

Summer Fun

Question: Based on your summer activities, which University Health Care clinic would you most likely end up in?

At this year's **Employee & Volunteer Summer BBQ**, we risked tempting fate just a bit and asked people to predict just that. Their answers were telling and often tongue-in-cheek. We're delighted to report, that as of press date, there have been no reported injuries. We're confident the rest of the summer will remain activity-filled and injury-free.



Jody Rosenblatt, Ph.D., & Mike Redd, Ph.D.
Assistant Professor/
Basic Science Researcher,
Huntsman Cancer Institute

Mike: "I always end up in **orthopedics**. It doesn't matter what I'm doing."

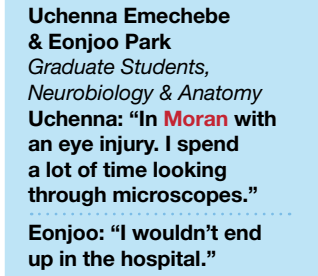
Jody: "I'm a hypochondriac, so I could end up anywhere. Probably where I belong though is the **psychiatric ward**."



Sarah Gardner
Faculty/Clinic Coordinator,
Pediatric Nephrology
Ortho/Rheumatology

"Unfortunately, I already have an ankle-scope scheduled."

Chantelle Turner
Public Relations Specialist,
Office of Public Affairs
The **Sleep-Wake Center**.
"I have too many good books on my nightstand."



Uchenma Emechebe & Eonjoo Park
Graduate Students,
Neurobiology & Anatomy
Uchenma: "In **Moran** with an eye injury. I spend a lot of time looking through microscopes."
Eonjoo: "I wouldn't end up in the hospital."



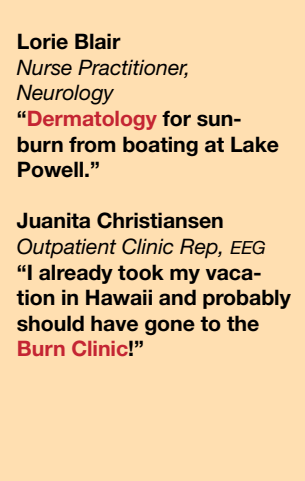
A.J. Boldan
Computer Technician,
Pathology

"I'm a goalie for a hockey team, so I'd end up in the **ER** with a blunt force trauma. The ER staff and I go way back."



Mathew Weaver & Kristol Ogden
X-ray Technicians

Both said **orthopedics**: Mathew with "a back injury from falling off a cliff while hiking"; and Kristol with "a broken leg from four-wheeling at Bear Lake."



Lorie Blair
Nurse Practitioner,
Neurology
"Dermatology for sunburn from boating at Lake Powell."

Juanita Christiansen
Outpatient Clinic Rep, EEG
"I already took my vacation in Hawaii and probably should have gone to the **Burn Clinic**!"



Natasha Carrera & Karina Velez
Pharmacy Technicians,
Huntsman Cancer Institute

Both predicted the **ER** with a sprained or broken ankle: Carrera's from hiking and Velez's from running a half-marathon.



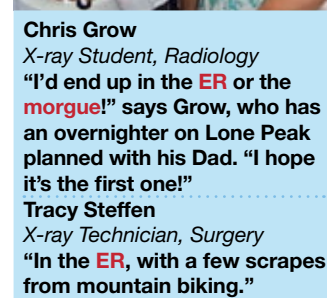
Erin Wilston
Executive Secretary,
Pathology

"Probably **pediatrics** with one of my three kids who fell off the trampoline."



Brett Dowden
Graduate Research
Assistant, Bioengineering,
Neural Interfaces

"I'd probably end up in **orthopedics** with a broken ankle from rock-climbing."



Chris Grow
X-ray Student, Radiology
"I'd end up in the **ER** or the morgue!" says Grow, who has an overnighter on Lone Peak planned with his Dad. "I hope it's the first one!"
Tracy Steffen
X-ray Technician, Surgery
"In the **ER**, with a few scrapes from mountain biking."

BY THE NUMBERS: 5,980 people | 2,600 hamburgers | 1,900 chicken breasts | 1,000 hot dogs | 480 veggie burgers | 1,000 lbs. potato salad | 1,000 lbs. krab salad

honors & recognitions

University Health Care among Nation's Top Providers

University Hospitals & Clinics' gynecologic and cancer care are rated 18th and 32nd in the country in *U.S. News & World Reports'* 18th annual survey of "America's Best Hospitals." The rankings place University Health Care among the nation's top providers for the 14th time.

Only 173 of 5,462 U.S. hospitals met the requirements to be evaluated for this year's list. The magazine then ranked the top 50 hospitals in each of 16 categories. The gynecology department and the Huntsman Cancer Hospital, which is part of University Hospitals & Clinics, have worked hard to provide the best patient care, according to CEO David Entwistle. "Their rankings in this prestigious survey show they have succeeded," he said. "They should be proud."

University Hospital Ranked in Top 100 Hospitals Nationally

University Hospital has been recognized as one of the Top 100 Hospitals in the country by Cleverly & Associates in their annual State of the Hospital Industry report. The annual ranking assesses a hospital's value to the community through its financial strength and performance. University Hospital is the only Utah hospital to make the Top 100 list.

Trauma Program Gets High Marks

University Hospital's trauma program has been verified once again as a Level I trauma center by the American College of Surgeons. The Level I verification acknowledges University Hospital's full range of specialists and equipment available 24/7 to treat the most severely injured patients, its position as a referral source for communities in the five-state Intermountain region, and its commitment to trauma education and research. The hospital became the first nationally verified Level I trauma center in the region in 2001.

U's Commitment to Research Safety Recognized

The University's Institutional Review Board, which currently oversees more than 1,840 active studies, including 250 trials of new drugs and 30 trials for new medical devices, has received full accreditation from the Association for the Accreditation of Human Research Protection Programs. The IRB oversees research conducted at the University, Primary Children's Medical Center, the Salt Lake City VA hospital, and Shriners' hospital.

