



PHOTO JARED LAZARUS

AHA Heart Walk draws crowds

Sunday, Oct. 19 was a perfect day for a walk.

Under Carolina-blue skies, hundreds of Duke Medicine employees gathered in Research Triangle Park for the annual American Heart Association (AHA) Start! Triangle Heart Walk. Clad in blue-green tie-dyed T-shirts, the team walked the 1-mile and 2.5-mile courses with thousands of others from area companies as a way to raise funds for the AHA.

Heart Walk organizers will be collecting and counting donations for a few more weeks, but the Duke Medicine team had raised at least \$114,000 of its \$175,000 goal by Nov. 1.

"All of us know how important it is to take personal charge of your heart health," said Victor J. Dzau, M.D., chancellor for health affairs and CEO of Duke University Health System, in opening remarks. He highlighted Duke's platinum designation as an AHA Fit-Friendly company.

Duke volunteers also provided free health screenings for blood pressure and cholesterol to some 200 individuals that day. Other volunteers passed out a brand-new Duke Medicine Closer to You Location Map that shows more than 100 Duke clinics spread across North Carolina.

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EVENT

DIBS

The Duke Institute for Brain Sciences holds a symposium on Music and the Brain.

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The State of Duke Medicine: Well positioned in turbulent times

Above: Victor J. Dzau, M.D. PHOTO JARED LAZARUS

In his annual State of Duke Medicine speech Nov. 3, Victor J. Dzau, M.D., chancellor for health affairs and CEO of Duke University Health System, highlighted the successes of the past year while also outlining the significant challenges posed by the current financial crisis and how the organization plans to manage through it.

"It has been a year with a lot of successes, and I hear a remarkable 'buzz' from people about Duke," said Dzau. "The people I meet around the country and the world have a sense that great things are happening at Duke Medicine."

There are many reasons to be proud, he said.

The schools of medicine and nursing, as well as Duke University Hospital, continue to be ranked among the very best institutions in the country. Duke's basic and clinical

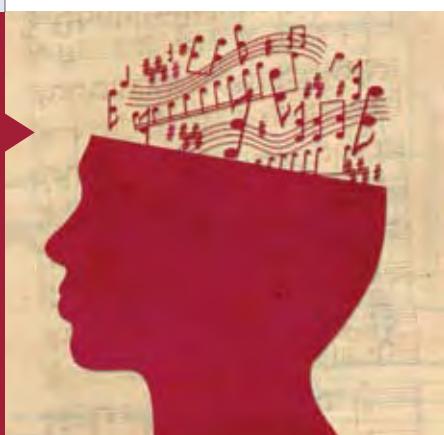
Watch the Speech

Watch the full 2008 State of Duke Medicine address from your computer. Just go to <http://inside.dukemedicine.com> and search "speech."

researchers continue to make important contributions to science, perhaps best exemplified by Robert Lefkowitz, M.D., receiving the National Medal of Science. And, clinical faculty have attracted much attention through the delivery of innovative and differentiated clinical services.

This past year saw Duke become the No. 2 medical

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PROFILE

A matter of faith

Erin Pratt writes about Duke's hospital chaplains and the connection between religion and healing.

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Helping Hands

36 individuals are honored in the 2008 Friends of Nursing Awards.

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ON THE COVER

STRENGTH, cont.

school in the country in research funding from the National Institutes of Health. The Duke School of Nursing now offers a Ph.D. and Doctor of Nursing Practice degrees. Also, Duke Raleigh Hospital was named one of the top 100 places to work by Modern Healthcare magazine, and Durham Regional Hospital continues to be recognized for its commitment to excellence and community service while being described by citizens of Durham as "their hospital."

Financial crisis brings challenges

As he looked ahead to the coming year, Dzau said that the current global financial crisis represents a serious situation that has already had an impact on Duke Medicine, and that its effects will likely be felt for years rather than months.

Not surprisingly, the economic downturn has negatively impacted the health system's investments as well as some of its borrowing rates, resulting in significant temporary increased payments on some loans that have now moderated.

Also, over the last three months, especially October, signs have begun to emerge that suggest a softening in utilization of services across the health system, Dzau said. Most experts also expect future decreases in Medicare and Medicaid reimbursement as part of the new administration's health care reform efforts.

For the nursing and medical schools, the impact has been felt primarily in decreased values of endowments, which is related to the recent market volatility, and in research funding from the National Institutes of Health. It is expected that government research funding will be flat for the next several years.

"The fact is, this is a very serious situation and it will demand a high level of organizational focus, determination and team work — involving all of us — if we are to navigate it successfully," said Dzau.

The silver lining to the current situation is that the main source of income for the Duke University Health



A crowd assembled in the Searle Center listens to the State of Duke Medicine address on Nov. 3. PHOTO JARED LAZARUS

System comes from reimbursement of services by private and government insurers, and at this point, that remains relatively stable.

Managing from position of strength

"While the headwinds we, and academic medical centers across the country, are facing today are strong and threatening, Duke Medicine is in as strong a position as any institution in the country," Dzau said. "I'm particularly proud of the fact that we have the opportunity to proactively manage through this situation from a position of strength."

Dzau explained that Duke Medicine took several foresighted steps before the economic crisis began.

In 2006, \$280 million was transferred from the health system to the School of Medicine as part of a commitment to provide the school with long-term, stable support.

Also, Duke Medicine began a project last summer to identify \$50 million in annual cost savings through improved efficiency, increased productivity and expense savings. "The good news is that we are very close to reaching that goal already," Dzau said. "Initiating such a project before the storm hit prepared us to make thoughtful decisions while preserving our core operations."

In addition, Dzau pointed to recent efforts to preserve our cash position by carefully prioritizing current planned capital expenditures, and also initiating an added level of scrutiny to the hiring of non-clinical positions.

Moving forward

Duke Medicine is pushing forward with strategic priorities, while keeping a close eye on the financial situation as well as any changes in the health care industry.

"We believe that to be frozen by fear or indecision is a losing proposition," he said. "In times like these we must show leadership."

Duke Medicine will move ahead with key recruitments, Dzau said, but new hires will be rigorously evaluated.

Faculty support will continue. Duke Medicine will provide bridge funding for National Institutes of Health grant shortfall for scientists.

Dzau also announced that the Chancellor's Scholarship, which provides two years of funding for outstanding international graduate students who cannot receive NIH grants, will be continued for at least another two years.

"Graduate students are a crucial component of our research enterprise and the international students represent a fantastic talent pool that

we could not tap into prior to the establishment of these scholarships," Dzau said.

Planning will continue on the major expansion of Duke University Hospital and the creation of a Cancer Center, for which a certificate of need will soon be filed with the state. Without hospital modernization and expansion, the quality of our patient care could suffer and growth plans would be significantly stunted, Dzau said.

However, health system leadership will continue to closely monitor the financial environment and any changes in the health care environment while planning continues. The "go-now/go-later" decision points on the DUH expansion and the Cancer Center project — if granted a CON in the spring — will not be reached until mid-2009, meaning that there is time for further thoughtful analysis.

Meanwhile, planning is moving forward on a new state-of-the-art learning center for the School of Medicine. Earlier this year, The Duke Endowment committed \$35 million to the project.

Dzau also said that Duke Medicine's commitments to global and community health remains undiminished. A recent \$250,000 gift will build yet another community wellness center that Duke Medicine will manage in Durham.

Expansion in Wake County will also continue — a new facility in Morrisville will open soon and another in Knightdale will open in March.

A new challenge

Dzau concluded his address by repeating the seriousness of the current situation and the need to work more collaboratively than ever before to overcome the many challenges Duke Medicine will face. And, by restating his intense pride in the organization.

"I couldn't be more proud to be a part of Duke Medicine and to count all of you as my colleagues," he said. "I thank you for your continued excellent work and for making Duke Medicine synonymous with excellence worldwide." ■

CALENDAR



November



Hear acclaimed neurologist and author Oliver Sacks discuss "Music, Healing and the Brain" on Nov. 12 at Page Auditorium. On Nov. 13, continue with the theme at "Music and the Brain," an all-day symposium hosted by the Duke Institute for Brain Sciences. **ILLUSTRATION BY VANESSA DEJONGH**

learn



Nov. 10 6:30-8 p.m.

College Financing Workshop Speaker, Sarita Broadway, a representative from the College Foundation of N.C., will discuss the cost of funding a college education for your children or grandchildren and point out strategies for achieving this goal. College funding is becoming a very costly proposition. According to one recent study, more than 45 percent of parents could not estimate the cost of college for their 11-17 year-old children. Teer House. **Details and registration: 416-3853**

Nov. 11 9a.m.-2 p.m.

The "Smart" Room A tractor trailer traveling the country to showcase innovations in patient rooms will be at the Washington Duke Inn & Golf Club. The 30-minute "Smart Room" presentation for doctors, nurses and other clinicians, is sponsored by Cerner. It highlights the latest in technology and workflowsolutions.

Nov. 12 6 p.m.

The Weaver Lecture with Oliver Sacks, M.D., professor of clinical neurology and clinical psychiatry at Columbia University Medical Center. Sacks will present "Music, Healing and the Brain." This event is free and open to everyone. Tickets and registration are not required. Duke University, Page

Your insider's guide to what's happening at Duke Medicine

Auditorium. Park for \$5 at the Bryan Center Parking Deck (Garage IV). **Details: ilene.nelson@duke.edu or www.dibs.duke.edu**

Nov. 19 4:30-6 p.m.

University Seminar on Global Health. Prabhat Jha, director of the Centre for Global Health Research at the University of Toronto, will discuss "Battling Aids in India." Sanford Institute. Free parking across the street in the Pickens Clinic Lot.

give



Nov. 11 8 a.m.-4 p.m.

Durham Regional Hospital's Auxiliary will host a Silent Auction in the hospital's former Medical Library. Proceeds will benefit the planned renovation of the Women's Services Waiting Room. The auction will feature a variety of items including Rosenthal crystal, Tiffany lamps, luggage, sterling silver jewelry, book ends and other home goods. Items will also be available for immediate purchase. For more information, contact Call Claudette Meeks at **470-4150**.

