

ONE Adventist Health .....	p.2
Vision & Strategy.....	p.3

Our Hospital, Our People.....	p.4
Med Staff Report.....	p.6

The Communities We Serve .....	p.7
Upcoming Events .....	p.8

### Serving Our Community: White Memorial Community Health Center

Our newly opened White Memorial Community Health Center (WMCHC) is a non-profit community clinic with a mission to provide vitally needed healthcare services to low-income and uninsured residents of Boyle Heights and East Los Angeles.

The health center is located on the 5<sup>th</sup> floor of Medical Plaza III. Initially, it will provide care to children seen in the former White Memorial Pediatric Medical Group (WMPMG). Within a short time, primary medical care will be expanded to include adult patients as well as dental and behavioral health services. In its first year of operation, WMCHC is projected to provide over 50,000 visits.

More on p.6.

WMCHC doctors in their new state-of-the-art facility. ▶



Health

#### Teddy Bear Clinic

Our annual Teddy Bear Clinic introduces local schoolchildren to the hospital setting. More on p.6.



Wholeness

#### Hospital & Nurses Week

Photos of our 2017 Hospital & Nurses Week celebrations on p.5.



Hope

#### 2016 GiveBack Campaign a Great Success!

White Memorial employees raised \$165,476 to support hospital programs and services. More on p.4.

## System Innovation

Republished from *The Lantern*,  
a publication for the employees,  
volunteers and friends of Adventist  
Health in the Central Valley.

### Dynamic Duo, Battling Diabetes!

"It was 9:30 p.m. and I was traveling alone. When I reached Madera Ranchos, the road looked like it was spinning. I freaked out! I pulled into a parking lot and started pounding sugar. My blood sugar levels had dropped, but I hadn't felt any of the signs." Although **Alicia Mascarenas**, the new Central Valley Network Community Wellness Diabetes Educator, had dealt with diabetic episodes since she was 10 years old, she had never felt so afraid in her life.

As fate would have it, her husband had just returned from a conference where experts were introducing service dogs who are trained to alert diabetics when their blood sugar levels rise or drop. "We don't know if they can smell a chemical being released, or the production of glucose," says Alicia, "but when they detect it, they have a special way of alerting you."

Alicia's service dog, Ashlan, who she's had for four years, uses several methods of alerting her of low or high levels. If Alicia is trying to get into her car, Ashlan will sit in the driver's seat and won't let her get in the car. If she's inside, he'll jump up to alert her. If her blood sugar is dropping rapidly, Ashlan will bark erratically. "Ashlan has brought me a sense of independence and confidence so that I can fully engage with people and not have to constantly think about my numbers," says Alicia.

Ashlan, who is an official employee with his very own Adventist Health badge, is a big part of this team. He serves as comfort to patients, and helps calm them, so that they may have open conversations about their feelings and frustrations. Alicia says Ashlan even picks up on emotions. If a patient is in pain, he will lie next to, or across their legs. He can also pick up on stress, anger and anxiety. If you would like to learn more about the diabetes education offered by this dynamic duo, contact Alicia at 559-903-9505.

# ONE Adventist Health

## Rebrand 101: Frequently Asked Questions

This spring, at our third annual REVIVE All-Staff Assembly, we unveiled our new brand identity and the journey to align all Adventist Health hospitals around one mission, vision and system identity. As you may have noticed, a few things around the hospital have changed, such as signage, logos and fonts, but there are still many changes to be made in the coming months.

We listened to your feedback after REVIVE, and found that there are still a few lingering questions regarding our rebrand. Here are some of the most frequent questions about ONE Adventist Health:

### What does "ONE Adventist Health" mean? Is this our new name?

ONE Adventist Health defines us as a system: who we are, how we govern and operate and how we live our mission. Prior to our rebrand, Adventist Health was a federation of independently functioning hospitals, each with distinct identities and operations. ONE Adventist Health is a term we use internally to make the distinction that we have now moved fully to a health system model, in which our mission, vision, values, brand and strategy are aligned across all facilities. ONE Adventist Health is simply the name of the journey to align our system in this way – it is not our new name. Following approval by the California Department of Public Health (anticipated this summer), White Memorial Medical Center will be known as Adventist Health White Memorial.

