone you trust, you can always email me – really. I've had nurses from all over the world reach out to me. I can't tell you how much it helps just talking to someone about it. [Renee@rtconnections.com](mailto:Renee@rtconnections.com)

**3. Document, document, and document:** Keep a journal with you at all times. Record specifics regarding behaviors you've experienced. Be objective and include date, time, who was involved and any other details that will support you.

**4. Confront your boss:** For most, this is the scariest step. However, getting your boss to stop bullying you does require that you address it in some way.

If you are comfortable, and think that you have a chance of improving your relationship, ask to meet with your boss. Have a conversation about your documented observations. You may want to start the conversation like this: "I'd like to have a conversation with you about our working relationship but you need to know that I'm uncomfortable having it. The relationship I have with you, as my boss, is important to me. Lately, I've noticed..." and then give specific examples.

If you are NOT comfortable or think your boss is a queen bully-boss, consider either meeting with his or her boss, or filing a formal complaint with the Human Resource department. Remember, complaining is not the same as filing a formal complaint.

Consider this: Confronting might not work, but NOT confronting never works.

**5. Consider leaving:** Sometimes, the bully-boss has been in his or her role for so long that some organizations just accept the behavior (for many reasons). If you've recognized you're being bullied, you've told somebody, tried to address it but the behavior isn't getting any better or worse – your boss is retaliating, consider leaving. If you've done steps 1 – 4 or if you think the problem is so bad that you can't even imagine step 4, then you've earned your right to leave!

Ultimately, you deserve to work in a nurturing and supportive environment – free from the bullies, especially the bully bosses.

In her just-released book, "Do No Harm" Applies to Nurses Too! Strategies to protect and bully-proof yourself at work, Renee tackles the dirty secret that has plagued the profession of nursing for years. She brings the topic of nurse-to-nurse bullying to life in healthcare organizations and academic institutions by using real-life examples and scenarios paired with effective problem solving strategies.

To order Renee's book on nurse-to-nurse bullying, visit [www.rtconnections.com](http://www.rtconnections.com).

To find out how you can bring Renee to your organization, contact her at [renee@rtconnections.com](mailto:renee@rtconnections.com). †

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# Healthcare Linens: Should You Outsource Service or Keep On-Premise?

This article outlines key factors to consider before outsourcing linen service



By Joe Shough

The business of healthcare is becoming more complex with each passing year. But there are a few critical aspects of running a hospital, clinic or nursing facility that should not be complicated, such as securing electricity, water and linens. You count on the power and water company to deliver quality service on a consistent basis and at a reasonable cost. The same can be said for healthcare linens.

It's only when these critical services aren't available as needed, lack quality or cost too much that they come under scrutiny, as they should!

## OUTSOURCING LINEN CAN BRING SIGNIFICANT SAVINGS

As healthcare reimbursements decline and costs increase, I have observed that many healthcare organizations can achieve significant savings by partnering with a linen expert and outsourcing their service. This article outlines key factors to consider if your organization is evaluating the pros and cons of outsourcing laundry operations.

## KNOW YOUR TRUE COSTS

Many healthcare organizations do an excellent job of processing linen in-house. But is an on-premise laundry cost effective to operate? Each organization is unique, but to determine how cost effective your laundry operations are, step one is to gather cost data on the following:

- Labor and benefits (management and hourly),

- Administrative and overhead costs,
- Taxes, licenses and permits,
- Capital expenditures on equipment and machinery,
- Maintenance and engineering expertise,
- Chemicals for laundering,
- Purchase of linens and garments,
- Utilities (water, electricity, gas), and
- Insurance.

In some cases, it may be difficult to secure all of this data. But gather what you can. Or begin collecting this data for three to six months. This will give you a good benchmark when comparing outsource options.

## CONSIDER, 'WHAT IF?' THE COSTS OF SPACE AND INSURANCE

In addition to knowing your costs, consider what your organization might do with the additional space now used by the laundry. Does your organization need more space? Would additional space allow your facility to generate more revenue?

Another "What if," to consider is the cost of your insurance. Would eliminating the laundry (and any associated risk of fire and employee injury), help reduce insurance costs and workers compensation claims?

## QUALITY, ECONOMIES OF SCALE AND SUSTAINABLE OPERATIONS

Are you happy with the quality of your healthcare linen? Every organization demands good quality linen delivered to floors on time and in the quantities ordered. After all, whether a hospital, clinic or nursing home, you are entrusted with the care of people in your community. It is your job to ensure their comfort and provide linens that are hygienically clean. Key questions to consider:

- Is your laundry certified or accredited as meeting the highest industry standards for processing healthcare textiles? In an era when fighting *MRSA* and *C-Diff*

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is an ongoing battle, you deserve the peace of mind that all precautions are being taken in processing laundry to keep it hygienically clean.

- Does your equipment allow consistent quality? Do you operate an ironer, which provides a nice finish?
- Is your equipment able to efficiently use water, electricity and chemicals for maximum cost savings and to support sustainable (Green) operations? Traditional washers can use as much as 2.5 to 4 gallons of water per pound of linen. In comparison, tunnel washers use less than a gallon of water (.7 gallons). Tunnel washers are made to reuse water, reclaim heat and conserve chemicals. Every healthcare laundry, with sufficient volume, should have one. And that's the catch. Tunnel washers and other pieces of high-efficiency equipment and processing systems are expensive and only cost effective if your linen volume is large.

**THE DECISION IS INDIVIDUAL**

My goal has been to outline key factors to consider when evaluating the cost effectiveness of processing linen in house. Because each organization is different in size and the type of laundry it operates, the decision to outsource is an individual one. Only you can determine if outsourcing linen service is an opportunity to secure cost savings. †

*Joe Shough is the Director of Business Development for Paris Healthcare Linen Services, a division of Paris Companies. The company serves the Mid-Atlantic region and has healthcare operations in DuBois, Pittsburg and Williamsport, Pa., as well as in Ravenna, Ohio. Shough began his career in the textile services industry on the operations side of the business, working as a supervisor and general manager for a large national company. In 2006, Shough joined Paris Healthcare to manage business development and work closely with the Paris customer service team. He has been involved in adding more than 80 new hospital and nursing home client partners in recent years.*

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## Volunteers Honored at Luncheon

Sharon Regional Health System hosted its Annual Volunteer Awards Luncheon on October 3rd at The Casino in Buhl Farm Park. John R. Janoso, Jr., president and CEO of Sharon Regional, welcomed the volunteers and thanked them for their hours of service to the Health System. Dave Grober, president and executive director of the Sharon Regional Health Foundation, spoke about the newly created Foundation.

