

Women's Hospital Welcomes Ginger Penley, Director of Volunteer Services & Patient Relations

You see them everyday. They greet visitors, give directions, take baby pictures, operate the gift shop and do other odd jobs that many departments would not be able to do without them. They are the volunteers.

Directing 172 volunteers, however, is a big job, and after the retirement of Ann Warmath, the hospital was without a Director of Volunteer Services for a few weeks. But recently, Ginger Penley moved from The Moses H. Cone Memorial Hospital as a Social Worker with Patient and Family Services to The Women's Hospital as the Director of Volunteer Services and Patient Relations.

Ginger sees her new job as a continuation of her job as a social worker. "As a social worker, I assessed the needs of families and asked, 'How can we help them.' Now, I assess the abilities of the volunteers and their need to be involved," she said. "Then I look at each department and ask the same question, 'How can we help them.'"

One way that Ginger has added to the volunteer program is the continuation of the teen volunteer program. This summer's program had 16 teens who were chosen to volunteer during the summer months, but Ginger hopes to expand the program into the Fall and possibly further.

This year, Ginger began a new component to the program, establishing an informal weekly program where teens can experience the different career opportunities that a hospital has to offer. Each Wednesday, a staff member discussed his or her job and answered the teen's career questions. Teens also had the benefit of career shadowing, which involved following a member of a department to learn what an average day on the job is like.

"So far departments such as Radiology, Neonatal Intensive Care, Physical Therapy and the Nurse Midwife have agreed to career shadowing," said Ginger. "Hopefully more department staff members will participate in the shadowing program," she said.

Ginger sees volunteers as unpaid staff members who are able to do the extras for guest relations. "To me, they are a reminder of the mission of this hospital. The great thing about volunteers is that they want to be here, and for them, the patient always comes first."

Since the average length of stay for a patient is decreasing, Ginger also plans to expand the number of volunteers who work on weekends



◀ Ginger Penley, Director of Volunteer Services & Patient Relations

and evenings. "We will probably begin recruiting more people who are currently in the workforce and who want to give some time to the community to fill those new time slots," she said.

"One area that I am excited about is the gift shop," Ginger said. "They have recently had a six percent increase in sales." Ginger and the volunteers who work in the gift shop hope to add to the services that are currently offered, for example, making the gift shop a resource for employees as well as patients and visitors.

In her role as Director of Patient Relations, Ginger is responsible for handling all patient concerns. As the "link" between patients and staff, she makes sure that a patients' needs are addressed. "Many times a patient will have suggestions on how to improve patient care," said Ginger. "I try to review the suggestions with the appropriate department manager. In light of our patient focus approach, it's fulfilling to work with the patients and acknowledge their input and see changes put into effect whenever possible," she said.

Ginger is a native of Statesville, North Carolina and received her degree in social work from Greensboro College. She has been a social worker for North Carolina Memorial Hospital in Chapel Hill, Tri County Mental Health and Starmount Villa Nursing Home before moving to Moses Cone Hospital. She lives in Greensboro with her husband Jeff. ■

We Receive Letters

Dear Mr. Whiting:

Just wanting to relay our gratitude to the folks at The Women's Hospital for the wonderful care we received. Our birthing experience was a great joy, and we were most comfortable.

In particular I wish to comment on the commendable efforts of the nurse who helped us deliver, Elaine Alexander. She came on the scene having gone overtime with a morning delivery, so she had not eaten any lunch. When we were induced and things were starting out slowly, we had to insist that she go for a bite to eat. Her reassuring manner and impressive nursing skills lend a great value to patient education and in turn, patient comfort. Though her shift was up at 7 p.m. she stayed longer, as we were very close to delivery. During the course of her help to us, her son had been injured (she received an emergency call). She left to go look after him when her shift was over but...to our surprise she returned shortly after 8 p.m. to check on us and to see the baby. How lucky we were to have her as our nurse! Thank you all!

Sincerely,

Mona and John Flynn

Delivered August 4, 1994

Dear Ms. Newman:

Just wanted to thank you and your wonderful staff for all of the caring and empathy shown to Harry and me during our hospital stay. Even though things did not turn out as we hoped, you and your very special nurses, technicians and volunteer staff made our very difficult time a little easier to bear.

I started to make a list of names of the special people who cared for me, but did not for fear of leaving out even one person's name. I do not want anyone to feel slighted, because no one on your floor left me feeling that way.

I plan to come up for a visit and take some pictures of my special caregivers and friends for my scrapbook photo album. I once again thank everyone for their support, encouragement and caring. I think Harry summed it up best when he said he had "never come in contact with a nicer or more caring group of people." Everyone we came in contact with made us feel so very special. We can tell that the employees here really care about their patients and their jobs. That in itself is a special gift and believe me, seeing it from the patient's viewpoint (for the first time) makes me appreciate how important our jobs as nursing personnel are.

