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From the president

What I've Learned



Christopher Hedley, MD | Medical Staff

It was an honor to serve as your chief of staff for the past two years, but it has not always been an unmitigated pleasure. In leadership, as in life, we get to enjoy our successes and take from our trials something that might ease our way into the future. If you consider serving in this position at some point in your career, do not be deterred. Taking on this role pushed me out of my comfort zone and presented a number of unexpected challenges, along with a great opportunity for personal growth.

A commonly held axiom, in leadership circles, is that 20% of the people take up 80% of your time. During my term as chief of staff, I discovered that 2% of the people take up 98% of your time. The great majority of the physicians at Huntington Hospital are doing a fantastic job and require no counseling, which speaks well of our exceptional medical staff. I also came to a deeper appreciation of my own partners. While some minor issues have roiled the waters over the years, in the context of the wider world, those issues have been insignificant.

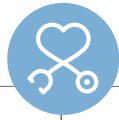
In this age of skepticism about medicine and its preoccupation with the bottom line, I learned that the number-one priority of our board of directors is the health of our patients and community. Frankly, I expected the board to be more bottom-line focused.

The function of leadership is to produce more leaders, not more followers.

- Ralph Nader
(1934-)

continued on page 3

Board meeting. As provided by the Bylaws of the Governing Body and as the designated sub-committee of the Governing Board the following items were presented and approved by the Medical Executive Committee of November 5, 2018 and by the Governing Board on November 15, 2018.



Medical staff appointments



Hovsepyan, Harut, MD, MPH
Emergency Medicine

Emergency Medical Group
100 West California Boulevard
Emergency Department
Pasadena, CA 91109
P: (626) 397-5111
F: (626) 397-2981



Levy, Justin, MD
Internal Medicine

HealthCare Partners
797 South Fair Oaks Avenue
Pasadena, CA 91105
P: (626) 795-2244
F: (626) 397-5978



Raff, Evan, MD
Radiology

625 S Fair Oaks Avenue
Ste 180
Pasadena, CA 91105
P: (626) 229-8969
Pager: (626) 932-8774



Vo, Gloria A., DO
Family Medicine

HealthCare Partners
797 South Fair Oaks Avenue
Pasadena, CA 91105
P: (626) 795-2244
F: (626) 397-5978

Administrative *reports*

Please go to SharePoint → Medical Staff Services →
Board Approved Items → 2018 and select November 2018.

Save the Date!

Medical/Dental Staff Holiday Celebration

Friday, December 7, 2018

Pasadena Langham Hotel
6 to 11 p.m.

President Message CONTINUED

All members come from businesses that must turn a profit, yet not once did I witness an occasion when finance was the number-one consideration. Each director believes passionately in the mission of this hospital to promote the health of our community. In fact, my increased exposure to our board members and how they approach problems presented the greatest opportunity for personal growth, especially during the search for our new CEO. A core group of very smart people taught me a much more organized and methodical way to evaluate candidates to reduce the risk of selecting the wrong applicant and to increase the odds of a successful hire.

As physicians, we tend to communicate mainly with one another. Our communication is direct and can be perceived as abrupt in other quarters. As chief of staff, I was exposed to many different ways of interacting and have hopefully gotten better at tailoring my communication to the person standing in front of me. My advice to my successor: Get all available information before commenting or reacting. Someone will grab you in the hallway, tell you about something that has happened, and then ask for an opinion. Restrain yourself from weighing in until you have done your due diligence. When the news comes from a single source, it is unlikely that you will receive the entire story. Step back and get all the information before you formulate an opinion. If your emotions are involved, the classic 24- or 48-hour rule comes into play: Give yourself time to calm down before reacting.

I regret that I did not achieve my goal of making people's lives easier by implementing a communication platform where physicians, nurses, ancillary staff, and other specialists could communicate with one another more efficiently. Unfortunately, that project is on hold while the administration and the information-technology department first assess our electronic medical record. I still have hope that it will be carried forward and realized in the future.



A personal note: I've attended the funerals of several friends in the past two years, and that has reminded me of what is important (while putting me in touch with what our patients and their families endure during health crises). While losing friends is painful, the funerals were psychologically cathartic as appropriate places to express sorrow and grief openly. In medicine, we distance ourselves from death by intellectualizing it—death happens—as opposed to experiencing and dealing with grief.

