

CONNECT

A publication for Norton Healthcare employees

Issue 4 • 2018

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Mandy Dugan, R.N., Norton Women's & Children's Hospital, and Tara Thomas with Tara's baby, Maverick
Photo by Nick Bonura

Connect

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RESEARCH IS SPINE GROUP'S HALLMARK

Physicians across the globe look to Norton Leatherman Spine for expertise, knowledge

It's not unusual for the presence and expertise of Norton Leatherman Spine surgeons to be requested at medical conferences around the world. This year alone, Norton Leatherman Spine physicians served as keynote speakers at spine conferences in Denmark, Spain, Argentina and Japan, where they presented findings from recent studies.

"Our team considers these opportunities an honor — a chance to share with other physicians the wealth of knowledge that exists here at Norton Leatherman Spine," said Steven D. Glassman, M.D., spine surgeon.

Norton Leatherman Spine is a widely recognized name in the world of spine care, with a rich history and reputation for scholarly research. That reputation attracts surgeons who have a significant interest in improving the quality of care patients receive. Norton Leatherman Spine is consistently examining ways to improve spine care, across the spectrum of surgical and nonsurgical treatment.

"There's always room for improvement in the ever-evolving world of medicine," said Leah Y. Carreon, M.D., clinical research director, Norton Leatherman Spine. "That's why we are so passionate about research — it allows us to explore new and better ways of providing care not only to our patients, but patients around the world."

Dr. Carreon has been critical to the cultivation of research at Norton Leatherman Spine. Under her leadership, the center became one of the first in the country to implement and study patient-reported outcomes to evaluate the success of spinal surgeries. Traditionally, the success of surgery had been based solely on a

physician's assessment. For patient-reported outcomes, patients complete surveys and physicians use their responses to evaluate how surgery has changed their pain, function and activities of daily living.

Norton Leatherman Spine produces about 20 research papers per year that are widely cited. The group is well-represented by presentations and publications across the world, but it's not the quantity that counts, rather the quality.

"The key is that we are producing work that is impactful and really affects the way surgeons treat their patients. Making that happen is a team effort," Dr. Glassman said.

-Erica Coghill

*Leah Y. Carreon, M.D., and
Steven D. Glassman, M.D.*



Photo by Jamie Rhodes

Your wait time is zero minutes



Steven T. Hester, M.D., MBA, division president, Provider Operations, and system chief medical officer

We've all been there: You make an appointment with a medical provider for 10 a.m.

You're asked to arrive 20 minutes early, so you show up at 9:40 and spend 10 minutes filling out forms. You sit in the waiting room for what seems like forever until finally you are ushered into the examination room. There you may have to wait another 20 minutes for your provider.

It is our goal at Norton Healthcare to change that model to one that is more respectful of our patients' time. To accomplish this, we have introduced an initiative called "zero wait time." We want to get to a place where patients don't have to wait. Whether in a hospital emergency department or a physician practice, we want to provide our patients the best care with zero wait time.

Historically, the health care industry has not been focused in that way. Waiting has been part of the health care experience probably since the beginning of organized medicine.

We want to transform that to where we respect people's time, provide the care they need and get them on their way back home or to work or wherever they need to be.

To accomplish this, we are going to look at our processes. Whether scheduling an appointment with a provider or making an emergency department visit, we want to see how we can reduce the time it takes.

We've already made strides in this direction with MyNortonChart. Patients can log in to their accounts and complete forms before they arrive for their appointments. We also offer online bill paying through that site, which eliminates the need to write and mail a check. We have online scheduling. We also have a "fast pass" option, which means that if you have an appointment scheduled with a specialist for six weeks from now and a cancellation occurs, you can be contacted to see if you would like to have the earlier appointment. This is a tool for more effectively managing that wait for patients. And I think it's been a real success.

We want to get to a place where we can say, "Your appointment is at noon. If you preregister on MyNortonChart, show up at noon. If you've not preregistered on MyNortonChart, show up at five minutes till noon. We'll get the necessary things done, but we want to make sure we value your time."

Next year, we will begin scrutinizing all the processes in our Emergency Departments. From admission to discharge, we will look at ways to minimize the length of stay. We also will look at ways to improve our hospital discharge process and give more specific discharge times to patients and families so that no one has to wait.

We want to make sure Norton Healthcare is the best from an access perspective. Zero wait times is a way to achieve our system goal of being the health care provider of choice by being the easiest to use, as well as providing the best possible patient outcomes.

Well@Work

Pack your lunch like a pro

Packing a lunch daily can be tough, but a little bit of planning can go a long way.

The first step to successfully packed meals is committing to a weekly grocery trip. Look ahead at your week's schedule and write out what you plan to bring each day. Use this meal plan to help create your grocery list. Be sure to have good storage containers, a sizeable lunch box and freezer packs to spare.

You could bring different options each day, or for simplicity, you could prepare multiple portions of the same meal for the week. Feeling lazy? Peanut butter sandwiches and fruit it is! Another option is to plan to cook an extra portion at dinner each night for lunch the next day.

A little bit of planning and meal preparation will make for a less stressful week and a healthier you.

Visit NortonHealthcare.com/News for menu ideas and recipes for your lunches this week!

-Erin Wiedmar, clinical nutritionist





From left, Tara and Rob Thomas and Mandy Dugan, R.N., play with baby Maverick.

Welcome to the world, baby Maverick

Nurse helps couple's dreams come true with surrogacy

Mandy Dugan, R.N., and her husband, James, have four children ranging in age from 3 to 10 years old. The blended family has a busy life filled with activities, as well as gratitude for their many blessings. So when Mandy, a Work on Weekends shift nurse on the oncology unit at Norton Women's & Children's Hospital, and James befriended a couple struggling to have a child of their own, they knew they wanted to help.

Mandy and James met Tara and Robert Thomas through a Jeep enthusiast club. The four quickly became friends, sharing joys and also sorrows. Tara and Robert had been trying to have a baby and had suffered several setbacks.

"Tara shared with me that she and her husband had been trying to grow their family over the past 11 years," Mandy said. "I could see and feel their despair every time we spoke, but I could also tell that this couple was meant to be parents. We wanted to help them fulfill their dream."

Mandy and her husband decided to offer support, but not financially or through words of encouragement. They offered for Mandy to be a surrogate. Mandy would be implanted with one of their last embryos to carry and deliver a baby for their friends.

"At first, many of my friends and family were concerned that it would be too hard on me emotionally to carry a baby and then

give it away after nine months," Mandy said. "But it was never a loss for me. The baby is in the right place with the right people."

Mandy delivered baby boy Maverick with the support of a nurse midwife at Norton Women's & Children's Hospital, surrounded by her husband and the baby's biological parents.

"The clinical team was so supportive and respectful of our circumstances at the hospital," Mandy said. "The care for me and the transition to the biological mother were important to everyone associated with our care. This was both of our families' birthing experience."

The two families are enjoying watching Maverick grow. They celebrate milestones not just for Maverick, but for both families.

"This has been a rewarding experience," Mandy said. "I am thankful for the opportunity to help my friends and to also receive the blessing of being part of their beautiful family."

—Lynne Choate

If you are expecting a baby or planning to start a family, Norton Healthcare can help you find the right OB/GYN and birth plan for you. Call **(502) 629-1234** or visit **NortonBaby.com**.

Awards abound at Norton Healthcare



Chioma Holland, R.N., Norton Brownsboro Hospital, received a \$1,500 scholarship from Norton Gastroenterology Associates to use in pursuing her advanced practice registered nurse designation.