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Positively U

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pulse

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August 2007

FOR STAFF AND FRIENDS OF UNIVERSITY HEALTH CARE

Expansion News

Taking Time Out To Celebrate



Hospital completes 5 Eccles—the first phase of its ambitious expansion project



Brick Robinson, pictured with University Health Care pediatric nephrologist Teri Mauch, M.D., Ph.D., received a new kidney from Logan resident Aaron Coltrin in May. Coltrin, who agreed to donate his kidney not knowing who the recipient would be, learned about Good Samaritan donations from an article in his local newspaper.

'Good Samaritan' Gives New Life to Young Kidney Patient

After reading a newspaper article about a man who donated a kidney to someone he had never met, **Aaron Coltrin**, 28, knew it was something he wanted to do.

Known as Good Samaritan or anonymous donations, the number of these types of donations is increasing every year as more people learn about how the program works. According to Intermountain Donor Services, there have been 29 such donations made in Utah since 2003—many of them coordinated and performed by University Health Care's Transplant Program.

The recipient of Coltrin's kidney was 2-year-old **Brick Robinson**, who was born with only one partially functioning kidney. Robinson had been on the waiting list since January. Because of his age, he had gone to the top of the waiting list and by May had matched with Coltrin.

A few days before the surgery at University Hospital, the two families agreed to meet inside the transplant clinic. "I came into the room expecting to meet an adult, and there was Brick with his mom and dad. I knew at that moment I had made the right decision," said Coltrin, who is also a father.

Today, Brick's mom says the little boy is doing great. "His color is better, he feels better, and he's finally learning to walk. He's a new kid and we can't thank Aaron and his family enough," she said.

Coltrin admits that some friends and family questioned why he would want to give one of his kidneys to a complete stranger. "It's a very personal decision. But in my case, I'm glad I did it," he said.

Interested in becoming a Good Samaritan donor?

University Hospitals & Clinics has a policy that grants up to four weeks of leave to qualified employees who donate a kidney. Employees interested in learning more about Good Samaritan kidney donations can visit the Intermountain Donor Services Web site at www.medlife.org. Employees should then meet with their manager and representatives from human resources to determine if they are eligible for leave under the policy.

On July 10, with a ceremonial snip of the scissors and enthusiastic applause, University Health Care administrators, donors, and staff celebrated the completion of the first phase of the hospital's ambitious expansion project, even as sounds of construction continued in the background as if on cue. After opening remarks, attendees were invited to tour the new 5th floor of the Eccles Critical Care Pavilion, which features 26 new private patient rooms and innovative design elements such as modular nursing stations.

"I can assure you that as we begin moving patients into this new unit—and in a few years, the new wing of the hospital—the sound of jack hammers, the utility interruptions, and all of the other inconveniences that comes with construction will have been worth it," said **A. Lorris Betz**, M.D., Ph.D., senior vice president for health sciences, who thanked the faculty and staff for their patience and professionalism during the construction.

David Entwistle, Hospitals & Clinics CEO echoed Betz with his gratitude. "It's never easy to add

two floors to an existing building. It's even more difficult when that building is a major trauma center that serves patients located across 10 percent of the geographic United States," said Entwistle. "Our staff has been amazing and I can report that our patients and their families have noticed the extra commitment everyone has made over the past year during construction." Entwistle also thanked the Layton construction team, who in spite of a very complicated project, made sure patient care wasn't impacted.

Some of the floor's unique features are thanks to the input of a team of caregivers, including staff nurses. "In designing this new unit, we would have been foolish not to tap into the expertise of those who know patient care best—our excellent nursing team," said **Margaret Pearce**, R.N., chief nursing officer. **Natalie Manolakis**, R.N., manager of the new 5 Eccles unit, will spend the next few months training and hiring staff, and recruiting from both inside

A. Lorris Betz, M.D., Ph.D., Bob Graham of The George S. and Dolores Doré Eccles Foundation, David Entwistle, Dan Lundergan, David Bjorkman, M.D., M.S.P.H., and Margaret Pearce, R.N.

See EXPANSION on page 3

Green Space Preventive Care for Planet Earth



Hospital employees have made it clear that planet Earth is a vital concern for them. Several departments have stepped up their efforts to take care of the environment—call it preventive care.

Patient-care staff has spearheaded environmental efforts through the hospital's reprocessing program, which allows medical devices to be reused after undergoing rigorous sterilization and testing processes.

Lynda Bailey, R.N., (pictured left) nursing products liaison, is

See GREEN SPACE on page 3



Government Affairs

What's on the table? Stan, the human patient simulator, and \$40 million of proposed federal cuts in Medicaid support payments.

During a recent visit to University of Utah Hospital and School of Medicine, **Congressman Jim Matheson** tried his hand at intubating Stan, the human patient simulator, used to provide a highly realistic learning experience for medical students, residents, and hospital staff. The congressman's touch was a little too light for the procedure, but **Deborah Axelrod**, M.D., a second-year anesthesiology resident with a year of training on the unflappable Stan, helped him get the job done.

During his visit, Congressman Matheson had an opportunity to better understand the high cost of medical education and the potentially devastating effect of a rule implemented by the Center for Medicaid and Medicare Services (CMS). If Congress does not intervene, the new CMS rule will eliminate more than \$40 million of federal funding to University of Utah Hospitals and Clinics. "Congressman Matheson was very responsive and will work with us and key members of Congress to get support for congressional intervention," said **Kim Wirthlin**, vice president of university government relations and associate vice president for health sciences public affairs and marketing.

During his recent visit, Congressman Jim Matheson also learned about the hospital's successful conversion to computerized documentation, the first phase of the Care Transformation Electronic Medical Records project.

Editorial

From the Lab to the Bedside Why Funding for Basic Science Research Matters

These are hard times for biomedical researchers. Our research tools are powerful, our knowledge base is deep; but our ability to progress is limited by tightly constrained funding.