### Why are we now called a "ministry"?

Ministry is a term used to refer to a facility or region within Adventist Health. Its purpose is to better reflect our heritage as a Seventh-Day Adventist organization in the spirit of Christian service. Just like ONE Adventist Health, it is meant to be more of an internal reference term that orients and guides our work.

### Are these changes system-wide?

Our new brand identity has been adopted system-wide. This means a unification of brand guidelines, including the same mission, vision, design, photography, typography and vocabulary standards, along with a shared logo and naming architecture (for example: Adventist Health Glendale, Adventist Health Bakersfield, etc.).

### What changes will I see at White Memorial?

You will notice changes in our signage, marketing materials (brochures, flyers, posters, etc.), forms, ads around the community (bus benches, billboards, radio and more) and email signatures. We will also experience business transformation changes, in which certain business processes will be unified across the system with cloud-based technologies.

### Why are we doing this now? How will ONE Adventist Health benefit our hospital?

ONE Adventist Health will strengthen Adventist Health as a system so we can better align our processes and increase the impact of the good we do in the world. Our new mission statement, *Living God's love by inspiring health, wholeness and hope*, expands our focus from solely caring for the sick to a broader preventive health approach that reflects our Adventist heritage of providing physical, mental and spiritual care. These changes will help White Memorial benefit from the shared resources and best practices of a system to raise quality and strengthen the important work we do in our community.

### How is the rebrand related to White Memorial's recent reduction in force?

Although certain labor changes are associated with ONE Adventist Health, such as the centralization of transactional processing in Purchasing, Finance and HR, declining volumes across the industry, not our rebrand, led White Memorial to initiate a reduction in force to "right size" our hospital to the volume of patients we serve. Part of what makes White Memorial a strong organization is the ability of our leadership to continually assess and adapt to changes like this in the healthcare environment.

# Vision & Strategy

## Improving the Customer Experience

As a foundation to our annual strategy development, we outline our approach for the coming years in a comprehensive Strategy Map, in which every organizational priority is aligned from executive leader to outcome. This year's strategy map takes into account the shifting healthcare environment, including the industry-wide changes impacting healthcare delivery across the nation.

The six areas of focus on White Memorial's Strategy Map are:



This month we highlight one of these areas with additional detail: **Improving the Customer Experience.** How can you help improve the customer experience for patients, coworkers and others you encounter?

The Customer Experience challenges us to look at our systems, processes, tools and training to ensure they drive us consistently toward delivering a positive, culturally sensitive experience for every person we serve. Customers aren't exclusively patients, but also other clinicians in the care team, family members and the countless people we come into contact with on a day-to-day basis. Areas that we can address include:

- **The Patient Experience:** Delivering a seamless experience that creates a positive impression and yields high levels of satisfaction across all venues, including both inpatient and outpatient settings.
- **The Physician Experience:** Enhancing two-way communication and engaging our physicians in improving the health and wellbeing of our community by providing a forum for physician feedback and reliable communication mechanisms.

## Quality Improvement: Redesigning Care Across the Continuum



One way to transform care is by identifying and designing care systems that achieve broader patient goals of managing their health and wellness beyond the acute care setting.

This year, three of these identified continuum areas are:

- Orthopedics
- Cardiovascular Services
- Neurovascular

While we continue to strive for excellence in acute care for these areas, including measures such as mortality, length of stay and complications, we also broaden our view to improve care outside the acute hospital. Examples include optimizing the use of post-acute resources like home health and rehabilitation and reviewing opportunities to prevent avoidable hospital readmissions.

Which areas of the continuum do you see opportunities to improve?

