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Calendar Highlights:

APRIL 8

ER Grand Rounds, noon, Family Health Center

APRIL 23

Trauma QI, 7 a.m., Surgery Conference Room

May 1

Psychiatric Grand Rounds, noon, Trinity Springs Pavilion

May 21

Research Roundtable, noon, Family Health Center

Complete calendar on page 6.

For more information on calendar items, contact Leslie Herman at 817-927-3940. Calendar items are subject to change.

Improving Satisfaction

By Robert Earley

By the time this goes to press, I will have been your president and CEO for nearly two months. The support and encouragement I have received has been truly humbling, and I feel fortunate to lead an organization that has such an important role to the people of Tarrant County.

You may notice some new faces among our executive team. Bill Whitman has joined JPS as the chief operating officer. Whitman comes to JPS with more than 22 years of health care experience, and has held executive roles at Texas Health Resources and at Harris Methodist Hospital. Ron Stutes, who previously served in the COO role, is serving as executive vice president and Arlington administrator. His primary responsibility is to provide direction and forethought to the potential expansion of the JPS Diagnostic & Surgery Hospital of Arlington.

We have also opened up national searches to fill the chief financial officer, chief nursing officer, vice president of human resources and vice president of government affairs positions. Until the positions are filled, Randy Rogers will continue to serve as the interim CFO, Trudy Sanders, RN, PhD, will serve as interim CNO, and Rose Thomason, CAVS, SPHR, will serve as interim vice president of human resources. I appreciate your patience and support during this time of transition, and am confident that Randy, Trudy and Rose can help you with whatever you need.

This team understands our focus of re-dedicating the Network to our mission: "To improve the health status of the families and individuals in the communities we serve." For the rest of this fiscal year, our goals are increasing patient, physician and employee satisfaction. It's no secret that our patient satisfaction scores are among the lowest in the country. Our administration recently committed to the JPS Board of Managers to raise those scores by the end of this fiscal year. In order to reach our goals, we are incorporating Quint Studer's methods for creating centers of excellence. His book, Hardwiring Excellence, is being read by all JPS leadership, and will serve as a great resource as we work to improve our satisfaction rates.

Administration has recently formed new committees, such as rewards and recognition, physician satisfaction, communication, and

standards, to create plans for improvement. Consisting of nearly 200 employees and physicians, these committees are aimed at improving our processes and satisfaction scores. The physician satisfaction committee is being championed by Richard Young, MD. Also, in an effort to improve communication and transparency between administration and our medical staff, JPS executives have been attending physician meetings. This is an effort that will continue as we work to make ourselves readily available to you.

Intuitively we know that improving physician satisfaction is a major step in increasing our patient satisfaction scores. The preliminary results of the physician satisfaction survey that was conducted during the last part of 2008 have been received and will soon be communicated to you. They indicate that we have made some progress, but still have some opportunities. We intend to improve those scores and will develop an action plan to ensure this happens.

JPS does great things for our community. A large majority of our patients receive health care here

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Letter from the Chief Medical Officer

U.S. and JPS Welcome New Leaders, New Changes

As President Barack Obama's new administration takes shape, our own administration is taking on new form with the recent selection of a permanent CEO. On Feb. 4, after an eight month search, Robert Earley was selected as the new CEO for JPS Health Network. And while the federal government begins to embrace health care reform and controlling costs amidst a tough economy, JPS is undergoing its own reform. The JPS management, physician leadership and administration have structured our goals to better align with changing our culture toward constant improvement.

The No. 1 priority is managing the organization with integrity and accountability — with a focus on patient care, quality and service. The value perceptions of our patients are critical — most importantly the skill, caring and concern shown by our employees, nurses and physicians. We will seek better ways to improve communication with our co-workers and partner physicians by improving transparency and collaboration in decision-making and creating a working environment that is open, trusting, respectful, and fulfilling.

This year we will begin to see plans for the renovation and rebuilding of the former emergency department and patient care areas, thus increasing clinical square footage and creating a better work environment for patient care. Our hope is to increase capacity, throughput of care, room availability and service to patients.

You will see increasing automation and technology to drive productivity and quality as we move toward e-prescribing and an electronic health record. An automated bed control system will soon be implemented to centrally control and manage bed availability. Our performance improvement efforts will be supported with personnel and technology to better measure

effective quality indicators, ensure patient safety, and monitor outcomes against national benchmarks. We will resolve to improve the accuracy and validity of data. Our attending physicians and residents will work with our nurses and other health care providers to become more diligent in documentation to accurately specify the severity of illness. Our residency programs, though more regulated, will continue to expand and we will look for new resources to support educating doctors for the future with new models of care.

As the uninsured population increases, we will all commit to optimal patient access, seek to expand enrollment in JPS Connection and support health care delivery that optimizes stewardship of resources. Community relations with other hospitals and health networks will improve and we will expand the public health collaborative for the homeless and underserved. All of these efforts are intended to gain the public's trust in our quality of care.

Reforming the health care system locally or nationally won't be easy. There will be vigorous debate and substantial compromises along the way. It's the small details that matter, supported by the underlying organizational faith and determination to make each personal episode in our health care system a valuable experience for the patients and providers. I want to congratulate our new CEO Robert Earley. Your physicians are in support of your efforts. We are proud of our new leadership and embrace the changes ahead. We will all emerge stronger from the transformational process. It will take time to evolve, but it begins with us now.

Jay Haynes, MD
Chief Medical Officer

The Catalyst is published quarterly by JPS Health Network. It is available in print, via e-mail or on the Internet. *The Catalyst* is driven by submissions and feedback from physicians.

Ideas and suggestions for upcoming issues are welcome. Please e-mail all submissions, comments and e-mail/address corrections to thecatalyst@jpshealth.org.

To view *The Catalyst* online, visit <http://www.jpshealthnet.org/Academic-Affairs/Physician-Newsletter.aspx>

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Physician News

Awards/Appointments:

JPS Vice President of Academic Affairs Josephine Fowler, MD, was recently awarded the Eminent Citizen Award by the Alpha Sigma Chapter of the National Sorority of Phi Delta Kappa, Inc. Fowler devotes much of her time to helping charitable organizations that support efforts such as literacy and infant mortality.

