

# Stanford Hospital People

A publication for employees of Stanford Hospital & Clinics

FALL 2008

## Message from Martha Marsh

Welcome to the first issue of *Stanford Hospital People*, a new publication we are introducing to focus on the dedicated staff who make our hospital and clinics among the best in the nation. Within our SHC community are outstanding individuals in every department, in every role, making a difference for our patients and each other.

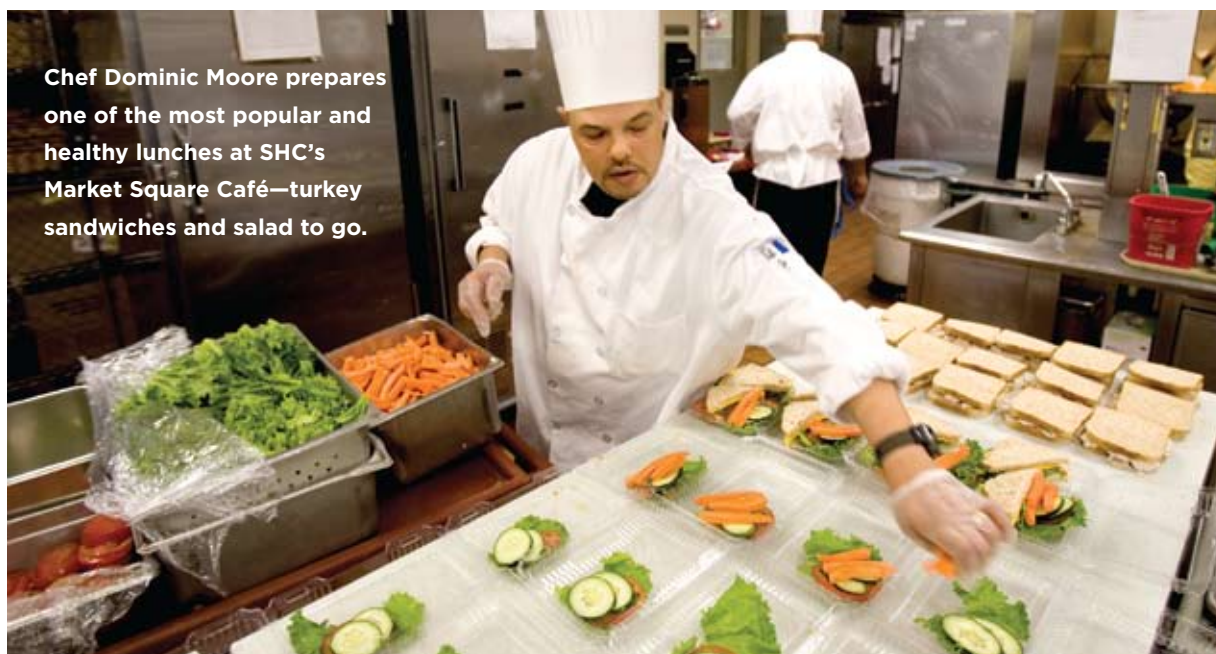


Martha Marsh

The SHC story is your story. In these pages, we will feature big accomplishments and small, quiet moments that matter. We will share letters from patients and family members who want to be sure we know that their lives have been transformed by the care we provide.

*Stanford Hospital People* will highlight innovations, ideas and improvements throughout our organization. We will keep you informed about progress on initiatives and issues of concern to all of us.

We are so fortunate to be here in an era that will shape the future of medicine, not only at Stanford and in our community, but around the globe. I hope that as you read the stories in these pages, you will share the pride I feel every day in your accomplishments. ■



Chef Dominic Moore prepares one of the most popular and healthy lunches at SHC's Market Square Café—turkey sandwiches and salad to go.

## SHC's Market Square Café Serves Up Healthier Choices

*No trans fats and more organics highlight menu*

Thursday is a good day for lunch at SHC's Market Square Café. That's when the scent of just-roasted whole turkeys lures a long line of hospital staff and visitors to the entrée area to grab a serving. The plate comes with mashed potatoes, gravy and broccoli, and it sells out fast.

