

THE LG EXPERIENCE

LANCASTER GENERAL HEALTH

AUGUST 2019

Family is the Center of the LG Health NICU

Nearly one in 10 infants in Lancaster County are born prematurely, according to the Pennsylvania Department of Health. Many of these babies require care in a Neonatal Intensive Care Unit (NICU) to ensure specialized care and treatment.

The 29-bed NICU at Women & Babies Hospital provides advanced care for premature infants born as early as 23-weeks gestation and infants that are born full term, but require specialized medical care. Family-centered care is woven throughout the continuum of care, which includes caring for not only the infants, but also their parents and family members.

To help involve parents in their child's care, the NICU offers 24-hour access, including overnight family rooms. This allows families to have 24-hour access to their newborns, as well as a place to rest. The unit also practices Kangaroo Care, a skin-to-skin care technique used to regulate an infant's physiological and psychological warmth while increasing family bonding. Parents are also invited to attend monthly events and yearly celebrations to cultivate peer support.

To better serve families, the NICU team researched additional ways to involve parents in their child's care. The team's research led them to integrate family-centered care services into daily rounds made by clinicians.

"Family-centered care is a philosophy that encompasses the values and actions of the clinical team and recognizes the significance of the family in the care plan of their child," shared **Margi Bowers**, NICU nurse manager. "Family-centered rounds are where we continue to develop the invaluable relationship between the parents and nurses through education and emotional support."

Family-centered rounding was initially developed by a task force of physicians, bedside nurses, management, clinical specialists, and neonatal nurse practitioners. The task force met frequently to develop standards of work before piloting the model within the NICU.

The pilot was launched at WBH in November 2018 and fully implemented by January 2019, receiving immediate praise from parents.

Each morning, family-centered rounds begin with each member of the care team introducing themselves, including the parents. Then, the bedside nurse reviews the 24-hour history of the infant. The team then develops a plan of care for the day, while collecting input from the parents. The last detail includes the bedside nurse repeating the plan of care while simultaneously writing it on a dry erase board next to the infant's bed.



► Yolanda Douglares' son, Cayden, was born premature, requiring specialized care at Women & Babies Hospital's NICU. The Douglas family participated in rounds with the NICU staff.

"This new method of rounding is strategic and includes repetition of information, which has been proven helpful during high-stress situations. The dry erase board also provides a quick visual reminder for staff and parents throughout the day," explained Bowers.

Through the pilot, the NICU team recognized and addressed additional opportunities for improvement, including parental involvement and the time it took to complete the rounds.

"While this new method of rounding is most beneficial when the infant's parents

are able to attend, we respect that each family is different and may not always have the ability to stay at the infant's bedside. This is why we implemented the dry erase boards," said Bowers. "We have also worked together as a team to decrease the amount of time it takes to conduct rounds."

By integrating family-centered rounds, the team has observed improved outcomes that are crucial for providing excellent patient care, including communication, care coordination and patient satisfaction.



PRESIDENT'S MESSAGE

JAN L. BERGEN, CEO, LANCASTER GENERAL HEALTH

Since our very first days, Penn Medicine Lancaster General Health has recognized the potential to achieve far greater community impact by working together.

LG Health will kick off our annual United Way campaign Saturday, Sept. 7, with the Day of Caring. Our longstanding support for United Way of Lancaster County is just one example of our deeply rooted commitment to our community, which was recently recognized with the Foster G. McGaw Prize.

Like LG Health, the United Way takes a collaborative approach to addressing our community's most critical problems. LG Health plays a key role in four of United Way's Collective Impact Partnerships, which work to fight homelessness and poverty and expand access to high-quality child care and early learning opportunities.

While there is immeasurable power in working together, the most successful collaborations are built on the collective passion of individuals. For so many LG Health employees, the commitment to serving others extends well beyond the workday.

An admirable number of you follow your passions as volunteers for an incredibly diverse group of organizations within our community. Many of you have very personal reasons behind your support for these organizations, as well as United Way.

As I have previously shared, my own support of United Way began in my 20s, when I volunteered for an organization that served children with disabilities. As a social worker in the rehabilitation industry, this cause was especially important to me.

Lancaster County is full of organizations doing important work that are

unquestionably worthy of our support. This is part of what makes our community so strong. I believe that the United Way has proven its unique ability to unite people and organizations to deliver results.

During this year's LG Health campaign, a number of your colleagues will serve as ambassadors, sharing their passion for United Way and helping you make an informed decision about your own charitable giving. I thank those who have volunteered for this important role.

