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## *Ceremony Marks Second Phase of Brick Campaign*

Each of the engraved bricks measures a mere 4" by 8" with names, phrases and dates compressed into 26 or more characters.

Yet the dimensions of the bricks only serve to magnify the lives they represent.

The bricks line the outdoor patio of the John and Dorothy Morgan Cancer Center. Many are inscribed in honor or memory of those who have survived or succumbed to cancer.

There are 1400 engraved bricks in all, representing a phenomenal response to a unique program: the Pave the Way for Life campaign.

In 1993, the Lehigh Valley Hospital Trust Fund launched the fundraising effort to coincide with the capital campaign for the cancer center. For a \$100 donation, donors had the opportunity to have a brick inscribed



in honor or memory of a family member, friend or business associate.

Initially, 777 inscribed bricks were installed at the patio which was dedicated with a ribbon-cutting ceremony last fall during the formal dedication of the Morgan Cancer Center.

The second phase of the campaign resulted in an additional 645 orders for engraved bricks which were installed in early June. Later that month, all of the donors were invited to a second ribbon-cutting ceremony and reception.

"The bricks are as much a tribute to you as they are to your family and friends," Elliot J. Sussman, told the several hundred donors who gathered for the program.

"If you or a family member or friend has faced cancer you know all too well the devastating effects it can have on your life and the lives of those you love," he said. "By helping to pave the way for life, you have transformed a painful experience into a positive one."

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Irwin Greenberg, chairman of the hospital's board of directors, also thanked the donors for their support of the cancer center.

"Since the center opened last fall, it has quickly established itself as a comprehensive, convenient source of outpatient oncology services," he said. "But, we soon came to realize that this facility is viewed less as a building than as a beacon of hope."

In addition to the donors to the Pave the Way for Life campaign, Greenberg acknowledged others who have provided funding for treatment rooms and other areas of the cancer center.

They include:

- **Ronald and Irene Smith**, who have sponsored the American Cancer Society room in memory of their daughter, Rhonda Eliza Smith. Rhonda served in the United States Air Force and was an accomplished harpist who performed at the White House. She died of cancer at the age of 37.

- **Katharine and Edward Winkelspecht** who funded the common treatment or chemotherapy station. Mrs. Winkelspecht was one of the first patients to receive chemotherapy at the Morgan Cancer Center.
- **Bruce R. Romig** who sponsored a patient dressing area in memory of his wife Mary L. Romig who died of cancer.
- **Susan and Seymour Traub** who provided funding for discretionary purposes.

Since the second installation of bricks, the Pave the Way for Life campaign has entered a third phase with a mailing to more than 4,000 businesses in the Lehigh Valley.

Opportunities still exist for hospital personnel to participate. If you would like to order an engraved brick for the third installation, please call the Trust Fund at ext. 3031. Since the campaign is ongoing, the bricks will be installed periodically as sufficient orders are received. ■

CheckUp is a biweekly employee publication of Lehigh Valley Hospital, Public Relations, 1243 S. Cedar Crest Blvd., Allentown, PA 18103. Interoffice mail submissions should be addressed to 1243SCC-PR. For additional information, call extension 3000. Lehigh Valley Hospital is an equal opportunity employer. M/F/D/V



# *Who Says There's No Such Thing As A Free Lunch?*

Sign up now for **Legacy Fund** and you'll not only enjoy substantial savings on your long distance calls, you'll also receive a complimentary meal in the hospital cafeteria.

A Legacy Fund representative will be available at the following times, dates and locations to answer any questions you may have about this special telephone service

## ■ **Cedar Crest & I-78 Cafeteria**

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Thursday, Aug. 4 and Friday, Aug. 5 11 am - 1:30 pm

Thursday, Aug. 18 and Friday, Aug. 19 11 am - 1:30 pm

## ■ **17th & Chew Cafeteria**

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Thursday, Aug. 11 and Friday, Aug. 12 11 am - 1:30 pm

Thursday, Aug. 25 and Friday, Aug. 26 11 am - 1:30 pm

Legacy Fund guarantees residential customers a savings of 10 percent over their current long distance carriers while commercial users can save anywhere from 5-20 percent signing up. So, sign up today and you'll receive a voucher valued at \$4 to use in either hospital cafeteria.

And, while we're on the subject, here's some food for thought. Proceeds from this service will be used for continuing staff education at Lehigh Valley Hospital.

If you have any questions, please call Gail Evans at ext. 3031.

