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Celebrating Nurses Week 2018

This year we celebrated our nurses with our inaugural recognition of the DAISY Award winners, nursing practice awards and a number of Wellness activities across the organization.
As Miller Building Rises, Transition Work Intensifies

University of Vermont Medical Center staff and our patients have keenly watched the construction of the newest addition to our campus—the Miller Building. The opening of this technology-enabled facility is a step in the transformation of our entire campus to improve patient care.

Currently, only 30 percent of patient rooms at the UVM Medical Center have just one bed. The Miller Building transformation will not only create private rooms in the new building, but also allow for more private rooms in the future as we retrofit our existing wings.

Dawn LeBaron, VP Hospital Services, stresses that while the total number of beds at UVM Medical Center will not increase, the new formation will improve inpatient capacity, as we will reduce the number of “blocked” beds—those we can’t use because patients in semi-private rooms are unable to have roommates due to infection or other risks. The project will also allow us to relocate all patients from our oldest facilities, which cannot be brought up to code.

A lot will happen in the coming months—including major milestones like completion of the surgical waiting area in July, re-opening of the Emergency Department entrance in September and substantial completion of the building itself in February 2019. All of this will culminate with the planned opening of the building in July 2019, little more than a year from now.

Progress on building construction is clearly visible to those who work at or frequent the main campus. What you may not see is the incredible work that’s going on to prepare our teams for this exciting transition.

One area of focus has been in deciding which services will move to the new facility and how to re-organize services in our existing building to facilitate a “collaborative leadership model,” where all members of a particular care team—for example, hematology and oncology—are based close to each other and close to their patients.

“In the end, two of the original top project goals determined our approach – vacate our oldest inpatient units and deliver the greatest number of private rooms on the back end.”

DAWN LEBARON
VICE PRESIDENT, HOSPITAL SERVICES

Continued on page 4
Continued from page 3

“Our plan is to adopt the same operational improvements across the entire inpatient environment to facilitate this model.” LeBaron remarks.

She said the team examined 20 different scenarios for service placements after the Miller opening.

“In the end,” she explains, “two of the original top project goals determined our approach—vacate our oldest inpatient units and deliver the greatest number of private rooms on the back end.” See figure 1 for details on where services will land.

While creating private rooms arises as a clear focus of the project, LeBaron says the Miller Building will have other features and technology that promote patient- and family-centered care. In fact, the team that designed the new facility included patients and families who worked with clinicians and facilities experts, providing input into how spaces could improve their experiences. We also drew a wide array of input from community leaders, best practices from across the country and of course, from our staff.

In the months ahead, from now until the building is opened in just 14 months, we’ll do a series of articles in ONE, along with regular newsletters distributed by your leaders and colleagues, to keep you up to speed on the building progress and the work many of you are doing to prepare for the transition itself. If you have questions or concerns about the Miller Building transformation, email MillerBuilding@uvmhealth.org. You may not receive a response immediately, but we will get back to you.

FIGURE 1, SERVICE PLACEMENTS (JULY 2019)

<table>
<thead>
<tr>
<th>FLOOR</th>
<th>MILLER</th>
<th>MCCLURE/ACC</th>
<th>MCCLURE/ICU</th>
<th>BAIRD</th>
<th>SHEPARDSON N</th>
<th>SHEPARDSON S</th>
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</thead>
<tbody>
<tr>
<td>Floor 7</td>
<td></td>
<td>Labor &amp; Delivery</td>
<td></td>
<td>Mother-Baby (28 Beds)</td>
<td></td>
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<tr>
<td>Floor 6</td>
<td>Orthopedics (32 Beds)</td>
<td>General Surgery/Transplant/Burns (32 Beds)</td>
<td>Psychiatry (16 Beds)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Floor 4</td>
<td>Cardiology (32 Beds)</td>
<td>MICU (21 Beds)</td>
<td>Medicine/Family Medicine (32 Beds)</td>
<td>TBD</td>
<td>Dialysis</td>
<td></td>
</tr>
<tr>
<td>Floor 2</td>
<td>OR Support</td>
<td>Interstitial</td>
<td>Offices</td>
<td>Food Services/PT/OT</td>
<td>GCRC</td>
<td></td>
</tr>
<tr>
<td>Floor 1</td>
<td>ED</td>
<td>Radiology/Cath</td>
<td>Offices</td>
<td>Materials</td>
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<tr>
<td>Ground</td>
<td>MRI</td>
<td>CSR</td>
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</table>
Nurse Embraces Challenge at Work and at Play

When Orla Walsh, BSN, is not in a helicopter as a member of the Critical Care Transport Team, you might find her doing squats, lunges or box jumps with her Crossfit buddies...or running up and down stadium steps somewhere. And it might just be 4 in the morning.