Martin D. Mark, M.D., sponsors the scholarship each year in honor of Jacquelyn Bail, who worked in the gastroenterology office until her death in 2004.

At No. 11, Norton Healthcare was named a top-ranking health care organization nationally and the highest in Kentucky among large organizations (5,000 or more U.S. employees) on the 2018 list of **Best Places to Work in IT** by IDG's Computerworld. The annual list of top 100 organizations is compiled based on benefits, career development, training and retention, as well as a survey of information technology (IT) workers. Our Information Services Department has 281 full-time employees who support the organization's IT operations; cybersecurity; business and clinical applications, such as the Epic electronic medical records system; Help Desk service and support for more than 14,000 employees; and business intelligence.

Three Norton Healthcare facilities received national recognition for their heart care. **Norton Audubon Hospital** and **Norton Brownsboro Hospital** received the Mission: Lifeline Gold Receiving Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association for the treatment of patients who have severe heart attacks. **Norton Hospital** received the Mission: Lifeline Silver Plus Receiving Quality Achievement Award.

The facilities earned the award by meeting specific criteria and standards of performance for quick and appropriate treatment through emergency procedures to re-establish blood flow to blocked arteries in heart attack patients coming into the hospital directly or by transfer from another facility.

Business First named Norton Healthcare the **Healthiest Employer of Louisville** among organizations with 5,000 or more employees on July 12. Winners and finalists advanced to the **Healthiest 100 Workplaces in America** competition, where the organization ranked No. 4. Healthiest Employers, a national leader in employee health analytics, conducts the Healthiest 100 competition. Norton Healthcare had previously ranked No. 6.

The Business First competition judges organizations on their commitment to wellness demonstrated by their culture, leadership, programming, planning, marketing, metrics and outcomes. In the Healthiest Employers competition, winners are chosen following a process that recognizes employers for exceptional leadership in using wellness to promote workplace productivity and community well-being. Organizations' wellness programs were measured using six key categories: leadership commitment, foundational components, strategic planning, communication and marketing, programming and interventions, and reporting and analysis.

Currently, 80 percent of eligible employees participate in N Good Health, Norton Healthcare's wellness program, and receive wellness credits that offset the cost of health insurance premiums.

Norton Healthcare has been recognized by Forbes as a **Best Employer for Women** and **Best Employer for New Grads**. The organization ranked No. 67 out of 300 companies in the nation in the "women's" category. The list was compiled from the results of a survey of more than 40,000 U.S. employees in companies of 1,000 people or more. Norton Healthcare ranked No. 29 out of 250 organizations in the "new grads" list. To assemble the list, 10,000 Americans with fewer than 10 years of professional experience working for businesses with at least 1,000 employees were surveyed. Norton Healthcare was the top-rated organization in Kentucky on both lists.

The Joint Commission, a national health care accrediting organization, has awarded the Wendy Novak Diabetes Center at **Norton Children's Hospital** with a Certificate of Distinction for Inpatient Diabetes Care. Norton Children's Hospital, in partnership with the University of Louisville, is one of only three children's hospitals in the country to receive the designation. The certification demonstrates the hospital's focus on improving diabetes care, particularly for children moving between the hospital and outpatient care settings.



YOUR SAFETY is our job

The security and safety of our employees, patients, guests and visitors is a high priority for all our leaders. That's why Norton Healthcare made significant changes and investments in our Security Department this year.

Perhaps the most significant is the full-time employment of 140 security officers and the team of managers who oversee them.

"Leading up to 2018, more than 75 percent of our security services were provided through a contract service," said Joe Magana, system director, safety, security and emergency preparedness. "We want to make sure that the security teams on all our campuses have the proper training and understanding of the health care environment and are committed to the Norton Way and our mission, vision and values. Similar to that of clinical care provided to our patients, the safety and security provided across our campuses and facilities needs to be consistent and effective."

Each officer must now attend a security academy that is focused on health care-specific needs.

"Security guards in a bank operate much differently than security officers at a hospital," Joe said. "Our officers have to make sound, compassionate and timely decisions on a daily basis, and must be aware of The Joint Commission standards, Kentucky Revised Statutes and many other regulatory guidelines that are specific to health care agencies."

Other department changes include newer vehicles for patrolling around campuses; new uniforms, safety tools and handheld radios; standardized access control; video management technology; an incident reporting system; de-escalation and physical intervention training; and an overall rebranding.

"Security doesn't just want to be, but must be, part of the conversation at every level and every group under our Norton Healthcare umbrella to help prevent and prepare for the many challenges we face on a daily basis," Joe said.

Another change to the department is having separate security managers and safety managers for each hospital, as both positions have an enormous amount of responsibility for managing the environment of care, emergency management and safety needs at all of our campuses.

"I see the role of a safety officer a bit differently from a security officer," Joe said. "Safety officers have a great deal of administrative and operational responsibilities that are focused on mitigation, preparedness, response and recovery, while a security officer must be prepared to respond at a moment's notice on a daily basis."

Joe holds consistent to his message for all employees that "if you see something, say something" at any time, at any facility.

"Security is a small presence in a large organization, so we rely on everyone to help be our eyes and ears and to notify your Security team any time."

-Lynne Choate

How to reach Security

If you find yourself in a situation where you feel unsafe, call the Security number listed below for your location.

Norton Audubon Hospital	(502) 636-7396
Norton Brownsboro Hospital.....	(502) 446-8100
Norton Children's Hospital	(502) 629-8500
Norton Hospital and downtown campus.....	(502) 629-8500
Norton Women's & Children's Hospital	(502) 899-6886
Norton Children's Medical Center.....	(502) 446-8100

If you work in a location other than those listed, call 911.

Earl Rinehart and Adrian Nelson restrain Brice Hays under the supervision of Joe Magana in the Security training room downtown.

Photo by Jamie Rhodes





Photo by Jamie Rhodes

Dwight Lacey

Pass the Cash helps patient care associate

Erica Widener, a respiratory care practitioner in the Norton Children's Hospital Emergency Department, was watching the news on WAVE 3-TV in June when she saw an advertisement for Dawne Gee's "Pass the Cash" segment. Pass the Cash allows viewers to nominate someone in need of financial assistance to receive money from the station.

Erica immediately thought of co-worker Dwight Lacey, a patient care associate who has been with Norton Healthcare for 12 years. Dwight has been living with kidney failure for more than a year. He has been undergoing dialysis every Monday, Wednesday and Friday for two years.

"I've worked with Dwight for a couple of years," Erica said. "He is always a friendly guy who helps to the best of his ability. He never complained about his condition. Sometimes you could tell he was tired, but he never said anything or complained."

Dwight has been off work since April 12 while he waits for a kidney transplant. The fistula on his arm used for the dialysis causes him problems, so he cannot work.

"I wanted to do something to help Dwight," Erica said. "I saw Pass the Cash on the news and thought he totally deserves every bit of help he could get. So I wrote an email to Dawne Gee describing Dwight and what an amazing co-worker he is and how he was deserving of the money."

Dawne agreed with Erica and made arrangements to surprise him at the hospital.

"Erica called me and told me I needed to come to work," Dwight said. "I walked in and I see Dawne Gee and the camera crew and all of my co-workers, and I just almost started crying right there. I was totally surprised!"

-Cheryl Lockhart

'Being a Girl Scout is who I am'

Veteran nurse shares long experience with Girl Scouts

It's not often that someone discovers their life's purpose at a young age. Terri Massey, R.N., found hers while participating in Girl Scouts.

"I don't just belong to Girl Scouts," Terri said. "Being a Girl Scout is who I am."

