

Spotlight

February 2009

Nationwide
Children's
Employee
Publication



We Get Results!

The competition is strong.
But so is Nationwide Children's Hospital.

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We are one of only five hospitals ranked in the top 20 since the lists began in 2001.

You read the e-mail from CEO Steve Allen, skimmed the special edition of StatChat and noticed the posters throughout the hospital. You know Nationwide Children's Hospital has once again been recognized as one of America's top ten children's hospitals according to Parents magazine. But do you know why?

Parents magazine scrutinized more than 75 children's hospitals across the country examining survival rates, number of complex procedures performed, research studies, staff qualifications and safeguards to prevent medical errors. Of the original 75, 10 emerged as the most outstanding and Nationwide Children's Hospital was right in the thick of them ranked at number six.

But you already knew that.

Here is something new: the hospitals ranking in 3rd through 10th position all had overall scores within a 50 point range. With a possible 1,500 points available, this tight range of scores is a testament to the knowledge and growth taking place in children's hospitals across the country. The competition is strong.

But so is Nationwide Children's Hospital. A broad survey covering so many aspects of care, the *Parents* team was bound to discover areas where Nationwide Children's hospital excels. Take a look at four of Nationwide Children's strong points and see for yourself why we continue to hold our own. 



- 1. Emergency & Cardiology ranked in the top 3**
The survey revealed families visiting our emergency department have one of the shortest waiting times in the country!
- 2. Hematology/Oncology and Orthopedics ranked in the top 10**
Both departments, ranked in the top ten in 2007, continue to attract national recognition.
- 3. Community Outreach and Family Friendliness**
Parents staff were blown away by the Full Potential Community Report and Healthy Neighborhoods, Healthy Families.
- 4. Patient Safety**
High patient safety scores acknowledge the efforts headed by CMO Dr. Brillanti at Nationwide Children's to improve safety and quality.

Top 10 CHILDREN'S HOSPITALS

1. THE CHILDREN'S HOSPITAL OF PHILADELPHIA
2. CHILDREN'S HOSPITAL BOSTON
3. CHILDREN'S HOSPITAL WISCONSIN
4. CINCINNATI CHILDREN'S HOSPITAL MEDICAL CENTER
5. ST. LOUIS CHILDREN'S HOSPITAL
6. NATIONWIDE CHILDREN'S HOSPITAL 
7. TEXAS CHILDREN'S HOSPITAL, HOUSTON
8. CHILDREN'S HEALTHCARE OF ATLANTA
9. RAINBOW BABIES & CHILDREN'S HOSPITAL, CLEVELAND
10. THE CHILDREN'S HOSPITAL, DENVER

A Financial Check-Up

Promoting health and wellbeing is at the very core of what we do here at Nationwide Children's Hospital – not just for patients and employees, but for the hospital too. At a time when our economy is in flux and jobs seem scarce, *Spotlight* is taking a look at the financial health and wellbeing of our hospital.

Driving Forces

Nationwide Children's founding mission of providing the best possible care regardless of a family's ability to pay will always be the driving force in budget and decision making at the hospital. As news about bad markets, job cuts and a recession spill through the television daily, Nationwide Children's is focusing on what matters most: providing quality care to all children. Doing this means being agile and innovative to the changing economic climate and responsive to the labor market. Ensuring staffing is aligned with patient volumes is a top priority. Investing in our future is extremely important since we are working in a competitive market. In order to do this, we must provide funding for our research, maintain and expand our facilities, as well as focus on our quality initiatives. Medicaid is another driving force that shapes our budget, therefore we must advocate for reimbursement rates for that program. Even during these unusual times, our eyes are still on the same goals.

Balanced Approach

How do you plan a budget for an uncertain economic year? Very carefully. Budgeting can range from two extreme focuses: short term and long term. Management chose neither route, instead crafting a plan that blended both into a balanced response.

This balanced response will keep Nationwide Children's future strong and still protect our hospital while the economy stabilizes. By comparison, the auto industry is an example of an industry that only focused on the short term and didn't invest in its future. Unfortunately, the unstable position of that business only reinforces the importance of research as an investment in the future.