That's how it is for this energetic young nurse, who has pursued her professional and personal aspirations with unbridled zeal and exceptional grit.

At one point, Orla dreamed of being a Division I athlete. Her sports of choice were sprinting, cross-country, soccer and track & field.

But it was the inspiration of a mother she lost too early and a childhood friend's health care experience that ultimately led Orla to nursing school, and, after graduation, to her first job here on McClure 4.

From there, it was only a matter of time before she became a flight nurse. The intense, time-sensitive nature of this work fits well with Orla's drive and energy. And she enjoys the demands of working with a nurse paramedic on the helicopter team. The airborne setting means that keeping the team safe – through take-off and landing – is an important part of her work as well.

When she isn't in the air, she's on solid ground, conquering fitness challenges. As a member of the Spartan Professional team – where she's earned the nickname “the Vermonster” for her stadium race finishes – she works out up to four hours a day. She travels around the country for races, and she's won $25,000 on a television challenge, “The Broken Skull.” She just interviewed to appear on another television challenge with “The Rock,” Dwayne Johnson.

You might wonder whether she sleeps. She does, she says, in order to be “work ready.” And you can be sure that when Orla Walsh is awake, she is in constant motion, on the ground and in the air, bettering herself and others.

Emotional and Family Health

Encourage your child to talk about his or her feelings. Learn more about the emotional health of a family.
Mother Nature Visits the MICU

Birds and flowers are not what you might expect in a medical intensive care unit...but that’s just what patients and visitors to our MICU see on the windows and doorways, thanks to the time, energy and talent of Nikki Sturges, RN.

Nikki works nights in the MICU. Always drawn to ICU nursing, she came to the UVM Medical Center as part of the Critical Care Internship Program. “Not a morning person,” as she describes herself, working nights suits her night owl tendencies.

She loves being a part of the MICU team. “You really have to help each other out, and we just have a great flow. There’s always someone to lend a hand when you need it.”

Over the holidays, a few enterprising souls did some painted decorations to bring in the holiday spirit. Nikki took note, and, after the holidays, when people were feeling a bit down in the dumps, she thought it might be nice to bring in some springtime, so she painted some inside areas with blossoms, birds, flowers and tulips. The response was overwhelmingly positive.

It’s one of those small things that makes a big impact for our patients, families and our staff. “I’ve always loved doing artwork,” she says, “and this is such a fun way to make a difference.”

“Listening to people’s stories helps me understand who they are and where they are coming from. I believe the well-being of each individual is inextricably linked to the well-being of our community.”

NIKKI STURGES, RN

FACES of The University of Vermont Medical Center

ZPORA PERRY
Social Worker
Infectious Disease

“Listening to people’s stories helps me understand who they are and where they are coming from. I believe the well-being of each individual is inextricably linked to the well-being of our community.”
Dr. Majid Sadigh’s #ClimbforaCause by Jennifer Nachbur, University Communications

On February 9, 2018, Majid Sadigh, MD, director of the Global Health Program at the University of Vermont Larner College of Medicine and Western Connecticut Health Network (WCHN), began a nine-day trek up the 19,341-foot Mount Kilimanjaro to raise funds to build a microbiology laboratory at St. Francis Naggalama Hospital. The fundraiser – called Climb for a Cause – aimed to raise at least one dollar for each foot of the Climb. To date, the effort has raised $20,242.

St. Francis is a small community hospital in rural Uganda and one of the UVM Larner/WCHN Global Health Program locations where medical students and residents train.

Sadigh, who is the Christian J. Trefz Family Endowed Chair in Global Health at Danbury Hospital, has climbed Mount Kilimanjaro three times before. According to a WCHN communication about his fundraising effort, “The first time was to earn forgiveness from his late father, the second to learn humility and the third to accompany his son and build relationships for his ongoing attempt to create a health center at the base of the mountain.”

