

Study Outlines Concerns Of Employees

Change...growth...evolution. There's a lot of that in the healthcare field lately, and TAH—LVHC and HealthEast are very actively involved.

While many forces are at work, the task of adapting to the shifting needs of providing quality care to patients remains the focus of complex planning and development. This sometimes bewilders the diversity of skilled professionals staffing one of the region's most sophisticated healthcare systems.

Sensitive to the fact that the concerns of employees are critical to ongoing development, Human Resources (TAH—LVHC) commissioned a study in January to obtain an accurate summary of organizational issues affecting employees, the results of which were recently announced to department heads by Luis Martinez, senior vice president, Human Resources.

The audit was performed by Modern Management Inc. To accomplish it, a list of 400 exempt employees was given to the consultant, who in turn chose 80. "I do not know who they were," Martinez adds. In the audit summary, Martinez observes that while they were very candid, "several of the managers were skeptical about the exercise because, based on their experiences in the past, these efforts yielded no results." He therefore feels that candor in announcing results is

important to the task.

After making it clear that TAH—LVHC has much to be proud of as an organization, the consultants said that recent changes may have caused some morale problems and to assist the organization in maintaining its reputation as an enlightened and progressive employer, the consultants must approach it from a critic's viewpoint.

Major impressions, Martinez reports, include three significant issues.

Heading the list is the merger of The Allentown Hospital and Lehigh Valley Hospital Center. Although the formal merger was two years ago, "the intensity of emotions expressed by virtually every interviewee on this subject clearly suggests the cultures of the two organizations have not yet meshed into a single identity."

Some departments — labs and off-site departments such as Home Care of the Lehigh Valley — have progressed in the development of a shared identity, but others are thwarted "because some employees are still focusing on the past."

Second on the list of issues was implementation of Strategic Service Units, a popular national trend that is most successful where it has been carefully planned, communicated and executed.

"Some managers stated they do not know where to focus their efforts because they do not have a clear under-

standing of what the organization will look like a year from now, or two or five years from now," the consultants report. "This is aggravated by a number of managerial reassignments made in an effort to reduce the layers of management and increase span of control. Many managers also reported they had not had time to acclimate themselves to their supervisor's expectations before a new one was assigned."

Finally, the audit revealed that some supervisors are anxious about the impact the new emphasis on Total Quality Focus (TQF) will have on them. Many think they are working at maximum output and do not understand how TQF can benefit them, incorrectly believing that TQF will place additional work and demands on them.

To meet these concerns, the consultants have a number of recommendations, including an effective system of communication, special assignments for key individuals to expedite the consolidation of human resource policies and encouraging department heads to work with employees to develop departmental goals and objectives congruent with the organization.

Another part of the study centered on frustrations or unhappiness of middle managers with department-managers, generally centering around

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The Allentown
Hospital—
Lehigh Valley
Hospital Center

A HealthEast Hospital

Events

Golf Tournament

A golf tournament will be hosted by TAH—LVHC and HealthEast on Aug. 4 beginning at 10:30 a.m. at the Wedgewood Golf Course. Open to all employees, their families and friends, the tournament fee is \$35 per person, which includes golf, cart, prizes and a picnic following the tournament. "Callway" scoring will be used. For tee times and additional information, call Jack Dunleavy, Human Resource Development, ext. 8320.

CPR Courses

Emergency Medicine Institute at TAH—LVHC will again host basic cardiac life support (BCLS) and cardiopulmonary resuscitation (CPR) courses to the community and healthcare professionals in the Anderson Wing, LVHC site.

The "heartsaver" course, covering one-man CPR and adult foreign body airway obstruction, and a pediatric course, involving infant and child CPR and foreign airway obstruction, are both scheduled for July 9 from 7 to 10 p.m., and both have a \$10 registration fee. For additional information and registration, call Diane at ext. 8600.

Human Resource Development will offer a CPR certification course in July. Part I will consist of theory and

demonstration and will be held from 9 a.m. to noon Tuesday, July 10. Part II, consisting of mannequin practice and testing, will be held from 1 to 4 p.m. Thursday, July 12. All classes will be held in room 900, School of Nursing, TAH site. To register, call ext. 2430.