Terri joined a troop at age 7 as a Brownie and ascended to the level of Cadette. In 1999, she returned to the Girl Scouts as co-leader of Troop 335. During that time, she started two more troops: 197 and 300. Leading three troops seems like a huge undertaking, but for Terri, it was part of what gives her life purpose.

"I love working with the girls and helping them find their inner leader and discover their passions."

"I love working with the girls and helping them find their inner leader and discover their passions," Terri said.

In addition to leading multiple troops, Terri has served in a variety of organizational leadership roles. She's served as director of the Area 8 Day Camp, which includes troops from Oldham, Henry, Trimble, Shelby and Carroll counties, for the past 16 years. The weeklong day camp supports more than 325 campers and volunteers each year. Terri also serves on the governance side of Girl Scouts. She is completing her sixth year on the board of directors after serving five years as the member-at-large. This year, she was elected as first vice chair and field vice chair.

"I have had many incredible opportunities as a Girl Scout," Terri said. "I have worked with countless girls in helping them to discover their passions and how they can use that passion to make the world a better place."

Terri Massey works with Girl Scouts Carly Graves, left, and Isabelle Farley.

As a 32-year Norton Healthcare employee and a transplant nurse at Norton Children's Hospital, Terri sees children of all ages in different stages of health and well-being. She credits her Girl Scout experience with helping her relate to her patients.

"I use songs and games I have learned in Girl Scouts to put kids at ease and to connect with them," Terri said. "I've gained a better understanding of how kids think, which has allowed me to be a better nurse."

Terri's work with Norton Children's Hospital and the Girl Scouts allows her to help children make their mark on the world, albeit at different stages of their lives. Through one, she helps kids regain their health so they can live a life of purpose, and through the other she helps ignite a passion for service, outdoors and leadership for young girls growing into powerful young women.

"I am truly blessed to belong to two very special organizations that have allowed me to work with children," Terri said.

-Tracy Keller



NOW UNDER CONSTRUCTION

Investments in a healthier community and quality patient care

In late 2014, Norton Healthcare celebrated the opening of Norton Women's & Children's Hospital, a family-centered facility focused on the health and wellness of women and children, while still providing full health services for men. It was Louisville's first and Kentucky's only hospital of its kind.

Norton Healthcare has launched several more major construction projects. These include doubling the size of Norton Brownsboro Hospital; constructing a new Norton Cancer Institute building and a second medical office facility on the Norton Brownsboro campus; and launching major renovations of Norton Audubon and Norton Children's hospitals.

Each project represents Norton Healthcare's commitment to investing in our community's health, particularly in enhancing patient experience and continually enriching quality of care.

Andrew M. McCarthy, system vice president, facilities management, Construction Department, noted that each project requires excellence in strategic planning, attention to detail and health care trends, and balancing budgets mindful of stakeholders' input. He credited David Boome, system director, construction; Adam Lewis, director, construction management; Janet Yackey, director, program management; and their teams and vendors for keeping all the projects on track amid changing patient needs and marketplace conditions.

"All the construction underway today began with a comprehensive multi-year facility master plan," David, a 28-year Norton Healthcare employee, said. "For example, the Norton Audubon Hospital design work began in 2014, while planning for the Norton Children's Hospital project began in 2012."

Highlights of the current projects illustrate how effectively they have been conceived and managed:

Norton Audubon Hospital

The major expansion and renovation of Norton Audubon Hospital began in late March 2016. The hospital has remained fully operational throughout the project. Designed to enhance patient privacy, increase patient satisfaction and boost efficiency and clinical value, the project features:

- A new two-story tower housing the intensive care, open heart and cardiac care units
- Expanded and redesigned Emergency Department
- All private and remodeled patient rooms
- More welcoming front entrance with easier patient registration, a café and gift shop
- Three new operating rooms, plus a renovated main operating room and expanded recovery area

"We're working to build upon Norton Audubon Hospital's long-standing history of caring for our community in a new, state-of-the-art health care facility," said Jon D. Cooper, chief administrative officer.

Norton Brownsboro Hospital

Since opening in August 2009, Norton Brownsboro Hospital has experienced tremendous growth, mainly due to an influx of patients from rural communities in surrounding counties. To meet the need this growth has created, the hospital has added services such as stroke and neurosurgical care. It also serves a high volume of orthopedic and medical/surgical patients. Construction projects include adding patient care space and building a new parking garage near the hospital.



Norton Audubon Hospital staff celebrate the completion of the hospital's first phase of renovations.



From left, Andrew N. Strausbaugh, chief administrative officer, Norton Brownsboro Hospital; Adam Lewis; and Scott Watkins, senior vice president, Operations, discuss the additions being made to the hospital.

Photos by Jamie Rhodes



Norton Cancer Institute – Brownsboro

Norton Cancer Institute – Brownsboro is a new 48,591-square-foot, free-standing, three-story structure located across from Norton Brownsboro Hospital. It will open in early November. The facility offers radiation oncology, medical oncology and infusion therapy in one convenient location. Other special services include hematology, gynecologic oncology, neuro-oncology, orthopedic oncology and surgical oncology.

The new facility houses Norton Cancer Institute's newest Prompt Care Clinic. These clinics, available only through Norton Healthcare, provide urgent care for oncology patients, helping them avoid emergency department visits outside of regular office hours or between regularly scheduled cancer care appointments.

"Norton Cancer Institute – Brownsboro will bring all the oncology subspecialties and services covered by the institute together for the first time in one location," said Joseph M. Flynn, D.O., MPH, FACP, chief administrative officer, Norton Medical Group, and physician-in-chief, Norton Cancer Institute. "The use of innovative design and advanced technologies will provide highly personalized services and care based on each person's needs."



From left, Tammy McClanahan, system vice president, Norton Cancer Institute; Sean McShane, senior construction project manager; and David Boome review blueprints at the new Norton Cancer Institute – Brownsboro.

Norton Medical Plaza III – Brownsboro

A new, 100,000-square-foot, four-story medical office building is being built on the Norton Brownsboro Hospital campus. It is scheduled to open in October.

A new Norton Breast Health Center will be housed in the facility. The multispecialty center will feature timely access and comprehensive, patient-centered care and services. Breast surgeons, advanced practice providers, imaging services personnel and a clinical support team will be available for consultations and educational services to address numerous breast health concerns. These include cancer, future cancer risks, detection of a palpable mass or lump, breast pain and skin integrity issues.

Norton Children's Hospital

Significant enhancements to Norton Children's Hospital have been occurring in phases to be completed in 2021. All the improvements will strengthen services for the thousands of children who receive care at the hospital each year. They include:

- The 7,000-square-foot S. Randolph Scheen Family Conference Center
- The Jennifer Lawrence Cardiac Intensive Care Unit, a 17-bed unit with private rooms for children recovering from heart procedures and their families
- Renovation of the "Just for Kids" Critical Care Center and two neonatal intensive care units
- A 24-bed medical and surgical unit that will include all private rooms and separate playrooms for young children and adolescents.

All of these projects are driven by Norton Healthcare's commitment to providing advanced care for every patient, delivered with the power of compassion and kindness.

–Kathleen Campbell

Two receive Good Samaritan Awards

The Good Samaritan Award honors The Rev. John N. Norton, whose name Norton Healthcare carries and who became recognized as a “Good Samaritan” because of his dedicated, selfless service to individuals in our community. This honor is given to employees who go above and beyond the call of duty by performing extraordinary acts of service for others. It represents the pinnacle of recognition for service excellence at Norton Healthcare.