***Offer Good Through August 31, 1994!***

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## *The Decision-Making Matrix: Defining Board And Administrative Roles*

Lehigh Valley Health Network has developed a decision-making matrix that clarifies the roles and responsibilities of the organization's governing board and administration. The matrix incorporates the recommendations of health network trustees and members of the senior management council who met to discuss governance issues and functional planning during a retreat in June.

The Board of Trustees will continue to set policy and provide broad direction for the hospital while the Chief Executive Officer and Senior Management Council will retain responsibility for recommending and managing policy development, strategies to achieve specific goals and overall operations (as outlined in the accompanying columns and charts.)

### **Senior Management Council Responsibilities and Functions**

- Represents and is responsible to the Board of Trustees for entire organization
- Provides organizational focus to the Board of Trustees of Lehigh Valley Health Network/Lehigh Valley Hospital.
- Clarifies and filters organizational issues to appropriate personnel.
- Ensures that organizational policy, direction, decisions and operations fulfill the organization's mission and vision.
- Develops strategy and policy direction.
- Identifies and sets standards that define organizational culture.

### **Guideline for The Decision-Making Process**

Effective decision-making is central to the Senior Management Council and is guided by the following organizational principles:

Council members are expected to make decisions in response to the best interests of the patient and the organization in general, given available resources.

Every member has input or decision-making responsibility depending on the individual's role on an issue. Choosing the appropriate role on an issue is expected of everyone. However, the right to have input is different from the responsibility to make a decision.

Management requires measurement. Decision-making should be made and monitored using the best information and measurement available.

Disagreement about proposals must be communicated constructively and directed toward processes and requirements, not persons.

After a decision is made, it must be supported. Appeals will be reviewed subject to appropriate sponsorship.

In order to strengthen management skills and the decision-making process, all managers are expected to pursue continuing education of management processes and techniques.

### **The Decision-Making Diagram : Definitions and Explanations**

Governance is setting the broad direction for the organization, including policy. Managers can develop policy for areas for which they are responsible, but they must be consistent with the board's policies.

Additional definitions include:

**Administrative** - Those issues primarily focused on the operations and general management of the hospital. They include staffing, financial management, program decisions, building and plant issues, efficiency and effectiveness of the organization.



**Clinical** - Those issues primarily focused on the delivery of medical services to patients, including effectiveness and efficiency of treatment, development of new programs, education and evaluation of performance of clinicians. (Credentialing and quality assessment of caregivers are the prerogative of the board with coordination through medical staff processes via the medical executive committee and clinical chairs.)

**Strategy** - A plan of action for achieving goals.

**Tactics** - The steps required to accomplish a specific goal.

**Operations** - The structure and process required to complete specific tasks - carrying out work.

**Division** - Hospital division, Lehigh Valley Health Services Division, Lehigh Valley Physicians Group and/or any individual who reports to the CEO and is a member of Senior Management Council.

**Department** - Operating unit led by clinical chairman, vice president, group manager, or administrator.

**Unit** - Operating unit organized around a specific function, i.e., a nursing unit, clinical division (such as cardiology), laboratory section, Health Spectrum Pharmacy Services, etc.

The remainder of the chart moves decision-making to the most appropriate level within

the organization. Each block in the diagram suggests the organizational level for decisions that are in general concert with the organization's broad direction and policies.

Anytime there are two or more names in a block, the type of decision will determine the appropriate decision-maker and the role of the others listed. For instance, the President will look to the Senior Management Council for some decisions; others he will make, often with input from Senior Management Council. It will ultimately be the President's responsibility as to which decisions are brought to the Senior Management Council and for what purpose: 1) information, 2) advice and consultation, or 3) decision-making.

Each member of the Senior Management Council can make strategy and tactical decisions at a divisional level, depending on the cross-functional aspects and implications of the decisions.

No governance issues will be decided at the departmental or unit level. These are reserved for higher organizational levels.