Nov. 14

Food donations are due today. Boxes for donations to the N.C. Food Bank will be outside the Duke North Atrium and Duke South food court. Everyone is invited to join the effort by the departments of Advanced Clinical Practice, Nutrition Services, Pastoral Services, Social Work and Decedent Care. Needed items include canned foods, dried goods (cereals, rice, pasta, beans, etc.), paper products (paper towels, tissues, and toilet paper), diapers, wipes, toothpaste, soap, etc. Please, no glass and no perishable items. If you have questions, call the Department of Advanced Clinical Practice at **681-2425**.



Nov. 10-29

Eat Wise and Exercise essay contest. Enter the essay contest to win a lifestyle makeover. In 500 words or less, explain why you or your department deserve a 10-week lifestyle makeover. **Details: www.hr.duke.edu/eatwise**

Nov. 10-Jan. 3

Maintain, Don't Gain. This eight-week, web-based program can help you start your holiday season on the right foot. Getting through the holidays and maintaining your weight doesn't have to be challenging. With this program, you will receive weekly e-mails from LIVE FOR LIFE with tips on exercise, stress, nutrition and holiday safety. E-mails will also include: e-health and fitness resources, healthy holiday recipes and weekly virtual weigh-ins. Successfully maintain your weight through the holidays and you will receive 100 LIVE FOR LIFE dollars. **Register: www.ht.duke.edu/maintain**

Nov. 13 9 a.m.-5:15 p.m.

"Music and the Brain." The Duke Institute for Brain Sciences' first symposium. The symposium will include a performance and discussion featuring the Ciompi Quartet. This event is free and open to everyone. Bryan Research Building, Room 103 **Details: <http://dibs.duke.edu/events/11.13.08MusicAndBrain/MusicAndBrain.html>**

Nov. 20 11 a.m.-1 p.m.

32nd Annual Great American Smokeout. Attend and learn about free research-tested programs and expanded benefits by Duke available to help you quit smoking. Stop by the LIVE FOR LIFE tables located at the Duke Hospital Atrium Cafeteria, Duke Clinic Food Court or Durham Regional Hospital Cafeteria. **Details: www.hr.duke.edu/tobaccofree**

How to submit:

Send calendar listings to editorinside@mc.duke.edu

Want more info?

Duke Health events: <http://www.dukehealth.org>

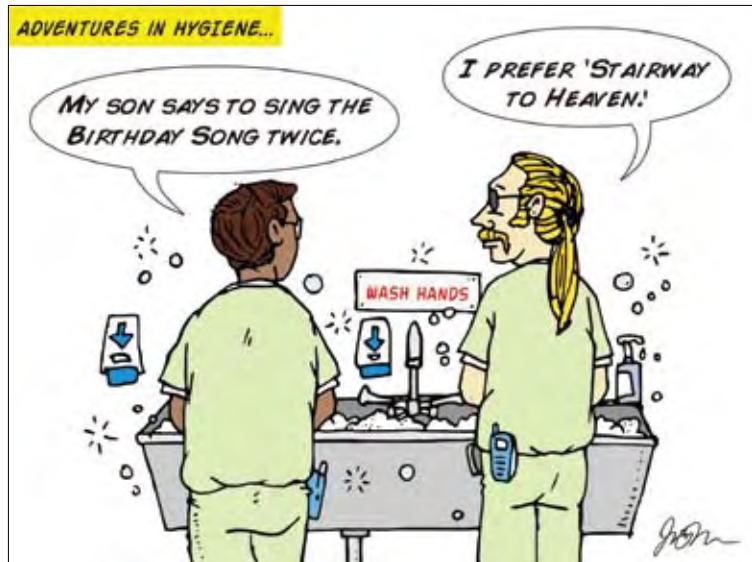
Duke University events: <http://calendar.duke.edu>

AT A GLANCE

“As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them.”

—John F. Kennedy

INSIDE JOKE



IT FIGURES

5,200

The number of applicants in 2008 for Duke University Medical School. Of those:

100

were accepted, from

51

different U.S. colleges and universities, and

5

foreign countries

Source: Richard Steven Wallace, Associate Director of Admission, Duke University Medical School

SUPPORT



Auxiliary support

Duke Hospital Auxiliary has been a vital part of Duke University Hospital since 1950.

Auxiliary volunteers work in the "Pink Smock" gift shops and the Kidz Need Hugz program. The "Teal Smocks" work in the Emergency Department of Duke University Medical Center.

All money earned by the auxiliary directly benefits the hospital. It is non-profit and governed by a board of directors.

For information about the Duke Hospital Auxiliary, call Joy Parton at 684-3646 or e-mail her at joy.parton@duke.edu.

Learn more on the Web at <http://www.dukehealth.org/PatientsAndVisitors/VolunteerServices/Program/hospitalauxiliary>

PICTURES

To *Inside Online* readers: Thank you!

Here's a sincere thank you to the more than 600 *Inside Online* readers who filled out surveys to help us continue to improve the Duke Medicine employee news Web site.

As promised, we drew one name from that group to receive a special prize.

Last month, we presented a \$100 gas card to Crystal Patterson, right, a staff assistant at the Duke Heart Failure and Transplant Program.

"This will come in handy," said Patterson. "Actually, I'm very, very happy to win this gas card because it's quite a commute from Mebane to Duke."

The editors of *Inside Online* are reading through the comments. In the near future, look for the changes to the Web site and new features that you asked for. And, when we make a change, we'll tell you who gave us the idea.

Want to learn more about *Inside Online* right now? Turn to page 16. ■



Crystal Patterson and the \$100 gas card she won after answering a reader survey on *Inside Online*. PHOTO BY BILL STAGG

BULLETINS

News briefs, notices, events, and the IDM Book Club

RECOGNITION

Nurses vote Duke Hospital among best

Duke University Hospital has been named one of *ADVANCE for Nurses* top hospitals in the magazine's second-annual Readers' Choice survey for the Southeast, including North Carolina, South Carolina, Georgia, and metro areas of Alabama and Tennessee.

Voting was open to RNs, who ranked a selected hospital in areas that matter to nurses: quality of care, organizational culture, professional development, communication and retention efforts. Duke University Hospital scored high for professional development.



Hospitals that excelled in this category compensate for independent continuing education, offer tuition reimbursement and support attendance at nursing conferences, encourage membership in professional associations, and use career ladders and reward certification, among other actions.

The Readers' Choice results are featured in the Oct. 20 issue of the biweekly magazine.

Go to Page 7 to read more about career development opportunities for Duke Medicine nurses.

INFORMATION

Faculty development seminars set

The Duke School of Medicine Office for Faculty Development has several coming professional development seminars.



Upcoming seminars include "Getting Mentored at Duke," "The NIH Review Process" and "After the Clinic Visit – The PDC Money Flow."

Find out more and register online at <http://facdev.medschool.duke.edu>

Search under the "upcoming events" tab.

You may also contact Ann J. Brown, associate vice dean for faculty development, at 684-4139 or brown066@mc.duke.edu



Events **High Fives** School of Nursing News
 Research News **Today's Top News**
Inside Scoop School of Medicine News
 HR News **Inquiry** Profiles Global Health
Ethics Arts, Culture & Medicine Lives

■ RANKINGS

Eye Center ranks highly

The Duke Eye Center was ranked fourth best overall in the latest rankings of U.S. ophthalmology programs by *Ophthalmology Times*.



Go to <http://inside.dukemedicine.org> (search for "eye center") to hear an audio clip of what David L. Epstein, M.D., the Joseph A.C. Wadsworth Clinical Professor and chairman of the Department of Ophthalmology, had to say about the recognition.

■ FUNDRAISING

School of Nursing faculty-staff campaign tops goal

In less than six weeks, the Duke University School of Nursing has succeeded in meeting its goal of raising \$50,000 through the Faculty-Staff Campaign.

The DUSON community contributed more than \$25,000, ensuring a matching \$25,000 pledge from Susan Meister, Ph.D., RN, FAAN, chair of the school's national Board of Advisors, and her husband, Paul. The money raised will go to the School of Nursing Annual Fund, which provides student scholarships.

"I am very pleased to support the annual fund and its agenda, especially scholarships," Meister said. "As the chair of the Board of Advisors, I am well aware of the great advances the school has made with the leadership of our exceptional dean. I consider it an honor to join in these efforts."

"This is a wonderful show of support for our students," said Dean Catherine Gilliss, DNSc, RN, FAAN. "We are very grateful to Susan and Paul Meister for their support and commitment to our school."

■ RECOGNITION

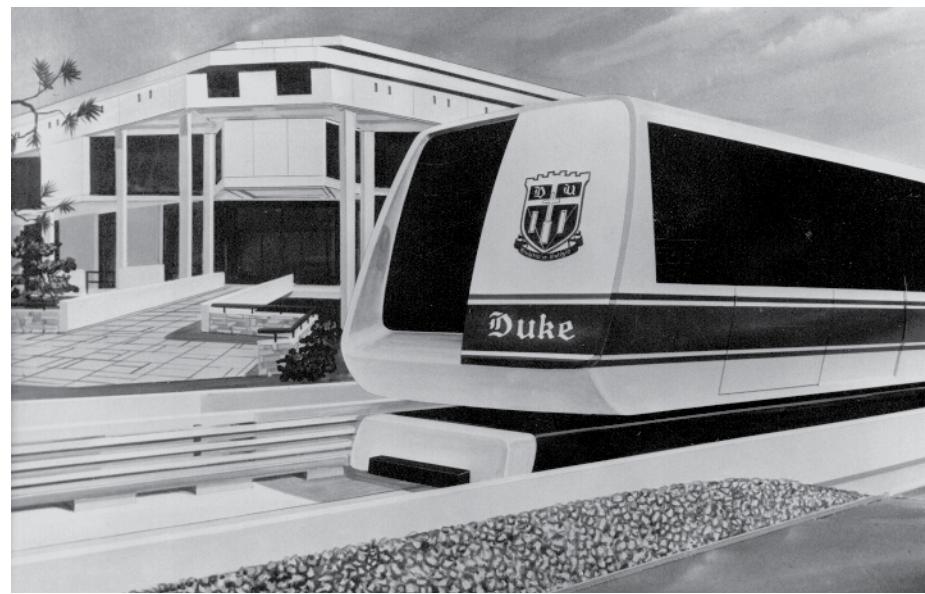
Duke named tops for diversity

DiversityInc., the leading publication on diversity and business, has named Duke a top university for diversity, ranking it among five colleges that "stand head and shoulders above the rest."

