New PAL Payout Opportunity

Wondering where you’ll get extra cash for summer beach trips? Moses Cone Health System may have an answer.

In response to employee requests, the Health System has added a second PAL payout opportunity. Now, employees can cash in their PAL twice each year, in April and October.

“This is something employees have been requesting for a long time,” says Noel Burt, Chief Human Resources Officer. “As a result, we are happy to offer a new spring PAL payout, which will give people access to this money earlier in the year.”

The PAL payout opportunities are available to employees with more than 40 hours in their PAL bank. As they did last year, employees can go online to request their PAL payouts through the Lawson HR system. Any employees with past-due debts with the Health System will be required to use part of the payout to pay these bills.

Watch for more details later this month on how to apply for the spring payout.

Flu Hits, Health System Responds

Moses Cone Health System responded quickly and effectively to a community outbreak of flu in February, limiting visitors to the hospitals and encouraging people to use alcohol gel frequently.

“While most of us will feel awful for several days after catching the flu, it is very serious for people who are already sick or who are recovering from surgery,” says Joan Wessman, Chief Nursing Officer. “We simply want the community’s help in protecting the most vulnerable among us.”

The action was similar to the steps taken when norovirus (a stomach virus) hit the community in February 2007.

In response to the flu, the Health System asked children younger than 18 and those with flu symptoms to avoid visiting hospital patients. Visitors were reminded to clean their hands using alcohol gel available in dispensers near all entrances and on hospital units. Tissues and masks were given to help avoid spreading the flu to others in waiting areas. Flu symptoms include a runny nose, sore throat, cough, fever and diarrhea.
Benefits Service Center Delivers

With space at a premium at The Moses H. Cone Memorial Hospital, departments that don’t provide patient services are making way for expansion of patient care areas. As a result, Human Resources has moved off site into the Black Box building on Northwood Street.

With that move in mind, Human Resources looked for ways to restructure the department and still provide services to employees on all campuses from their off-site location.

Three years ago, Human Resources piloted a program that removed the on-site benefits coordinator from The Women’s Hospital of Greensboro. When employees needed help with benefits, they came to Human Resources at The Women’s Hospital and were directed to a private room with a phone. The employees could call the newly established Benefits Service Center for help with their issues. The pilot was very successful, and it expanded to Moses Cone Hospital and Wesley Long Community Hospital one year later.

The Benefits Service Center now receives about 11,000 calls per year and answers those calls within an average of 17 seconds. Questions are usually answered within one to two minutes and then logged for reference in case a different benefits coordinator answers the employee’s next call. More complicated issues are researched and resolved quickly as well.

Random surveys in 2007 indicated that 93 percent of callers rate the Benefits Service Center staff as excellent/good for friendliness and helpfulness; 93 percent rated the staff as excellent/good in accuracy/knowledge and 89 percent rated the timeliness of answers as excellent/good.

How have things changed since most Human Resources staff moved from Moses Cone Hospital to the Black Box?

- An employee self-service desk has been set up in the former Human Resources space at Moses Cone Hospital for employees to make confidential calls to the Benefits Service Center, access Lawson HR online and apply for jobs online.
- Employee performance managers remain on site at Moses Cone Hospital, Wesley Long Community Hospital, The Women’s Hospital and Annie Penn Hospital to answer employees’ policy questions and help with employee relations issues. You can still stop by the on-site offices to find out about the latest in employee discounts or pick up forms.
- AIG Retirement representatives maintain offices at all locations.
- The leave-of-absence specialist and the retirement specialist can meet you at your location in Greensboro by appointment. (Annie Penn Hospital employees still have on-site services to help with leave of absence and retirement issues.)

Although the Benefits Service Center has moved to the Black Box as well, it is still just a phone call away to help with your benefits needs. You can call 832-8777 from 7:30 a.m. until 5 p.m. Monday through Friday. After hours, you can leave a voice mail and someone will return your call as soon as possible the next business day. You also can e-mail benefits@mosescone.com.

Call 832-8777 for benefits help.

W.I.N. a Meal

During March, which is National Nutrition Month, employees can win a free healthy meal or bottled water, thanks to Nutritional Services and the W.I.N. (Wellness is Now) program.

In order to participate, you need a “W.I.N. a Meal” punch card, which is available in each of the Moses Cone Health System cafeterias. The cashiers will punch the card each time you buy a healthy meal or bottled water from a Health System cafeteria or coffee shop.

Buy 10 healthy meals and get one free; buy 10 bottled waters and get one free. All free meals and bottled water must be redeemed by March 31.

Look for posters and signs specifying which meals qualify for this promotional event.

Contact Becca Jones, Wellness Coordinator, at 832-2590 or becca.jones@mosescone.com with questions.
Moses Cone Health System and Wake Forest Baptist Form Alliance

Moses Cone Health System and Wake Forest University Baptist Medical Center have formed an alliance to strengthen their working relationship, improve quality and explore opportunities to reduce costs.

While remaining independent, the two healthcare systems will collaborate on improving patient services, medical education and clinical research. Moses Cone Health System and Wake Forest Baptist have formed The HealthCare Alliance, LLC, a limited liability company, as the organization through which they will work together.

“Our organizations are recognized for our quality patient care and commitment to serving everyone in our communities,” said Tim Rice, President and CEO, Moses Cone Health System. “We share the same values and are convinced that by strengthening our relationship, we can improve healthcare in the Piedmont Triad.”

The partnership also aligns with the Health System’s strategic vision of remaining strong and growing in a changing healthcare marketplace, Rice says. “It’s a different way to control our own destiny as opposed to a purchase or merger,” he said.

For more than 25 years, Moses Cone Health System and Wake Forest Baptist have collaborated on services, including education for healthcare professionals, regional trauma services and information technology. “The HealthCare Alliance is a platform to help each of us achieve our missions while improving care to the patients we serve,” said Donny Lambeth, Interim President and Chief Operating Officer of North Carolina Baptist Hospital, part of Wake Forest University Baptist Medical Center. “We can integrate our clinical, educational and research programs to add value to the region’s healthcare.”

The HealthCare Alliance may add partners in the future. “As healthcare consolidates, the Alliance may become a preferred organization for community hospitals, outpatient facilities and physician practices to work with and take advantage of economies of scale,” Rice said. “By sharing services, we can assist other providers in meeting the needs in their communities.”

