

JULY/AUGUST 2008

Archives

UNIVERSITY OF MISSOURI HEALTH CARE

At your service

A new program brings hotel amenities to patients



★★★★★
at your service

PLUS

How our TIGER Team saves lives

Remembering Arnold:
How a Dodge van changed trauma care in Mid-Missouri

Cooling down:
sweet smoothies

4 berry



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At your
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On the cover: Hospitality coordinator David Foley serves the non-clinical needs of patients at University Hospital.

Opposite page: Top: Donna Weber delivers a rose to a new mother at Columbia Regional Hospital. Right: Ausanee Wanchai and Orawan Nukaew, graduate nursing students, and Melanie Schneider, graduate public health student, staff a booth with information on breast cancer and lymphedema at Ellis Fischel's National Cancer Survivors Day event. Left: Children's Hospital patient Shelly Sloan models a surgical cap sewn by patient care liaison Jane Cook.

Archives

VOLUME 7, NUMBER 6 • JULY/AUGUST 2008

Archives is published for staff members and friends of University of Missouri Health Care.

If you have questions or suggestions concerning this publication, please call (573) 882-5818 or e-mail hasnerv@health.missouri.edu. Visit University of Missouri Health Care on the Web at www.muhealth.org.

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A rewarding exp

Columbia Regional Hospital volunteers find satisfaction in service

Volunteers at Columbia Regional Hospital have diverse motivations for donating their time and efforts. Each has his or her own favorite, most fulfilling part of helping staff, patients and visitors while volunteering throughout the hospital.

Thirteen-year-old Nathan Keown enjoys the chance to learn about health care as he considers potential career paths. He volunteers in emergency services, registration services and radiology, and is impressed by the knowledge and skill of health care professionals. His mother, Chris Keown, RN, a patient admissions advisor, and father, James Keown, RPh, a pharmacist, work at Columbia Regional Hospital.

"It gives me a good opportunity to see what hospital work is like and what goes on in a hospital," Nathan said. "I like helping out and doing things to make it easier for the people who work here."

Approximately 70 volunteers serve at the hospital, and they range in age from high school students to retirees. They assist in places such as the information desk, waiting rooms, the Wishing Well gift shop and medical records.

Kay Perry, coordinator of volunteer services at Columbia Regional Hospital, said that working with so many volunteers with varying backgrounds provides an interesting dynamic.

"I get to meet lots of people," Perry said. "We have a very good group of volunteers. The people who are here really want to be here."

James Cook, PhD, a retired University of Missouri professor, has volunteered at the hospital since 2000 because it's a chance to meet people — patients and visitors — and to give back to the staff who have cared for his and others' family members. He often serves as a hospital messenger, delivering flowers or documents, escorting patients and visitors, and collecting wheelchairs.

In addition to volunteering two days each week, Cook serves as president of the Volunteer Service Organization. The mission of the VSO, which was founded in 1976, is to provide services and assistance to the hospital, its patients and visitors. The VSO also hosts fundraisers including bake



Lena Weldon and Ron Jones greet patients and visitors at Columbia Regional Hospital's information desk. Approximately 70 volunteers serve the hospital.

erience

“It gives me a good opportunity to see what hospital work is like and what goes on in a hospital. I like helping out and doing things to make it easier for the people who work here.”

Nathan Keown, Columbia Regional Hospital volunteer

sales, jewelry sales and book fairs to award scholarships to health care students. Seven scholarships have been awarded to students for the upcoming academic year.

“The idea of our scholarships is to encourage people to start out in the health care field,” Cook said. “We have given thousands of dollars in scholarships over the past few years.”

One reason Betty Burns, a retired teacher, began volunteering at the hospital 28 years ago was because of her own interest in health care; her son is a physician in Wisconsin, which piqued her interest in volunteering for a hospital.



Arby Gearhart rearranges magazines in Columbia Regional Hospital's lobby. The volunteers make sure the main lobby is neat to provide an inviting atmosphere and a positive first impression to patients and visitors.

Burns regularly sees people she knows, including her former students from Fayette, Mo., coming to the hospital as patients or visitors. She finds satisfaction in being there to help them and anyone else who asks for her assistance, giving directions or answering other questions.

“When someone comes in and sees someone they know, you can almost hear a sigh of relief,” Burns said.

Another longtime volunteer at Columbia Regional Hospital, Sophie Baker, who has served for 28 years, explained that serving at the hospital gives her a sense of accomplishment. With so many years at the hospital, she feels a sense of camaraderie with the staff and other volunteers, she said.

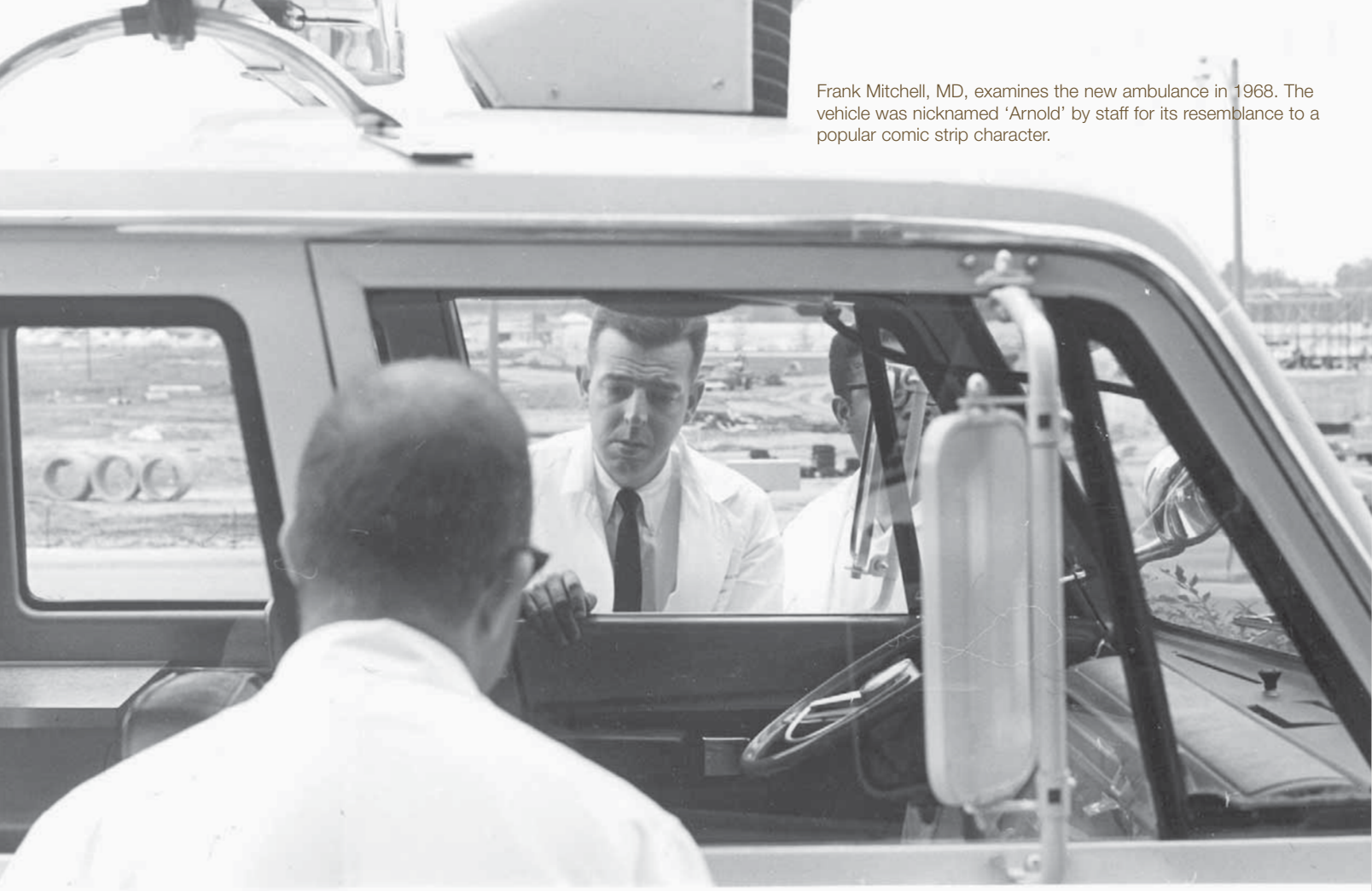
“I feel like my week isn't complete unless I work at the hospital,” Baker said.