Tracey A. Hoffman, APRN
Norton Cancer Institute

When Tracey Hoffman learned that one of her patients had a “bucket list” wish to fly in an airplane, she immediately knew she had to get his dream “off the ground.” Joe Booth, a 69-year-old prostate cancer patient, loved planes and had built many detailed

World War II models over the years, but had never set foot in a real airplane. He wished — just once — to fly. Tracey went to work on it, and more than 25 pilots responded with offers to take Joe up into the air.

Tracey soon connected with Bryan Ogle, who flies a single-engine, fixed-wing Piper out of Louisville’s Bowman Field. They worked out the details and on Feb. 25, 2018, Joe; his son, Brian; and two other guests took off in the airplane to look for the family’s home and their auto repair shop in Southern Indiana. Joe was nervous at first but soon settled in to enjoy the view and even took over the controls during the 30-minute flight. When the plane landed, he smiled and said, “This was a good day.” He died less than six weeks later, on April 5.



Nicole L. Liddle, R.N.
Norton Children’s Hospital

Neonatal intensive care unit nurse Nicole L. Liddle, R.N., had just finished a jog on an April afternoon when she heard a loud noise, then saw a man riding a motorcycle on the wrong side of the road near her parents’ home in Greenville, Indiana.

When the man pulled over, Nicole could see that he clearly was distressed and suffering from an injury, but she could not see what his injuries were. She ran to her mother’s house, asked her to call 911 and asked her father to bring towels.

“By the time I got back to him, he was lying on the ground,” Nicole said. “He was pale and panicking, saying, ‘I’m going to die.’ I reassured him while I assessed his condition.”

A woman walked up and identified herself as a doctor. After examining the man, she told Nicole that he had lost one of his feet and she needed Nicole to find it. Nicole stopped traffic and, with her father, searched through debris on the road, where she found a sock containing the man’s foot. Later, Nicole learned that a car had gone into the man’s lane and clipped his foot with its wheel. He lost a lot of blood and had to have his leg amputated below the knee, but he survived.

Nicole said she feels that God planned for her to be there. “I’m glad I could be the hands of Jesus that day,” she said.

Good Catch!



Every step. Every patient. Every day.

Anytime someone identifies and averts a potentially harmful situation before it reaches a patient, it is considered a “good catch.” All good catches should be reported through the Patient Safety Reporting System so everyone can learn from them.

Kristina Inclan, R.N., Norton Children’s Hospital, had a patient on 4 West who was experiencing pain despite receiving IV and oral morphine. Kristina called the provider, who gave an order to increase the patient’s oral morphine dose to more than double the initial dose

ordered. Kristina thought it seemed high for the patient’s weight, so she called the pharmacy to validate. Pharmacy staff confirmed that the new order was too high for this patient, and the order was subsequently changed to a lower dose.

Because she had a questioning attitude and used the Reaching for Zero error-prevention strategy qualify, validate and verify (QVV) when something did not seem right, Kristina prevented her patient from getting a higher dose of morphine and having a potentially serious oversedation.

A hero's heart



An old proverb advises that it's not glittering weapons that fight the fight, but a hero's heart. Bob Wilkinson, R.N., probably understands this better than most.

As a former combat soldier, Bob, 63, served in the United States Army for 20 years. After retiring as a first sergeant, he went into nursing. He has spent the past 16 years at Norton Children's Hospital, working closely on 7 West with children and families bravely facing cancer.

Recently, one particular patient deeply touched Bob's heart. Jesse Schott — a 17-year-old student at North Bullitt High School, Junior ROTC member and Eagle Scout — had shown incredible courage and spirit during a three-year battle with brain cancer.

"To me, and many others, Jesse was a true hero and inspiration," Bob said.

Despite many setbacks, Jesse often described himself as "lucky." He was excited last August to command his JROTC's color guard for the first football game of the season.

Before the game, Jesse told a reporter he had never been game commander before.

"I think it's a wonderful thing," he said.

By December, Jesse's cancer had spread, but he still took part in a competitive ROTC drill meet. He also organized Boy Scout Troop 007 to collect damaged flags for proper disposal. In January, the Kentucky National Guard recognized him as an honorary member.

Early this summer, Jesse was re-admitted to 7 West. Family and caregivers knew his journey was nearing its end.

As his shift ended one day, Bob made a decision. At his Rineyville, Kentucky, home he retrieved two medals awarded to him during his military service: a Bronze Star for heroic achievement in combat in Desert Storm and a Soldier's Medal for heroism not involving an armed enemy conflict.

When Bob returned to work, he pinned the medals on Jesse's pillow. Kyle Schott, Jesse's grandfather, said Jesse was unable to speak, but he smiled.

"It touched my heart that Bob would do this," Kyle said. "The staff at Norton Children's couldn't be any better. They loved Jesse and were a part of our family."

On June 30, 2018, the medals were laid to rest with Jesse.

When Bob was asked about sharing this story, the humble husband, father and grandfather insisted the focus be on Jesse and his family's courage.

"His grandparents, aunts and uncles showed incredible grace, strength and love through it all," Bob said.

A hero's heart, it seems, fights the good fight in many ways.

-Menisa Marshall

Bob Wilkinson, R.N., visits with patient Jennifer Perez Chevez.



New surgical care model receives praise

The “coolest thing” in surgery has nothing to do with instruments or technique and everything to do with people, according to Betty Bradford, director, Surgical Services, Norton Hospital. She and her team changed the model used to care for patients before and after surgery and improved patient experience, safety and efficiency.

“I’ve been here a long time, and this is the coolest thing I’ve seen,” Betty said. “To see staff working together as a team and adjusting to a new way of working and having success with it is heartwarming to me.”

The innovation is part of “Working to Greatness,” a systemwide initiative focused on identifying ways our facilities can become more efficient, effective and responsive to change.

The Working to Greatness national benchmarks showed that one nurse can care for three patients in the preoperative and recovery areas. Norton Healthcare nurses didn’t meet the benchmark.

“Being who we are, we knew we had to fix that,” Betty said.

Heather R. Smith, nurse manager, Surgery, Norton Hospital, took on the task, challenging her staff to help come up with solutions. Suggestions resulted in a new process that is safer for patients and more efficient and effective for staff. It’s now being implemented in surgery areas throughout the system.

Previously, staff was assigned randomly to rooms, caring for patients from one end of the hallway to the other. Charting was done at a desk computer, out of sight from most patient rooms.

Because nurses were in so many areas, “handing off” patients to the surgical team was difficult.

Nurses now manage the three-to-one ratios. They have assigned rooms, all in a row. Computers are on carts, and charting is done in the hallway, well within the sight of patients and family members. Handing off patients to the surgery staff is much smoother, which improves patient safety.

Work has been distributed more appropriately, with patient care associates making sure patients have warm blankets and doing similar tasks. One nurse is charged with starting IVs for all patients, freeing up the assigned bedside nurse for other tasks. With fewer staff members needed per patient, it’s easier to manage vacations, personal days and nursing coverage in other areas.

The process is “more efficient, helps keep surgery on schedule and has improved patient experience because that nurse is always there,” Betty said.

Heather agrees. Some staff members were taking more than 73 minutes to get a patient ready for surgery. Now it takes 37 minutes.

At first, the staff was skeptical that they could increase from caring for one or two patients at a time to three. After three weeks, they were believers.

“Now they would rather work with the nurses we have and be more organized and efficient than work with more nurses,” Heather said.

