Lehigh Valley Hospital’s new patient care, management, and accounting system is scheduled to "go-live" very shortly. A substantial amount of work has gone into tailoring and testing PHAMIS LastWord, which will replace the current Hospital Information System (HIS). In addition, an elaborate system of security will increase confidentiality and strengthen information integrity.

"Go-live" will officially begin at midnight on Friday, April 30. At that time, the current HIS will be down for approximately six hours. During this time, existing patient accounts will be converted to LastWord. When this is complete, the current HIS will come back up, and it will appear to be business as usual for the hospital. HOWEVER...behind the scenes, unnoticed by patients and visitors, over the course of approximately the next seven days, a number of events will occur to totally switch the hospital over to LastWord. Installation and testing of work stations and printers will be completed, additional data will be converted, and certain information input into the HIS during these days will also be entered into LastWord.

When all this is complete, the HIS will go down for its final time and PHAMIS LastWord will be up and running!

The emphasis of PHAMIS LastWord is speed and convenience for the hospital staff and other patient care professionals. However, during the first few weeks of using LastWord, everyone is reminded that patience and understanding for those who are applying their new computer skills is needed.

Physician practices who have the current HIS will be the first to connect to LastWord from their office. Their input and feedback will enable the hospital to make this service available to all practices on the Medical Staff in the near future.
Many physicians' offices have expressed interest in obtaining computers for home and/or office use. For your information, a copy of the hospital's Vendor Comparison Matrix is attached to this newsletter on pages 11 to 14. This chart is organized by machine configuration available from various vendors. The computers indicated on this list will be compatible with PHAMIS. Initial warranty period is generally one year. After the warranty, purchasers are responsible for obtaining PC maintenance. The Information Services Department has been requested by the I/S Physicians Committee to provide PC maintenance and personalized training services. It will take Information Services six to nine months to determine what services should be provided.

If you would like more information regarding PHAMIS LastWord, please contact either Deb Kruszewski or Mary Sabo in Information Services at 402-1424, or page them on beeper 2200 and 5696, respectively.

OSHA Compliance: A Reminder

This Spring marks the first anniversary of OSHA's Bloodborne Pathogens Standards' compliance deadlines. It signals that it is time for practices' yearly employee training programs in exposure control. Here are a few points to consider as you plan for your annual training program:

- Each yearly training program for employees with exposure risk must take place within 12 months of the last training session. Practices were required to conduct their initial exposure control training programs by June 4 of last year, thus this year's are now due.

- Each exposure control plan should be practice-specific. Be sure to include any necessary changes in your plan or Personal Protective Equipment requirements.

- Document all impromptu and formal training in a practice training record. It's best to use a signature roster, rather than a simple attendance list. Keep this roster and individual employees' OSHA medical records under lock and key to protect confidentiality and control access.

Along with these annual sessions, you also need to conduct formal exposure control training for all new hires when they begin employment and for current employees who accept new responsibilities with exposure risks.

(Reprinted with permission from On Managing..., Vol. 3, #4, April, 1993.)
Storage: Is it Becoming a Problem?

Space. No matter how much you have, you always seem to fill it. One of the questions medical office managers often wrestle with is what to do about storage space.

One of the reasons storage space can be a frustrating issue to office managers is that file storage continually takes up a great proportion of the space you have available. It should. The golden rule for patient file maintenance is to never throw any away. However, to keep all your dust-covered files from overrunning your storage area, you may want to consider re-organizing them and storing some off site.

The first thing to do is divide your patient files into groups according to how actively your practice sees the patient. For example, you can start by putting the files of patients who haven’t been to your office in several years, or who are deceased, in a group designated as inactive. Next, pull out the files of patients who are seen only yearly or every other year and place them in a moderately active group. Maintain the files of patients you see regularly as active and keep them at hand in your regular business area.

You may want to consider renting space away from the office to store all of your inactive files. This will free up some of your storage area for other items. If the off-site storage area is located near your office and is easily accessible, you may be able to keep moderately active files there, too.

That will depend on your personal preferences and the degree of inconvenience it causes to your office. If that just isn’t feasible, keep them in your office storage area. Reserve your in-office filing system for your active files.

No matter where you keep your files, they need to be organized. Each group should be physically separated from one another and maintained in order.

Some offices choose to keep their files in alphabetical order, while others use numerical ordering. Whichever you choose to do, order all of your files in the same manner. All of the boxes or drawers should be clearly marked as to the contents.

