Don’t Let Your Nurses Become Patients

PAGE 6

EMPLOYEE ENGAGEMENT: More Carrot, Less Stick

PAGE 8

All Hands on Deck for Patient-Centered Care

PAGE 10
Employee engagement goes beyond patient satisfaction to produce loyalty and, ultimately, financial security.

Our Values

Integrity.
A commitment to forthright, honest communication in all of our encounters.

Collaboration.
An unyielding commitment to consistent teamwork in order to achieve collective goals.

Accountability.
As a company and as individuals, we accept full responsibility for our actions and the associated outcomes.

Professional Development.
Providing the right tools, training, and support for professional growth.

Leadership.
Displaying the passion to exceed expectations in all that we do.
“We see the important work our associates perform in healthcare organizations as vital to quality patient care.”

What a great feeling to be enjoying a vibrant spring after such a long, intense winter here in the Northeast. Spring is always a time for renewal, and it is in this spirit that I share with you my feelings following our recent annual company meeting and awards banquet. Having gathered with many of the people that make Crothall so successful and reflecting on who we are as a company makes me so proud and excited about the future.

The main theme of our meeting was making sure our organization is a healthy environment in which our people may thrive. I know that the single greatest asset we bring as a company is the level of talent and experience of our people. We must continue to encourage and motivate them to do even more to create value for our customers. I have worked for the last ten years to communicate this message and make it real through our strategic decisions. I am certain that engaged employees are essential to maintaining positive customer relationships, and our 99% customer retention rate reinforces this belief.

We continue to put our energy and thought leadership into developing solutions that will add value for our customers. For example, we are using our leadership in Patient Transportation to forge creative new ways to address the problem of nursing injury, which directly threatens hospitals’ ability to care for their patients. We believe our comprehensive safe patient handling programs can make an immediate impact for nurses.

Our ability to facilitate better patient care is really why we exist as an organization. Although we are not clinical experts, we see the important work our associates perform in healthcare organizations as vital to the patient experience. All of this depends on the attitude and enthusiasm of our people. For this reason, we will continue to provide you with engaged and motivated managers who know how to lead their people toward the goals Crothall shares with our customers.

All the best,

[Signature]
Environmental Services
Moving Toward a “Miracle” Solution

When baseline test results of hospital surfaces show readings anywhere from 96K to 190K microorganisms, a product that claims to create an impervious boundary to bacteria seems like an answer to our infection control prayers. Crothall’s product committee is piloting such a product at three sites with encouraging results. This new compound was applied in controlled areas at each location with routine testing done in two-week intervals by Microbac, a third-party test company. According to Rich Feczko, National Director of Systems and Standards, the product has yielded good results, with minimal spikes in microorganisms on surface tests. The water-based product is also a good replacement for a similar, Ethanol-based product used now in Bone Marrow Transplant rooms. The product can be applied to all surfaces, porous and non-porous (such as textiles), and even food preparation surfaces. While all indications point to this being a “miracle” solution, testing continues.

Laundry & Linen
“Tunneling” to Savings

For laundry operators, saving money and resources without compromising safety, quality, or customer service has us looking at reductions in utility consumption. Low-water tunnel washers have provided a successful financial and green savings opportunity. Depending on the product being washed, we use, on average, approximately 0.75-1.0 gallons of water per pound of linen processed when a tunnel washer is used. With the latest technology, those numbers are dropping below 0.5 gallons per pound, a reduction of approximately 35%. This has amounted to great cost savings in laundries where Crothall pays the water bill, potentially as much as $250 thousand and 53 million gallons of water so far this year. These savings are passed on to our customers. Water reduction through more efficient technology is just one example of the environmentally friendly initiatives that make up Crothall’s GreenChoices program.

