



CEO CORNER

Dick Brvenik

The Year in Review...

As we approach the start of 2011, I want to take a moment to reflect on the past year's accomplishments and successes—and there have been many! We have celebrated the grand openings of three new facilities: the Physical Therapy & Rehabilitation satellite in Storrs, the Center for Women's Health at Mansfield, and the Breast Imaging Center here in the Hospital. In addition, we have a wonderful new OB/GYN office, and a new surgical and wound care clinic for our patients as well. We have seen the expansion of our Hospitalist program, now nearly five years old (early in fiscal year 2010, the program changed from a contracted service to a group of physicians employed by Windham Hospital, under the leadership of **David Jaworski, MD**). Our Emergency Department treated more patients than ever before, while maintaining superior service to these individuals, and our paramedics remain unparalleled in training and capabilities. This year, the Hospital was named Corporate Citizen of the Year by the Chamber of Commerce; our laboratory, pulmonary, and cardiology departments were recognized for outstanding performance and accredited nationally; and our interventional radiologists performed life-saving procedures in concert with our surgeons and gynecologists. We are working now toward expanded electronic medical recordkeeping throughout the Hospital, and we look forward to the groundbreaking in the spring for the new on-campus Medical Office Building, which will allow ever-better access, enhanced service, and more coordinated care for our patients.

Through all these initiatives, we have embraced a culture of excellence, exceeding national quality standards in core measures, and continuing our long-standing zero-percent scores for central-line associated bloodstream infections, hospital-acquired conditions (such as pressure ulcers), and culture-contamination in our laboratory. That we maintain excellence and expand programs while managing to contain costs is remarkable, and is a tribute to you — our staff members — who commit your time and talents to serving every patient with the highest level of care. Our caregiving team makes a difference, each and every day.

Thank you all for your support and drive to make Windham Hospital such a valued resource for our region. Working together, we achieve marvelous results for our hospital and our community. I wish each of you and your families the happiest and healthiest of holidays, and look forward to the accomplishments of the coming year.

ANNUAL HOLIDAY BAZAAR
A RESOUNDING SUCCESS!!

Thank you to **Val LeMasurier** and all her "elves" from the Board and Auxiliary membership (**Annette, Becki, Betty, Georgina, Judy, Kathy, Lennox, Linda, MaryKay, Pat**) for working so hard to make this event a great success. In addition, many Auxiliary members made wonderful items for the baked goods table, which completely sold out. It appears that we have grossed over \$9,500, which I believe is a record!!!! There were 34 crafters and vendors and 28 themed baskets, which once again were amazing!

Members of the Rockville General Hospital Auxiliary visited us during the Bazaar and made many complimentary comments about it. We have a great Auxiliary that is very strong and supportive of our events which benefit our hospital and the patients we serve.

Many thanks to everyone who helped make this day such a resounding success.

— Shawn Maynard

WELCOME NEW STAFF

Thomas Morneau - Supervisor, Nuclear Medicine
Heather Tindall - Senior Executive,
Marketing & Community Partnerships
Robert Buckland - Security Officer
Suzanne Works - Registered Nurse
Quiana Petteway - Coding Associate

WELCOME NEW VOLUNTEERS

Harlene Fairbanks – Cancer Resource Room
Bob Gardner – Messenger, Escort, Transportation Desk
Jessica Jean – Messenger, Escort, Transportation Desk

TODAY'S THE DAY!

The Annual Holiday Celebration

Cafeteria & Hatch Day Room

11:15 am - 1:30 pm • 5:00 pm - 6:30 pm
2:30 am - 4:00 am (Friday, December 17)

All Staff, Medical Staff, Windham Hospital Board
of Directors, Retirees, Physician Office Staff,
Students and Volunteers are invited.



WINDHAM HOSPITAL'S COMMITMENT TO EXCELLENCE

As we continue on our journey to excellence and develop ideas for hospital-wide improvement, our progress is measured by our hospital's "balanced scorecard" — a tool based on the balanced scorecard for the entire Hartford Healthcare (HHC) system. In FY 2010, we celebrated some great successes, meeting or exceeding many of our goals. There were only two goals where we fell short. We have developed a new balanced scorecard for FY 2011, stretching beyond previous benchmarks and adding a few new challenges. Congratulations to the many departments that worked so diligently to achieve the goals in FY 2010. We're looking forward to 2011!