2009 Outcomes

The good news: "Nationwide Children's Hospital is better off than 90 percent of other hospitals," said Rick Miller, chief operating officer at Nationwide Children's Hospital. Our considerable size, excellent fundraising abilities and efficiency in managing costs puts the hospital in a strong and stable position, especially when compared to our peers.

Evidence of this good standing can be seen with the strong bond rating given to Nationwide Children's. Bond ratings are seen as the best available indicator of an organization's financial health. Think of it this way: a person gets a physical to determine overall health and a hospital gets a bond rating. Not only have the rating agencies acknowledged our healthy status, but the *Chronicle of Philanthropy* has once again rated Nationwide Children's among the top not-for-profit organizations in the United States.

The opportunity:

Streamlined budgets and changes in 2009 will protect the hospital's financial performance and align the expenditures with the broader market. Management carefully evaluated all aspects of the budget by appointing portions to 10 different committees for inspection. The committees provided suggestions on new ways to improve and increase both revenue and efficiencies.

The solution: We are going back to basics. "We are trying to grow our income and manage our expenditures. It's actually just that simple, it's just taking in more money than you spend," said Rick. 



Continuation of strong financial performance

Allows for investment in programs & facilities

Ensures the ongoing viability of Nationwide Children's Hospital



From Mario Brothers to Skull Surgery

The next generation of surgeons takes to virtual learning

A generation of surgeons who have grown up playing video games are now learning temporal bone surgery of the skull in a similar way.

Physicians and researchers at Nationwide Children's Hospital are using advanced computer animation to help train the next generation of surgeons. The Virtual Temporal Bone Project, a multi-site study developed in conjunction with the Ohio Supercomputer Center and The Ohio State University, uses technology and simulated surgery to operate on the temporal bone and skull-based tumors.

Located in the lower part of the skull, the temporal bone contains the structure for hearing and balance. Doctors perform surgery here to place cochlear implants or hearing aids, treat chronic ear infections or conduct exploratory surgery.

This training simulator can do everything from mimic the movement of a drill, to read the density of the temporal bone. A phantom joystick guides the student through surgery, actually feeling the resistance of the bone.

"Normally, medical residents would learn this surgery by working on cadavers in a lab setting and training alongside a surgeon in an operating room," said **Greg Wiet, MD**, an ears, nose and throat surgeon at Nationwide Children's Hospital and an associate professor at The Ohio State University College of Medicine. "With this type of training, surgeons are not only learning with their eyes, but with their sense of touch," Dr. Wiet added. 



To read this article, which was published in its entirety in *Surgical Scene*, go to www.NationwideChildrens.org/SurgicalScene.

Non-Invasive Method Delivers Genes to the Central Nervous System

Investigators at The Research Institute at Nationwide Children's Hospital have identified a non-invasive method for delivering genes to the central nervous system, a strategy that penetrates the body's protective blood-brain barrier with unprecedented success.

The blood-brain barrier (BBB) is a protective network of blood vessels and cells that prevents many substances from entering brain tissue and the central nervous system. While the BBB functions as a vital biological shield, it can also serve as a barrier to treating central nervous system disorders.

Previous gene therapy efforts to treat two of the most common motor neuron diseases, spinal muscular atrophy (SMA) and ALS (Lou Gehrig's disease), have either failed to bypass the BBB, or are clinically irrelevant since they require interventions considered too numerous or too complicated.

In this study, which appears in *Nature Biotechnology*, members of the Center for Gene Therapy at The Research Institute used AAV9, a subtype of the adeno-associated virus, as the vehicle for gene transfer.

Using a single injection, researchers delivered AAV9 and examined its potential to transport genes to the central nervous system in neonatal and adult mouse models. Results showed AAV9 accessed the central nervous system with unmatched efficiency.

In the neonatal model, AAV9 preferentially targeted basic nerve cells (neurons). In adults it more often targeted astrocytes, the largest and most common nerve cells in the central nervous system. These differences suggest there is a developmental period during which viral access to these cell populations becomes restricted.