Patient Transportation
“Wow” Your Patient Experiences

Healthcare administrators face the challenge of creating a positive, memorable experience for their patients. Crothall has designed a 13-module comprehensive management toolkit with emphasis on creating and delivering “WOW” patient experiences. It provides assessment, awareness, and application techniques for our staff to serve as ambassadors and facilitators for amazing patient experiences. Some of the modules include First and Last Impressions, Behavioral Standards, Nursing Relations, and more. In addition, transporters and patient flow coordinators learn as soon as they are oriented into our Patient Transportation program how to deliver outstanding service, and they also receive ongoing refresher courses both in weekly and monthly educational instructions to develop their skills. The toolkit provides opportunities for self-assessment and better understanding and appreciation of their hospital co-workers’ perspectives since the transporters are part of the continuum of patient care.
Facilities Management

Crothall Follows Guiding “Star” to Savings

The EPA’s Energy Star Award has provided a framework for facilities going “green,” and facilities directors are finding it isn’t something that can be achieved overnight, especially in healthcare facilities. Crothall POM, in collaboration with Project Services Group at Marion General Hospital in Marion, IN, has made substantial progress in energy savings and cost reductions for the client. The recent re-build of six air handlers as well as chilled water coil replacements and the elimination of 14 packaged boilers replaced by two steam heat exchangers resulted in an estimated 53% reduction in gas usage, 13% reduction in electricity, and 12% reduction in water usage, thus saving enough cost to have an approximate one-year payback on these investments. Working with Hospital President and CEO Paul Usher was key to the success of this project. There is always opportunity for cost reduction, but finding the right mix of what is necessary and beneficial to the client and the cost associated with implementation was where this team of dedicated managers excelled. This is only the beginning of energy savings and cost reductions that Crothall provides.

Clinical Equipment Services

Subject Matter Experts for Your Biomed Department

High-cost, revenue-producing biomedical equipment is one of the best investments a state-of-the-art hospital can make, but equally important is having the right experts on hand to maintain and keep that equipment up and running. Crothall Clinical Equipment Services (“CES”) managers are recruited for their expertise and supported with professional development throughout their careers. They become sought-after industry authorities, like Jan Jones, CES Technical Solutions Director, who presented at the MD Expo in Scottsdale, AZ. Having recently authored an article outlining service options beyond OEM Diagnostic Imaging contracts, Jan presented at the conference, supported by CES Regional Manager Ned Bowen and LSU Regional Imaging Specialist Jason Harville. The presentation, Scanning the Radiology Department for Cost-Cutting Strategies, explored approaches that balance options with respect to risk and financial investment to create the right mix of service delivery plans.

Marching for Babies

Crothall walkers braved the rain to raise donations that will support lifesaving research, services, education, and advocacy that help babies get a healthy start. Teaming up for The March for Babies on Sunday, April 25, the Crothall headquarters team completed the 4-mile trek to deliver the money. This year’s walkers included (from L): Jamie Sechrist, Mary Birch, Sandy Schuster; her friend Charlene, and Heather Hayes.

Crothall in the Community

Surplus Medical Equipment Put to Good Use

The International Medical Equipment Collaborative (“IMEC”) received a generous donation of surplus medical equipment from Saints Medical Center. Director of Clinical Engineering Brian McLaughlin, a former volunteer at IMEC, coordinated the donation, along with two others from Supply Chain Management. This equipment will find its way to impoverished hospitals around the world.

(From L): TJ Keefe, Brian McLaughlin, Shona Fillipon, and Dan DiBurro.
Decades of research have shown that there is no safe way to manually lift patients. As legislation catches up with science, hospitals will have to implement solutions to keep nurses safe.

Many people are surprised to learn that nursing as an occupation has the highest incidence of musculoskeletal-related injuries requiring time off work, at a rate more than 7 times the national average for all professions.\textsuperscript{1} But nurses understand this fact all too well. According to the American Nursing Association, back injuries affect 38\% of nurses, and other studies calculate this number as high as 50\%. Nursing injuries cost hospitals considerably in worker’s compensation claims, time off work, and agency coverage. Training and orientation of replacement staff costs an estimated $40,000–60,000 per new hire. The California Nurses Association states that in 2002, the University of California’s five hospitals incurred 700 back injuries to its nurses, with a cost of $11 million.\textsuperscript{2} And one large private university medical center in CA spent over $250,000 per year over the last ten years on worker’s compensation claims alone.