Debbie Garrett, hospice director, presented the Hospice Volunteer Service Awards to Rita Brown, Peggy Fiedler, Gayle Linden, Bud Nier, Maxie Phillips and Sandy Yarian [10 years] and Gracie Knapp [15 years].

Lynn Pyle, director of volunteers, presented the Janet L. Patterson Award for Volunteer of the Year to Angie Leonard. The award is presented annually to the volunteer who exemplifies the enthusiasm, service and dedication to the volunteer program at Sharon Regional Health System.

Receiving Auxiliary Hours Awards were: 100 Hours: Dick Brandes, Marlene Gilliland, Wendy Karlovic; 500 Hours: Marilyn Burbick, Domingas Chongolola, Cliff Sederland; 1000 Hours: Dorothy Kozarich, Charles Mershimer, Dave U'Halie; 1500 Hours: Dina Janoso, Jan Salsgiver; 2000 Hours: Laurie Chrobak; 3000 Hours: Joanne Bisson; 4000 Hours: Hedy Walker; 5500 Hours: Angie Leonard; 14,000 Hours: Olive Thompson; 19,000 Hours: Alyce Parrish; and 23,000 Hours: Howard Ham.

The event concluded with door prizes and several musical selections performed by the Hickory High School Chamber Choir, under the direction of Brandy Rockage.

For more information on volunteer opportunities at Sharon Regional Health System, call 724-983-3805. †



John R. Janoso, Jr. (left), president and CEO of Sharon Regional Health System along with Lynn Pyle, SRHS director of volunteer services, stand with 2012 Volunteer of the Year Angie Leonard.

# HONOR ROLL

## Philadelphia College of Osteopathic Medicine Teams Up With Heritage Valley Health System

Philadelphia College of Osteopathic Medicine (PCOM) is working with Heritage Valley Health System to create housing and classroom space for PCOM medical students who choose to complete their third- and fourth-year core rotations in Western Pennsylvania. The facility will be located in the former Sewickley Valley School of Nursing building located behind Heritage Valley Sewickley hospital in Sewickley, PA.

“PCOM is a Pennsylvania school,” says Ken Veit, DO, MBA, provost, senior vice president for academic affairs and dean, PCOM. “Well over 50 percent of our medical students are from the state, and we have PCOM alumni practicing in 64 of the state’s 67 counties. Many students who come to PCOM from Western Pennsylvania want to return to the region for their clerkships and residencies with the goal of practicing medicine in the region.”

To accommodate these students, PCOM created core rotations that allow students to spend their first two years of education in Philadelphia and return to the region for their final two years of clinical training. “Now, thanks to Heritage Valley, the students have a facility to call their own,” added Dr. Veit.

The PCOM Pittsburgh facility will include a ten-bed living space and a classroom equipped with state-of-the-art technology. Students using this space are not limited to Heritage Valley Health System for their clerkships, but can participate in all the Western PA sites. The facility is slated for occupancy by spring of 2013.

“The partnership with PCOM represents an exciting opportunity for Heritage Valley to host medical students that are interested in completing core rotation in Southwestern Pennsylvania,” said Norm Mitry, president and CEO at Heritage Valley Health System. “We believe this will encourage young physicians to remain in the region through their residencies and establish medical practices after graduation.”

For more information about Heritage Valley Health System, visit [www.heritagevalley.org](http://www.heritagevalley.org) †

## Make a Difficult Discussion Easier

### Hospice Discussion Guide Gets Patients and Families Talking

Patients and families often need help understanding the facts about hospice. In fact, many people are confused about what hospice is and how to make the most of all it has to offer.

Filled with conversation topics, this **free downloadable guide** helps healthcare professionals address hospice issues with patients and their loved ones. It’s a structured way to help patients and families make informed decisions about end-of-life care—and make a difficult conversation easier on everyone.

There are three easy ways to share this guide with your patients and their loved ones:

1. Download ***Considering Hospice Care: A Discussion Guide for Families***, print it, then distribute it to appropriate patients or families when you visit with them.
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# Understanding Master's Level Health Science and Public Health

"The future of healthcare relies heavily on the advancement and harnessing of its brightest minds. The pursuit of graduate education is integral to that effort," says Deborah E. Budash, Master of Medical Science and Master of Health Science Program Director at Saint Francis University.

The U.S. Bureau of Labor Statistics continually touts the growth (www.bls.gov/oes/current/oes290000.htm) and potential of the healthcare field both for innovation and for employment opportunities. Healthcare is seeing growth at all levels, from nursing assistants to healthcare administrators. As healthcare professionals move up in the ranks, they often consider post-graduate education to make advancement possible.

Healthcare professionals or students with a bachelor's degree are likely to consider two common paths which are often used interchangeably in conversation: the Master of Public Health and the Master of Health Science. While the core of either of these degrees is often similar, the outcomes and outlooks for those interested in pursuing these degrees are different and require some further examination.

Health science revolves around the study and research of various aspects of health and healthcare. Health sciences departments provide curriculum to prepare students for a wide range of careers, such as health services administration, clinical research, and health educator. Candidates for a Master of Health Science degree have to take both core classes and electives in a wide variety of health science related subjects. Common courses include public health policy, environmental health, and statistical methods as applied to health care, administration, and current issues in health science.

Public health is broken into two key graduate-level pursuits: a Master's in Public Health and Master of Science in Public Health. A Master's in Public Health (MPH) is typically considered a professional degree and trains students to pursue careers as health care practitioners and often work in public policy. Students learn to understand the community context of public health issues and to apply relevant research to solve recurring problems. A Master of Science in Public Health is typically an academic degree that trains students to be researchers in the field of public health. Participants typically focus their studies on research design, data collection, analysis and application of research in public health intended to improve

and protect the health of populations. MSPH programs emphasize biostatistics and epidemiological methods, applied in quantitative analysis and laboratory research.

**What kind of jobs do master of health science graduates pursue?**

Health and Wellness Specialist, Healthcare Administrator, Clinical Department Supervisor

**What kind of jobs do master of public health graduates pursue?**

State or Federal Environmentalist, Legislative Policy Advisor, Health Educator

**What kinds of jobs do master of science in public health graduates pursue?**

Health Policy Analyst, Healthcare Program Director, Community Healthcare Advocate

The Master of Health Science and Master of Public Health degrees require bachelor's degrees typically. Students seeking careers within the hospital or clinical setting may seek a Master of Health Science while those interested in public policy and community health are more likely to pursue a Master of Science in Public Health or a Master's in Public Health.

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## STEMMING Into the Future

By Lauren Ajak

Intubating a SimMan robotic dummy. Peering through the lens of an Atomic Force Microscope. Examining the structure of a Life Flight helicopter engine. These types of experiences are something teens may dream of doing as professionals in the peak of their careers, but for 21 students from five different school districts around the Fox Chapel area, it was reality. The first year of the Western Pennsylvania Summer STEM Academy was a huge success. The student participants enjoyed exploring the amazing possibilities that exist for them in the field of STEM (Science, Technology, Engineering, Math, and Medicine).