Like other research-intensive institutions, the University of Utah receives most of its research funding from the National Institutes of Health (NIH). In the latest fiscal year, NIH grants and contracts to School of Medicine scientists totaled nearly \$80 million. That's a lot of money, but it masks the fact that only 10 percent to 15 percent of new and renewal applications are being funded, compared to 25 percent to 30 percent just a few years ago. Particularly hard hit are very basic research studies into fundamental biological mechanisms.

The value of basic discovery research is frequently underappreciated. The fact is, however, it is impossible to predict where important new insights will come from. It is essential, therefore, to keep probing how the world works.

One example of unanticipated rewards of basic research is the ubiquitous technique of DNA testing. This forensic tool was made possible by two advances: the development of the polymerase chain reaction (PCR) and the analysis of sequences in the human genome. PCR emerged from basic DNA biochemistry and originated as a general tool for DNA analysis. Interest in human DNA sequences is long-standing, but detailed investigation required the advent of high-throughput DNA sequencing, DNA cloning, and other techniques. It would have been impossible to produce a reliable DNA test without these fundamental advances.

Another example is found in the production of the new HPV vaccine, which has been shown to be very effective against cervical cancer. Unlike previous vaccines, which were based on killed or attenuated disease agents, this vaccine is totally synthetic. It consists of a single protein normally made by the virus that has been produced in the bacteria and assembled into empty virus-like particles. Because it contains no viral genes, this vaccine cannot cause an infection, yet it induces effective immunity against the virus. The methods used to make this vaccine are again derived from basic techniques in DNA and protein biochemistry.

The current constraints on funding of basic research threaten future advances like these, both by slowing the rate of discovery and by discouraging current and future scientists from choosing careers in research. Only a restoration of NIH funding will prevent the United States from losing its position at the forefront of biomedical advances.

Do you have an opinion on a pressing health-care, teaching, or research issue? Share your thoughts with Pulse readers. Editorials should be less than 400 words and sent to Amy.Albo@hsc.utah.edu.



Dana Carroll, Ph.D., professor and chair, Department of Biochemistry

studies & grants

Smokers and Ex-Smokers Needed

University researchers are looking for smokers and ex-smokers to take part in a study of chronic obstructive pulmonary disease (COPD). **John R. Hoidal**, M.D., professor and chair of internal medicine, **Mary Beth Scholand**, M.D., assistant professor of internal medicine, and **Mark F. Leppert**, Ph.D., professor and co-chair of human genetics, are conducting a study aimed at predicting the development of COPD or emphysema. Study participants must be older than 45, who smoke, or formerly smoked, one pack of cigarettes a day for 20 years, two packs a day for 10 years or the equivalent. Study participants will be compensated for their time. For more information contact **Missy Dixon** at (801) 581-LUNG (5864) or visit the study Web site at <http://www.utahcopd.org>.

Study Looking for Women Seeking Pregnancy after Miscarriage

Available information shows that low-dose aspirin may improve pregnancy outcomes. **Robert M. Silver**, M.D., professor of obstetrics and gynecology, **Harry Hatasaka**, M.D., associate professor of obstetrics and gynecology, **Joseph Stanford**, M.D., associate professor of family and preventive medicine, **D. Ware Branch**, M.D., professor of obstetrics and gynecology, **Michael W. Varner**, M.D., professor of obstetrics and gynecology, and **Laurie Lesher**, R.N., research coordinator, are studying the effects of low-dose aspirin taken before and during pregnancy. Qualified applicants must be between 18-40 years old, have had one miscarriage, and want to become pregnant again. Participants will be provided with a home fertility monitor throughout the study and be reimbursed for time and travel to appointments. The study is being conducted in partnership with the National Institute of Child Health and Human Development, The University of Haifa, and the State University of New York at Buffalo. In all, 1,600 women who have suffered a miscarriage will participate in this study. To learn more, visit www.eagerttrial.org or call (801) 581-4128.

Janet E. Lainhart, M.D., associate professor of psychiatry, has been awarded a \$2.5 million grant to continue a long-term study using magnetic resonance imaging to track changes in the brains of people with autism. The renewed funding, from the National Institute of Mental Health, begins Aug. 1 and lasts five years. Lainhart is following 100 children and adults with autism, as well as a control group of 72 non-autistic individuals, to identify physical changes in the brains of the autistic group and then correlate those changes with clinical measurements as the disorder progresses. Lainhart is principal investigator on the study, which includes co-investigators from the University of Utah, Brigham Young University, University of Wisconsin, and Harvard University. Her grant application received funding on its first submission and was highly praised by reviewers.

The Genetics Science Learning Center received a \$750,000 Howard Hughes Medical Institute grant to update and enhance its award-winning Web site. The center will use the grant to focus on basic education about how genetics affects peoples' lives, according to **Louisa A. Stark**, Ph.D., center director. The center's Web site is designed to help science teachers, students, and the public learn more about the rapidly changing field of genetics. The center is located in the Eccles Institute of Human Genetics.

If you've received a grant or are conducting a clinical trial, please e-mail pulse@hsc.utah.edu.

employee update

August 2007

A SPECIAL SUPPLEMENT FOR UNIVERSITY HOSPITAL EMPLOYEES

Care Transformation "Go Live" a Big Success



Joyce Gamble, R.N. (in red) was one of the highly trained superusers who assisted during the switch to computerized documentation. Here, she works with HCAs Theresa Crickmore (right) and Jannet Flores (left) during the recent "Go Live."

Any project involving highly sophisticated technology, hundreds of new users, and patient care is bound to cause anxiety. So in early June, when the switch was flipped and hundreds of nurses moved from a familiar paper-and-pen flow sheet to a computerized documentation system, everyone hoped the rigorous preparation would pay off.

It did—thanks to the close collaboration between, and dedication of, the hospital's IT and nursing staffs, and the support of hundreds of people throughout the hospital. Several consultants from Cerner Corporation, provider of the PowerChart software, commented that it was the smoothest and most coordinated conversion they've witnessed, citing that after only four days, the number of questions nurses had about the system was minimal. "The average length it takes most organizations to get to this point is usually around 10 days," said **Patrick Lehan**, a Cerner learning consultant. "To achieve this level of confidence in half that time speaks to the preparation and organization of the project team."