Operational issues are always assigned to the lowest responsible level in the organization for decision-making. Under the unit definition, the appropriate decision maker could be a section chief, the head of a clinical division, or a unit manager. ■

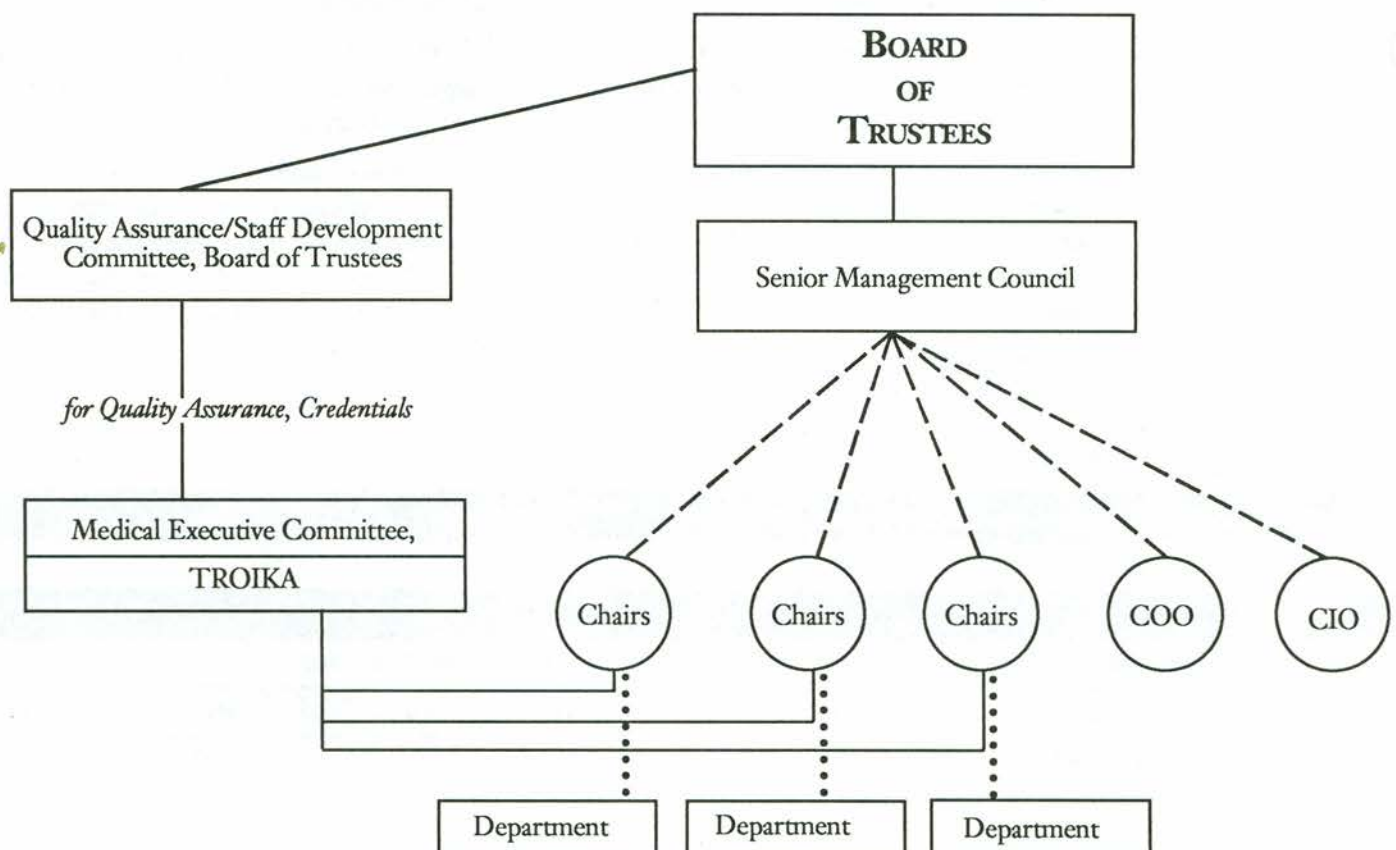
	System or Network	Division	Department	Unit
<b>Governance</b>	Board	Board		
<b>Functions</b>				
<b>Policy/Strategy</b>	CEO/SMC	CEO/Division Head/SMC	Clinical Chair/Dept. Head	
<b>Tactics</b>	CEO/SMC	Division Head	Clinical Chair/Dept. Head	Section Chief/Unit Mgr.
<b>Operations</b>	to Division	to Department	to Unit	Section Chief/Unit Mgr.

Credentialing and quality assessment of caregivers are the prerogative of the board with coordination through medical staff processes via the medical executive committee and clinical chairs.