—Mary Jennings

Julia Hunter-McMillan, R.N., completes charting on a computer on a cart in the hallway

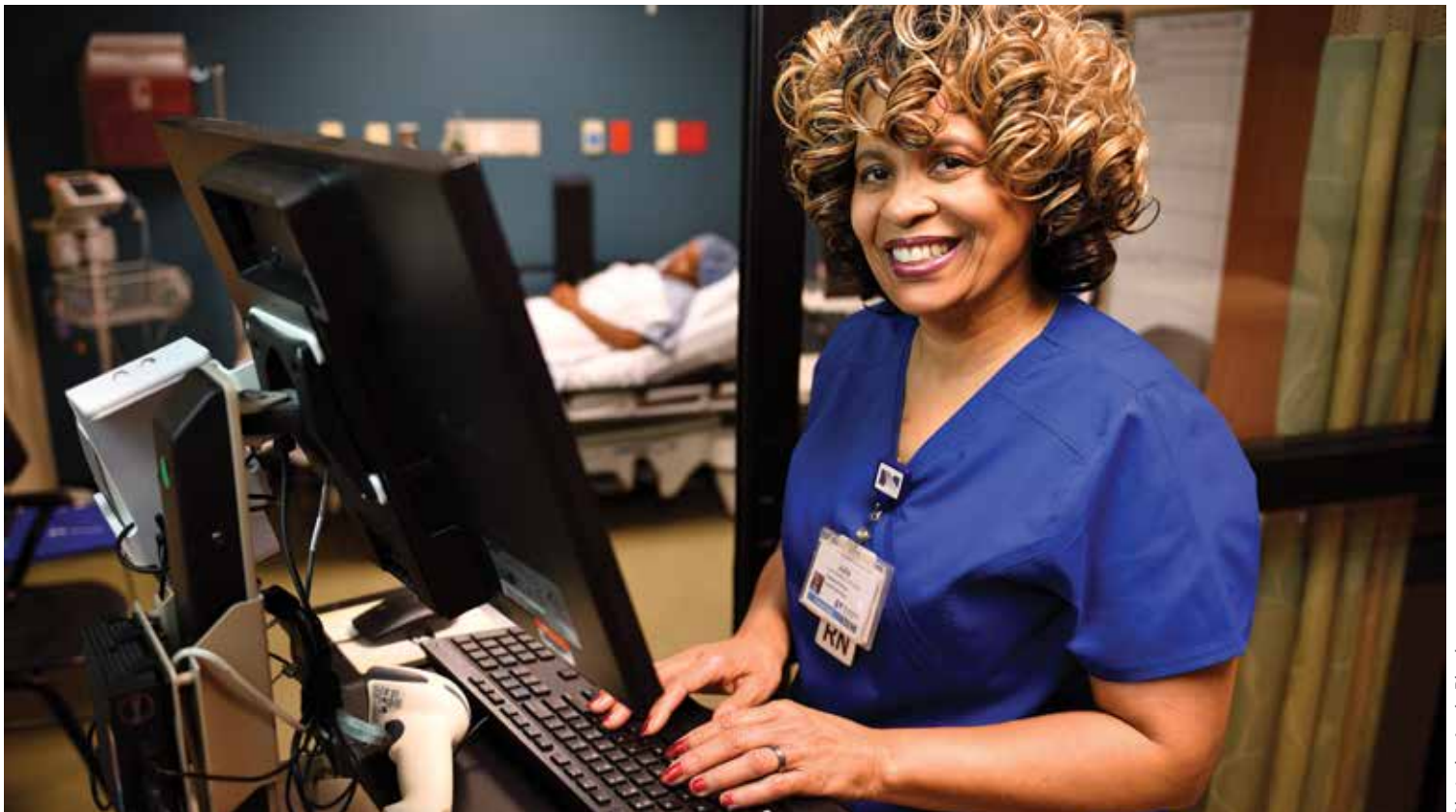


Photo by Jamie Rhodes

NEW WEBSITE DEDICATED TO REFERRING PROVIDERS

As Norton Healthcare continues to expand its services to meet the health care needs of our community and region, a need arose to ensure that referring providers are aware of new programs and offerings.

“Historically, we’ve focused our communication efforts largely on the patient population. But as we’ve continued to grow, especially in subspecialty care, we learned our referring providers weren’t aware of a lot of newer services for their patients,” said Steven T. Hester, M.D., MBA, division president, Provider Operations, and system chief medical officer.

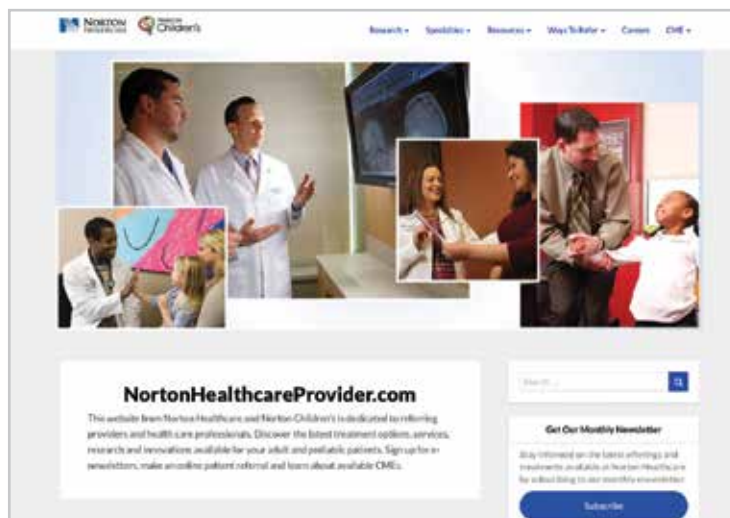
To address this gap, Norton Healthcare launched NortonHealthcareProvider.com, a website dedicated to adult-service and pediatric referring providers and health care professionals (employed and nonemployed). It can be viewed anywhere — on a smartphone, tablet or desktop, and no login information or credentials are needed.

NortonHealthcareProvider.com connects providers to continuing medical education opportunities; the newest program offerings, services and providers; employment opportunities; and research and clinical trials. It also allows providers to make referrals online. Referrals are routed to the Norton Healthcare Access Center, where a team of schedulers arranges appointments for patients. Employed providers are encouraged to continue making their referrals via Epic.

Through the website, providers can choose to have news come right to them by subscribing to Norton Healthcare e-newsletters specific to various specialties, including cancer, heart and vascular, pediatrics and more.

“We’re hoping area providers come to find NortonHealthcareProvider.com as a one-stop shop for all things Norton Healthcare,” Dr. Hester said.

To learn more, visit **NortonHealthcareProvider.com**.



Safety culture explained

REACHING
FOR **zero**

Every step. Every patient. Every day.

Many of you participated in the Safety and Engagement Pulse Survey earlier this year. What is safety culture, and why does it matter?

The Joint Commission defines safety culture as the product of individual and group beliefs, values, attitudes, perceptions, competencies and patterns of behavior that determine an organization’s commitment to quality and patient safety — what we are and what we do every day in the pursuit of safety. Creating an effective safety culture is critical to decreasing harm events. As we continue on our Reaching for Zero journey, improving our safety culture is important.

Here are some things that Norton Healthcare has done to create a culture of safety:

- Daily safety calls in all facilities to identify the current status of operations, safety issues from the previous 24 hours and priorities for the day ahead
- Shift starters/huddles in departments to communicate key safety issues and create a shared awareness among staff

- Reaching for Zero error-prevention training
- Recognition for employees who report “good catch” events
- Special “Leader Methods” training for leaders, providing them with tools they can use to improve safety culture in their units or departments
- Learning from significant safety events through a system cause-analysis model that studies the events and shares lessons learned to prevent reoccurrences
- Using the “swarm” model to quickly respond to infections and identify actionable causes
- Using stories of events that have happened to share lessons learned

Norton Healthcare is continually working to improve its safety culture. You can be a big part of that by always speaking up for safety. Your leaders will communicate the findings from the pulse survey later this year.