Austin Haynes, age 14, sorts paperwork in Columbia Regional Hospital's emergency room. His family also serves the health system, including mother Cheryl Haynes, telecommunications operator; brother Kirt Haynes, supervisor of hospitality and patient support services; and sister Sarah Knoerr, coordinator of employee services and operational improvement.

For information about volunteering at Columbia Regional Hospital, please contact Perry at (573) 875-9218.

Story by Colin Planalp

Photography by L.G. Patterson



Frank Mitchell, MD, examines the new ambulance in 1968. The vehicle was nicknamed 'Arnold' by staff for its resemblance to a popular comic strip character.

Transforming trauma care

Frank Mitchell, MD, reminisces on the beginning of mid-Missouri's first advanced ambulance service 40 years ago.

Current and former staff, local fire departments and former patients celebrated the 40th anniversary of University of Missouri Health Care's ambulance service June 12 at University Hospital.

While ambulances are commonplace in today's world, the rescue vehicles were not present in many cities and towns when mid-Missouri's first advanced ambulance service debuted in 1968.

"Prior to June of 1968, an individual here in mid-Missouri who required emergent medical attention would have either been transported to a hospital by hearse or in the bed of a pickup truck," said Frank Mitchell, MD, former director of trauma services at University Hospital and the leading figure in the development of the ambulance service.

"The reason for this was that both vehicles provided the only horizontal transportation at that time," Mitchell said. "Even dedicated ambulances outside of central Missouri were based on the hearse-station wagon design and left little or no room for a paramedic or attendant. Basically what you had was a horizontal taxi."

Throughout history, ambulances of some kind have been used on battlefields to transport the wounded to rear areas for treatment. From the ancient chariot to the Model-T Ford of World War I, military medical leaders learned that speed was the key to successful trauma care.

A surgeon who served in the U.S. Army Medical Corps, Mitchell recognized the importance of immediate medical attention to seriously injured personnel and embarked on a mission to provide mid-Missourians with a life-saving tool.

"What we came up with was Arnold," Mitchell said.

"Arnold" was the nickname of a 1968 Dodge shell van that University Hospital acquired and outfitted to transport critically injured patients from accident scenes and rural locations. In collaboration with the MU College of Engineering, Mitchell had the van wired to operate the medical equipment

The health system's first ambulance featured a high ceiling to hold medical equipment and an oversized alternator to supply necessary power for equipment operation.

that would be used on board, as well as the lighting and siren system. Cabinetry to house the equipment was also designed, and a hanging litter was installed to secure the patient in the rear of the van.

"It really was a wonderful vehicle for its time, and I'm proud of our first ambulance," Mitchell said. "But what we realized right away was that now that we had a fast responding vehicle and we had trained staff to operate it, we also needed to train the hospital's emergency staff as well for this kind of care."

The process led to the development of intensive care units, specially trained rapid response teams, a special communication network and eventually the Frank L. Mitchell Jr. Trauma Center — central Missouri's only Level I trauma center.

Today, University Hospital operates four ambulances — three in Columbia and one in Ashland, Mo. — with another four vehicles on standby. The state-of-the-art units are climate-controlled and equipped with the latest in emergency medical technology.

"Our newest technological acquisition benefits patients experiencing chest pain," said Eric Mills, assistant manager of ambulance services at University Hospital.

"We now have the capability of transmitting an electrocardiogram, or EKG, to a physician in the emergency room via fax to assist in the diagnosis of a heart attack even before



the ambulance reaches the hospital," he said. "This means that we can decrease the amount of time that elapses between the arrival of the individual in the emergency room and when specialized treatment begins."

Outside of patient care, one of the most important aspects of University Hospital's Emergency Medical Services Department is EMS professional and outreach education. "We routinely educate emergency medical professionals, first responders and local health care providers on how to react to an emergent situation and treat the patient," Mills said. "Just as when Dr. Mitchell started the ambulance program here 40 years ago, we continue to progress with new advancements in technology and in education to shorten treatment times, because speed and knowledge are still the keys to successful outcomes."

Story by Jeff Hoelscher



University Hospital ambulance service staff members pictured are (l to r): Front row: Chris Mick; Rob Smith; Matt Stone; Rusty Burris; Mindy Yaeger; Jamie Ogden; Lori Ferguson; Mark Schiltz; Rob Jackson; and Jessica Jacobson. Back row: Eric Mills, assistant manager; Paul Langlotz, supervisor; Chris Phelps; Jeremy Briggs; Stewart McLaren; Marcus Herman; Wes Dahms; Kim Baker; Brandon Schurtz; Andrew Elli; Jared Jarding; David Gibson; Jason Rhyne; Brenda Jensen, manager; Galen Johnson; Elton Rodgers; Vince Nichols; Brian Steen; Gordy Larsen; Robert Draper; James Jameson; Ted Dunseith, supervisor; and Richelle Grapes, supervisor.
David R. Owens photo

At your service

Hospitality program gets five-star rating from patients, nurses

“The hospitality people that I’ve had the pleasure to work with are all very bright, positive, articulate people and very caring. So the patients like to see them come into the room and just visit with them for a while sometimes.”