Sincerely,

Sheena and Harry Jeffries

Auxiliary Update

The Women's Hospital of Greensboro's Auxiliary began its new fiscal year June 1 with a \$13,000 donation to the Radiology Department to be used toward the purchase of a Stereotactic Breast Imaging Machine. An additional \$2,000 was allocated to hospital services and the car seat rental program. Contributions are funded by proceeds from the Gift Shop and the baby picture program.

The Gift Shop has enhanced its appearance this summer with new display shelving and a flower cart located in the hall. Awnings will be added to complete our new look and plans are underway for this addition. Another improvement is the purchase of a

helium tank, which enables us to provide our customers with specialty mylar and latex balloons with one day's notice. Balloon bouquets are available for \$5.95.

Upcoming Auxiliary events:

- **Christmas Open House in the Gift Shop**
November 4 / 6:30 a.m. to 4 p.m.
- **Uniform Sale**
December 1
- **Poinsettia Sale**
December 2 / 10 a.m. to 4 p.m.

Nipping A Crisis In The Bud With Non-Violent Crisis Intervention Program

Managing out of control persons in a hospital setting is essential to maintaining a caring, safe and secure environment for our patients, guests and employees. Our latest Guest Relations program teaches all employees of The Women's Hospital how to do just that.

The Non-Violent Crisis Intervention Program shows employees how to identify signs that a person is becoming anxious – a condition which could lead to violent behavior. Some cues that a person is anxious include increased pacing, finger drumming, wringing of hands and staring. “It is at this point that most potentially explosive situations are defused,” said Becky Hunnicutt, Director of Personnel and educator with the Guest Relations program. Positive responses to these behaviors are the key to stopping violence before it starts. When faced with a person who appears to be distressed, the best response is to be supportive. “Reassure the individual that you care about what is bothering him or her,” Becky said. “Avoid being judgmental. Instead, take an empathetic approach.”

Sometimes being sincere and supportive does not seem to alleviate the situation. When none of the supportive techniques work, the person will usually become defensive, often losing his or her ability to reason. Employees should beware that, at this stage, the person may try the “button pushing” technique to test limits. This technique refers to insults, racial/sexual slurs, cursing or other negative verbalizations. The most important thing for an employee is to remain calm. “Do not take any comments personally,” Becky said. “If you do not maintain a professional demeanor, you have little chance of defusing the situation.”

But how does one employee take control of an out-of-control situation? Setting limits is the first step when someone enters the defensive stage.

However, the limits you set must be simple, clear and concise. Do not confuse the person by having four or five people giving instructions — only one employee should communicate these limits. Be sure that what you say is reasonable and enforceable. In other words, if you tell someone to calm down or he/she will be removed from the area, you had better be prepared to do so. You may say to the person, “You are disturbing others. Why don't you calm down so you can remain in this area.”

“Avoid getting into a no-win situation,” added Becky. “A ‘do it this way or else’ ultimatum can be the spark that ignites the dynamite,” she said. ■

Escalation of the Human Crisis Response and Appropriate Staff Response

ANXIETY

- Acknowledge and offer assistance

QUESTIONING

- Remain calm and professional
- Be aware of your nonverbal and paraverbal communication
- Listen to questions and identify:
 - Information seeking: Take time and answer, if possible
 - Challenge questions: Re-direct and answer, if possible

REFUSAL

- Set clear, reasonable and enforceable limits
- Give the individual a choice, if possible
- Give the individual time to think about the consequences
- Avoid getting into a power struggle

VERBAL RELEASE

- Let the individual vent his/her frustration
- Do not take situation/comments personally

INTIMIDATION

- Get help
- Isolate the individual, if possible

Spotlight On Maternity Admissions

For someone unfamiliar with The Women's Hospital, the name Maternity Admissions may be misleading. While it is a treatment area for patients, it cannot be compared to other units in the hospital. Four out of 10 patients in Maternity Admissions become inpatients; the remaining patients are outpatients who are treated and discharged. So then, what is Maternity Admissions?

That is the question administrators had to ask when The Women's Hospital was opened four years ago. The hospital needed a department to determine if a woman was ready to be admitted to labor and delivery. They also needed a place to evaluate obstetrical and gynecological problems. What they developed was Maternity Admissions. This name was chosen to prevent the public from choosing to use this area as an Emergency Room.

One area of the department is dedicated to for treating OB patients and the other area is for treating gynecological problems. Maternity Admissions is staffed with nurses who have had experience in OB, GYN, ICU and/or Emergency Department.

Usually Maternity Admissions is the first department to greet expectant parents. "That's what I like best," said Bobby Chandler, Nursing Technician II. "I like to greet and welcome the incoming patients and reassure them that we will help them all that we can," she said.