—Deve Vetter, R.N.



Photo by Nick Bonura

Stephanie Green, R.N., shows patient Margaret Jesse how to use the call light.

Faster than ‘Justify’ *New responsiveness initiative asks staff to answer call lights in under two minutes*

It's not the Kentucky Derby, but one facility is stepping up to a responsiveness challenge with the fastest two minutes in patient care.

When Norton Healthcare again made responsiveness part of its system goals for 2018, Norton Brownsboro Hospital made big changes to move the needle on this measurement. The facility's score was around the 40th percentile when it kicked off a responsiveness initiative challenging staff to answer call lights in less than two minutes. Since the initiative began in March 2018, the hospital's HCAHPS responsiveness scores are averaging around the 70th percentile — a 30 percent jump.

“Supporting our patients and improving their experience starts by being a responsive caregiver,” said Lauren McCall, manager, Patient Experience, Norton Brownsboro Hospital. “Responsiveness is part of the Norton Way and helps us to deliver a positive Norton Experience for our patients.”

The hospital's process improvement team surveyed patients and caregivers to determine an appropriate response time and staff goal. Most respondents said between two and five minutes.

“Two minutes is sometimes quick to satisfy a request, but not necessarily quick to acknowledge it,” said Stephanie Green, R.N., 4 East. “Patients need to know that they are a priority and their time is valued, so the first step to responsiveness is letting the patient know that someone is working on fulfilling their need.”

The challenge also requires staff to cancel call lights from inside patient rooms rather than over the phone. Interacting

face-to-face with patients creates an opportunity to set a realistic estimate for how long it will take to fulfill the request and provide meaningful updates.

“Patients appreciate the fact that an actual staff member has come into the room to cancel the light, and they appreciate the prompt nature of the response,” said Justin Thornsberry, R.N., manager, 5 West/3 East.

Staff have noticed call lights are less frequent as they've become more proactive about meeting patient needs by covering the 5Ps – pain, potty, position, perform tasks, parting words.

To further assist in this initiative, staff are practicing the “No Pass Zone,” which means never passing on a call light, even when the patient is not assigned to you. This goes for all staff — not just clinical team members.

“We have broken down the concept of ‘that's not my patient’ by creating a culture of ‘our’ with an emphasis on promoting and fostering teamwork,” Justin said.

Teamwork is key to making this initiative a success. Erin Triplett, PCA/unit coordinator, 3 West, said her unit's sense of teamwork has significantly increased since the responsiveness initiative was implemented, and patients and families are more satisfied with their care.

“We adopted the idea that every patient is our patient, and we need to help out whenever an opportunity arises,” Erin said.

—Tracy Keller

A LEGACY CONTINUES

Son follows in his pediatrician dad's footsteps

On Aug. 1, Mark Brockman Jr., M.D., joined Norton Children's Medical Associates – Iroquois, where his father, Mark Brockman Sr., M.D., has been practicing for 27 years, and where he first fell in love with medicine.

After graduating from the University of Louisville's School of Medicine in 2015, Dr. Brockman Jr. interviewed at 12 different pediatric residency programs in the country. He decided to stay at UofL so he could continue training at Norton Children's Hospital, the same institution where his father once trained.

While Dr. Brockman Sr. never pushed the idea, Dr. Brockman Jr. said his father was the main factor in his decision to enter the medical field and ultimately become a pediatrician.

"I can remember Saturday mornings going with him to round in the hospital and the newborn nursery," he said. "I always loved going to see him at the office and hanging out with him there. As I got older, I saw what a figurehead my father was and still is in the community. That was something I wanted to emulate."

The Brockmans' roots run deep in Louisville's South End. Edward Brockman, M.D., Dr. Brockman Sr.'s dad and Dr. Brockman Jr.'s grandfather, was a family physician just down the road from where they are practicing now.

"The idea of having three Brockman generations practicing medicine in the South End of Louisville is incredible," Dr. Brockman Sr. said.

In addition to wanting to emulate his dad, Dr. Brockman Jr. became a pediatrician because it allows him to keep future generations healthy and be there to support them every step of the way.

"I was drawn to pediatrics because children are the future," he said. "I want to give back to this awesome community by helping the children grow and be there as an advocate for them."

Dr. Brockman Sr. is excited to work with his son.

"He is not only my son, but a friend, and I now very much look forward to him being a colleague as well," Dr. Brockman Sr. said.

Dr. Brockman Jr. is happy to work alongside his father and learn from him.

"I look forward to carrying on the legacy of my father and grandfather," Dr. Brockman Jr. said. "I want to continue the great relationships they and Norton Healthcare have built and provide the best health care possible."

—Mallory Siegenthaler



Mark A. Brockman Jr., M.D., left, and Mark A. Brockman Sr., M.D., examine newborn Tegan Glenn at Norton Children's Medical Associates – Iroquois.

Do *you* have a ‘before’ picture?

A story of finding inspiration to make healthy changes

Emily Chambers, workforce analyst, Human Resources, found the motivation she needed to lose weight in a photo — one she refers to as her “before” picture.

“It’s the picture that convinced me I had to make meaningful changes to my health,” Emily said.

While a picture can show what you look like on the outside, that picture spoke to how Emily was feeling on the inside.

“Seeing that girl standing in front of people and doing great things at work and knowing how she felt on the inside was starting to take its toll,” Emily said. “It devastated me.”

After unsuccessfully trying fad diets and the city’s plethora of fitness offerings, Emily looked to N Good Health to see what weight loss options were available to her. That’s where she discovered Norton Weight Management Services.

“It wasn’t the first time I tried to lose weight over the years, but it was the first time I was really ready to do something,” Emily said.

N Good Health participants receive 75 percent off the 12-week medically supervised weight loss program. A staff of experienced doctors, nurses, dietitians and behavioral health specialists work with participants to help them reach a healthy weight and achieve total body wellness.

During those 12 weeks, Emily lost about 40 pounds and gained a new outlook on her health. She is now nearly 90 pounds lighter and focused on maintaining her new weight and accepting her new self.

“N Good Health’s challenges keep me motivated and encourage me to get back on track after I stumble,” Emily said.

“It’s a never-ending battle, and I appreciate the steps N Good Health has taken to keep me on track.”

—Tracy Keller

Get ready for your own “after” picture. Visit **NGoodHealth.com** to keep track of your 4 steps, sign up for challenges and discover discounted wellness opportunities including Norton Medical Weight Management available for employees and spouses who participate in the wellness program.



Emily Chambers

Betcha Didn't Know

Norton Women's & Children's Hospital provides care for men too

Because women make about 80 percent of the health care decisions for their loved ones, Norton Healthcare sought women's expertise when designing a model of care at Norton Women's & Children's Hospital.

"We asked them, 'What is it that you are looking for in quality care for your husband, brother or father?' because that's typically who these folks look to for their health care decisions," said Charlotte Ipsan, DNP, RNC, NNP-BC, chief administrative officer, Norton Women's & Children's Hospital.

Formerly Norton Suburban Hospital, the redesigned hospital officially opened in 2014. It offers care dedicated to the special needs of women and children throughout their lifespan. But the name change didn't come with the exclusion of men.

Improvements were made to address the total needs of families — mind, body and spirit — through the expansion of services such as reiki and massage and music therapy. Today, many men receiving care at the hospital reap the benefits of those healing services.

In 2017, 31 percent of the patients receiving care at Norton Women's & Children's were men. Most of those patients visited the emergency department or came for imaging, endoscopy or

lab work. The hospital also treats kidney stones in its lithotripsy center, one of the busiest in the region.