Dale Cramer, RN

Donna Weber says she has found the perfect job to match her cheerful personality by working as a hospitality coordinator. She tends to the needs of guests and staff, distinguishable by her sharp black slacks, crisp white shirt and black vest with five embroidered gold stars. Although her attire might suggest otherwise, Weber doesn’t work at a hotel or tropical resort — she is a hospitality coordinator for University of Missouri Health Care’s Very Important Patient (VIP) Services.

“Every day I love to come to work,” said Weber, a coordinator on Columbia Regional Hospital’s fifth floor. “I tell patients that I’m there to help take care of them. There is no request that is too small or silly.”

Hospitality coordinators assist patients by orienting them to the hospital, explaining hospital services and rounding on them frequently to make sure their needs are being met. Coordinators serve on each inpatient floor at Columbia Regional Hospital and University Hospital from 7 a.m. to 9 p.m. Coordinators are available Monday through Friday at Columbia Regional Hospital and seven days a week at University Hospital.

“We have several roles,” said Tisha Flatt, a hospitality coordinator in Ellis Fischel Cancer Center’s inpatient unit on 5 East at University Hospital. “It’s to be there for the patient as a friend, but then also to be there getting everything they need throughout the day. There are days when I walk into a patient’s room and I sit down and talk with them for 20 or 30 minutes on a friend-basis. And then there are some patients who just want me to get them the things that they need, and this is satisfying to them.”

When patients need a hospitality coordinator, they can make a request by calling the hospitality services line, 882-8220. The phone number is listed on a sticker on their room telephones, as well as on house phones throughout the hospitals. Erica Schulte, concierge, answers the phone and contacts the coordinator with the request.



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Columbia Regional Hospital coordinators are reached via their pagers. University Hospital coordinators are contacted by their radios, which have attached earpieces to maintain a quiet atmosphere. The goal of each coordinator is to answer each request as quickly and as efficiently as possible. Schulte makes a note of each call received and said the most frequent request from patients is for help making a long-distance phone call. Nurses most frequently request a hospitality coordinator to assist in discharging a patient.

"Hospitality coordinators handle many routine duties that previously have been the responsibility of nurses," said Ted Brandt, MBA, MHA, assistant manager of hospitality and patient support services at University Hospital. "The coordinators will notify maintenance staff if a patient's room has a faulty light or thermostat, call housekeeping to clean up a spill or work with food services to ensure a patient's meal is exactly what was ordered."

It is no coincidence that the accommodations at the hospitals may remind patients of those at a hotel, from hospitality coordinators to room service menus to free valet parking service. Roger Higginbotham, assistant director of safety and patient support services, coordinated the creation of the hospitality services program. He brought his experience as a manager with the Ritz-Carlton hotel chain and drew upon the expertise of others, including members of a multidisciplinary committee composed of representatives throughout the health system, from nursing to food services.

Coordinators completed comprehensive six-week training that included learning about security, safety, nursing units, risk management and guest relations.

Two weeks of the training was devoted to food service. All coordinators possess a food handler's license and have access to patients' diet orders from their doctors. This allows coordinators to assist in the patient's

meal experience, from ordering food to setting up their trays to correcting the meal order in a timely manner if there is a mistake.

The hospitality program was implemented in phases from 2006 to 2008. Room service began in June 2006 at Columbia Regional Hospital and in April 2008 at University Hospital. Hospitality coordinators began serving at University Hospital in October 2007 and at Columbia Regional Hospital in March 2008.

"The patients love them," said Dale Cramer, RN, clinical charge nurse on University Hospital's 5 East. "The role that they play is a lot of direct, non-clinical patient care, and it means that the patients get their needs met more efficiently and quickly. The hospitality people that I've had the pleasure to work with are all very bright, positive, articulate people and very caring. So the patients like to see them come into the room and just visit with them for a while sometimes."

As with any job, there are challenges. "Saying goodbye to patients is the hardest part," Weber said. "I get attached. When they're discharged, they'll often hug me or a family member will say 'thank you for everything you've done.' That makes me feel good when I go home at night."

For more information or to contact Hospitality Services, please call **(573) 882-8220**.

Story by Velvet Hasner

Photography by L.G. Patterson



Hospitality coordinators perform various tasks each day. From left to right: David Foley gathers drinking water and a towel for delivery to a patient at University Hospital. Nick Stafford gives Amanda Harris, a patient in CRH's Antepartum Unit, a much-needed break from bed rest. Donna Wade writes telephone dialing instructions on a dry erase board in a CRH patient room. Sarah Graves consults with Barrie Lubbering, RN, staff nurse. Tamala Broadus delivers a newspaper and snack to Gary Easley, a patient at University Hospital.



An up-close look at Patient Financial Services

“Without their efforts, the health system would have very serious issues. Our staff in patient financial services is absolutely essential. They are an integral part in providing excellent health care.”

Kevin Necas, MBA, CPA, chief financial officer

Making care possible

They don't perform surgery, fill prescriptions or check a patient's blood pressure, but the staff in University of Missouri Health Care's Patient Financial Services work diligently to make patient care possible.

Employees in financial services serve in many different areas, all assuring the financial health of the organization so patients can receive the care they need.

“Without their efforts, the health system would have very serious issues,” said Kevin Necas, MBA, CPA, the health system's chief financial officer. “Our staff in patient financial services is absolutely essential. They are an integral part in providing excellent health care.”

Patient financial services includes approximately 280 employees from several departments, including hospital patient accounts, registration services, medical records and revenue cycle quality and training. The departments report to Kay Davis, RN, EdD, director of patient financial services, who reports to Necas.

“While we have individual departments that handle certain components, it's really a cycle,” Davis said. “It starts with an appointment being scheduled and ends with us being paid for the care we provide.”

After an appointment is scheduled, staff from registration work to verify a patient's insurance and obtain any needed authorizations from hospital staff. By verifying that a patient's insurance will pay for the visit beforehand, employees ensure patients only pay for the deductible or portion that their insurance company requires.

Hope Huff, service coordinator, serves in registration, pre-certifying insurance prior to visits and verifying patients' insurance benefits. She said that with so many different insurance companies to work with, it is always challenging to keep up with all the changes.



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“A time doesn’t go by when you are not learning something,” Huff said.

When patients arrive for an appointment, they meet with a patient service representative in registration. The representatives register patients, provide information on patient rights, have them sign consent forms, collect deductibles, and gather information such as name, date of birth and a photograph for patient identification bands.

“The first person that a patient sees, as a rule, is a registration staff member at the clinic or the hospital,” Davis said. “Great customer service skills are crucial.”

If a patient spends a night in the hospital, an employee such as Jane Spencer, RN, utilization management analyst, follows up with the case to see that the hospital is billing correctly for the care the patient receives. Spencer and her colleagues each strive to evaluate an average of 30 patient cases each day.

Spencer uses her nursing knowledge to verify, for billing purposes, that a patient’s treatment is medically necessary. She also verifies that bills reflect the correct level of care, whether the patient is an inpatient, in the hospital just one night for observation or in the hospital for a short stay after a procedure — all are billed differently.