Most of the people in Maternity Admissions agree that the fast pace is one part of the job that they really like. In an average month, Maternity Admissions sees more than 1000 people. "The key to keeping everything running smoothly is working together," said Ollie Hawkins, Nursing Secretary. "We all get along really well, and it's nice to work with friendly people."

As staff prepare patients for surgery, treat GYN problems and admit patients to the Birthing Suites, one would guess Maternity Admissions works closely with the Birthing Suites and Medical/Surgical Units. Although the patient rooms are just around the corner, they sometimes have the honor of delivering a baby.

"Sometimes when a laboring patient arrives, we don't have time to transport her



▲ 1



▲ 2

down to labor and delivery," said Susie Horvath, RN. "When the baby's coming that fast, we don't have time to prepare. Sometimes we pick up the phone to notify the doctor, and the baby's head starts out. At the time, it is nervewracking, but once the baby is born and everything is all right, we really feel good," said Susie.

Another facet of Maternity Admissions is Antenatal Testing. According to Diane Murphy, RN in charge of Antenatal Testing, most of her patients are by appointment. Its location in Maternity Admissions is because of patient convenience. "We do fetal surveillance tests such as non-stress tests and contraction stress tests to make sure that

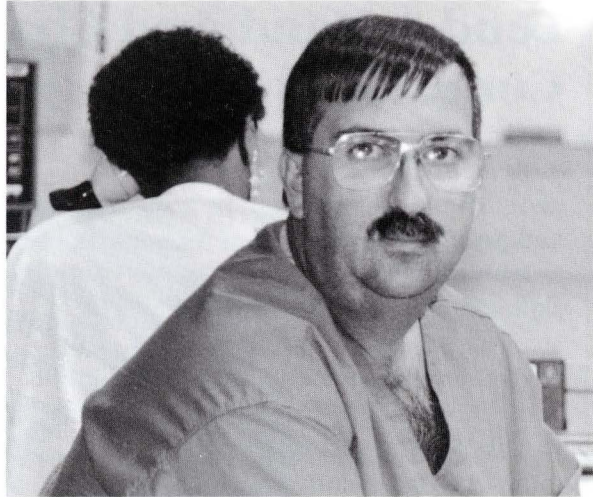
everything is going well with the pregnancy,” said Diane. “We usually test mothers who are at risk for complications because they may have diabetes or high blood pressure,” she said.

Carl Allen, Physician’s Assistant, says that for many pregnant women, Maternity Admissions is a good additional healthcare alternative. “Because we are specialized, we can generally give OB and GYN patients better care than most other urgent care centers,” said Carl. “We are able to treat many patients as outpatients who normally would need to be admitted.”

According to Helen Snead, Specialty Manager for Maternity Admissions, her department often deals with most of the sexual assault victims handled by the Greensboro Police Department and the Guilford County Sheriff’s Department. “Because we are a women’s hospital, this is the most appropriate place to assist these victims,” said Helen. “We are able to give the victim physical treatment as well as emotional support.”

Helen enjoys working with the staff in Maternity Admissions. “This is a very skilled and dedicated staff. We work well together and because of this we have a very low staff turnover rate,” she said.

So could one say that Maternity Admissions is a misleading name for a department with so many functions. They admit people to the hospital, but they also do so much more. They treat walk-in gynecological patients, evaluate labor, test for pregnancy complications, aid in sexual assault cases and occasionally deliver a baby.



▲ 4



▲ 5



▲ 3



▲ 6

1. Helen Snead, Specialty Manager
2. Diane Murphy, RN
3. Bobby Chandler, NT
4. Carl Allen, PA
5. Ollie Hawkins, NS
5. Susie Norvath, RN

Lend A Hand And Change A Life – Come To The County Fair!

Remember the county fairs of years ago? Smells of cotton candy, popcorn and peanuts filled the air as friends and neighbors tried their luck at games of skill and watched those with stomachs of steel try to win pie eating contests. On Friday, September 23, and Saturday, September 24, the county fair is coming to The Women's Hospital.

As this year's United Way hospital campaign theme, the county fair promises to revive all of those wonderful memories as employees "Lend a Hand and Change a Life" through their donations to United Way. Our corporate goal is \$200,001, and the goal for The Women's Hospital is \$32,710.

Giving to the United Way has always been a part of The Moses Cone Health System. With our employees either

utilizing or volunteering for 17 different United Way agencies, the person who benefits from our donations may be standing right beside us.

The 1994 campaign will be different from any campaign ever held at The Women's Hospital. Instead of holding rallies over a period of weeks, there will be a two-day "campaign blitz." "We really tried to listen and respond to what employees did and did not like about United Way campaigns of years past," said Sue Bell, Specialty Manager of the Operating Room and Campaign Chairperson for The Women's Hospital. "I think that the county fair will be an entertaining way for employees to learn about United Way services and help those around them," she said.