Whether you are a longtime donor or considering a gift for the first time, please join me in supporting LG Health's United Way campaign. By working together, we can continue to live our legacy of giving back to our community and make a lasting impact on the lives of our friends, family, colleagues and neighbors.

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FROM THE GROUND UP

LG Health has a rich culture of Continuous Improvement which is the result of a collective effort from leaders, employees and the community.

Enhancement opportunities come from various places throughout the organization. Sometimes an idea is elevated through the huddle board process. Occasionally, change is driven by regulatory standards. Other times, improvements are made through patient and visitor feedback.

The latter has driven recent changes at Lancaster General Hospital, ultimately improving the experience for families and visitors.

A visitor shared how small details can make a big difference when navigating the hospital with a visual impairment, especially when utilizing the elevator. She suggested that having other forms of communication, like an audio

announcement of what floor the elevator was on, would better aid her while visiting. This feedback, received through the Care to Share phone message system, was elevated to LG Health leaders.

“The elevators at Lancaster General Hospital were installed in 1958 and updated in 1994. At the time, auditory technology was not available. Now this technology has become a standard for all new construction, but older buildings are exempt,” explained **Adam Ciemniecki**, director, Facilities Management. “However, we want to empower all in our care, including our visitors, so this suggestion led our team to investigate what it looked like operationally and financially to make these upgrades.”

After conducting an assessment with the help of an elevator specialist, the team developed a strategy to install technology that announces what floor the elevator is



on in each visitor elevator and eventually, the employee elevators. The upgrade to the visitor elevators was completed in late spring, and now an announcement is made as the doors to the elevator open.

“Safety at LG Health extends beyond the care of our patients and employees; it includes our visitors and our community. The elevator enhancements required the collaboration of various teams to ensure that we were providing safe, comfortable care for all,” said **Susanna Wiborg**, director, executive projects.



Celebrating Your Legacy

Please mark your calendar for Saturday, Sept. 21, from 4 to 9 p.m., for a family-friendly Employee Appreciation Event at Clipper Magazine Stadium.

Visit [StarNet](#) for more information.



LG HEALTH NAMED EMPLOYER OF EXCELLENCE

LG Health was selected as one of the American Academy of PAs’ Center for Healthcare Leadership and Management’s winners of the 2019-2020 Employer of Excellence Awards.

The award program is designed to showcase organizations that have implemented practices that create positive work environments for physician assistants and encourage collaborative provider teams. The program is the first and only physician assistant-specific award program available to organizations.

“Physician assistants are trusted and valued members of the team at Lancaster General Health, and we appreciate their dedication and commitment to providing high-quality care to our patients and community,” said **Michael R. Ripchinski**, MD, chief clinical officer.

“We are pleased with this national recognition of our health system’s efforts to recruit, retain and develop the very best physician assistants,” shared Ripchinski.

At LG Health, nearly 150 physician assistants serve in a wide variety of roles throughout the health system, including as leaders and care team members within primary care, specialty and surgical hospital services and practices.

LGH’s Newest Department Supports Families During DIFFICULT TIMES

In May, Lancaster General Hospital introduced the Decedent Care Department to provide guidance and support for families who have lost a loved one. The new department also partners with clinicians and community services to ensure a seamless transition of care.

“The Decedent Care Department informally began two years ago after our department conducted an A3. We realized that clinicians, families and community partners needed a centralized contact to ensure that paperwork was completed in a timely manner,” shared **Tara Burkett**, supervisor Registration. “At that time the Admitting Office began to devote resources to the administrative tasks surrounding decedent care. Now, our hope is to expand the services we offer to better serve our families, staff and community partners.”

Prior to the creation of the Decedent Care Department, the Admitting Office managed the transfer of care, in addition to admitting tasks. In order to ensure the appropriate amount of time



was dedicated to collaborating between families, case workers, chaplaincy services and clinicians, LGH dedicated personnel to facilitate decedent care services.

“We recognize that this a difficult time for our families and staff. Through our work, we look to foster cooperation of essential services so that we can provide timely care,” explained **Lily Marco**, decedent care navigator.

The decedent care navigator will also administer LGH’s transition to the

Electronic Death Registration System. This move will streamline paperwork process.

Decedent Care has plans to eventually work with families facing the loss of a loved one — connecting families with the appropriate services. Marco explained that the position will also work with case workers, providers, nursing staff and community partners to make sure the needs of families facing a loss are met in a timely fashion.

► THE LG EXPERIENCE

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