I've written about this before, but serving as chief of staff while holding the positions of director of radiology and president of The Hill Medical Corporation gave me a profound understanding of how important it is for all physicians to disconnect from their jobs. Our jobs are stressful, and it is crucial to our overall health to get off the grid and to reinvigorate and renew ourselves. My phone will be off when I am in Jackson Hole this winter.

I admit that I feel relief as the end of my term as chief of staff approaches. My relief, however, does not approach the level of anticipation that my wife is experiencing. She has had to contend with a frequently distracted, short-tempered, and less-available husband, without the benefit of her own personal-growth opportunities. Thank you, Felicia for your grace and support.

Thank you for allowing me to be of service. I'll see you around the hallways!

From the

Health Sciences Library

National Hand Washing Awareness Week – December 2-8



National Handwashing Awareness Week is recognized during the first week of December, which reminds us as we approach the close of the year, that the risk of infection is ever-present, especially around the holidays. This week is a great way to reflect on staying vigilant with hand washing, and to be mindful that we are only passing on holiday cheer. Throughout 2018 here at Huntington Hospital, Dr. Morgan has made it clear that hand washing for effective infection prevention is a top priority. The ‘Excuse Me/Ask Me’ campaign is supported by the evidence that speaking up in real time helps to improve hand hygiene in hospital settings. (3)



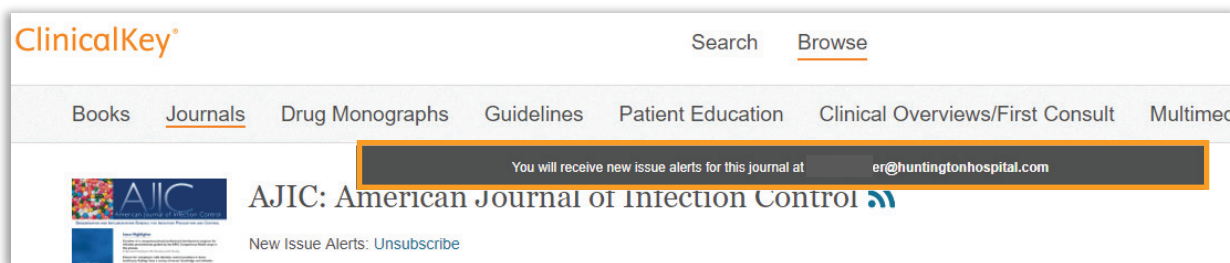
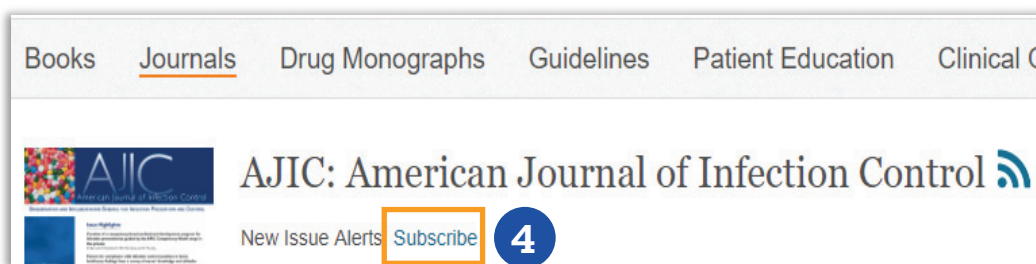
A recent systematic review and meta-analysis published in Infection Control & Hospital Epidemiology Journal suggests healthcare-associated infections can be reduced up to 55% by systematically implementing evidence-based infection control strategies, such as ‘The Excuse Me/Ask Me’ campaign. (5) As you already know well, hand hygiene is paramount to preventing HAIs, but improving compliance is challenging even at top rated hospitals. (1)

The good news is that Huntington Hospital has an amazing set of resources to help accomplish the goal of implementing evidence-based handwashing initiatives and other infection control strategies successful for 2019. One of the easiest ways to keep up with the literature is to create a journal alert to have tables of contents emailed directly to you as new issues are published. This can be done in a variety of ways, depending on the database you prefer.

From the Health Science Library CONTINUED

For example, users can easily set up a journal alert with a simple click in Elsevier's ClinicalKey. Here are the steps to set up a journal alert for relevant journal titles such as the AJIC: American Journal of Infection Control:

- Sign-in or register for a personal account in ClinicalKey - <https://www.clinicalkey.com>
- Go to the journals section in ClinicalKey, and search for the journal title.
- Click on the Journal title from your search results.
- Click on the 'New Issues Alerts: Subscribe' hyperlink. You will get a pop-up message that shows you are now registered to receive notifications of issues in your inbox.