You also need to be able to get to the files when you need them. Invest in a shelf filing system or filing cabinets for your storage areas. Then keep the paths to them clear. You don’t want to have to climb over or rummage through a bunch of boxes just to find your files.

A well-organized filing system can help you make the most of your storage space and help your office run more efficiently. While you shouldn’t throw any of your patient files away, moving inactive files off site will allow you to more effectively use your in-office storage area. As an added benefit, you won't have to shuffle through so many files when pulling an active one.

(Reprinted with permission from On Managing..., Vol. 3, #1, January, 1993.)

At a recent MGMA conference held in Valley Forge, speakers from the national and state level addressed the issue of what various health care reform packages will probably look like.

The opening speaker was Kevin Eckhart, Ph.D., an aide from Senator Wofford's office who has been involved with issues at the national level. He presented an overview of the progress of the President's Health Care Task Force.

Emphasis is on the phrase which has become familiar to us all -- "Managed Competition."

Within this framework, the Task Force is working toward the following basis principles:

- Purchasing cooperatives for all insurance
- Equal access for all Americans
- Core benefits including preventative care
- Payment to be shared by employers and employees
- Community based rating systems
- Simplicity of administration
- Patient's freedom to choose health care providers
- Local administration (probably at the State level)

Projections focus on a five to ten year phase-in period which is why many states are taking the initiative to implement their own plans more quickly.

R. David Meyers, an Administrative Assistant to Governor Casey, told the group that the governor has determined that the state can't wait for the federal plan because the Medicaid program already comprises 15% of the state's $3 billion budget. Governor Casey's goals for reform are to control costs, improve access, and increase quality.

Governor Casey's plan looks very similar to the President's plan except it does not address long term care and malpractice tort reform. The state plan will be fully coordinated with the federal plan when it is passed by Congress.

The governor's proposed health care reform package will be ready to submit to the legislature by the end of April or early in May. There is a potential for gridlock because currently there exists an extremely close distribution of Republicans to Democrats in both the House and the Senate. It may be some time before we see actual passage of a health care bill. It is crucial to all medical managers and physicians to stay abreast of all new developments.

The remainder of the seminar focused on budgeting, marketing, and strategic planning. All three areas are of importance in enabling medical practices to stay viable in the vastly different health care environment of tomorrow.
Revision of Workman's Comp Law is Upon Us
by Loretta Kowalick, Administrative Assistant, Allentown Anesthesia Associates

It's time to write to your Senators and Representatives.

Did you know that after Easter break, they are headed back to the drawing board to decide upon your future income? That's right, they are revamping the Workman's Compensation Law.

If you want a say in how it will affect your wallet, it's time to get those pens moving. Remember what happened when everyone was too busy during the auto law changes? Were you affected? If you were, then this law will also affect you, with a double whammy.

They are planning to link reimbursement to Medicare's profile again, which means not only an initial decrease, but a decrease each successive year. We've got to be heard.

Don't delay -- write today!

For your convenience, following are the names and addresses of our local senators and representatives:

Senator Roy C. Afflerbach
33 S. Seventh Street
Allentown, PA 18101

Senator Jeanette F. Reibman
711 Lehigh Street
Easton, PA 18042

Rep. Charles W. Dent
801 Hamilton Mall
Allentown, PA 18101

Rep. Robert L. Freeman
65 N. Fourth Street
Easton, PA 18042

Rep. Leonard Q. Gruppo
15 S. Main Street
Nazareth, PA 18064

425 Allentown Drive
Allentown, PA 18103

Rep. T. J. Rooney
301 Broadway
Suite 202
Bethlehem, PA 18015

Rep. Paul W. Semmel
4525 Spring Hill Drive
Schnecksville, PA 18078

Rep. Donald W. Snyder
228 State Avenue
Emmaus, PA 18049

Rep. Joseph M. Uliana
2 Bethlehem Plaza
Bethlehem, PA 18018

Rep. Frank W. Yandrisevits
219 E. Ninth Street
Northampton, PA 18067
Helpful Hints
by Ginny Phelan, Office Manager, P.E.D.S., Ltd.

- Offices accepting bank cards may wish to investigate the DISCOVER card as a payment option. Providers pay a low 1.5% fee, the lowest rate offered by any bank card. Users enjoy the lowest interest rate available -- 14.9%, and no annual fee. Couple this with the cash back advantage for the user, and you have a card which is most attractive to both offices and patients. In a very short time, this has become the plastic of choice for many of our customers.

