UK HealthCare IT restructures, optimizes

Chief Information Officer Tim Tarnowski didn't let grass grow under his feet, so to speak, when he landed at UK HealthCare in 2009. Recognizing an immediate opportunity to provide even more benefits to patients and their families through technology, as well as to transform IT, he got down to business.

“We have worked to restructure our team to ensure we have the required roles and skill sets and to establish professional methods which will serve our rapidly changing environment,” he says.

Tarnowski describes the goal of the restructuring, which is in its final stages, as developing a “world-class IT function that contributes to improving outcomes and experiences of our patients and improves IT at the University of Kentucky and UK HealthCare.”

Tarnowski has been assisted in the organizational facelift by six executive directors associated with the following functions:

- Steve Baker, architecture and strategy
- Michelle Cassin, portfolio management
- Mark Eimer, technology
- Doug Fee, security
- Doris Miller, software applications
- Cecilia Page, informatics

Themes, such as “customer-centricity,” “commitment to service” and “capabilities” emerged, and the plan began to take shape.

On the capabilities front, outdated job descriptions were among enterprise artifacts identified as mismatched with a high-performing organization. To address this gap, Tarnowski, his team and HR redefined roles.

In the American business environment, it is customary to apply for a new position. What is far less common and unprecedented for many UK HealthCare IT employees was the requirement to reapply for one's current position.

This made many employees sit up and take notice, according to Doris Miller.

“People went into this thinking, ‘restructure.’ They thought this was limited to a title change; maybe working for a different person. Not everyone realized it meant competing for their job,” she said, adding that not everyone has chosen to remain with the organization.

While those departures can be disappointing for all involved, Miller noted an upside. “Someone said to me, ‘You know that those who are here now want to be.’”

Positions were posted on the UK Jobs website, and those that have not been filled are expected to be staffed by the first or second quarter of this year.

UK HealthCare IT appointments will be announced in Vital Signs throughout the coming months.

‘We have worked to restructure our team to ensure we have required roles and skill sets and to establish professional methods which will serve our rapidly changing environment.’

— Tim Tarnowski, Chief Information Officer
UK HealthCare has launched a series of print, electronic, broadcast and out-of-home advertisements highlighting our contributions as a regional referral center and unique provider of advanced subspecialty care. The campaign tells the UK HealthCare story from the vantage point of three patients – Matt, Sally and Ernie – who have benefited from the expertise and capabilities of their UK HealthCare caregivers, illustrating what is available throughout our increasingly sophisticated health care system.

For the first time in its history, UK HealthCare has launched a series of print, electronic, broadcast and out-of-home advertisements highlighting our contributions as a regional referral center and unique provider of advanced subspecialty care. The campaign tells the UK HealthCare story from the vantage point of three patients – Matt, Sally and Ernie – who have benefited from the expertise and capabilities of their UK HealthCare caregivers, illustrating what is available throughout our increasingly sophisticated health care system.

The ads will appear this spring on local and cable television, in newspapers and magazines, on billboards, buses and movie screens. Existing advertising and marketing vehicles will also reference the new ads.

"The UK HealthCare brand is relatively new to our market, and our research shows that many in our community don’t fully understand what that name means," says Bill Gombeski, director of strategic marketing. "As we explored how we could tell our story, we found the patient perspective approach resonated with people."

"That’s Why We’re Here,“ says Jan Taylor, director, Communications & Advertising, who worked closely with Tanya Wray, director of service line marketing, and marketing managers on her team to identify areas and patients who could help illustrate UK HealthCare capabilities. "The best part," adds Taylor, "is that the TV spots use various members of the UK HealthCare team to deliver the line, ‘That’s why we’re here,’ emphasizing our collective pride in what we have to offer.”

Visit ukhealthcare.uky.edu to view ads and watch interviews with the featured patients.
SWARMs: Helping foster a culture of patient safety

One of the best tools for improved patient safety is what is known as the “SWARM” process. When an incident associated with real or potential risk takes place within the UK HealthCare enterprise, leaders and involved team members get together to examine the problem in a blame-free environment. These gatherings are called SWARMs.

Paula Holbrook, RN, BHS, JD, talked about SWARMs at a recent UK Chandler leadership meeting.

“They’re conducted as quickly as possible after an event, while it’s still ‘fresh,’” she said, adding that the blameless environment “makes them more ‘swarm-y,’ and less like a root-cause analysis. These are not about laying blame. They are about providing safety to our patients.”