When University Hospital completes its second phase of the hospital's Care Transformation Electronic Medical Records in the fall, it will be among less than 2 percent of all hospitals in the United States that have achieved the same level of EMR adoption.



C.J. Gamble, health care assistant in the resource nursing department, was a superuser extraordinaire, assisting with 18 staff training sessions (the recommended number was 4) and then working nearly 100 hours during the "Go Live."

mark it down



UTA Update

If you've always thought public transportation wasn't worth the inconvenience, you may want to revisit the idea. UTA has undergone an extensive redesign and will switch to the new system on Aug. 26. To find out how your route will be affected, or to figure out if it makes sense to switch to public transportation, **stop by the cafeteria on Thursday, Aug. 23, from 10 a.m. to 2 p.m.** UTA representatives will be there to answer specific questions, find route alternatives, and take comments and suggestions.



Hand Knit and Baby Friendly

In the past eight months, hundreds of babies born at University Hospital have headed out into the world with warm heads. In an effort to secure Baby Friendly status, which encourages breast-feeding and bonding, babies were sent home with a hand-knitted hat and information on breast-feeding instead of a bag of formula giveaways.

Although anyone can volunteer their knitting skills, about 12 soft and stretchy hats arrive weekly from **Linda Moreland**, the mother of **Jay Moreland**, M.D., a family physician who delivers babies at the hospital and strongly promotes the benefits of breast-feeding.

"Educating people about the importance of breast-feeding is so important. Formula is not a substitute for mother's milk and people need to know this," says Linda, who is supporting her son's efforts. "We wanted to counter the formula companies free samples with something that was not a throw-away, but would stay with these families for a few years."

For the past 3 1/2 years, University Hospital has been working on Baby Friendly status, which entails 10 steps, all research-based. "It's quite prestigious to earn this status," says **Brenda Gulliver**, R.N., the hospital's Baby Friendly coordinator. "Only 58 of 6,000 hospitals in the United States have it and we would be the first in Utah."

For more info or to volunteer, contact Brenda Gulliver at 585-1640.

Hospital Transitions

- **Rita Aguilar**, R.N., is the new service line director of Women's and Children's Services.
- **Terrie Dority**, R.N., is the new manager of the 2East Special Care unit in addition to her responsibility over the 2North Maternal Child department.
- **Jennie Zeigler**, R.N., will be the new manager of Clinic 2 (General Medicine and Rheumatology) in addition to her responsibilities over the Infectious Diseases Clinic, Geriatrics Clinic, and the Infusion Center.
- **Kirk Hughs** will continue to manage Clinic 3 and focus on major initiatives that will help improve patient access to specialty care.
- **Natalie Manolakis**, R.N., is the manager of the new 5 Eccles unit.
- **Lindsay Sadler** is the new supervisor of the Dental Clinic.

In Memorium

Last April, **Terry Ray Campos**, 56, died of natural causes while on the job. Campos worked for Hospital Support Services where he drove a courier route for 10 years. His presence will be missed. "Terry had a great sense of humor and quick wit, and he was a conscientious and caring person," says



Terry Ray Campos, 1950-2007

Ken Mayerjak, manager of Support Services. "It won't be the same without his good-natured spirit. He had an intense love for life and was taken too soon." A devoted family man, Campos often spent time in the mountains with his family, including his wife and best friend, Linda, and their two children, and grandchildren. "Terry was all about his family and always shared how proud he was of them," recalls Mayerjak.

Health Sciences Transitions



In May, **Harold K. Dunn, M.D.**, scrubbed up for the last time and performed his final surgery, after a long and distinguished career as

one of the founding orthopaedic surgeons at the University of Utah. When Dunn joined the University in 1969, he was one of the department's only two faculty members. As chair of orthopaedics for 25 years (1980-2005), Dunn watched his ambitious vision for the department come to fruition, culminating in 2004 when the University Orthopaedic Center opened its doors as a stand-alone facility with 35 faculty members offering patients care in nine-subspecialty areas. Now retired from practice, Dunn will continue to provide leadership and training to the next generation of orthopedic physicians.



After 29 years of service, **Bernard Grosser, M.D.**, stepped down as the chair of the Department of Psychiatry.

During his tenure as the longest sitting chair at the University (1978-2007), Grosser grew the department from 15 faculty members and 12 residents to its current size of 60 faculty members and 35 residents. The number of research grants and contracts from various sources has increased from one in 1978 to 28 currently. He conceived the idea of the University Neuropsychiatric Institute (UNI), and expanded the physical space for clinical, research, teaching, and administration in psychiatry from 13,000 square feet to more than 150,000 square feet. Grosser will continue his clinical practice, and **Bill McMahon, M.D.**, will succeed him as the new chair of the Department of Psychiatry. "Bill is eminently qualified," said Grosser. "He's a well known child psychiatrist nationally recognized for his research on autism and Tourette's, with a clear vision for how to strengthen the department's research side."

Ed Junkins, M.D., associate professor of pediatric emergency medicine, has been named the medical school's new assistant dean for diversity and community outreach. **Don Kohan, M.D.**, professor and chief of the Division of Nephrology and Hypertension, will serve as the school's new assistant dean for graduate medical education (GME) and chair of the GME Committee.

Erik Barton, M.D., associate professor of emergency medicine, has been appointed assistant vice president for health sciences quality improvement. In this new position, Barton will provide leadership in patient safety, quality monitoring and improvement for all of University Health Care. He will retain his duties as chief of the Division of Emergency Medicine.