For his fourth climb, Sadigh said “This time I have a bigger motivation.” “My heart has been touched by the poor people of Naggalama.”

In his recent Global Health Diaries blog post, titled “Magical Mountain,” Sadigh describes what motivates him to “periodically trek Kilimanjaro:”

“It is through enduring pain and suffering that helps me better understand and advocate for those in need.”

“As a physician, I strive to diminish the expanse between myself and those who suffer. It is through enduring pain and suffering that helps me better understand and advocate for those in need. Particularly, the last seven hours of the climb to Kilimanjaro’s peak induce all manner of suffering: difficulty breathing, extreme exhaustion, bitter subfreezing temperatures, gusting dusty winds, crushing bone, joint, and chest pain, cramps, severe headache, sore throat, and nausea . . . the reminder of the diversity and complexity of pain and suffering is one of my main motivations to periodically trek Kilimanjaro. Climbing the ‘Big K’ takes you through climaxes of pain and self-awareness, ultimately shaping you into a more responsive and hopefully more humble person.”

Three members of Sadigh’s seven-person climbing team accompanied him for the final stretch of the trek from Brafu Camp to Stella Point and finally, to Uhuru, the summit of Mount Kilimanjaro.

On February 23, he traveled to Naggalama, where he received the Award of Unity from St. Francis Naggalama Hospital board members and medical staff and discussed the future strategy of the exchange program.

In addition to the Uganda sites, the UVM Larner/WCHN Global Health Program sends medical students and residents to train and provide care in countries including Zimbabwe, the Dominican Republic, Russia and Vietnam.
Epic Rollout Underway!

Teams at four UVM Health Network affiliates and related practices celebrated the launch of the Network’s Epic Rollout with kick-offs on May 16, 17 and 18. At pop-up events throughout the Network, staff learned from Epic team members about the transformation that will connect electronic health records across the network and allow us all to deliver care more safely and efficiently.

The rollout will begin in 2018 with a double upgrade on November 11 of this year that will add both the 2017 and 2018 enhancements to current modules at University of Vermont Medical Center. On November 1, 2019, the team will expand use of Epic here by adding several new modules, some of which will replace the current GE billing modules. Eventually, a cascading rollout of Epic functionality will replace current electronic health records at Central Vermont Medical Center, Porter Medical Center and Champlain Valley Physician’s Hospital over the next few years.

By using a common electronic health record at all four network facilities, we will improve patient care and make our jobs more efficient. As we work together to make the rollout a success, we will communicate with you along the way and keep you up to speed on what you need to know and how the project is progressing. If you have any questions, drop us a note at epicproject@uvmhealth.org.

If you missed the video, you can watch it here: https://vimeo.com/269083885.

Clockwise from top: Ray Keller, MD, Director of Medical Informatics and emergency medicine physician, discusses the project timeline with staff at Central Vermont Medical Center; Porter Medical Center president Fred Kniffin, MD and network vice president of IT Application Portfolio Lori Boisjoli enjoy the festivities at Porter; Epic team member Todd Hoffman discusses current workflows and how they could change with UVM Medical Center staff at the main campus.
Kevin Daignault of Swanton, VT recently got a life-changing call in the middle of the night – after a long wait, a new heart had finally become available for him. Daignault hopped in the car immediately for a trip to Harvard’s Massachusetts General Hospital to have the transplant operation. Luckily for him, it was only the second time he’d had to make that drive because, due to a special partnership between the UVM Medical Center and Massachusetts General, most of his pre-operative care happened in Vermont.

The key figure in that partnership is Johannes Steiner, MD, an expert in advanced heart failure and transplant cardiology who is on the staff of both hospitals, and has a joint appointment at The Larner College of Medicine at UVM and Harvard Medical School.

Because there is a scarcity of hearts available in the U.S., Steiner says there’s a rigorous selection process requiring multiple clinical visits to determine who gets on the transplant list, all of which can take days or even months.