“My job is making sure cases are billed correctly so the hospital is paid for the care we give patients,” Spencer said.

Following a patient’s stay or appointment, the medical records staff handles information about a patient’s visit. The staff works with approximately 45,000 records each month.

“We are responsible for collecting all of the information documenting the care provided to the patient,” said Becky Morton, RHIA, manager of the Medical Records Department



Jane Spencer, RN, utilization management analyst, reviews patient charts to verify that billing information matches the type and level of care a patient receives at University Hospital.

at University Hospital. “We review clinical documentation and convert it into data we can use for billing.”

Members of hospital patient accounts, who handle billing, then work with the documents prepared by the medical records staff to ensure that bills are paid. The department posts an average of \$500,000 to \$1 million in payments each day, said James Hamilton, service coordinator.

“Our primary goal is to post payments to patient accounts — whether they are paid by insurance or self-payments — and to make sure that is done in a timely manner,” Hamilton said. “The money we process plays a big part financially in how the hospital is doing.”

Hamilton explained that training is continuous for someone working in patient financial services. Employees regularly work with dozens of insurance companies on a regular basis, and each insurance company implements policy changes — sometimes daily.

Because of the need to train new employees and perpetually update employees on insurance changes and billing changes, patient financial services has its own training department, the Revenue Cycle Quality and Training Department.

“The center of all our training is customer service,” said Jackie Brown, manager of revenue cycle quality and training. “We keep our customers as our main focus.”

Story by Colin Planalp

Photography by Gene Royer

Bringing experts to the bedside

TIGER Team's rapid response saves lives

“The team members get a broader perspective, and they come together at the same time, so they get a collaborative look at the patient. This is an effective way to get very experienced staff members to the patient to do a very in-depth, thorough assessment.”

Lori Johnson, MHA, RRT, assistant manager, respiratory therapy

Like their feline namesake, University Hospital's TIGER Team members must have the reflexes of a cat. Within five minutes of the team being called, three highly trained and experienced health care professionals are expected to arrive at a patient's bedside to assess the situation and provide care. The team, initiated in December 2006, averages only 2.2 minutes to reach the patient.

The Targeted Interventional Group Emergency Response (TIGER) Team is a rapid-response team designed to catch medical emergencies before a patient's condition deteriorates. University Hospital's team is composed of the house manager, a STAT or intensive care unit nurse and a respiratory therapist.

“It's one of the Joint Commission's national goals for all hospitals to have a rapid response team,” said Jean Howell, RN, a house manager and manager of staffing support services at University Hospital.

A nurse for 37 years, Howell was a member of the group that designed the TIGER Team, and she now serves on the team. She said it benefits patients by bringing experts to the bedside, and it benefits staff by allowing those who call a TIGER Team to learn from their veteran peers.

“If a physician, nurse or other staff member thinks something may be wrong, and they want help finding what that is, the team can help solve the problem or put the person's concerns at ease,” Howell said. “It's a great addition to patient care, and it offers us the ability to mentor people.”

Hospital employees can call for a variety of reasons: A patient may have labored breathing, complain of chest pain or have a fluctuating heart rate. A staff member may just believe that something doesn't seem right.

“If staff members are concerned about their patient, they should feel comfortable calling,” said Joe Johnson, RN, a STAT nurse with 17 years of nursing experience and a member of the TIGER Team. “A nurse, a physician, anyone can call for a TIGER Team to arrive.”

When a TIGER Team arrives, the first thing members do is verify that the patient's physician has been notified. Next, they assess the patient's condition, evaluating signs including blood pressure, heart rate and respiratory rate. Team members can also order some diagnostic tests, such as a blood glucose test or an electrocardiogram.

After assessing the situation, the team treats the patient to stabilize vital signs. Finally, the members see that the patient is receiving an appropriate level of care, often transferring the patient to an ICU.



When a TIGER Team is called, a respiratory therapist, a STAT or intensive care unit nurse and the house manager rush to the patient's bedside, and the patient's physician is notified so he or she may respond, as well. Clockwise, Harijot Sohal, MD, internal medicine physician, practices responding to a TIGER Team call with members Jean Howell, RN, house manager; Joe Johnson, RN, STAT nurse; and Dexter Burns, RRT, respiratory therapist.

Dexter Burns, RRT, supervisor of pulmonary function and respiratory therapy, is a respiratory therapist who serves on the TIGER Team. His main job as a respiratory therapist on the team is to assess the patient for any respiratory difficulties and solve them before they progress to cardiac problems, he said.

"The people that we picked to be on the team have good clinical skills," Burns said. "They also have good interpersonal skills."

Interpersonal skills are important, he said, because they aid in teaching and in encouraging staff to call the TIGER Team when a patient needs additional attention. If staff members believe the experience was beneficial, he said, they are likely to call again the next time assistance is needed.

"We always tell people: 'Don't feel bad about calling,'" Burns said. "It brings in experienced clinicians who can help the patient."

Lori Johnson, MHA, RRT, assistant manager in respiratory therapy, completed a master's degree thesis on rapid response teams and helped create University Hospital's TIGER Team.

A rapid-response, interdisciplinary team of seasoned health care professionals can reduce a hospital's respiratory and cardiac arrest cases, saving lives, she said.

"The team members get a broader perspective, and they come together at the same time, so they get a collaborative look at the patient," Johnson said. "This is an effective way to get very experienced staff members to the patient to do a very in-depth, thorough assessment."

To call a TIGER Team, employees can dial (573) 882-7979 or 2-7979 from a hospital phone and tell the operator they want a TIGER Team.

Story by Colin Planalp

Photography by David R. Owens

Making miracles happen

Congratulations to the award winners announced at Children's Hospital's "Miracles in Action" celebration on July 11 at Lela Raney Wood Hall in Columbia.



Jean Howell, RN
Department manager of staffing support services

The First National Bank and Trust Company Community Hero Award

A resident of Mexico, Mo., Howell carries her enthusiasm for patients into the community. She has been instrumental in planning

and generating excitement for the annual Sporting Clay Shoot, which has become a friendly competition between physicians and health care staff members. A large group of mid-Missouri sporting clay enthusiasts have also embraced the cause and faithfully support the event every year. The winning team receives a traveling trophy and bragging rights for a year.

The tournament was originally founded in 1995 by her late husband, Skip Howell, and his friend, Wally Feutz. The event has grown through the years in the amount of participants, volunteers and anticipation of the next tournament. More than \$100,000 has benefited Children's Hospital in the first 13 years of the tournament.

"It's not just me," Howell said. "It's everybody working together, one miracle at a time. I thank everyone. We're doing a great thing helping our kids. There's no better thing to do."



Cara Hirner, RN, BSN, CPN
Clinical supervisor for the night shift at University Hospital, 7 East

The University of Missouri Children's Hospital Strive for Excellence Award

Hirner joined University of Missouri Health Care in 2005 as a traveler nurse. Her abilities soon became

evident, and she became a full-time nurse at Children's Hospital three months later. She now serves as the clinical supervisor for the night shift on 7 East.