Orthopedic Surgeon Robert Reddix, Jr., MD, was accepted as a faculty member for AO North American Musculoskeletal Trauma. Reddix is the director of Orthopaedic Trauma at JPS.

Chief Medical Officer Jay Haynes, MD, was awarded a Kaiser Permanente endowment scholarship to attend a seminar in Arizona by the Institute for Healthcare Improvement.

Recent Publishers:

Devine, Bill: Establishing a Community Outreach Dental Program to Homeless Shelters – *Texas Dental Journal*, 2008; 125(12): 1158-1161.

Gopalakrishnan, Prabhakaran: Accuracy of Multislice Computed Tomography Coronary Angiography – *Cardiology in Review*, 2008; 16(4): 189-196.

Gopalakrishnan, Prabhakaran: Acute Myocardial Infarction Following Transfusion Reaction – *Singapore Medical Journal*, 2008; 49(4): 101-103

Reddix, Jr., Robert, et al.: The Long Lost Art of Preoperative Planning – Resurrected? – *Orthopedics*, 2008; 31:1238.

Submit information to thecatalyst@jpshealth.org.

Informatics Update

By Scott Loss, MD

Electronic Prescribing

The JPS Electronic Prescribing (e-Rx) Committee has met on several occasions to evaluate the need and use of electronic prescribing. E-Rx is the computer-to-computer transfer of prescription data between pharmacies, prescribers and payers that does not use facsimile transactions, and supports messages regarding new prescription changes, refill requests, prescriptions cancellations, and medication history. E-Rx will eliminate legibility issues, allow automatic appropriate dosing regimens and abbreviations, provide DPS/DEA security, and allergy information. It will also provide increased patient satisfaction and promote compliance with upcoming federal regulatory requirements. The committee is currently assessing functionality requirements and beginning the process of vendor selection.

Our thanks are noted to IT Project Manager Mark Allen for coordinating and leading this initiative. Thanks as well to the committee members: Mark Koch, MD, Robert Richard, DO, Laine Foran, DO, Linda Siy, MD, Suzanne Kelly, MD, Kelly Felps, MD, and Jay Haynes, MD; David Chui, RPh, Bill Johnson, Julie Abernathy, RPh and Elice Ortega, PharmD, RPh.

ChartMaxx

ChartMaxx will continue with its enterprise-wide implementation. PEU, ED and OB Triage are already online and charts from these areas are being scanned into the ChartMaxx system. Physicians can now access charts from these areas online. Please call Health Information Management Services, ext. 1016 or ext. 5222, to obtain sign-on privileges.

Order Sets

In conjunction with the Guidelines and Pathways Committee, a project to evaluate commercial order set vendors is underway while awaiting further administrative approval.

We will be looking at third party vendors and their products to promote adherence to and currency of national clinical standards while reducing the effort and time required of JPS staff to do the same.

Miscellaneous Issues

In preparation for the EMR, we will need a detailed reworking of many workflow processes that affect patient safety and clinical efficiency. The Informatics Committee, in conjunction with the Quality and Process Improvement Departments, will be looking at some of these processes, including the role of patient care hand-offs or check-outs; communication issues related to ancillary test resulting and referrals/consultations; designation of and communication with the physician of record or responsible physician; and the use and implementation of clinical problem lists.

Thank you to Chief Information Officer Jamey Pennington and Cindy Verkler, RN, director of Informatics, for their involvement with and support of the Clinical Informatics Advisory Committee and to the committee members who have attended and participated in our monthly meetings. You have all made this committee a successful venture toward promoting physician involvement in clinical IT affairs:

Ruth Blackwell, RN, Elizabeth Carter, MD, Dongkun Chang, MD, Laine Foran, DO, Michelle Fox, RN, Eddy Furniss, MD, Rajesh Gandhi, MD, Prabhakaran Gopalakrishnan, MD, Morrell Greer, MD, Jay Haynes, MD, Mark Koch, MD, Robin McKelvey, MD, Donna McKenzie, RN, Gordon Minton, MD, Latha Neerukonda, MD, Ephraim Nsien, MD, Scott Norville, MD, Ron Quidatano, Robert Richard, DO, Smita Subramanian, MD, Tuong-An Wong, DO, Jocelyn Zee, MD.

Thanks also go to Elaine Lawrence, recording secretary, and to Tanya DeCross.

Re-Entry Program

By Joane Baumer, MD

The JPS Physician Re-Entry Program, designed to return physicians to practice after a hiatus from clinical work, has graduated its first physicians: Family Physician Liesa Blond, MD, and General Surgeon Richard Wikoff, MD. The program is sponsored by the the JPS Family Medicine Residencies and Texas A&M. The effort has produced the first post-residency training program of its kind in the U.S.

The program was founded in conjunction with the Texas A&M Health Science Center Rural and Community Health Institute and the Texas Medical Board after a need was recognized to provide supervised programs for physicians returning to practice. The program should substantially increase the number of physicians entering the workforce in the next two to three years.

The program is a "mini-residency" which creates an individualized training program for each entrant based on their particular clinical and practice needs and goals. Each participant works in a one-to-one practice with a specialty-specific faculty preceptor for three months. The participants also attend a required didactic course in all competency areas with residents and faculty in their specialty, and complete curricular requirements, including peer review, a quality improvement project and professionalism and communication modules.

The core faculty are all medical staff members including Joane Baumer, MD, program director, Anita Webb, PhD, John Gibson, MD, and preceptors: Garish Alexander, MD, Nancy Georgekutty, MD, Kenneth Archer, MD, Neil Lovitt, MD, and Rose Simonian, MD. The program currently has three participants and plans to enroll three to five every three months.



A few months ago, JPS kicked off its Pride campaign, an initiative aimed at celebrating the efforts of JPS employees and physicians, as well as sharing the pride that comes from being a part of JPS. Consisting of newspaper inserts, large-

format banners hung from the main campus building, and the first-ever Celebrate JPS Day, the JPS Pride campaign is in full swing!

Two members of our medical staff

currently featured in banners hanging from the side of the hospital are Scott Smith, DO, and Huda Al-Hafidh, DDS. Smith, a first-year transitional resident, is the great-great-great-grandson of John Peter Smith. Smith said he is proud to be a part of JPS and carry on a mission that began in his family more than 100 years ago.