# Our Hospital, Our People

## 2016 GiveBack Campaign a Great Success!

Since the launch of our GiveBack Campaign in 1999, our generous employees have raised over \$1.6 million in support of programs at White Memorial. Last year's campaign raised \$165,476, with our donors once again demonstrating philanthropy in action! At our GiveBack Donor Thank You event, we thanked donors with fresh popcorn and fruit tarts and encouraged employees to sign up for this campaign to support innovative programs at White Memorial. Thank you to our amazing GiveBack Co-Chairs, **Tara Chadwick** and **Jeremy Seip** and to all the GiveBack Ambassadors representing various hospital departments. YOU make a difference at White Memorial!

## New Resource: CINAHL

In an effort to provide educational resources to our staff, the Cumulative Index of Nursing and Allied Health Literature (CINAHL), is now available!

CINAHL is the largest and most in-depth nursing research database. It provides:

- Fast and easy access to top nursing and allied health journals, evidence-based care sheets, quick lessons and continuing education modules
- Comprehensive scope of content covering over 50 nursing specialties as well as allied health subjects including speech and language pathology, nutrition, physical therapy and much more
- Full text for over 1,400 journals
- Indexing for more than 5,400 journals

Access to CINAHL can be found in "My Toolbox" on Connect. Upcoming webinars will teach tips and tricks to optimize your searches. Webinars will be recorded and available in HealthStream. Happy learning!

## What Our Patients Are Saying

*"I absolutely loved the treatment and care my family and I received from labor/delivery and maternity staff (volunteers, interns, EVS, specialists, nurses, doctors, and other staff) during our stay. Special attention was given to the needs of my baby and me. Everyone was super friendly and welcoming. They took the time to explain what they were doing and why, they allowed me to ask questions and make decisions relating to my care, they always had my best interest in mind." – Ana A.*



## You've Got Mail!

Friendly reminder: In accordance with White Memorial email policy, all employees should read and respond to your ah.org email on a regular, routine and timely basis for important hospital and department updates. Our recent merge to Office 365 means Outlook is accessible via web on all hospital computers, as well as personal computers and smartphones.

## White Memorial at the AH Nursing Symposium

Congratulations to our nurse scholars at White Memorial! Five of the 11 posters selected for presentation at the Adventist Health Nursing Symposium on May 17 and 18 were from White Memorial:

Health Scholars by **Diana Escobar**  
Idiopathic Granulomatous by **Eva Myers**  
Innovative Practice by **Eva Myers**  
Peanut Project by **Melanie Chun**  
Pronate to Oxygenate by **Esther Ong**

## Awards & Recognitions

White Memorial is recognized by Professional Research Consultants (PRC) as the recipient of three 4-Star Excellence awards from our physician engagement survey. These awards are based on the percentage of our physicians rating our hospital services as excellent. Our physicians rate our Nursing Care, Laboratory Services and Electronic Medical Record System as excellent (the top 25% in the nation!).



Our President & CEO, **John Raffoul**, was recognized as Outstanding Adjunct Instructor of the Year at the USC Sol Price School of Public Policy. This award is given by students and faculty of the school to one professor who demonstrates outstanding dedication and commitment to the health administration graduate program. This is the second time John has earned this award. Congratulations, John!

Kudos to Wellness@White for receiving Wellness Councils of America's (WELCOA) Well Workplace Award. WELCOA is one of the nation's most-respected resources for building high-performing, healthy workplaces. This award recognizes organizations that have built successful, results-oriented wellness programs. White Memorial is one of 13 ministries throughout Adventist Health to have received this award. Recognition goes to **Gina Cipriani**, Employee Wellness Coordinator, for her dedication to building a well workplace for all of us here at the White.

## Hospital & Nurses Week: Celebrating Your Successes

This past month, we had the opportunity to extend our thanks to two very important groups of people in our lives: our moms, and YOU, our hospital physicians, nurses and staff! Just like Mother's Day, Hospital and Nurses Week is a time to show some of the hardest-working members in our lives just how much they are appreciated in their day-to-day work. We kicked off the week with our Employee BBQ, and the rest of the week was jam-packed with both fun and informational activities: our 800-member Gourmet Nurse Brunch, free massages, photo booths, Shared Governance Activity booths, the Nursing Research Celebration Banquet and our 2<sup>nd</sup> Annual Research Symposium in Honor of **Georgia Froberg**.