Duke was highlighted in the magazine's October 2008 issue for strong work/life benefits, inclusiveness for same-sex domestic partners, and its non-discrimination policy that includes sexual orientation and gender identity.

Other deciding factors include Duke's strong philanthropic efforts in the Durham community and commitment to contracting with diverse suppliers.

PRT: Coincidental history



A Personal Rapid Transit vehicle glides past the Medical Center Library in this artist's rendering from the 1970s. PHOTO COURTESY DUKE MEDICAL CENTER ARCHIVES

Last month, Chancellor Emeritus William Anylan, M.D. – under whose leadership Duke North, and its Personal Rapid Transit system, was built – took a last ride on the PRT. Here are his recollections.

The whole Duke North Hospital project was under the direct supervision of Dr. Jane Elchlepp, a.k.a. "Lady Jane" by all the architectural and engineering staff.

In the mid 70's, she and some members of her staff visited Disney World in Orlando to learn about "people movers." She returned with three alternative systems: (1) the planned Atlanta airport system being designed by Westinghouse, (2) the Dallas-Ft. Worth airport system that ended up as the only one that would be built by the company, and (3) the Otis horizontal system that displayed a showcase track just outside Denver.

By coincidence, Dr. David C. Sabiston and I were to be in Denver at a surgical meeting. We took the extra time to visit the Otis track. It was February and snowing. We were very impressed by the fact that it rode smoothly on a very thin layer of air and coincidentally blew the powdery snow away from the track. It didn't dawn on me that whereas snow in Denver is powdery, snow in Durham is icy and hard to blow away.

Nevertheless, all the engineers and Lady Jane were impressed by more factual comparisons. The Otis system was not impeded by differences of ground level; it could handle the difference of elevation between the main hospital (Duke South) and the new structure. We also tended to identify Otis with years of experience in "people moving," without ap-

preciating that they were totally new in horizontal moving.

Shortly after they agreed to a contract, that component of Otis was sold to United Technologies, based in Hartford, Conn. They contested the agreement to service the system.

Two things happened. Under Lady Jane's leadership we trained our own maintenance engineers – and we shall be eternally grateful to Jimmy Mathews and Gary Burke as two of the group who maintained the viability of the major link between the hospitals, avoiding critical incidents jeopardizing the transportation of very sick patients.

The second coincidence was my running into the father of one of our nursing students at a Duke Medical Alumni gathering. I found out that he was a key member of the board of United Technology. Having recited to him the short history of our problems, he took immediate action. I believe we had the cooperation of United Technologies thereafter but we still relied on our own staff to keep the system running safely.

In anticipation of the Oct. 15 phase-out, I took a ride on the PRT on Oct. 3. I recalled that the first official ride in 1979 was made with Dr. Ike Robinson, who was then the director of Duke Hospital before becoming vice-chancellor at Vanderbilt University. Ike died last year. I would have enjoyed relating this memory to him. ■

■ HOLIDAY IDEAS

Holiday ducks are coming

The Aflac Holiday Ducks are in Macy's Department stores.

For the third year, proceeds from the ducks will benefit the Pediatric Blood & Marrow Transplantation Family Support Program. The talking, plush ducks will arrive at Duke locations later this month.

Since 2001, Aflac and Macy's have raised nearly \$2 million with the holiday ducks for more than 30 hospitals across the country.

Large ducks are priced at \$15 and smaller ones at \$10.

Dates and times:

**Duke North Cafeteria:**

11 a.m.-3 p.m. Dates: Nov. 24, 25, Dec. 4, 5, 11, 12, 18, 19.

Duke South Food Court:

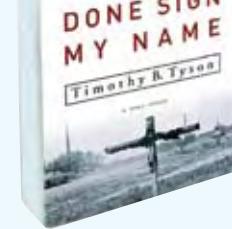
11 a.m.-3 p.m. Dates: Dec. 2, 3, 8, 9, 16, 17.

■ IDM BOOK CLUB

Written in blood

Stefanie Conrad, public relations specialist for the Duke University School of Nursing, is spending some of her free time reading the popular book **Blood Done Sign My Name** (Random House paperback, \$14.95)

by Duke historian Tim Tyson.



"I'd recommend it to everyone. It's a great book," Stefanie says. "It speaks a lot to racial strife and segregation not too long ago in the South."

More specifically, it tells the true story of 1970s strife and segregation – and a racially motivated death – in Oxford, the Granville County town just north of Durham where Tyson grew up.

Back then, three white men killed a 23-year-old Vietnam veteran in broad daylight, contending he said something inappropriate when he spoke to a white woman. An all-white jury acquitted the men, spurring marches and violence.

The book is widely available in hardback and paperback. A movie version will be filmed in North Carolina.

— Bill Stagg

To see a video of Stefanie discussing this book, go to <http://inside.dukemedicine.org>

If you're reading a good book, tell us about it at editorinside@mc.duke.edu

SERVICES

A matter of faith

Hospital chaplains reach across faith backgrounds to care for patients

By Erin Pratt

On a sunny October afternoon, Duke University Hospital chaplain Deborah Morgan walked from her office in Baker House to Duke North, enjoying the weather and preparing to visit with patients and their families.

In her eight years as a chaplain here, the Rev. Morgan, a Duke Divinity graduate and board-certified chaplain, has come to understand that patients come to the hospital and Emergency Department with their unique situations and backgrounds.

"Each patient's health is different and requires specialized care. The spiritual needs and beliefs of each patient are also different and cared for at Duke," Morgan said.

Morgan is one of three chaplains in the DUH Pastoral Services Department. They care for patients' spiritual needs with the same level of personalized care that Duke doctors, nurses, and staff provide for patients, said director Jim Rawlings.

"We support patients and staff with resources from their own faith perspective during a crisis in their lives," said Rawlings. "We help them reconcile their situation with their life."

The three chaplains at Duke, along with adjunct chaplains in the community, are able to provide spiritual care for patients of any faith background.

Pausing before she walked into her assigned unit, Morgan checked in with the nurse to see how she and the patients were doing. She then entered the room and greeted the couple, a Catholic husband, and his Baptist wife.

Morgan, herself a Methodist, had been ministering to the couple for several weeks as the husband recovered from a trauma injury and the wife remained at this side.

"90 percent of Duke patients use religion to cope. Of those, 40 percent view religious coping as the most important factor in coping with their illness"

Like other DUH chaplains, she does not attempt to alter someone's faith or persuade them toward one faith background. She instead offers to help make sure their individual spiritual needs are met during their stay at the hospital.

"I tell people that I can be their pastor while they are here," Morgan said. "I let them decide how much time we spend together."

She checks in with the patients and their families weekly and coordinates initial visits with the nurses in her assigned units.

"I say prayers with them and for them, we read scripture together, and talk. Most importantly, I let them know they have a friendly face willing to advocate for them."



The Rev. Deborah Morgan, a Duke University Hospital chaplain, pauses in the hospital's chapel. PHOTO BY ERIN PRATT

After visiting with the couple, Morgan asked the patient "would you like for me to pray with you here or say a prayer back in my office for you?"

"I like to propose prayer in a way that the patient doesn't feel obligated," Morgan said.

Morgan reached out and joined hands with the couple to create a prayer circle. At the husband's request, they recited the Lord's Prayer together.

After praying with the patient, Morgan sat alone with the wife for nearly an hour, listening as she talked about the difficulty of being away from their family and home during her husband's recovery.

At the end of their visit, the wife walked away smiling. She said it helped having someone here at Duke to talk through her worries about her husband's recovery and future.

The experience was helping the couple grow stronger in their individual faiths, the wife said.

Duke researchers have encountered similar stories.

Over the past 20 years, Harold G. Koenig, M.D., professor of psychiatry and behavioral sciences, and colleagues at Duke and the Durham VA, have studied the commonality of religious coping among patients who are sick and in the hospital.

"We consistently find that religious coping is very common among sick people," Koenig said. "Our research shows that 90 percent of the patients at Duke are using religion to cope at least on a moderate level. Of those patients, 40 percent view religious coping as the most important factor in coping with their illness."

Koenig has also published three studies, two in the *American Journal of Psychiatry*, that report religiously involved medical patients are less likely to become

Need more info?

For more information about the services offered at DUH visit: http://dukehealth1.org/patients_visitors/pastoral_care.asp

For information about spiritual care at Duke Raleigh Hospital, contact Adrian Dixon at **954-3268**. For Durham Regional Hospital information, contact the director of Pastoral Services at **470-8313**.

depressed and more likely to recover if they do become depressed than less religiously involved people.

"Religion is a prevalent way of coping with illness," Koenig said. "So, it makes sense that Duke chaplains help speed the recovery process for patients."

"Based on our other research findings, I would expect that hospital chaplains help people cope better and reduce depression, recovery time, and length of stay at the hospital," he said.

Pastoral services have been offered at Duke University Hospital since 1956, when the first DUH chaplain, P. Wesley Aitken, was appointed. While its mission — to provide pastoral care to people who are in a crisis — has not changed, its services have expanded.

Pastoral Services has four main programs: providing ministry to patients, families, and staff; the clinical pastoral education program; offering bereavement services to patients and staff; and the Partners in Caring community outreach program.

The department and chaplains also provide weekly care to Duke clinical staff.

"We really support our nurses and clinicians,"

see FAITH, p.14

FIRST PERSON

Mary Ann Fuchs, R.N.

Mary Ann Fuchs, M.S.N, R.N., has 23 years of experience as a registered nurse in various roles. Now, she is the chief nursing and patient care services officer for both Duke University Hospital and Duke University Health System.

Where does professional development fit into nursing practice?

It's very important. Each year, the nursing executive team sits down to establish what our goals will be. The goals are in four broad categories: human resources, clinical practice, work environment, and, managing and operations. But what we're really focusing on is human resources and clinical practice. They fit together: we need human resources to be

MARY ANN FUCHS,
M.S.N., R.N.

able to care for our patients.

What perspective does Duke take on that?

More than merely recruiting nurses, we need experts. We need our nurses to be experts at delivering care because we are a specialty-based organization.

How are these experts created?

Through professional and career development opportunities. We've developed a comprehensive system that recruits and retains staff, and then develops that staff by providing opportunities to learn new skills and progress in their careers. We call it the clinical ladder.

How does it work?