Al-Hafidh holds not only a degree in dentistry, but a diploma in classical ballet. Despite 13 years of performing in plays such as Sleeping Beauty and Swan Lake, Al-Hafidh said she chose dentistry over ballet dancing because of her love of helping others.



Eddy Furniss, MD, a second-year family medicine resident, is featured in the third annual JPS calendar. Furniss is a member of the Louisiana State University Athletic Hall of Fame, and is following in the footsteps of his father, who was also a resident at JPS. Furniss said he is proud to be a part of JPS and receive the superior training that is offered here.

The JPS calendar celebrates the pride that comes from our physicians, employees and volunteers. It also includes health information and reminders of important health care observances, as well as special JPS events. If you have not received a JPS calendar and would like one, please e-mail thecatalyst@jpshealth.org or call 817-927-1365.



Physicians Honored

Below are the JPS physicians recognized during November and January for their outstanding work and continued dedication to improving the health of Tarrant County citizens. Russell Wagner, MD, was recognized in December as the Physician of the Year.

Physician of the Month- November

Anesthesiologist James Cogdill, DO, attended the University of North Texas Health Science Center in Fort Worth to acquire his medical education, followed by his residency and internship at DFW Medical Center in Grand Prairie.



Cogdill was inspired at a young age to become a doctor by his community physician. "His compassion and care for all citizens — young or old, healthy or sick, rich or poor — was an inspiration for me to become a doctor myself," Cogdill said.

Board certified by the American Osteopathic Association and the American Osteopathic College of Anesthesiologists, Cogdill has been working as an anesthesiologist for more than 23 years. Spending the duration of his career caring for Tarrant County citizens, Cogdill has been with John Peter Smith Hospital for the past three-and-a-half years acting as both vice chairman for the Department of Anesthesiology, as well as the coordinator of clinical rotations within that department.

In his free time, Cogdill enjoys hunting, fishing, traveling and spending time with his wife, Jolita, and their children.

Physician of the Month- January

Paul Cho, MD, a neurosurgeon at John Peter Smith Hospital, attended the University of



Michigan Medical School in Ann Arbor followed by both his internship and residency at Albert Einstein College of Medicine in Bronx, New York. Working at JPS for the past three years has afforded Cho the opportunity to both work with a recognized neurosurgical team and thrive within the field for which he has great passion and interest.

Cho works at JPS because of the opportunity it provides him to give back to the community. "The greatest ambition I can have in my life is to be of service to God," Cho said. "The best way I know how to be of service to God is to be of service to my community. And JPS is the greatest place in Tarrant County where I can be of service to my community."

When Cho is not serving the neurosurgical needs of Tarrant County, he enjoys spending time with his family and being actively involved in the community.

Designating CME Credit is a Process

By Leslie Herman

Gone are the days when Continuing Medical Education (CME) credits could be granted via rubber stamp with little or no advanced planning. Over the last decade the Accreditation Council for Continuing Medical Education (ACCME) has made significant changes to the Essential Areas and their Elements, has adopted standards for Commercial Support to ensure independence in CME activities, and has updated the criteria for compliance with the Essential Areas and Elements.

Per the ACCME, a CME provider must use "a planning process(es) that links identified educational needs with a desired result in its provision of all CME activities," and must "use needs assessment data to plan CME activities."

The criteria for compliance state:

- The provider incorporates into CME activities the educational needs (knowledge, competence or performance) that underlie the professional practice gaps of their own learners.
- The provider generates activities/educational interventions that are designed to change competence, performance or patient outcomes as described in its mission statement.
- The provider generates activities/educational interventions around content that matches the learners' current or potential scope of professional activities.
- The provider chooses educational formats for activities/interventions that are appropriate for the setting, objectives and desired results of the activity.
- The provider develops activities/educational interventions in the context of desirable physician attributes (e.g., IOM competencies, ACGME Competencies).

To demonstrate compliance, the JPS CME Committee first reviews and approves a proposal for any new CME program, including regularly scheduled series, single events or enduring materials (videos, texts, computer based courses, etc.).

Color-Coded Wristbands

Effective Jan. 5, JPS joined a state-wide initiative in taking a proactive stance on patient safety by adopting and implementing a three-color standardized wristband system. Three color-coded "alert" wristbands are being used in Texas, as well

Then for every activity, the physician course coordinator completes a Course Planning & Needs Assessment Form and sends it to the CME office at least 45 days prior to an activity. Additional time may be required if commercial support (grants from non-JPS entities) is sought. Most grant requests are submitted via Web sites and must be received 60 to 90 days before an activity takes place.

Once the Course Planning & Needs Assessment Form is received, the CME office is able to prepare all the necessary correspondence and documentation to comply with the Standards for Commercial support. Even when no commercial support is sought for a CME activity, "The provider must be able to show that everyone who is in a position to control the content of an education activity has disclosed all relevant financial relationships with any commercial interest to the provider." The ACCME defines relevant financial relationships as financial relationships in any amount occurring within the past 12 months that create a conflict of interest. An individual who refuses to disclose relevant financial relationships will be disqualified from being a planning committee member, a teacher or an author of CME, and cannot have control of, or responsibility for, the development, management, presentation or evaluation of the CME activity. The provider must have implemented a mechanism to identify and resolve all conflicts of interest prior to the education activity being delivered to learners. The mechanism implemented at JPS requires that the CME Committee Chair reviews all disclosures of relevant financial relationships, determines if a conflict exists or not, and if a conflict or potential conflict exists, makes a recommendation for resolution.

All of the required processes, mechanisms and steps take time to execute. If you have identified a need for a new CME program, please get your proposal to the CME Committee as early as possible. You can assist course coordinators by identifying needs, topics and objectives for activities within existing CME series. In addition to making sure all CME is planned and implemented in compliance with the ACCME Essential Areas and Elements, the CME staff are also available to answer your questions and guide you through the processes.

To learn more about the ACCME requirements, visit www.accme.org

as in hospitals in more than 25 other states. Red means allergy alert. Yellow means a risk of falls. Purple means the physician has written a do-not-resuscitate order based on the patient's advance directives. In addition to the meaning associated with the specific color, the alert is written on the wristband to reduce the chance of confusion.