Last but not least, we capped off Hospital and Nurses Week by celebrating our recognition by Healthgrades as one of America's 100 Best Hospitals™ for the second year in a row. This is an award for each and every staff member who made this monumental feat possible. President & CEO **John Raffoul** was joined by **Maggie Foley**, Associate Director, Quality Solution, of Healthgrades to make a toast to us, our future, and continuing our tradition of compassionate quality care. We're back-to-back!



## Golf Classic Benefits da Vinci Surgical System

Thanks to the leadership of Foundation Board Members **Erik Tapia** and **Michael Zweiback**, our 2017 Charitable Foundation Golf Classic on April 20 raised over \$251,000 to benefit the da Vinci Robotic Surgical System. This state-of-the-art technology will favorably transform the surgical experience for our patients. A heartfelt appreciation to our generous sponsors, donors, players and volunteers who joined us this year for a successful event at Industry Hills Golf Course!

Congratulations to the tournament winners: First place: **Ramon Gonzalez, James Miceli and Miguel Rodriguez**; Second place: **Ruben Balter, Victor Franco, Robert Soto and Jeff Wynne**; and Third place: **Rick Olivarez, Raul Salinas, Pep Valdes and Michael Zweiback**.



## Introducing Dr. Peter Pak



Dr. **Peter Pak** is a native of the San Fernando Valley. He graduated cum laude from UCLA and attended the Albert Einstein College of Medicine in New York

City, where he completed his training in General Surgery at the New York University Langone Medical Center. He then returned home to California and joined the Foothill Surgical Specialists Group and the White Memorial community in April of 2017. Dr. Pak is a Board Certified General Surgeon whose scope of practice specializes in laparoscopic minimally invasive surgery and single incision surgery. Dr. Pak is fluent in English and Korean. Contact him at 323-245-1314 or [pakp@ah.org](mailto:pakp@ah.org).

## 2017 Antibiogram Is Here!

The 2017 White Memorial Antibiogram and Guidelines for Empiric Choices of Antibiotics for Common Adult Infections are posted in the right column of the MDConnect page, and in the Antimicrobial Stewardship Program folder under Department of Pharmacy on the employees' Connect page. Copies of these documents can be found in the report room of each adult nursing unit.

Clinicians are advised to use these documents to initiate a new antibiotic regimen. Please minimize antimicrobial resistance and maximize patient outcome by reassessing antibiotic therapy at 48 hours, de-escalating the therapy based on culture and susceptibility and discontinuing the antibiotic regimen as soon as the infection has been resolved.

# Med Staff Report

## Whole Person Care for Medi-Cal Populations (Continued from p.1)

The ultimate goal is for the WMCHC to be designated as a Federally Qualified Health Center (FQHC). FQHCs have been shown to provide high-quality and cost-effective care for prevention and treatment of chronic conditions while reducing hospitalizations and emergency room visits. One of the unique requirements to be an FQHC is that the governing board of the health center must be made up of a majority of individuals receiving services from the health center. In fact, six of the board members are patients or parents of our patients and live in this community.

Studies have shown that there is great need for the WMCHC in this community – almost 100,000 individuals could qualify to receive care from an FQHC if there was additional capacity. WMCHC will help address this considerable need.

*"The people who work at WMCHC are committed to caring for patients who often have very complicated medical, social and financial lives. It is hard, but satisfying work. Each day I come to work, I am making a positive impact, and it is a real pleasure being part of a team that indeed cares for the population we serve."*

**Carl Coan**, CEO of White Memorial Community Health Center

"The people who work at WMCHC are committed to caring for patients who often have very complicated medical, social and financial lives," says **Carl Coan**, CEO, WMCHC. "It is hard, but satisfying work. Each day I come to work, I am making a positive impact, and it is a real pleasure being part of a team that indeed cares for the population we serve."