The precise mechanism by which AAV9 penetrates the BBB and facilitates gene transfer will require further study. Still, researchers believe the relatively non-invasive method described in this study could have important implications

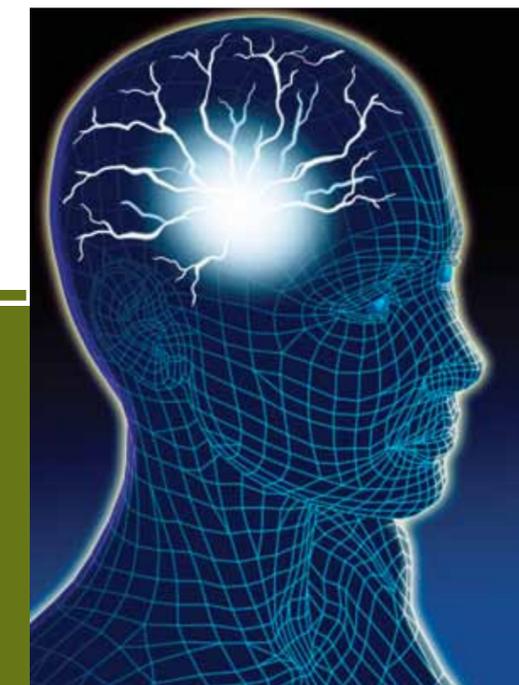
for gene therapy treatments in SMA and ALS. A suggested therapeutic for SMA is an increased expression of the survival motor neuron gene; this study's single injection method could potentially achieve this outcome. Astrocytes, which were efficiently targeted in both the neonatal and adult models in this study, have been specifically linked to disease progression in ALS.

Additionally, new techniques stemming from this AAV9 research could target neurons in adults. Such strategies could provide new treatment options for diseases such as Huntington's that involve multiple brain regions. 



"THE CONCEPT OF COMBATting DISEASE THROUGH GENE-DELIVERY THERAPIES IS WHERE THE FUTURE OF MEDICINE IS."

--Brain Kaspar, PhD, study lead author



Democratic Directions

Nursing Shared Governance has been helping nurses get results through their own structured system.

In place at Nationwide Children's since 2004, shared governance was first developed as a Magnet requirement. Made up of three tiers, this sound organization includes: unit counsels; five specialty senates; and a 12-body congress.

Goaled with providing an organized round-table where nurses, particularly at the staff nursing level, have an active role in clinical decision-making, Nursing Shared Governance investigates, recommends and problem solves with all members of the health care team. Here are a few of their noteworthy accomplishments from 2008:

- Researched and recommended changes in the policy for call off time allotments for different shifts on inpatient units.
- Identified lateral violence (a form of bullying) in the workplace and presented educational seminars, while continuing to research this phenomenon.
- Various members presented to monthly CORE orientation classes for newly hired nurses to share information with future shared governance participants.

Nursing Shared Governance also serves as mentors and consultants to the task force charged with creating an Interdisciplinary Shared Governance model at Nationwide Children's Hospital.

Also inspired by Magnet, this new design will mimic the structure of the nursing model, but will include all areas of the hospital. The model has a version of the same three tiers – councils, a senate and a forum – giving clinical personnel an active role in making decisions that affect the quality of patient care and impact their daily work environment. Representatives from departments like IS, respiratory therapies, pharmacy and management will make up the forum. With such broad participation, great things are sure to come from this governance in the future. 

Click on the Interdisciplinary Shared Governance link on the Intranet to see organizational charts, follow progress from both bodies and get involved.



Dr. Michael Brady, physician-in-chief of Nationwide Children's Hospital and chair of the Department of Pediatrics at The Ohio State University, received the Thomas Dooley Award from the University of Notre Dame on Saturday, January 31, 2009. Established in 1984, the Dr. Thomas A. Dooley Award is conferred on an alumnus/alumna who has exhibited outstanding service to humankind.

