Welcome Message
Healthy Workforce Initiative
8th Annual Golf Classic

Central Sterile
World Breastfeeding Week
Are You Prepared?

Empowering Our Community
Heart Of UH
Monthly Calendar of Events
Shortly after becoming your President and CEO, I began meeting with all of you in Town Halls and during visits I intend to make to every unit in this hospital. I have taken to heart the desire you have expressed to see deep cultural change in how we treat our patients and how we treat each other. Allow me to share some words of advice a mentor offered me early in my career: Change moves at the speed of trust.

I've been to amazing hospitals, places that are never comfortable with how they're doing. They have a culture that says, I can raise my hand and tell my supervisor when there’s a problem. And that supervisor will say, “you know what, tell me what the problem is and I'll help you fix it.” Instead of a reaction where the supervisor says, “Don't talk to me about that, I don't want to hear about problems.” Or worse—they retaliate against you for bringing it up. I know we have a lot of work to do at University Hospital in this area.

Trust starts with respect. It’s hard to trust someone if you don’t feel they respect you, or values your contributions. Does your supervisor take the time to understand your job, where you come from, who you are, and why you entered health care in the first place? These are things I want to learn about as many of you as I can. In return, I hope you can start with a kernel of trust in me.

I think we can all agree the system around us, the arena in which we operate and take care of patients, needs to improve a lot. It’s going to require everyone, including me, to put our heads together and figure out a plan, bring the resources to that plan and execute it. That’s my responsibility—but I will need your help to get there.

I need each of you to view me as your most resourced support staff – my job is to support you in doing your job. When patients come in, they’re not seeing me. They are seeing you and talking with you. If you are not happy, and if you are not engaged, we will fail.

Please know that I will ask three questions before I make any major decision: Does this help our patients? Does this support our staff in helping our patients? Does this make our community better?

My mission is not only to defend this hospital and make sure it remains an anchor institution for this entire community, but it is to improve the quality of care, it’s to make sure we eventually reach the black in our finances, and it’s to make sure we can argue credibly to the rest of the healthcare community that we are a center of excellence.

I would not have taken this job unless I thought that we could all do something amazing working together as one team. You can trust me on that—and I have faith that we can pull through together.

Follow Dr. Elnahal @ShereefElnahal

Shereef Elnahal, MD
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The Healthy Workforce initiative, launched earlier this year, has advanced to the “deep dive” stage on three units where nurses and support staff are working to identify and address bullying, exercise respect, and improve civility within the workplace. Under the guidance of Renee Thompson, an RN who founded the Healthy Workforce Institute, the staff on E-Blue, the OR, and the Surgical ICU have created department-specific Professional Practice Agreements to guide their on-the-job behavior.

“Nurse bullying is not the focus of this work, it’s just the tip of the iceberg,” said Nicole Sardinas, Director of Education and Professional Development for Patient Care Services. “One of our major areas of focus has been educating direct-care staff on how to identify and respond to incivility, and teaching strategies for healthy conflict resolution.”

Ritchie Goins, the Assistant Nursing Director of Nursing on E-Blue and the G-Neuro ICU, has emerged as “our leader among leaders,” said Sardinas, who is the Executive Champion of the Healthy Workforce Initiative for UH.

Through a series of meetings with both day and night shift, “the staff discussed the most often observed behaviors on this unit, the way the staff was behaving towards each other, and developed unit norms” Goins said. With Thompson’s guidance, the unit crafted its Professional Practice Agreement.

“This is our standard of behavior when we are working on the unit,” Goins said. “When they act outside of the norm, I ask them to review it. I tell them to read the part where you think that you did not act professionally toward your co-worker.”

Goins said changes are already noticeable on E-Blue.

“Prior to this, I would see them all in line hoping to catch me because they had issues they wanted to bring up about their co-workers,” she said. “Since this was put in place, I have not seen that. They are working together to resolve their issues.

“The staff have also seen changes in me, they were very vocal about that,” said Goins. “They say the thing we have noticed in you is that you really have calmed down.”

Goins said she has been pleasantly surprised by the level of engagement among the nurses.

“When the new hires were starting, I could see that there was some friction going on,” she said. “This was very timely because it has pulled them together.”