In addition, many men make their way to the hospital for orthopedic needs; more than 40 percent of the hospital's total knee and hip replacement patients are men.

—Erica Coghill



Photo by Nick Bonura

Mark Rogers undergoes pre-admission testing with Pamela Mays, R.N., at Norton Women's & Children's Hospital.

Employee Discounts

FALL into savings



As a Norton Healthcare employee, you have online access to more than 100,000 local and national discounts through Abenity. Check out the members-only discounts and special rates on everything from electronics to flowers, automotive services to Cirque du Soleil tickets, popcorn to child care services.

Here are some examples of discounts you may want to take advantage of this fall and winter:

NCAA tickets • Fall means football! Save 10 percent off football tickets and VIP packages.

Groceries • Save on your holiday grocery shopping with free manufacturer grocery coupons. Choose from hundreds of coupons. Just download on your own computer and print them.

Great Wolf Lodge • Take the kids to this year-round water park resort and get up to 30 percent off on rooms.

Fashion and jewelry • Outfit yourself or someone else with select merchandise from retailers including Brooks Brothers, American Eagle Outfitters, Clarks, Forever 21, Kay Jewelers and many more.

LASIK surgery • See better! Save \$800 on laser vision correction surgery at LasikPlus or save 25 percent at The LASIK Vision Institute.

Teeth whitening • Look your best in your holiday photos. Save 15 percent off at-home teeth whitening by Pearly Whites Australia.

Walt Disney World • Save up to 8 percent off gate prices with printable eTickets for this ever-popular attraction.

In addition, the Abenity mobile app provides quick access to nearby offers, automatic location updates, eTickets, tutorials and more.

Visit <https://NortonConciergeServices.EmployeeDiscounts.co> to search for available discounts. Discounts are added and updated regularly, so log in often to maximize your savings.

Our employees and facilities receive lots of pats on the back. Here are a few positive reviews recently received online.



nortonchildrens •
Superman and Captain America made a special visit to Norton Children's Hospital. The dynamic duo are part of Kentucky Heroes and brought a wagon full of

toys and comic books to share. A special thank-you to Dennis Clause and Jesse Ras for volunteering their time to make this visit possible.



nortonhealth •
This summer, over 20 interns from a variety of universities completed a 12-week internship at Norton Healthcare. The interns joined us in a multitude

of departments throughout the organization, including Marketing and Communications, Clinical Effectiveness, Norton Cancer Institute, Diversity and Inclusion, and Business Planning. Following their program, these incredible interns presented to senior leadership.



nortonhealth • It's Chef Appreciation Week! Did you know our chefs serve dishes made with local produce at our cafeterias? It's part of Norton Healthcare's commitment to

healthy eating. Visit one of our cafeterias today and #LoveYourChef!

DadGenes • Once again, I want to thank the ICU [intensive care unit] staff at @NortonChildrens for being patient and understanding. The nurses and doctors here are attentive and caring and always apologetic when they cannot attend to us. (It's an ICU floor. There are kids worse than us here.)



Carlos Fletcher reviewed Norton Audubon Hospital

I came down on the 4th of July to visit my brother in the ICU. I slept there for three nights. The hospital staff was the most responsive and attentive I've ever witnessed! The night nurse, Lindsay, was so sweet and attentive I wanted to propose to her several

times. The day nurse, Sylvia (I believe that's her name), touched me with how welcome she made me. They both responded to every beep, groan, etc. The doctors were patient as well, answering every single question. Especially since my brother was unconscious, they wholeheartedly supported me staying by his side as much as possible. I was constantly asked if I needed anything. Anyway, I just wanted to say thank you!

Krystal Masha Cox Hardin reviewed Norton Brownsboro Hospital

I started in the ER and later had emergency surgery and was admitted. I can't say enough great things about my entire experience! The staff treated me so amazing! They truly care and give you 200 percent! The food I was given was very good. My care was just so amazing! My room was quiet and I was able to rest. I was visited by volunteers and even given a gift. Everyone was so kind and caring! Amazing hospital and staff!

Allison White reviewed Norton Children's Hospital • My 6-week-old daughter was having what we thought to be seizures. As a new mom, I was terrified when I rushed her to Norton Children's Hospital Emergency Department at 4 a.m. The staff at the hospital, from the very first nurse we saw to the attending neurologists, were all brilliant, compassionate, efficient and respectful. They provided world-class treatment while also being very reassuring and patient with me as a frantic mom. After our amazing experience, this will be our go-to hospital if our child ever needs treatment. Highly recommended to any parent looking for medical professionals they can completely trust with their baby's life! We couldn't feel more fortunate and blessed by our experience.

Wendy Ford recommends Norton Cancer Institute • The staff is amazing! I'm 7.5 hours away from home/family, so they check on me often! You are treated as though you are a family member. Great job.

Char Garcia reviewed Norton Hospital • Thank you to the staff in 4C! You all are wonderful! I appreciate the compassion and patience of all the nurses, assistants, doctors, chaplains and everyone who is taking care of my relative in bed 1.

Keseana Jones reviewed Norton Women's & Children's Hospital • I must say I had the best nurses while at Norton Women's & Children's Hospital. Nurse Theresa, who was with me the day I lost my baby and the day I had my surgery, and nurse Courtney who I've had since nurse Theresa has left, have been phenomenal. They've definitely helped with this process.

Rosa T. White recommends Norton Healthcare • My health status, great, caring, nice staff and doctors made my family comfortable and great overall hospital. Thanks again.

What special holiday tradition does your family enjoy?



Ndeye Dia, Environmental Services, Norton Women's & Children's Hospital • Originally from Senegal

"Ramadan is a holy month because it is the first time God showed the Quran to the Prophet Muhammad.

Each day during Ramadan, Muslims do not eat or drink from sunrise to sunset. Fasting is seen as a way to clean the soul and remember those in the world who are hungry and poor. We wake up at 5 a.m. and eat a meal. After that meal, we don't eat or drink anything until around 9 p.m. When Ramadan ends, you celebrate with your family for three days."



Alicia Ledington, R.N., Intensive Care Unit 3 East, Norton Brownsboro Hospital

"I would say brunch on Christmas morning with my family — my spouse and daughter, parents, sister and nephews."



Seema Kulkarni, APRN, Norton Immediate Care Centers • Originally from India

"Diwali is hands-down our favorite holiday tradition. Diwali is a Hindu holiday. It is extravagant, lively,

festive and a time to begin anew. In the wake of my parents' deaths 10 years ago, Diwali has become a tradition in our family to bring back the memories of my childhood celebration. Through the observance of this favorite tradition, I seek to honor my parents' spirits and take time to acknowledge the family and friends in our life."



Caleen Gabriel, patient care associate, 5 West, Norton Women's & Children's Hospital • Originally from Republic of Trinidad and Tobago

"All religions enjoy the Christmas season in my country. The island transforms into a country united by music. We all sing, dance and eat. The traditional Trinbagonian Christmas meal includes apples and grapes, sorrel, ham, turkey, homemade bread and *pasteles*, which are pork wrapped in banana leaves. We are Christian, but we have Hindu ancestry too. We celebrate the Hindu holidays as well."



Cheryl Douglas, unit coordinator, Emergency Department, Norton Audubon Hospital

"Just getting together on Christmas, enjoying one another and exchanging gifts. Seeing all my grandbabies and great grandbabies, showing the love."