Moses Cone Health System, Wake Forest University Baptist Medical Center and The HealthCare Alliance, LLC are three separate legal organizations. The governing boards retain full authority and responsibility over the operations of their organizations.

### Frequently Asked Questions

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<tr>
<th>Q:</th>
<th>Will this allow you to negotiate joint managed care contracts?</th>
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<tbody>
<tr>
<td>A:</td>
<td>No. Our organizations are not merging, so it is not possible to negotiate together in this way.</td>
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<tr>
<th>Q:</th>
<th>How will this Alliance affect employment at Moses Cone Health System and Wake Forest Baptist?</th>
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<tbody>
<tr>
<td>A:</td>
<td>We do not anticipate any impact on employment. In the future there may be new jobs as a result of new developments together.</td>
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<th>Q:</th>
<th>What would be the benefits to any community hospital joining the Alliance?</th>
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<tr>
<td>A:</td>
<td>Potential benefits to community hospitals include cost reduction, access to capital, physician recruitment, compliance training and management services. As an academic medical center, Wake Forest Baptist offers hospitals services relating to medical residents, physician coverage and clinical research.</td>
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<th>Q:</th>
<th>Are you doing this to increase your profits?</th>
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<tr>
<td>A:</td>
<td>Financial pressures on hospitals are increasing, with lower reimbursement from payors and increasing government regulations. By reducing expenses, we can reinvest funds in improving patient services. Neither hospital earns profits. Everything is invested back into care for the communities we serve.</td>
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Want to report a slippery floor? Is a faucet leaking? There’s no need to call two different departments on five campuses anymore. Now, you can call one number: the new Service Response Center at 832-4772.

This center will be a central point of contact for anyone in Moses Cone Health System to submit work requests for support departments, including Environmental Services and Facilities. Requests to other departments – including Nutritional Services and Biomedical Technology Services – likely will be handled through the Service Response Center soon.

For now, the center will prioritize Facilities and Environmental Services work orders and send them to the appropriate department for service. The center also will develop agreements about the levels of service required and provide critical data for service departments to improve processes.

“One of the most beneficial aspects of the department is the ability to provide the highest level of service to all of our customers while helping each department improve continuously,” says Rodney Foster, Director, Service Response Center. “This, in turn, improves patient satisfaction.”

The department will serve the entire Health System from its location on the ground floor of The Moses H. Cone Memorial Hospital.

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**A New ICU**

Wesley Long Community Hospital has opened its newly renovated ICU/Step-down department. Here, Susan Seel, RN, (left) and Laura Michael, RN, meet at one of the nurses’ stations to discuss plans for moving patients into the new space. The department has larger patient rooms that offer plenty of natural light as well as areas outside the rooms where nurses and clinical staff can perform documentation.

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**One Call Does It All:**

**Service Response Center Opens**

Carolyn Zachery (left) and Jennifer Morrow, both Customer Service Representatives, answer calls from throughout the Health System and log them into an automated computer system. The system then pages the appropriate employees to respond.

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**SERVICE RESPONSE CENTER**

832-4772
Weekdays, 7 a.m to 11 p.m.
Third shift and weekends, follow current site guidelines.
System Increases Focus on Employees’ Late Bills

Moses Cone Health System Patient Accounting staff work each day to collect millions of dollars in overdue patient bills. But did you know that nearly $1 million of that money is owed by the Health System’s own employees?

“Two of our Health System values are integrity and financial viability,” says Beth Ward, Chief Financial Officer. “We appreciate that the vast majority of employees pay their bills on time or make arrangements for a payment plan. However, when a small number of people don’t pay what they owe, not only does this conflict with our values, but it also is a key reason we face increasing health insurance premiums for all employees.”

In the last three years, more than 1,400 employees failed to pay their Health System co-pays or deductibles within 120 days. These bills, which averaged $658 each, had to be referred to collection agencies, which is not a pleasing option for the Health System or employees, Ward says.

It doesn’t need to get to this point, adds Jim DeAngelo, Executive Director, Patient Financial Services. There are many ways the Health System can help employees arrange to pay their bills.

Patient Accounting can set up payment plans and help employees pay accounts through payroll deduction. Depending on the employee’s income, financial assistance and discounts may be available. Employees may call Patient Accounting at 832-8014 to discuss various repayment options.

The Health System also offers free credit counseling to all employees through the Employee Assistance Plan. Call the EAP at 1-800-326-3864 for more information on this service.

Health System Receives Rehabilitation Accreditation

Moses Cone Health System recently received three-year accreditation from the Commission for Accreditation of Rehabilitation Facilities (CARF). The Health System received accreditation in general rehabilitation as well as Brain Injury Specialty Certification and, for the first time, Stroke Specialty Certification.

“For patients, this accreditation means our Health System meets internationally accepted standards for rehabilitation and provides an integrated and individualized approach to services and outcomes,” says Anne Macner, Executive Director, Rehabilitation Services. “For employees, it ensures we have responsible management and professional growth opportunities.”

During the past 18 months, the Rehab Center — departments 4000 and 4100 at The Moses H. Cone Memorial Hospital — prepared extensively for the survey, broadening many programs and offerings. The Center has increased its emphasis on helping patients and families manage patients’ health after discharge and has added patient and family education programs related to risk factors for stroke, health improvement and self-advocacy.

“In addition to the hard work of the Rehab Team – specifically Anne Macner, Cameron Scott, Becky Windsor, Deborah Sharp, Wanda Kosterlytzky and Marilyn Lane-Morgan, we want to thank the many departments who supported our survey process,” says Judy Schanel, Vice President/Service Line Administrator, Moses Cone Hospital.

“The surveyor’s report noted the support from Safety, Rapid Response, Risk Management, Infection Prevention, Human Resources, Finance, Environmental Services and Leadership. They also noted the high quality of our Marketing publications, and the Systemwide emphasis on performance improvement.”

What They’re Saying

Patient Satisfaction is all about treating people with kindness, giving them our full attention, keeping them informed and meeting or anticipating their needs. Here are some examples of best and worst practice. These comments are taken directly from what our patients told phone surveyors or e-mailed to us about their hospital experience.

“I could not eat much, and the nurses got me ice cream and things I could eat when I asked.”

“Other than two nurses and one tech, the care given by all the others was top-notch. But two nurses and one tech can really ruin the impressions and feelings of a given patient to the degree that they would not want to return to this facility.”