Cafeteria Now Open

The cafeteria opened for business on Tuesday, Jan. 27. The newly renovated cafeteria now offers items such as personal pizzas fresh out of the custom-made pizza oven, specialty sandwiches, pastas, salads, grilled items and even freshly prepared Asian cuisine from the Mongolian grill.

Renovations were also done to improve traffic flow throughout the cafeteria, and a new, spacious dining area was added.

Hours of operation for the cafeteria are: Breakfast: 6:30 - 10 a.m.; Lunch: 11 a.m. - 2 p.m.; Snacks, sandwiches and salads until 3 p.m.; Dinner: 6 p.m. - 1 a.m.

Please be sure to help guests and visitors locate the renovated eatery and recommend this addition to JPS' main campus!



JPS Offers Unique Critical Care Class

Simulated Patients Provide Training to Doctors, Nurses

Rows of simulated computerized patients lay in beds, ready to provide physicians, nurses and other health care providers with rare trauma training. A few feet away, inside a control room, evaluators observe the training and manipulate the mannequin's vital signs and medical reactions.



Gary Langston, MD, Karen Kae, RN, and Hugo Cantu, RN

This training was part of a two-day class held on Jan. 6-7 at the University of Texas at Arlington (UTA) Smart Hospital. The Fundamental Critical Care Support Provider Course was co-sponsored by JPS and the UTA School of Nursing, and provided information, through didactic discussion and hands-on scenarios, regarding the care of critical patients for the first 48 hours. The training program is accredited by the Society of Critical Care Medicine (SCCM).

Trauma Services Manager Dianne Bowers, RN, MSN, FNP-BC, attended training in Minneapolis and served as the course coordinator. According to Bowers, the use of simulated mannequins provides for a more realistic learning experience.

"The mannequins help the students use the concepts they learn in a more real-life setting," Bowers said. "These simulated patients have the ability to present with all the symptoms of an actual human trauma patient. Students can make mistakes and learn from them, versus practicing on a live patient."

The content for the course follows a standardized curriculum developed by the SCCM, Bowers said. The target audience for the program is providers who must care for critically ill or injured patients.

According to Bowers, JPS is leading the region in this type of training. The class in January included approximately 20 JPS physicians and nurses. Another course will be offered in June for intensive care unit nurses, trauma staff, trauma surgeons and Emergency Department physicians.

JPS Medical Director of Trauma Services Raj Gandhi, MD, took the course several years ago and received certification to serve as the course medical director. When Gandhi discussed with Bowers about her taking the class last July, they decided the program would be a great fit for trauma team education at JPS.

"Several of our trauma-attending surgeons had taken the class several years prior, and also felt that it would be a good addition to our education offerings," Bowers said. "We then coordinated with the society regarding site approval for JPS to offer the class permanently, which was received during our January class."

As course medical director, Gandhi arranged for speakers and instructors, and helped organize the schedule. He also made up "pop quizzes" and helped to remediate the students who did not pass. Gandhi believes there is a great benefit for the nurses and physicians that participate in the course.

"The nurses and physicians have a better knowledge of the critical care areas that are taught," Gandhi said. "Also, simulation is a new modality that these people have not used often."

According to Bowers, multiple scenarios were practiced on the mannequins, including trauma and burn management, shock management, airway management, and three skills stations with a variety of scenarios relating to ventilator management.

Gordon Minton, MD, chairman for the Department of Anesthesiology, participated in January's class and worked with the nursing staff in the airway skills lab. Minton said the groups were eager and easy to motivate, and believes the program will provide a heightened sense of "team" among JPS physicians and nurses.



Gordon Minton, MD, Anne Wynne, RN, and Marie Moses, RN

"Every chain is only as strong as its' weakest link," Minton said. "The knowledge and skills that the course brings to our providers strengthens our 'patient care chain', and boosts us to a better and higher performance."

For more information on the Fundamental Critical Care Support Provider Course, please contact Dianne Bowers at dbowers@jpshealth.org or 817-702-8814.

Satisfaction

from page 1

when they might not be able to receive it elsewhere. Our goal should be to do all that we can to ensure that when a patient leaves JPS, they leave happy, healthy and willing to return if the need ever arises. We must be aggressive in this challenge. Thank you for the quality care and compassion that I know you provide on a daily basis. It is because of you that I know we can achieve our goal of improving patient satisfaction.

Russian Physicians Tour JPS

The cover story of the November 2008 issue of *The Catalyst* described the trip to Russia that JPS Family Medicine Physicians Elizabeth Carter, MD, and Lesca Hadley, MD, took in September.

In addition to performing medical consultations in small villages and visiting a multi-specialty clinic and hospital, Carter and Hadley also developed a relationship with a new family practice residency at MONIKI, the Moscow Regional Clinical Scientific Research Institute. As part of the collaboration, three physicians from MONIKI and an interpreter visited JPS March 2-4 and spent time touring the Network and observing the Family Medicine Department.

A reception was held in their honor on March 2 and provided an opportunity for JPS medical staff, directors and executives to welcome them to Fort Worth. The Russian physicians and their interpreter received their very own cowboy hats and JPS lab coats.

In addition to visiting Fort Worth staples such as the Stockyards and Reata, the physicians also met with Raj Gandhi, MD, medical director of trauma services, toured the OB/GYN department, and visited with physicians and residents in the Family Medicine Department.

The visiting physicians also provided a presentation to JPS medical staff on "Current Problems, Challenges and Objectives in Russian Family Medicine."



CEO Robert Earley welcomes the Russian physicians and their interpreter.

Breaking the Sickle Cycle

By Stacie Miller, RN

Sickle Cell Disease is a serious, genetic blood disorder. The inherited sickle cell gene makes abnormal hemoglobin causing red blood cells to become stiff and sickle-shaped or “C” shaped. According to the National Heart Lung and Blood Institute (June 2008), approximately one in 500 African Americans and one in 1,000 Hispanic Americans are born with sickle cell disease. Approximately 2 million Americans have the sickle cell trait, affecting about one in 12 African Americans.