Goins has taken her role beyond her deep dive unit, and serves as a member of the Healthy Workforce Committee for the hospital. She also helps to spread best practices by sharing a Healthy Workforce tip of the week with other healthcare leaders.

Sardinas said four dozen leaders within In-Patient Care Services attended a “leadership academy, receiving five weeks of specialty training with the consultant to help them set the tone for their units. At the same time, front line direct care staff attended bimonthly sessions.

“The two processes really marry nicely,” Sardinas said.

The Neonatal ICU and H Yellow are next on the list of units to undertake deep dives; ultimately, the exercise will be conducted throughout the organization.
The 8th annual University Hospital Golf Classic & Dinner was held in late July at the Crestmont Country Club, producing awards for the best golfers and important fundraising for The Foundation for University Hospital. UH President and CEO Shereef Elnahal and Tanya Freeman (left), chair of the UH Board of Directors, attended the festivities.

“The Golf Classic serves an important role in supporting the critical mission of University Hospital,” said Ciro Scalera, the Foundation chair. “It also enhances camaraderie, as well as business and donor relations.”

The event was conceived and continues to be championed by Dr. Michael and Lisa Curi. The day includes a round of golf followed by a special awards dinner featuring a raffle and silent auction. This year, the raffle items included four tickets to Hamilton on Broadway, three Bose Audio Suites, and a 50/50 cash prize of $3,600.

“We are proud of the success of this event, which has grown tremendously in only eight years,” said Dr. Curi. “We are truly grateful to all of our supporters.”

A foursome led by Dr. Joseph Benevia recorded the best overall score. Other contests included longest drives by men and women, closest to the pin, and a hole-in-one.

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Hero’s Ball
Thursday, October 24, 2019
NJMS/SDM Plaza (tented event)
5:00 P.M. to 9:00 P.M.

Hosted by The Foundation for University Hospital, a gala to celebrate recipients of The University Hospital My Hospital Hero Award, First Responders, and the 30th Anniversary of the Eric Munoz Trauma Center
8TH ANNUAL GOLF CLASSIC
Where do clamps, needle holders, scalpel handles, scissors, speculums, drills, and other surgical instruments go after a long day in the OR? To Central Sterile, a 40-member unit on A-Level that works round-the-clock seven days a week to decontaminate and sterilize the instruments to be ready for the next surgery.

“We process about 287,000 instruments a month,” said Sharon Johnson-Victor, Assistant Director, Central Sterile. “We process everything for the hospital, the ACC and the DOC for any and all types of surgery.”

Used instruments are either dropped off in a decontamination area or sent down from the ORs by dumbwaiter. At that point, the instruments head off to an assembly line process.

“When they get to us, we disassemble the instruments in the decontamination room, then put them in a sink with a cleaner that breaks down the bio-burden,” Johnson said. “They get cleaned and brushed, then go into a washer disinfector machine for 40 minutes after they have been treated with an enzymatic spray to keep them moist and easier to clean.”

Placed into the washers from the “dirty room,” the instruments are brought out the other side into a “clean room.” The instruments are then placed in shelving to await techs who will reassemble them and place them in trays.

“We check and make sure everything is there, organize it neatly in the tray, then wrap them in an instrument wrap or place them in a container,” Johnson said. “From there, it gets a barcode and sent off to the sterilizer.”

Different instruments require different amounts of time in the sterilizer as determined by the manufacturer. After sterilization, the instruments are placed in a cooling area. Once cool, they are placed in storage or made ready for pickup by the surgical or clinical units.
The pre-wash takes about an hour, the washer 40 minutes, the sterilizer about two hours and then one hour for cooling. UH has four sterilizers and three washer/disinfectors.

Technicians who work in Central Sterile have to be certified and require a year of training.

“If they’re not certified, they can’t work in the unit,” Johnson said. “They have to maintain continuing education credits each year to keep their certification up to date.”
University Hospital celebrated the fourth World Breastfeeding Week (August 1-7) with a series of activities to promote and further expand the practice with new mothers. This year’s theme was “Empower Parents. Enable Breastfeeding.”