It is really driven by bedside staff by what they feel they need to professionally develop. The ladder is designed so that a nurse can be an expert clinician and stay at the bedside, or they can pursue an education path or a management path. There are special things they can do along that way to develop themselves, which are in line with unit or organizational goals. We're receiving recognition for this. Duke Hospital was ranked by readers of *Advance for Nurses* magazine as a workplace that excels in opportunities for continuing education, tuition reimbursement and rewards and recognition.

How does Friends of Nursing fit into this?

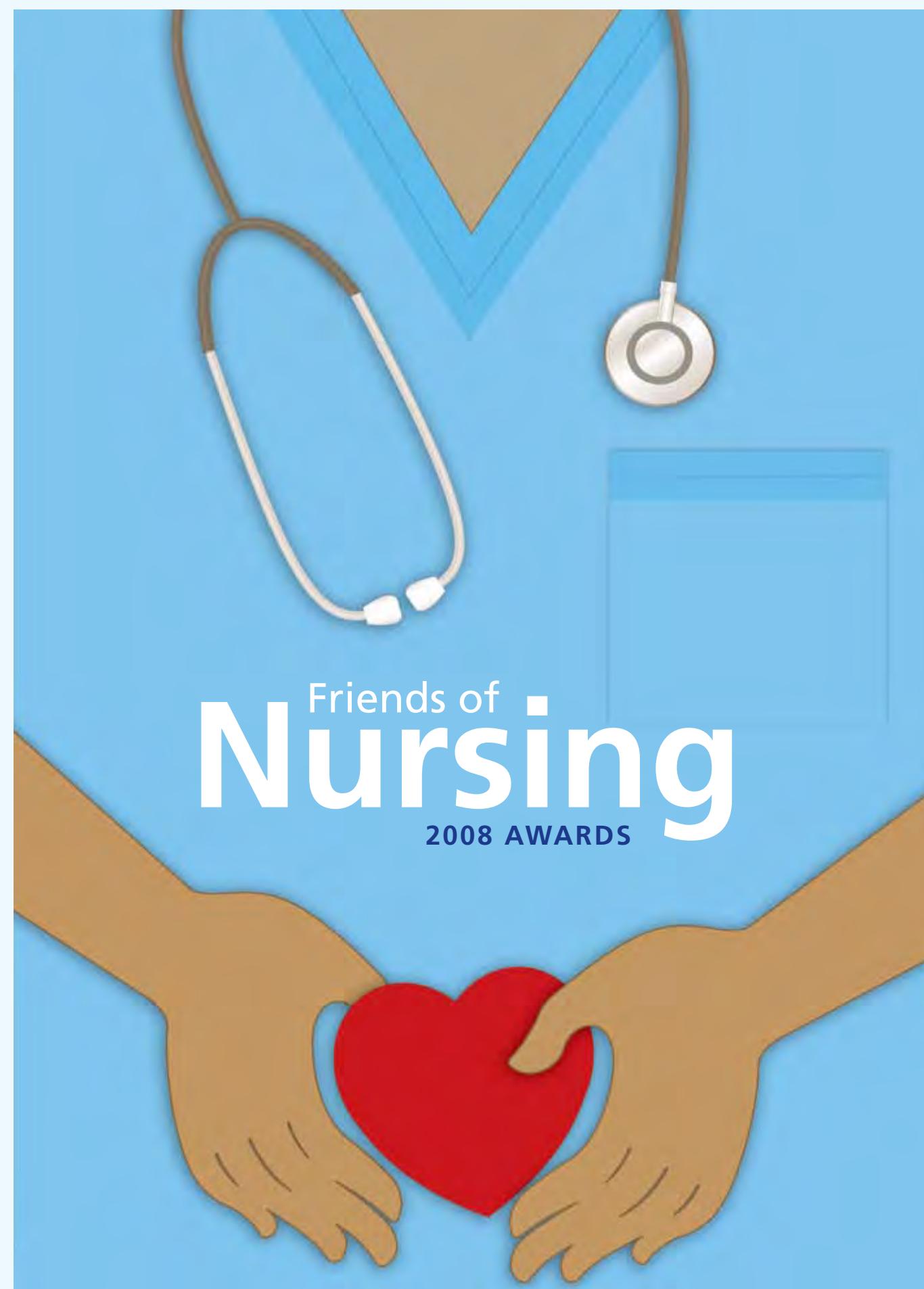
It's integral to it, and invaluable. We are so lucky and proud to have a program like Friends of Nursing, which as you can see when you read about this year's recipients, recognizes achievement and provides support for the continuing professional development of Duke Medicine nurses.

– Interview by Mark Schreiner



Friends of Nursing

2008 AWARDS



Ask Duke's nurses what they do and you'll get a variety of answers. Some work at the bedsides of hospital patients, some provide care in dozens of clinics, while others take their knowledge and skills out into the community.

But ask them why they do these things, and the answer is much simpler. They do them to help other people.

Friends of Nursing exists to recognize and reward

nurses for all the roles they play: caregiver, educator, researcher, colleague, patient advocate and friend.

Each year Friends of Nursing provides 36 excellence awards to DUHS nurses, providing them with a \$1,000 stipend they can use for professional development. The awards will be presented at the annual Friends of Nursing Gala on Nov. 15.

Turn the page to learn more about this year's recipients.



Friends of Nursing 2008 AWARDS



**Vicki C. Blackwell,
ADN, RN, OCN**
Hematology Oncology Clinic
Duke University Medical Center
*Evelyn Morgan Award for Excellence
in Oncology Nursing*

"Vicki is the unsung hero of our unit. She provides a sense of calm and continuity, and is the go-to person to make things happen for the patients."

She has a solid knowledge base in nursing as well as oncology. She reinforces the teaching of patients on a daily basis. Vicki provides outstanding customer service every day and is always pleasant and helpful."

– a colleague



Carolyn Bodemann Hall, BSN, RN
Cardiac Care Unit
Duke University Hospital
*Ernestine Davis Cole Award for
Excellence in MICU/CCU Nursing*

"Carolyn puts patients first and has high expectations for herself and the health-care team. She has helped her unit work as one team, and the CCU team has become a stronger workforce. Her

collaborative committee work has increased accountability and involvement by the staff. She gives positive feedback to her peers, and personally thanks other units and departments when they send help to her unit when conditions warrant it."

– a colleague



**Donna Bowling,
ADN, RN, CNN, CGRN**
Endoscopy
Durham Regional Hospital
*DRH Auxiliary Award for Excellence
in Nursing Practice*

"Donna is a seasoned nurse that knows how to think outside the box, troubleshoot technically challenging issues and has keen assessment skills that promote positive

patient outcomes. She has a patient and calm voice and is frequently called upon by the staff for customer service skills."

– a colleague



Brandi Capps, BSN, RN
Children's Health Center
Duke University Hospital
*Terry L. Johnson Award
for Excellence in Pediatric Nursing*

Brandi is talented, compassionate and has a wonderful sense of humor. Even on the most challenging of days she manages a smile. Her positive attitude is contagious. Being around her makes others feel good,

including staff, physicians, patients and families. Families love her for her outstanding service and dedication to children.

– a colleague



Evelyn H. Chiu, BSN, RN
Cardio-Thoracic Operating Room
Duke University Hospital
*Award for Excellence
in Perioperative Nursing*

"Evelyn is one of the most honest people I know. She is respectful of patients as well as staff members. If she doesn't understand something she will do the research and learn the answer. She precepts many

of the new staff members and explains procedures, step by step, to help them gain a better understanding of the procedure."

– a colleague



Shirley J. Duvall, RN
Neuroscience, Duke University Hospital
*Janet H. Clapp Award for Excellence
in Nursing Practice*

"Shirley made us feel like my dad was her only patient, even though she had many others. Shirley is experienced, knowledgeable, and compassionate and she gives so much to others. She helped me calm myself while my dad was in surgery and

regain a sense of peace. The next day, she checked on my dad in the ICU, and even checked on me and my mom before her shift began. This is a GREAT nurse, and we need more like her!"

– a patient



Mary Louise Ferguson, RN, CNIII
Medical Unit, Duke Raleigh Hospital
*Maddocks Award for Excellence
in Medical Surgical Nursing*

"Mary Lou has the respect of her co-workers, peers and her unit. She never forgets her co-workers on a busy night and is one of the first to ask if anyone needs help. She is a great example of the type of nurse you would want to care for you."

– a colleague



**Veronica Hopkins Garrett,
BSN, MHA, RN, CNIV**
Telemetry, Durham Regional Hospital
*DCHC Board of Trustees Award
for Excellence in Nursing Practice*

"Veronica had just gotten off work when she heard that my mother did not want to be turned or touched in any way, and that she spoke to the nurses in such a way that they seemed ready to let her

have her way. Veronica came to my mother's room to see if she could help and it was obvious right away that we were in the presences of an accomplished, dedicated caregiver. She was gentle and kind but still used the firm responses required to get the job done, and get it done right."

– a patient



Judy Gentile, MSN, RN, ANP
Gastroenterology
Duke University Medical Center
*Norma L. Harris Award for Excellence
in Nursing Practice*

"Judy demonstrates unique leadership and role model qualities. The degree of contact she has with patients and their caregivers confirms her as an exceptional advocate for patients under her care. The

standard of patient care that she delivers is of the highest order."

– a physician



**Leilani Millado Gomez,
BSN, RN, CNIII**
Cardiac Care Unit
Duke University Hospital
*Nan and Hugh Cullman
Heart Center Award for
Excellence in Nursing Practice*

"Leilani is the quiet, unassuming leader in the CCU. She is a great patient advocate and an excellent preceptor. Her patient personality is excellent with our new graduates. She conveys a vast knowledge base that always promotes a positive atmosphere for learning."

– a colleague



Tammie T. Gullie, RN
Nurseries, Durham Regional Hospital
*DCHC Board of Trustees Award
for Excellence in Nursing Practice*

"Tammie is a ray of sunshine everyday. She is an excellent resource for staff. Many times our babies stay for a month or longer. She advocates for our babies, and is not afraid to stand up for what is right. She can often be found encouraging families."

– a colleague



Donna B. Guthrie, BSN, RN, CNIV
Mobile Cardiac Cath Lab
Duke University Hospital
*Nan and Hugh Cullman
Heart Center Award
for Excellence in Nursing*

"Donna's kindness and compassion toward patients is unequalled. Patients are understandably fearful when facing cardiac catheterization. Donna takes the time to allay their fears. I would want her to be my nurse."