**The Senior Management Council reports to the President and Chief Executive Officer of the organization who also serves on the council. Other members of the council include the:**

- Chief Operating Officer
- Senior Vice President & Chief Financial Officer
- Senior Vice President & Chief Information Officer
- Senior Vice President, Lehigh Valley Health Services
- Senior Vice President, Clinical Services
- Senior Vice President, Patient Care Services
- Vice President, Marketing & Planning
- Executive Director, Lehigh Valley Physician Group
- President, Medical Staff (member, TROIKA)
- President-Elect, Medical Staff (member, TROIKA)
- Past-President, Medical Staff (member, TROIKA)
- Chairman, Department of Medicine
- Chairman, Department of OB/GYN
- Chairman, Department of Pediatrics
- Chairman, Department of Psychiatry
- Chairman, Department of Surgery
- Chairman, Department of Emergency Medicine
- Chairman, Department of Anesthesiology
- Chairman, Department of Radiology/Diagnostic Medical Imaging
- Chairman, Department of Pathology
- Chairman, Department of Family Medicine

## ORGANIZATIONAL CHART



**NB: Senior Management Council consists of CEO; Department Chairs; Troika; Executive Director; LVPG; SrVPs; Patient Care Services; and Senior Managers who report to the CEO.**



# Bulletin Board

## ■ *All Aboard!*

By bus or by boat, you can really go places with Lehigh Valley Hospital's Recreation Committee.

On Friday, Aug. 26, the committee is headed to **Veteran's Stadium** for the Phillies/Rockies game. Tickets and transportation are \$22.50 per person (due July 29). The bus will leave CC & I-78 at 5:45 p.m. Game time is 8:05 p.m. For tickets or more information, please contact Barrie Borger at ext. 1451 or via Email.

On Friday, Sept. 9, the committee is sponsoring a **Back Roads Bus Tour of Lancaster County**. Tickets are \$32.50 per person (due Aug. 12) which includes round-trip transportation, a late morning "Farmer's Breakfast," and stops at a greenery, blacksmith shop, dairy farm and bakery. The bus will leave CC&I-78 at 7 a.m. For tickets or more information, please contact Barrie Borger at ext. 1451 or via Email.

Among the committee's upcoming adventures is a cruise aboard the **M. V. Oceanbreeze**, Sunday, Feb. 26 - Sunday, March 5, 1995. Ports of call will include Aruba, Dominica, Barbados and Curacao. Total cost per person is \$1,308.50 for round-trip bus transportation and double-occupancy in the ship's inside staterooms. A \$200 deposit is required by Sept. 30, 1994. For reservations or more information, please call Kay Zelina in patient accounting at ext. 9455.

## ■ *Register Now for Christmas Show*

The Allentown Auxiliary of Lehigh Valley Hospital is sponsoring a bus trip to the heart of Manhattan for the Radio City Christmas Show on Saturday, Nov. 26 and Saturday, Dec. 3, 1994. Tickets are \$65 per person for admission and round-trip transportation. The bus will leave Allentown at 8 a.m. and arrive in New York at approximately 10 a.m. The show begins at 3 p.m. The bus will depart for Allentown immediately after the show. For tickets or more information, please contact Hazel Kramer at ext. 2391 or via Email. Checks are payable to Allentown Auxiliary LVH and can be sent to her attention in the Volunteer Office, 17th & Chew.

## ■ *Task Force Seeks Input*

Employees and their family members who have been patients at either hospital site during the past two years are invited to share their impressions about the services they received with the Customer Satisfaction Task Force. The task force will schedule hour long small group discussions in the near future. Refreshments will be served. For more information and to register, please call the patient representative office at ext. 8222 or 2720 or drop a note with your name and extension to Maryanne Falcone, patient representative, 17th & Chew.

## ■ *Of Propping Doors & Popping Corn*

To help keep the hospital hazard-free, all employees are asked to be aware of the following safety issues.

Propping open the hospital's perimeter doors allows unauthorized people access to the hospital. In addition, it provides an opening for insects, rodents and stray animals to fly, scurry or wander inside. For those reasons, please do not leave perimeter doors ajar.

Also, when popping corn in any of the hospital's microwave ovens, do not heat it for more than three minutes or leave it unattended. When popcorn turns to charcoal, it sets off smoke detectors which, in turn, alarms the hospital staff, awakens patients and disrupts the fire department. To keep your popcorn privileges, please comply with the recommendations of the hospital's Emergency Management Committee.