Katherine Davidson, chaplain resident, Norton Healthcare

"We have many traditions for yearly Jewish holidays like Yom Kippur, Hanukkah and Purim, but it's the weekly holiday, Shabbat, that's my favorite. Every

week from sundown on Friday through nightfall on Saturday, we pause to observe the sanctity of God's creation and our role within it. The holiday begins with candle-lighting and blessings (*kiddush*) and ends with candle-lighting and blessings (*havdalah*), during which my entire Jewish 'family' keeps our ancient day of celebration, prayer, rest and remembrance. My friends and I often are together on Saturdays for Torah study, services and lunch. It is altogether ordinary and extraordinary at the same time."



Ashok Raj, M.D., Norton Children's Hospital • Originally from India

"In the Hindu faith, Diwali is the Festival of Lights.

On Diwali, you will see every town, city and village in India is lit up with thousands of lamps everywhere. But the celebration is not just about lighting lamps outside — an inner light has to come. Light means clarity. Without clarity, every other quality that you possess will only become a detriment, not a gift, because confidence without clarity is a disaster."



Bryant Robinson, Food and Nutrition Services, Norton Hospital

"My favorite holiday is Thanksgiving. I spend time with my family, eat good food and watch and talk about sports."



Give me 5

Five benefits you need to know about

Beyond the benefits you probably think about most — medical, dental, vision, spending accounts and disability insurance — Norton Healthcare offers many additional benefits that support your health, happiness and well-being.

1

Employee Assistance Program. This program provides all employees and their family members with confidential, professional counseling, education and referral services. Through the vendor, Wayne Corp., the program can help you resolve personal issues before they negatively affect your health. In addition, Wayne Corp. offers a free simple will to all employees and their family members.

2

Critical illness insurance. This plan supplements major medical coverage by helping pay direct and indirect costs related to a critical illness. Benefit amounts range from \$5,000 to \$30,000 and are paid in a tax-free lump sum if you are diagnosed with a covered critical illness, such as cancer, heart attack, stroke, major organ failure and coma. The plan also provides one annual wellness benefit of \$150 when you complete one of these eligible health screening tests: Pap smears, serum cholesterol tests, mammograms, colonoscopies, PSA screenings, hearing tests, eye exams, dental exams, well child and preventive exams for children through age 18, and bone density screenings. Your covered family members also are eligible.

3

Legal plan. The legal plan provides you with unlimited telephone advice and office consultations on personal legal matters with a plan attorney of your choice. Representation is available for a number of legal matters. Your coverage can be started or canceled only during the open enrollment period.

4

Hospital indemnity plan. This insurance add-on pays a lump-sum benefit directly to you based on the amount of coverage, regardless of the actual cost of treatment. You can use the money to pay out-of-pocket and other expenses that occur because of hospitalization.

5

Auto and homeowners' insurance. Employees are eligible for discounts on auto and homeowner's insurance through Liberty Mutual. Several payment options are available, including direct billing, payroll deduction and automatic deduction from your bank account.

-Ryne Dunkelberger

Schedule a one-on-one personal enrollment consultation with a benefits education specialist by calling **(502) 629-BENE (2363)**, option 2.



Foundation News

Did you know?

The Combined Giving Campaign allows Norton Healthcare employees to donate through payroll deduction to support the missions of our foundations and other local organizations. You can choose one or more of these worthy organizations to receive your donations: Children's Hospital Foundation, Norton Healthcare Foundation, Fund for the Arts, Metro United Way and WHAS Crusade for Children.

Your donations help fund renovations, equipment, education, staff, programs, research and financial assistance within the Norton Healthcare system and assist outside organizations with causes that interest you or have touched you in some way.

If you currently are enrolled in the Combined Giving Campaign, thank you so much for your contribution! You will be automatically re-enrolled at the same level for 2019 unless you specify a change. If you are not yet enrolled, please consider donating. To sign up for 2019, go to Nsite, click on Applications and select Combined Giving Campaign between Oct. 8 and Dec. 31, 2018.

Upcoming events

Festival of Trees & Lights • Nov. 9 to 11, 2018

Hundreds of beautifully decorated trees, wreaths and greenery will be available for purchase at the 29th annual Festival of Trees & Lights, presented by Republic Bank. Proceeds benefit Norton Children's Hospital.

Norton Children's Hospital Radiothon • Nov. 15 and 16, 2018

Local Alpha Media stations will broadcast live from Norton Children's Hospital lobby for 26 hours to raise much-needed funds for the hospital through the Children's Hospital Foundation. This fundraiser is in partnership with the Children's Miracle Network.

Snow Ball gala • Nov. 17, 2018

Honorary chairs Gary and Karen Lawrence invite you to this black-tie event benefiting the Jennifer Lawrence Cardiac Intensive Care Unit at Norton Children's Hospital. The evening features an elegant dinner and dancing amid a winter wonderland. This event is part of the annual Festival of Trees & Lights. Presented by Konica Minolta.

For more information on these and other upcoming events, visit HelpNortonChildrens.com.



Buy a ticket for a chance to win a house, car, plus \$10,000

Tour the home in Norton Commons that you could win in the Norton Children's Hospital Home & BMW Raffle. Open houses will be held at 10934 Monkshood Drive every Saturday and Sunday through Nov. 11, noon to 6 p.m., and Saturday, Nov. 17, noon to 3 p.m. To purchase your ticket, call **(502) 559-KIDS** or visit **HomeAndBMWraffle.com**. Winners will be drawn Nov. 17, 2018, at the Snow Ball gala. The raffle is sponsored by Norton Commons, BMW of Louisville, the Ramage Company, Wave 3 News, Leslie Cotter Interiors, Market on National and Alpha Media. Charitable gaming license #ORG: 0000851.

By the numbers

2018 Combined Giving Campaign

Approximately **1,800** Norton Healthcare employees participated in the 2018 Combined Giving Campaign. A total of **\$973,850** was raised.* Amounts raised through employee contributions:



\$92,338
Metro United Way



\$104,396
Fund for the Arts



\$98,307
WHAS Crusade
for Children



\$268,253
Children's Hospital
Foundation



\$268,975
Norton Healthcare
Foundation

*Funds in addition to employee contributions are given to the campaign.



Photo by Jamie Rhodes

April West, left, and Dianne Rowan train for the Bike to Beat Cancer, which was held Sept. 8.

CPA Lab employees take on cancer

CPA Lab employees Dianne Rowan, director of finance, and April West, facilities manager, completed their 10th Bike to Beat Cancer in September. The money the event generates benefits Norton Cancer Institute, a cause that is close to both women's hearts.

"My personal connection is from my mom and my dad both having cancer," April said. "My mom was a breast cancer survivor for 36 years before dying from another illness. My dad had prostate cancer, which eventually took his life."

"I also have good friends who have battled this terrible disease, but they are winning! They are my inspiration. Riding all those hills is nothing compared to what they have gone through. Each time I think I can't go any farther, I just think of them."

Dianne's mother is a two-time cancer survivor who is currently in hospice care due to a brain tumor. Her father died from kidney cancer.

It's personal for other CPA Lab employees as well. Several are cancer survivors, and three of their co-workers have died from the disease.

"CPA as a whole is a great supporter of Bike to Beat Cancer," Dianne said. "We've done a pit stop for six years. We come up with a different theme each year. We've had a circus, the old diner and Hawaiian. This year's theme was Derby. The employees do a wonderful job of fundraising."

The team added a new fundraising strategy in 2018: They sold quilt squares with space to embroider a loved one's name and one of the three bywords of the Bike to Beat Cancer — hope, strength or courage. The quilt was displayed at the Celebration of Courage and Bike to Beat Cancer.

The 2018 Bike to Beat Cancer raised more than \$590,000.

—Cheryl Lockhart