“The way the doctor explained everything to me was superb. The treatment I had was outstanding. The nurses helped me when I needed help. It was stupendous.”

“Try to have better personnel during shift changes so that information gets transferred correctly and promptly.”

“All the nurses were very congenial and attentive to my pain. They tried to encourage me, telling me things would get better in a few days.”

“I couldn’t reach my phone or my call button.”

“The night nurse was very descriptive and helpful about my condition. She helped me a great deal in knowing about the problems I had.”

“Better communication with patients. The patient waited all day. … She was discharged at 2:30 p.m. and did not find out she could leave until 6:30 p.m.”

“The nurses wished me Happy Birthday.”
Moses Cone Health System recently revised its vendor representative policy to become better aligned with national trends and regulatory agencies.

By strengthening the policy, the Health System will ensure a safer environment for patients and a more balanced approach to conducting business with clinical staff and administration.

How will that be accomplished?

• Soon, the Health System will require vendors to have pre-arranged appointments before meeting with staff.
• Vendor representatives also must have documentation of competency in their specialty, must have up-to-date immunizations and must pass a background check (similar to the requirements for prospective employees).

• In addition, the Health System is also narrowing the attempt at influence by limiting vendors’ food provision to educational inservices only.

In order to manage hundreds of vendor representatives, the Health System recently signed a contract with an Internet-based vendor compliance company called “Status Blue.” This company will maintain and update required information from vendors. Other area healthcare organizations already use this company.

On June 1, the policy, linked with this tracking mechanism, will be put into operation. Health System employees and medical staff will be provided inservice training about this new partnership with vendor representatives in the coming weeks.

Jeanne Peters (left), Joanna Saporito (center) and Terry Moore-Painter work together on the Regional Cancer Center Patient and Family Support Team.

FOR HELP, CALL:
Terry Moore-Painter at 832-0364.
Joanna Saporito at 832-0648.
Jeanne Peters at 832-0819.

Team Helps Cancer Patients with Social, Spiritual and Psychological Needs

“When cancer hits, it hits in all directions,” says Jeanne Peters, Clinical Psychologist, LeBauer Behavioral Medicine. “Patients lose jobs. I’ve had spouses leave them, and they have bills they can’t imagine how they’ll repay.”

Moses Cone Regional Cancer Center treats the physical aspects of cancer during 56,000 patient visits a year. The Patient and Family Support Team helps cancer patients deal with something else – the broad array of social, psychological and spiritual issues they face from the moment of diagnosis.

The team includes Joanna Saporito, Clinical Social Worker; Terry Moore-Painter, Chaplain; and now Peters, who joined the Regional Cancer Center’s staff through a partnership with LeBauer Behavioral Medicine.

“With Jeanne on board, working with Terry and Joanna, the patients of the Cancer Center and their families now have a full complement of support services available to them,” says David Gutterman, Ph.D., Psychologist and Clinical Director, LeBauer Behavioral Medicine. “This is an enormous step in enhancing patient care, and I am excited to roll this out to the community.”

Patients often tell team members things they don’t have time – or aren’t willing – to tell their doctor.

Peters remembers a lung cancer patient who told her she hadn’t had a mammogram for two years because she couldn’t afford one. Saporito found a way to get the woman the needed screening.

“I take pride in knowing that we provide comprehensive social services to low-income patients and the uninsured, as well as the insured,” Saporito says. “If patients believe their situations warrant financial assistance, I encourage them to contact me.”

Physicians and nurses can refer someone to the treatment support team by calling or e-mailing one of the members. Patients also can refer themselves.

“Having cancer is a huge change in people’s lives,” Moore-Painter says. “People are never the same again. Even if they are cured and they never have the disease again, they are different. Part of our goal is to help them integrate that difference into their lives.”
There are fewer dangerous blood stream infections in the tiniest, most fragile patients at Moses Cone Health System, thanks to a new emphasis on hand hygiene.

Since July, family members, physicians and staff members from other departments have been asked to gel their hands before entering the Neonatal Intensive Care Unit at The Women’s Hospital of Greensboro.

It’s no coincidence that July is also when the rates of bloodstream infections declined dramatically among NICU infants. The serious and potentially fatal infections, which peaked at seven during the third quarter of fiscal year 2007, declined to one in the first quarter of FY 2008. In January 2008, there were zero.

“There was just stunned,” says Kim Helsabeck, Infection Prevention Specialist, The Women’s Hospital. “It really, really drives the point home that we can do anything – purchase expensive equipment, make changes in education – but it all comes back to the basics: If you don’t have clean hands, you put patients at risk.”

Staff placed a stop sign, a red line across the floor and a free-standing automatic alcohol dispenser, donated by EcoLab, to encourage people to clean their hands.

“This actually stops everyone, and it’s a trigger,” Helsabeck says. “It’s really increased awareness.”

Karen Williams, RN, NICU, applies gel to her hands before entering the department. Staff placed a stop sign, a free-standing alcohol dispenser and a red line across the floor to encourage people to clean their hands.
Developing Exceptional People:
What Are the Personal Performance Standards?

The performance management process of 2008 (formerly called the employee evaluation) will rate employees in four key areas: Organizational Requirements, Major Work Activities, Personal Performance Standards and Departmental Performance.

To help staff better understand the Personal Performance Standards section, Human Resources has outlined expectations in this area.

“We developed the Personal Performance Standards section by building on the tool that the Service Excellence department developed several years ago,” says Grace Moffitt, Vice President, Human Resources, Annie Penn Hospital. “These are not new requirements. They simply help describe the Standards of Behavior in more detail than our previous performance evaluation tool.”

Here are the standards:

COMMUNICATION
- Greet all patients, visitors and staff with a smile and eye contact. If answering the phone, state your name, department and include “How may I help you?”
- Address all customers and patients with respect (no honey, sweetie, etc.). Keep customers and patients informed, showing compassion and empathy.
- Explain delays and follow up with expected time frames.
- Protect confidential information and obey all HIPAA regulations.
- Speak positively about others and the team while discouraging gossip and complaining.

TEAMWORK
- Collaborate with all departments to meet the needs of customers.
- Provide help without being asked.
- Accept responsibility for self, department and organization. Do not blame others. Maintain open communication, trust and respect among team members.
- Voluntarily share ideas with co-workers to best meet customer needs to ensure the success of the team.
- Perform your role or task without having to be told or reminded.