**Scientific Consensus**

The research concludes that there is no safe way to manually lift patients. Discussions about proper body mechanics, strong legs, and back belts are no longer relevant. A 2007 National Institute for Occupational Safety and Health study revealed that the patient weight limit for manual lifts should not exceed 35 pounds.\textsuperscript{3} All safe patient handling authorities are in agreement that assistive lifting devices are necessary to prevent back injuries to nurses. But lifting devices are often seen as cost prohibitive, even though studies have shown that investing in these devices has a clear payback. For too many hospitals, manual patient lifts remain the standard.
Legislation Looming

This may be changing. So far, nine states have enacted some form of legislation, seven of which require a comprehensive safe patient handling program, and eight states have legislation pending. In addition, a federal bill is pending in both houses of Congress requiring all states to adopt safe patient handling programs. The language varies among the different laws; however, most require hospitals to evaluate and have a plan to eliminate nursing injuries using specially trained lift teams and available assistive devices. Soon, U.S. hospitals may be forced to adopt safe patient handling programs or face stiff penalties.

Outfitting an entire hospital with lifting devices is costly, often more than $1 million for a 300-bed hospital. As important as nurse safety is to a hospital, equipment costs can be prohibitive. This is the reason that a proposed safe patient handling bill has been vetoed in each of the last five years in California.

An Operational Approach

Crothall Services Group sees safe patient handling as one of the main pillars of our comprehensive Patient Transportation program. As the industry leader, Crothall is constantly studying the state of the industry and developing solutions to best meet the challenges of our hospital clients. For years, Crothall has offered Lift Team and Walking Partner programs to help with the safe movement and ambulation of patients. However, Crothall is now developing more comprehensive safe patient handling programs to address the serious threat to nursing safety and the financial risks to hospitals forced to comply with new legislation.

At Allegheny General Hospital in Pittsburgh, Crothall’s lift team had a major impact. From June 2008 through January 2009 (before the lift team was introduced), there were 17 reported nursing sprain/strain injuries. After the lift team started in March 2009, there was not a single reported injury during the hours when the lift team was on duty.

At Shands at the University of Florida (Gainesville), Crothall has implemented 24/7 dedicated lift team coverage. As nurses have seen the effectiveness, utilization has increased. The teams are averaging about 6 lifts per hour, and sometimes as high as 8 per hour (compared to the national benchmark of 4). The program has reduced back and strain-related nursing injuries throughout the hospital.

Crothall’s philosophy is that the only way to prevent nursing injuries 100% of the time is for nurses to lift patients 0% of the time. Our specially trained associates have the expertise and the equipment to move patients safely every time. This not only eliminates the risk to nurses; it also saves them the time required to perform these tasks. For hospitals that cannot afford the large upfront capital investment in lifting devices, Crothall may be able to provide the personnel, training, and equipment necessary for a turnkey, comprehensive, safe patient handling program. Hospitals will find that Crothall’s program provides all the benefits of self-implemented safe patient handling programs, including reduction in worker’s compensation claims, days off work, and other critical financial measures, without the costly capital investment.

Healthcare Needs Engaged Customers

According to Gallup Consulting, “Fully engaged customers buy more, stay with you longer, and are more profitable than average customers.” Organizations that engage their customers outperform those that do not. And according to extensive research by the Gallup organization, “Customers who are fully engaged represent an average 23% premium in terms of share of wallet, profitability, revenue, and relationship growth over the average customer.”

At what point do patients become engaged customers? There is a growing awareness that outcomes measured by patient satisfaction surveys or HCAHPS do not necessarily correspond with the organization’s financial outcomes. Could it be that patient “satisfaction” isn’t enough to ensure success? According to Gallup, “Engaged patients aren’t just satisfied or loyal; they are emotionally attached to the healthcare provider. They are engaged.”

There is a hybrid science called behavioral economics that espouses the theory that only 30% of human decisions and behaviors are actually driven by rational thoughts, which means 70% of customer loyalty and spending decisions are based on emotional factors.

Employee engagement goes beyond patient satisfaction to produce loyalty and, ultimately, financial security.

I believe the key to Employee Engagement is treating others as you would want to be treated. It starts with a genuine spirit of caring and a willingness to place people at the top of your daily priority/to do list. You must also ensure your employees understand the value and purpose of their work. With priorities properly aligned, the necessary elements of recognition, training, and acknowledgement will come naturally as you embrace your enthusiasm for meaningful engagement with each and every one of your employees.

– Crothall CEO Bobby Kutteh
“For customers, feelings are facts.”

What patients feel when they are in the hospital translates not only into survey responses, but also a willingness to return to or recommend the hospital within the community or support it with their donations. Emotionally attached patients ensure the wellbeing of “their” hospital.