On June 15, **Clifford Charles Snyder, M.D.**, died at the age of 91. Snyder was a professor of surgery and chief of the Division

of Plastic Surgery at the University of Utah from 1967 to 1986, after which he became professor emeritus of surgery and associate dean for special projects in the medical school. During his long and distinguished career as a plastic and reconstructive surgeon, Snyder received numerous awards, including "Clinician of the Year" by the American Association of Plastic Surgeons in 1983. One of his career highlights was serving as the plastic surgeon in the first successful separation of head-conjoined twins (1979). Snyder was recognized as a world authority on restoring children's cleft palates, and also patented several scientific inventions, including anti-venoms and vaccines to treat snakebite victims. He was a prolific writer, publishing many medical articles and books, and trained more than 100 plastic surgeons, who referred to him as "Chief." In 1987, The Clifford C. Snyder, M.D. - Far Eastern Presidential Endowed Chair was established in his honor at the Eccles Health Sciences Library.

Off-the-Clock

Community clinics director explores the mechanics of work and play



"Suicide doors, Shark gauges, and Demon 6-shooter intakes" isn't exactly the type of lingo you expect to hear from someone who has spent the last 26 years managing community health clinics. But if you look beyond the suit and tie, you'll notice a hint of grease under the fingernails. "Roadster" grease, that is.

"We build hot rods from the frame up with all new parts and they're built to run over 100 mph," says **Duane Palmer**, director of clinic operations. Palmer, along with his son Jeremy, has taken "tinkering" with cars to an award-winning level. Between the two of them (they live a house apart), they have 5,000 square-feet of garage space where Palmer spends much of his time figuring out these mechanical puzzles. It takes about 1 1/2 weeks to tear apart a car and a couple of months to rebuild and then sell. A sense of accomplishment and the thrill is what keeps Palmer's hands dirty. "You start off with a whole bunch of parts and end up with something you can take for a ride," he says.

While Palmer doesn't have much need for welding or turning a wrench at the office, he recognizes how the skills developed in the "hot roding" biz have helped him with the mechanics of his office job. "When you're building a hot rod, you're always looking, learning, and having to step back and take a look at the big picture," explains Palmer. He recalls a '49 Chevrolet pickup engine that they had to remove the front end three times to get the fit right. "Everyday at work, I've got to have the patience and tenacity to work as a team to meet a goal, to get to a certain end point."

Palmer plans to eventually turn time at the "shop" into his full-time retirement hobby. To peek at some hot rods that Palmer has built and polished check out www.beehivehotrods.com.

a note from david entwistle

*Dear Colleagues:
How would you spend \$765 million?*



David Entwistle, CEO, University Hospitals & Clinics

That's how much money we'll need to operate University Hospitals & Clinics during our new fiscal year, which started July 1 and ends June 30. Almost all of that money will come from inpatient and outpatient care. After paying the sizable expenses that come with running a premier academic health system—more than \$733 million for salaries, supplies, equipment, utilities, and other costs—our budget goal is to have brought in \$32 million more than we've spent at the end of next June.

In private industry that \$32 million profit would be used to buy new equipment, perhaps put some in savings, and return money to company stockholders. As a public institution, we call that \$32 million "margin"—the difference between how much money we bring in and the money we spend—and must use it to continually invest in new patient facilities and life-saving technologies to provide the best health care for the people of Utah and the Intermountain region.

What does this mean to you? More than you might think. First, our goal of keeping \$32 million in margin—nearly three times more than last year—isn't just a wish list. The cost of medical technology and equipment, such as the sophisticated machines used in radiation therapy and imaging, is tremendous and never-ending. Constructing new buildings or improving the existing ones requires millions of dollars, too. Renovation of the new Neurosciences Center is budgeted for \$7 million this year alone. Along with these costs, we also need money for hiring new staff, giving pay raises, and many other necessary expenses.

As you can see, it takes a lot of money to run the hospitals and clinics, and we've set high goals in this year's budget. But we can reach them, and plan to do this in a couple of ways.

One way is to bring in more revenue by treating more patients. In the next 12 months we plan to increase net patient revenue more than \$80 million by increasing the number of patients we treat.

A second way is by cutting unnecessary costs—and that's something every one of us can help do. Whether it's money spent on linen and scrubs or the medical supplies we use, each of us can help cut costs by conserving. There are specific areas where we can make huge savings—we expect, for example, to cut operating room supply costs by \$1 million—but we all must look for ways to save money on a daily basis in our own positions.

I've already seen how willing our people are to join the effort. In preparing this year's budget, I attended approximately 100 meetings with the heads of departments and service lines throughout the hospitals and clinics, and was impressed time and again with the realistic budgets they presented. Managers thoughtfully laid out how much money they expect their departments and units to spend, and then justified those expenses.

Helping cut unnecessary expenses is a goal in itself, but there is one more reason why that should matter to you. By meeting our margin and expense reduction goals we are ensuring we have the resources necessary to care for our patients. Our community relies on us for the life-saving services that we provide. Thanks for all that you do each day to provide great care to our patients.

Sincerely,

David Entwistle

I donate 30/60/90



Douglas Bethers, a patient access financial advocate, is not in need of a makeover—personally or professionally, but he believes the hospital is. So when his supervisor recommended Bethers to serve on the Hospital Foundation's Employee Campaign Advisory Committee, he not only agreed but volunteered to undergo a reverse makeover of sorts for the Foundation's Extreme Makeover Campaign. Putting his money where his photo is, Bethers donates 60 minutes of his time, which is automatically deducted from each paycheck, as part of the Foundation's "I Donate 30/60/90" campaign. The campaign is designed to provide employees a convenient way to contribute to the hospital's expansion. "As employees, we often ask what the hospital is doing for me?" says Bethers. "I decided to ask myself, 'What am I doing for the hospital so that it can give back to me?'"

Douglas Bethers works mostly with uninsured ER patients to help create affordable payment plans. "The best part of my job is letting people know there is help available," says Bethers.

So far, more than 185 employees have signed up and donated \$108,000 toward the year's \$200,000 goal. To become a 30/60/90 employee, call 587-6500.