– a colleague



Friends of Nursing 2008 AWARDS



Tracy Hausfeld, RN, ONC, CNII
Hematology Oncology Clinic
Duke Raleigh Hospital
Hill-Rom Award for Excellence in Nursing Practice

"Tracy is described by her colleagues as thorough, always smiling, resourceful and highly effective at bringing people together. She is a role model for her unit, remaining calm and professional when there is an influx of patients. She has a can-do attitude and leads by example."

– a colleague



Dina Hayes, RNC
Labor and Delivery
Durham Regional Hospital
DRH Medical Staff Award for Excellence in Nursing Practice

"Dina is a true advocate for the patients receiving care on her unit and the direct care of her employees. She is always available to us, and she has an open door policy so we can speak freely with her at any time. When it's necessary, she jumps in to provide patient care."

– a colleague



Lisa Hedgepeth, BSN, RN, ONC
Orthopedics
Duke University Hospital
Inez "Turk" James Award for Excellence in Nursing Practice

"Lisa combines skill and knowledge with humor to make work both educational and enjoyable. Because of her keen sense of humor and direct approach to handling situations, the staff love working with her. She has even been known to play April fool jokes on her managers! She likes to have fun but is serious in making sure the work is accomplished."

– a colleague



Lynn Jackson, RN
Medical Intensive Care Unit
Duke University Hospital
Award for Excellence in Critical Care Nursing

"Lynn is consistently even tempered, friendly and helpful. She explained all procedures and kept us abreast of tests results. She answered my husband's questions even when he asked them time after time. Lynn stayed with my husband during off unit procedures, and she did it with a cheerful spirit, even when it interfered with her lunch, or caused her to stay past the end of her shift."

– a patient's family



Dawne D. Lewis, BSN, RN
Surgical Division
Durham Regional Hospital
DRH Medical Staff Award for Excellence in Nursing Practice

"Dawne exemplifies the term 'team player' by consistently stepping up to the plate for new initiatives and projects. Her hands-on-manner makes her the most user friendly educator within the hospital. She knows how staff feels when they are faced with a new process. She is a calming force for them and they know she will be present emotionally and physically to assist them with transitions."

– a colleague



Michele Simmons Lewis, BSN, RN
General Medicine
Duke University Hospital
Hill-Rom Wound Care Award for Excellence in Nursing Practice

"Michele is a great leader and role model for the staff of 8300. She is always accessible, helpful and intuitive. She knows when to intervene if a nurse is struggling and is a great problem solver. Michele does whatever it takes to meet the needs of her patients and her unit. She is calm, pleasant and always full of cheer."

– a colleague



Kathryn McBroom, RN
Operations and Education
Duke University Hospital
Nurse Researcher Mentor Award

"Kathy leads through example by holding herself to high standards of excellence as a role model. By ensuring that her staff has the tools necessary to master both their basic and specialized nursing skills to deliver high quality nursing care, she helps them meet the needs of her unit's patients and families. She always goes one step further and makes sure those opportunities and ideas are shared with other units if it's applicable."

– a colleague



Sarah McCormick, BSN, RN, CCRN
Medical Intensive Care
Duke University Hospital
Ernestine Davis Cole Award for Excellence in MICU/CCU Nursing

"Sarah understands the art of nursing begins with a comfortable patient. When she transitioned to the role of RN, she never forgot the need for basic nursing care. Some have asked 'How did you wash my mom's hair when she's connected to a monitor, a ventilator, three to four IV pumps and a CVVHD?' Only a true artisan can make it seem so effortless."

– a colleague



Tina Morris, BSN, RN
Nurseries
Durham Regional Hospital
DRH Medical Staff Award for Excellence in Nursing Practice

"Tina exemplifies clinical nursing and leadership skills. She can walk into any situation and adeptly handle a patient crisis. Coworkers and physicians alike take reassurance and comfort knowing that she is at the bedside and is there to support their needs."

– a colleague



Tess Muro, BSN, RNC, CDE, CCRN, CEN
Emergency Department,
Duke University Hospital
MERS Award for Excellence in Emergency Trauma/Nursing

"Tess embodies the drive to deliver excellent patient care. When asked why she is so involved, she will tell you that the more knowledge you have, the better you can care for your patient, and they deserve the best. She is our Diabetic Champion in the ED, and she has developed an educational series on Diabetes called Lunch and Learn."

– a colleague



Sara Neill, BSN, MSN, RN, NNP
Intensive Care Nursery
Duke University Hospital
Wilma Minnear Award for Excellence in Nursing Mentorship

"Sarah is a creative problem solver who looks at a problem with a, 'How can I help fix it,' attitude. Many families have developed a connection with her because they feel they have been given the time and attention they need. She encourages them to ask questions, and her kind nature is recognized by all."

– a colleague



Miriam Nguyen, BSN, RN
Cardiac Care Unit
Duke University Hospital
Heart Center Award for Excellence in
Cardiovascular Nursing in Recognition of Mary Ann Peter

"Miriam leads by example and has an excellent rapport with the health care team. When in charge she is very visible on the unit and willing to do whatever it takes to provide safe patient care. She is an advocate for new nurses to ensure they are assigned to challenging yet appropriate patients."

– a colleague



Friends of Nursing

2008 AWARDS



Susan Orred, RN
Surgical Services Operating Room
Durham Regional Hospital
DRH Medical Staff Award for Excellence in Nursing Practice

"Sue is a great example for other OR nurses. She provides constructive feedback and good suggestions to promote improvement in the OR, and works with team members to provide orientation and support. She is an integral part of the OR team."

– a colleague



Magan Parker, BSN, RN
Surgical Trauma Intensive Care Unit
Duke University Hospital
Mary Ann and Robert H. Peter Award for Excellence in Nursing Practice

"Magan understands the big picture of trauma and family tragedy. She not only gave our daughter excellent medical care, she did all she could to care for us as parents as well. She has great compassion and a true love for her job that shows up in her patient and family care. She knows how to make the heartbreak and burden seem so much easier and lighter. We will never forget her for what she did for us."

– a patient's family



Heather Carter Parrish, BSN, RN
Birthing Center
Duke University Hospital
Award for Excellence in Women's Health Nursing

"Heather was our nurse when we had our baby, and she was amazing. She was able to speak in technical terms to my wife, who is also a nurse, while speaking to me in plain terms which kept us both at ease and informed. After my wife was transferred to a different floor, Heather came by to check on her and get updates on our baby. She made us feel like we were in great hands."

– a patient



Nancy Parker Payne, MSN, RN
Advanced Clinical Practice
Duke University Medical Center
Watson Family Award for Excellence in Patient/Family Education

"Nancy has a passion for excellence in amputee care, a very rare specialty in nursing. Her passion comes from her recognition of the incredible needs of this patient population, needs that are often beyond the physical challenges of an amputation. To know this nurse is to know the true meaning of compassion and optimism. She literally radiates hope."

– a colleague



Jeff Perez, RN
Duke HomeCare & Hospice
Drew Award for Excellence in Hospice Nursing Practice

"Jeff is a role model with his peers and those he supervises. With Jeff, the patient and families come first. This is demonstrated in patient advocacy, and feedback from families. His willingness to learn and seek resources is the mark of a growing leader."

– a colleague



Meryle S. Schwartz, RN
Operating Room
Durham Regional Hospital
DRH Medical Staff Award for Excellence in Nursing Practice

"Meryle is conscientious, thorough and prepared. She is always there to assist if the need arises. She has a great relationship with her physicians and makes sure they have what they need when they need it."

– a colleague



Felicia Jamison Street, BSN, RN, CWOCN
Wound Management
Durham Regional Hospital
Hill-Rom Wound Care Award for Excellence in Nursing Practice

"Felicia has excellent professional nursing skills. Nursing is not just a profession to her—it is a calling, one she fulfills with great love and skill. Her touch was gentle and she sensed the grief and impending loss of a loved one and expertly addressed our emotional needs."

– a patient's family



Linda Taylor, RN
Operating Room
Duke University Hospital
Award for Excellence in Nursing Leadership

"Linda is an excellent communicator. She keeps the patients families informed if there is a delay in the surgery. She is gentle and respectful but firm in making sure the right thing is done. She is 'true-blue,' fair, a superior patient advocate, a concerned mentor, tough when needed and an all-around fantastic leader."

– a colleague



Joy Tyson, RN, CNIII, SANE, FNE
Emergency Department
Durham Regional Hospital
DRH Medical Staff Award for Excellence in Nursing Practice

"Joy is a true patient advocate. She can be seen staying late to assist a patient or family member. She welcomes all patients and families as a family member of her own. Many times patients comment that they forgot they were in the ER since she made them feel so comfortable."

– a colleague



Betty Watson, BSN, RN, PRM
Patient Resource Management
Duke University Medical Center
Edward and Florence O'Keefe Award for Excellence in Oncology Nursing Practice

"Betty is a seasoned shoulder to lean on, always reminding me that the patients needs come first, and that the patient is why we are here. Her example of patient advocacy made a big impression on me and I decided as a physician, I wanted to be a patient advocate as well. Betty always goes the extra miles for her patients and their families. She truly personalizes medicine."

– a physician



Wanda Williamson, MLPN
Heart Services, Duke University Hospital
Award for Excellence in Nursing Practice, LPN

"Wanda has been a nurse at Duke for over 41 years. In that time she has seen her job role change, along with patient care. She works consistently and professionally. She is a teacher by her experience. Wanda keeps her mind open to new ideas and strategies and is ever willing to work with change."

– a colleague



Sherri L. Woody, MSN, RN, CPN
Clinical Education and Professional Development
Duke University Medical Center
Award for Excellence in Nursing Education

"Sherri is passionate about empowering nurses to achieve educational success. She strongly believes that when you work at a great Magnet Hospital like Duke, nurses need to take advantage of certifications to better themselves and provide more knowledgeable care."

– a colleague



NEWS

Right B cells at the right time

Duke University Medical Center scientists have figured out which type of B cells act — and at what time — to keep a multiple-sclerosis (MS)-like disease under control, knowledge that will help to create better therapies. Thomas Tedder, Ph.D., former chair of the Duke Department of Immunology, and colleagues have identified a regulatory B cell subset, called B10 cells, that does more than just create antibodies. They appear to control the action of other lymphocytes.