Achieved/Exceeded Goal - FY2010	2010 Goal	2010 Actual	2011 Goal
Phone Calls Following Patient Discharge	75 %	79 %	*
Preventing central line associated bloodstream infections	< 2 %	0 % for 12 months	*
Reduce re-admission rates	< 4 %	3.57 %	3.5%
Develop plan for recruiting additional medical staff	Gain Board approval	Approved and plan implemented	Recruit 7 new physicians
Improve available medical offices	Create plan for medical office building	Plans approved; proceeding with construction	Break ground by Spring 2011
Increase ED patient volume	3 %	7.42 %	*
Reduce insurance benefit costs for staff	\$11,395 per FTE	\$10,583 per FTE	*
Achieve agreement with unions on pending contracts	Contract ratification	Contracts ratified	*
Progress Made Toward Goal	Goal	Actual	
Enhance Leadership Engagement & Accountability	10 % increase	5.7 % increase	*
Reduce cost per average unit of service	\$6,133	\$6,276	< 3 % increase over FY 10
Achieve labor productivity goals	100 %	97.68 %	*
Door-to-provider time within 30 minutes of arrival in the Emergency Department	85 %	84 %	88%
Difficulty Achieving Goal	Goal	Actual	
Increase physician satisfaction scores in the HCAHPS domain	82 %	75 %	88 %
Increase surgical and scoping procedures volume	2 % increase	4.9 % decrease	*
Goals Added - FY 2011			FY 2011 Goals
Discharge patients before noon			50 %
Achieve overall satisfaction rating of 9 or 10 on HCAHPS domain			70 %
Achieve top decile rating in core measures			95 %
Conduct physician survey			Complete by April 2011
Generate ideas for hospital improvement within our work groups			Generate 1000 ideas by March 31, 2011
Increase awareness of WH and its affiliation with HHC			Achieve 40% awareness
Average subsidy pre-HMG employed physician FTE identified and compared to prior fiscal year			3 % decrease
Increase Medicare case mix index			Increase from 1.19 to 1.28
Complete a swing bed project feasibility analysis			Complete by 1/31/2011

* Not included in FY 2011 scorecard, but still very important.

HOLIDAY SEASON SAFETY

Emotions run high during the holiday season and there is a greater risk for accidents around the home. Windham Hospital urges people to celebrate with an eye to safety this holiday season. Look for potential danger spots and eliminate them.

INTERESTING FACTS TO CONSIDER:

from the U.S. Consumer Product Safety Commission (CPSC)

- Each year hospital emergency rooms treat approximately 10,800 people from injuries, such as falls, cuts, and shocks that are related to holiday lights, decorations, and Christmas trees.
- There are approximately 11,000 candle-related fires each year, which result in 150 deaths and 1,200 injuries annually.
- On average, Christmas trees are involved in about 400 fires annually, which result in 20 deaths, 70 injuries, and over \$15 million in property loss and damages.

TIPS FROM THE CPSC FOR HOLIDAY SAFETY

FIREPLACES

- Use "fire salts" with special care, they contain heavy metals and can cause intense gastrointestinal irritation.
- Do not burn wrapping papers in the fireplace. A flash fire can result, as wrappings ignite and burn quickly.

LIGHTS

- Whether indoors or outdoors, use only lights with an approved laboratory rating, like Underwriters Laboratory, or other approved sources. Always try to use lights with fused plugs.
- Check the sockets, bulbs and cords for breaks, frayed wires, or loose connections.
- Don't use more than three strings of lights for each extension cord. Check the extension cord to be sure that it is rated for multiple cord use.
- Avoid using electric lights on a metallic tree. The tree can become charged from faulty lights, and the person touching it can be electrocuted.
- Outdoor lights – Check the label to be sure that they are designed for outdoor use. Secure outdoor lights to trees, walls, and fence posts or other objects that are stable to prevent wind damage. If you are using staples to tie to a hard object, be sure to use insulated staples.
- Always turn off all lights when you leave home or go to bed at night.
- For extra protection with outdoor lights and other electric decorations, plug into ground-fault-circuit-interrupters. The cost is minor compared to the damage that could happen.

DECORATIONS

- Use only non-combustible or flame resistant materials to decorate the tree.
- You should never use lighted candles on a fresh tree or other evergreens. For candles, use non-flammable holders and place them where they won't get knocked over.
- If small children are present, avoid decorations with sharp edges or breakable parts.
- Wear gloves for protection when decorating with angel hair. Check the directions for use to avoid lung irritation.

There's a lot to remember to provide a safe holiday for you and your family, but the effort is well worth the peace of mind that we all seek during the holidays. Have a safe and happy holiday season.