Healthcare administrators must effectively manage the moments when patients’ feelings are impacted—any time they interact with an employee. Therefore, the key lies with the employees, who according to Gallup, ultimately drive customer engagement.

What Do Engaged Employees Look Like?

Engaged employees are more likely than others to be committed to a higher standard of care and to create a superior patient experience. Crothall Services Group is committed to a culture that thrives on employee engagement. We hire experts with the right attitude and treat them well. In turn, our engaged employees have a huge impact on patient engagement in the hospitals we serve. This is especially true of the front-line associates who are working around patients every day. Their work neither threatens nor demands something of the patients: cleaning the room, transporting them to and from tests, fixing a broken-down heat vent or nurse call button, making them more comfortable. These are areas where support service employees can truly excel and make a difference in a patient’s experience. Our associates have even been able to advocate for patients when cultural differences or limited clinical staffing necessitate.

Crothall measures our own employee engagement annually. Any areas that score low become the immediate focus of Crothall’s management team, where they are automatically placed on a high-priority strategic plan. For example, when surveyed employees asked for more company information, CEO Bobby Kutteh hired a consultant to delve further into all internal communication tools and then created a Director of Communications position to oversee and maintain them. In 2009, Employee Engagement Survey scores in this area skyrocketed.

However, Crothall also understands the importance of what Adrian Gostick and co-author Chester Elton call The Carrot Principle. “Great management is born when recognition is added to the other characteristics of [great] leadership.” Crothall both hires and develops leaders in these four core areas of leadership: goal setting, communication, trust, and accountability. Adding what the authors call the “accelerator” of recognition to each of these core practices makes management effectiveness “soar.” For example, Crothall frontline associates have an opportunity to receive a national “Make A Difference” award on a quarterly basis. Prizes and recognition in the company newsletter humanize our goal as an organization to provide superior patient experiences. Crothall is also on the verge of rolling out another hourly recognition program to be administered at the local level. Associates as well as their managers are recognized in company communications regularly for their actions demonstrating company values. Annually, national service excellence awards and membership in the President’s Council motivate managers to lead well, engage employees, and produce outstanding results. However, according to Gostick, none of this recognition would be worthwhile to people if any of the four core leadership skills were lacking.

With department managers trained to lead and recognize their front-line associates, healthcare organizations are a step ahead in employee engagement when they hire Crothall to manage their support services. Examples of the kind of people who foster patient engagement for their healthcare organizations are in the “Make A Difference” section at the end of Celebrations. Read their stories and ask yourself, if all my people were this motivated to provide an exceptional patient experience, would I still be having financial troubles?

From The Carrot Principle, by Adrian Gostick and Chester Elton

To see how the accelerator of recognition enhances these principles, visit www.crothall.com/celebrations.
Many Hands Make Quality Patient Care at Virginia Mason Medical Center

Innovations in care team architecture, where the goal is a holistic approach to delivering quality care with the patient at the center, have become the focus of more progressive healthcare organizations, even with financial strains on hospitals and challenges of changing staffing models.

Recently, the October 2009 cover story of HealthLeaders magazine featured Virginia Mason Medical Center (VMMC) in Seattle, where a number of steps have been taken to streamline patient care and optimize the use of clinical staff time. Using their own Virginia Mason Production System, the first healthcare adaptation of the Toyota Production System, VMMC focuses on continuous improvement looking to cut waste and re-engineer processes that find solutions to meet current industry challenges. VMMC relies on Crothall Services Group’s four support services departments to play a key role in attaining new efficiencies in patient care, patient safety, and service quality. Here, Crothall’s departments are fully integrated into what VMMC calls “Team Medicine,” in which patient care is everyone’s business.