And while Turkey Thursday's fans are enjoying their meal, they may also be thinking about its nutritional values: with its 5-ounce portion of meat, the lunch carries 610 calories, 340 mg sodium, 175 mg cholesterol, 54 grams protein and 4 grams carbohydrates. The numbers are all right there on a special card at the front entrance to the Café, part of a standing display of the day's main menu items. The easy visibility of the information cards is a good heads up that, at SHC, the Café is thinking healthy, too.

"I love that they put nutritional information on the cards," said Security Services' Denise

Michelitti, finishing up her lunch on a recent Thursday, "and they updated the look of the Café, and there's a nice variety of food."

She might also have mentioned a long list of other changes people have noticed in the Café the last three years—no trans fats, more organics, juices, vegetarian and vegan selections, new lower salt and lower fat recipes, and more variety in the menus. There's also a new executive chef, Starbucks coffee drinks, more items in the salad bar, more foods cooked from scratch, more fresh foods and whole grain breads, an improved selection of healthy snack foods, and portion size choices.

Other changes have included an expanded kitchen recycling program, biodegradable utensils and plates, and slip-proof shoes for the kitchen workers. A bright new décor in the

CONTINUED NUTRITION ON PAGE A4

## FIRST PERSON

### Bob Figy, Director of Food Service

Food Service Director Bob Figy was raised in Arizona and worked in Texas before arriving at SHC about three years ago. In a family of five brothers, Figy and three of his brothers became excellent cooks. His son runs a family-style restaurant in Minnesota. His years in the Southwest made him a big fan of spices and fire pit cooking, but his health consciousness means he rarely uses salt in his cooking.

I get the cooking from my dad. Holiday desserts were pumpkin and mincemeat pies. My mom made the best crusts. She was a real down-home girl—we had to cook everything



Bob Figy

from scratch. My dad always did turkey with sage dressing, or oyster dressing. I consider myself to be a chef, not a baker. That's too scientific. You've got to measure it or it doesn't turn out right. I'd rather get in there and dump and pour and make something happen. I don't really have a favorite meal. I love everything. When I'm expecting company, I don't set the menu until I go shopping. I want to see what looks good, what's fresh. I've always wanted to do one of those *Iron Chef* competitions—turn me loose in someone's kitchen and I'll turn out a gourmet meal. ■

## Nutrition | Fact or Fiction

**Lynn Dennie**, director of clinical nutrition at SHC, provides answers to commonly held nutrition myths.

**It doesn't matter what time of day you eat:** Technically, this is true. What matters are the total calories eaten each day. However, studies show that people who eat three or more meals daily tend to have better control of their total food intake. A good guide to remember is four meals daily and no longer than four hours between each meal.

**Eating carrots will improve your eyesight.** Most people's eyesight will not improve if they eat carrots. However, those with a Vitamin A deficiency, nyctalopia, (also known as night blindness, the inability to see well in poor light), can be helped by adding carrots to their diet.

**Red meat is not healthy.** Although a healthy diet emphasizes eating fish, poultry, and vegetable proteins such as tofu, nuts, and cooked dried beans, a small amount of lean red meat the size of a deck of cards can be included two to three times per week.

**Adding table salt to your food is OK.** An adequate intake of sodium is 2,300 milligrams per day. It is easy to get this amount of sodium naturally in the food we eat. Many foods that we do not think of as being salty provide a significant amount of sodium. Keep in mind that 1 teaspoon of table salt provides 2,300 mg of sodium. Generally, there is no need to add table salt to food.

**You can manage your weight better on a vegetarian diet.** A low-fat, low-sugar, high-fiber diet focusing on whole grains, whole fruits and vegetables, and low-fat dairy products can be quite filling and low enough in calories to allow for weight loss. However, lean protein like fish, skinless chicken and lean red meats can easily fit into a weight management program.

**Eating a salad is healthy.** This is true, especially if it is primarily vegetables and a small amount of salad dressing. Just remember that extras, such as croutons, bacon bits and cheese, can derail your good intentions.