More than 50 staff members and visitors participated, explaining how they empower parents. The most popular responses referenced educating families on the importance of breastfeeding, assisting one-on-one, and encouragement.

A lunchtime kickoff event was held in the cafeteria on August 1 that included interactive education and a resource information table. On August 6, the film Chocolate Milk: The Documentary was screened in the ACC, followed by a panel discussion with community leaders and music performed by Dr Lisa Gittens-Williams’ children and nephew.

The documentary examines how the socioeconomic factors of race and sex influence breastfeeding rates for black mothers in America through the stories of three women. Fewer non-Hispanic black infants (69.4%) are ever breastfed compared with non-Hispanic white infants (85.9%) and Hispanic infants (84.6%).

“We are trying to close this disparity gap by practicing the 10 Steps to Successful Breastfeeding,” said Danielle Tropea, the UH Lactation Consultant. “This includes initiating breastfeeding within the first hour, keeping moms and babies together in the same room, and encouraging exclusive breastfeeding, as well as abiding by the International Code of Marketing of Breast-Milk Substitutes.”

University Hospital was the first Baby Friendly Designated Hospital in Essex County.

“The rate of infant mortality in the US is 2.4 times higher for black children under 12 months old and the CDC says more breastfeeding would reduce that rate by up to half,” Tropea said. “Despite the many risks of not breastfeeding, black women in the United States due to barriers at all levels are the least likely to breastfeed than any other ethnic/race group, and the most likely to benefit from it.”

Tropea is studying for a Masters in Public Health in Behavioral Sciences and Health Promotion, focusing her studies on breastfeeding through the lens of racial inequity.
With the onset of hurricane season, University Hospital will raise awareness about emergency preparedness during September – National Preparedness Month. Emergency Management Coordinator Mike Feravolo said the campaign will help UH employees, their families and loved ones prepare for emergencies and their aftermath.

According to the Federal Emergency Management Administration (FEMA), more than half the respondents to a survey said they had done nothing to prepare for an emergency beyond stocking a three-day supply of food and water in the event of a loss of electricity or running water. Just 22 percent responded that they were aware of preparedness information and that taking preparations would be helpful in an emergency.

University Hospital Emergency Management will encourage all hospital staff during September to create an individual or family disaster plan in order to be prepared both during and immediately after a disaster or major weather event, such as a hurricane.

Feravolo said families should prepare for emergencies by developing their own emergency plan. This includes creating and sharing a paper copy of contact information for family members and important contacts, such as doctors, schools, or service providers.

“Planning in advance will help ensure that all the members of your household—including children and people with disabilities, others with access and functional needs, and outside caregivers—know how to reach each other and where to meet up in an emergency,” he said.

Families also should reach out to their neighbors for assistance and coordination in the event of an emergency. Practicing home safety drills can be valuable, particularly for younger children.

Feravolo said employees can download a free app from FEMA that provides local storm alerts, safety reminders, and where to locate open shelters. The app provides users the ability to upload photos to help responders.
EMPOWERING OUR COMMUNITY

Saint James Health celebrated the opening of its new clinic on South 8th Street in Newark in early August during National Health Center Week. UH staff provided preventative health information to more than 75 adults, children and seniors.

UH took part in the annual Senior Olympics hosted by the Newark Department of Recreation, Cultural Affairs and Senior Services at the Malcolm X Shabazz School Stadium. More than 50 seniors received blood pressure and glucose screenings, and were provided information promoting healthy lifestyles.

The University Hospital OB/GYN department participated in an annual baby shower event hosted by The Leaguers, Inc. Expecting mothers were provided free diapers, wipes, bottles, pacifiers, and other items.

The NJ Sharing Network hosted a Minority Donor Awareness Fair at Military Park to raise awareness regarding the shortage of organ donors within the minority community. UH volunteers provided blood pressure and glucose screenings.

La Casa de Don Pedro hosted its 2th annual Festival of Family on Broadway in Newark, providing free food and back-to-school supplies for children. UH volunteers provided blood pressure and glucose screenings, as well as information regarding OB/GYN services.