WMCHC is incorporated as its own legal entity and will operate independently of, but in close association with, White Memorial, which sponsored the start-up of WMCHC.

"The new center will have a profound impact on our community by increasing access to medical care, relieving the congestion in our emergency room, and providing much needed services in this state-of-the-art facility," says **John Raffoul**, President & CEO, White Memorial.

The choice to pursue this collaborative venture will make both White Memorial and the WMCHC better positioned to provide greater value to the patients and communities we serve, as well as to partner with other health centers in the community to broaden the reach of WMMC resources. To all of our friends and partners at WMCHC: Welcome to the neighborhood!

For more information about WMCHC, contact Carl Coan, CEO at 323-987-1222 or [coanc1@ah.org](mailto:coanc1@ah.org).

## Adventist Health System-wide Physician Engagement Survey

Adventist Health will conduct its first annual system-wide provider engagement survey to capture a snapshot of current physician and provider engagement and alignment across our entire organization. This survey will allow us to compare our organization against other health systems in the country and provide consistent and actionable feedback we will use for strategic provider initiatives. The survey begins on June 12 and we encourage our active medical staff, Advance Practice Professionals and clinic providers to take the survey. Contact **Laura Vilchez** at [vilchel1@ah.org](mailto:vilchel1@ah.org) or x2255 or Pager 658.

# An Interview with the President of Medical Staff, Dr. Ghaly



As Dr. Azmy Ghaly begins his two-year term as Chief of Staff for 2017/2018, he answers questions about his goals and intentions for the term. This is just the beginning of a series of communications from Dr. Ghaly to medical staff and employees at large. Stay tuned for more to come!

## How long have you worked at the White?

25 years, including three years in internal medicine residency.

## Why did you decide to become the President of Medical Staff?

I believe that physician representation is essential. I feel able to serve and contribute as president. There are numerous opportunities available to physicians allowing them to play an integral role in charting our course, not only with regard to medical staff affairs, but also in the broader White Memorial ministry. Having physician input ensures a continuing dialog among multiple stakeholders with diverse talents and perspectives.

## What are some of the issues you'd like to tackle during your tenure as President?

Quality of care, patient experience and constructive collaboration between physicians and administration.

### What are some of the challenges you face in addressing these issues?

The complexity of healthcare trends, relating both to our external environment as well as internal operations, continues to challenge providers and hospitals alike. This has a direct effect on patient care. It is my belief that a culture of mutual respect and honest communication is paramount in moving forward.

### What important role do you believe physicians play in the future of the White?

The physician traditionally manages the clinical aspect of patients' care, but may be less involved with the day-to-day hospital operations. Each of the strategic initiatives that we pursue has a physician component. In some cases, if overlooked, it can become a barrier to delivering high quality results. As we move forward, I am pushing for closer involvement, bringing the right physician stakeholders to the table for the common benefit.

### What role do physicians, and specifically Medical Staff, play in:

#### ■ Clinical outcomes and patient safety?

We make multiple decisions daily impacting our patients' care, not only during a current episode, but also affecting their long-term health and well-being. Examples include prescribing antibiotics and appropriate utilization of services such as testing, diagnostics and procedures as well as the level of nursing care required. This also extends to the vital area of safe, well-planned discharge.

#### ■ Patient satisfaction with physicians?

I strongly believe that we should be prepared to listen to our patients and explore their ideas, concerns and expectations as well as those of their family. Involving patients and their families in the process of decision-making has been proven time and again to greatly increase patient satisfaction with the entire experience of admission to hospital. It will certainly improve the overall outcomes and performance indicators.

### ■ Physician relations and satisfaction?

I wish to foster a culture that welcomes a high standard for physicians. A professional culture that provides for a safe environment of mentoring and support for those who identify knowledge gaps or practice improvement requirements. Maintaining, at all times, mutual respect and working towards the good of all patients and care providers alike.