Key initiatives have resulted from the 150+ swarms conducted over the past two years. These include:

• Code 500 team reconfiguration, preventing spread of infection.
• Code cart reconfiguration, which calculates drug dosages.
• Physiologic triggers in Sunrise Clinical Manager, resulting in the activation of the Rapid Response Team.
• Refining the elopement risk assessment and staff response, resulting in fewer patients with cognitive impairments escaping a secure area.
• Refining the insulin protocol.
• Developing a protocol for using colored tourniquets for phlebotomy or IV starts.
• Scheduling and timeliness of inpatient MRI scans.
• Refinement of the operative counts process and policy.

Tangible results include:

• Transparency in recognition.
• Identification and analysis of problems and collaboration in developing action plans.
• Heightened awareness of safety issues.

“The bottom line,” Holbrook says, “is that initiatives such as SWARMs help us improve.”

Because of this, more employees need to become SWARMs-certified on a unit level, she adds. Enrollment in a unit-level certification class will get things started.

For more information, contact Mary Moore (mboor4@uky.edu, 859-323-2948) or enroll online (https://myuk.uky.edu).

Improve your “Health IQ”

Do you know how to treat common ailments at home? When is it appropriate to call the doctor and when to seek emergency treatment? Healthier at Home is a handy resource for answers to questions about conditions such as allergies, sprains and children’s health issues. Improve your health IQ and earn a free book. All that’s required: view a 10-minute video, take a brief quiz and a copy of the book will be sent. Only UK employees, retirees and their spouses are eligible. Only one book per person; quantities limited. Visit www.uky.edu/HR/wellness/selfcare.html.
**Work-Life recognition given to three on medical campus**

J. David Haridson, director of the enterprise applications group and professor, College of Dentistry, has been named 2011 Work-Life Supervisor of the Year. UK HealthCare was well-represented in the campuswide recognition. Gayle Plank, UK Chandler patient care manager, and Tracy Steele, Kentucky Clinic physical therapy supervisor, were finalists. More than 70 nominees were recognized.

**Two research floors open at BioPharm Complex**

UK President Eli Capilouto, second from right, is joined by College of Pharmacy Dean Timothy Tracy (left of Capilouto) and Mark Evers, MD, director of the Markey Cancer Center (left of Tracy), at a ribbon-cutting ceremony marking the official opening of the fourth and fifth research floors at the BioPharm Complex. The fourth floor will house pharmacy researchers and the fifth will accommodate cancer researchers and faculty.

**Ambati Elected American Association for the Advancement of Science Fellow**

Jayakrishna Ambati, MD, professor and vice chairman of ophthalmology and visual sciences, has been named a Fellow of the American Association for the Advancement of Science (AAAS). Ambati was honored in December for distinguished contributions to age-related macular degeneration and ocular angiogenesis; particularly for revealing surprising functions of chemokines, noncoding RNAs, and toll-like receptors in their pathogenesis.

**Gayle Plank, UK Chandler Hospital 7 main (west and south), was among nominees for Work-Life Supervisor of the Year. She is pictured with Bill Swinford, chief of staff, office of UK President Eli Capilouto.**

Gayle Plank, UK Chandler patient care manager, accepts a certificate of recognition for work-life supervision.

**Tracy Steele, Kentucky Clinic physical therapy supervisor, accepts a certificate of recognition for work-life supervision.**

**Good Samaritan employees recognized**

UK Good Samaritan Hospital’s Jenny Miller, Acute Care, and Donna Lane, patient care manager, wearing blue, were recently presented with jackets in appreciation for their workplace contributions. Also pictured, from left: Good Samaritan Nursing Director Lisa Thornsberry; UK Chandler Hospital Assistant Administrator Mark Armstrong; Chief Nurse Executive Colleen Swartz; Operations manager Phillip Denney; Good Samaritan Hospital Chief Administrative Officer Willem de Villiers, MD, and Good Samaritan Senior Nurse Administrator Darlene Stamper-Spalding, MSN, RN.
‘It's all about access’

By Dana Thornton, Pediatric Cardiology practice manager

Dana Thornton, pictured, shares how the implementation of the Ambulatory Electronic Health Record (AEHR) will impact the Kentucky Children's Hospital Pediatric Cardiology Clinic when it starts using the system in June.