*An appointment with a registered dietitian is available to all employees. Call (650) 723-5440 for more information.*

### Did you know?

Last year, SHC's Food Service cooked 11,000 veggie burgers, served 2.17 million cartons of juice, brewed 18,000 pounds of coffee and delivered 600,000 patient meals.

## Employee Profile

# Patrick Gamburg

**P**atrick Gamburg warns people that if they see him when he isn't at the Market Square Café, taking orders for lattes, macchiatos and all those other versions of coffee, he might not recognize them. "I've told people not to take it personally," he said. "It's more likely I'll know you by your drink, not by your name."



That's only partially true—one of the reasons he was recently named SHC Employee of the Month is his impressive ability to match a face with a drink. He wants that drink to be ready before the person even gets to the front of the line to order. "Patrick may not be providing direct patient care," wrote colleague Deborah Hanson-Garcia, "however his support to those who do always sends them back to their jobs with a smile."

Gamburg, 32, has been at SHC for six years, finding his way here in a journey that might seem familiar to others—a day job like others he's had

over the years to support his love of playing music. Gamburg came out of high school as a drummer, studied music and still plays in a band. He loves to travel—he's been to four continents.

Oddly enough, for all his wandering, he's now semi-settled at a place where his father, Haim, an EKG technician, has been for more than 25 years. And people who appreciate his good nature and depend on his helpful start to their day should know he recently took his drum set out of his living room. Just don't expect him to join you in one of those lattes—he likes his coffee plain and simple. ■

## How I Eat Healthy

**Name:** Jennifer Tremmel

**Hometown:** Iowa City, Iowa

**Occupation:** Interventional Cardiologist



**Background:** Despite growing up in the largest pork producing state in the country, I became a vegetarian almost 20 years ago. It happened fairly naturally over the course of about a year. At the beginning of the year, I stopped eating bacon, and by the end of the year, the only meat left in my diet was fish, so I decided to go all the way. I am ovo-lacto vegetarian, so I still eat eggs and dairy products.

**Routine:** When I was growing up, my father insisted that we have dinner at home as a family every night, and he cooked and put dinner on the table without fail. This was not always my favorite rule, particularly when I was a teenager, but as an adult, I fully appreciate and respect what he did for us, health-wise and as a family.

**Challenges:** I would say that my biggest challenge is simply finding time to eat. I often find myself feeling a little ill and realize it's because I've missed a meal or two. A second challenge is making a healthy choice when I only have a few minutes and I'm starving.

**Motivation:** I feel better physically and emotionally when I eat better, and the opposite is true when I eat poorly.

**Advice:** Don't eat when you're not hungry. This sounds simple, but people do it all the time. If there's food available, make a point of asking yourself, "Am I really hungry?"

**Rewards:** Good health, a slim body, and hopefully a long life.

**Guilty pleasure:** Diet Coke. I don't know why—it just makes me happy.

**Healthy alternative:** More veggies, less cheese; skim milk instead of Diet Coke; running instead of cake (or at least running more if I've had cake).

**Favorite meal:** My husband's homemade pizza on Friday nights. He makes his own crust and sauce, and tops it with fresh, in-season produce that he bought at the farmers' market.

**Nutritious snack:** Almost every night, when I get home, I'll have a handful of nuts. I have to watch how many I eat, though, because there's a genetic mutation in the Tremmel line that makes us really love nuts. Luckily, they're a good source of protein and a healthy source of fat. When I eat nuts, I am reminded of a phrase that I always thought was apt when it comes to eating: All things in moderation. Those are good words to live by. ■



Almost 5,000 employees have experienced Service Excellence workshops this past year.

## Thinking About How You Do Your Job Through Service Excellence Workshops

**P**atient Admitting Services Representative Gary Yurong was not quite sure why he—and every other SHC employee—was told that part of his job would be to attend a full-day Service Excellence workshop. Training, in both large and small groups, is part of every large organization. But Yurong wasn't sure what to expect.