### How will you know you were successful at the job you set for yourself when you became Medical Staff President?

Engagement; when I round on units, whether for Patient Safety or Interdisciplinary Care, or even my own patients, I encourage feedback from my fellow physicians and the multiple members of the care team who witness our processes on a day-to-day basis – nurses, dietary workers, technologists, housekeepers, pharmacists, therapists, social workers, case managers, administrators and even patients. This isn't a task that I do alone – but you know engagement when you hear it and when you see it, and I can tell you nobody shares it better than the people who live out our mission every day on the front lines of patient care.

### What's the main takeaway you'd like people left with at the end of your tenure?

We're on this journey together – the success of White depends on our ability to work together, with an open mind, mutual respect and a drive to continuously improve.

# The Communities We Serve

## Volunteering for Our Future

As part of an ongoing mission to provide basic health screenings to the underserved children of our community, White Memorial provided a health fair for Evergreen Avenue Elementary on May 11. Over 25 White Memorial staff members including MD's, RN's, ancillary staff, social workers and child life specialists – participated in the event.

"Once kids were identified with a health need, we provided them with info to come here to sign up for health care," said **Edith Alvarez**, Certified Child Life Specialist. "If they don't have health insurance, we are here to let families know how to get care for their children."

Each student who participated received an eye exam, blood pressure, height & weight check-up, scoliosis exam, oral exam, lice check and foot exam. All health assessments were recorded to provide parents information regarding their child's health, as well as additional resources for continued care provided by White Memorial's Community Information Center. A big thanks to our White Memorial team who made this event possible—and to Evergreen Avenue Elementary for allowing us to help in the care of their students!



## Teddy Bear Clinic

This spring our Child Life Specialists hosted a Teddy Bear Clinic for children from the White Memorial Adventist School. Students brought their bears to receive a basic check-up, with the purpose of introducing them to the hospital setting in a non-invasive way. This event is held annually, coinciding with Child Life Week. For more information, contact **Edith Alvarez** at x2125 or [alvaree@ah.org](mailto:alvaree@ah.org).

## Community Information Center in Action

A snapshot of some of the many activities hosted by our Community Information Center and Vive Bien Senior Wellness Program. Contact the CIC at x78937 for more information on their community outreach and events.



▲ Dr. Rivera teaches seniors about herbal medicine.

▲ The Vive Bien Knitting Club meets Tuesdays to knit hats for babies in our NICU. ▲



▲ Vive Bien "Wellness Champions" are honored for their participation in the program's wellness activities. ▲

# Upcoming Events

June 6

**Employee Awards Banquet**  
Almansor Court

June 7

**BF@Work Day**  
11 a.m. – 3 p.m. & 7 p.m. – 11 p.m.  
Concourse

June 14

**Resident Graduation**

June 16

**Unity Day of Prayer**  
11:45 a.m.  
Olivet Chapel

June 23 – June 26

**Valle de la Trinidad Mission Trip**  
Contact Judy Ines at x1293

June 26

**American Heart Association Get with  
the Guidelines Award Ceremony**  
3 p.m.  
Cafeteria

June 30

▼ **White Memorial Community Garden  
Grand Opening Event**  
Contact the Community  
Information Center  
(x78937) for more information



## Our Mission

Living God's love by inspiring health,  
wholeness and hope.

## Our Vision

We will transform the health experience  
of our communities by improving health,  
enhancing interactions and making care  
more accessible.

## Our Values

Integrity  
Compassion  
Respect  
Excellence

## John's Blog

Visit John's blog on  
the Connect page  
for updates and  
thoughts on local  
and regional news.



## Compliance Hotline

888-366-3833

**AH and Local Compliance Officer**  
**Kevin Longo**  
916-781-4719

**Regional Compliance Director**  
**Claudia G. Kanne**  
x1887

## STAT Submissions

STAT is published monthly by Marketing  
& Communications. Submit content via  
the M-Ticket on Connect.

## Stay Connected

Follow us  
@WhiteMemorialLA