- Inventory control is becoming tricky business these days. For those of us with purchasing authority, no longer can we afford to buy years worth of stock due to changes afoot. From Ma Bell changing our area code, to Ma Clinton’s plan to change a whole lot more than that, offices must remain flexible and keep abreast of current events.

This is a time when it is especially important to have good communication with your doctors, office staff, and sales reps. Local and national news features are filled with changes and prospective changes for our industry. Be the first rather than the last to find out. You might have to make purchases more frequently, at a slightly higher price, but you won’t be caught with masses of outdated stock.

Celebration of Life Campaign

Lehigh Valley Hospital is sponsoring a Celebration of Life to heighten awareness of the importance of mammography and to increase patient awareness of Lehigh Valley Hospital’s women’s health services.

The campaign begins on May 1 with 20,000 seed boxes being mailed to women ages 40 to 64 in Lehigh Valley Hospital’s primary service area. The boxes contain a packet of flower seeds, a booklet on mammography and breast self examination, and a $10.00 discount off mammography services at Lehigh Valley Hospital.

Office displays with seed packets are also being distributed to participating physician offices specializing in obstetrics and gynecology, internal medicine, family practice, and general surgery.

In July, Comprehensive Breast Services brochures will be sent to all participating physician offices to replace the seed packets in the waiting room displays.

For more information or to participate, please call WomanCare at 402-3800.
Healthy Business Exposure Control Program

OSHA's final rule on the exposure of employees to bloodborne pathogens in the workplace went into effect on March 6, 1992. Companies effected by this rule are those where employees are exposed to blood or other potentially infectious materials while performing their duties.

The rule is aimed at eliminating or minimizing occupational exposure to the Hepatitis B Virus (HVB) and Human Immunodeficiency Virus (HIV). The mandatory regulations set forth a number of requirements for business in which there is potential exposure. If you operate such a business, Healthy Business is available to help you meet various aspects of the standard.

The OSHA Bloodborne Pathogen Standard requires the following:

- Development of a comprehensive Exposure Control Plan which identifies job classifications at risk, establishes engineering and work practice controls, encourages the use of universal precautions for specific tasks, requires annual employee training, record maintenance, and more.

- Establishment of a Hepatitis B Vaccination Program.

- Implementation of Post-Exposure and follow-up medical care for exposed employees and source individuals.

Healthy Business has developed an Exposure Control Program for those businesses effected by this new OSHA regulation. Healthy Business is an occupational health service associated with Lehigh Valley Hospital. Jeffrey Burtaine, M.D., board certified in Occupational Medicine, is the Medical Director.

The Healthy Business Exposure Control Program offers:

- An Exposure Control Plan which is key to compliance.

- Hepatitis B Vaccination Program including all consents and forms.

- HIV and HBV Post-Exposure and Follow-up Program including all medical services, consents, and recordkeeping.

- Training sessions for your staff in accordance with the Standard.

- Physician Certification of Significant Exposure to blood and body fluids with a written medical opinion as required by the Standard.

If these services are of interest to you or for more information, contact Georgine Snyder or Laura Mertz at Healthy Business, 435-1151.
PAHCOM News

After two successful organizational meetings, the Lehigh Valley Chapter of PAHCOM has become sanctioned by PAHCOM National Headquarters in Pensacola, Fla.

A local chapter meeting was held on March 23 at Sacred Heart Hospital. Nancy Gratz, Vice President of the Society of Human Resources, spoke on Personnel Issues and encouraged the 38 managers in attendance to keep current with regard to personnel management issues. Ms. Gratz reviewed the laws governing recruitment and employment, and emphasized the need for all managers to have clearly written and understood personnel policies. A brief question and answer period followed the presentation.

To assist you in designing a policy manual or updating your current manual, a brainstorming session will be held for interested individuals. A comprehensive guide to producing a policy manual will be provided. If you are interested in being part of this special interest group, please call Colleen Burgess at 433-3176.

The next meeting of the Lehigh Valley Chapter of PAHCOM will be held on Wednesday, May 19, beginning at 6:30 p.m. at Allentown Osteopathic Medical Center. Mrs. Betty Belnoski, Training Representative, Lehigh County Vocational Technical Institute, will speak on Time Management. Following her presentation, she will introduce the 1993-94 curriculum for medical office personnel and medical office managers available through Lehigh County Vocational Technical Institute, in conjunction with Penn State Allentown Campus. Members of the Lehigh Valley Chapter of PAHCOM will be admitted to the meeting free of charge; however, a $10 fee will be charged to non-members. Membership applications will be available at the meeting. If you plan to attend the next meeting, please call Janet M. Laudenslager at 402-9863 by Friday, May 14.