Four days a week, for months now, SHC employees have found themselves in a meeting room with three dozen colleagues from all parts of the hospital, hearing a message that administrators see as an essential step toward patient satisfaction at the highest level. Instead of a “Don't do this” and “Don't do that” approach, Service Excellence begins with suggestions: Think about how you do your job, think about what patients need as human beings, and, finally, understand that great clinical performance must be delivered in an envi-

ronment where every employee, whether a manager or physician or nurse or transporter—has an important role to play.

The Service Excellence workshops, the first phase of the multiyear program, have introduced nearly 5,000 employees to its goals. “The workshop does two things—it gives participants time to reflect on what our patients and their families are telling us about their experience at SHC, and it provides a framework that all of us could use to deliver uniformly high levels of service across the organization,” said Vice President for Organizational Effectiveness Sridhar Seshadri.

The success of any organization-wide program is how it is translated into action after the workshop. “The reality is that if the staff doesn't come back to an environment that supports the principles in the one-day program, it doesn't go anywhere, said Patient Admitting Services Director Anna Dapelo-Garcia.

When Dapelo-Garcia went back to her group of 90 employees, she immediately asked them to translate the Service Excellence goals into real change. Innovations since include a pilot system of service alerts triggered by “what happened and what we are doing about it,” said Dapelo-Garcia. Department employees will soon wear tailored navy blue blazers to make it easy for patients and visitors to find help. The monthly *Admitting Times* newsletter now highlights individual employee accomplishments and shares the results of two patient and employee satisfaction surveys so people can see how effective their work has been.

In Service Excellence's next phase, those survey scores are to be shared at SHC's monthly managers' meeting. Sorted by unit and clinic, the scores will promote best practices at the hospital. The program is also incorporating a system of physician and staff coaches to support hospital-wide education about those best practices. Conversations about service and service issue resolutions will occur more often, in a variety of settings. ■

### Putting Service Excellence Into Action

- The clinics' staffs update anticipated appointment delays on dry-erase boards in waiting areas so that patients are more informed.
- Nurses in E3 (general surgery/kidney and liver transplant) are empowered to call Guest Services for quick responses to patient complaints after first listening to identify specific concerns and acknowledging patient distress.
- Nurses in E3 established unit practice and unit education councils to review problems, find solutions and drive implementation.
- Admitting Services staff delivers letters of apology to patients in their rooms if their wait to be admitted was more than an hour.
- North ICU unit council organized a three-part series taught by senior nurses on communicating with patient families.

## Dear SHC

*“Thank you for all your help in making me get better after my double lung transplant. I appreciate all you have done—you all rock!”*

—LISA WALKER

*Staff nurse “Ruth Mortenson made sure all my father's needs were tended to: that he was able to comb his hair early in the morning (very important to him), that he was comfortable while sitting in bed with enough pillows to support his back (especially with several fractured ribs), that his discharge note was explained such that he was able to follow the instructions. Her pleasant smile never faded from her face. I am so glad that people with endless compassion—like Ruth—have chosen to enter the honorable profession of nursing. Thank you, Stanford, for employing such great nurses.”*

—BEHNAZ AGAHIAN

*“To North ICU staff: Thank you for taking excellent care of Masao Ueda. He was recovering very well and it started with your outstanding care. The nurses were incredible and we knew he was in great hands. We will always be grateful for your care.”*

—THE FAMILY OF MASAO UEDA

*“We had no idea that your good care had become incredible, comforting, highly professional and remarkable...due entirely to your wonderful staff of nurses, doctors and E.R. techs. As an only child, your staff gave me vital support and comfort during the care of my mother...in addition to the best of all....saving my mother's life! Dr. Schreiber, Dr. Burke and the fabulous E.R. nurses are unparalleled in their quality of care!”*

—DIANE NIKFAR

### Did you know?

One of every four  
SHC employees has worked here  
for 10 years or more.