"Ultimately, our providers will have access to all available medical documentation. We see pediatric patients in many locations, and it’s not a simple task to track all their records. For example, if a child was seen in the Kentucky Children’s Hospital Congenital Heart Clinic, there is no way to access their clinical medical information in a timely manner in the emergency department (ED). If the Pediatric Cardiology team travels to Morehead, Rockcastle, Georgetown, Pikeville or Somerset, the patient care staff is required to pack and secure paper charts for each location, which is incredibly time-consuming. The ability to access a patient’s complete medical history is directly related to patient satisfaction and quality care. The AEHR system will easily allow our providers to render comprehensive medical care and advice to our patients."

"Being able to track the flow of clinical operations is another AEHR benefit. If a patient’s parent calls for a prescription refill, we can track when the request was made and completed. We can also track how timely a patient moves through the clinic, from registration and obtaining vital signs to when the provider enters the exam room and the time of check-out. Patient satisfaction is the ultimate goal."

"The AEHR system gives us such a great tool to simplify the process for both the patient and the clinical staff, and it is apparent the key to the AEHR system is that it is all about access."

The Pediatric Cardiology Clinic will be third to launch AEHR, after Internal Medicine (May) and Gastroenterology (June). More information is posted to http://careweb.ukhc.uky.edu/projectONE. Send questions to projectONE@uky.edu.

New integrated clinical enterprise model announced

To support UK HealthCare’s integrated clinical enterprise and optimize quality, service and efficiency, a new management model is being piloted.

Called the Multidisciplinary Clinical Service (MCS) model, management triads consisting of a nurse, physician and administrator are responsible for the operations and overall performance in terms of quality, service and efficiency. These teams and associated clinical service areas include:

**Intensive Care Service**
Kathleen Kopser, MSN, RN, NE-BC, administrative director
Scott Morehead, MD, medical director
Pam Branson, RN, nurse director (interim)

**Trauma and Acute Care Surgery**
Lisa Fryman, RN, administrative director
Philip Chang, MD, medical director
Julia Blackburn, BSN, nurse director (interim)

**Women’s Health Program**
Rania Omar-Burke, MBA, administrative director
Fred Zachman, MD, medical director
Lynne Jensen, ARNP, nurse/clinical manager

The pilot’s progress will be reported in *The Weekly Briefing* and *In the Loop*.

A letter worth passing along

"What I want to do here is to give the highest remarks possible to the staff at the Markey Cancer Center. My husband was diagnosed with a tumor in his right kidney, which we later found out was kidney cancer. We went through a difficult time coping with the possibility of this terrible disease."

"You see, I lost my father 17 years ago to colon cancer and I had to watch his disintegration from a 260-pound man to a boney 150 pounds at the time of his death. As you can imagine, when we heard the words ‘cancer’ again we were devastated, but my husband is the strongest man I know next to my father."

"We had a partial nephrectomy to remove the tumor for which I can tell you that the doctor says there is a 95 percent probability that no other treatment will be necessary, praise God."

"I have to tell you that the care we received at the Markey Cancer Center was something I have never experienced. It was the most excellent care that I believe we could have ever gotten. They not only care for the patient, they also have hearts as big as Texas for the families, which at these times is very much appreciated."

"I just can’t say enough good things about your nurses, doctors and staff at the Markey Cancer Center that would express our heartfelt gratitude and sincere thanks for all that was done for us. Please pass this along to you staff if you wish to do so. And again thank you so much for your wonderful care, in our time of need. God bless you all!!!!!!"

- Dawn Lewis

Congratuations to UK Good Samaritan Hospital for earning Pathway to Excellence® designation from the American Nurses Credentialing Center.
**Clinical Nurse Excellence winners**

- **Susan Daugherty, BSN, RN, B.A., WCC**
  UK Good Samaritan Wound Care Clinic
  October

- **Kelly Turner, RN**
  UK Chandler Neonatal Pediatric Transport
  November

- **Kimberly Little-Bailey, RN**
  UK Chandler ED
  November

- **Randy Chavous, NCT**
  NCT, UK Chandler Acute Care
  November

- **Rob Edwards, RN**
  UK Chandler Main OR
  December

- **Ralph Cooksey, RN**
  UK Chandler PACU
  December

- **Adriane Blackburn, RN**
  UK Chandler Transplant 8 East
  January

**Resident of the Month**

- **John (Jay) Meehan, MD**, resident in Internal Medicine-Pediatrics, was selected as Resident of the Month for November 2011. Nominated by a number of individuals, the following was written about him, “Jay is very passionate about improving the structure of resident education.” “Contributes unique ideas to improve resident’s daily routines. “Journal Club organizer.” “Dedicated to patient care and improving delivery of patient care.” “Service-oriented.” “He is persistent in ‘going the extra mile’ for his patients.” “Jay has been instrumental in the ICARE handoff tool project.” And, “Jay is one of those residents who not only identifies problems, but is willing to stand up for his peers and find solutions. He constantly strives to make the program around him better and stronger.”