References

1. Erasmus, V., Daha, T. J., Brug, H., Richardus, J. H., Behrendt, M. D., Vos, M. C., & van Beeck, E. F. (2010). Systematic review of studies on compliance with hand hygiene guidelines in hospital care. *Infection Control and Hospital Epidemiology*, 31(3), 283-294. <https://doi.org/10.1086/650451>
2. Laskar, A. M., R, D., Bhat, P., Pottakkat, B., Narayan, S., Sastry, A. S., & Sneha, R. (2018). A multimodal intervention to improve hand hygiene compliance in a tertiary care center. *American Journal of Infection Control*, 46(7), 775-780. <https://doi.org/10.1016/j.ajic.2017.12.017>
3. Linam, W. M., Honeycutt, M. D., Gilliam, C. H., Wisdom, C. M., & Deshpande, J. K. (2017). Impact of a Successful Speaking Up Program on Health-Care Worker Hand Hygiene Behavior. *Pediatric Quality & Safety*, 2(4), e035. <https://doi.org/10.1097/pq9.000000000000035>
4. McLean, H. S., Carriker, C., & Bordley, W. C. (2017). Good to Great: Quality-Improvement Initiative Increases and Sustains Pediatric Health Care Worker Hand Hygiene Compliance. *Hospital Pediatrics*, 7(4), 189-196. <https://doi.org/10.1542/hpeds.2016-0110>
5. Schreiber, P. W., Sax, H., Wolfensberger, A., Clack, L., & Kuster, S. P. (2018). The preventable proportion of healthcare-associated infections 2005-2016: Systematic review and meta-analysis. *Infection Control and Hospital Epidemiology*, 39(11), 1277-1295. <https://doi.org/10.1017/ice.2018.183>

Need help to set up an e-journal table of contents alert from your favorite journal? Ask us!
library@huntingtonhospital.com | (626) 397-5161 | <http://huntingtonhospital.libguides.com>

From the

Clinical Documentation Specialists



Don't be the "WEAK" Link in Documentation

Diseases that can be **linked** may increase the specificity and severity of your patient's illness by using appropriately words "with", "in" or "due to."

Avoid documenting:

- Sepsis
- UTI
- Acute Respiratory Failure

Instead document: Sepsis *due to* UTI *with* Acute Respiratory Failure

Other Documentation Examples:

Cerebral Vascular Accident **with** Hemiparesis

Subdural Hemorrhage **with** Cerebral Edema/Vasogenic Edema

Hypertensive Heart Disease **with** ESRD

Asthma **with** Acute COPD Exacerbation

Sepsis **with** Organ Failure (Liver Failure, AKI, Acute Respiratory Failure)

UTI **due to** indwelling foley catheter

Ischemic left foot **due to** PVD **with** DM type 2

Angina **due to** Coronary Artery Disease

CDI Department | Extension 3662

Please do not hesitate to call the CDI Department for your documentation needs.

CME *corner*

Medical Grand Rounds

TOPIC	Medical Marijuana
SPEAKER	Nitin Ubhayakar, MD
DATE	December 7, 2018
TIME	12 – 1 p.m.
PLACE	Research Conference Hall
METHOD	Lecture
CREDITS	1.0 AMA PRA Category 1 Credits™

Second Monday

TOPIC	Fatty Liver
SPEAKER	Edward Mena, MD
DATE	December 10, 2018
TIME	12 – 1 p.m.
PLACE	Research Conference Hall
METHOD	Lecture
CREDITS	1.0 AMA PRA Category 1 Credits™

If you would like a copy of your CME credit report please contact Gladys Bonas via email at Gladys.Bonas@huntingtonhospital.com



Celebrating milestones

The following physicians hit a service milestone in the month of **December**. The medical staff would like to recognize the following physicians for their **service and dedication** to Huntington Hospital.