WomanCare Spring Education Programs

WomanCare of Lehigh Valley Hospital, a health resource for women of all ages, will offer the following programs in May:

Eye Care and Eyewear will be presented by Monica Dweck, M.D., ophthalmologist, and Rick Walters, O.D., optometrist, on Tuesday, May 18, from 7 to 8 p.m., in Classroom 1 of Lehigh Valley Hospital, Cedar Crest & I-78.

The Birds and The Bees will be presented by Elizabeth Long, Weller Center for Health Education, on Wednesday, May 19, from 7 to 8 p.m., in the Auditorium of Lehigh Valley Hospital, Cedar Crest & I-78.

For more information or to register, call WomanCare at 402-3800.
**Personal Self-Defense Training**

The Security Department of Lehigh Valley Hospital will be conducting personal self-defense training classes over the next few weeks. Each class, which is two and one-half hours in length, stresses personal safety awareness and techniques to be utilized to get away from an attacker.

Participants should wear comfortable, loose-fitting clothing, and sneakers or running shoes. Each class is limited to 20 participants.

Classes will be held on Thursday, May 6, and Thursday, May 20, from 6:30 to 9 p.m., in the Operating Room Conference Room of Lehigh Valley Hospital, 17th & Chew.

To register, please call the Security Department at 402-8220 between 8 a.m. and 4 p.m. If you have any questions, please call E. Gerald Kresge, Director of Security, at 402-2987 or pager 3923.

**Upcoming Educational Opportunities**

**May**

5  **How to Supervise People,**
   Allentown, Pa. (a Fred Pryor Seminar - call 1-800-255-6139 for more information)

24-25  **Clinical Office Labs: Living Under Regulations,**
       Washington, D.C.

26-27  **Group Practice Conference on Electronic Data Interchange,**
       Washington, D.C.

**June**

17  **Handling People With Diplomacy and Tact,** Sheraton Inn Jetport, Allentown, Pa. (a Keye Productivity Center seminar - call 1-800-821-3919 for more information)


For a current program update or for more information, call the Medical Group Management Association Education Department at (303) 397-7881.
Observances & Dates to Remember

May: Mental Health Month, National Arthritis Month, and Better Hearing Month

May 6-12: National Nurses Week - A time to recognize the important contributions of nurses to the health care community. This year's theme, Nurses Share a Vision for America's Health, emphasizes the active role of nurses in health care reform. The week runs from Thursday to Wednesday, encompassing the traditional day to recognize nursing (May 6) with the anniversary of the birth of Florence Nightingale (May 12).

May 9: Mother's Day - First observed in 1907 at the request of Anna Jarvis of Philadelphia, Pa. Ms. Jarvis asked her church to hold a special service in memory of all mothers on the anniversary of her mother's death. Annually observed by presidential proclamation on the second Sunday in May.

May 31: Memorial Day

June: Dairy Month, Fresh Fruit and Vegetable Month, and National Rose Month

June 14: Flag Day - The traditional anniversary of the birth of the stars and stripes.

June 20: Father's Day - Recognizing dear old dad on the third Sunday in June was first begun by Mrs. John B. Dodd of Spokane, Wash., on June 19, 1910, but was not presidentially proclaimed until 1966. The observance became public law in 1972.

Lighten Up!

😊 It was a perfect spring day, and four students hit with spring fever decided to cut classes and go for a drive. Reporting to school later that afternoon, they explained their absence to the teacher by saying they had suffered a flat tire. To their relief, she smiled and told them to take their seats.

"You missed a test this morning, and I would like you to do it now," she announced after they were settled. "No discussion allowed among you. Now write the answer to this question: Which tire was flat?"

😊 Grandpa, well into his 80s, finally decided to get a hearing aid. A week later, he stopped in at the store where he'd bought the device. Grandpa told the delighted manager that he could now hear conversations quite easily, even in the next room.

"Your relatives must be happy to know you can hear so much better," beamed the manager.