"In the case of MS-like symptoms, these rare B10 cells are so potent, they are amazing," Tedder said. "This special B-cell subset is needed early in the disease to reduce symptoms and tissue destruction. After that, depleting other B cells is helpful, because B cells can go on to amplify responses by other cells that produce detrimental effects once the disease is established."

Blacks less likely to receive depression treatment

Blacks and whites with heart disease are both likely to experience symptoms of depression, but blacks are only half as likely to receive treatment for the disorder, according to a new study from Duke University Medical Center. "This is an important finding because we know that depression is associated with a two- to four-fold increase in the risk of complications and death from heart disease," says James Blumenthal, Ph.D., a psychologist at Duke and a co-author of the study appearing early online in the *American Heart Journal*. "Untertreatment of depression is a serious clinical issue."

Family flu vaccine to protect newborns

Vaccinating new mothers and other family members against influenza before their newborns leave the hospital creates a "cocooning effect" that may shelter unprotected children from the flu, a virus that can be life-threatening to infants, according to researchers at Duke Children's Hospital. The hospital-based outreach tested in this study proved effective at boosting immunization rates in parents — especially new fathers — and siblings who otherwise may not be vaccinated. "The Centers for Disease Control and Prevention does not recommend vaccinating newborns for flu because they're too young, however they're a part of the population that is at highest risk," explains Emmanuel "Chip" Walter, M.D., a pediatric infectious disease specialist at Duke Children's Hospital. He presented the findings of the CDC-funded study at the annual ICAAC/IDSA meeting in Washington.

For more on the latest Duke Medicine research findings visit inside.dukemedicine.org

FEATURE



The Duke Institute for Brain Sciences brings together researchers from disparate disciplines, from business to psychology to cardiology. Visit DIBS new virtual home at <http://www.dibs.duke.edu>. ILLUSTRATIONS BY VANESSA DEJONGH



Brain gain

By Kelly Malcom

The current economic crisis has many people thinking about risky choices. The burgeoning field of neuroeconomics, which combines neuroscience, economics and psychology, examines how people make decisions.

Turns out that many of its top investigators are right here at Duke.

Scott Huettel, Ph.D. and Michael Platt, Ph.D., of the Center for Cognitive Neuroscience published a paper entitled "Risky Business: The Macroeconomics of Decision Making Under Uncertainty" published earlier this year in *Nature Neuroscience*, outlining how the brain responds to such situations.

The researchers have recently teamed up with colleagues from the Fuqua School of Business and the Department of Molecular Genetics & Microbiology to further explore the biological and psychological underpinnings of risky decision-making.

This interdisciplinary collaboration is made possible by Duke's newest strategic initiative, the Duke Institute for Brain Sciences, or DIBS, which was created last year.

"One of the goals of DIBS is to provide an avenue for communication within the Medical Center and to build bridges between brain researchers and people who may not readily identify themselves as brain scientists," said David Fitzpatrick, Ph.D., professor of neurobiology and director of the center.

"DIBS makes it possible to step

beyond the traditional disciplines of neurobiology, psychiatry and psychology for study of brain-related science in areas such as pediatrics, business, and genetics," said Elizabeth Johnson, Ph.D., assistant director of DIBS.

One way it's accomplishing this is with a set of Research Incubator Awards, one of which funds the neuroeconomics project. Another funded project — from a team that includes researchers Alison-Ashley Koch of the Department of Medicine and the Center for Human Genetics, Guoping Feng of the Department of Neurobiology,

"The idea is to bring people together interested in the brain and start to form a common language."

Nicole Calakos of the Department of Neurology and William Wetsel of Psychiatry & Behavioral Sciences — is examining the genetic and neurological roots of bipolar disorder. It builds on earlier research identifying a gene called SAPAP3 that has implications in behavioral disorders such as obsessive-compulsive disorder.

"It is a very exciting study, and truly interdisciplinary. All the faculty have different expertise and we believe the whole is greater than the sum of the parts," said Koch. The incubator award will allow that team to collect critical preliminary data so that they can ultimately be competitive for a program project, she said.

An important part of the DIBS mission is education, both of faculty and of the lay public. DIBS has sponsored a workshop examining the challenges in relating issues of societal importance to research into the neural mechanisms of behavior, and a second looking at the latest research approaches to schizophrenia

"At that workshop, we had clinicians who are not at the research bench describing what schizophrenia was from their perspective and basic scientists who are working on molecular aspects of the disorder but who may not be as informed about what it's like on the clinical side," said Fitzpatrick.

An inaugural DIBS symposium, to be held this month, will examine music and the brain. Presenters will include leading scientists, including Duke's Dale Purves, the Director of the Center for Cognitive Neuroscience, and musicologists investigating how the brain is impacted by music.

Finally, DIBS will sponsor talks by brain scientists at their Interdisciplinary Brain Sciences Seminar Series held in various departments around Duke — from ophthalmology to biomedical engineering, as a way to play a role in bringing people to Duke who are approaching brain-related topics from interdisciplinary angles.

Said Johnson, "The idea is to bring people together that are interested in the brain to start to form a common language." ■

PATIENT CARE

GOOD IDEAS

Focus on: The Right Time

The fifth part of 'Six Rights in 6 Months' patient safety series.

By John Howe, RN, BSN, CAP

Thanks to search engines like Google, we can tell that there are hundreds of song titles and thousands of expressions which speak about "Time."

"Time in a Bottle," "Got No Time," "This Time" and other songs lament lost time. And, in literature, notable expressions that highlight how time affects all of us come from sources that range from Ecclesiastes to Mark Twain to Jesse Jackson.

When it comes to the process of safe medication administration at Duke University Hospital, the expression "Time is of the essence" may well summarize the importance of the *Right Time*. Yet, it's not just about the speed of the process. It is about being safe and making sure that the right time is part of the administration equation at all times.

In 2006, the Institute of Medicine of the National Academies published a landmark report titled *Preventing Medication Errors*. This report, which started a nationwide conversation and drive to maximize medication safety, notes that approximately 1.5 million people are harmed by medication errors each year, with an estimated cost of these potentially fatal errors of \$3.5 billion per year. The medication safety leaders at Duke continue to work to maximize safety and minimize the possibility of error in the medication use process.

As part of the efforts to reinforce this equation of medication safety, the Medication Safety Education Committee at Duke University Hospital has developed the "6 Rights in 6 Months" campaign. The campaign is focusing on one of the 6 Rights of medication use process each month.

This month's focus is the *Right Time*.

As with each of the 6 Rights, there are multiple steps and considerations for each member of the healthcare team involved in the process of getting the correct medication to the patient at the right time. A few examples of steps that can be taken to help assure the right time of a medication include the following:

- For prescribers, use STAT and NOW

designations only when truly needed. They should not be used to simply "hurry the process up;" they should only be used when medications are truly needed in a short, defined time.

- For pharmacy, proactively communicate with the care nurse when a therapeutic drug level is ordered to assure timely delivery of the corresponding dose.

- For a nurse administering a medication, consider care routines and patient condition that may affect when a patient may receive a medication. Follow guidelines for modifying medication times on the Medication Administration Record.

- For patients or family members, be comfortable in asking questions when a medication is to be given to you or your family member. The nurses and doctors expect that and will be glad to answer your questions.

Another part of making safe choices in the medication delivery process is remembering a few "non-negotiable behaviors," including:

- Always taking the medication administration record with you and using it to obtain and administer medications,

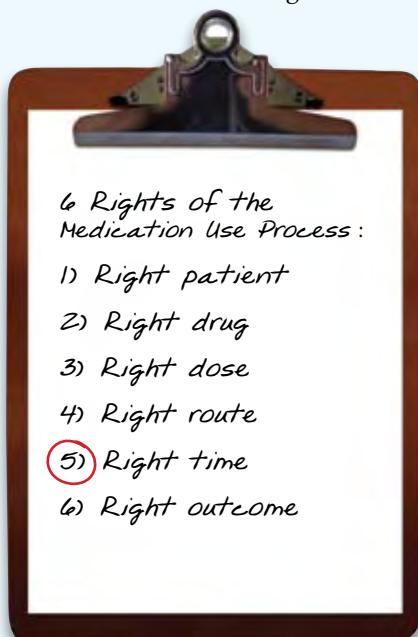
- Taking medications in the original packaging into the patient's room,

- Labeling any medication prepared at the time of preparation, and
- Reviewing or returning to the last step prior to any interruptions that may occur in the process.

These behaviors and safety steps are considered important enough to be included each month, even as we focus on a different "Right."

Throughout the six months of our "6 Rights in 6 Months" effort, the Medication Safety Education Committee continues to stress the importance of the basics of effective processes combined with vigilance by all persons involved to maximize the safety of our medication use processes. ■

Want to know more about the Medication Safety Education Committee and its efforts? Contact committee coordinator John Howe, RN at howe0003@mc.duke.edu, or visit the Medication Safety Web site at: <http://PatientMedSafetyEd.duhs.duke.edu/>



GOOD IDEAS

Flu shot Q & A

It's fall, and that means time for influenza vaccination. George Jackson, M.D., director of Employee Occupational Health & Wellness answers questions about the flu:

What's the best way to prevent the flu?

One of the best ways to prevent influenza, also called the flu, is by getting the flu vaccine every year. Getting a flu shot reduces your chances dramatically of getting the flu. Frequent hand washing is an equally important method to avoid the flu and other respiratory illnesses.



GEORGE JACKSON, M.D.

Why is it important to get the flu shot?

We haven't had a tough flu season the past few years, so I'm worried people are less concerned with getting the flu shot. You just never know when you'll have a bad flu season.

Most adults can survive the flu, but for the very young and elderly, the flu can be devastating. About 25,000 to 35,000 people die of the flu every year.

Does the shot give me the flu?

You cannot get influenza from the flu shot.

Overall, there's a very low risk of side effects or complications. You cannot get influenza from the vaccine because the virus particles in the vaccine are altered and cannot reproduce or cause illness.

When should you get the flu shot?

The best time to get the shot is in October and November. The flu shot is effective for six months in most people. You don't want to get it so early that flu season is still active when the shot wears off. It's also important to get the shot early enough because after you get the vaccine, it takes your body about two weeks to build immunity to the virus.

How effective is the shot?

If you have been infected with the flu virus before getting the shot, the vaccination won't help you. You must get the shot before you're exposed to the virus. Because the vaccine contains weakened influenza virus particles, your body recognizes it as a foreign substance when it's injected and begins to create antibodies against it. So when you're exposed to the actual flu virus, you'll be able to fight it off.