"I enjoy what I do every night," Hirner said. She is well liked by her peers, patients and families.

"We arrived at midnight and Cara welcomed us with open arms," said the parent of a patient. "She went far out of her way to be there for us and provided the best care for Ethan possible. I have never met a person more caring and compassionate for a person in my life."

In addition to her regular duties, Hirner serves as the secretary for the Children's Hospital Division Council and an active member of Children's Hospital Achieving Social Excellence (CHASE) for her floor.



William Crist, MD
Hugh E. and Sarah D. Stephenson Dean of the University of Missouri School of Medicine and professor of child health

The KRCG Champion of Hope Award

One of the most respected pediatric cancer investigators in the country, Crist is among the scientists credited with dramatically increasing survival rates for children with leukemia. Survival rates for children with acute leukemia were 0 percent in the 1970s; today, the survival rates top 85 percent.

"If you ask me what has meant the most in my professional life, it is the letters and cards from patients treated for cancer when they were two years old that now write me and are married or have graduated from college," Crist said.

A 1969 graduate of the University of Missouri-Columbia School of Medicine, Crist returned to the school as dean in 2000. He previously served at the Mayo Medical School in Rochester, Minn., at St. Jude Children's Research Hospital in Memphis, Tenn., and at the University of Alabama in Birmingham. Throughout his career, he has brought hope to pediatric patients and their families.



Stepping down, but not stepping away

In October, Ted Groshong, MD, will retire as medical director of Children's Hospital, chair of the Department of Child Health and Children's Miracle Network Professor in Pediatrics. His friendly face, tiger tail stethoscope and colorful ties will not vanish from the halls of Children's Hospital, however.

Groshong will extend his 35 years of service by working part-time and continuing to serve patients, families and the School of Medicine as the chief of pediatric nephrology, associate professor emeritus and associate dean for alumni affairs.

"One of the benefits of pediatrics is you get to follow the kids when they grow," Groshong said.

Ted Groshong, MD

Chair of the Department of Child Health, medical director of Children's Hospital, chief of pediatric nephrology, associate dean for alumni affairs, associate professor emeritus and Children's Miracle Network Professor in Pediatrics

Zimmer Radio Group Healing Hands Award

He enjoys hearing from his former patients, including an e-mail from a young woman who underwent a kidney transplant as a child and recently gave birth. He proudly recalls patients who have chosen careers in medicine, including a physician, fellow, resident and medical student.

"In a nutshell, he is an outstanding physician," said Elizabeth James, MD, a retired neonatologist who founded and served as medical director of the health system's Neonatal Intensive Care Unit for 35 years.

"Ted was my resident," she said. "We had a lot of interesting experiences in that regard. He started to stand out as an advocate for patients then. He pays attention to all the needs of children — medical, educational, financial and the need for entertainment."

Since joining the child health faculty in 1971, Groshong has witnessed the development and improvement of many drugs and treatments for children as well as the growth of the health system's pediatric department. Children's Hospital was established in 1993. Groshong served as interim chair of the Department of Child Health from 1997 to 2001. He was named chair of the department in 2003. Today the University of Missouri Children's Hospital is the state's only comprehensive pediatric hospital outside Kansas City and St. Louis. It is the primary children's hospital for patients from Springfield, the third-largest city in Missouri.

As a 1967 graduate of the School of Medicine, teaching and setting an example for students is important to Groshong. He is proud of receiving the medical school's 2008 Jane Hickman Teaching Award as well as his role developing and leading the implementation of the medical school's problem-based learning curriculum.

With a less hectic schedule planned this fall, Groshong would like to spend more time with his family, rest, travel, read, bike and camp. Of course, Children's Hospital and the School of Medicine will always be important aspects of his life.

"It's a really exciting time to be a part of the health care system and the medical school," Groshong said.

Story by Velvet Hasner

Staff appreciation

Staff Council hosted multiple events during Staff Appreciation Month in May. Employees were treated to a barbecue, ice cream social and received gifts and snacks. At benefit fairs, employees learned about various benefits and services available to them as staff members.

Amy Lynch, health care recruiter, tries her hand at making cotton candy at Ellis Fischel Cancer Center's benefit fair May 28. Refreshments included mini corn dogs, mini pretzels, popcorn and flavored ice.



Employees gather information from the LaBrunerie Financial booth at University Hospital's benefit fair May 28. Representatives from financial companies as well as University programs provided handouts, giveaways and prize drawings.



Larry Jespersen, retirement specialist for retirement benefits at the University, visits with Dennis Lipper, unit clerk for nursing administration at Columbia Regional Hospital.



Managers serve employees at University Hospital's staff appreciation barbecue May 13. Barbecues were also held at Columbia Regional Hospital, clinics, Ellis Fischel Cancer Center and Quarterdeck.



Coy Cobb, clinical services and facilities coordinator for ophthalmology, guides Barbara Mills, hospital telecommunications operator, through a vision exercise at Columbia Regional Hospital's benefit fair May 27.



The hall outside Quarterdeck's cafeteria bustled with staff members at the benefits fair on May 27. Fairs were also held at Columbia Regional Hospital, Ellis Fischel Cancer Center and University Hospital.

Making the wait easier

Jane Cook helps families of patients in surgery – and children love her hand-sewn souvenir caps.

Waiting can be one of the hardest things a person has to do, but Jane Cook, RN, patient care liaison, makes things a little easier for families of patients in surgery. With Cook's friendly personality and calm demeanor, one can't help but relax in her presence.

Cook is the first patient care liaison at University Hospital and acts as the voice of both surgeons and the families of patients. She lets the family know how the surgery of their loved one is progressing and also contacts families at the request of physicians.

"I help put families at ease," Cook said. "I answer the questions they have and give them routine updates. I provide extra support in their time of need."

Cook previously worked as the manager of the orthopaedic unit at Columbia Regional Hospital for nine years. She served at Columbia Regional Hospital for 19 years and has been a registered nurse for 21 years.

"They wanted to make sure they hired someone who was best suited and could develop the position," Cook said.

In addition to her duties as a liaison, Cook assists families with other aspects of their hospital stay, including providing meal vouchers to low-income families, social service referrals, contacting pastoral services if needed and organizing transportation for families.

Amy Tinsley, RN, manager of surgery services and Cook's supervisor, said Cook is taking the position several steps forward.

"Along with her other responsibilities, she has personalized the waiting room by adding snacks and children's games and also does personalized rounding of both active and post-operative rooms," Tinsley said. "Her dedication to her job has caused our patient satisfaction scores to rise three percent."

When not at the hospital, Cook enjoys sewing. She sews hats for boys and girls to wear during surgery.

"The hats I make are a souvenir for the kids to take home with them after their hospital stay," Cook said. "They look just like the ones their surgeons wear, and I use bright, bold fabric to make them fun."