"Oh, I haven't told them yet," the old man chuckled. "I've been sitting around the house listening to them. You know what? I've changed my will twice already!"
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**Machine Configuration:**

- **Compaq 386SX**
  - 25 mhz
  - 120 mb hard drive
  - 4 mb RAM
  - Samsung monitor
  - $1,226

- **IBM 386SX**
  - 25 mhz
  - 60 mb hard drive
  - 4 mb RAM
  - Samsung monitor
  - $1,284

- **Integra 386SX**
  - 25 mhz
  - 80 mb hard drive
  - 4 mb RAM
  - Samsung monitor
  - $1,394

- **Dell 386SX**
  - 33 mhz
  - 120 mb hard drive
  - 4 mb RAM
  - Dell monitor
  - $1,290

- **Machine Configuration:**

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    - 120 mb hard drive
    - 4 mb RAM
    - Samsung monitor
    - $1,346

  - **IBM 486SX**
    - 25 mhz
    - 170 mb hard drive
    - 4 mb RAM
    - Samsung monitor
    - $1,524

  - **Integra 486SX**
    - 25 mhz
    - 120 mb hard drive
    - 4 mb RAM
    - Samsung monitor
    - $1,498

  - **Dell 486SX**
    - 25 mhz
    - 170 mb hard drive
    - 4 mb RAM
    - Dell monitor
    - $1,407

  - **Machine Configuration:**

    - **Compaq 486DX**
      - 33 mhz
      - 170 mb hard drive
      - 4 mb RAM
      - Dell monitor
      - $1,574

    - **IBM 486DX**
      - 33 mhz
      - 170 mb hard drive
      - 4 mb RAM
      - Dell monitor
      - $1,524

    - **Integra 486DX**
      - 33 mhz
      - 170 mb hard drive
      - 4 mb RAM
      - Dell monitor
      - $1,498

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<td>Ron Kave</td>
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<th>Machine Configuration:</th>
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<td>IBM 486DX2</td>
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<td>Integra 486DX2</td>
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<td>Dell 486DX2</td>
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<td>Dell monitor</td>
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Additional Hardware/Software Required

1. 9600 bps modem - external Hayes Optima available at Integra for $325 and Computerland for $324. (for remote connections)

2. Ungereman Bass network interface cards - supplied by hospital; approx. cost - $300. (for direct connections)

Notes:

1. Above prices are estimates based on vendor quotes and catalogues. In addition, the PC market is currently very volatile. Actual prices may differ from the above quotes depending on current market drivers.

2. Vendors will only support quoted prices for 15 days from the time of quote. Actual costs may vary.

3. All configurations include Microsoft MSDos 5.0 and Windows 3.1.

4. Delivery and installation charges have NOT been included.

5. Preferred mouse vendors are: Microsoft, IBM, Logitech.

6. External modems are preferred - trouble shooting connection problems is easier.

7. Above vendor's machines have been tested with PHAMIS and the hospital network. Other vendors have offerings which have not been tested. IS will work with physicians/offices to test other vendors as needed.

8. Compaq and IBM computers can also be purchased with Compaq and IBM monitors (instead of Samsung) for an extra cost of approximately $100 - $150.


10. We are currently researching Radio Shack options in addition to those listed above.
Listed below are the courses available to hospital managers through the hospital’s Management Development Program. These courses may be adaptable for future Physician Office Practice Forums. Please review the list and select your top three choices with #1 being your first choice. Return the list by Friday, May 21, to Janet M. Laudenslager, Physician Office Practice Services, 1243 S. Cedar Crest Blvd., Allentown, PA 18103.

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**Introduction to Supervision**

Supervision is the skill of managing people and work, a skill which can be developed and improved. This course will introduce you to the essential elements of effective supervision.

**Challenge of Leadership**

The course assists you in identifying your role as a leader, describing your changing responsibilities, and recognizing the importance of using interactive skills.

**Teamwork**

This course will identify four styles of team players/leaders and show how the right balance of styles creates a productive team whose members complement, challenge, and inspire one another. A discussion of team interaction techniques, group process dynamics, and group obstructive behaviors will provide you with an appreciation of various methods that contribute to a successful team.

**Constructive Conflict Management**

Management of conflict is the key to all relationships. Disagreeable experiences can be turned into avenues for growth and self realization. Identification of styles and steps for conflict management are included.

**Discussing Performance Expectations**

Employees want to know what level of performance is expected of them. This course provides managers with the skills necessary to discuss performance expectations with employees and to gain their agreement and commitment to achieving expectations.

**Improving Employee Performance and Work Habits**

This course assists managers in preparing for and conducting discussions with their employees about issues of work performance and work habits. A set of critical steps is presented and participants have the opportunity to utilize those steps in skill practice groups.