Where can get a shot?

Duke faculty and staff can receive free flu vaccine shots at the Employee and Occupational Health & Wellness clinic. Vaccines are available at the EOHW clinic in the Red Zone, basement level of the Duke Clinic building. Hours for the vaccine are Monday-Friday, 7:45 a.m. - 4:15 p.m. (except for Wednesday from noon to 2 p.m.). Please bring a current Duke ID badge. No appointment is necessary.

— By Elizabeth Michalka

I building BLOCKS

■ GIFTS



Eye Center honors Roz and Milton Lachman

Milton and Roslyn Lachman, longtime volunteers and benefactors of Duke University Medical Center, Duke University, and the Duke Eye Center, have donated a gift to name an auditorium and lobby in the Albert Eye Research Institute at Duke.

Roslyn Lachman is an alumna of Duke University, and the couple has served on the volunteer boards of the Eye and Heart Centers, as well as the Duke Medicine Board of Visitors. In 2007 they received the Duke Medical Alumni Association's Distinguished Service Award, and they have hosted the Duke Medicine Palm Beach Forum for 14 years.

The Lachmans are principals of the Lachman Group, a real estate, investment, and development company, and they live in Palm Beach, Fla., and Vancouver, B.C.

■ ALERTS

U.S. 15-501 ramp work means delays near campus

Expect brief delays for the next few weeks when driving north on U.S. 15-501 in Durham near the N.C. 751 (Cameron Boulevard) exit.

The Exit 17 ramp to N.C. 751 is narrowed to one lane as work begins on a road improvement project overseen by Duke's Facilities Management Department.

Motorists are urged to use extra caution, allow more travel time and consider alternate routes.

Orange barricades were erected last month. Construction will extend the right-turn lane to improve traffic flow for motorists turning east on N.C. 751 toward West Campus and Duke University Hospital.

The work is part of a major road improvement project, launched in April, to modify lanes and traffic signals at several intersections along Erwin Road and N.C. 751. Work continues next month at the intersection of LaSalle Drive and Erwin Road.

Paul Manning, director of FMD's project management, said the project represents Duke's continuing partnership with the city of Durham.

Your guide to construction and expansion projects at Duke Medicine

Growing together

City of Medicine Academy moves closer to Durham Regional

By Bill Stagg

Duke Medicine's role in helping hundreds of Durham Public School students get a head start on health careers is coming closer to home.

For about a decade, the City of Medicine Academy was located at Southern High School in eastern Durham County. This year, the academically rigorous, 250-student high school opened in the Signature Commons facility off Roxboro Road near Durham Regional Hospital.

The closer proximity between school and hospital means closer ties between CMA and Duke Medicine. In fact, a permanent home for CMA is scheduled to open in three years on the DRH

"With the support of parents and the broader community, CMA will become a model of academic excellence."

campus, making it easier than ever for aspiring health care professionals to shadow people already on the job and to seek DRH internship opportunities.



Duke University Health System CEO Victor J. Dzau, M.D., with CMA students. **FILE PHOTO**

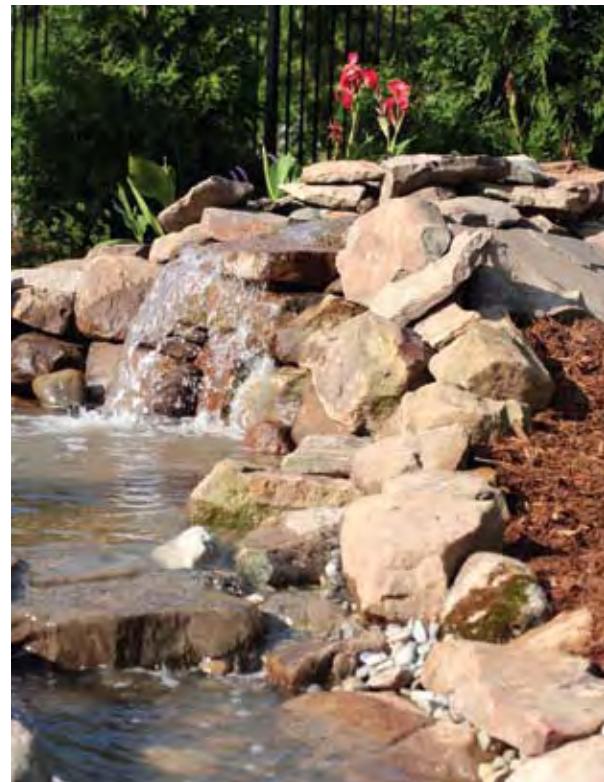
"With the support of parents and the broader community, CMA will become a model of academic excellence," says Principal Elizabeth Shearer. "CMA is working with the

Duke Health System to develop a partnership that will include internship placements, clinical experiences, mentors and guest speakers. This relationship benefits all stakeholders

by preparing future health care and medical practitioners of all kinds to enter the local work force as highly qualified professionals who can then serve the community in vital health and medical roles."

Since CMA opened, more than 500 of its graduates have moved into careers in nursing or respiratory therapy, or have become EMTs or researchers. Others have entered medical school or have become practicing physicians. ■

■ OUTDOORS



Gardens at Duke Raleigh completed

Duke Raleigh Hospital has completed the Duke Raleigh Gardens, a pristine respite on the campus off Wake Forest Road.

The gardens, which are open to staff, patients and visitors, include water features, walking paths and beautiful foliage with North Carolina's native plants.

With Phase I complete in October 2007, the gardens have most recently grown with the addition of Phases II and III to complete the vision of a place enjoyment and tranquility for all patients, visitors and staff at Duke Raleigh Hospital.

Phases II and III of the gardens include myriad new additions such as an additional water feature with a self-contained well, beautiful garden sculpture, a rose garden, a bird house garden, gazebo and many new walking paths and benches.

The gardens additionally contain a central lawn area available for public functions and events.

The gardens are conveniently located adjacent to Duke Raleigh Cancer Center and are made possible by the P.G. Fox Society, the Duke Raleigh Hospital Guild and many other generous donors.

For more information about the gardens, please contact Carla Hollis at 954-3257. ■

WORKING

THE ENVIRONMENT

Take the Duke Sustainability Pledge



More than 1,900 people have signed the pledge so far.

One way you can make a contribution to greening Duke is to sign the Duke Sustainability Pledge, and be a part of Duke's vision for a sustainable future.

The pledge is short:

"I pledge to become an integral participant in the Sustainable Duke program. I will consider the environmental, social and economic impact of my daily decisions and make every effort to reduce my ecological footprint. I will also share my individual sustainability efforts with others at Duke."

Sign the pledge by going to the Duke Sustainability Web page:

<http://www.hr.duke.edu/secure/sustainability/pledge.php>

EMPLOYEE GIVING

Do good in our neighborhood



Duke faculty and staff have a long history of giving back to the community through financial support, service and volunteer efforts. "Doing Good in the Neighborhood" continues this tradition by expanding the options available to provide financial support to address the many needs in our community.

Through this campaign, faculty and staff can contribute to a host of local agencies supported by the Duke-Durham Neighborhood Partnership and Duke University Health System as well as to the United Way.

Your contributions to the Duke-supported agencies do even more good because there are no administrative fees deducted – that means 100 percent of your contribution to these neighborhood organizations goes directly to support local programs in our community.

Beginning this month, you can make a contribution online through payroll deduction or credit card to support organizations in our community.

Details about the 2008 campaign and your giving options can be found at: http://www.community.duke.edu/employee_giving/index.php

At the Web site, find a Q-and-A that will answer common questions and details on how you can give to programs and organizations that support the Durham community.



Hundreds of Duke Medicine employees turned out for the 2008 AHA Start! Triangle Heart Walk. PHOTO BY JARED LAZARUS

HEARTWALK, cont.

Duke employee Tiwatha Godley, nursing care assistant II at the Ambulatory Surgery Center at North Pavilion, was named by the AHA Triangle chapter as the Lifestyle Change Award Winner. Godley had seen a picture of herself, didn't like what she saw, and started walking on Dec. 28, 2005. Now she's a 100 pounds lighter, and she recently finished her first half-marathon.

"I just want to make a difference for someone with my story," she wrote in her submission letter.

The Heart Walk is one of the nation's premier walking events. It combines physical activity, community involvement and personal giving to fight the nation's No. 1 and No. 3 killers – cardiovascular diseases and stroke.

The event is a non-competitive

Slideshow: Team Duke Medicine

<http://insidedukemedicine.org/home/slideshows/HeartWalk2008/>

View these and 25 other photographs from the 2008 AHA Start! Triangle Heart Walk, and see how your colleagues and friends enjoyed the day.

walk to celebrate survivors of heart disease and stroke, encourage walking and physical activity as part of a healthy lifestyle, educate the public about the prevention and treatment of cardiovascular disease and stroke, and raise money for biomedical research, education and outreach programs.

Heart disease and stroke kill more than 930,000 Americans each year. In North Carolina, nearly 24,000 die every year from cardiovascular disease – or one death every 22 minutes. ■

FAITH, cont.

Rawlings said. "They're the ones in the trenches everyday."

To improve their programs, Pastoral Services recently created a program with 24 active volunteers into the services offered by its three chaplains, student interns from the Duke Divinity School and adjunct chaplains of various faith backgrounds.

During the first year of the volunteer program, the volunteers alone made 1,500 visits to patients. The department as a whole made 12,677 patient/family visits in 2007.

Bill Crittenden, a retired hospital

chaplain with 18 years of service, volunteers every week in Duke's Emergency Department.

"I didn't know what the need would be when I first came to Duke, but I knew I wanted to help the hospital and the people they serve," he said.

While Crittenden is a former chaplain, all volunteers are not, but they do participate in a training process at Duke.

"I think volunteers are a great compliment to the care provided by the chaplains and students in training," Morgan said. "They can't provide it all, but they help us reach more people, more often." ■

INNOVATION

Join the OLV team to learn about Duke discoveries

Curious about how Duke discoveries (more than 150 inventions per year!) get developed into products that benefit society and improve human health?

Duke's Office of Licensing & Ventures, OLV (www.olv.duke.edu), builds networks to link Duke inventors to outside companies and investors and then negotiates agreements to start new companies or to give existing companies the ability to create new products based on Duke inventions.

To learn how it all works, come to the OLV Showcase on Nov. 18 during Duke's Entrepreneurship Week.