“Typically, hospitals that don’t perform heart transplants would transfer a patient with this kind of condition to a specialty center right away,” Steiner explained. “Patients would have to make trips to other hospitals and would be dealing with doctors they don’t know and the difficulties of travel. But because of our relationship with Massachusetts General, much of that care can happen here in Vermont and I can be the attending physician in Boston, which is what happened in Kevin’s case.”

Daignault had a successful procedure, which coincidently was the 500th heart transplant Massachusetts General has performed. He was walking after only seven days, and was discharged two weeks later. He’s received much of his post-operative care back in Burlington.

Steiner is quick to point out the relationship between UVM Medical Center and Massachusetts General has an important benefit beyond coordinating transplant services.

All UVM Medical Center cardiology trainees go to Mass General for a rotation, where they can learn about heart transplants, mechanical hearts and other procedures only a small number of hospitals in the U.S. are permitted to do…

JOHANNES STEINER, MD

Sister Pat McKittrick Helps Bring a New Perspective to Vermont

Sister Joan Chittister is something of a rebel nun. A member of the Benedictine Sisters of Erie in Pennsylvania, she’s an outspoken feminist, author of more than 50 books and founder of the web-based movement Monasteries of the Heart. She’s also the subject of a one-woman play titled “Joan Chittister: Her Story, My Story, Our Story,” which was recently presented at Saint Michael’s College.

Sister Pat McKittrick, a CHI coordinator for The UVM Health Network and a registered nurse, was instrumental in bringing Chittister to Vermont. “The play was thought-provoking and inspiring,” said Sister Pat. “Joan is one of those people who helps us to see life differently.”

Those who are interested can see more of Sister Chittister when she visits Vermont in September of 2019.
Nurses Share Compassion for the Most Vulnerable

A passion for taking care of living things large and small connects nurse practitioners Lindsay Mucia and Lori Camp.

For Lindsey, the professional side of her life is driven by her desire to “fix things” for people – leading to a career in general surgery. “Seeing patients from diagnosis to healing – or at least improvements in their condition – is very rewarding.”

Lori’s long, diverse career here at UVM Medical Center took her from Trauma to the SICU, then to a role as a case manager. At that point, she decided to return to school to become a nurse practitioner. “I had to do it,” she says. “I knew that if I didn’t I’d regret it the rest of my life.”

Today, Lori is a nurse practitioner in inpatient orthopedics, where she appreciates having direct responsibility for patient care and enjoys the teaching environment.

When they’re not on the job at UVM Medical Center, they care for the four-legged creatures among us. They each volunteer for several rescue/fostering operations. Lori is the home visit coordinator for Maine, Vermont, New Hampshire and New York for Labs 4 Rescue. She’s also on the Board of Directors for the Chittenden County Disaster Animal Rescue Team. Lindsey volunteers for Passion 4 Paws.

Both women are involved in the Humane Society of the US Animal Rescue Team, through which they are deployed to areas around the country to take care of animals that have come to shelters from hoarding, abuse and other situations. Lindsey flies with pilots who donate their aircraft to bring back strays and other dogs that might otherwise be euthanized.

The work is hardly glamorous, but both women say it was what they enjoy doing when they are not caring for human beings here. Lori considers it “relaxing” to leave work on a Friday afternoon to spend a few hours cleaning kennels and working with shelter dogs.

And, not surprisingly, both women have adopted more than their share of canine companions. The most rewarding thing, they say, is to see the transformation in dogs who are adopted – from being emaciated, fearful and depressed to loved, grateful and happy.

Further, says Lindsey, they both feel that this work has a compelling moral imperative. “How we treat our most vulnerable, sentient beings is a sign of where we are as a society. We need to be compassionate to our most vulnerable.”
Recognizing Our Lab Professionals

Did you know that 70% of a patient’s medical record is made up of laboratory data? Our laboratory professionals play an important key role in helping health care professionals make decisions for our patients.

Last month, the Department of Pathology and Laboratory Medicine was inspected by the College of American Pathologists (CAP) and the American Association of Blood Banks (AABB). The unannounced inspection lasted for a day and a half. At the summation there were 15 inspectors from Eastern Maine Medical Center scrutinizing all sections of the Clinical and Anatomic Laboratories as well as the Fanny Allen Lab and the Electron Microscopy facility. The inspectors left with high praise for the quality of work performed by our department, with comments like, “your Quality Program is amazing, and your lab is so clean, bright and organized.” It was a great team effort. This certification is valid for two years and we will be inspected again in 2020.