Breastfeeding Class

WomanCare and the department of Maternal and Childbirth Education are offering breastfeeding classes for prenatal and postpartum mothers from 10 a.m. to noon, Saturday, July 14 in room 900 of TAH site School of Nursing. Fathers and well babies are also welcome to attend. For more information about these classes or other WomanCare programs, call ext. 3800.

Ethics Rounds

Stephen E. Lammers, Ph.D., an ethics consultant, will be the speaker at the June 29 Ethics Rounds to be held at noon in LVHC site auditorium. The program is sponsored by the Ethics Committee of TAH—LVHC, and the topic will be "Allocating Resources: Who You Are Might Make a Difference."

Cancer Center

The Make Today Count Education Program, sponsored by the Comprehensive Community Cancer Center,

will present "Answering Your Questions About Cancer" at 7:30 p.m., July 18 in LVHC site classroom 3. TAH—LVHC hematologist-oncologist David Prager M.D., will answer any questions or concerns regarding diagnosis, tests, treatment and other cancer-related topics. For more information about this or other cancer-related events, contact the Cancer Center at ext. 2582.

Educational Happenings

Monday, July 2

TAH - Employee Orientation; 8 a.m. to 4:30 p.m.; auditorium

Tuesday, July 3

TAH - Tour 1 to 2 p.m.; lobby
LVHC - Tour 2:30 to 3:30 p.m. lobby
(note: day change due to holiday)

Tuesday, July 10

TAH - CPR certification; Part I; 9 a.m.-noon; room 900, School of Nursing; call ext. 2430 to register

Wednesday, July 11

TAH - Stroke Team; 9 to 10 a.m.; cafeteria conference room

Thursday, July 12

TAH - CPR certification; Part II; 1-4 p.m.; room 900, School of Nursing; call ext. 2430 to register

Monday, July 16

LVHC - Employee Orientation; 8 a.m. to 4:30 p.m.; auditorium

Wednesday, July 18

TAH - Stroke Team; 9 to 10 a.m.; cafeteria conference room

TAH - Tour 1 to 2 p.m.; lobby

LVHC - Tour 2:30 to 3:30 p.m.; lobby.

In The Picnic Basket: Menu, Activities, Ticket Sales

Tickets for the annual picnic for TAH—LVHC and HealthEast employees, volunteers, medical staff, families and retirees will go on sale Aug. 20 at Human Resources offices.

The event will be held Saturday, Sept. 8 at the Emmaus Community Park from 11 a.m. to 7 p.m., rain or shine.

Planned activities include clowns doing magic tricks and face painting, bingo for both children and adults, egg and balloon toss contests, crafts for children, moon bounce and softball.

A bake-off contest will also be held, so employees are asked to bake their favorite dessert to enter, and prizes

will be awarded for the event.

The menu includes Italian sausage, barbecued chicken, hamburgers, hot dogs, pork and beans, pasta salad, ice cream and watermelon.

Tickets are \$4 for adults and \$2 for children ages three to 11, and will be available Monday through Friday from 8 a.m. to 4:30 p.m. at LVHC site, 7:30 to 9 a.m. and 2 to 4 p.m. at TAH site, and from 8:30 a.m. to 4:30 p.m. at HealthEast. Hospital ID cards are required to purchase tickets.

Volunteers to help with the project are needed, and can contact Dennis Yaremchuk, Human Resources (TAH) at ext. 2560 or Victoria Hackett, Clinical Labs (LVHC) at ext. 8162.

CheckUp is a biweekly publication of the Communications Department of HealthEast. To submit an article, or for additional information, call ext. 7915.

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HealthEast, a not-for-profit regional healthcare system, is more than 8,000 professionals, employees and volunteers working to provide you with quality, comprehensive health services.

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HealthCounts Announces Prizes

HealthCounts is continuing the monthly drawings for prizes as part of the "I'm Worth It" Incentive Program. By participating in a variety of health promotion activities, employees will have a chance to win many exciting prizes.