This four-week program was action-packed with field experiences, roundtable discussions, keynote presentations, and team projects. A trip to the Allegheny Ludlum Vandergrift plant was the first of five field experiences. Young participants were given a first-hand look into the manufacturing world of engineering. Angela Battaglia, a senior at Vincentian Academy, was grateful for the opportunity to tour Allegheny Ludlum. "The trip to Allegheny Ludlum was definitely something I would not have been able to do on my own. It was an interesting experience and I'm glad that we visited."

The students later traveled to Oakland for a day at Carnegie Mellon University to research electrical engineering, computer technology, and robotics in more depth. The trip was coordinated by Dr. Jonathan Cagan, a CMU professor of Engineering. Through a partnership with CMU, students were able to take a detailed tour of a variety of labs on the campus. They shook hands with HERB (Home Exploring Robotic Butler) and even looked through the Atomic Force Microscope, which won the Nobel Prize for Physics in 1986. The day ended in a conference room with a CMU admissions counselor. Roman Cano, a Fox Chapel Area High School junior and engineering hopeful, said, "My favorite part was meeting with the admissions officer, since he gave me very exact, concise answers to what colleges are looking for." Students left CMU with a broadened perspective of the latest developments in engineering and robotics as well as insider advice regarding admission to the university.

It is not every day that one has the chance to see an open-heart surgery, or learn how to intubate a training dummy. But participants in the STEM Academy did that as well. Robert Shuff, a senior at Fox Chapel Area High School, was amazed by the open-heart surgery experience performed by Dr. George J. McGovern at Allegheny General Hospital. "It was very eye-opening. I am so glad I did this; it was one of the coolest things I have ever done."

After the heart surgery, the students of the academy were led to the helipad by Mr. Eric Schmidt, the Outreach Development Coordinator for West Penn Allegheny Health System and LifeFlight, and examined a LifeFlight helicopter with three LifeFlight nurses and a retired Black Hawk pilot. "The coolest part of the trip was seeing the med-helicopter and having a mechanical engineer explain the principles to us," said Oliver Scigliano, a senior at Hampton High School, who is hoping to pursue aviation.

Without participating in the STEM Academy, students would not have been exposed to the numerous career opportunities that exist for them. They visited a "virtual hospital" while at the STAR (Simulation, Teaching, and Academic Research) Training Center, coordinated by the Director, Dr. Dona Wilfong, which is a part of the West Penn Allegheny Health System. The students got to work on the SimMan dummies and respond to their medical reactions.

"The thing that most impressed me about the STAR Center was the benefit it provides to future doctors, paramedics, and nursing staff," said Zane Crowell, a STEM Academy participant and current junior at Springdale High School.

During their visit to UPMC St. Margaret in Aspinwall, the young medical and engineering hopefuls learned about today's most innovative technology in the radiation lab and spoke with Dr. Ryan Smith and his associates about cancer detection and treatment methods. After seeing the radiation lab, John Lai, a senior from Fox Chapel Area High school who wants to pursue engineering, commented, "It was interesting to see the radiation machines and how high-tech they are. I saw how the engineers could make something like the radiation machines for the doctors. That's something that I might want to do in the future."

Students in the academy also learned about STEM careers through guest speakers and roundtable discussions. The guest speakers included bio-engineers Dr. Mark Redfern and Dr. William Federspiel of the University of Pittsburgh, Dr. Jonathan Cagan, an innovative mechanical engineer with Carnegie Mellon, radiation oncologist Dr. Ryan Smith, from the UPMC Cancer Institute, and Matt Butkovic, a Critical Infrastructure Protection Specialist in the CERT Program at the Software Engineering Institute. Each professional shared insight as to what their career paths entailed and the challenges they face. The roundtable discussions involved engineers and medical professionals from Penn State University, Westinghouse Electric Company, the University of Pittsburgh, UPMC Hospitals, Allegheny General Hospital, and Vincett Eye Care Associates. After the presentations, everyone gathered for refreshments and to speak with the experts informally. Through these one-on-one talks, the students networked with the professionals.

Throughout the four weeks in the academy, students thoroughly researched the topics of medicine, technology, and engineering to help them complete their inquiry based projects which were presented during the final "Celebration of Learning." The projects involved case studies for the student medical teams, programming for technology oriented students, and the design of airplanes for the student engineers. The technology team designed a computer game involving logic and chance, the medical teams discovered how to properly react when an epidemic strikes a city and also determined which type of artificial valve would be the best choice for a patient in need of a heart valve replacement. All teams presented their findings, theories, and discoveries and hopeful engineers competed to see which team's plane would fly the farthest.

Kendal Krivinko, a sophomore at Fox Chapel Area High School honed her desired career pathway through her participation in the STEM Academy. "I came into the academy having no idea what I wanted to do when I grow up, and I am leaving feeling confident that I want to go into the medical field. The guest speakers and the field trip to STAR is really what convinced me to do so."

Ryutaro Hayakawa, currently a senior at Fox Chapel Area High School, grew in many ways from his experience at the STEM Academy. "I built an airplane from complete scratch with two great friends. It was such a fantastic experience to work with them every day for two weeks to engineer our own airplane together. I re-learned the importance of teamwork. In addition to that, I also learned a lot about engineering, difficulties in manufacturing, and how to be efficient in production. Those are ideas that I will need to consider when I will be doing business with engineers in the future. The STEM Academy let me have a brief look into the business field with engineers and doctors."

The Western Pennsylvania Summer STEM Academy will return during the summer of 2013 from July 8 to August 1. As to what can be expected for next year, the STEM Academy's director, Ms. Lisa Giguere comments, "The academy is a fantastic opportunity for students to explore the different strands of STEM and will have an even richer array of choices next year." Those interested can request an application by calling (412) 967-2430. Information may also be found on the Western Pennsylvania Summer STEM Academy website (<http://stemm.fcasd.edu>).

*Lauren Ajak is a student from Fox Chapel Area High School.*





## Children's Hospital of Pittsburgh of UPMC Chief Appointed President of the American Society of Pediatric Hematology/Oncology



A. Kim Ritchey, M.D.

**A. Kim Ritchey, M.D.**, chief, Division of Pediatric Hematology/Oncology, has been named president of the American Society of Pediatric Hematology/Oncology (ASPHO).