A community health and wellness fair was hosted by Seton Hall University's College of Nursing at the Boylan Recreation Center in late August. This community-wide event provided free screenings, school backpacks for children and information on lead screening. UH volunteers met with 75 participants. University Hospital provided blood pressure and glucose screenings during Georgia King Village Day in late August.
The Emergency Department, an RN, and a Staff Assistant in HR were honored for their on-the-job performance at the Heart of UH Awards ceremony. The awards were for performance during the Second Quarter, April 1 through June 30.

“Events like this are my favorite part of the job,” said President and CEO Dr. Shereef Elnahal. “To get together with staff to recognize the daily work that everybody does, but to those who go above and beyond with superlative work. We have the basic talent here in this organization to be the best hospital in the state, to be recognized nationally for the care that we provide and that will start with all of you.”

The Outstanding Patient Care award was presented to Takima Small (above, center), an RN who was nominated by Alexia Ramirez, a Nurse Extern, (left) and Dan Bolima, Director of Patient Care Services (Med/Surg).

“The impact of Takima’s nursing care has inspired me to want to adopt her work ethic, mannerisms, and love for patient advocacy and education,” said Ramirez. “She taught me to be creative, stay organized and to always trust my instincts.”

Jasmine Castolli (below, center), a Staff Assistant in HR, was presented with the Outstanding Service Excellence and Support award along with a ceremonial crown conferred by Eva Serruto, (left) Director of Labor Relations. She was nominated by Lorraine Bell (right), Director of Learning and Occupational Development.

“Both managers and staff know Jasmin as the Go-To person for HR, especially with Labor and compensation,” said Bell. “She effectively communicates with the unions as well the Newark community. Her organization, coordination, and communication skills are impressive and her response time is beyond reproach. She does this all with a smile and appears effortless.”

The Emergency Department captured the Outstanding TEAM award; they were nominated by Heather Linsalata, the ED’s Education Specialist.

Moreover, they have since oriented 40 new staff members, creating a new ED family.

“Over the past 5 months, the ED has improved tremendously,” she said.
###MONTHLY CALENDAR OF EVENTS

####SEPTEMBER 2019

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<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
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<tr>
<td>SEP 10</td>
<td>UH EMPLOYEE APPRECIATION BARBECUE</td>
<td>Hosted by Dr. Sherief M. Elnahal, President &amp; CEO. 12 PM – 4:30 PM. Cafeteria Patio.</td>
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<tr>
<td>SEP 10</td>
<td>GRADUATE EDUCATION OPPORTUNITIES</td>
<td>10 AM – 2 PM at Rutgers Business School Cafeteria Table. Interested in advancing your career with a graduate diploma? The M.S. of Healthcare Services Management prepares healthcare leaders with business skills as well as operational and analytical knowledge. Meet with the program director and current student for a chat at the cafeteria table!</td>
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<td>SEP 15</td>
<td>PUERTO RICAN DAY PARADE</td>
<td>11:30 AM at Newark. Join the team – <a href="mailto:valenton@uhnj.org">valenton@uhnj.org</a> or <a href="mailto:camachvs@uhnj.org">camachvs@uhnj.org</a>. Free Team Shirt • Float • DJ.</td>
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<td>SEP 21</td>
<td>CATCHING OUR BREATH – ASTHMA AWARENESS DAY</td>
<td>9 AM – 12 PM at Branch Brook Park. Interactive activities, music and dance.</td>
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<tr>
<td>SEP 21</td>
<td>GOSPEL LIGHT CHURCH COMMUNITY HEALTH FAIR</td>
<td>10:30 AM TO 3 PM at 684 Springfield Avenue, Newark. Screenings &amp; info tables.</td>
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####COMING SOON:
- **Latinx Cultural Extravaganza** – October 1
- **Breakfast for Survivors of Breast Cancer** – October 7
- **See Test & Treat** – October 12
- **Making Strides Breast Cancer Walk** – October 13
- **Healthcare Resource Fair For Parents And Caregivers** – October 15
- **Hero’s Ball** – October 24
- **Mammogram Masquerade “Ball”** – October 31

_Pre-Registration Required for all Events_

More info: community@uhnj.org

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_One Goal. One Passion. Every Patient. Every Time._

_**Our Mission:**_ As New Jersey's public academic health center, University Hospital is committed to providing exceptional care to every patient, every time.