Prizes for this summer season, to be awarded July 2, include a trip to Atlantic City for two; a Venture Farms horseback riding package; a membership to the Lehigh Valley Motor Club; a picnic basket set; a Panasonic radio; a three-month HealthCounts exercise membership; and several one-month HealthCounts exercise memberships.

To learn more about the "I'm Worth It" Incentive Program, call HealthCounts at 821-2150.

The Fair Is Coming!

As usual, The Allentown Fair, scheduled for late August, has prompted interest among TAH site employees about parking during the event. Security is hard at work, and a plan will be announced in a coming issue of CheckUp.



SCOTT DORNBLASER

Gerald Schlonecker (left) literally has time on his hands while receiving this gift of appreciation for his three decades of service at TAH site. The retiring director of Food and Nutrition Services received accolades from Vice President Christopher Strasser at a reception.

Congratulations

The nice weather has brought out the flowers and set the wedding bells a 'ringing for TAH—LVHC employees!

Teri Sage, secretary, Nursing Administration (LVHC), and Ted Romanishan tied the knot on June 16; Monica Morekin, 3-11 p.m. nursing coordinator, Nursing Services, married Robert Serfas on May 12 at Muhlenberg Chapel. The couple honeymooned in Cancun, Mexico.

Pamela Makos, secretary, Engineering (TAH), will marry Kevin Snyder on July 7; and Vicky Pope, R.N., staff nurse, 6C, and Gregory Polinsky have set their wedding date for Nov. 24.

Lisa Hafler, nursing assistant, PACU (LVHC), and Robert Volk were married on June 9. The couple honeymooned in the Caribbean.

Charlene Budge, Pediatrics (TAH), married Daniel Talent on May 12. Linda Lichtenwalner, Pediatrics (TAH), married Karl Konrad on June 2. Karen Smith, Pediatrics (TAH), married Charlie Ripper on March 24.

Joan Gilmore, R.N., staff nurse, PACU (LVHC), and her husband Chuck became the proud parents of a son on May 23. Charles Joseph III weighed in at 7 lbs. 6 oz. and was 20-3/4 inches long. Brenda Roman, 7C LVHC, and her husband, Daniel, became the parents of a son, Jordan Daniel, on May 26. He weighed 6 lbs, 1/2 oz. and was 19 inches in length. Nanci Roe, R.N., head nurse, Pediatrics (TAH), delivered a baby girl on May 15. Sandra Greener, R.N., Pediatrics (TAH), delivered a baby girl on May 26.

Owen Newcomer, Transport Services (TAH), won the

perfect attendance award for the month of March.

The "baby boom" was felt by members of TAH site's Neonatal Intensive Care Unit. Sharon Hanuschak, R.N., staff nurse, and her husband David welcomed a son on June 17. Ryan David weighed 9 pounds, 1/4 ounce and was 22 inches long. Ed Denny, M.D., neonatologist and former medical director, and his wife Laura were delighted with their new son born June 13. Adam Charles weighed 9 pounds, 4 ounces and was 22 inches long.

Kathleen Felix, R.N., staff nurse, 4A (LVHC), and her husband Joe, financial analyst, Finance (TAH), became the proud parents of a daughter on April 5. Laura Elizabeth weighed 8 pounds, 4 ounces and was 21 inches long.

LVHC site's Heart Station was smitten with the love bug recently. Debra Jastrzemski, EKG tech I, and Jan Dobby wed on May 19 and Brenda Reiss, echocardiographer, and James Hart tied the knot on May 26.

Also smitten were staff nurses from the Neonatal Intensive Care Unit (TAH). Kathy Dixon, R.N., married Steve Cochrane on May 12 and honeymooned in Bermuda, with an October trip to Australia planned. Martha's Vineyard was the setting for the June 9 wedding of Patrice Klingborg, R.N., and Anthony Schaffer.

Elizabeth Fried, employee information systems technician, Personnel (TAH), won a \$100 U.S. Savings Bond for perfect attendance for the month of April. Maryann Merkel, food service worker, Food and Nutrition Services (TAH), won for the month of May.

When It's Time For Dreams To Come True...