Cook's day usually concludes around 3:30 p.m., but she maintains a flexible schedule that allows her to cater to each surgery.

Cook's favorite aspect of her job is helping people. She enjoys assisting families though a stressful time in their lives.

"When I go home at night, I feel good," Cook said. "I helped someone."

Story by Ryan J. Murray

Photography by David R. Owens



Jane at a glance

Birthplace: St. Paul, Minn.

Family: husband, Jerry; son, Michael; daughter, Cindy; grandson, Dayne, and granddaughter, Katie

Hobbies: sewing, horseback riding and bicycling

Favorite book and movie: "The Silence of the Lambs"

Words to live by: My grandma always said, "If you can't say something good about someone, don't say anything at all."

Three words that best describe me: energetic, reliable, honest

Cool down

Wanting a cool and easy summer snack? No time to cook breakfast? Try one of the smoothies below. These recipes and many more healthy recipes are featured in the Clubhouse section of the Coventry WellBeing Web site. In partnership with University of Missouri Health Care, Coventry Health Care offers its WellBeing ePhit program to employees enrolled in the UM Choice Health Care plan. Join ePhit for help creating exercise goals and a workout plan, diet suggestions and tips for creating a healthy lifestyle. For more recipes and to enroll in the WellBeing ePhit program, please visit www.ummedcvty.com.

Quick and easy smoothies

For each smoothie, blend all ingredients in a blender until smooth.

Berry Sweet Morning Smoothie

1 cup frozen berries (blueberries, raspberries, strawberries, etc.)
½ cup vanilla frozen yogurt
½ cup raspberry sorbet
2 cups 100% orange juice

Strawberry Banana Blast

1 cup strawberry nectar or apple juice
1 cup low-fat milk
1 banana
1½ cups fresh or frozen strawberries
1 cup strawberry yogurt

Watermelon Smoothie

2 cups watermelon, seeded chunks
1 cup ice, cracked
½ cup plain yogurt
1 Tbsp sugar
½ tsp ginger, ground
1/8 tsp almond extract

Makes 2 servings.

The Saved-By-Chocolate Post Workout Smoothie

4 Tbsp sweetened cocoa
12 ounces low-fat soy milk
½ cup raspberries
1 cup vanilla yogurt

Makes 3 servings.

Don't get burned

Sunlight in small doses is beneficial. Too much sunlight, however, can lead to skin damage, aging of the skin and skin cancer. Lee Ann Lawson, PharmD, RPh, a pharmacist for University pharmacies, offers the following tips for using sunscreen to reflect harmful rays. For more information about protecting yourself from the sun and sunscreen, check out the latest issue of the pharmacy's newsletter, An Ounce of Prevention, at www.muhealth.org/pharmacy and click on "Pharmacy Newsletter."



Applying sunscreen properly

The most common mistakes when using sunscreen are applying too little and waiting too long to reapply. Follow these tips to ensure proper use.

- Apply a sufficient amount 15 to 20 minutes before sun exposure.
- Adults need one ounce, or two tablespoons, for their entire body and one teaspoon each for face and neck.
- Reapply at least every two to three hours and after swimming or excessive sweating. Water-resistant products do not adhere as well and should be applied more frequently.
- Use a sunscreen of SPF 15 or higher. A white T-shirt, especially when wet, is equivalent to only about SPF 4.
- Sunscreens can be used on children ages six months and older. Children younger than six months should not be exposed to the sun. For more information about your child and sun exposure, please talk to your pediatrician.

Photography by Jeff Hoelscher

Calendar of events

Aug. 23 12th annual Ellis Fischel Cancer Center Gala, "A Summer Celebration," at The Lodge of Four Seasons in Lake Ozark, Mo.

Aug. 23 2008 Columbia Heart Walk to benefit the American Heart Association, 8:30 a.m. at Stephens Lake Park in Columbia

Aug. 27 Fit for Life employee exercise orientation, 3:30 p.m. at University Hospital, Room GL-20

Sept. 1 Labor Day

Sept. 2 Fit for Life employee exercise orientation, 1 p.m. at University Hospital, Room GL-20

Sept. 10 Construction information forum open to all employees, 2 to 3 p.m. at Acuff Auditorium, MA217

Breaking ground

Shovels turn for Missouri Orthopaedic Institute



Breaking ground for the Missouri Orthopaedic Institute are Jim Ross, chief executive officer of University of Missouri Health Care; Bo Fraser, vice chair of the Board of Curators; William Crist, MD, dean of the School of Medicine; Jason Calhoun, MD, chair of the Department of Orthopaedic Surgery; Cheryl Walker, chair of the Board of Curators; Gary Forsee, president of the University of Missouri; Don Walsworth, curator; and Brady Deaton, MU chancellor.

University of Missouri Health Care held a groundbreaking ceremony June 5 to celebrate the official start of construction on the region's most comprehensive orthopaedic surgery center.

The Missouri Orthopaedic Institute, located near the intersection of Stadium Boulevard and Monk Drive, will be the newest and largest free-standing orthopaedic center in central Missouri. The \$52.5 million facility will provide orthopaedic patients with a full-range of care in a single location.

"This building will allow us to support our overriding mission of providing excellent patient care," said Jason Calhoun, MD, chair of the Department of Orthopaedic Surgery and J. Vernon Luck Sr. Distinguished Professor.

The new facility will include:

- 41 clinic rooms
- Two outpatient procedure rooms
- Five operating rooms

- 16 private inpatient rooms
- A pharmacy
- Radiology services, with X-ray and MRI
- Rehabilitation services
- Prosthetic and orthotic services

"Our specialists serve patients from every county in the state of Missouri, and this new facility will enable us to provide the region's most comprehensive, state-of-the-art orthopaedic care," said Jim Ross, chief executive officer of University of Missouri Health Care.

The 113,512 square-foot building will house more than 200 physicians and staff, including 22 University Physicians orthopaedic surgeons who specialize in sports medicine, joint replacement, pediatrics, hip and knee, foot and ankle, shoulder, hand, spine and trauma care.

Learn more about orthopaedic surgery at <http://ortho.muhealth.org>.

On the horizon

In early 2009, Dockery-Folk and Hadley-Major halls will be demolished to begin construction of the planned patient care tower.

"We are currently analyzing who is there, what size of space they need and who they need to be located near," said Clarissa Easton, chief facilities officer. "We ask for people's patience and cooperation as we prepare for building our new patient care tower."

Construction time line

February 2009 Demolition of Dockery-Folk and Hadley-Major halls complete

Mid-2009 Groundbreaking for patient care tower and Ellis Fischel Cancer Center

April 2009 Completion of parking garage on Hospital Drive

January 2010 Completion of Missouri Orthopaedic Institute

Late 2011 Completion of patient care tower and Ellis Fischel Cancer Center

Get the dirt

Learn about construction progress and the master facilities plan at monthly information sessions. Upcoming sessions will be held at 2 p.m. in Acuff Auditorium, MA217.