Persons with sickle cell traits generally lead healthy lives with no symptoms. But those persons with sickle cell disease can experience mild to severe symptoms and are often hospitalized for treatment. The most common symptoms are anemia and pain. Sickle cells die faster than normal red blood cells, usually lasting about 10 to 20 days; thus resulting in anemia. General signs and symptoms of anemia include fatigue, jaundice, shortness of breath, and pale skin and nail beds. A sudden episode of pain is often referred to as a “sickle cell crisis”. Due to clumping together of the sticky sickle cells, blood flow is blocked through the small blood vessels in the limbs and organs

causing acute or chronic pain. While seeking care during these crises, persons suffering can often be mislabeled as “drug-seekers” (Adams-Graves, et al., 2008). A thorough assessment can rule-out this universal stigmatism. Along with the clumping of sickle cells come its long-term complications, including organ damage affecting the spleen, lungs, heart, and retina.

Unfortunately, there is no cure for persons with sickle cell disease. Some researchers believe that bone marrow transplants may offer a cure but only in a few cases (NHLBI, 2008). The best treatment for these individuals is pain management and prophylactic medicine to prevent strokes, infections, and eye damage.

Fighting sickle cell disease first begins with knowledge and education. Through partnership with JPS, the Sickle Cell Disease Association of Tarrant County and the Tarrant County Health Department, there has been a great need to offer sickle cell screenings to the residents of Tarrant County so persons can know their status. JPS has eagerly responded to this call.



Stacie Miller, RN

The Health Promotions Department is now offering free sickle cell testing at the South Campus clinic. Testing is offered the first and third Thursday of every month. Together we'll help to break the sickle cycle.

For more information, contact the sickle cell screening coordinator, Stacie Miller, RN, at 817-920-7353 or smille05@jpshealth.org.

References:

Adams-Graves, P., E. J. Ostric, M. Martin, P. Richardson, J. B. Lewis, Jr. 2008. “Sickle Cell Hospital Unit: A Disease-Specific Model.” *Journal of Healthcare Management* 53 (5): 305-317.

National Heart Lung and Blood Institute Website. 2008. “Sickle Cell Anemia” [Online information; retrieved 6/19/08.] www.nhlbi.nih.gov/health/dci/Diseases/Sca/SCA_All.html.

Patient Education

Health Promotions offers free health and wellness classes to JPS patients and their families. Classes are held at JPS Health Centers and cover an array of topics, such as prenatal care, smoking cessation, dental hygiene and more. Encourage your patients to call 817-920-7300 for more information or to register for classes.

For more information on locations or calendar items, contact Leslie Herman at 817-927-3940.

Calendar is subject to change.

March

Physician Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Executive Conference Room	4	5 Trauma QI, 7 - 8 a.m., Surgery Conference Room	6 Psychiatric Grand Rounds, noon - 1 p.m., TSP	7
8	9	10 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Executive Conference Room	11 ER Grand Rounds, Noon - 1 p.m., FHC	12 Trauma QI, 7 - 8 a.m., Surgery Conference Room	13 Psychiatric Grand Rounds, noon - 1 p.m., TSP	14
15	16	17 Oncology Multidisciplinary Treatment, 7 - 8 a.m. Trauma Talk, noon - 1 p.m., Skills Lab	18	19 Trauma QI, 7 - 8 a.m., Surgery Conference Room	20 Research Roundtable, noon - 1 p.m., FHC	21
22	23	24 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Executive Conference Room	25 Orthopaedic Grand Rounds, 7 - 8 a.m., Skills Lab	26 Trauma QI, 7 - 8 a.m., Surgery Conference Room	27 Psychiatric Grand Rounds, noon - 1 p.m., TSP	28
29	30 Doctors' Day	31 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Skills Lab				

For more information on locations or calendar items, contact Leslie Herman at 817-927-3940.

April

Calendar is subject to change.

Physician Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2 Trauma QI, 7 - 8 a.m., Surgery Conference Room	3 Psychiatric Grand Rounds, noon - 1 p.m., TSP	4
5	6	7 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Executive Conference Room	8 ER Grand Rounds, noon - 1 p.m., FHC	9 Ethics in Medicine, noon - 1 p.m., FHC Trauma QI, 7 - 8 a.m., Surgery Conference Room	10 Psychiatric Grand Rounds, noon - 1 p.m., TSP	11
12	13	14 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Executive Conference Room	15	16 Trauma QI, 7 - 8 a.m., Surgery Conference Room	17 Research Roundtable, noon - 1 p.m., FHC	18
19	20	21 Oncology Multidisciplinary Treatment, 7 - 8 a.m. Trauma Talk, noon - 1 p.m., Skills Lab	22 Orthopedic Grand Rounds, 7 - 8 a.m., Skills Lab	23 Trauma QI, 7 - 8 a.m., Surgery Conference Room	24	25
26	27	28 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Skills Lab	29	30 Trauma QI, 7 - 8 a.m., Surgery Conference Room		

For more information on locations or calendar items, contact Leslie Herman at 817-927-3940.

May

Calendar is subject to change.

Physician Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 Psychiatric Grand Rounds, noon - 1 p.m., TSP	2
3	4	5 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Executive Conference Room	6	7 Trauma QI, 7 - 8 a.m., Surgery Conference Room	8 Psychiatric Grand Rounds, noon - 1 p.m., TSP	9
10	11	12 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Executive Conference Room	13 ER Grand Rounds, noon - 1 p.m., FHC	14 Trauma QI, 7 - 8 a.m., Surgery Conference Room	15	16
17	18	19 Oncology Multidisciplinary Treatment, 7 - 8 a.m. Trauma Talk, noon - 1 p.m., Skills Lab	20	21 Trauma QI, 7 - 8 a.m., Surgery Conference Room Research Roundtable, noon - 1 p.m., FHC	22 Psychiatric Grand Rounds, noon - 1 p.m., TSP	23
24	25 Memorial Day	26 Oncology Multidisciplinary Treatment, 7 - 8 a.m., Skills Lab	27 Orthopaedic Grand Rounds, 7 - 8 a.m., Skills Lab	28 Trauma QI, 7 - 8 a.m., Surgery Conference Room	29 JPS Night at the Ballpark	30
31						

Distinguished Physicians Recognized

By Jay Haynes, MD

This past year was a time of positive change for JPS. The annual holiday meeting at the Petroleum Club was one of the best yet. We continue to acknowledge excellent physician contributions to patient care and the organization. For 2008, the recipient of the John Peter Smith Distinguished Professor Award was Craig Dudley Glass, MD, and the John Peter Smith Professor Emeritus recognition went to Charles Webber, MD, John Freeze, MD, and George Armstrong, MD.