Dr. Brady was honored for his service to vulnerable HIV-affected families in Central and Southern Ohio. He created the first family-centered HIV Program, known as FACES (Family AIDS Clinical and Educational Services). The program addresses the needs of HIV-infected families and has become highly successful in maintaining these families in care and markedly improving their health and quality of life.

notre dame's HUMANITARIAN of the Year



Dr. Michael Brady, MD
Physician-In-Chief
Chair, Department of Pediatrics
The Ohio State University

54th Annual Employee Awards

"There's no place like home" was the theme for this year's Employee Recognition celebration. Guests mingled with characters from the Wizard of Oz as they dined and congratulated the nominees and award-winners. The annual dinner honors employees marking milestone years in their careers at Nationwide Children's Hospital, along with retirees and employee recognition award winners.

Employee of the Year

Sheila Huffman

"Sheila is one of those staff for whom we would need to hire two people to do her work when she retires! She established Nationwide Children's Hospital as the busiest Pediatric Advanced Life Support (PALS) training center in the state and also identified a replacement model when a format change was required for PALS," said Karen Heiser, Education.

"In addition to PALS, she teaches in nursing orientation and a variety of other skills-based classes for nurses, physicians, and other hospital staff," said Heiser. "Sheila also led the development of a new Patient Safety Simulation Center at NCH."

Family Centered Care Award

Richard Snell, MD

The Family Advisory Council of Nationwide Children's Hospital presented their Partners in Care, Partners in Hope award to Richard Snell, MD.

Nominations are made by patient families who want to recognize excellent practice of family centered care by any employee, health care provider or department. Recipients will have shown strengths in four core concepts of family centered care: Dignity and Respect, Information Sharing, Participation and Collaboration.

When their youngest son was diagnosed with Spinal Muscular Atrophy Type 1, the Kingsley family was devastated. As they plunged into the hospital world, their son's pulmonary doctor was there to lead them through the tough decision-making.

"Dr. Snell took our difficult decisions to heart. Simply put, he cared," said the Kingsley family. As the family went through ups and downs with their son's condition, they came to realize the support they received from Dr. Snell. "Not only was he treating Brett, but he treated our family as well."

Physician of the Year

Karen Ratliff-Schaub, MD, Developmental/Behavioral Pediatrics

In her specialty, Karen's knowledge is unparalleled! She is known throughout the state as an expert in teaching,

training and consultation and families find her thorough, knowledgeable and supportive. A true team player, she is an example of what we stand for as a hospital.

Managers of the Year

Rhonda Humphrey, 4A West

Rhonda is friendly, respectful and committed to constant improvement. She excels at leading a large staff and patient satisfaction scores have increased under her tenure. Staff morale has really taken a positive turn due to her open communication and open-door policy."

Val Ruddock, OTPT

Val has raised the bar of expectations around productivity, service and quality. She took on a growing area that faced many external obstacles, and developed a department, and a team, who share a sense of mission and vision. Val is a true leader filled with enthusiasm and integrity.

Singing Orderly Award

Donna Teetsel

This annual award is given to one of the service from the heart award winners. The recipient receives \$1,000 and gets to designate \$4,000 to an area of need within the hospital. The award is named for Charlie Roberts, known as the Singing Orderly in the 1970s, who used to sing to patients as he transported them to surgery.

Donna is organized, completes her work within the shift and is well-known for her room-makeovers. She makes work fun and the hospital a tolerable place for many patients! "She is a manager's dream," said Jill Tice, Donna's manager. "Every shift she works she is focused on doing the right thing."

To view photos from the celebration, visit the Spotlight web exclusives page on the Intranet.

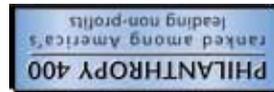
The Choice Is Nationwide Children's Hospital Because Nationwide Children's CARES.

- ♥ Patient Care
- ♥ Advocacy
- ♥ Research
- ♥ Education
- ♥ Service

Cafeteria: Before & After



After being closed for a month, the renovated main cafeteria is open for business! As soon as you walk in, you'll notice the new layout and fresh ambiance. Take a few steps into the renovated space and details like a relocated salad bar, additional check-out lane and an expanded serving area are revealed. Bon appétit! 🍷



U.S. News & World Report Ranks Nationwide Children's Hospital among the Nation's Best in Pediatrics

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