— Paul Scarchuk, Director Windham Hospital Safety and Security

WE'RE ON OUR WAY TO THE TOP!

More than 700 ideas have now been generated in the Commitment to Excellence Work Groups! Watch for the "progress thermometer" in the Hatch lobby during the Hospital's Holiday Party on Thursday. After its unveiling there, the sign will travel up to the Atrium, so we can all track our progress toward the 1000-idea goal (and beyond). Mindy Kivlin, Kathy Hawkins, and Cary Trantalis charted "the terrific progress we've made" through December 15.



Sometimes

HUMOR'S THE BEST MEDICINE

In StaffLink, we often include some of the "lighter side" of our world. Staff contributions are welcome!

Another New Year is upon us...

"An optimist stays up until midnight to see the new year in. A pessimist stays up to make sure the old year leaves." ~ Bill Vaughn

"Cheers to a new year and another chance for us to get it right." ~ Oprah Winfrey

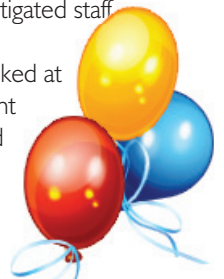
"Yesterday, everybody smoked his last cigar, took his last drink and swore his last oath. Today, we are a pious and exemplary community. Thirty days from now, we shall have cast our reformation to the winds and gone to cutting our ancient shortcomings considerably shorter than ever." ~ Mark Twain

"Many people look forward to the new year for a new start on old habits." ~ Unknown



Celebrating the WINS

Congrats to the Lab for their recent re-accreditation by the College of American Pathologists (CAP), based on the results of a rigorous on-site inspection. The lab's director, **Dr. Nadia Nashid**, was congratulated by the CAP for the excellence of the services provided at Windham Hospital. During the accreditation process, CAP inspectors examined laboratory records and quality control procedures for the past two years, investigated staff qualifications, inspected equipment and facilities, researched the program's safety record, and looked at the overall management of the lab. This stringent inspection program ensures the highest standard of care for all patients served by the lab. The Windham lab joins more than 7,000 CAP-accredited facilities worldwide.



REMINDER

For any emergency on the Windham Hospital Campus, staff should **always dial 711 (not "0")**. Calls are answered in the order of receipt and the operators have no way of knowing that an emergency call is coming in and there may be delays.

ON OUR CALENDAR

November 7-13, 2010 marked **Health Information and Technology (HI&T) Week**. Today's healthcare consumers require access to a healthcare delivery system that allows information to easily and safely follow them throughout the continuum. Information privacy, security and technology professionals work together to create an environment of trust as each year the healthcare industry moves closer to its overall goal of full Electronic Health Records implementation and consumers continue to benefit from the combined efforts of these professionals who are dedicated to health information integrity. This week of celebration and observance was inadvertently omitted from the November issue. The editor regrets the error.

Congratulations to all of our colleagues during their special recognitions! **And a big THANK YOU for all you do throughout the year to make our Hospital a better place for all of us to work.** If your department has a special recognition day, week, or month coming up, please send details (or a website for information) to Sharyn Mathews at smathews@wcmh.org so the event can be included in StaffLink.

The **December or Winter Solstice** will occur at 11:38 pm on December 21, 2010. The December solstice occurs when the sun reaches its most southerly declination of -23.5 degrees. In other words, it is when the North Pole is tilted 23.5 degrees away from the sun. In the northern hemisphere, the solstice marks the day of the year with the least amount of daylight — so once beyond December 21st, the daylight hours once again begin to accumulate. We're on our way to Spring!



ART IN THE CORRIDOR GALLERY

Sponsored by Windham Regional Arts Council and the Auxiliary to Windham Hospital

Karen Barry and **Sandy Hoyt** are photographers who will exhibit their latest works at the hospital during the month of January.

Sandy believes that art is a reflection of the soul and hopes that her work will take the viewer beyond the snapshot.

Karen has a passion for nature and brings that aspect to her photography.

The exhibit will run from January 4th through 26th.

CONGRATS TO...

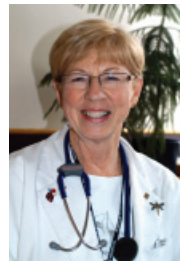
...The Diabetes Education Department, which has received its four-year-long re-accreditation from the American Diabetes Association. Windham hospital has the distinct honor of being the first community hospital accredited by the American Diabetes Association.