For Joann Haros, R.N., CNOR, the caring doesn't end at quitting time, and her profession is more than a career. The operating room staff nurse at TAH site has a broad range of outside interests, including such professional associations as the National Council of Operating Room Nurses and the Pennsylvania Association of OR Nurses, as well as a number of local nursing organizations and hospital-related groups.

She has served several terms as chapter and state president and is on the legislative committee of the national association.

But Haros is also active in St. Nicholas' Greek Orthodox Church of Bethlehem, serving on the board of Philoptochos, the women's board of the church. And it was there that she became immersed in charitable work, first for the Daughters of Penelope, a Greek fund-raising organization named after a legend in Greek mythology famed for her faithfulness and loyalty.

"I just can't resist getting involved," she says. "Usually, it's because there's a need."

She was president of the statewide organization, which raises funds through many events for a broad assortment of causes ranging from the Barbara Bush Illiteracy Fund to the Deborah Heart Foundation and the American Red Cross.

Making things happen for charity from a leadership position isn't the end of her volunteering. She and Donna Rose, R.N., a clinical OR instructor, recently gathered up used clothing and visited a soup kitchen to distribute it to the needy.

But Dream Come True, founded in 1984 by Kostas Kalogeropoulos, a member of the church, is one activity that attracts a lot of her energy.

She knew Kalogeropoulos, the manager of two area hotels. She was chosen to be on the board of directors last year. "It's been very gratifying serving in that position," she says.

The purely volunteer organization specializes in literally making dreams come true for children suffering from serious to chronic and terminal illnesses.

"All children have dreams, and it's wonderful when they come true," she says. "But for some, the time can be much too short." So, with about 24 other concerned citizens from



Joann Haros is deeply committed to nursing, and is ready to volunteer for good causes — including Nursing Week activities in the lobby of TAH site.

throughout the Lehigh Valley serving as the board of directors and many volunteers, she energetically works to make things happen, a task requiring constant efforts to arrange some golden moments for children without regard to the circumstances of their families.

To date, she says with pride, 200 children's dreams came true — and they were as simple as a treehouse or as complex as meeting a major celebrity.

More than 40 percent of all dreams were a trip to Disney World, which Haros says requires basic fund-raising to pull off. But others take different forms of donations. For a young girl suffering from a congenital blood disorder, the cooperation of decorators, furniture companies and building supply firms came together to create a "dream bedroom".

Others have wished only for a woodworking shop, or a car, or a brief chance at independence in their own apartment.

Hope Manley, 13, of Allentown, had one of the more unusual requests. The daughter of Norman Manley, a perfusionist at LVHC site, she has cystic fibrosis. There have been those who wanted to, and did, meet stars from Mister Rogers to Kenny Rogers, but Hope idolized Princess Diana of Wales.

Sure enough, it was discovered the princess was to visit

***Up for a challenge?
Try to set up
a meeting with
Princess Diana of Wales
...in New York City.***

Making the Rounds

Claire Ann Potter, R.N., BSN, CDE, coordinator of the Diabetes and Pregnancy Program, Helwig Diabetes Center (LVHC), passed the voluntary diabetes certification exam, which gives her a five-year certification as a certified diabetes educator.

Debbie Knappenberger, R.N., and **Sandy Evans, R.N.**, both staff nurses of 5T (TAH) passed their oncology nursing exam and in turn were invited to Washington, D.C. for four days to attend the National Oncology Nursing Society Congress.

Sandra Smith, R.N., MSN, OCN, oncology nurse administrator, Comprehensive Community Cancer Center, presented "Tobacco Education for Youth," at the Oncology Nursing Society National Congress in Washington, D.C.

Nancy Eckert, R.N., staff nurse, PACU (LVHC), received a bachelor's degree in sociology with a concentration in gerontology from Cedar Crest College.

Diane C. Halstead, Ph.D., ABMM, director, Microbiology/Virology/Immunology, participated in a Critical Issues Workshop the weekend of June 1-3 in Washington, D.C., where she was one of 23 doctoral scientists, physicians and laboratory consultants from all areas of the country invited to participate. They were charged with the responsibility of addressing the relationships between instrumentation, automation, kit technology and personnel qualifications as they apply to all clinical laboratories.