## ■ *Psychiatrist Presents Paper*

Peggy E. Chatham-Showalter, MD, psychiatrist, presented the research paper, "Alcohol Level at Head Injury and Subsequent Psychotropic Treatment during Trauma Critical Care," at the annual meeting of the American Psychiatric Association in Philadelphia. The paper is based on research conducted by Chatham-Showalter and other hospital personnel including Wayne E. Dubov, MD, physiatrist; Maria C. Barr, PharmD, pharmacist; Michael Rhodes, MD, Trauma Services chief; Jyh-ming Sun, BS, a former Pool Trust summer intern; and Thomas Wasser, MEd, researcher.

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## HR Development Information

### Hospital Orientation

The next hospital orientation will begin at 8 a.m. at CC&I-78 on Monday, Aug. 1. An optional tour of both sites will be held on Wednesday, Aug. 3 beginning at 1 p.m. at 17th & Chew and 2:30 p.m. at CC&I-78. Reservations are required for the tour. To register, call ext. 4761.

### CPR Certification

CPR Certification will be held in two parts and attendance is required at both. Part I will be held Wednesday, Sept. 14 from 9 a.m. to noon in room 900, School of Nursing, 17th & Chew. Part II will be held Wednesday, Sept. 21 from 9 a.m. to noon, also in room 900, School of Nursing. To register, complete and return the appropriate form on the monthly HRD calendar, outside HRD, room 1914, School of Nursing, 17th & Chew, or outside the HR benefits area at CC&I-78.

### CPR Recertification

CPR Recertification will be held in the 24-hour period beginning at 10 a.m. on Wednesday, July 27 at CC&I-78, Nursing Learning Lab, 2nd floor, General Services Building.

### Symposia Reminder

The Human Resource Department has announced the next topic of the Regional Symposium Series which will be held in the auditorium at CC&I-78.

*Legal Update for Physicians: Risks of Managed Care Versus "Unmanaged" Care* will be held Wednesday, Aug. 24. Additional information is available by calling ext. 4609.

### AHA Teleconferences Available

Issues relevant to healthcare providers are addressed in American Hospital Association teleconferences available through HR Development. The cost per program is \$600 which can be split among interested departments. The teleconferences are usually approved for CEUs by a professional organization. For more information, please call Jack Dunleavy at ext. 4761 or via Email.

- Aug. 4** Toward A Seamless Continuum of Care
- Aug. 18** Legal Issues Of Forming Community Care Networks
- Sept. 8** Performance Indicators for Materials Management
- Sept. 22** Strategies for Creating Physician/Hospital Alliances for the Development of Community Care Networks
- Oct. 6** Coding for ICD9-CM
- Oct. 27** Strategies for Aligning with Other Organizations for Community Networks (AONE)
- Nov. 17** Governance Models for Newly-Emerging Health Networks
- Dec. 15** Reporting Performance Information to the Public ■

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### ■ *I'm Worth It! Grand Prize Winners for June*

**1st Prize - \$300 Trip of Choice, Lehigh Valley MotorClub**

Rosanne Rishko, Information Services; Bethann Kretzman, Outpatient Pediatrics

**2nd Prize - \$100 Gift Certificate, Lehigh Valley Mall**

Joan Arner, SPD; Debra Sokol-McKay, Home Care/OT

**3rd Prize - \$75 Gift Certificate, Service Merchandise**

Annette Edelstein, CCL; Marcy Roman, Radiology

**4th Prize - \$50 Gift Certificate, "The Finish Line"**

Shuli Oh, Blood Bank; Eleanor Mele, Psychiatry ■



## ***Hospital Issues Position Statement On Back Belts***

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Despite the growing popularity of back belts, there is currently no scientific data supporting their use as a preventive strategy for low back injury. After extensive review of the available literature\*, it appears that the universal prescription of belts, eg., providing them to all workers in a given workplace, is **not** in the best interest for reducing both the risk of injury and compensation costs. Epidemiologic studies show that back belts **do not** reduce the incidence or severity of work-related injuries among healthy workers and may, indeed, lead to a "false sense of security." Published studies have even documented that back belts can put an added strain on the cardiovascular system, causing increased blood pressure and heart rates.

More effective control measures to reduce injury potential include: ergonomic job design, placement of employees in jobs that do not exceed their physical capacities and training employees in safe work practices.

**In response to increasing interest and requests for back belts from employees at Lehigh Valley Health Network, we have developed the following position statement:**

Do not use belts as a preventive measure for low back injury. There may be times when use is indicated for an employee returning to work following injury. When there is a need to increase safety awareness, the back belt may be used as an adjunct to a comprehensive back injury and management program. Back belts may remind employees to use safe work practices.