Through the generosity of the Lion's Club, the Diabetes Education Center has also been able to purchase a real-time glucose monitor. Diabetics can wear this monitor for seven days and immediately see how their blood sugar is impacted by their actions — diet, exercise, stress, etc. A physician referral is required for the monitor.



...Nidia Caraballo (patient access, operator and translator), who was married on November 27th. The staff from the Prenatal Clinic attended to help celebrate her nuptials. We certainly wish Nidia and her new husband all the best!

...Cheryl Mish, who retired on Dec. 10 after 32 years of nursing at Windham Hospital. Most recently, she was on the staff in the EEG/Cardiac testing unit. Fair winds and following seas, wherever your life's journey takes you!



CONDOLENCES TO...

...Marie Santa and Debra, Catherine, Eric and Stephanie Millette on the passing of Elisabeth Millette, Marie's mother, mother-in-law to Debra, and grandmother to Catherine, Eric and Stephanie Millette. Our deepest sympathy goes to Marie and the Millette family on their loss.

StaffLink is a monthly publication of Windham Hospital and is distributed throughout the Hospital Community. To submit a news item, or for more information about the items listed within these pages, please email smathews@wcmh.org.

YOU ASKED, WE DELIVERED: VISITATION POLICY WORKSHOP

Windham Hospital is working towards creating a healthy and healing environment for all of their patients. This initiative is reflected by the reformed visitation policy introduced to the hospital this July 2010. The hospital welcomes family and friends but asks these individuals to take the recommended guidelines into consideration when visiting the hospital. These guidelines ask friends and family to, "visit in small doses, to come healthy, to coordinate visits, and to allow rest periods for the patient." The suggested visiting hours are now 12 pm to 8 pm for Windham Hospital.

A workshop sponsored by the Family Advisory Council was recently held in October for the hospital staff interested in better understanding the reformed policy. The workshop was an opportunity for the staff to discuss and share their opinions in regard to visitation conflicts that arise in their particular department. The entire workshop was developed by the Family Advisory Council who played an influential role in the modification of the visitation policy.

The community members of the Family Advisory Council who have personal experience with Windham Hospital are **Pat Calvo, Belinda Clark, Andrew Pintal, Phyllis Pintal, Mark Roarbaugh, and Ray Silveira**. The hospital staff committee members of the Family Advisory Council include **Mary Horan, Erica Choiniere, and Jacy Worth**. These individuals are interested in making a difference by implementing and improving policies or programs at Windham Hospital.

Ray Silveira, a committed member of the Family Advisory Council, began the workshop with an activity that was intended to remind everyone that we all have different perspectives. Those who attended the workshop enjoyed this "ice breaker" because it can be appropriately applied to the different staff reactions that result from the reformed visitation policy. Among the hospital staff, there has been conflicting opinions towards the policy and Ray Silveira wanted to remind those who attended the workshop that this was a time for their attitudes towards the policy to be shared.

The workshop continued with personal stories shared by a community member on the council and by a hospital staff member. This allowed the audience to hear two different perspectives on the visitation policy. According to Juanita Vazquez, a Social Worker here at Windham Hospital who attended the workshop, "I thought these testimonies carried a lot of weight and certainly contributed in a wonderful way to the workshop. Listening to their personal stories illustrated the different perspectives individuals have towards to policy."

The workshop also consisted of role playing. The hospital staff who attended was asked to write difficult situations they had personally experienced with regard to visitation. These hospital staff and visitor conflicts were then acted out in groups. This part of the workshop quickly turned into a casual and fun learning experience that reminded the staff of the many different ways an issue with visitation can be handled.

The overall goal of the visitation workshop was to create an inviting atmosphere where hospital staff could come together and to feel comfortable sharing their thoughts on the reformed visitation policy. Juanita Vazquez expressed, "I knew the basics of the policy but found it refreshing to be able to talk about it with other staff members here at Windham Hospital." It was also an opportunity for the Family Advisory Council to introduce themselves to the hospital staff and to let their continuous devotion to the hospital be recognized.

The council wanted the hospital staff to walk away with an awareness of different perspectives and how inconsistencies can be eliminated if these differences were recognized and addressed. Juanita Vazquez feels, "This new policy recognizes and integrates more specifics and context-based material. This will only be helpful with eliminating disagreements and is certainly a head in the right direction for Windham Hospital." In the end, it is really the patient and their health that matters the most. Through collaboration (between hospital staff, patients, and visitors), we can create a healthy, healing environment for Windham Hospital.