Dr. Ritchey will focus the work of the society on its primary mission of promoting optimal care of children and adolescents with blood disorders and cancer by advancing research education, treatment and professional practice. He will be responsible for developing a robust mission-directed system of reporting and accountability that will decrease overlap of committee responsibilities, improve communication with the board and its members, and keep a targeted focus on the organization's mission. In addition, he will develop a robust international outreach program to include pediatric hematologist/oncologists from around

the world. He succeeds Jeffrey Lipton, M.D., Ph.D., chief, Hematology/Oncology at Cohen Children's Medical Center of New York.

Dr. Ritchey is the principal investigator at Children's Hospital of Pittsburgh for the Children's Oncology Group (COG), which is the only pediatric clinical trials organization funded by the National Cancer Institute. In his position, he is responsible for overseeing clinical research trials in different types of childhood malignancy. The COG currently has more than 75 active clinical research trials for children with cancer. Children's Hospital is one of only 20 select institutions within the COG that has approval to perform experimental studies with new drugs and treatments for children with cancer, also known as Phase I studies.

The ASPHO is the primary professional organization for pediatric hematologists/oncologists in North America. It is a multidisciplinary organization dedicated to promoting optimal care of children and adolescents with blood disorders and cancer by advancing research, education, treatment and professional practice, was begun in 1974 by those who had a commitment to pediatric hematology/oncology. There are approximately 1,700 members in the society.

For more information on Dr. Ritchey, visit [www.chp.edu](http://www.chp.edu). †

## New Director, Associate Director at McGowan Institute for Regenerative Medicine



William R. Wagner

**William R. Wagner, Ph.D.**, professor of surgery, bio-engineering and chemical engineering at the University of Pittsburgh, has been named director of the McGowan Institute for Regenerative Medicine, a joint effort of Pitt and UPMC. Rocky S. Tuan, Ph.D., the Arthur J. Rooney Professor in Sports Medicine and executive vice chair for research, Department of Orthopaedic Surgery, Pitt School of Medicine, has been named associate director.

Dr. Wagner, who has served as interim director since September and has been a deputy director at the McGowan Institute since its establishment in 2001, is an expert in biomaterials and polymer chemistry whose current research efforts focus on repair of damaged cardiovascular tissues.

Dr. Wagner, who succeeds Alan Russell, Ph.D., founding director of the McGowan Institute and executive director of the Pittsburgh Tissue Engineering Initiative, joined the faculty of Pitt in 1991. He is the editor-in-chief of *Acta Biomaterialia*; deputy director and scientific leader for the National Science Foundation Engineering Research Center at Pitt; past president of the American Society for Artificial Internal Organs and current executive board member of the International Federation of Artificial Organs; a chief scientific officer for the Armed Forces Institute for Regenerative Medicine (AFIRM) Wake Forest University-University of Pittsburgh consortium; and co-founder of Neograft Technologies, Inc.

He completed his doctorate in chemical engineering in 1991 at the University of Texas, Austin, and his bachelor's degree in chemical engineering in 1986 at Johns Hopkins University.

Dr. Tuan joined the faculty in 2009 and will continue to be the director of the Center for Cellular and Molecular Engineering in the Department of Orthopaedic Surgery. He also is co-director of the Wake Forest-Pitt AFIRM Consortium.

Prior to joining Pitt, Dr. Tuan was chief of the Cartilage Biology and Orthopaedics Branch at the National Institute of Arthritis, and Musculoskeletal and Skin Diseases of the National Institutes of Health. He received his undergraduate education at Swarthmore College and Berea College, his doctorate in 1977 from Rockefeller University, NY, and postdoctoral training in Harvard Medical School.

For more information, visit [www.medschool.pitt.edu](http://www.medschool.pitt.edu). †

## Healthcare Professionals in the News

### Expert in Pediatric Rehabilitation Medicine Appointed Chief at Children's Hospital of Pittsburgh of UPMC

**Amy Houtrow, M.D., M.P.H.**, an expert in the care of children with disabilities, has been named the new chief of the Division of Pediatric Rehabilitation Medicine at Children's Hospital of Pittsburgh of UPMC.

Dr. Houtrow's main clinical focus is caring for children with disabling conditions to help maximize their health, function and quality of life. Under her direction, providers in the division care for patients with spina bifida, cerebral palsy, rheumatologic disorders, brain and spinal cord injuries, and disabilities from orthopaedic, musculoskeletal and neurological conditions.

Dr. Houtrow, also an associate professor and vice chair in the Department of Physical Medicine and Rehabilitation for Pediatric Rehabilitation Medicine at the University of Pittsburgh, comes to Children's from the University of California at San Francisco, where she was assistant professor of clinical pediatrics and medical director of pediatric rehabilitation. During that time, she also was certified in the subspecialty of pediatric rehabilitation medicine and completed doctoral studies in medical sociology in June 2012.

Dr. Houtrow will focus on research recognizing the impact on families raising children with disabilities as well as ways to develop channels to improve service delivery. She also works with leaders in health services research around the country and sits on the Executive Steering Committee for Health Services and Information Sciences Research Core at Children's.

Dr. Houtrow completed residencies in physical medicine and rehabilitation in addition to pediatrics at Cincinnati Children's Hospital Medical Center and is board certified in both disciplines. She simultaneously earned a master's degree in public health in the area of health policy and management at the University of Michigan in Ann Arbor, Michigan.

For more information about Dr. Houtrow and the Division of Pediatric Rehabilitation Medicine, visit [www.chp.edu/rehab](http://www.chp.edu/rehab). †



Amy Houtrow

### Charles R. Walczak Appointed Administrator of Shriners Hospitals for Children – Springfield



Charles R. Walczak

**Charles R. Walczak**, administrator of Shriners Hospital for Children® Erie Ambulatory Surgery Center and Outpatient Specialty Care Center, has accepted the additional responsibility of administrator of Shriners Hospitals for Children – Springfield (Mass.).

Walczak has been serving as interim administrator at Springfield since January. The interim appointment became permanent in late August. Walczak will be dividing his time between Erie and Springfield as administrator of both facilities. When Walczak is in Springfield, Mary Jane Antoon, MSN, RN, director of patient care services, will oversee activities in Erie.

Walczak lead the nearly three-year transformation of the Erie facility from a hospital to an ambulatory surgery model. Now he has been asked by the Shriners Home Office to direct a transformation effort at the Springfield facility, a process that is now underway.

For more information, visit [www.shrinenet.org](http://www.shrinenet.org). †

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Nestled in a country setting in a residential area of Baldwin Borough, Oakleaf Personal Care Home provides quality, compassionate care to adults who need assistance with activities of daily living. As we strive to enhance the quality of life of our residents, our staff constantly assesses their strengths and needs as we help them strike that fine balance between dependence and independence. Oakleaf offers private and shared rooms, all located on one floor. Our home includes a spacious, sky-lighted dining room, library, television lounges, sitting areas and an activity room. Our fenced-in courtyard, which features a gazebo, provides our residents with a quiet place to enjoy the outdoors, socialize with family and friends, and participate in planned activities. Upon admission, the warmth of our surroundings and the caring attitude of our staff combine to make Oakleaf a place residents quickly call "home". Please call for additional information, stop by for a tour or visit us on our website. [www.oakleafpersonalcarehome.com](http://www.oakleafpersonalcarehome.com).