Sealy Massingill, MD, and John Freeze, MD

significant portion of their medical career at JPS and have demonstrated a history of extraordinary skill, knowledge, character, compassion and leadership over the years.

We congratulate our honorees, as they have left a memorable and lasting impression on the Network. Through their courage and willpower, they have made a positive impact on the future of health care in Tarrant County and beyond. Each of them has earned significant respect and admiration from their colleagues and

residents due to their virtuous example as an attending physician, their dedication to expanding medical knowledge and education, and to enhancing the quality of care at JPS.

The John Peter Smith Distinguished Professor and Emeritus recognitions are bestowed upon select, exceptional physicians who have spent a

New Research Department

By Jessica Reading

As a newly organized department with recent staff additions, the Office of Research & Scholarly Activity and the Institutional Review Board (IRB) would like to formally introduce themselves to JPS. Our office provides support to any individual or group conducting research projects. We are currently assisting individuals with hypothesis development, research design and statistical analysis. In the near future, we will be offering classes to residents to guide them through their research projects. Please feel free to contact our department at 817-702-4064 or stop by our office on the second floor of John Peter Smith Hospital, next to Academic Affairs.

Terry Rives, DrPH, was the senior research fellow and president/chief operating officer of the Cooper Institute in Dallas before coming to JPS, where he now serves as the director of research and scholarly activity. Rives



spent several years in the Texas Medical Center at Baylor College of Medicine, UT/MD Anderson Cancer Center and The University of Texas Health Science Center. He received his Doctor of Public Health degree and his Master of Public Health

degree from The University of Texas Health Science Center at Houston where he concentrated in biostatistics and epidemiology. Rives is a member of the American College of Epidemiology. In addition, Rives and his wife, Najie, have completed health needs assessments in six Afghan refugee camps located in Afghanistan and Pakistan, and he has been invited to present his work in Pakistan, England and Scotland.

Karshena Valsin is currently the IRB manager at JPS. She graduated from Angelo State University, and will be pursuing her master's degree and

Certification of IRB Professionals this year. Prior to coming to JPS, Valsin worked for the attorney general's office for 10 years; she also previously worked at the University of Texas at Arlington (UTA) for seven years in internal audit, institutional compliance and research compliance. Valsin remains interested in the regulations

surrounding participants in clinical research and the process of community consultation for clinical research.

Jessica Reading is the research associate for JPS. She graduated from UTA with a degree in biology and received her Master of Public Health from UNT Health Science Center with a concentration in epidemiology. Prior to working at JPS, Jessica was a program coordinator at UT Southwestern and has also worked in microbiology for several years.

Vivica Parker is currently the staff assistant for IRB at JPS. She graduated from UTA and is currently



Service Awards

At the Medical Staff Holiday party on Dec. 13, 2008, the physicians listed below were honored for their continuous years of service at JPS.

10 Years

Rim Bannout, MD
Khoi Chu, MD
Yadranko Ducic, MD
Fernando Garcia, MD
Karanjit Kooner, MD
Maya Namboodiri, DO
Tracy Papa, DO
Barbara Slee, MD
James Waggner, DO
Russell Wagner, MD

15 Years

Stanley Cal, MD
Kathleen Crowley, MD
Darrell Hirt, MD
Prasanna Kumar, MD
Richard Young, MD

20 Years

John Stella, DDS

25 Years

Dudley Craig Glass, MD
Philip Mycoskie, MD

pursuing her master's degree. Prior to coming to JPS, Parker worked for the City of Fort Worth in the budget office. She enjoys reading and working in the local community.



Upcoming Events

The Research office will be conducting several workshops in the next few months for anyone currently working on research projects and needing assistance or guidance. Participants are encouraged to bring their data and questions to the workshops. Dates for the workshops will be sent out in the near future. Please feel free to contact the Office of Research if you have any questions.

Call for Abstracts!

The Office of Research and Scholarly Activity is now accepting abstracts for the 2009 Research Day to be held on June 5, 2009. The theme is "Catalyst for Change: Transforming Health Care Through Research and Scholarly Activity". All submissions will be due by April 20, 2009. If you are interested in submitting or need further information, please contact the Office of Research and Scholarly Activity at 817-927-3655 or Jessica Reading, research associate, via e-mail at jreading@jpshealth.org.



Board Notes

The JPS Board of Managers meets monthly. In an effort to keep physicians informed, updates are printed in *The Catalyst*.

- American Heart Association representatives Melanie Smith and Aly Burroughs congratulated JPS employees for raising more than \$70,000 for this year's Heart Walk. JPS was mentioned as having more employees (550) than any other company that participated in 2008.
- Robert Earley, president and CEO, discussed the three councils that have been appointed to address the health care needs of the Hispanic, African-American and senior citizen communities in Tarrant County. The JPS Salud Council for the Hispanic community and the JPS Pastoral Council for the African-American community have been meeting on a monthly basis and are discussing issues such as patient access, health care awareness and education. The Senior Citizen Council is also meeting monthly to discuss JPS geriatric programs, transportation issues and more. Both groups have also been touring JPS facilities.
- Earley announced the Emergency Department Committee that was formed at the October board meeting and headed by Trent Petty, board member, is meeting on a weekly basis. The group is looking into such issues as bed control and wait times. Earley met with ED physicians and provided an update, adding that insightful changes are being made in the department. The committee will present a full report to the board with recommendations for improvement in the near future.
- It was approved to re-adjust the salaries of the top 14 executives in place of lump-sum bonuses. Going forward, all executive bonuses will be eliminated. Earley said the decision was another step toward rededicating the Network toward its mission of patient care.
- Earley discussed the homeless initiative in the community, saying a great effort is being made on behalf of Fort Worth and Tarrant County. Earley said Fort Worth has dedicated \$3 million to deal with homelessness and has asked JPS to play a role. The number of ambulances coming in and out of Presbyterian Night Shelter and Union Gospel Mission of Fort Worth to JPS is being monitored as part of the initiative. JPS is looking into how such issues as podiatry and mental illness within the city's homeless population can be addressed in order to help them assimilate back into society.
- Earley said he, Steve Montgomery, chair, and Gary Floyd, MD, board member, are part of a 35-member panel looking into a doctor of medicine degree at the University of North Texas Health Science Center. Currently UNTHSC only offers doctor of osteopathic medicine degrees, but are researching a dual-accreditation program. Earley said JPS is part of the group as a representative of local opinion, but ultimately it is a legislative issue.