- **Justin Whitlow, MD**, Neurosurgery, was named Resident of the Month for December. Peers had the following to say about him, “Justin is the best! Always willing to help.” “Professional, always ready to work. Efficient. A pleasant personality.” “He is a very good teacher.” “Very helpful in the OR and always willing to teach anyone who is interested.” “He’s good with patients, always calm and a great teacher.” And, “He’s awesome. And super-nice and responsible.”

- **Matthew (Matt) Bacon, MD**, Internal Medicine-Pediatrics, is the first Resident of the Month for 2012. Nominated by a number of individuals, the following was mentioned: “Matt has repeatedly been recognized as an outstanding teacher.” He is dubbed a “team player,” “hard working,” with a “good attitude.” Another cohort opined, “I have seen him spend a lot of time and energy teaching other residents and students.” “Excellent resident. Helps fellow residents. Offers good suggestions for dealing with duty hour changes.” His “tireless dedication to patient care” and “good role model” rounded out the nomination.

**Send us recognition items**

UK HealthCare supervisors are encouraged to submit job-related recognition items about employees for consideration on a space-available basis in Vital Signs. Send information and photos to: susan.dunlap@uky.edu.
**OFFICE OF SERVICE EXCELLENCE NAMES DIRECTOR, EMPLOYEE ENGAGEMENT MANAGER**

The Office of Service Excellence (OSE) has named a director. Angela M. Lang assumed the role in January, reporting to Chief Nurse Executive Colleen Swartz, DNP. Reporting to Lang is Amberlee Nickell, newly designated employee engagement manager. Nickell also began her new role in January.

Lang was director of marketing and service excellence for the past three years. Lang’s and Nickell’s positions were formerly held by Suzanne Springate and Teresa Barnhill, respectively.

**PERSONNEL BRIEFS**

- **Bin Huang, DrPH**, assistant professor of biostatistics, College of Public Health, has been awarded a $225,000 grant for a three-year project with potential funding for two additional years for a total of $675,000. The grant is funded by the Centers for Disease Control and Prevention for exploring cancer survival in Appalachia. Dr. Huang has also been awarded a $52,000 grant from the National Cancer Institute for surveillance epidemiology.

- **Pamela Teaster, PhD**, has been named director of doctoral studies effective this month.

- **Lori Armstrong Wilson**, UK HealthCare Development events planner, was among three persons recognized in late November at the annual Terry B. Mobley Awards ceremony for excellence in furthering UK’s development efforts. She won a 2011 Front Line Award for outstanding performance in support of fund-raising efforts at UK. Also representing UK HealthCare was **Dr. William Lubawy**, associate dean for academic affairs, College of Pharmacy, who earned the 2011 Development Service Award for extraordinary support for the development efforts at the university and for strong advocacy through service to local, state or national organizations. Recipients, nominated by staff and faculty, received an honorarium from the Terry B. Mobley Awards Endowment and an engraved julep cup. Their names will also be added to a recognition wall in the Sturgill Development Building.

- **Raymond Young, RN, BSN, CPAN, CAPA**, has been named interim Pre-Op, Holding and PACU manager. He has 16 years of nursing experience, 15 of them in the PACU. He is former PACU manager for The Medical Center, Bowling Green. He is president of the Kentucky Chapter of the American Society of PeriAnesthesia Nurses (ASPAN) and the Kentucky Society of Perianesthesiology Nurses (KSPAN). He has worked at UK HealthCare as a PACU staff nurse for the past two years, frequently filling the role of charge nurse.
Transplant program
gets time-out focus at Rupp Arena

Members of the UK HealthCare transplant team and two patients were recognized Jan. 7 during the men’s basketball game at Rupp Arena. Pictured, from left: double-lung transplant patient Steven Hamilton; Michael Karpf, MD, executive vice president for health affairs; Jay Zwischenberger, MD, surgeon-in-chief and director of the UK Transplant Center; double-lung transplant patient Lucas Bailey; Enrique Diaz, medical director, UK Transplant Center; Navin Rajagopalan, MD, medical director for heart transplantation, and Rho Yanagida, MD, a UK HealthCare transplant surgeon whose personnel announcement will appear in the next issue of Vital Signs.