A Global U Gladys Adjei-Poku, R.N., Ghana

Gladys Adjei-Poku's staff has learned to associate the scents of warm banana bread, peanut butter soup, and Ghana bread with their supervisor. "In my culture, cooking and sharing food is a way of expressing love, appreciation, and a sense of belonging," says Adjei-Poku, a nurse manager for Telemetry and Cardio Thoracic Unit at University Hospital.

Generosity of spirit is not the only reason why Adjei-Poku bakes her widely known Ghana bread. She also wants to remind people that Ghana and Africa are "part of this world" and to put a human face on a place so far away. "I am only one person from that country," says Adjei-Poku. "But people can look at me and see the bigger picture of Africa."

Nineteen years ago, Adjei-Poku followed her husband, a cardiologist, to the United States and earned her nursing degree at New York University. Throughout these years, Adjei-Poku, her husband, and their two boys (24 and 9), have held on to their ties to Ghana, which include supporting the basic needs of their two large extended families and "neighbors."

Since 1997, they have organized a University medical team that travels to Ghana annually to help the poor and sick.

Growing up in Ghana, Adjei-Poku says she learned to take one day at a time and that one meal a day is a blessing. "The hardships that I endured have made everything in life easier to cope with," explains Adjei-Poku, who received her first pair of shoes at age 13 and had to learn how to walk in them. Even after working a 70-hour week, Adjei-Poku remains calm and compassionate with her staff. "I don't get stressed or angry," she says, "because everything here is better than what I grew up with."

Do you know someone from a far corner of the world who works at University Health Care? Please contact Amy.Albo@hsc.utah.edu with your suggestion.

EXPANSION *continued from cover*

and outside of the hospital and at nursing colleges.

Tom Miller, M.D., chief medical officer, is confident the new floor will improve both staff and patient satisfaction. "Everyone loves to be in a pleasant environment," said Miller. "And this floor is designed to be quieter, with less commotion and activity." Miller also said the opening of 5 Eccles will help improve patient flow from various units, decrease time on trauma divert, and limit the number of inter-bed transfers.

"Today's celebration is an important milestone in our \$330 million expansion project. But, it is just a marker," said Entwistle. "This afternoon it's back to work." And so it was.

GREEN SPACE *continued from cover*

confident staff will be happy with the results. Since the reprocessing program took off three years ago, the hospital has saved more than \$470,000 and significantly reduced waste.

Here's how it works: After using certain items with a patient, a blood-pressure cuff for example, a nurse can drop it directly into a bin located on each patient-care unit, labeled with pictures of the items that can be reprocessed. FDA-approved companies then pick up the devices weekly and report the numbers to the facility. "These reports give us an idea of how we are doing overall, and are even broken down to each unit," explains Bailey. "We can then track who is reprocessing and how much is being saved." Some devices can be reprocessed multiple times like sequential compression sleeves, which are used to reduce clots in the legs.

Reprocessing is a win-win for all involved. "The patients can even benefit indirectly," points out **Barbara Mooney, R.N.**, who is manager of Hospital Epidemiology and chairs the Reprocessing Subcommittee. "By decreasing expenses for the organization, it helps keep health-care costs down across the board."

University Health Care Reprocessing Makes A Difference

\$264,000 was saved and half a ton of waste kept from landfills last year by products reprocessed by the vendor Ascent.

\$190,000 was saved by reprocessing more than 6,000 sequential compression sleeves in-house last year.

\$16,517 was saved and 1,555 lbs. kept from landfills in five months by products reprocessed by the vendor Hygia (e.g. blood-pressure cuffs, C-collars, pneumatic tourniquets).

District Staff Awards

Going Above and Beyond

More than 56 people were nominated to receive a District Staff Award this year, making it a particularly difficult task to choose 11 winners from the two health sciences districts: seven from the Hospitals & Clinics District and four from the Health Sciences District. “All of the nominees do their job, and do it very well,” says **Karen Anastopoulos**, who chaired the Health Sciences District selection committee. “So we were looking for people who went beyond their job description and contributed in some extraordinary way.” The winners were honored at a June 27 event and their names forwarded to President Young’s office as nominees for the six Staff Excellence Awards, formally known as the Presidential Staff Awards, awarded in September. “These are all very inspiring people,” says **Claudia Matthews**, who chaired the Hospitals & Clinics selection committee. “We’re very fortunate to have them as part of our community.”



(left to right) Bonnie Cannon, Dori Fortune, Brian Simpson, Nick Lonardo, A. Lorris Berz, Nanette Bateman, Julia Beynon, Gordon Crabtree, Anna Naylor, Gurmail Gill, Paulette Alford, Mar Janna Dahl, Heather Lockhart



Paulette Alford
Supervisor, Medical Group Services
Nominated by: *Cara Wesson*

Paulette has a special quality to make everyone feel welcome and to feel part of the University family. She takes the time to get to know people and genuinely cares about everyone she meets. She always maintains a positive attitude and motivates others to have a positive attitude, too. Her enthusiasm is contagious and spreads to everyone she comes in contact with whether it be physicians, employees, colleagues or even people outside the University. She is dependable, reliable, trustworthy, and has gained the respect of many.

Paulette provides excellent customer service to over 100 Community Clinics providers, as well as leadership, clinic managers, medical directors, staff and many others. To save the University money, she has successfully researched alternative ways of recruiting physicians. Paulette volunteered to get the re-appointment applications to our providers for the Medical Staff Office staff, because she felt we could get the information to the providers in a more efficient and effective way. This process has proved very successful.

She has such a commitment to University Health Care that even with her overwhelming workload, she feels it important to dedicate time to actively serve and participate on various committees for the University, which she has done for years. When the marketing department has events such as health fairs or open enrollment, Paulette has never turned down the opportunity to represent the University and has spent countless hours as a Frost Fest committee member. She deserves to be recognized for her outstanding dedication and many contributions to the University. —*Cara Wesson*



Bonnie Cannon
Nutrition Care Aide
Nominated by: *Jay Oberst*

Bonnie exemplifies the word *teamwork*. She sets the standards through her effort to enhance the teamwork concept, is highly respected by her co-workers, and has the unusual ability to bring out the best in people. She has never been known to have an unpleasant day and is always positive with her feedback to visitors and their families and to staff.