### **Recommendations**

Any department or individual requests for back belts must be referred to Employee Health Services *PRIOR* to use or purchase of these belts. An assessment of previous and/or current back injury prevention and management interventions are performed and referrals made to Physical Therapy for further evaluation as appropriate. Physical Therapy provides initial instructions regarding application of back belts and back flexibility/abdominal strengthening exercises. Back belts are issued for a maximum period of three months after which time a re-evaluation for continued use must be performed by the Physical Therapy Department.

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**\*References available upon request through Employee Health Services**



# *Service Anniversaries: August 1994*

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*Human Resources congratulates the following employees on their service anniversaries and thanks them for their continuing service to Lehigh Valley Hospital.*

## **Forty Years of Service**

August 27 Joanne Fister/Burn Unit

## **Twenty Five Years of Service**

August 25 Kathleen Brosky/Patient Accounting

## **Twenty Years of Service**

August 15 Dolores Benner/Lab-Hematology  
August 19 Carole Bosch/General Services A  
August 19 June Crout/General Services C  
August 19 Elwood Ehrigott/Dept. of Surgery  
August 19 Gregory Fischl/Cat Scan C  
August 23 Marcella Fenstermaker/Food Services C  
August 26 Shirley Saeger/Lab-Information Services

## **Fifteen Years of Service**

August 8 Vicki Weyer/Lab-Limited Service  
August 9 Patricia Brack/Radiology-Diagnostic C  
August 13 Joni Landis/Dept. of Surgery  
August 13 Carol Steager/Social Services  
August 20 Frances Bernabucci/5B Med/Surg Unit  
August 20 Rebecca Caffrey/OR C  
August 20 MaryAnn Taylor/Obstetrics  
August 20 Sandra Todd/Lab-Microbiology  
August 22 Sandra Keefer/Patient Accounting  
August 23 Colleen Shellhammer/TLC Moderate Care

## **Ten Years of Service**

August 6 Lucy Brown/Nursery  
August 6 Susan Kahr/Womens Center  
August 6 Susan Lauer/Medical Records  
August 6 Cynthia Litzenberger/IQA/RUM  
August 14 Ana Sanders/Lab-Chemistry  
August 20 Anthony Iachini/Anesthesiology A  
August 20 Mariamma Ninan/3C Staging/Monitored U  
August 20 Sandra Skinner/Pharmacy C  
August 27 Scott Miller/Info Services Operations  
August 29 Anne Huey/Lehigh Valley Hospice

## **Five Years of Service**

August 7 Cynthia Ault/Medical Records  
August 7 Ann Bachman/Home Care-Skilled Nursing  
August 7 Rosemarie Balado/Patient Accounting  
August 7 James Ezrow/Social Service  
August 7 Michael Gee/Escort-Mailrm-Printshop C  
August 7 Lucille Gery/Progressive Coronary Care Unit  
August 7 Mary Beth Gower/Transitional Open Heart  
August 7 Patricia Gronski/Special Care Unit  
August 7 Roxanne Grube/Shock Trauma Unit  
August 7 Audrey Gunderman/GICU East  
August 7 Melanie Jozefiak/Speech & Hearing A  
August 7 Barbara Klineman/Emergency Service A  
August 7 Victoria Maclean/Home Care-Home Health Aide  
August 7 Shelley Magan/Community Wellness  
August 7 Ruth Miller/Home Care-Home Health Aide  
August 7 Noreen Schlegel/Emergency Service C  
August 7 Carolyn Silinskie/GICU East  
August 7 Jennifer Weaver/Nursing Float Pool Cluster H  
August 14 Bonnie Collins/Radiology-Diagnostic C  
August 14 Lana Gallagher/Community Wellness  
August 14 Rebecca Sherman/Dept. of Medicine  
August 20 Florence Rossiter/Community Wellness  
August 21 Jean Difebo/Medical Clinic  
August 21 Francis Fox/Patient Accounting  
August 21 Tanya Frailey/OR Centralized Scheduling  
August 21 Charlotte Gross/Administration  
August 21 June Longenbach/Home Care-Home Health Aide  
August 21 SherryAnn Oels/4A Med/Surg Unit  
August 21 Marysue Rother/Transitional Open Heart  
August 21 Patricia Trubilla/GICU East  
August 28 Marlene Boyer/Medical Records  
August 28 Milton Gottschall/Info Services Operations  
August 28 Robert King, Jr/Info Services Prod Support  
August 28 Barry Trust/Plant Engineering