PROFESSIONALISM
- Follow all organizational and departmental policies and procedures, including dress code.
- Document time accurately using Kronos (you must not be in corrective action related to Kronos issues.)
- Come to work as scheduled. You must not be in corrective action for attendance issues.
- Attend 75 percent of departmental meetings.
- Complete all departmental required education, competencies and/or proficiencies.

SAFETY
- Keep your work area neat, clean and free of hazards.
- If applicable, respond appropriately to emergency situations (Health System Codes) and demonstrate knowledge of how to respond.
- Always use appropriate safety devices and techniques (for example: using safe lift equipment and needle-safe devices and appropriately pushing carts and lifting copy paper).
- Follow National Patient Safety Goals, including infection prevention and hand hygiene.
- Identify and report safety hazards and incidents. Maintain secure areas per policy (carts, closets, etc.).

Type II Diabetes Management Classes Offered for Staff

Med-Link is offering classes for diabetic employees who:
- Would like to manage their diabetes better.
- Have a HbA1c of more than 8.5 mg/dl.
- Have diabetic complications.
- Have issues that interfere with their ability to manage diabetes.

Employees who attend the entire eight-week series and follow-up qualify for up to $300 in reimbursement for copays for diabetic medications and supplies.

Diabetic educators from the Moses Cone Health System Nutrition and Diabetes Management Center will teach the classes. The course consists of eight classes, including a one-hour orientation session and seven 30-45 minute weekly classes about diabetes management.

Classes are free with lunch provided. They will be offered on site at The Moses H. Cone Memorial Hospital and Wesley Long Community Hospital initially. Employees will not be docked for additional time spent in class past their lunch break.

For more information about class dates or to enroll, call Med-Link at 852-3871 or 297-2257.
Daschle to Speak at Luncheon to Benefit HealthServe

On Thursday, April 10, the second annual “Partners in Care - Business Leadership Luncheon” will be held at the Greensboro Marriott Downtown to benefit HealthServe Community Health Clinic.

Former US Senate Majority Leader Tom Daschle will provide the keynote address, “Healthcare Reform: New Ideas for an Old Debate.”

Daschle was elected to the U.S. House of Representatives in 1978, serving eight years. In 1986 he was elected to the U.S. Senate, and two years later, he became the first co-chairman of the Senate Democratic Policy Committee.

In 2007, he joined with majority leaders George Mitchell, Bob Dole and Howard Baker to create the Bipartisan Policy Center, an organization dedicated to finding common ground on public policy challenges.

Last year, more than 270 people attended the Business Leadership Luncheon. Their attendance, combined with donations, raised more than $80,000 for HealthServe.

Tickets are $50, which includes a $25 tax-deductible charitable contribution for HealthServe. For more information or to support this event, contact the Office of Fund Development at 832-9450.

Moses Cone Hospital Seeks to Expand Emergency Department

Moses Cone Health System has asked the state to allow a $4.9 million expansion of the Emergency Department at The Moses H. Cone Memorial Hospital.

The project would expand the department into space currently occupied by Admitting. Admitting will move into the space vacated by Human Resources, which has moved to the Black Box building on Northwood Street.

The project would add a 12-bed observation area and expand the current Pediatrics area of the Emergency Department, providing more patient- and family-friendly space and supporting the concentration of Pediatric services at Moses Cone Hospital.

Pending state approval, the project would be done in two phases, wrapping up in 2010. The state is expected to make a decision on the Certificate of Need in May.

eLink Celebrates Success

The eLink Critical Care Department at The Moses H. Cone Memorial Hospital recently marked its first anniversary with an open house. Here, William Henderson, Program Executive at VISICU, presents a plaque to Joan Wessman, Chief Nursing Officer, Moses Cone Health System.
Teams Respond to Employee Survey Feedback

Did you know a group is looking at ways to improve the Employee of the Month and GEM programs?

Have you seen the Moses Cone Health System mission statement in more places?

Are you running into more Leadership representatives rounding in your departments – with an eye toward keeping buildings clean and increasing patient satisfaction?

These are just some of the changes being made as a result of the feedback employees provided on the annual employee opinion survey last March.

Last fall, two teams began meeting to respond to the survey feedback and to come up with new ideas to make improvements. One group, led by Cheryl Somers, Director, CareLink, looked at issues raised by employees; the other, led by Anne Brown, Director, 2300, Surgical ICU, The Moses H. Cone Memorial Hospital, looked at the department directors’ survey results. Leadership Council (composed of all vice presidents) has heard reports from both groups and spent time at several meetings planning ways to respond to these ideas.

Some of the areas of focus include:

• Promoting the mission statement and demonstrating how it plays a role in day-to-day job performance.
• Improving communication and feedback across the Health System.
• Allowing employees the opportunity to provide continuous feedback online through the new performance management process, Developing Exceptional People.

• Highlighting the need for peak census planning, which occurs before each peak season and has improved teamwork between departments.
• Increasing the focus on patient satisfaction, especially in the Emergency Departments.
• Asking Leadership to re-emphasize Service Excellence and hold staff members accountable for behaviors such as smiling, introducing themselves, explaining their role, thanking people and asking what else they can do to help patients.
• Working with a Rewards and Recognition task force to improve the Employee of the Month program. This group is being led by Paul Jeffrey, Vice President/Administrator, Wesley Long Community Hospital, and Beverly Nipper, Director, Human Resources.

Somers said she enjoyed leading the employee task group, which was dedicated, engaged and eager to help improve the Health System. “The group truly felt pride to be affiliated with this Health System,” she said. “Members wanted to make things better and to advertise and promote these efforts, so all employees could feel the same sense of pride.”

The groups were focused on their mission, says Noel Burt, Chief Human Resources Officer. “Both groups were interested in things that would benefit our patients, visiting families and the entire workforce rather than looking at how their efforts might help them personally,” he said. “They were very positive groups, committed to this task and to the Health System, and we appreciate their work.”

“Both groups were interested in things that would benefit our patients, visiting families and the entire workforce rather than looking at how their efforts might help them personally. They were very positive groups, committed to this task and to the Health System, and we appreciate their work.”