- Wednesday, Aug. 13
- Wednesday, Sept. 10
- Wednesday, Oct. 8
- Wednesday, Nov. 12
- Wednesday, Dec. 10

Driving directions and parking information for employees, patients and visitors continues to be updated and posted online at www.muhealth.org/construction.

Story by Velvet Hasner

Photography by Gene Royer

Employees are recognized as Service Excellence Champions for providing exemplary service to patients, visitors and staff. To nominate University of Missouri Health Care faculty members, staff members, students and volunteers for outstanding service, e-mail serviceexcellence@health.missouri.edu with the person's name and department and a few sentences explaining why the person deserves recognition.

Stephanie McCarty, RN, a staff nurse for 5 West at University Hospital, was nominated by the daughter of a patient. The patient was admitted to the hospital following a bad fall.

"Stephanie went above and beyond in providing excellent nursing service to us," she said. "She truly became a good friend in just three days and we hated to leave. Because of Stephanie, we would not hesitate to choose University Hospital if we were faced with another unpleasant event."



Sarah Quick, LPN

the clinic and spoke with Sarah, who took the history and told her she would call me and call the mother right back."

"Before she could page me, the mother called back to say that his face had swelled," he said. "After Sarah was assured that the young man could breathe adequately, she told the mother to take the child immediately to the nearest emergency room.

"He was diagnosed with acute anaphylaxis, treated immediately and recovered completely," Groshong said. "It turns out that subsequent to the visit in Columbia, his doctor had placed him on an antibiotic and that was the cause of the anaphylaxis.

"Sarah called the family two more times, on subse-

Sarah Quick, LPN, a staff nurse, was nominated by Ted Groshong, MD, a pediatrician and associate professor emeritus of child health. Groshong's patient, a 13-year-old boy, was placed on a drug commonly used for high blood pressure.

"After the first dose, he became tired and began sleeping excessively. By the third day of treatment, his mother noted a rash," Groshong said. "She called

quent days, to make sure that the child was still doing well," Groshong said. "This is not only an example of quality, patient-centered care, but also care which potentially saved a child's life."



John Markley, MD

but the patient's care had been transferred to cardiology and now general surgery was consulting.

"Dr. Markley spent nearly a half hour with my patient, sitting down, face-to-face, and talking with him honestly and respectfully," she said. "He then proceeded to call Dr. Marc Miller and asked him to come and talk with the patient. Dr. Miller also talked with the patient at length.

"I really admire both of them for caring so deeply about their patients and taking the time that they do," Degraffenreid said.

John Markley, MD, a cardiothoracic surgeon, was nominated by Janice Degraffenreid, RN, a staff nurse at University Hospital's cardiac intensive care unit.

"Dr. Markley spent a great deal of time talking with my patient about his concerns regarding gastrointestinal bleeding and the treatment planned for it," Degraffenreid said. "Dr. Markley previously performed



Jan Whitney, RN



Laura Sandt, RN

Staff nurses **Jan Whitney, RN**, and **Laura Sandt, RN**, were nominated by the family of an eight-month-old patient who underwent reconstructive surgery. Whitney and Sandt cared for the patient at University Hospital's post-anesthesia care unit and recovery room.

"It was emotionally overbearing waiting before Ethan's surgery," the mother said. "He was extremely hungry and miserable. How do you explain to an eight-month-old that he can't eat or drink all day? Without any family there for support, my husband and I felt helpless. The nurses came to our rescue.

"Jan took Ethan into her arms as if he was her own. She

walked around the floor with him, greeting other staff and trying to get his mind off the hunger pain.

"When Dr. Durwood Neal called us in to see Ethan after the surgery, Laura was the recovery nurse," she said. "She explained everything to my husband and me thoroughly on the instructions that Dr. Neal gave for us to care for Ethan after we got home. She showed a great love and concern for Ethan."



April Magnuson, MD, a resident physician in child health, was nominated by the mother of patient who was diagnosed with a severe intracranial hemorrhage a few days after birth. After a few weeks at the pediatric intensive care unit, her condition improved and she was moved to the pediatric floor.

April Magnuson, MD "My partner, Kari, and I discussed the need to find a pediatrician immediately to introduce the doctor to Carli and her condition," she said. "After meeting Dr. Magnuson, we knew that she was the perfect doctor for us and Carli."

"Dr. Magnuson has helped us to understand the health problems of our daughter. She takes the time to explain and encourages us to ask questions. Carli's condition is not very common — if there is something that Dr. Magnuson might not know the answer to, she simply tells us she doesn't know, but gets back to us immediately.

"Now out of the hospital, Dr. Magnuson takes time out of her busy schedule to return calls and e-mails several times a week," she said. "Dr. Magnuson is a one-of-a-kind doctor and above all, a blessing to me and my family."

Larry McClain, a valet service attendant, was nominated by Julieanne Hagedorn, RN, a staff nurse for Missouri Palliative Care.

"Larry is a joy to see every morning," Hagedorn said. "He always has a smile on his face and he is courteous and friendly to everyone — staff, patients and families alike.

"He never fails to make me smile," she said. "I have watched him consistently treat so many others with respect and the same friendly manner. He is an asset to this hospital."

Karen Benson, a patient assistance coordinator at Missouri Rehabilitation Center, nominated the staff of **MRC's H5 Nursing and Rehabilitation staff** on behalf of a patient.

"With his permission and knowledge, I want to share that when visiting with a patient, he had exceptionally high praise for H-5 nursing staff and rehabilitation staff," Benson said.

"He specifically commented on the good attitude of all



MRC's H5 Nursing and Rehabilitation staff

the staff, remarking that they were like family. He said all staff challenged him and because of it he was making significant progress," she said. "He also said that during his stay in another acute care hospital, they had 'written him off for dead' and because of MRC he 'would have a good quality of life again.'

"The patient said MRC 'turned something horrifically bad into something really good.' He would recommend MRC to anyone," Benson said.

Thank you for your service

University of Missouri Health Care thanks **every employee who is serving or has served in the United States Armed Forces.**

We recognize and appreciate your commitment to our country through your military service. We also thank you for providing exemplary service to our patients, visitors and staff.

Pictured is

Raymond Foster, MD, MS, MHSc, an obstetrics and gynecology physician at University of Missouri

Health Care and a member of the U.S. Army since 1981.

Maj. Foster poses with Sergeant Boe, a patient comfort dog who visits the hospital where Foster is serving in Iraq.



“We are from out of town but we will come back to this hospital for any tests that are ordered in the future. The pediatric doctor was very nice and explained all the testing for us in ‘people terms.’”

Nabrina Patton, Holts Summit, Mo.

CHILDREN'S HOSPITAL

“My son, Jason, had surgery for his inguinal hernia. I just wanted to thank the hospital, Dr. Venkataraman Ramachandran and Scott Schmidt, coordinator of nursing clinical support. Everyone was exceptionally understanding and kind but still professional.