You can ask questions, hear about some of the 63 agreements negotiated so far in 2008, and mingle at posters highlighting some of Duke's hottest new inventions to see what is on the horizon for 2008-09.

Schedule, Nov. 18:

4 - 4:30 pm: Keynote - Rose Ritts, Ph.D., Executive Director, Duke Office of Licensing & Ventures

4:30 - 7:00 pm: Technology showcase - Duke inventors share their commercialization success stories and highlight new areas of emerging innovation

4:30 - 7:00 pm: Concurrent poster session - Inventors and OLV Invention Managers will present posters representing a wide array of technologies

7 - 8:30 pm: Reception and networking for attendees

RSVP to: http://www.surveymonkey.com/s.aspx?sm=0copQFtmMH3Bkg2UJShpnQ_3d_3d

IDEAS

Take the IT 'security quiz'

Digital lockdown: protect your data and win!

Take the online information security quiz provided by the IT Security Office and show that you know your stuff. Can you answer questions about what makes a strong password and what to do about phishing?

If you finish the quiz, you can enter a drawing to win prizes.



But remember: you cannot skip questions. If you skip a question, you will be sent back to the start page.

Give it a try at: <http://hr.duke.edu/security/quiz.php>

ANNOUNCEMENTS

Buckley named permanent vice dean

Edward Buckley, M.D., who is professor of pediatrics and ophthalmology and chief of the Pediatric Ophthalmology Service, has been named to the permanent position of the Duke School of Medicine's vice dean for medical education. Buckley had been interim vice dean for 24 months.

The vice dean for medical education is responsible for the educational quality of

the medical doctor program, the physician assistant program, pathologists assistant program and the doctor of physical therapy program.

"Dr. Buckley has done a superb job and I feel fortunate that he will continue to be part of our team," said **Nancy Andrews, M.D., Ph.D.**, dean of the School of Medicine.

Buckley will also continue to oversee the admissions office, the curriculum office, student affairs, the medical center library and anatomical gifts. Since 2002, he has been involved in developing and maintaining the medical school curriculum through his roles as chair of the curriculum committee, associate dean for undergraduate medical education and as a member of the admissions executive committee.

Recently, Buckley has been instrumental in preparations for a new learning center, initiating dialogue with students, faculty and staff to learn their ideas and needs for the new building, which is intended to provide much-needed space for education, research and collaboration.

RECOGNITION

CICU wins workplace honors

The N.C. Nurses Association recently awarded Duke University Medical Center's Cardiac Intensive Care Unit a Hallmarks of Healthy Workplaces Award. The unit will be recognized for creating a positive work environment for registered nurses.

A special project of NCNA and a result of a Duke Endowment grant, the Hallmarks of Healthy Workplaces program is designed to recognize exceptional workplaces for nurses and to help health care providers create workplaces in which communication flows freely and nurses contribute actively to facility governance.

The awards will be presented Nov. 14 awards in Winston-Salem.

The unit "is honored to receive the Hallmarks award from NCNA," said **Joyce Fullwood, RN, BSN**, nurse manager of operations,

(continued above, right column)



Duke basketball Coach Mike Krzyzewski, right, speaks with a young artist.

PHOTO BY ERIN PRATT

New holiday cards unveiled, on sale

The 28th-annual Duke Children's Holiday & All Occasion Cards were unveiled Oct. 29 by Joseph St. Geme, M.D., chairman of pediatrics, who introduced basketball Coach Mike Krzyzewski, the honorary chairman of the program.

Eight school children were honored for submitting the artwork selected for this year's cards.

The cards are now on sale at Duke Hospital gift shops, Duke University Bookstores, the Duke Credit Union

and other selection locations. To view, purchase and read more about the cards and the program, go to <http://inside.dukemedicine.org> and search for "holiday cards."

The program has raised \$1.2 million for Duke Children's since its inception in 1981. The funds are used for toys for the waiting rooms and play areas, educational materials to help patients learn about their illnesses, Camp Kaleidoscope, and groundbreaking research. ■

**Caring pit stop**

NASCAR driver Jeff Burton visited Duke Children's on Oct. 7. Burton and his wife greeted the kids on the 5th Floor and gave them autographed pictures, model cars and hats. Duke's Pediatric Bone Marrow Transplant unit also received an earlier visit from NASCAR, when members of the Pit Crews for Kids stopped by the unit with lots of gifts for a day of fun.

See details and pictures from the visit by searching "Duke" at <http://www.nascar.com>.

PHOTO BY ROBYN SOFFERA

(CICU, continued)

Duke University Medical Center Cardiac Intensive Care Unit. "We have worked hard to achieve excellence and to promote a healthy work environment on our unit."

Hallmarks Recognition is based on three basic criteria: support of nursing professional development, system support for nurses to provide quality service, and integration of nursing into operations and governance.

The Hallmarks program grew from a four-year process that included a literature review, focus groups on issues related to addressing the state's nursing shortage. Any workplace in which three or more registered nurses are employed or volunteer is eligible to apply including hospitals, schools of nursing, outpatient clinics, private practices, home health settings, prisons, hospices, and more.

ANNOUNCEMENTS

DUSON wins NIH grants

The Duke University School of Nursing has been awarded two new competitive research grants from the National Institutes of Health and National Institute for Nursing Research:

Self-Management Interventions in Life-Limiting Illness

Professor of Medicine and Nursing and Director of the Center for Palliative Care **James Tulsky** is the principal investigator. Project Collaborators include: from DUSON, Assistant Professor **Cristina Hendrix**, Associate Professor **Chip Bailey**, and Clinical Associate **Julie Hudson**; **Karen Steinhauser** of the Durham VA Medical Center; **Maren Olsen** from Biostatistics & Bioinformatics; **Francis Keefe** and **Laura Porter** from Medical Psychology; **Amy Abernethy** from Oncology; **Jennifer Garst** of the Duke Comprehensive Cancer Center; **Joseph Moore** from Oncology & Transplant Services; and **Andrew Muir** from Gastroenterology. The award for the five-year project (2008-13) is estimated at nearly \$3.4 million.

Decision-Making for Infants with Complex Life Threatening Conditions

Assistant Professor **Sharron Docherty** is the principal investigator. The project co-investigators are Associate Professor **Debbie Brandon**, Consulting Professor **Margaret Miles**, and Professor of Medicine and Nursing and Director of the Center for Palliative Care **James Tulsky**. Project collaborators include: Margarette Sandelowski of UNC-Chapel Hill; Karen Kavanagh of the University of Illinois at Chicago; and Chris Feudtner from the Children's Hospital of Philadelphia. The Project Research Team includes: Research Assistant **Julie Thompson**, Research Coordinator **Donna Ryan**, and Research Nurse **Angel Barnes**. The award for the five-year project (2008-13) is estimated at \$1.95 million.

ON THE WEB



1 Send us ideas. Click on the "Contact" link to bring up Inside Online's feedback form. From that space you can send us story ideas and recommendations for the site.

2 Subscribe. By using Inside Online's handy RSS (Really Simple Syndication) feature, Inside Online sends you fresh news every time the site is updated. Using software called a news aggregator, which is free for download at many reputable sites on the Internet, news comes to you, instead of having to visit the site multiple times. Additionally, Inside Online provides entity-specific newsfeeds – that way, you can get special notice when news relates to Durham Regional Hospital, for instance, or any of a list of major Duke Medicine entities.

3 Leave a comment. At least once a week, Inside Online includes a forum where site visitors can leave comments. Topics vary, and it's fun to leave your thoughts and to come back to see what your colleagues think. Last month, dozens of Duke Medicine people commented on their favorite medical TV shows. Fox's "House" was a big favorite.

4 Give a High Five Use the link at the center of the page to nominate someone for a High Five, Inside Online's daily recognition column. Know someone, or some unit, that's doing a particularly good job? Give them a High Five from the convenience of your computer.

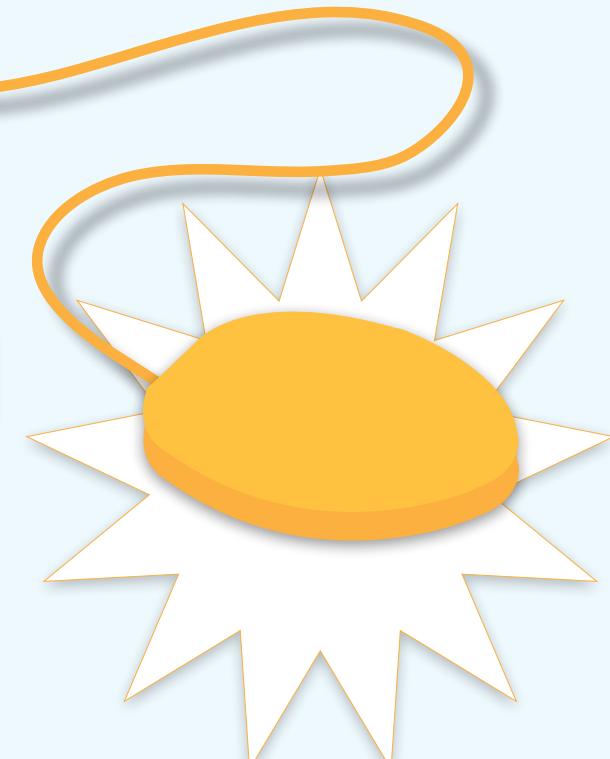
More about Inside Online

<http://inside.dukemedicine.org>

Thousands of you have visited the new Duke Medicine employee news site at <http://inside.dukemedicine.org>. You've found it to be a great complement to the newspaper in your hand. You discovered the delight of still having a monthly printed newspaper, but having access to daily updates on the latest events, awards and recognition, and happenings around Duke Medicine.

And further still, you've discovered that the new Web site does what the newspaper cannot do – provide audio, video and the best links to resources all over the Internet. What you may not have recognized is that Inside Online also can do something no newspaper can – it interacts with you.

Above find four ways that you can actively participate in the engaging daily life of **Inside Online**.



Inside Duke Medicine

Feedback

Tell us what you think at <http://inside.dukemedicine.org>. Click on "About" and fill out the feedback form.

Online any time

You can download a PDF of this issue, suitable for emailing or printing, at <http://inside.dukemedicine.org>

Next issue

The next print edition will appear Dec. 1. The deadline for submissions for that issue is Nov. 14.