**Healthcare Safety Management**

Managers at times wrongly feel that occupational safety and health cannot be effectively managed since they believe accidents are an accepted part of providing services. This course will provide a basic understanding of safety and how it can be managed to ensure the well being of customers and suppliers within the healthcare
**Utilizing Effective Follow-Up**

This course provides the skills necessary to prepare for and conduct a discussion with employees regarding their work performance/work habit that continues to be unacceptable/unsatisfactory.

**Human Resources Legal Issues**

What you don’t know can hurt you. All too often, managers have become involved in costly litigation because they were uninformed about fundamentals of personnel law. In this course, you will find out what your rights are as a manager and ways to prevent and manage various personnel issues.

**Coaching for Success**

One of the manager’s most important tasks is to coach others toward success and growth. This course provides managers with the skills necessary to prepare their employees for new challenges or increased responsibilities.

**Handling Complaints**

This course will assist you in developing effective skills in dealing with complaints and emotional situations involving other employees, peers, team members, and others in the organization.

**Sexual Harassment**

This course provides managers with an understanding of what sexual harassment is and is not. EEOC guidelines will be introduced along with the hospital’s policy. Federal sex discrimination laws are also reviewed.

**Utilizing Effective Disciplinary Action**

Taking disciplinary action is one supervisory process most managers would like to understand better. This course provides managers with the skills necessary to prepare, conduct, and document disciplinary actions with employees.

**Maintaining Improved Performance**

This course provides managers with the skills necessary to prepare for and conduct a discussion with their employees about improved work performance/work habits. A set of critical steps will be presented and participants will have the opportunity to utilize those steps in skill practice groups.

**Values Clarification**

The basis for discussion is the videotape *What You Are Is...Where You Were When* by Morris Massey. Gain an understanding of value programming and the development of group and individual values.

**Overcoming Resistance to Change**

Managing change means developing strategies to help employees through a transition and to assist those who are having some difficulty adjusting during the change period. This course provides managers with the skills necessary to introduce and/or overcome resistance to change.

**Purchasing Power through Negotiation**

Everything is negotiable if you understand the skills and the game. This course enables you to understand the art and skill of negotiation and includes how to improve cost savings and operational efficiencies.
Interviewing Techniques

To be an effective interviewer, you must understand all aspects of the interview process. In this course, you will learn how to get the most out of an interview and deal with a variety of personalities. Highlights are effective questioning techniques and legal issues in the interviewing process.

Delegating for Results

Delegating multiplies the effectiveness of a manager. This course provides you with the skills to become an effective delegator and includes the importance of goals, how to decide what to delegate, and the importance of effective communication, debriefing, and follow-up.

Labor Relations

The featured speaker of this session will be a member of senior management. This course presents a chronology of the labor movement and current labor issues that are faced by healthcare managers.

The Impaired Employee

One out of ten employees may be impaired by substance abuse or by emotional difficulties that affect job performance. This course covers skills for recognizing troubled employees and how to manage intervention methods.

Managing Workforce Diversity

One of the challenges of the '90s is to manage a diverse workforce. Age, gender, culture, education, disabilities, and values are factors that need to be considered. This course encourages discussion of the techniques you will need to incorporate into your management style to successfully supervise workforce 2000.

Effective Presentations

Learn how to develop effective presentations in a clear, confident, and organized manner. This course emphasizes how to prepare and organize a presentation, control speaking anxiety, and keep the audience’s attention.

Time Management

Interested in accomplishing more and in finding time to do that? This course will provide ways of becoming more organized and eliminating drains on your time. Topics will include the hows and whys of goal setting, prioritizing tasks, managing procrastination patterns and self-assessment techniques.

Quality Assurance

This course covers the hospital’s quality assurance process, JCAHO’s 10-step model, and the format being used for recording and reporting quality assurance issues. Examples will be given on how data can be analyzed in the quality assurance process at the department level.

Better Business Writing

This course provides practical techniques for making business writing simple and effective. The topics include writing tone and style, improving clarity, and expressing your ideas in a "reader friendly" manner.
FOCUS is published quarterly for the office staffs of physicians on the Medical Staff of Lehigh Valley Hospital. Articles for the next issue should be submitted by July 1 to Janet M. Laudenslager, Physician Office Practice Services, Lehigh Valley Hospital, 1243 S. Cedar Crest Blvd., Allentown, PA 18103. For more information, please call Ms. Laudenslager at 402-9853.