— Noel Burt
Chief Human Resources Officer
Employee Opinion Survey Satisfaction Team

Beverly Nipper, Director, Human Resources
Deno Adkins, Director, Kernersville Operations
Carol Blackstock, Respiratory Therapy Clinical Specialist, Wesley Long Community Hospital
Maryann Barbour, RN, 4000, Inpatient Rehabilitation, The Moses H. Cone Memorial Hospital
Nancy Caddy, RN, Pediatrics, Moses Cone Hospital
Johnie Davidson, Mechanic, Plant Operations, Moses Cone Hospital
Teresa Davis, RN, Pediatrics, Moses Cone Hospital
Debbie Grant, Vice President, Nursing
Debbie Green, Nursing Service Director, Annie Penn Hospital
Ria Grobler, Director, Birthing Suites, Annie Penn Hospital
Kim Groendal, Clinical Specialist, Respiratory Care, Moses Cone Hospital
Paul Jeffrey, Vice President and Administrator, Wesley Long Community Hospital
Joann Killmer, Director, Mother/Baby, The Women’s Hospital of Greensboro

Carol Lambert, Manager, Environmental Services, Moses Cone Hospital
Lori Redding, Occupational Therapist, Acute Rehabilitation, Moses Cone Hospital
Mary Roberson, Registered Respiratory Therapist, The Women’s Hospital
Kristin Rouse, Library Associate, Moses Cone Hospital
Kris Saia, Admission Services Associate, Admitting, The Women’s Hospital
Judy Schanel, Vice President, Moses Cone Hospital
Cheryl Somers, Director, CareLink
Danielle Strickland, Nursing Secretary/Monitor Tech, Pediatrics, Moses Cone Hospital
Bill Turner, Environmental Services Supervisor, Annie Penn Hospital
David Wheeler, Director, Pharmacy Operations and Systems, Moses Cone Hospital
Sue Beth Williams, Executive Assistant, Executive Office, Moses Cone Hospital

Department Director Satisfaction Team

Anne Brown, Director, 2300, Surgical ICU, Moses Cone Hospital
Joan Evans, Director, Organizational Development
Vicki Block, Vice President, Heart and Vascular Center
Kaye Carter, Nursing Director, Short Stay Center, Moses Cone Hospital
Susan Davis, Director, Acute Rehabilitation
Mona Easter, Director, ICU, Annie Penn Hospital
Carlos Garcia, Director, Environmental Services, Wesley Long Community Hospital
George Karl, Director, Service Excellence
Tom Gettinger, Executive Vice President, Moses Cone Hospital
Phyllis Griffin, Nursing Director, eLink Critical Care
Jules Guilbeau, Director, Pulmonary/Office, LeBauer HealthCare
Bob Hamilton, Director, Pastoral Care

Candace Hughes, Director, 5700, Surgical, Moses Cone Hospital
Cindy Jarrett-Pulliam, Director, Nursing Administration, The Women’s Hospital
Rebecca Knight, Executive Director, AHEC
Gayle Mueller, Nursing Director, ICU/Stepdown, Wesley Long Community Hospital
Patricia Nourse, Director, Care Management
Theresa O’Laughlin, Director, Lab-Histology
Annette Smith, Director, 5500, Medical/Renal, Moses Cone Hospital
Jack Smith, Director, Environmental Services, Moses Cone Hospital
Liz Smith, Director, Medical Records
Ashley Sumner, Administrative Fellow, Executive Offices
Beth Ward, Chief Financial Officer and Treasurer
Anita Williamson, Director, Regional Cancer Center
Annie Penn Hospital to Close Birthing Center

Annie Penn Hospital will no longer deliver babies effective July 1 and will direct patient deliveries to The Women’s Hospital of Greensboro. The decision comes after many years of trying to recruit and retain the appropriate number of obstetricians and neonatal physicians, who care for high-risk newborns.

“This was a very difficult decision to make, and one we didn’t reach lightly,” says Susan Fitzgibbon, President, Annie Penn Hospital. “We have been well served by our excellent, dedicated OB nursing staff for years.” The 19 nurses and nurse techs have all been offered priority hire status for positions at The Women’s Hospital, Annie Penn Hospital and other areas within Moses Cone Health System.

Fitzgibbon said the physician recruitment environment has become extremely difficult, with few physicians willing to take positions requiring frequent night call and inpatient responsibilities. The hospital currently has two obstetricians on its medical staff, and after June 30, neonatal coverage for C-sections and high risk deliveries by pediatricians and family practitioners will no longer be available. “We simply can’t sustain the 24/7 obstetrics coverage that women in our area need and expect,” Fitzgibbon says. “The good news is that our OB/Gyns plan to remain a strong part of our hospital by continuing to perform gynecological surgery at Annie Penn.”

John Ferguson, MD, and Luke Eure, MD, and their clinical staff will continue to provide prenatal care at the Family Tree OB/Gyn office. The doctors have privileges at The Women’s Hospital and, schedules permitting, will perform C-sections and deliveries there.

The Women’s Hospital teaching faculty of five obstetricians will serve as back-up for the Family Tree physicians and midwives and will handle unscheduled deliveries as necessary.

“We certainly intend to keep Family Tree OB/Gyn strong in Reidsville so that prenatal care, ultrasound and routine visits are convenient and close to home,” Ferguson says. “Family Tree providers will have a daily presence at The Women’s Hospital to maximize continuity of care.”

More than 300 Reidsville-area women already give birth at The Women’s Hospital each year and have been pleased with the high level of mother-baby care they receive there. In total, The Women’s Hospital delivers almost 6,000 babies each year, compared with Annie Penn Hospital’s annual births of about 400.

The Women’s Hospital has a level III neonatal intensive care unit with neonatologists and neonatal nurse practitioners on site 24/7. The specialists on the 36-bed unit care for premature infants or those with low birth weight or developmental problems. The hospital has on-site anesthesiologists for laboring women and a four-bed adult intensive care unit for mothers who experience complications.

“This has been a very difficult decision for Annie Penn employees, Birthing Center physicians and leadership,” says Cindy Farrand, Vice President/Administrator, The Women’s Hospital. “I am confident that together we can continue to provide accessible, high quality obstetric care to the women of Reidsville. We will also reach out to our nursing colleagues and offer the strong and caring support that our Health System family is known for.”
**Departments Mark Two Years without Ventilator-Associated Pneumonias**

The Surgical Intensive Care Unit at The Moses H. Cone Memorial Hospital and the Intensive Care Unit at Annie Penn Hospital have marked more than two years without a case of ventilator-associated pneumonia (VAP). The Coronary Intensive Care Unit at Moses Cone Hospital has gone more than one year without a VAP.