Bolstering Care Team Efficiency

One example of flexible program design is known as “Code Flow.” The VMMC Emergency Department Charge Nurse monitors seven critical indicators at all times. If any two exceed acceptable thresholds, the Charge Nurse initiates a “Code Flow” event. Crothall’s dispatchers are physically relocated to the Emergency Department, including rerouting phone and computer systems.
Radiology and Admissions requests are reprioritized to maximize patient flow, and Environmental Services expedites discharge cleans to free up beds. These responses are coordinated in the ED, with the support of the Bed Control office and the ED team. This response mechanism has successfully avoided diversion at VMMC hundreds of times. Recent studies elsewhere have shown that, on average, a hospital loses $1,100 in revenue for every hour on diversion.¹

Support Services Care, Too
Thelma Conde is one member of the Environmental Services staff at VMMC whose patient-focused attitude made her the right EVS representative for the hospital’s Patient Relations committee to examine and improve the delivery of service to patients. RN Jennifer Doyle commented, “She is part of our team. She even helps our patients or lets us know if they need help.” Thelma has helped develop a patient satisfaction formula for the entire department that puts the patient’s needs (whatever they may be) at the forefront of the department’s priorities. This has resulted in patient satisfaction scores in the 98th percentile on Thelma’s unit. Although housekeepers are not clinically trained, their frequent interactions with patients make them ideal ambassadors of hospitality, acting as another set of eyes for Nursing.

Even in support services, patient needs come first. Kim Tran, a member of the Environmental Services staff, was performing her end-of-shift routine, checking supplies and removing trash. The nurse and patient care technician had just completed rounding and had confirmed the patient’s vital signs were stable. The next patient check wasn’t scheduled for another 30 minutes. Ms. Tran noticed the patient in distress and ran to get help from the nursing station. The patient was stabilized and taken to ICU for further treatment. Thanks to Kim’s actions, the patient survived.

Free to Be Clinical
Today’s healthcare environment requires all team members to support the same goal of providing the best care for patients. Crothall’s primary benefit is enabling clinical staff to focus on direct patient care by relieving them of non-clinical tasks. As VMMC CEO Gary Kaplan, MD, states in the HealthLeaders article, “People want to work at the higher end of their skill level.”² Freeing up clinicians to care for patients maximizes the value they provide and enhances the patient experience.

Support services can reduce the demand on clinical staff in myriad ways. EVS can help by bolstering the hospital’s patient satisfaction image or identifying patient needs that they can communicate to nursing. In addition, they make sure that linen closets are reliably stocked and empty rooms are turned around quickly so nurses don’t waste time looking for what they need to do their job. EVS is also responsible for keeping the hospital clean and sanitized so that infections do not spread among patients, which would complicate the job of the clinical team.

Patient Transportation takes over duties from nursing that detract from clinical care, such as transporting patients, retrieving equipment and specimens, or performing dangerous patient lifts, which not only take up nurses’ time, but can cause serious injury.

These are a few ways support services help to free up clinicians for direct patient care. In many other ways, these departments should be part of the overall care team. Supervisors should be included in multi-disciplinary patient rounding. Managers should take part in critical hospital committees for initiatives such as Safety and Throughput. Even though these key team members may be technically Crothall employees, they are trained to blend seamlessly into the culture and mission of the hospital. The goal is that everyone who takes part in the full model of care will take ownership in the patient experience.

MISSION ACCOMPLICISHED: Biomedical Technician Joins Mission to Haiti

For one biomedical technician, an answer to his prayers came when his client called on January 27 to ask if he had a passport. Terry Morris had been praying about how to get to Haiti to help earthquake victims.

With only 36 hours’ notice and the blessings of Crothall, the hospital, and his wife, Terry Morris, a biomedical technician at Park Ridge Hospital in Fletcher, NC, packed up as many tools as he could carry on January 29 and joined a team of physicians on a relief mission to earthquake-devastated Haiti. Clinical equipment was in great need of repair at Adventist Hospital in Port-au-Prince, and teams were working around the clock to rebuild the hospital while others treated a non-stop flow of victims, many with injuries sustained two weeks prior when their world came tumbling down.

Reports of the 7.0 earthquake numbered the dead in hundreds of thousands, the injured at even higher numbers, and the homeless at close to 1 million. The mission team had no idea what conditions they would find upon arrival.

While doctors were greeted with, “Welcome—set up your tents—your team has the night shift and 15 patients are ready for surgery,” Terry was greeted with, “The anesthesia machines aren’t working!” Triaging broken-down biomedical equipment when demand is high takes an expert who can think on his feet. Terry was able to diagnose and correct the anesthesia machine problems quickly, even rebuilding one from spare parts.