Come give your Fair Share at the County Fair and enjoy these activities:

- Raffles
- Gift shop rummage sale
- Pie eating contest
- Games
- Hourly drawings for prizes
- Cake judging contest

Fair hours:

**Friday,
September 23
11 a.m. to 6 p.m.**

**Saturday,
September 24
12 a.m. to 2 a.m.
2 p.m. to 4 p.m.
7 p.m. to 9 p.m.**

Classrooms 1 & 2

Employee Council Update

If you have a question, suggestion or concern about the hospital, tell your Employee Council representative. The Employee Council meets monthly to address employee concerns and organize social events for all Women's Hospital employees.

Becky Tolbert, Employee Health Nurse, and **Debbie Houston**, Employee Health and Infection Control Specialist, spoke at the August 10 Employee Council meeting. Debbie gave an overview of Infection Control and its relationship to all hospital departments. Infection Control is a job in which all employees must take part. The most important aid in prevention of nosocomial infections is frequent and thorough hand washing.

Becky addressed Employee Health issues, highlighting the proper protocol for reporting and handling of an employee incident. She stressed the importance of filling out the EOR (Employee Occurrence Report) form immediately. This insures documentation of occurrence and payment by Workman's Compensation. Delays in documenting the occurrence may forfeit payment by Workman's Compensation. All employees were asked to review proper procedure from the Infection Control/Employee Health Manual.

Sherri Self, Human Resources, discussed revisions to the organization's Solicitation/Distribution Policy. The policy allows solicitation by employees during non-working time outside

patient care areas. The updated policy will include a procedure for approving hospital-wide solicitations for such projects as Habitat for Humanity and United Way.

Marci Miles, MT, ASCP, Blood Bank Supervisor, spoke at the September 14 Employee Council Meeting. Marci discussed Blood Banking at Women's Hospital, emphasizing issues such as Autologous donations, HIV, blood derivatives and American Red Cross volunteer donors. Marci expressed concern over the severe blood shortage in recent months and how the shortage affects patient care at this hospital. She urged everyone to consider becoming regular blood donors.

The Employee Picnic will be Sunday, September 18, from 1 to 6 p.m. at Bryan Park. There will be games and activities and picnic fare. Please come and enjoy.

On behalf of the Employee Council, I would like to thank all who have participated in the Habitat Project. Your gifts of money, time, food and skills are overwhelming. If you have not yet been contacted to help, please be patient. We have several more weeks to go before completion of our home. Thanks again for all of your support.

Micky Henderson, President
Employee Council
The Women's Hospital

Breast And Ultrasound Imaging Center Offers Discount Mammograms For Employees

Think of a group consisting of you and seven co-workers. One of you will get breast cancer. Frightening, isn't it? Breast cancer is a concern for all women — not just women who have a family history of breast cancer. The latest statistics show that one in eight women will experience breast cancer in her lifetime.

As a part of its commitment to the health and well-being of all employees, The Women's Hospital of Greensboro offers first-time mammograms to employees for \$15.

Employees who wish to take advantage of this reduced price must first go through employee health and fill out the appropriate form. Next, the employee should go to the radiology department and make an appointment for a mammogram. A fifteen dollar fee is paid to the cashier on the ground floor in admitting and the employee registers as an outpatient. "We ask that all patients have a professional breast examination first before coming to receive their baseline mammogram," said Helen Sullivan, Administrative Director, Radiology. In order to take advantage of the discounted fee, employees must be 35 years or older and without current breast problems or breast implants.

"We have always offered first time mammograms at a reduced price," said Helen, "but some of our employees who have been here for many years may have forgotten. And, some of our new employees may not realize that we offer this discounted price."

Presently, our insurance carrier, Acordia National, covers the first baseline mammogram, a routine annual screening every other year for women ages 40-49, and a yearly mammogram for women ages 50 and older. The \$15 mammogram would benefit women who are not covered under Acordia or the spouses of male employees. It would also save money for those women who are covered under Acordia but who have not yet met their deductibles.

For those employees or spouses who have already acquired their baseline mammogram, the current hospital charge for a screening mammogram (for women experiencing no problems) is \$55.00. Employees who are experiencing problems, have implants or previous breast cancer must pay a diagnostic mammogram fee of \$81.00. *For more information on mammograms, please contact the Breast and Ultrasound Imaging Center at extension 6515.*

Mammography facts:

- The American Cancer Society recommends that all women have a baseline mammogram performed between the ages of 35 and 39 to provide a comparison for future mammograms.
- Women between the ages of 40 and 49 should have a mammogram every one to two years.
- Women over 50 should have a mammogram yearly.
- Seventy-five percent of breast cancers found are in women who have no risk factors other than the fact that they are women.