VAP is a lung infection that can develop more than 48 hours after patients are placed on mechanical ventilation. It is the leading cause of death among hospital-acquired infections. It increases the length of hospitalization and can add approximately $40,000 to the cost of each patient’s care.

More than two years ago, Moses Cone Health System launched a quality effort aimed at reducing these dangerous infections. The success is due in part to a national quality effort that outlines several steps that can be taken to reduce these infections, including keeping the head of the patient’s bed up, practicing proper mouth care, weaning patients from ventilators according to protocol, practicing proper hand hygiene and other steps.

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>LAST REPORTED VAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2300, Moses Cone Hospital</td>
<td>Nov. 8, 2005</td>
</tr>
<tr>
<td>ICU, Annie Penn Hospital</td>
<td>Feb. 13, 2006</td>
</tr>
<tr>
<td>2900A, Moses Cone Hospital</td>
<td>Nov. 15, 2006</td>
</tr>
<tr>
<td>2100, Moses Cone Hospital</td>
<td>July 18, 2007</td>
</tr>
<tr>
<td>3100, Moses Cone Hospital</td>
<td>Nov. 25, 2007</td>
</tr>
<tr>
<td>ICU, Wesley Long Community Hospital</td>
<td>Dec. 13, 2007</td>
</tr>
</tbody>
</table>

**Thank you notes**

Periodically, CODEU will publish letters of thanks from patients, visitors, employees or others. Many of these letters exemplify employees living our mission: “We serve our communities by preventing illness, restoring health and providing comfort, through exceptional people delivering exceptional care.”

Just recently I went through a procedure at the Short Stay Clinic of The Moses H. Cone Memorial Hospital, and I wouldn’t feel right if I didn’t write this note.

From the moment I walked in and was greeted by Reception to the moment I left being wheeled out in a chair, I met the most wonderful, caring and considerate people. It was a very pleasant surprise given the size of this particular institution.

It is unfortunate I was in no condition to remember names, or I would mention each and every one of them.

While Dr. (Joseph) Stern was injecting a needle into my back, a wonderful nurse literally sat there and held my hands for reassurance and human contact. All were available for “small talk” to relax the atmosphere.

The gentleman who pushed the bed from department to department warned me of “speed bumps.” The lady who pushed my chair to a waiting car said she would remember me in her prayers. I can go on and on...

I don’t think I could have asked for a more “gentler and kinder” experience. Thanks to everyone I came into contact with and those I didn’t. Quite a staff of professionals.

If there is any way for this to be shown to any of the staff, I would greatly appreciate it.

*Steven Bruce Scheck  
A Very Grateful Ex-Patient*

My name is Madelyn Evans, and I am 11 years old. I am in fifth grade and go to Phoenix Academy. I am writing to thank you for such wonderful services when my mom was in The Women’s Hospital with the twins!

The nurses were very, very kind to my 7-year-old sister Gracie and me. Once again, I want to thank you for such wonderful care!! My sisters Laura, Annabelle and Gracie were all born there. Laura and Annabelle are now 2 years old and will be 3 in March. They are very healthy.

Thank you so much for your time and consideration, and I hope Mrs. Erma gets to read this, so I can thank her for the scarf. I still have it!!

*Sincerely,  
Madelyn Evans*
In Brief

Service Awards Banquet Set for April

The Service Awards Banquet for 2008 will be held on Wednesday, April 16, at the Sheraton Greensboro Hotel at Four Seasons. The reception begins at 6 p.m. with dinner served at 6:30 p.m.

This event will honor employees with five through 40 years of service and Employees of the Year for 2007.

New Electrical Stimulation Technique Helps Rehab Patients

Moses Cone Health System Rehabilitation Services now uses electrical stimulation to help patients recover more quickly after a stroke, brain injury or other disorders that impact the movement of their arms and legs.

Bioness Rehabilitation Systems use electrodes on the skin’s surface to help muscles move in useful ways. For instance, the electrodes might stimulate the hand to open and close to grasp and release objects, or they might lift the foot or toes to help in walking. The goal is to retrain the brain through repeated movements so that other areas of the brain “learn” to perform the functions of the damaged areas.

The technology is being used in both inpatient and outpatient rehabilitation. Rehabilitation patients are evaluated to determine if this kind of electrical stimulation is right for them. For more information, call 271-4840.

More than 60 Physicians, Clinical Staff Publish Work in 2007

More than 60 physicians, nurses and staff affiliated with Moses Cone Health System published materials in 2007.

Leading the way were Daniel Bensimhon, MD, and Thomas Stuckey, MD, with 13 articles each. Bruce Brodie, MD, published 12, while Paul Chase, Research Exercise Physiologist, Daniel Clarke-Pearson, MD, and Samuel Cykert, MD, each published 10.

The Moses Cone Health System Medical Library compiles the annual bibliography. A link to the list is available from the Library’s homepage at www.gahec.org/library.

Physicians Attend First Heart and Vascular Center Symposium

The first Moses Cone Health System Heart and Vascular Center Symposium, held in February, drew more than 130 physicians, nurses and clinical staff to The Moses H. Cone Memorial Hospital.

The symposium updated healthcare professionals on current treatment for patients with heart disease. Presenters discussed clinical research, imaging, exercise testing, medications, how diabetes affects heart disease, as well as specific care for risk factors related to heart disease.

Organizers intend for this symposium to be an annual event.

Presenters included Bruce Brodie, MD; William Downey, MD; Jay Ganji, MD; P. Gregory Hayes, MD; William Hopper, MD; Peter Nishan, MD; Thomas Stuckey, MD; Peter Van Trigt, MD; and Jay Varanasi, MD.

Charles Wilson, MD, Medical Director, Heart and Vascular Center, was the moderator.

“As the moderator and part of the Planning Committee for our first Heart and Vascular Center Symposium, I can truly say that my expectations were greatly surpassed, both in terms of the attendance and in the quality of the presentations,” Wilson says. “The audience seemed genuinely engaged from start to finish, and the presenters delivered practical information in a timely and succinct manner with terrific audio-visual aids. I think we all enjoyed the event, and we look forward to an even greater experience next year.”