30 Years (on staff 12/1988)

Alza, Gustavo A., MD

Internal Medicine

25 Years (on staff 12/1993)

Liu, Paul T., MD

Geriatrics

Nickowitz, Richard E., MD

Gastroenterology

20 Years (on staff 12/1998)

Ali, Syeda M., MD

Nephrology

15 Years (on staff 12/2003)

Mena, Edward A., MD

Hepatology

5 Years (on staff 12/2013)

Chung, Christopher, MD

Gynecology/Urogynecology

Kim, Jae, MD

Thoracic Surgery

McCormick, Mary Ellen, MD

Pediatrics

Raz, Dan, MD

Thoracic Surgery

Medical staff meetings

Calendar

DECEMBER 2018

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<u>3</u> 5:30 p.m. MEC Arroyo Chop House	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>
<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>
<u>24</u>	<u>25</u> CHRISTMAS	<u>26</u>	<u>27</u>	<u>28</u>
<u>31</u>				



Calendar

DECEMBER 2018

MONDAY	3	10	17	24	31
		Second Monday 12 - 1 p.m. RSH			
TUESDAY	4	11	18	25	
	General MDisc Cancer Conf. 12 - 1 p.m. Conf. Room 11	General MDisc Cancer Conf. 12 - 1 p.m. Conf. Room 11	General MDisc Cancer Conf. 12 - 1 p.m. Conf. Room 11	CHRISTMAS	
WEDNESDAY	5	12	19	26	
	Genitourinary Cancer Conference 12 - 1 p.m. Conf. Room 11 Radiology Teaching Files 12 - 1 p.m. MRI Conf. Room	Radiology Teaching Files 12 - 1 p.m. MRI Conf. Room	Genitourinary Cancer Conference 12 - 1 p.m. Conf. Room 11 Radiology Teaching Files 12 - 1 p.m. MRI Conf. Room	Cardiac Cath Conf. 7:30 - 8:30 a.m. Cardiology Conf. Room Radiology Teaching Files 12 - 1 p.m. MRI Conf. Room	
THURSDAY	6	13	20	27	
	Trauma Walk 7 - 8 a.m. Conf. Room B Trauma M&M 8 - 9 a.m. Conf. Room B Thoracic Cancer Conf. 12 - 1 p.m. Conf. Room 11	Surgery M&M 8 - 9 a.m. Conf. Room B	Trauma Walk 7 - 8 a.m. Conf. Room B Surgery M&M 8 - 9 a.m. Conf. Room B Thoracic Cancer Conf. 12 - 1 p.m. Conf. Room 11	Surgery M&M 8 - 9 a.m. Conf. Room B	
FRIDAY	7	14	21	28	
	Neurosurgery Grand Rounds 7:30 - 9 a.m. Conf. Room 11 Medical Grand Rounds 12 - 1 p.m. RSH MDisc Breast Cancer Conf. 12 - 1 p.m. Conf. Room 11	Neurosurgery M&M 7:30 - 9 a.m. Conf. Room 11 Medical Case Conf. 12 - 1 p.m. RSH MDisc Breast Cancer Conf. 12 - 1 p.m. Conf. Room 11	Neurosurgery Grand Rounds 7:30 - 9 a.m. Conf. Room 11 MDisc Breast Cancer Conf. 12 - 1 p.m. Conf. Room 11	Neurosurgery Grand Rounds 7:30 - 9 a.m. Conf. Room 11 MDisc Breast Cancer Conf. 12 - 1 p.m. Conf. Room 11	



Medical Staff Administration
 100 W California Boulevard
 P.O. Box 7013
 Pasadena, CA 91109-7013

ADDRESS SERVICE REQUESTED

Medical Staff Leadership

- Christopher Hedley, MD | President
- Harry Bowles, MD | President Elect
- Laura Sirott, MD | Secretary/Treasurer
- Madhu Anvekar, MD | Chair, Credentials Committee
- David Lourie, MD | Chair, Quality Management Committee
- Syeda Ali, MD | Chair, Medicine Department
- Kathy Walker, MD | Chair, OB/GYN Department
- John Rodarte, MD | Chair, Pediatrics Department
- Howard Kaufman, MD | Chair, Surgery Department

Glenn D. Littenberg, MD | Newsletter Editor-in-Chief



U.S. News & World Report ranks Huntington Hospital

#4 in Los Angeles **#9** in California

National rankings in three specialties:

Recognized as Best Regional Hospital/Los Angeles in 13 types of care!

“High Performing” in six adult specialties: Diabetes & Endocrinology, Gastroenterology & GI Surgery, Nephrology, Orthopedics, Pulmonology, Urology

“High Performing” in seven common adult procedures and conditions: Abdominal Aortic Aneurysm Repair, Heart Failure, Colon Cancer Surgery, Chronic Obstructive Pulmonary Disease (COPD), Hip Replacement, Knee Replacement, Lung Cancer Surgery