Food, fun and face painting at Employee Picnic

The Employee Picnic will be held Sunday, September 18, 1 to 6 p.m. at Bryan Park. All employees, their spouses and children are invited to attend (single employees may bring one adult guest). All employees who are planning to attend must send in their sign up forms no later than Friday, September 2. Tickets may be picked up in the Personnel Office Thursday, September 15 from 7:30 a.m. to 5:30 p.m. or at the Employee Picnic.

Fire and Safety education in October

The Annual Fire and Safety Education Program will be held October 2-8. This program is mandatory for all hospital employees. "There will be opportunities for employees to win great prizes while they are learning," said Valeria Pritchett, CNE, Staff Education. Sign-up schedules for the program will be posted in each department.

Women's Hospital Donates To Children's Corner

Employees of The Women's Hospital recently donated \$2,375.15 to The Children's Corner Scholarship Fund. Raised through vending machine sales, the money was presented to Cynthia Schaub, Vice President, Human Resources on July 27.

"We appreciate the thoughtfulness and continued support of our child care program by Women's Hospital employees," said Sharon Fouts, Director, The Children's Corner. "Their gifts make it possible for many children to receive care at reduced rates. This program is a great help to our parents," she said.

Don't Can Your Aluminum!

It is now illegal to throw away aluminum cans in North Carolina. Please help us make our recycling efforts a success by taking your aluminum cans to a nearby hospital recycling site!

- Environmental Services Storeroom (Ground Floor)
- Vending Room (Ground Floor)
- Laboratory Lounge (First Floor)
- Mother/Baby Unit Medication Room (First Floor)
- Labor & Delivery Unit Medication Room (First Floor)
- Operating Room Nurses' Lounge (First Floor)
- Elevator Lobby (Second Floor)
- Women's Medical/Surgical Unit Workroom (Third Floor)

Cafeteria Prices Increase

Some employees may have noticed a slight price increase when they visit the Green Valley Cafe. Since Monday, September 5, our cafeteria prices have increased approximately five percent. This increase was necessary

due to food costs that have risen about 3.5 percent per year. Though food costs have risen, we have not had a cafeteria price increase since February of 1990.

"The price structure is changing so that individual food items will better reflect their cost. The price of some items will be lowered, while others will go up," said Julia Stanford, Director of Dietary Services. "For example, potatoes and rice are currently 60 cents. Under the new price structure, they will be 45 cents," she said.

Keep Yourself And Your Belongings Safe

Hiding valuables in an unsecured drawer or cabinet or behind a desk will not prevent them from being stolen. Please ensure that your pocketbook, billfold and/or other valuables are placed under lock and key. Remember, thieves are continually looking and searching for valuables left unsecured.

Personal Safety Tips:

- When walking to and from your car:
- Stay alert to what is going on around you. Act immediately to remove yourself from any potentially dangerous situations.
 - Walk briskly, act assertively. Know where you are going. Don't give signs of helplessness or confusion.
 - Remember, there is strength in numbers. Walk with friends or escorts to avoid being in isolated situations.
 - Keep your car doors locked and windows rolled up.
 - Have your keys ready so you can enter your car as quickly as possible and lock the door.

Paychecks Get A New Look

Payroll and Human Resources will begin using a new payroll system that will change the look of employees' paychecks. The new checks, which employees will receive later this fall, will be easier to read. The new paycheck stub will list all deductions separately, show types of hours worked and include space for news items to reduce the number of paycheck attachments.

1. This section of the payroll check/direct deposit voucher identifies the employer's name, division (WH = The Women's Hospital, MC = Moses Cone Hospital, HS = Health Services, HM = Health Serve Ministry), department number, employee number, payperiod beginning and ending date, and pay date. Please reference this information when contacting Payroll with questions regarding your paycheck.
2. **Current period earnings:** This section of the paycheck/direct deposit voucher details the type of pay (regular, seminar, PAL, etc.), the number of hours or units and the amount of dollars paid for the current pay period.
3. **Deductions:** This section of the paycheck/direct deposit voucher details the types of voluntary deductions, the amount deducted for the current pay period and the total amount deducted for the calendar year to date.
4. **Summary:** This section of the paycheck/direct deposit voucher details the current and calendar year-to-date gross wages, federal tax withheld, state tax withheld, FICA social security tax withheld, FICA medicare tax withheld, the total current period and calendar year-to-date voluntary deductions withheld, the current and calendar year-to-date

THE MOSES H. CONE MEMORIAL HOSPITAL THE WOMEN'S HOSPITAL OF GREENSBORO HEALTH SERVICES The Moses H. Cone Group of Health Care Services		NAME LISA CARR	1	DIV. DEPT. MC 8521
CHECK NUMBER 1100053		SEQUENCE NUMBER 1000050		EMPLOYEE NO. 2223344445
		PAY BEGINNING 05/29/94	PAY ENDING 06/11/94	PAY DATE 06/16/94