Physician Liaisons Can Provide Information on Health System Services

Two physician liaisons are now available to meet with referring community physicians to discuss the services Moses Cone Health System can provide patients in cardiovascular services, neuroscience services and oncology. Hope Hull and Jill Vonderhaar, Physician Liaisons, are available to meet with physicians both in Greensboro and in other counties throughout referral areas.

“We offer a communication link between the physician’s practice and the Health System,” Hull says. “We are available to physicians and practice managers to provide information and address concerns. Our goal is to assist in providing exceptional care in the community.”

Hull has been with the Health System more than 20 years as a registered and licensed dietitian, focusing on physical medicine and rehabilitation. Vonderhaar has a nursing degree and has worked in medical sales and education for more than 20 years.
## Moses Cone Health System 2008 Goals


<table>
<thead>
<tr>
<th>System Indicator</th>
<th>Measure</th>
<th>Goal</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mortality Rate</td>
<td>% Change in Overall Mortality Rate</td>
<td>-5.0%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Community Health</td>
<td>Smoking Cessation Counseling %</td>
<td>90%</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Patient Satisfaction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patients Who Would Recommend Us For Care</td>
<td>Would Recommend Inpatient</td>
<td>87.60</td>
<td>87.23</td>
</tr>
<tr>
<td></td>
<td>Would Recommend ED</td>
<td>72.35</td>
<td>70.63</td>
</tr>
<tr>
<td><strong>Employee &amp; Physician Engagement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover</td>
<td>Turnover %</td>
<td>15.0%</td>
<td>15.5%</td>
</tr>
<tr>
<td>Employee Satisfaction</td>
<td>Overall Job Satisfaction</td>
<td>79.0</td>
<td>N/A</td>
</tr>
<tr>
<td>Internal Succession</td>
<td>Internal Succession %</td>
<td>60%</td>
<td>66.0%</td>
</tr>
<tr>
<td>Physician Relationships</td>
<td>Physician Satisfaction</td>
<td>71.8</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Margin (%)</td>
<td>Margin (%)</td>
<td>4.08%</td>
<td>3.82%</td>
</tr>
<tr>
<td></td>
<td>Length of Stay</td>
<td>5.04</td>
<td>5.03</td>
</tr>
</tbody>
</table>

- Meeting or Exceeding Goal
- Needs Improvement

N/A - Results not yet available.
THE MOSES H. CONE MEMORIAL HOSPITAL
EMPLOYEE OF THE MONTH

Laura Kaufman
System Project Leader, Management Systems
NOMINATED BY: A consultant with Lawson software company and Mark Gorham, Director, Administrative/Business Information Systems, MIS

Recently, a consultant from Lawson traveled to Greensboro for project-related work and got a stomach virus. “Getting sick when you’re alone and far from home is a miserable time,” she writes. “I could hardly lift my head. Laura brought me medicine, Cokes, Gatorade and Triscuits. That evening she came back to check on me with soup, Jell-O and Saltines. Even though I was little more than a stranger, Laura certainly went out of her way for me. What a caring and extraordinary person she is.”

Gorham agrees. “This was the consultant’s first visit to the Health System, so Laura’s compassion and assistance were even more impressive since we did not have a previous relationship with her.”

WESLEY LONG COMMUNITY HOSPITAL
EMPLOYEE OF THE MONTH

John-Eric Manuel
Caterer, Nutritional Services
NOMINATED BY: Several staff members, including Paul Jeffrey, Vice President/Administrator, on behalf of the Medical Staff; Jeannie Wilson, Bariatric Surgery Program Specialist; Cindy Bass, Director, Dietary Services; Lynn Cameron, Office Coordinator, Organizational Development

“John-Eric displayed professionalism when catering a Christmas dinner for the Bariatric Surgery Support Group,” Wilson writes. “He reassured me that the food and tables would be ready on time. He went the extra mile by helping to decorate the tables, provided an extra tablecloth and helped me take leftovers to staff on 5 East. He was kind and respectful of the needs of the event.”

Bass agreed. “There have been multiple comments from staff via e-mail concerning John-Eric’s dedication and willingness to help with whatever is needed with special functions,” she writes.

GEMs

Charles (Chuck) Covert, Admissions Services Associate, Admitting
Charmyne Fluker, Sleep Disorder Tech, Sleep Disorders Center
Stephanie Fontanella, RN, Orthopedics/Bariatrics
Benedict Harrison, Nurse Tech, Orthopedics/Bariatrics
Amy Laughlin, RN, Telemetry
Layla Lewis, Nurse Tech, Emergency Services
Andrea Thorne, RN, Orthopedics/Bariatrics
Evangelie Thorne, RN, Orthopedics/Bariatrics
Erin R. Williamson, Clinical Pharmacist, Pharmacy
John Chris Yelton, RN, Emergency Services

Brenda Anthony, Environmental Tech, Environmental Services
Willie Collins Jr., RN, Orthopedics, 5000
Deanna Graham, Lead OR Processing Tech, Moses Cone Surgery Center
Debbie Gregory, RN, Neuro ICU, 3100
Wanda Jackson, RN, Medical, 6700
Gwen Lyles, Nursing Secretary, Orthopedics, 5000
Gavin Moran, System Analyst, Human Resources
Kelly Palmer, RN, Neuro, 3000
Anna Readling, Assistant Teacher, The Children’s Corner
Albert Rio, RN, Medical/Renal, 5500
Garry Robertson, Respiratory Therapy Clinical Specialist, Respiratory Care
Dorothy Seiler, Nurse Tech, Medical, 6700
Bandaa Setliff, RN, Intermediate Care, 3300
Wanda Swain, Employee Performance Manager, Human Resources
Garnet “Gigi” Tatum, RN, Cardiac Recovery, 6500
Joanna Terry, Nurse Tech/Nurse Secretary, Medical, 6700
Brad Tiefel, RN, Surgical ICU, 2300
Angela Turner, RN, Orthopedics, 5000
Jennifer Watkins, Administrative Coordinator, House Coverage
THE WOMEN’S HOSPITAL OF GREENSBORO/
ADMINISTRATIVE SERVICES BUILDING
EMPLOYEE OF THE MONTH

Pamela Chandler
Admission Services Associate, Admitting
NOMINATED BY: Debbie Johnson, Environmental Service Tech, Environmental Services

“My daughter recently had a fire at her house and she lost everything,” Johnson writes. “Pam went through her things, and she gave my daughter clothes, furniture, a bed and other things that she needed. I thank God every day for people like Pam. She has a heart of gold, and she is always willing to help those in need. She will be blessed for her kindness.”