Doctors' Day 2009

The first Doctors' Day was observed on March 30, 1933 in Winder, Ga. The idea came from Eudora Almond, wife of Charles Almond, MD, as a day to honor physicians, and the date marks the anniversary of the first use of general anesthesia in surgery.

In 1990, President George Bush signed into law a resolution proclaiming National Doctors' Day. Since then, March 30 is designated every year as a day to show appreciation and thankfulness to doctors all across the country.

On March 30, JPS will honor and recognize our more than 600 physicians who provide compassion, care and healing to our patients. As a special thank you to our physicians, administration, Physician Services and Academic Affairs have teamed up to provide khaki-colored duffel bags embroidered with the JPS logo, which

can be picked up on March 30 from Physician Services in the basement. Look for several other events during the day.

JPS is grateful for the dedication and hard work of the physicians who serve on our medical staff, and applauds its physicians for the work they do to keep Tarrant County healthy.

If you have suggestions for Doctors' Day 2010, send them to thecatalyst@jpshealth.org. We look forward to your feedback!



JPS "Super Doctors" Revealed

JPS recently had 28 physicians named "Super Doctors" by *Texas Monthly Magazine*, a great honor that is determined by peers. Thousands of ballots were mailed to physicians, asking the simple question, "If you needed medical care, which doctor would you choose?" After further surveys and reviews, the list was narrowed down to a select, diverse group of physicians.

The JPS physicians recognized as 2008 "Super Doctors" are:

William Bowman, MD, General/Family Practice
Sam Buchanan Jr., DO, General Surgery
David Capper, MD, Internal Medicine
Cory Collinge, MD, Orthopedic Surgery
John Conway, MD, Orthopedic Surgery
Theodore Crofford, MD, Orthopedic Surgery
Kathleen Crowley, MD, Internal Medicine
Yadro Ducic, MD, Otolaryngology
Raymond Faires, MD, Cosmetic/Reconstructive Surgery
Stephen Goode, MD, Ophthalmology
Susan Hess, MD, Cardiology

John Johnson III, MD, Urology
David Lichtman, MD, Orthopedic Surgery
Mary Milam, MD, Obstetrics/Gynecology
Scott Miller, MD, Dermatology
Giridhar Mundluru, MD, Cardiology
Arvind Nana, MD, Orthopedic Surgery
Alan Podawiltz, DO, Psychiatry
John Pumphrey, MD, Urology
Larry Reaves, MD, Cosmetic/Reconstructive Surgery
Bernard Rubin, DO, Rheumatology
Mark Shelton, MD, Pediatrics
Bannie Tabor, MD, Obstetrics/Gynecology
Andrew Vories, MD, Otolaryngology
Russell Wagner, MD, Orthopedic Surgery
Keith Watson, MD, Orthopedic Surgery
Martin Weiss, DO, Cardiology
Bobby Wroten, MD, Orthopedic Surgery

The April issue of *Fort Worth, Texas Magazine* includes the list of 2009 Top Docs. Make sure to check out *The Catalyst* in May for a list of JPS physicians that were selected.

Dear JPS...

Meera Patel, DO, was absolutely amazing! Dr. Patel came to see me regularly and was extremely receptive to all my questions and concerns. She made me feel very confident in my course of treatment and the rest of my pregnancy. Thank you, Dr. Patel, for the kindness and compassion shown to me!
-Katherine S.

Lauren Sims, DO, has treated me several different times over the years. She's very caring, polite and understanding. Please give her the recognition she so deserves!
-Penne H.

Danier Anderson, DPM, has been so pleasant and helpful! He has such a way of explaining things in easy-to-understand, laymen's terms. It is very easy to get confused and overwhelmed at a hospital; however, Dr. Anderson has been very calming and friendly. I'm very lucky to have him as my doctor, and I will definitely be returning to JPS!
-Marjorie C.

Toni Denson, MD, is a wonderful doctor who showed a great deal of compassion to me. She was very caring and helpful, and I appreciate the efforts she made in making a referral for me to see a neurologist. Dr. Denson is the reason I will continue coming to JPS. Thank you!
-Anonymous

Around the Network

Holiday Meals -
December 15



Elwyn Grimes, MD, and Josephine Fowler, MD

The Partners Classic Golf
Tournament- November 3



Richard Young, MD



Daniel Ziegler, MD

Celebrate JPS Day - December 5

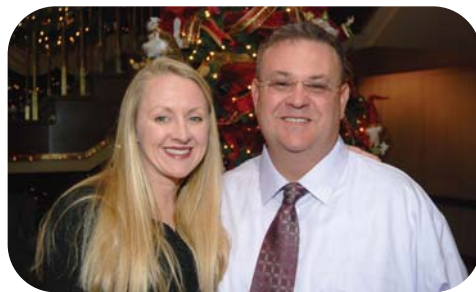


Jocelyn Zee, DO, Lindsay McBride, DO,
Paul Singh, MD, and Shirley Mathews, MD

Medical Staff Dinner - December 13



Rob Stephenson, MD, and Azilee Stephenson



Lani and Kenneth Archer, MD



Jay Haynes, MD, Robert Earley, Sealy
Massingill, MD

CBS 11 Ask the Experts -
November, December and January



Lesca Hadley, MD - Topic: Alzheimer's disease



George Zgourides, MD - Topic: Holistic medicine



Myra Bell, PhD, RD LN - Topic: Lifestyle change
versus dieting

Spirit of JPS - January 13



Semi-finalist Huda Al-Hafidh, DDS, with the Spirit
of JPS Award Winner Johnell Kelley, GPC

Physician Recruitment Update

By Terri Barton



Recruiting is off to a great start for 2009 for JPS Health Network. The areas of greatest concern from a recruiting perspective are urgent care, oncology and community medicine. I am happy to report that we have made great strides in all areas.