3800 Oakleaf Road,  
Pittsburgh, PA 15227

Phone 412-881-8194, Fax 412-884-8298  
Equal Housing Opportunity

### PRESBYTERIAN SENIORCARE

Presbyterian SeniorCare is the region's largest provider of living and care options for seniors (Pittsburgh Business Times, 2012), serving approximately 6,000 older adults annually. Established in 1928, the non-profit, faith-based organization is accredited by CARF-CCAC as an Aging Services Network. In addition, Presbyterian SeniorCare was awarded five-year accreditation in 2011 as "Person-Centered Long-Term Care Communities" for all of its nursing communities. Providing a continuum of options in 56 communities across 10 western Pennsylvania counties, Presbyterian SeniorCare offers independent and supportive apartments, personal care, world-renowned Alzheimer's care, rehabilitation services, skilled nursing care and home- and community-based services. For more information please call 1-877-PSC-6500 or visit [www.SrCare.org](http://www.SrCare.org).

### ST. BARNABAS HEALTH SYSTEM

Regardless of what lifestyle option a senior needs, St. Barnabas Health System has a variety of choices to fulfill that need. Independent living options include The Village at St. Barnabas apartments, The Woodlands at St. Barnabas and White Tail Ridge carriage homes, and The Washington Place at St. Barnabas efficiency apartments. Living assistance is available at The Arbors at St. Barnabas in Gibsonsia and Valencia. Twenty-four hour skilled care is provided at St. Barnabas Nursing Home and Valencia Woods at St. Barnabas. St. Barnabas Medical Center is an outpatient facility that includes physicians, chiropractors, general medicine, rehab therapy, a dental practice, home care, memory care and hospice. The system's charitable arm, St. Barnabas Charities, conducts extensive fundraising activities, including operating the Kean Theatre and Rudolph Auto Repair. St. Barnabas' campuses are located in Gibsonsia, Allegheny County, and Valencia, Butler County. For more information, call 724-443-0700 or visit [www.stbarnabashealthsystem.com](http://www.stbarnabashealthsystem.com).

### WESTMORELAND MANOR

Westmoreland Manor with its 150 year tradition of compassionate care, provides skilled nursing and rehabilitation services under the jurisdiction of the Westmoreland County Board of Commissioners. A dynamic program of short term rehabilitation services strives to return the person to their home while an emphasis on restorative nursing assures that each person attains their highest level of functioning while receiving long term nursing care. Westmoreland Manor is Medicare and Medicaid certified and participates in most other private insurance plans and HMO's. We also accept private pay. Eagle Tree Apartments are also offered on the Westmoreland Manor campus. These efficiency apartments offer independent living in a protective environment.

Carla M. Kish, Director of Admissions

2480 S. Grande Blvd., Greensburg, PA 15601  
724-830-4022

### HEALTHCARE CONSULTING

#### PHASE IV, INC.

At PHASE IV I help the managers and staff members at healthcare organizations grow their businesses by providing superior patient experiences. I teach the importance of creating positive emotional connections with patients. By using principles that delight patients like reliability, responsiveness, knowledge and friendliness, I teach patient-centric behaviors that will increase patient loyalty and promote positive word of mouth referrals. As patient volume increases, your organization's revenues will rise and your bottom line will grow. If you want a financially sound organization that is built on a strong foundation of growing patient volume, then please call me at 412-341-2400. If you prefer to email me, my address is [jim@phaseivinc.com](mailto:jim@phaseivinc.com). My name is Jim Domino and I would love the opportunity to help your organization grow.



## HOME HEALTH/HOME CARE/HOSPICE

### ANOVA HOME HEALTH AND HOSPICE

Anova Healthcare Services is a Medicare-certified agency that has specialized care in home health, hospice & palliative care, and private duty. Anova concentrates their care within seven counties in South Western PA. Through Anova's team approach, they have developed a patient-first focus that truly separates their service from other agencies in the area. Home Health care is short term acute care given by nurses and therapists in the home. Private duty offers care such as companionship, medication management and transportation services. Hospice is available for people facing life limiting conditions. With these three types of care, Anova is able to offer a continuum of care that allows a patient to find help with every condition or treatment that they may need. Anova's goal is to provide care to enable loved ones to remain independent wherever they call home. Anova Knows healthcare ... Get to know Anova!

1229 Silver Lane, Suite 201  
Pittsburgh, PA 15136  
1580 Broad Avenue Ext., Suite 2  
Belle Vernon, PA 15012  
1-877-266-8232

### CELTIC HEALTHCARE

Delivering innovative healthcare at home. Home healthcare, hospice, virtual care, care transitions and disease management. Learn more at [www.celtichealthcare.com](http://www.celtichealthcare.com)

### GATEWAY HOSPICE

Gateway's hospice services remains unique as a locally owned and operated service emphasizing dignity and quality clinical care to meet the needs of those with life limiting illness. Quality nursing and home health aide visits exceed most other agencies. Our commitment to increased communication and responsiveness to those we serve is our priority. Medicare certified and benevolent care available. Gateway serves patients in Allegheny and ALL surrounding counties. Care is provided by partnering with facilities and hospitals in addition to wherever the patient "calls home".

For more information call 1-877-878-2244.

### INTERIM HEALTHCARE HOME CARE AND HOSPICE

Interim HealthCare is a national comprehensive provider of health care personnel and services. Interim HealthCare has provided home nursing care to patients since 1966 and has grown to over 300 locations throughout America. Interim HealthCare of Pittsburgh began operations in 1972 to meet the home health needs of patients and families throughout southwestern Pennsylvania and northern West Virginia and now has offices in Pittsburgh, Johnstown, Somerset, Altoona, Erie, Meadville, Uniontown and Morgantown and Bridgeport WV. IHC of Pittsburgh has been a certified Medicare and Medicaid home health agency since 1982 and a certified Hospice since 2009. We provide a broad range of home health services to meet the individual patient's needs - from simple companionship to specialty IV care and ventilator dependent care to hospice care - from a single home visit to 24 hour a day care. IHC has extensive experience in working with facility discharge planners and health insurance case managers to effect the safe and successful discharge and maintenance of patients in their home.