STATEMENT OF EARNINGS AND DEDUCTIONS					
		NAME LISA CARR		DIV. DEPT. MC 8521	
		EMPLOYEE NUMBER 2223344445		PAY BEGINNING 05/29/94	
				PAY ENDING 06/11/94	
				PAY DATE 06/16/94	
CURRENT PERIOD EARNINGS			DEDUCTIONS		
DESCRIPTION	HOURS/UNITS	AMOUNT	DESCRIPTION	CURRENT AMOUNT	YTD AMOUNT
Regular	56.00	644.00	DENT	4.68	4.68
Pal	8.00	92.00	DCSA	10.00	10.00
Jury Duty	8.00	92.00	HCSA	25.00	25.00
Seminar	8.00	92.00	LIFE	1.61	1.61
Flex Dollar	0.00	76.85	MED	56.49	56.49
			TDA	36.80	36.80
			STD	6.50	6.50

SUMMARY	
CURRENT	YEAR-TO-DATE
996.85	996.85
100.35	100.35
41.99	41.99
13.04	13.04
55.74	55.74
141.08	141.08
NET WAGES	
644.65	644.65
Y-T-D NET	
644.65	
P.A.L.	
600.89	7.69

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CHECK NUMBER 1100053	SEQUENCE NUMBER 1000050	THE MOSES H. CONE MEMORIAL HOSPITAL THE WOMEN'S HOSPITAL OF GREENSBORO HEALTH SERVICES The Moses H. Cone Group of Health Care Services	PAYROLL ACCOUNT 531
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MC PAYROLL **644.65** SIX FOUR FOUR SIXTY FIVE DOLLARS AND SIXTY FIVE CENTS

SIX HUNDRED FORTY FOUR DOLLARS AND 65 CENTS *****

PAY TO THE ORDER OF
LISA CARR
 5608 AMBER DRIVE
 HIGH POINT NC 27455

CHECK DATE: June 16, 1994
 AMOUNT: *****\$644.65

VOID AFTER 90 DAYS

AUTHORIZED SIGNATURE

FIRST UNION NATIONAL BANK
GREENSBORO, NC

⑆01100053⑆ ⑆053108580⑆ 2072081035062⑆

net wages, the PAL balance and the PAL earned this pay period.

5. This section is your actual paycheck. (Note: Employees with direct deposit will not have this section.)

When the new payroll system is in place, Payroll will also revise employee time sheets. New time codes will enable Payroll and Human Resources to better track types of time, such as seminar, PAL, sick time, etc. ■

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Lost Linen Team Uses TQM To Solve Problem

The following employees were on the Lost Linen Team: Martha Bagwell, Vice President, Support Services; Ella Edwards, Director, Laboratory; Vic Fischer, Director, Purchasing; Vicky Mackey, Supervisor, Environmental Services; Kathy Morrison, RN, Mother/Baby Unit; Susan Near, RN, NICU; Carol Reilly, NT, Medical/Surgical Care Unit; and Judy Warden, NT, Mother/Baby Unit.

“Lost” infant linen costs The Women’s Hospital approximately \$18,500 annually. Each time a parent and an infant leave with hospital T-shirts, diapers and blankets, the institution loses money. Thanks to the implementation of Total Quality Management and the teamwork of the Lost Linen Team, that costly problem has become manageable.

The team first met in November 1993 to discuss the problem of disappearing linen. After coming up with a mission statement (to reduce the monetary loss of infant linen by approximately two-thirds), they met on a regular basis to solve the problem. By April 1994, a plan was in place to monitor the process and its results.

A strong commitment to teamwork was the key to this team’s success, according to Vic Fischer, team leader. “In only six months, we were able to implement a tracking system that enables the hospital to monitor the amount and location of our hospital linen,” said Vic. “Because we had both clinical and non-clinical employees on the team, we had a broad perspective of the situation and several different ideas that contributed to our plan.”

Several steps were taken to ensure success for this TQM venture. With data received from Environmental Services, the team validated the problem and mission statement, then analyzed the process through a flow chart to gain an in-depth knowledge of the procedure. In the next step, they analyzed the problem areas and arrived at three root causes:

- removal of infant linen by patients;
- operational procedures that encouraged loss of linen; and
- lack of financial accountability for linen expense by departments using linen.