In the following days, Terry filled a demand for small aspirators, which were being used at a high rate. He figured out how to modify a high-pressure regulator to fill the E-cylinders, one of them just in time to save a coding baby. Water supply became an issue for the hospital when the new treatment system failed to work at installation. Terry had barely come up with a solution to that problem, when he was called to the OR where a sterilizer was on fire. Fixing the sterilizer relieved the staff of the time-consuming and dangerous practice of using sterilizing pots, which required carrying the hot pots back and forth to outside open burners. Terry only had one opportunity to leave the hospital:

POSTED FEBRUARY 2, 2010

Tuesday, February 2nd, things were starting to settle a little with repairs. So, I had the opportunity to help with patients, stocking the OR, and reorganizing the central sterile department. Around 1:00 pm, some of the Doctors and I went on a tour of the Adventist University campus. That was the first time I had left the Adventist Hospital grounds since arriving. The devastation was unbelievable. All any of us could say was “WOW”! The University campus had been turned into a Haitian refugee camp with thousands of families, all living in makeshift tents and shelters.

“Words will never be able to express the gratitude I have for this wonderful opportunity,” Terry commented.

*To read a full account of Terry’s experience in Haiti, go to www.crothall.com/celebrations.
Recently, at Crothall’s national annual meeting and awards ceremony, CEO Bobby Kutteh gave an opening speech that brought the audience to its feet, demonstrating the perfect example of the path on which he has set this successful company, nearly 20,000 people strong, since his arrival 10 years ago.

One day after that meeting and an all-out awards celebration where Bobby praised and personally hugged 150 award recipients, Carrot Principle co-author Adrian Gostick wrote his blog article, “How can humility help double your company size?” In it, Gostick relates the story of how, during Gostick’s presentation at the meeting Bobby jumped out of his seat and returned a minute later with a bottle of water...for him! “He’d noticed that I was getting parched...so he’d dashed to the lobby to find me a drink. Seriously. I’ve been doing this for a long time. Let’s count the number of times this has happened...um, never.”

Gostick also references author Jim Collins’ vision that the leaders of the nation’s best companies have a particular trait in common: they are humble. “Bobby Kutteh is indeed humble; he’s sincere, he’s a servant to his people, and he’s loved. Yep, loved. Just about everyone who was in the audience that day would walk through fire for this guy.”

**People Will Remember How You Make Them Feel**

Bobby challenged his senior leadership to embrace something he himself practices daily: “People may not remember what you said, but they will always remember how you make them feel.” Crothall CFO Dan Gatti spoke to this in a special recognition at the ceremony. “Bobby is too compassionate to be indifferent, too optimistic to worry or wear a frown, too generous to say no, and too passionate to settle for second best. Most of all, he is too caring to put himself first.”

**Attitude Is Everything**

Gatti related that as Bobby assumed the reins, “…he instilled in our company the importance of taking care of our people…Bobby understood in a service business that is so dependent on our people to do a good job day in and day out, we needed to create a culture of caring and compassion for our people at every level.”

With this “attitude” in place, a decade later, Bobby was able to list what it had accomplished in his “Five Reasons I Get Up Every Day Excited to Go to Work for Crothall.”

1. Crothall’s High Values
2. Working with a Winning Team
3. Association with Great People
4. The Gift of Autonomy
5. Crothall Enables Work with a Greater Purpose

But it was “Willful Humility” and “Internalizing Our Values” that was Bobby’s final charge to his senior leadership at the national meeting. And this was what had his managers leaping to their feet to give him a standing ovation. “Humility,” Adrian Gostick blogged. “I’m hearing more CEOs mention this as a core leadership attribute they are seeking in themselves and fellow executives. It seems the beatitude has application to the work world too: the meek truly shall inherit the earth.”
An attentive housekeeper earns the respect of her coworkers and becomes an essential part of the care team when a patient suddenly experiences acute distress.

In a setting where the young and innocent are dealing with severe trauma far away from home, a housekeeping lead decides not one more tear would fall on his watch, even if it meant attending a tea party.

Kim Tran, Housekeeper
Virginia Mason Medical Center
Seattle, WA
Nominated by: Patricio Manzanares

*Housekeeper Kim Tran has become a valuable member of the Care Team at VMMC.* Just minutes after her patient’s RN and PCT had rounded, finding the patient stable and comfortable, Kim entered the room to do her final sweep, picking up trash and linen and straightening things up as usual. It was then she noticed that the patient had suddenly gone into acute distress. Kim immediately located the nurse, let her know something was terribly wrong, and accompanied her to the patient. The healthcare team worked on the patient for quite a long time and eventually transferred him to the CCU. The nursing staff has a great respect for Kim’s part in saving this man’s life because the patient was not scheduled for another routine check for another 30-45 minutes. “We can only imagine how this story may have turned out differently if it weren’t for Kim’s attention and responsible action,” commented Nursing Director Pat O’Connor.