Whenever any of our events are deemed VIP as per client, we call on Bonnie for her expertise and professionalism in customer service. One highlight of her catering experience was an event held last year at the Moran Eye Center grand opening. Bonnie assisted a VIP guest with a sight deficiency and took it upon herself to quietly describe the food and the position of the food on the plate. The VIP was overwhelmed by this gesture.

Bonnie is the first to pull herself off the line to help any visitor, especially the disabled. She has been observed many times not only carrying the tray to the table for the customer, but cutting up their food so it is easier to eat. This is not a written job task, but it is now one of our unwritten standards for all staff members.

On our mystery shopper monthly reports, Bonnie has received a 100 percent score on customer service. Her work habits demonstrate to our NCS staff how to achieve the common goal of providing the best care to our visitors and to hospital staff. —*Jay Oberst*



Julia Beynon, R.N.
Nurse Manager, Surgical ICU
Nominated by: *Kathryn Kuhn, R.N.*

Julia’s 23 years of experience have given her an unprecedented knowledge of what outstanding patient care should be. This, plus life lessons, have made her a great nurse manager. She expects all patients will receive level 5 care—no excuses. If it isn’t given, she counsels individuals, and they always come away with positive motivation to do it right.

Julia welcomes ideas not only from the management team but also from the staff. The SICU staff respect her so much that they will do whatever it takes to solve any problem. Her people skills are outstanding. When a staff member needs counseling, Julia makes it safe. After counseling, staff feel empowered to do whatever is needed to deliver level 5 care.

She shows up to work every day with a smile on her face and ready to work. She stays sometimes as late as 11 p.m., making sure that hospital-required management rounds and audits are completed, and patient care is safe. If night shift problems arise and Julia is called, she comes in and helps—despite no sleep, being sick, and family obligations. During an emergency trauma patient situation, she stopped and spent 90 minutes helping the primary nurse.

Julia manages the largest and busiest ICU in the hospital. She has managed the budget to the bone to support hospital expansion. To prevent our hospital from going on divert so much, it was decided to open IMC. Julia hired RNS, HCAs, HUCs—all new. Julia made this happen in less than eight months. Everything she does shows her loyalty and commitment to our great hospital. We all want to be as good as Julia. —*Kathryn Kuhn, R.N.*



Mar Janna Dahl
Senior Laboratory Specialist, Pediatrics
Nominated by: *Kurt Albertine, Ph.D.*

Mar Janna is dedicated to the success of my research laboratory in the Division of Neonatology. She works tirelessly. My laboratory has one of the only animal models of bronchopulmonary dysplasia, also called chronic lung disease of prematurity. Tending chronically ventilated preterm neonates entails providing neonatal intensive care around the clock for up to three weeks per study to reproduce the clinical disease. The tenders are responsible for all facets of neonatal intensive care, so an incredible amount of training is required. Their competence is the direct result of Mar Janna’s dedications. She even went so far as to compose an original booklet for neonatal intensive care for our experimental animal model. Her booklet is essential for my laboratory’s success because we recruit one quarter of the first-year medical student class to work as full-time tenders in my laboratory each summer.

Mar Janna’s teaching effort, relative to the mission of our medical school, is enormous when one considers that every four years, she trains about 100 medical students in their first experience of delivering neonatal intensive care. I know of no other University staff member who has had such a large and unique impact on medical students during the initial years of their education.

Mar Janna’s competence also impacts the career aspirations of many of my regular staff, providing them with independent research projects that culminate in first-authored abstracts and co-authored publications. Therefore, her contributions are not limited to her eight-plus years of full-time employment; they have a far longer and greater impact. —*Kurt Albertine, Ph.D.*



Nanette Bateman
Administrative Assistant, Cardiac cc, MedSurg, and Ed svcs
Nominated by: *Lori Hiatt, Elizabeth Armour-Roth, R.N., Lynda Bailey, R.N., Diane Locher, Bruce Garrett, R.N.*

Nanette has been with University Health Care for 12 years. Since that time, she has been the administrative support for the 3-North and Neuro Critical Care units, and is a vital part of the management team for both of these units. She has always been, and continues to be, a mentor to me and many others through the example that she sets.

Nanette is admired throughout the entire hospital organization for her kindness, professionalism, expertise, and willingness to train and assist wherever and whenever needed. She always has a smile and a kind word to offer—no matter what her day is like.

Nanette is the epitome of what University Health Care stands for and our mission of excellence. She is always the first one to step up and offer help; she has the utmost integrity and will do whatever is necessary to uphold that integrity. She consistently goes above and beyond and takes tremendous pride in her work, which shows in everything that she does. Through all of this, she is extremely humble and says she is just doing her job.

Nanette has served on many committees here within University Health Care and is continuously sought out for these types of committees and groups. She has come highly recommended for several higher level positions, but because she truly cares about the management, co-workers and patients on 3-North and NCC, she chooses to stay and be a vital part of that group. I would love to see Nanette recognized for being the truly incredible person that she is. —*Lori Hiatt*



Doris “Dori” Fortune
Technical Editor, College of Nursing
Nominated by: *Kathleen Kaufman, R.N., and Laree Mecham*

Throughout her time in the College of Nursing (13 years), Dori has been an example to staff and faculty alike, serving as a role model of high standards, impeccable integrity, enormous productivity, excellent customer service, initiative, and leadership. She strives for excellence in all that she does within the purview of her office and the scope of her work across the University on many committees and task forces.

When it comes to writing and editing, Dori is the “go-to” person in the College, and freely shares her expertise with others (including faculty), teaching as she goes. She encourages their efforts to improve and advance, and applauds their successes. She values the knowledge, opinions, and abilities of others, and is quick to credit them for their contributions.