For more information or patient referral, call 800-447-2030. Fax 412 436-2215  
1789 S. Braddock, Pittsburgh, PA 15218  
[www.interimhealthcare.com](http://www.interimhealthcare.com)

### LIKEN HOME CARE, INC.

Established in 1974, is the city's oldest and most reputable provider of medical and non-medical care in private homes, hospitals, nursing homes, and assisted living facilities. Services include assistance with personal care and activities of daily living, medication management, escorts to appointments, ambulation and exercise, meal preparation, and light housekeeping. Hourly or live-in services are available at the Companion, Nurse Aide, LPN and RN levels. Potential employees must meet stringent requirements; screening and testing process, credentials, references and backgrounds are checked to ensure qualifications, licensing, certification and experience. Criminal and child abuse background checks are done before hire. Liken employees are fully insured for general and professional liabilities and workers' compensation. Serving Allegheny and surrounding counties. Free Assessment of needs available.

For more information write to Private Duty Services, 400 Penn Center Blvd., Suite 100, Pittsburgh, PA 15235, visit our website [www.likenservices.com](http://www.likenservices.com), e-mail [info@likenservices.com](mailto:info@likenservices.com) or call 412-816-0113 - 7 days a week, 24 hours per day.

### MEDI HOME HEALTH AND HOSPICE

Medi Home Health and Hospice, a division of Medical Services of America, Inc., has a unique concept "total home health care." We provide a full-service healthcare solution to ensure the best patient care possible. Every area of service is managed and staffed by qualified professionals, trained and experienced in their respective fields. Surrounded by family, friends and things that turn a house into a home is what home care is all about. Our home health care manages numerous aspects of our patients' medical needs. Our Hospice care is about helping individuals and their families' share the best days possible as they deal with a life-limiting illness. Most benefits pay for hospice care with no cost to you or your family. Caring for people. Caring for you. For more information or for patient referral please call 1-866-273-6334.

### PSA HEALTHCARE

At PSA Healthcare, we believe children are the best cared for in a nurturing environment, where they can be surrounded by loving family members. We are passionate about working with families and caregivers to facilitate keeping medically fragile children in their homes to receive care. PSA Healthcare is managed by the most experienced clinicians, nurses who put caring before all else. Our nurses are dedicated to treating each patient with the same care they would want their own loved ones to receive. PSA is a CHAP accredited, Medicare certified home health care agency providing pediatric private duty (RN/LPN) and skilled nursing visits in Pittsburgh and 10 surrounding counties. The Pittsburgh location has been providing trusted care since 1996, for more information call 412-322-4140 or email [scoleman@psakids.com](mailto:scoleman@psakids.com).

## PEDIATRIC SPECIALTY HOSPITAL

### THE CHILDREN'S HOME OF PITTSBURGH & LEMIEUX FAMILY CENTER

24-bed, licensed pediatric specialty hospital serving infants and children up to age 21. Helps infants, children and their families transition from a referring hospital to the next step in their care; does not lengthen hospital stay. Teaches parents to provide complicated treatment regimens. Hospice care also provided. A state-of-the-art facility with the comforts of home. Family living area for overnight stays: private bedrooms, kitchen and living/dining rooms, and Austin's Playroom for siblings. Staff includes pediatricians, neonatologists, a variety of physician consultants/specialists, and R.N./C.R.N.P. staff with NICU and PICU experience. To refer call: Monday to Friday daytime: 412-441-4884. After hours/weekends: 412-596-2568. For more information, contact: Erin Colvin, RN, MSN, CRNP, Clinical Director, Pediatric Specialty Hospital, 412-441-4884 ext. 1039.

The Children's Home of Pittsburgh & Lemieux Family Center  
5324 Penn Avenue  
Pittsburgh, PA 15224.  
[www.childrenshomepgh.org](http://www.childrenshomepgh.org)  
email: [info@chomepgh.org](mailto:info@chomepgh.org)

### THE CHILDREN'S INSTITUTE

The Hospital at the Children's Institute, located in Squirrel Hill, provides inpatient and outpatient rehabilitation services for children and young adults. Outpatient services are also provided through satellite facilities in Bridgeville, Irwin and Wexford. In addition, The Day School at The Children's Institute offers educational services to children, ages 2-21, who are challenged by autism, cerebral palsy or neurological impairment. Project STAR at The Children's Institute, a social services component, coordinates adoptions, foster care and intensive family support for children with special needs.

For more information, please call 412-420-2400

The Children's Institute  
1405 Shady Avenue,  
Pittsburgh, PA 15217-1350  
[www.amazingkids.org](http://www.amazingkids.org)

## PUBLIC HEALTH SERVICES ALLEGHENY COUNTY HEALTH DEPARTMENT

The Allegheny County Health Department serves the 1.3 million residents of Allegheny County and is dedicated to promoting individual and community wellness; preventing injury, illness, disability and premature death; and protecting the public from the harmful effects of biological, chemical and physical hazards within the environment. Services are available through the following programs: Air Quality, Childhood Lead Poisoning Prevention; Chronic Disease Prevention; Environmental Toxins/Pollution Prevention; Food Safety; Housing/Community Environment; Infectious Disease Control; Injury Prevention; Maternal and Child Health; Women, Infants and Children (WIC) Nutrition; Plumbing; Public Drinking Water; Recycling; Sexually Transmitted Diseases/AIDS/HIV; Three Rivers Wet Weather Demonstration Project; Tobacco Free Allegheny; Traffic Safety; Tuberculosis; and Waste Management. Ronald E. Voorhees, MD, MPH, Acting Director.

333 Forbes Avenue,  
Pittsburgh, PA 15213  
Phone 412-687-ACHD  
Fax: 412-578-8325  
[www.achd.net](http://www.achd.net)

## RADIOLOGY

### FOUNDATION RADIOLOGY GROUP

As one of the country's largest radiology practice, Pittsburgh based Foundation Radiology Group was founded to revolutionize the practice of radiology in the community healthcare setting. Joint Commission certified, our innovative ability to blend talent, workflow, quality and technology is designed to deliver world class imaging services to patients across the region. For more information, visit [www.foundationradiologygroup.com](http://www.foundationradiologygroup.com).