Timothy Whitfield, Lead Housekeeper
Children’s Hospital of Pittsburgh of UPMC
Pittsburgh, PA
Nominated by: Chris Connelly

*Children’s Hospital of Pittsburgh of UPMC becomes a home away from home for tiny patients dealing with terrible pain or illness.* One patient kept a very nice China tea set near her bed to share tea with a special visitor. However, one afternoon, Lead Housekeeper Tim Whitfield walked in to find the little girl crying. Looking up through wet eyelashes at someone who looks like an NFL linebacker, she shyly asked Tim if he would like to have a tea party. Her father, trying to be respectful of Tim’s time, said, “Honey, Tim can’t today; he is very busy.” Tim washed his hands, then, to the little girl’s delight, fell to his knees beside her bed. Tim declined sugar or cream, but added that it was the best tea that he had ever had. Finally, Tim’s new friend stopped crying and smiled. They toasted one another with “Cheers!” a few times, tapped glasses, and enjoyed their tea together. “It is obvious that Tim looks at his work here as more than a job,” commented Director Chris Connelly.
One man finds his unique skills make a huge difference for thousands being treated at an earthquake-damaged hospital in Haiti.

An earthquake victim far from home and lying in a coma receives unexpected encouragement from a constant and attentive member of his care team.

Terry Morris, BMET, Biomed Technician
Park Ridge Hospital
Fletcher, NC
Nominated by: Steve Carpenter

Terry got on a plane with a team of doctors from Park Ridge Hospital and his toolbag, prepared to go to work on the clinical equipment rendered useless by the Haitian earthquake at Adventist Hospital in Port-au-Prince. Arriving 2 weeks after the January 12 quake, the team found the hospital flooded with the injured, and essential equipment in need of a doctor. Terry worked day and night for a week, fixing anesthesia machines, regulators, ventilators, aspirators, sterilizers, water supply, and wiring as needed to get the hospital back “on-line.” The week flew by, but Terry’s surgical team was able to help treat hundreds of the thousands of patients who were living with severe injuries several weeks old. On the flight home, Terry even got a chance to co-pilot a small prop plane from the Dominican Republic back to the U.S. Terry’s help underlined the necessity for biomed engineers who could think on their feet. He made a difference with a great attitude, a little wire, and a lot of know-how.

Sylverna Altidor, Housekeeper
North Fulton Hospital
Roswell, GA
Nominated by: Kathy Dixon

Some victims of the devastating January 12 earthquake in Haiti were flown to the United States for immediate care. One severely ill patient arrived at North Fulton Hospital in Roswell, GA, more than 3 weeks following the Haitian earthquake. During the month that he lay in a coma, Sylverna Altidor, a housekeeper who knew the patient’s native language of French Creole, would clean his room every day singing to him in his own language. She even spent time off and her lunch hour praying, singing, and talking the coma patient back to consciousness. When the patient finally opened his eyes, doctors, nurses, and the rest of the hospital staff were astounded! “It was truly one of the most special moments I have witnessed,” commented Case Manager Karen Shandor, RN, CCM. Sylverna is also credited with bolstering the staff throughout the long illness and keeping hope alive for the patient while she went about her housekeeping work. The story was featured on the local news stations as a “miracle.”
Meet Crothall employees who demonstrate through their actions what it means to truly “Make a Difference.”

**Kim Tran**
An attentive housekeeper earns the respect of her coworkers and becomes an essential part of the care team when a patient suddenly experiences acute distress.

**Timothy Whitfield**
In a setting where the young and innocent are dealing with severe trauma far away from home, a housekeeping lead decides not one more tear would fall on his watch, even if it meant…attending a tea party.

**Terry Morris**
One man finds his unique skills make a huge difference for thousands being treated at an earthquake-damaged hospital in Haiti.

**Sylverna Altidor**
An earthquake victim far from home and lying in a coma receives unexpected encouragement from a constant and attentive member of his care team.