We have six new urgent care providers who will be joining the Network within the next few months. We also have five additional candidates who are exceptional and are currently in the interviewing process. Laine Foran, DO, is not only very busy with patients in the JPS Urgent Care Center, she is also very busy interviewing physician candidates.

The contracted physician groups are continuously recruiting to meet the Network's medical manpower needs to provide the best care for our patients. We are currently recruiting for the hospitalist program, critical care, pulmonology,

neurology, gastroenterology, neurosurgery, urology, community medicine and other areas.

In relation to recruiting, we are also exploring the idea of physician retention on a Network-wide basis. Any good recruiter will tell you the moment a recruiting effort begins, the retention effort begins as well. Recruiting and retention are inextricably intertwined. JPS will continue to strive to not only recruit the best physicians available for our patients; we are also striving to retain our physicians.

A good retention plan for the Network will translate to better quality, continuity and access for our patients.

As always, if you know of anyone who might be interested in joining the Network, please give them my contact information. I can be reached at 817-852-8545 or at Tbarton@jpshealth.org. We are looking forward to a great year for our current and future medical staff.

Deadline Extended for New Coding System

In the final days of the Bush administration, a law was passed that will give physicians an extra two years to learn the recently updated version of diagnostic codes. The Centers for Medicare & Medicaid Services (CMS) has extended the deadline for physicians and others to adopt the International Classification of Diseases (ICD), 10th edition, to Oct. 1, 2013.

A number of other countries, including Canada and Germany, already use ICD-10, which will eventually provide more detailed diagnoses and faster claims processing by reducing requests for more information.

According to CMS, ICD-10-CM/PCS consists of two parts:

- ICD-10-CM – The diagnosis classification system for use in all U.S. health care treatment settings. Diagnosis coding under this system uses a different number of digits and some other changes, but the format is very much the same as ICD-9-CM.
- ICD-10-PCS – The procedure classification system for use in the U.S. for inpatient hospital settings only. The new system uses seven alpha or numeric digits while the ICD-9-CM coding system uses three or four numeric digits.

For more information on ICD-10, visit www.cms.hhs.gov/ICD10.

Dental Implants Can Replace Missing Teeth

By Bill Devine, DMD

Dental implants are becoming the treatment of choice for a person who has a missing tooth. A dental implant is commonly composed of a titanium screw and crown. A small diameter hole is drilled at the edentulous jaw sites where there is no tooth. A titanium screw is placed in the bone and allowed to heal. This time of healing will vary with each patient, depending on the oral health of the person. After healing, a permanent crown is placed over the implant. Success rate of dental implants is more than 90 percent. Today's implants are virtually indistinguishable from other teeth. This appearance is aided in part by the structure and functional connection between the dental implant and the living bone. With the addition of artificial bone, implants can be started right after a tooth is lost or extracted. This procedure can be performed by a dentist, periodontist or oral surgeon and is a great way to restore a patient's mouth.

JPS Physician of the Year Honored

2007 Physician of the Year Elizabeth Carter, MD, didn't have to look far when passing along the award to the next recipient. In fact, she didn't even have to look outside of her family. At the annual medical staff party on Dec. 13, Carter's brother, Orthopedic Surgeon Russell Wagner, MD, was recognized as the 2008 JPS Physician of the Year.

Wagner, who has been with JPS for 10 years, was nominated for the honor by physician chairs.

Chief Medical Officer Jay Haynes, MD, said he was glad to see a dedicated and compassionate physician such as Wagner named Physician of the Year. "Dr. Wagner is absolutely deserving of the award," Haynes said. "His optimism and commitment to the mission of JPS and great skills with the patients we serve is commendable."

Wagner started his career as an accountant, but was inspired to enter the field of medicine by a next-door neighbor who had a medical condition. "A little girl lived next door to us who had a significant limp — I presume it was cerebral palsy, although I didn't know that at the time — and I remember seeing her and wishing there was something I could do to help," Wagner said. "Although I enjoyed accounting, I felt I could better serve God and others as a physician. So I decided I would just go for it and become a doctor."

Wagner received his medical education from the University of Texas Southwestern Medical

School at Dallas. He later completed his orthopedic surgery residency at Wayne State University Detroit Medical Center and his fellowship at Presbyterian Hospital of Dallas. Wagner said he decided to go into orthopedics because of the ability to help patients in a concrete way. "Orthopedics is a very concrete treatment that helps people a great deal. We help those who can't walk regain the ability to walk again," Wagner said. "I feel like I have found my calling and I'm very fortunate."

Wagner said he joined JPS because he was attracted to the idea of helping those who wouldn't ordinarily receive health care. He further added he enjoys teaching residents and finds the interaction with them very worthwhile. "For a resident, every operation is a new experience and very exciting, which makes it exciting for me as well," Wagner said. "I've picked up tricks of the trade through the years, and I like passing on these practices so it is easier for them to operate well."



On being recognized by his peers, Wagner said he appreciates the award, adding, "It's a good feeling to know others think you're doing a good job. It means a lot. Taking care of patients is a team effort, and I am happy to receive the award as a representative of the team."

Wagner and his wife, Kathryn, have been married for 26 years and have six children — four girls and two boys — ranging in age from 10 to 25. Two of his daughters were recently accepted into medical school.

Call for Submissions

Got an idea for a story? Has your work been published recently? If you have an idea for a story or would like to submit an article for an upcoming issue of *The Catalyst*, e-mail submissions or comments to thecatalyst@jpshealth.org.

**JPS HEALTH
NETWORK**

1500 S. Main Street
Fort Worth, Texas 76104

a creation of the JPS

Public Relations
department

the third annual

JPS Night at the Ballpark

friday, may 29

7:05 p.m.

texas rangers vs. oakland athletics
the rangers ballpark in arlington

tickets are on sale now!

www.texasrangers.com/jpshealth

password: rangers



For a free JPS souvenir, fax a copy of your ticket confirmation, with your name and phone number, to 817-927-1664 or e-mail it to thecatalyst@jpshealth.org.

root for your
home team
and show your
JPS pride!