GEMs
Donna Coley, RN, Maternity Admissions
Tanya Corbitt, RN, Women’s Nursing Unit
Moira Dailey, RN, Women’s Nursing Unit
Kim Jordan, RN, Maternity Admissions
Carol Riley, Nurse Tech, Women’s Nursing Unit
Catherine Wyler, RN, NICU

BEHAVIORAL HEALTH CENTER
EMPLOYEE OF THE MONTH

Eric Kaplan
RN, Inpatient Adult Services
NOMINATED BY: Linda Embry, RN, Inpatient Adult Services

“We recently admitted a veteran who had multiple medical issues,” Embry writes. “He needed to be at a facility that could better meet his needs. Eric worked tirelessly as a patient advocate for this veteran. The patient was transferred to a VA hospital. As a mother of two military sons (one who was recently in a war zone for 14 months), I would hope that my sons would have a strong nurse and patient advocate such as Eric.”

GEM
Amanda Edd, Mental Health Tech, Inpatient Child/Adolescent Services

REGIONAL CANCER CENTER

GEM
Rebecca J. Lynch, RN, Medical Oncology

“I am honored to be recognized for something that many of us do on a regular basis – showing care and concern for others.”
– Laura Kaufman

“I enjoy the chance to put a smile on someone’s face – whether that be the patient or my co-workers.”
– John-Eric Manuel

“I get to interact with people from everywhere. And because everybody has something special to share, I have the opportunity to learn while I earn.”
– Pamela Chandler
Mark Your CALENDARS

SIMPLY WATCHES SALE
The Wesley Long Community Hospital Volunteers will hold a watch sale with proceeds benefiting special needs at the hospital. 
Thursday, March 6, and Friday, March 7, Wesley Long Community Hospital, Classroom 3, 7 a.m. – 4 p.m.

UNIFORM SALE
The Wesley Long Community Hospital Volunteers and The Women’s Hospital of Greensboro Auxiliary will hold separate uniform sales.
Wednesday, March 19, 8 a.m. – 4 p.m.
Classroom 1, Wesley Long Community Hospital
AND
Thursday, March 20, 7:30 a.m. – 4 p.m.
Classrooms 5 and 6, The Women’s Hospital of Greensboro
QuickCharge payroll deduction is available for those who have pre-registered for this service.

MANAGEMENT

Dawn Carver, RN, is the new Assistant Director, Adult Inpatient Services, Moses Cone Behavioral Health Center. Previously, she was a staff nurse for this department.

Rodney Foster is the new Director, Service Response Center for Sodexho. He comes to Greensboro from Connecticut, where he held a similar position at Yale-New Haven Hospital. (For more on the new Service Response Center, see page 4).

Gretta Frierson is the new Assistant Director, 5000, Orthopedics. Previously, she was a staff nurse in that department.

Debbie Green, RN, is the new Service Director, Annie Penn Hospital. Previously, she was director of nursing services at The Moses H. Cone Memorial Hospital.

Lori Madden is the new District Manager, Food Services, for Sodexho. In her new role, Madden will be responsible for Sodexho’s food services accounts at Moses Cone Health System and Forsyth Medical Center.

It’s All About YOU

Joe Joyce, CRNA, Wesley Long Community Hospital, has published a book, “Perianesthesia Patient Care for Uncommon Diseases.” It was released in January. The book is a quick reference to help CRNAs and RNs care for patients with rare diseases as they go through surgery. These diseases may be encountered only once or twice in a career, but the patient’s care is greatly impacted by them, Joyce says.

Tammy Blackburn and Jennifer Langley, both RNs, 3100, Neuro ICU, The Moses H. Cone Memorial Hospital, had their poster selected for presentation in April at the 30th anniversary International Association for Human Caring Conference in Chapel Hill. The title of their poster is “Caring For Other: The Phenomenological Experiences of Two New Nurses Caring for Children in Two Very Different Camp Settings.”
Satisfaction Scores

Would patients recommend the Health System for care?*

Inpatient Scores

Emergency Department Scores

* These charts show an average of patients’ ratings when they are asked to what degree they would recommend Moses Cone Health System for healthcare services. They answer on a scale of 0 to 10. The ratings are then multiplied by 10 to convert them into the percentages on this chart. On all charts, lines indicate goals or proposed goals, as noted.
More than 7,400 people make up Moses Cone Health System, and the success of the System depends upon the strength of these individuals. A “code” is made up of symbols representing a special meaning. CODEU was developed to symbolize the publication’s “It’s All About You!” philosophy.

CODEU provides up-to-date news each month for employees and friends of Moses Cone Health System. Comments, story suggestions, photos and signed letters to the editor are welcome.

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PHOTOGRAPHY
Mike Coughlin, Phyllis Griffin, Sharon Troxler

Our Mission
We serve our communities by preventing illness, restoring health and providing comfort, through exceptional people delivering exceptional care.

Read CODEU, Win a Prize

Each month, Marketing will draw five entries from the correct responses and award five free $6 meal tickets, valid at any Moses Cone Health System cafeteria. The following employees won the contest in February:

Dana Burchel, Financial Grants Administrator, Moses Cone ~ Wesley Long Community Health Foundation; Michelle Carter, Secretary, Anesthesiology, The Moses H. Cone Memorial Hospital; Nancy Dixon, Payroll Clerk, Payroll; Aundria Gaynor, Clerical Assistant, Information Systems; and Debbie Shelton, Human Resources Coordinator, Human Resources.

This month’s quiz:
1. What will now be offered in April and October?
2. How many bottles of water must you buy to get one free (in March)?
3. If you dial 832-4772, what department will you reach?
4. How many bloodstream infections were reported in the NICU in January 2008?
5. Name one award winner featured in this issue.

ENTRY FORM
Send your entries to Marketing by March 17. All correct entries will be placed into a random drawing, and five meal-ticket winners will be announced in the April newsletter. The contest is open to all employees and volunteers of Moses Cone Health System. Marketing staff is not eligible. Previous winners are not eligible in the calendar year that they won.

ANSWERS

1. 
2. 
3. 
4. 
5. 

Name

Department, Campus

Phone