The following solutions were initiated based on the root causes:

- Mother’s Belonging Bags were changed from opaque to clear (opaque bags will be

phased out of the admission kits);

- Hospital linen policy statement cards were placed on top of each crib to inform patients that linen is hospital property; and
- Nursing staff were authorized to give patients disposable infant blankets if needed;

Several operational procedures were also implemented:

- Infant PAR* levels were developed and implemented to reduce the volume of linen in each crib;
- Inappropriate use of linen was eliminated (for example, using linen as a “flag” to indicate clean equipment or using it for general cleaning purposes);
- “Dirty linen” hampers were placed in convenient areas on units, so that linen is not discarded in the trash; and
- The group compared the costs of disposables versus reusables for blankets, T-shirts and diapers. The study resulted in replacing diapers with reusable burp pads, which saved \$1,934 annually, plus the reduction in laundering cost of the diapers. The hospital will continue to use reusable T-shirts and blankets.

Education also played a part in the lost linen team’s plan. Nursing staff were educated regarding the new PAR levels for cribs as well as regarding the magnitude of lost infant linen so that they could help control the removal of linen by patients at discharge.

Once the causes, solutions and procedures were identified, the team undertook the task of maintaining measuring results. Several recommendations were made to increase financial accountability. For accurate expense control of infant linen, Environmental Services will continue to work with Salem Health Services to develop the new inventory system so lost linen can be itemized. When this system is implemented, measurement of the amount of savings in lost

infant linen can be made. Departments that use linen will also be held accountable for linen usage in their areas. The expense for linen processing and replacement will be budgeted and expensed in these departments.

In order to maintain gains, PAR levels in cribs will be checked by Environmental Services on a monthly basis. After two months, the Lost Linen Team leader will follow up with responsible departments to ensure that recommendations have been implemented and results are being monitored. Responsible managers will be

notified of the findings of this audit.

"Using the TQM process actually *does* work," said Ella Edwards, Director, Laboratory and Facilitator for the team. "It is very effective to have a group of people who don't normally work together meet and solve problems. We received input from all different areas," she said.

* A PAR level refers to the number of T-shirts, towels, etc., kept in a crib at any time. The actual number must not go above the PAR level.

Making Rounds

Department: Laboratory

Reported by: Micky Henderson

Please welcome the following new employees: **Carol Bergman**, Phlebotomist, third shift; **Joan Sparks**, Phlebotomist, part-time; **Linda Manual**, Phlebotomist, part-time; and Tracy Swink, Phlebotomist, part-time. **Carol Bergman**, Phlebotomist, received PBT, ASCP certification in July 1994.

LeAnne Lockridge completed the MT program at The Moses H. Cone School of Medical Technology.

Department: Environmental Services

Reported by: Dorothy Campbell

Please welcome new employee **Sylvia Richardson**, part-time tech, second shift.

The service plus award for July went to the entire Environmental Services department for doing a great job during JCAHO. **Jeannie Caldwell** received the service plus award for August. Congratulations!

Department: Operating Room

Reported by: Wendy Bass

A big welcome to **Dawn Wright**, staff RN. We are glad you joined our group!

Congratulations to **Beverly Thompson**, Surgical Tech, who married John McCoy on August 20. Best wishes! We will miss **Paige Grady**, RN, who transferred from first shift in the OR to weekend option in Adult ICU. Hope you enjoy your new department and shift!

Congratulations to **Sue Bell**, BSN, OR Specialty Manager, who made the Nursing Excellence Great 100!

Department: Maternity Admissions

Reported by: Helen Snead

Please welcome new employees **Jane Sullivan**, RN II; **Lisa Smith**, NT II Relief; and **Lanette Brown**, NT II Relief.

Elizabeth Stanley, RN II, has been elected Chair of the awards committee for Sigma Theta Tau (National Honor Society of Nursing).

Department: Joyce Mabe

Reported by: NICU

Welcome to new employees **Marie Ahkao**, RN; Joyce

Crane, RN; **Denise Waldrop**, RN; **Sherri Oliges**, RN; **Marcie Badin**, RN; and **Cheryl Halen**, RN.

Lindy Heath, LPN, received a scholarship from the state of North Carolina that is dedicated to a student in an LPN to RN program.

Department: Anesthesia

Reported by: Fran Tuohy

Rod Moore went north to Washington D.C., to the annual meeting of the American Association of Nurse Anesthetists.

Department: General Accounting

Reported by: Nancy White

Patricia K. Poole, Cash/Refund Processor, Moses Cone Hospital, has recently transferred to General Accounting at Women's Hospital as Accounting Assistant. Welcome to Women's, Pat!

Department: Admitting

Reported by: Susan Thompson

Congratulations to **Donald Conrad**, Financial Counselor, Moses Cone Hospital, who was promoted to Admitting Supervisor for Women's Hospital!

Department: Executive Office

Reported by: Kathy Jarman

Tab Haigler, formerly Controller for Women's Hospital, has joined the staff of Annie Penn Memorial Hospital in Reidsville as Vice President of Finance.