Judy Aronson, M.A., research associate at TAH—LVHC and **Diane C. Halstead, Ph.D., ABMM**, director,

Microbiology/Virology/Immunology, HealthEast Laboratories, co-edited the proceedings of the Virology Symposium at LVHC site. The publication was released in April.

Emma Hooks, M.B.S., safety officer, Safety (LVHC), was guest speaker at the annual conference of the Public Risk Management Association in Reno, Nev. Her presentation, which outlined state-of-the-art risk control methods available to public risk managers, was titled "Infectious Diseases."

Marcia Kalista-Richards, R.D., successfully completed the National Board of Nutrition Support Certification examination which displays expertise in critical care and nutrition support and **Rose Burcin, R.D.**, passed the registration exam for registered dietitian. Both are from LVHC site's department of Food and Nutrition Services.

Nancy Early, senior radiation technologist; **Carol Drey**, dosimetrist II; and **Lisa Flok, Chris Verrastro, Debra Haas**, radiation therapy technologists, all from Radiation Oncology (TAH), attended a conference on three-dimensional treatment planning held at Fox Chase Cancer Center in May.

Cory Ackerman, senior accountant, Finance (TAH), received his bachelor of science degree in accounting from Cedar Crest College in May.

Kathie McGonigal, R.N., BSN, OCN, staff nurse, 6C (LVHC), was recently notified she passed her oncology certification examination.

New York for some shopping and Dream Come True arranged travel and a spot in the front row of spectators at a specialty toy store to catch a glimpse. Unexpected volunteers, however, made it even more memorable. Both New York City Police and a newspaper reporter, discovering what was happening, managed to get the girl inside the store where she had a brief private chat with the princess.

Manley relates that for Hope, it was an unbelievable thrill—a dream come true, and Haros says the organization was particularly grateful to all who made it happen.

While celebrity meetings can be difficult to arrange, most, she says, are more than cooperative. One girl only wanted an autographed photo of teen actor Kirk Cameron; instead she spent two hours riding with him in the Los Angeles Christmas Parade.

Haros, as a member of the group's board of directors, is nonetheless haunted by the possibility that somewhere along the line there will be a dream that can't be met.

So, she's looking not only for more volunteers for the organization, but also for financial contributions.

Dream Come True accepts any and all who come its way and doesn't bat an eye when the dream might be a cruise to the Bahamas or shopping sprees or swimming pools. Of the 200 dreams, almost half were made true for children under 10 years of age and the bulk are from the Lehigh Valley.

The majority of children suffer from leukemia and other cancers, but there have been 27 cystic fibrosis patients, 18 with muscular dystrophy, 19 with kidney disease, 18 with heart ailments and 14 with spina bifida. Of the 200 who had dreams fulfilled since 1985, 35 have died.

The group serves an area roughly between Norristown and Interstate 80 on the south and north and Warren County, N.J. on the east and Hazleton on the west.

At the present time, the group is working on 25 dreams and expects to have more than 50 in 1990. Just recently, a girl with spina bifida's dream of a shopping spree came true at the Lehigh Valley Mall, not only with a bundle of spending money, but also with a number of donations from merchants to brighten the day even more.

Thus Haros has the perfect idea for civic, social and fraternal organizations seeking a motivation for fund-raising activities this summer: raise money and have the contribution unveiled during the Dream Come True telethon on December 7, to be telecast on cable TV.

Curiously enough, Haros just happens to be the co-chairman.

Those interested in volunteering or otherwise contributing to Dream Come True can contact Haros at ext. 2231, or call the organization at 264-7500. The group welcomes volunteers, financial contributions, invitations for its speakers bureau and the names of children who have a dream needing tending.



Children's contest winners pose with parents at May Daze activities. At left are the baby contest winners, while at right are those who won the children's competition. Above left are Nicholas



Breidigan, Elisa Molchany and Matthew and Nicholas Yocco; at right are Brian Boorse, Jimmy Lauer and Jared Plummer.