## SHC in View

by Sara Wykes

### Our Artful Style

Linh Dang knows exactly how happy she is as SHC's Visual Art Collection coordinator. In her previous job, "three months felt like three years," she said. "Here, after six months, I'm wondering, 'Where did the time go?'" The source of her enthusiasm is a collection of more than 800 original works and more than 2,000 posters that are exhibited in the public corridors of SHC. It would easily interest museum curators. For almost 20 years, a volunteer commission of world-class collectors and artists has selected, donated and accepted artistic works including lithographs, monotypes, etchings, collages, woodcuts, watercolors, oils, acrylics, photographs, sculptures and ceramics. Many of the artists' names are easily recognized—Alexander Calder, Raoul Dufy, David Hockney, Ellsworth Kelly, Roy Lichtenstein.



Volunteer Sylvia Hoffmann admires one of many original works in SHC's Visual Art Collection.

not only the \$14.2 million in operational savings that was their goal—but an extra \$2.8 million. Nearly 400 savings opportunities were analyzed. Another 105 are working their way through the Value Analysis process. The staff of Materials Management and Process Excellence provided cost analysis, planning and research. The goal for savings in FY09 is \$10 million.

### Book Highlights Trauma Team

SHC's Trauma team makes more than a cameo appearance in a new book, set for publication in January, called *The Survivors Club: The Secrets and Science That Could Save Your Life*. Written by Ben Sherwood, *New York Times* best-seller list author of *The Man Who Ate the 747*, this latest book includes a visit to the hospital's Emergency Department, the story of three remarkable survivors treated there and interviews with David Spain, MD, and Susan Brundage, MD. The ED's annual Trauma Survivors Reunion that Sherwood attended also gets a nod in the book.

### VAP Saving \$\$

The Value Analysis Program was a success even before it received the television, blog and industry magazine coverage in June. Since the program began in June 2007, SHC employees—from the eight departmental teams of 10 to 30 people that pinpointed ways to save money to the hundreds of staff who tested new products and new protocols—found

FROM NUTRITION ON PAGE A1

serving area, a repainted main dining room, and tables and chairs arranged family-style have helped create a friendly and inviting atmosphere.

That doesn't mean you can't buy Lay's Classic deep-fried potato chips, but now there are bags of Lay's Baked potato chips just inches away. "If you want to eat healthily," said Food Service Director Bob Figy, "you absolutely can."

Sodexo, a giant in the food service industry, has provided food services by contract to SHC for 30 years. Florence Fong, a Sodexo district manager, heads up the 140-employee team at SHC. She recruited Figy, another Sodexo colleague, to join her, and the two, with the support of SHC administrators, decided that the Café, its catering services and its patient food service were in great need of change. The menus, for example, had not been changed in seven years.

Fong is a registered clinical dietitian with a master's degree in health care administration. Her enthusiasm for a focus on healthy food is genuine. And when she says that "food is a very important part of healing," she means not only the food itself, but the way it is presented. Patients now receive their food on plates and bowls in bright blues, oranges and reds. Patients whose food must be puréed now receive those mashed vegetables or meats pressed out of a mold that shapes them to look like their original form.



Raeda Marmash (left) and Olga Gonzalez prepare for Turkey Thursday at SHC's Market Square Café.

The changes began with surveys and questionnaires to the Café patrons and patients—the Food Service's work is about 60 percent Café, 30 percent patient and 10 percent catering. One big complaint, Fong said, was that "they wanted the hot food hotter."

The solution: a new steam-heated container that keeps foods at 200 degrees for at least 30 minutes, which means food will arrive hot even to a distant patient unit. And it is now delivered by workers dressed in tailored navy blue pants, vest and tie.

The patient satisfaction rate with their food has gone up from 45 percent to 88 percent since the changes began. To keep in more direct touch with opinions, Fong makes rounds twice a week to ask patients about their food.

More updates are in the works for the food service for the Café and patient food. "It's a learning and building process," Figy said. "It takes time." ■

### Inside: Stanford Medicine News



Stanford Hospital & Clinics,  
300 Pasteur Drive, Stanford, CA 94305-5547

NON-PROFIT ORGANIZATION  
U.S. POSTAGE PAID  
SAN FRANCISCO, CA  
PERMIT NO. 2989

Printed on recycled paper, using soy-based inks