Department: Mother/Baby Unit & Central Nursery

Reported by: Kathy Lawson

Please welcome the following new employees: **Karen Olson**, RN; **Lorinda Shaw**, RN; **Mary (Terry) Morgan**, NT; **Alisa Sessoms**, NT; **Angela Briggs**, NT; **Stephanie Cockeran**, NT; and **Paula Jester**, NT.

Congratulations to **Monisophan Campbell**, NT I, on the birth of her son, Michael Lynn Campbell, Jr., born July 18, 1994.

Kay Voigt, RN, Admissions, recently transferred to the Central Nursery.

QualityPlus service to each other

Based on a great Ideas In Action, we want to post stories and thanks from employees about excellent services they've received from other employees. We'll feature these on our QualityPlus bulletin board outside the cafeteria and develop some as stories for the Viewpoint. Write down your experiences and send them to Public Affairs (and send your ideas to Ideas In Action)!

(Continued on page 12)

Making Rounds

Department: Volunteer Services**Reported by: Ginger Penley**

Please welcome new volunteers **Avis Carter**, Nutritional Services; **Emily Heide**, Baby Pictures; **Tammy Walker**, Admitting; **Bonnie Sue Miller**, Baby Pictures; **Carol Campbell**, Mailroom; **Jewel Brodie**, Main Lobby Information Desk; and **Tonya Mills**, Main Lobby Information Desk.

The teen volunteers completed the 1994 summer session and were featured in the *Greensboro News & Record*. Fifteen teens completed more than 500 hours in service hours. Volunteers served eight departments and had an opportunity to do Career Shadowing and attend Career Sampling sessions.

Department: Respiratory Therapy**Reported by: Jackie Fulp**

Please welcome new employee **Jerri Tripp**, RRT.

Department: Patient & Family Services**Reported by: Bonnie Miller**

Congratulations to **Leigh Ann Darty**, Social Worker Supervisor, on the birth of her daughter, Kaleigh Rhea, on June 30, 1994.

Department: Plant Operations/Safety & Security**Reported by: Patty Jones**

Congratulations to **Craig Powell**, Mechanic, and his wife Leslie, on the birth of their second child, a son, Ryan Craig, on June 23, 1994.

Jim Canada, Electrician, has transferred to Facilities Management at Moses Cone Hospital.

Department: Radiology**Reported by: Carrie Richards**

Please welcome new employee **Diane Garrett**, Staff Radiology Technologist.

Darlene McFadden, Ultrasonographer, transferred to Moses Cone Hospital's Ultrasound Department. Best Wishes! **Lou Simon**, Staff Radiology Technologist, transferred to third shift.

Sherry Sneed, Radiology Tech Supervisor, attended the RSNA in St. Louis, Missouri, June 18-23. **Helen Sullivan** attended the AHRA in Las Vegas, Nevada, August 1-5.

Department: Perinatal Education**Reported by: Terri Bureson**

Kathy Carstens, RN, and her husband John had a baby boy, Mitchell Scotts Carstens, born on May 27, 1994.

Department: Personnel**Reported by: Marcia Thomas**

Please welcome the following new employees: **Iris Worthy**, PBX Operator, Communications; **Stephanie Leslie**, Cashier/Registration Rep., Admission Services; **Nancy Randall**, RN Level II, Perinatal Education; **Nell Baldwin**, RN Level II, Birthing Suites; **Chikiki Peguese**, PBX Operator, Communications; **Marie Bentley**, PBX Operator, Communications; **Christopher Shaffer**, Pharmacy Fellow, Neonatal Medicine; **Sandra Sanders**, Nursing Tech I, Birthing Suites; **Jeanna Smith**, Physician Assistant, OB Medicine; **Cheridan Rainey**, Nursing Sec/Monitor Tech, Medical Surgical Care Unit; and **Gerald Price**, Food Service Technician I, Dietary.

The following employees were recently promoted:

Christine Lee, RN Level III, NICU; **Stacey Rohrig**, RN Level II, NICU; **Michael Holden**, Supply Tech II, Materials Management; **Karen Olson**, RN Level II, Mother/Baby Unit; **Kenneth Sharpe**, Food Service Tech II, Dietary Services; **Angel Woods**, Medical Records Tech, Medical Records; and **Michael Parks**, Supply Tech II, Materials Management.

The following employees have recently transferred from Moses Cone Hospital to The Women's Hospital: **Virginia Penley**, Volunteer Services; **Kerry Cothren**, NICU; **Deborah Budansiek**, AICU; **Glynis Stanger**, PACU/ICU; **Donna Turpin**, NICU; **Kathryn Schultz**, OB Medicine; and **Diane Garrett**, Radiology Diagnostic.

James R. Whiting

Executive Vice President

The Women's Hospital of Greensboro

Director of Public Affairs

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**THE
WOMEN'S
HOSPITAL**
OF GREENSBORO

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