Dori has proven, time and time again, her deep commitment to the welfare of the University as an institution and the success of its missions. She is equally committed to the welfare of the people of the University—faculty, staff and students. She has worked with groups focused on University policy, diversity, and the status of women. She has participated in policy revisions, advocated for the University with the Legislature, served on search committees, chaired award selection committees, and was a guest curator at the Museum of Fine Arts. For nine years she has served as both member and chair of numerous discrimination and grievance hearing panels. In short, Dori Fortune cares about this University and its people, and expresses that care through diligent work and effective action. —*Kathleen Kaufman, R.N.*



Gurmail Gill
Senior Lab Specialist, Pediatrics
Nominated by: *Gary Chan, M.D.*

Gurmail’s major role is to perform bone mineral density measurements for patients referred to University Hospital and to direct research lab work. In performing bone scans, she will schedule out-of-town patients at their convenience and not hers. Since many of our patients are from out of state and their visit is limited in time, scheduling is difficult. But, she will come in from home on her own time so that patients can get their scan or lab work done before they need to go back home. Many of our patients are children with severe handicaps. Gurmail is gentle and kind to these special patients. Many parents have commented on her comforting and professional manner. She typically looks out for these patients as though they were family.

Gurmail noted that many patients were getting lost finding the clinic. Also, many community doctors did not know the University provided such services for both children and adults. She independently established an internet Web site for physicians and patients. Since the development of this Internet site, the number of patients serviced has tripled.

In doing her research lab work, she again shows superior work and service. Her morale and personality set the tone for her excellent work ethic. Gurmail is a special person who has benefited all those around her. —*Gary Chan, M.D.*



Anna Naylor
Medical Secretary, Ophthalmology
Nominated by: *Judith Warner, M.D.*

Anna took on a challenging position as executive secretary in a division of Ophthalmology noted for its intensity and complexity. She was able to learn all the skills needed for her position, but didn’t stop there. Anna receives a never-ending flow of patient charts, which she organizes, delegates or more often transcribes the complex and lengthy dictations generated by each patient visit and sends the dictations out in a timely manner. This, however, is just the backbone of the work. In addition, she searches out laboratory and radiology results, outside and inside the institution, and ensures the tests requested were performed. We have had a variety of people in this position, and never before have we had such well-placed confidence that the task will be completed. During this process, Anna maintains constant contact with the distressed and anxious patients waiting for results, always calm and reassuring, never impatient or short-tempered.

Anna is never stumped by a problem. Her attitude is uniformly so positive, and her approach so upbeat, that challenges melt away. If one solution doesn’t work out, another is substituted. She succeeds by team effort. Her positive and winning attitude instills confidence in patients, faculty, and co-workers. She is active on several internal committees, which shows her commitment not only to her specific duties, but also to the University as a whole.

Her contributions will have long-lasting benefits not only for patients, faculty, and staff, but also for the community at large. We are most fortunate to have such a worthy ambassador for the University of Utah. —*Judith Warner, M.D.*



Brian Simpson, R.N.
AirMed Flight Nurse
Nominated by: *Margaret Pearce, R.N.*

Brian has outstanding customer-service skills. He is professional and exemplifies ‘grace under pressure.’ I have repeatedly seen him defuse difficult situations with co-workers. He is level-headed and calm.

Brian volunteered to assist with leadership activities this past year and has improved teamwork and moral in AirMed, while managing his regular flight duties. He has spent time learning to manage his budget, manage the aircraft, and has participated on the interview team to hire new staff. He is the chair of the Safety Committee and has recommended solid, reasonable safety improvements for the team.

He is a role model for our standards of behavior, and I cannot think of a better candidate for this award. —*Margaret Pearce, R.N.*



Heather Lockhart
Hospital Operator
Nominated by: *Miriam Cloward*

Heather is one of the most reliable people you could ever want to work with. If you ask her to do something, you know it will get done. She works graveyard shifts so she’s regularly the only person here and no one has to worry about how things are handled when she’s alone. Heather has worked here for 27 years and hardly ever calls in sick. She loses vacation every year, too, because she takes so little time off. Heather’s work on the phone is exceptional. She is always among the top performers in customer service, call time, and accuracy. Heather is also a great influence in the office. She brings a calm spirit and makes everyone feel included.

Heather frequently goes above and beyond to help co-workers and callers. She is always patient and professional even in heated situations with difficult callers, and she always does her best to meet our customers’ needs. One time shortly after Huntsman Cancer Hospital opened, she got a call that a patient there needed room service, but Huntsman’s kitchen was closed. Heather covered the phones by herself so another operator could use her and Heather’s money to buy the patient food. (Huntsman fixed its kitchen hours to keep this from happening again.) This is the kind of focus she puts into all of her work. In meetings she is always prepared with questions or suggestions and her input is always valuable and respected. We are a stronger team because she is here. And we all admire and appreciate her very much. —*Miriam Cloward*



Nick Lonardo, Pharm.D.
Clinical Coordinator/Pharmacist
Nominated by: *Lynn Lonardo, Kyle Ludwig, Pharm.D., Ben Gebhart, Pharm.D., Cathy Yen Dang, Pharm.D.*

The first characteristic that comes to mind when talking about Nick is his drive for improving anything around him. Nick is constantly working on ways to improve patient care in his clinical setting and this is evident by his extremely long list of accomplishments, since he has worked as a clinical pharmacist in the SICU, clinical coordinator for Surgical Services, and as program director of the Critical Care Pharmacy Residency program. His first interest/concern is patient care. He is always aggressive in tackling key topics in the ICU setting and just in the past couple years has developed protocols for many topics.

Nick’s second important trait, humility, not only helps others around him but makes him more approachable. He is always willing to help his co-workers and patients, regardless of his best interests and will sacrifice his own professional/personal gain to help others.

Lastly, Nick is extremely hard working. Only a few health-care professionals spend more time reading, writing, and improving themselves like Nick does. One of his biggest contributions to the University and health care in general is his training and education of new practitioners. He incorporates a contagious approach that makes them want to immediately improve patient care. This drive for improving the practitioners around him has led Nick to directing his own specialized residency in addition to his already full schedule. —*Ben Gebhart, Pharm.D.*