May Daze Gets Record Crowds, Fun Raising

A record-breaking crowd enjoyed May Daze 1990 and, according to chairperson Terri White, the record-breaking fund raising will be used for renovation and redecorating of the Acute Care Unit, Progressive Coronary Care Unit and a cardiac medical/surgical unit, all at LVHC site.

The event was sponsored by the LVHC site auxiliary.

After a brief shower for the first evening of the event, a rainbow led the way for sunny weather for the remainder of the weekend. The crowds enjoyed rides, crafts, food and fun and watched the crowning of May Daze babies.

This year's baby contest winners included: Nicholas Breidigan, son of Heather Breidigan, Emergency (LVHC),

first place; Matthew and Nicholas Yocco, grandsons of Ann Folk, Medical Records, second place; and Elise Molchany, daughter of Connie Molchany, clinical instructor, NEPE&R (LVHC), third place.

Winners of the children's contest included Jared Plummer, son of Donna Plummer, formerly with Human Resource Development, first place; Jimmy Lauer, son of Susan Lauer, Medical Records, second place, and Brian Boorse, Trauma Program Development Office (LVHC), third place.

"I feel very lucky that the weather cooperated," says White. "The community spirit was great to see with everyone helping each other. It is very important to have this community spirit and see everyone together in that atmosphere."

This year's biggest attraction for the children appeared to be Ronald MacDonald and the children's tent, according to White. Another big attraction was the health tent, which performed 297 cholesterol screenings and 65 cancer risk assessments.

The above article was written by Lori Fink, a work/study student with Communications.

Survey Reports Employee Concerns

Continued from Page One

clogs in the flow of information both up and down. Because they sense limited involvement in decision making, according to the consultants, many managers and supervisors have developed a "survivor" mentality and are not enthusiastic about change, and have taken a passive stance that is less supportive of the administration than they have been in the past. To deal with it, the consultants recommend a module be added to the management development program directed at middle managers designed to convey and elicit active support for the organization's goals within an environment of change.

In terms of the medical staff, there was a general high regard for doctors heading the various departments as "highly intellectual professionals whose expertise is most respected." Concerns were expressed, however, about working relationships with attending and staff physicians and there were perceptions of limited support from administration.

Several other unrelated points were expressed. These include concern over any possibility of benefits loss and a feeling that there is too much insignificant data being sent out via memos with too much duplication. The semi-annual meetings with top management won praise. "These same high-level personnel are also praised for being visible and accessible on an ongoing basis," the consultants conclude.

Two Squads Serve Up Potent Marks

Summer volleyball quickly turned into a two-team race dominated by Team #6 and Team #4, the edge being a one-game difference against Team #5.

That squad ended Four's perfect mark and left the second place crew with a 14-1 record after three weeks of play. Six remained unblemished with perfect tallies against Five, Seven and One to claim the number one spot in the league.

Meanwhile, Two and Three are after dominance in third position, the big difference between them being a rain-out. Though slightly behind in win-loss percentage, Three nipped Two by a 3-2 margin in head-to-head confrontation

Standings:		W	L	W	L
Team #6	15	0	Team #7	3	12
Team #4	14	1	Team #3	2	17
Team #2	6	4	Team #5	1	9
Team #3	8	7			

VHA Spells Advantage In Healthcare Economy

When one hospital goes shopping, it can negotiate good prices. But when 650 hospitals go shopping together, they negotiate the best price.

That, in a nutshell, is what Voluntary Hospitals of America is all about: an association of not-for-profit hospitals nationwide working together to keep the cost of healthcare as low as possible.

It goes beyond mutual shopping. Because none of the members are competitors, they share information and ideas freely, pooling knowledge, resources and technology that never could be achieved alone. VHA hospitals pool programs designed to enhance quality, innovation in health plans to attract patients, group purchasing, shared service programs and access to financial services.

VHA is divided into 29 geographic regions, one of which is called VHA East and includes 13 area hospitals. Among the local members, in addition to TAH—LVHC and Gnaden Huetten Memorial Hospital, are The Chester County Hospital, West Chester; Chestnut Hill Hospital, Philadelphia; Crozier-Chester Medical Center, Upland; Delaware County Memorial Hospital, Drexel Hill; Episcopal Hospital, Philadelphia; Frankford Hospital, Philadelphia; Grand View Hospital, Sellersville; Jeanes Hospital, Philadelphia; Montgomery Hospital, Norristown; Pennsylvania Hospital, Philadelphia; Pottstown Memorial Medical Center, Pottstown; and The Reading Hospital and Medical Center.