If you are interested in becoming involved in the Family Advisory Council, please contact Family Centered Care at 860.456.6766. We meet the second Thursday of every month at 5 PM. If you would like to be involved in implementing or improving policies or programs at Windham Hospital, please consider joining our council. We are looking for individuals who are committed to helping Windham Hospital grow! We would love to have you on board.

— *Mary Horan & Adrienne Levine,*
Family Centered Care

BIG THANKS TO ST. MARY'S PRAYER SHAWL MINISTRY

The Prayer Shawl Ministry of St. Mary's Parish in Willimantic has made a very generous donation of handmade prayer shawls. The shawls which were knitted, crocheted or sewn by members of the ministry, are available to patients at the hospital who are in need of comfort. The beautiful shawls have a tag attached which reads:

"This shawl was made with prayers and we hope that it will bring you comfort and warmth. When you are sad, discouraged, lonely, or in fear, wrap it around you and know that the Lord embraces you and is always with you."

Janine Masso, a member of the ministry, said that Prayer Ministry is important to the Parish and that they are "pleased to be able to share the shawls with those who are in need of comfort."

The shawls are being dispersed from the Family Centered Care office which can be reached at extension 6766.

— *Mary Horan & Adrienne Levine,*
Family Centered Care

GO GREEN IN 2011

Going Green—a great way to start the new year. Here are some suggestions. Each green step you take makes a difference for our planet and future generations.

1. Banish paper and plastic bags from your life. Always carry at least one reusable bag with you or store them in the trunk of your car.
2. Switch your monthly bills to e-billing. Even if you print them out at home, you'll eliminate the postage carbon footprint and reduce paper envelope use and annoying "special offer" inserts.
3. Before you throw anything away, ask yourself if you can use it in a new way or if someone else could use it.
4. Recycle anything and everything you can. Even if you have to drive items to a depot once a month, it's worth it to save raw materials.
5. Start composting — it's simple and you get free fertilizer.
6. Switch to an electric kettle for boiling water. Electric kettles use less energy than their stove-top counterparts, and there are stainless steel options available if you're wary about boiling water in plastic.
7. If you're replacing appliances in 2011, pay a little more for the most efficient Energy Star models — they'll save you money in the long run.
8. Build a rain barrel to get free water for your garden and plants. In the winter, collect snow, scoop it into a pail, and bring it inside so it can melt and be used for watering indoor plants.
9. Walk more, particularly if your destination is less than 30 minutes on foot. It's good for your health and the environment.

10. In the market for a new car? Choose a green hybrid or electric vehicle.

11. Use your bicycle to run errands close to your house. The exercise is good for you too.

12. Go vegetarian one day a week. The livestock industry is a huge greenhouse gas emitter.

13. Eat organic — it may not be nutritionally superior, but it's a lot better for the planet.

14. Refuse to buy foods that are unnecessarily packaged, such as fruits and vegetables.

15. Grow your own fruits, veggies, and herbs.

16. Commit to buying green fashions — think organic cotton, bamboo, hemp and other sustainable, natural fibers, as well as recycled fabrics.

17. Switch to all-natural cosmetics. A good rule: If the ingredients list looks like a lesson in chemistry, steer clear; if you're stumbling over Latin, you're looking at the names of plants.

Shop at secondhand and charity shops before hitting the mall or your favorite boutiques. You can usually find some great gems.

These are just a few of the ways you can commit to going green in the new year. Just remember: It can be a challenge as you adjust to a new way of thinking, but it's worth sticking with it. Happy Holidays and have a Green 2011!!!



STAFF APPEAL 2011: Caring and Sharing

Congratulations to the December Staff Appeal monthly winners!!

- Amanda Dazy, Patient Access, massage gift certificate
- Sharon Hineline, Laboratory, holiday turkey
- Karen Pankowski, Physical Therapy, holiday turkey
- Fran Boulay, Patient Access, holiday turkey
- Margaret Montigny, Greer, holiday turkey
- Barb Olivera, Case Management, preferred parking
- Zulayka Torres, laboratory, Preferred parking
- Christian pagan, Environmental Services, Coffee Shop gift certificate
- Theresa Reiley, Radiology, Coffee Shop gift certificate



The Staff Committee again thanks everyone who participated in the Staff Appeal and reminds them that each and every contribution received by the Hospital will help to strengthen services and meet the many needs of our co-workers, patients, families and the community we serve. Thank You!

— The Staff Appeal Committee: Alison Blair, Julie Bundy, Chris DelMastro, Carmen Ouimette & Marie Quinn