Are you interested in coming down to the lab and seeing what it is all about, or do you have patients who would be interested in seeing what happens to their lab sample after it is collected? Call 847-9473 or email labambassador@UVMHealth.org for more information.

Clinical Resource Survey Report Available

To better understand the needs of clinicians around our region for clinical information resources, the UVM Health Network Medical Group collaborated last year with UVM’s Dana Medical Library on an online survey of network clinicians. Care providers from five community hospitals and UVM Medical Center participated, with physicians comprising 45 percent of respondents, nurses 35 percent and other clinicians (e.g., physician assistants) 20 percent.

Based on the survey results, the report proposes strategies for improved access to information resources for Health Network clinicians such as expanded licensing of information resources across all sites, improved network access technologies, and education of clinicians in identifying and using available clinical information resources. The full report is available online.

Because the ongoing integration of health care providers will impact future license agreements, the network contracting office is currently investigating options for expanding resource availability.
15th Annual Quality Forum Sets Records

Capping well over a decade of success presenting the many quality initiatives going on across our Network, this year’s Quality Forum hit some milestones of its own.

The Forum kicked off with a welcome by Jennifer Houlihan, network vice president, Jeffords Institute, opening remarks by Eileen Whalen, MHA, RN, president, UVM Medical Center, and a talk on population health by Stephen Leffler, MD, chief population health & quality officer. Staff were then treated to 106 poster presentations, representing projects underway here at the UVM Medical Center, from each of our affiliate hospitals, and the VNA.

The depth and breadth of the projects assembled showcase the talent and innovation of our health care professionals and the commitment of our Network to maintaining the highest possible quality through a continual quest for improvement.

W. TOBEY HORN, MD
Medical Director, Inpatient Psychiatry

“I try to instill hope and provide a stepping stone on the way to recovery.”
Move into Summer: The Great Outdoors

Employee Wellness is dedicated to helping every employee take steps towards improving their physical wellbeing. In that spirit, we invite you to join “Move into Summer: The Great Outdoors”, a fun and safe physical activity campaign that takes place in June.

There will be several workshop offerings, from local outdoor retailers and organizations and many opportunities to try different classes at various local fitness studios. Those who register on the intranet between May 28 and June 8 will be entered to win a $25 gift card.

Upon registration, participants will be entered to win several grand prizes at the end of the campaign. For more information, email wellness@uvmhealth.org.

Fanny Allen Facilities Staff Lead Energy Savings Initiatives by Danielle Calaway

The Fanny Allen Campus may be small, but it is mighty when it comes to energy efficiency. By completing major equipment upgrades in the past several years, we have drastically improved energy performance at this historic facility.

“Working with our local utility partners, we focused on very specific projects that targeted older, inefficient systems and which would have the most impact on improving patient comfort while reducing our energy use,” says Heather Kendrew, manager of Facilities Operations.

To monitor building operating efficiency, Facilities staff tracks our Energy Star score, an energy performance rating from 0–100. The median energy performance score for similar facilities across the country is 50, while a score of 75 and above indicates a top-performing facility.

At the end of 2015, the Fanny Allen Campus had an Energy Star score of 16 – much lower than the median performance rate. By the end of 2017, they had increased our score to 67 – an incredible 51-point leap!

Two big Facilities projects helped make this possible:

- Replacing the chiller (the facility’s cooling system) with more efficient equipment
- Upgrading and optimizing the building management system (which controls the HVAC systems)

Other recent improvements include replacing an inefficient hot water system and ongoing LED lighting upgrades.

Completing energy savings projects at the Fanny Allen Campus has improved the overall quality of the facility, creating a more comfortable healing environment for our patients. The new reliable and efficient building management system, for example, enables staff to adjust temperatures quickly to meet patient care needs.

Stay tuned for further energy reduction at the Fanny Allen Campus as staff works towards achieving an Energy Star score of 75.
Epic Documentation Tools Address Opioid Prescribing Laws

Creation of centralized documentation tools in UVM Medical Center’s Epic platform last year has supported UVM Medical Center providers in significantly reducing the amount of opioids they prescribe. The same tool will be available to network providers at other hospitals when Epic is rolled out.