Membership in VHA is by invita-

tion and is extended only to those institutions meeting key criteria, including high quality medical staff and clinical programs, commitment to effective management and cost control, and community involvement and service.

What VHA East does can range from the highly visible region-wide blood pressure and cholesterol screening that was part of CountDown USA to the more obscure, but equally important, joint property and boiler insurance program.

Together, hospitals in the region have developed the area's largest and most sophisticated consumer information and physician referral program — as well as a program to deal with hospital infectious waste disposal. There are educational sessions on quality of care and a program to share data on severity of illness and clinical outcomes to enhance hospital quality, and group excess professional and general liability programs. Individual hospitals have the option of participating in programs that would benefit them.

"Working together, VHA hospitals and their physicians gain increased competitive and economic strength that enables them to do better at what they do best — provide compassionate care and clinical excellence to the patients in the communities they serve," says Kimberley Schneider, project manager, VHA East.

How hospitals figure the value of VHA is through measuring return on investment (ROI). In a report to its members, VHA East says the associa-

tion saved its members \$3.6 million in programs that avoided cost, enhanced revenue, increased market share, and improved productivity. The cost was just under \$950,000 in membership dues, and the system-wide ROI, a ratio of the two numbers, was an average of 3.83 to 1.

HealthEast achieved an ROI of 5.35 to 1. The same report suggests that as hospitals become experienced with the services offered, the return ratio increases. That adds up to significant savings — and better healthcare services in a variety of subtle ways.

Keystone Games Seeks Volunteers

Volunteers are sought, especially those with clinical backgrounds, to assist with the Keystone State Games on Aug. 1 to 5, at more than 30 locations throughout the Lehigh Valley.

The games, a multi-sport program in an Olympic-style format, already have a nucleus of physicians and trainers to provide medical assistance to competitors. Various types of support are still needed.

"As a major health service organization in the Lehigh Valley," says Elisabeth Williamson, director, Friends of Nursing, "we can provide a valued community service through your participation."

Those interested in volunteering can call ext. 7914, HealthEast Communications, to sign up.

Pediatrics Nurses Saluted For Special Care

The infant had a short and difficult life, and died at the age of 10 weeks. He was classified as terminal from the day of his birth, and spent the last three weeks of his life in Pediatrics at TAH site.

It was difficult for his parents to visit, and so the child gained a large and extended family — not only the Pediatrics staff, but technicians from Respiratory Care and HealthEast Laboratories, too.

He received almost constant human contact from all the nursing shifts, including nurses not assigned to his case. He was held and comforted and loved for the length of his stay, and then, as expected, he died.

"It's very difficult to stay emotionally detached in these sorts of situations," says Cindy Max, R.N., acting head nurse of the unit. "Whenever there are chronic or acute cases, the staff goes way beyond what is expected of them.

It's especially true in cases where visits from family are infrequent."

With the death of the infant there came grief. It was felt, Max explains, that it would not be proper to attend the funeral, and so they turned to the Rev. Gregory Palmer of Pastoral Care.

He says, "About half my time is spent ministering to staff," and he understands the emotional impact such situations can have. Rev. Palmer therefore arranged for a memorial service, conducted by Mike Groseclose, a seminarian from Moravian Theological Seminary. Other participants included the Rev. George Williams and the Rev. Richard Miles.

And there were commendations for all — a gesture of appreciation for quality medical care provided with unusual compassion and warmth.

The Caring Doesn't End At Quitting Time.

At TAH—LVHC and HealthEast, many employees are active in a broad spectrum of community and charitable organizations, volunteering time, energy and skills to enrich the quality of life in the region. Since we printed the last list, a number of new names have come our way, so here's the latest additions to the honor roll. In the meantime, for those of you who are still bashful, how about joining the list? Another form for you to use is at the bottom of the page. In the meantime, we'd like to cheer the following:

Susan Gladfelter, R.N., part-time, Float Pool, LVHC site — Board member, Quakertown Crisis Pregnancy Center.