## REAL ESTATE SERVICES

### GRUBB & ELLIS

Let our team focus on your real estate needs so that your team can focus on providing superior health care services at your facilities. The local Grubb & Ellis office can provide your health system with comprehensive management services as well as innovative transaction strategies. We offer experienced professionals in the field of management services, which would include facility management, lease administration, financial reporting, engineering, maintenance, purchasing and construction oversight. Our national purchasing agreements can help to lower the cost of your materials and supplies. Property, plant and equipment assessments can be performed by our service specialists, and recommendations made related to preventive and predictive maintenance. The transaction team would assist you by creating a highest and best use analysis for your existing properties, making acquisition and dispositions recommendations, handling tenant and lessee/lessor relations, providing standardized lease templates and by being available for strategic consulting sessions. Collectively we offer an experienced and trusted group of real estate advisors who would be committed to the success of your health system as well as maximizing the value of your existing assets and lowering your operating costs. Please contact me to learn a little more about Grubb & Ellis and the potential benefits that can be offered if our teams are given a chance to work together. For more information contact:

Bartley J. Rahuba  
600 Six PPG Place  
Pittsburgh, Pa. 15222  
412-281-0100  
[Bartley.rahuba@grubb-ellis.com](mailto:Bartley.rahuba@grubb-ellis.com)





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Fox Chapel Office 412.782.3700  
Sandra Woncheck x227 • Bill Dennis x219  
www.TheGardensAtFoxHall.com

Visit: Fox Chapel Rd. to Squaw Run Rd. to a R on Dorseyville Rd. to the first L turn into Fox Hall. Proceed past the villages of Fox Hall to the gated entrance of The Gardens.

## Looking for a beautiful country setting with a convenient location?



### Reddington Woods

2 Acre Lots in Pine Township

- Homesites conducive to walk out basement
- Private rear yards, backing up to green space
- All public utilities
- Protective covenants
- Pine Richland School District
- Bring your own approved builder or meet with one of ours

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200 ft. Building Line						
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412-719-6617



# EXECUTIVE *Living*

**MT PLEASANT TWP**  
**\$665,000**

(178 Deeds Road) 360 Degree view-phenomenal! Just like new and with very open floor plan and designed for entertaining, inground pool, cabanna with bar, changin room, full bath and upper level recreation rooms (13x14 & 8x19), Finished lower level complete w theater room, full weight room & possible 2nd family/game room, used as workshop area currently, Gorgeous 1st floor master suite, stone 2 story fireplace in family room, 1st floor laundry, Loft area set up for bar and billard area overlooks family room. On 3.2 acres!!



**HEMPFIELD TWP**  
**\$264,500**

(223 Sandworks Road) Perfection! 4 bedroom 3.5 bath, huge finished basement is great for entertaining and features great storage space and a full bath, eat in kitchen, beautiful dining room, family room with gas fireplace and walk out to private patio, heated basement and garage floor, Geothermal heat zoned for each floor, Master suite with bonus room/den, double bowled sinks in master bath and great closets. Meticulously maintained by one owner



**UNITY TWP**  
**\$259,900**

(56 Country Drive) Very private setting on a cul-de-sac street. Unique floor plan allows for easy entertaining, kitchen and dining room have 'loft' appeal. Cozy fireplace in living room, 4 bedrooms and 3 full baths, 4th bedroom on lower level could be den if needed, large family room is great for entertaining, deck backs to woods, Newer roof.



**Scott Ludwick**  
108 Old Rt 30  
Greensburg Pa 15601  
724-838-3660 ext 648  
www.scott@scottludwick.com



**Upper St. Clair**  
**\$292,000**

Located on a quiet cul-de sac street with a rare three car garage! Expansive living areas and updated amenities. Graciously sized Foyer. Oversized Living & Dining Rooms perfect for entertaining. Nicely updated center island Kitchen w/cherry cabinets, granite, wine rack, butler's pantry, abundance of lighting. Updated Master Bath. Finished Game Room 2008. Mature landscaped lot and rear covered wolmanized deck! MLS #936027



**Peters Township**  
**\$695,000**

Premier community offering outstanding new construction. Dramatic interior elements with walls of windows, detailed custom cabinetry, plank hardwood floors and designer tile accents throughout. Five or six Bedrooms plus Loft. Sunken two-story Great Room opens to sensational Kitchen. Luxurious Master Suite features double door entry, dual walk-in closets and stylish vessel sinks. Prime cul-de-sac and level back yard with expanded patio. MLS #933726

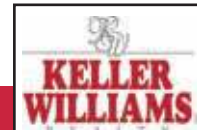


**Peters Township**  
**\$415,000**

Gracious Georgian colonial located on a quite cul-de-sac. Finished interior to perfection with makeover throughout. Pillared front entry, 2-story Foyer, center island custom Kitchen, Master Bath with Whirlpool & skylight. Fabulous cedar addition with walls of windows brings the outdoors in. Multi level aggregate patios & rebuilt walls. Pre-inspected with repairs made. Great wooded rear lot affords privacy. Walk to Arrowhead Trail! MLS # 933791



**Karen Marshall • Keller Williams • 412-831-3800 ext. 126 • karenmarshall@realtor.com • www.TheKarenMarshallGroup.com**



*Karen Marshall*



**EXTRAORDINARY ADDRESS IN JEFFERSON HILLS!!**

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**Maria Gillot Werner, Coldwell Banker Real Estate**  
#1 agent in the Pleasant Hills Coldwell Banker Office 2007, 2008, 2009, 2010 and 2011  
cell: 2-583-0909 • office: 412-655-0400 x222 • fax: 412-655-0420  
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*Linda Honeywill*



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**ADAMS TWP \$427,500**



- Cherry/granite kitchen
  - 1st flr master, walk-out gameroom
  - 3 Br, 3/1 baths
  - Hardwood floors, shows like a model
- Virtual Tours at [www.HoneywillTeam.com](http://www.HoneywillTeam.com)

**MCCANDLESS TWP \$625,000**



- The Villa of North Park - Outstanding Woodwork
  - Open floor plan, updated kitchen, travertine & hardwood floors
- Virtual Tours at [www.HoneywillTeam.com](http://www.HoneywillTeam.com)

**PINE TWP \$779,000**



- North Park Manor
  - Gorgeous brick home, paneled den
  - 3 fireplaces, granite/cherry kit
  - Gameroom/Custom Bar, 4 Br 4/1 baths
- Virtual Tours at [www.HoneywillTeam.com](http://www.HoneywillTeam.com)



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 Grand 2 story entrance welcomes friends and family to this custom built, 4 bdrm. brick Provincial in Center Twp's premier neighborhood. Offering elegance & style in over 4500 total sf, entertaining is a breeze with 20 ft. sunken Fam. Rm aside granite kit w/ wet bar. French doors lead to private 1st fl office and located on a beautifully landscaped level site. Escape Allegheny taxes in Beaver Co.!



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 Affordable New Construction in Mt. Washington from \$289,000!

- > 3 bedrooms > 2 1/2 bathrooms
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Model home asking price: \$279,000  
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 Roxane Can Real Estate Group/  
 Keller Williams Pittsburgh South  
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 Prime1 Builders, a division of Prime1 Enterprises, is owned by Dan Meade, a carpenter and craftsman with 30+ years of building experience. Dan and his professional staff will bring your building plans to life with first quality and unsurpassed attention to detail!