Last March, a UVM Medical Center task force of providers, administrators and Epic and pharmacy staff launched an intensive effort to prepare for the July 1 implementation of new opioid prescribing rules in Vermont. One focus was the search for an Epic tool that would help clinicians meet several mandates.

The group was determined to make it easy for all clinicians to use the same tools and documentation practices. What they came up with was a standard Epic workflow that included all steps of the prescribing process and offers a framework for providers to use their judgment within state law:

- Patient consent
- Calculation of morphine milligram equivalents (MMEs)
- Vermont Prescription Monitoring Service query
- Pharmacy opioid order set (based on pain level)
- Clinical decision support

The other tool implemented was a reference report that provided information on any benzodiazepines, opioids or antagonists (e.g., Naloxone) that the patient had been prescribed.

From July to December 2017, providers prescribed far fewer opioids than they had during the same period in 2016 (calculated based on MMEs). The comparison showed declines of 70 percent in the Emergency Department and 73 percent in both Neurosurgery and Physical Medicine/Rehab. Family Medicine – which faces different challenges in reducing opioid prescriptions due to the number of patients already taking medications for chronic conditions – fell by more than 20 percent.

Providers say that the tool has helped them meet the new regulations – a key to adoption that is critical for following the law.

Seeking Great Ideas to Improve Patient Care

Do you have an innovative idea to support patient- and family-centered care? Learn more about the UVM Medical Center Fund Grant Program, and how philanthropy might fuel your idea, on the Development Office’s intranet page. Letters of Intent are being accepted through July 30, 2018.

Employee Discount: Chappell Tree Care, LLC

Please call or email for a free estimate by a Certified Arborist. All UVM Medical Center employees receive a 10% discount.

P: 802 735-7956
E: info@chappelltreecare.com
Working Together,
We Improve People’s Lives

Hearing from our Patients

I LOVE this hospital. All the doctors are amazing, from the ones that were there during my high-risk pregnancy, the ones that delivered my son back in 2016, to the ones in the NICU, and especially the ones on the pediatric floor. My son just had a three-day stay with a bunch of tests. The nurses are amazing, especially the night nurses. When I had a hard night with the 13-month-old not sleeping and doing nothing but crying until 3 in the morning, a nurse named Kevin watched my son and got him to sleep while my son’s nurse Erin and one other got me set up in the Teen Room so I could get some sleep.”
—Darcey Poupore

AWARDS & RECOGNITION

Shannon Lyons, NP, Receives Good Catch Award

Shannon saw a patient for an annual physical and recognized that an important result of a routine test had not been properly communicated. As a result, the patient had not received the recommended follow-up. Shannon spoke with the patient and made sure she did get the proper follow-up going forward and also filed a SAFE report. Her report prompted an investigation, which showed other patients may have been similarly misinformed. An analysis of hundreds of patient records identified other patients requiring follow-up. The report has also generated a review of how these particular test results are passed to providers so that, going forward, the error will be less likely to occur. Good Catch, Shannon!

Infection Prevention Team Honored

The UVM Medical Center’s Infection Prevention team was recently recognized for our Infection Prevention Advocate Program. UVM Medical Center was the recipient of the Shirley Bradley Memorial Innovation Award at the Association for Professionals in Infection Control and Epidemiology (APIC) New England Spring Conference, held in Springfield Massachusetts on May 3.

The Shirley Bradley Memorial Innovation Award recognizes APIC New England members who are curious, creative, innovative, novel in approach, and initiators of new techniques/ideas. This award gives members the opportunity to share their noteworthy ideas and innovations. Carolyn Terhune, Infection Prevention manager, presented an overview of the Infection Prevention Advocate Program and what has been needed to sustain 10 years of UVM Medical Centers support for the program.

INTEGRITY & COMPLIANCE INFORMATION

The UVM Medical Center has established a confidential disclosure mechanism through its Integrity and Compliance Hot Line, a toll-free telephone line, to enable employees, residents, staff and patients to report instances of noncompliance and/or make inquiries on compliance issues. The Compliance Hot Line can be reached at: (800) 466-7131 or (802) 847-9430.