Cindy Kern, clerk, Admitting, LVHC site — fund raising, American Cancer Society; parent volunteer, Whitehall-Co-play PTO; member, Whitehall Beautification and Garden Club.

Joseph A. Cugini, medical laboratory technician, Laboratory, LVHC site — EMT and firefighter, Bethlehem Twp. Volunteer Fire Company.

Vivien Gollatz, medical technologist, Blood Bank, TAH site — board member, Pennsylvania Sinfonia Orchestra and member, Moravian College Community Orchestra.

Kathleen U. Scheetz, assistant manager, patient accounting, Finance, TAH site — advisory committee, treasurer and head coach of track and field, Lehigh Special Olympics; general volunteer work, Mayfair and Musikfest.

Marilyn Ruddell, L.P.N., 5T, TAH site — chaperone for William Allen High School Naval Junior ROTC cadets on field trips and outings.

Joan A. Heckler, nursing assistant, Shock Trauma Unit, LVHC site — member and EMT, Hecktown Volunteer Fire Company and Hecktown Volunteer Fire Company Ambulance and Northampton County Medic 1, EMT, driver.

Gregory L. Heckler, power plant operator, Engineering, TAH site — foreman, Hecktown Volunteer Fire Company, assistant captain and EMT, Hecktown Volunteer Fire Company Ambulance, Northampton County Medic 1, EMT, driver.

Debra Ann Maleski, director of materials support services, Materials Management Administration — member and instructor, National Ski Patrol; co-chairperson, Montage National Ski Patrol annual golf tournament; member of ChiRho, St. Thomas More Parish; Neighborhood Crime Prevention coordinator; board member and officer of the North Whitehall Homeowners' Association; May Daze volunteer.

Nancy Eckert, R.N., PACU, LVHC site — Sunday School teacher, St. Paul's Evangelical Lutheran Church; first vice

president, Women Veterans of Pennsylvania; Agent Orange Liaison, Chapter 415, Vietnam Veterans of America.

Cristina Zick, Unit Clerk, Labor and Delivery, TAH site — Good Shepherd Home and Hospital, Association for Animal Protective Legislation and Law Enforcement, Eucharistic Minister at St. Elizabeth parish in Whitehall and drives van for elderly at St. Elizabeth.

Mark A. Wolf, E.D. Technician, Emergency Department, LVHC site — EMT with Cetronia Ambulance Corps, Western Salisbury Volunteer Fire Department.

Sandra Smith, R.N., M.S.N., OCN, oncology nurse administrator, Comprehensive Community Cancer Center, TAH site — Board of Directors, American Cancer Society (Lehigh Valley Unit and Pennsylvania Division), President of Greater Lehigh Valley Chapter Oncology Nursing Society, chair of bylaws and resolutions committee, National Oncology Nursing Society, third grade Sunday School teacher, Lutheran Church of the Holy Spirit, Emmaus.

Kathy Kistler, R.N., Neonatal Intensive Care Unit, TAH site — leader, Junior Girl Scout Troop 54, room mother at a Parkland District School, CPR-infant instructor, neonatal resuscitation.

Barb Werner, R.N., Neonatal Intensive Care Unit, TAH site — neonatal resuscitation instructor, CPR instructor, teaches childbirth classes, active in church fund-raising activities and makes Christmas stockings for NICU at the holidays.

Maryann Freer, executive secretary, HealthEast Finance, HE — president of parents organization for youth wrestlers and cheerleaders.

Fay Luttle, R.N., SSU, LVHC site — member of Camerata Singers and with the Christ Church, UCC, Bethlehem is an office receptionist, on the visitation committee and vice president of the senior choir.

Candace Rakow, administrator, Nursing Services, board of directors, chairperson of the program committee and member of the strategic planning committee for the Pennsylvania Perinatal Association.

Name _____ Position _____

Department _____ Site _____ Ext. _____

Voluntary activities in which you are involved (please list organization and positions held or describe duties):

Send to: Communications Department, HealthEast