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**www.SienaRidge.HowardHanna.com**

**1250 S. Negley Ave.,  
 Pittsburgh, PA 15217**  
 Completely remodeled 4 bedroom, 5 full and 1 half bath home. Spacious open floor plan, hardwood floors and built-ins. Large 3-4 car garage, Stunning rooftop deck overlooking Squirrel Hill. Each bedroom has a full bath with jet-spray tub, The mastersuite boasts 2 full baths, and 2 walk-in closets. All new HVAC, windows, electrical, sewer lines, gas lines, and water lines. Truly a special and unique home! \$749,000

**Cindy Ingram and Ken Clever**  
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**412-363-4000**  
**www.ingrampattersonclever.com**

**Hampton Township** **\$2,350,000**

Enchanting 5+ Acre Estate for those seeking privacy and elegance only 30 minutes from Downtown Pittsburgh. Designed for sophisticated living and entertaining, this magnificent 7 Bedroom 9.5 Bath luxury residence features gently rolling lawns, lush gardens, water feature, Covered Deck, Patio with Fireplace, Heated 5 Car Attached Garage with Workshop, Heated Circular Governor's Driveway, 5 Fireplaces, 1st Floor Master Suite, 2nd Main Level Guest Bedroom En Suite, In-Law Suite with Full Bath, Breakfast Area & Roughed in for a 3rd Kitchen and Laundry. Located just minutes from shopping, Hampton Community Center & Park, Hartwood Acres, PA 176, Route 910, 3000+ Acre North Park with Lake and Upscale Ross Park Mall Shopping with easy access to PA 179 and Greater Pittsburgh Airport, in Top-Rated Hampton Schools.

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**CAPTIVATING CONTEMPORARY!**

**\$439,900 • JACKSON TWP.**  
 Nestled on a wooded 1.08 acre lot! Great room has brick fireplace and is open to the kitchen and dining area, with fabulous views! Granite counters, center island kitchen. Main level MBR. Finished walkout lower level. Attached 3-car garage.

**SOPHISTICATED ELEGANCE!**

**\$539,900 • CRANBERRY TWP.**  
 Detailed brickwork with quoined corners adorn this 4BR, 4.5 Bath home; stately columns are found inside, plus updated lighting, stainless appliances. Vaulted Fam Rm, Two Staircases, Master and Junior Suites, Bonus Rm, Game Room.

**AFFORDABLE AND ADORABLE!**

**\$118,500 • BELLEVUE**  
 2BR, 1.5BA brick ranch offers driveway parking & 1-car integral garage! Well-kept hardwood floors. Updates include kitchen with ceramic, stainless appliances, bath, carpeting, HVAC. Game Rm, Screen Porch on lower level.

**COUNTRY LIVING!**

**\$295,000 • MIDDLESEX TWP.**  
 Enjoy the wooded and open spaces offered by this 6.63 acre property! 4BR, 2.5 bath features a 2-car garage, updated laminate flooring, granite kitchen counter, low-maintenance front and rear decks and fabulous level backyard with panoramic views!

**SOARING SPACES!**

**\$152,500 • CRANBERRY TWP.**  
 Enjoy a carefree lifestyle in this updated 3BR, 3 bath condo which features an open floor plan, Corian counters in the kitchen, and two master suites. Fireplace warms the living room. Balcony overlooks open space. Relax at community pool. Neutral, move-in.

**SIMPLY SPECTACULAR!**

**\$625,900 • PINE TWP.**  
 Soaring family room with 2nd staircase in this 4BR, 4.5 bath home on a 1+ acre lot. Granite counters, stainless appliances. Brazilian cherry floor in office, din rm. master suite with butler's pantry. Walkout game room, full bath, media room w/bar/kitchen.



## Gannon to Offer Doctor of Nursing Practice Degree

Gannon University's Villa Maria School of Nursing will offer a doctor of nursing practice (DNP) degree starting in the Fall 2013 Semester.

The addition of a doctor of nursing practice degree reflects the evolving nature of the healthcare industry and of the nursing profession specifically, said Kathleen Patterson, Ph.D., assistant professor and director of the Villa Maria School of Nursing.

"The American Association of Colleges of Nursing (AACN) has mandated that we begin to educate advanced practice students at the doctoral level by 2015," Patterson said. "The Villa Maria School of Nursing long has been an established leader in nursing education and a terminal practice degree is a logical and very exciting next step."

The doctor of nursing practice degree will be 26 credits and will be focused on "immersion" or "experience," as opposed to many doctoral degree programs, which tend to focus on research. The program also will be offered as a "bridge" program, or "add-on," from the Villa Maria School's existing master of science in nursing (MSN) degree.

Advanced practice registered nurses who hold a master of science degree in nursing and are certified in their specialty may apply.

The DNP can be completed in three academic semesters if taken full time, or in four to six semesters if taken part time. In addition, weekend and online courses will be offered, providing students an added degree of flexibility.

The curriculum also will include courses designed to meet core content and core competencies as outlined by the AACN.

For more information, visit [www.gannon.edu](http://www.gannon.edu).

## Around the Region

### Pittsburgh Mercy Health System's 9th Annual Reindeer Ball to Benefit A Child's Place at Mercy

Create a new holiday tradition for your family and make a difference in the lives of children in the community. Join the Pittsburgh Mercy Health System as they host their 9th Annual Reindeer Ball, a spectacular holiday children's gala, Sunday, Dec. 2, 2012, from 4 to 7 p.m. at The Westin Convention Center Pittsburgh Hotel, 1000 Penn Avenue, Downtown.

Dance along with Martha, Frog and Toad, Lars the Polar Bear, Tacky the Penguin, Clifford, Curious George, and other favorite characters to a sensational musical, "A Winter Wonderland."

Craft awesome art projects, decorate holiday cookies, and enjoy face painting, balloon and caricature artists, a child-friendly buffet, and more. Proceeds from the evening benefit A Child's Place at Mercy, an invaluable Pittsburgh Mercy Health System advocacy program that serves children who are suspected victims of child abuse and/or neglect, as well as children in foster care. Tickets are \$80 for adults and \$45 for children.

For tickets or information, visit [www.pmhs.org/events](http://www.pmhs.org/events), email [Development@mercy.pmhs.org](mailto:Development@mercy.pmhs.org), or phone 724.934.3537.



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## Jane and Rick

Jane and Rick were new grandparents and avid walkers. Jane suffered extensive injuries when she was hit by a car. After several surgeries, she transferred to HCR ManorCare where she received intensive medical and rehabilitation services to help regain her ability to care for herself and learn to walk again.

Jane is now back home and along with Rick enjoys taking the grand kids to the park for the afternoon.

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