“My son is doing wonderful. My family and I really appreciate all you did for us.”

Hannah Wiles, Vienna, Mo.

“My husband and I came in for our seven-month-old daughter's MRI. All the extras that the pediatric nurses did went over and beyond our expectations, such as the numbing cream and flavored medications. Everything was done with lots of extra care and love.

“We are from out of town but we will come back to this hospital for any tests that are ordered in the future. The pediatric doctor was very nice and explained all the testing for us in ‘people terms.’ The two nurses who took care of her were great. They both had a motherly touch. Thank you for such great care.”

Nabrina Patton, Holts Summit, Mo.

ELLIS FISCHEL CANCER CENTER

“I came into the Symptom Evaluation Unit (SEU) thinking I would be given a bag or two of fluids, some medication and go home as I had during the past three weeks. I did not know my liver had shut down, that the whites of my eyes and skin were a golden yellow.

“I was placed in a private room and the only way I can explain how I was treated was as royalty. Hospitality Services was but a phone call away when I needed water or anything I didn't want to bother a nurse with, and they came in daily and asked if there was anything I needed. Everyone treated me as if I was their only patient.

“Long story short, God healed my liver and I am home recovering wonderfully. You all are awesome. I have never had such great treatment as I received here.”

Gwen Gay, Columbia, Mo.

“My two-day stay as a patient on 5 East was a most comfortable period of recuperation. The professional staff was very caring, pleasant and attentive. The service staff was courteous. Food service was most satisfactory and the room was immaculate.

“The attending physicians were thorough and expert in piecing me back together.

“Kudos to all. I highly recommend your facility to anyone.”

Joseph Bachant, Holts Summit, Mo.

MISSOURI RADIOLOGY IMAGING CENTER

“Sally at Missouri Radiology Imaging Center was the most helpful person we have seen in a long time. She was very helpful, going above and beyond what we expected.

“We really appreciate all that the University of Missouri Health Care staff has done for us over the past several months — at University Hospital, Rusk Rehabilitation Center, Ellis Fischel Cancer Center, the Missouri Spine Center, the orthopaedic department and the radiology center.”

Barb Jenkins, Bowling Green, Mo.

UNIVERSITY HOSPITAL

“My husband, Charles Peterson, was airlifted to University Hospital after suffering a stroke on a fishing trip. Everyone from the emergency room to the step-down unit was kind and generous.

“Dr. Myles Goble educated us by phone about what was happening until we could arrive from St. Louis. When we did reach Columbia in the middle of the night, he made sure to meet us personally.

“Your facility then helped us arrange transportation back to our home for further treatment.

“We are so thankful to your wonderful facility. May God bless you always.”

Maureen Peterson, Imperial, Mo.

“We would like to give a special ‘thank you’ to nurse Kass Sedgwick of 4 West for her care and concern during the hospitalization of my husband, Robert Van Horn Sr. She made the extra effort to try and find out what was wrong with my husband. She took the time to listen to her patient's family when we knew there was something wrong. Thanks, Kass!”

Joy Van Horn, Rolla, Mo.

“Henry was involved in a very serious truck accident with a serious head injury. He was life-lined from Lake Regional Hospital. The care and attention he received was fantastic. Mike on 5 West was a great nurse as were many others.

“Thank you for being there for us in our most desperate hour.”

Henry and Linda Perkins, Pilot Grove, Mo.



National Cancer Survivors Day

Community unites at Ellis Fischel celebration

To the casual observer, the National Cancer Survivors Day event on June 21 at Ellis Fischel Cancer Center looked like a typical community event on a sunny summer day. The celebration featured live music, plenty of food, games and hot air balloon rides. Indeed, it was a community event, but designed for a special community of participants — everybody present was personally affected by cancer, either a survivor themselves, a caregiver or the loved one of a cancer patient.

Approximately 330 people attended, including more than 170 survivors. The National Cancer Survivors Day Foundation defines a “survivor” as anyone living with a history of cancer, from the moment of diagnosis through the remainder of life.

“Two of my really good friends have cancer. Both have been treated and are doing well,” said Daryl Forte, a Columbia resident.

Daryl’s husband, David, saw a local newspaper advertisement about the event and they decided to attend with their three sons, Ethan, 9, Daniel, 5, and Gabriel, 3. Daryl said her children enjoyed the games and bounce house, but for her the celebration was comforting because she was able to meet others with a common bond.

“With so many people dealing with cancer, it is good to know there is support available,” Forte said.

Approximately 40 volunteers staffed the event, serving food donated by area businesses or staffing a booth with games, prizes or information on survivorship topics. Survivor topics are numerous and can include physical issues, such as side effects from treatments; emotional issues, including feeling guilty for surviving or fearing the return of cancer; social issues, such as dealing with changing relationships; and spiritual issues, which can include finding purpose or questioning the meaning of life.

“These issues are things that are pervasive,” said Laura Neal, MSW, MPH. “They don’t start and stop at diagnosis or at the end of treatment. They carry on.”

Neal is the coordinator of patient and family support services and an oncology social worker at Ellis Fischel Cancer Center. She coordinated the annual event, now in its second year, and was pleased with the support from the community and staff. Several Ellis Fischel employees volunteered or attended the event to show their support and reunite with former patients.

“This day gives everybody a chance to get together and talk on a personal basis outside the clinical setting,” said Troy Twyman, RN.

Troy and his wife, Teri, of Moberly, Mo., attended with their children, Payton, 4, twins Kennedy and Kerrigan, 5, and twins Dallas and Dillon, 16. Twyman is a staff nurse for clinical trials at Ellis Fischel and has served University of Missouri Health Care for 10 years. It was his grandmother’s battle and death from cancer at University Hospital when he was six years old that inspired him to become a nurse.

“Something like that leaves a lasting impression on you,” he said. “I enjoy the opportunity of getting to know patients on a one-on-one basis. Sometimes the test results that a patient receives affects you like it’s your own family member.”

Across the lawn from where Twyman watched his daughters jump in a bounce house, Christina Penn painted paw prints and butterflies on young faces while her husband, Patrick Neelin, handed out colorful leis to passersby. Penn is a clerk at the Ernest and Eugenia Wyatt Guest House, which provides lodging for patients and families that must travel to Ellis Fischel.

“I think it’s very important to celebrate life and know that there is life after cancer,” she said.

Participants enjoyed hot air balloon rides, face painting, information booths and games such as sack races.

Story by Velvet Hasner

Photography by Gene Royer

University of Missouri Health Care introduces VIP* room service



It's not easy saying goodbye to our VIP* room service menu: a choice of 11 delicious entrees plus salads and beverage selections. And how do you tear yourself away from a dessert like cherry cheesecake?

Our in-house concierge and valet services will spoil you, too.

University of Missouri Health Care wants you to feel important, and VIP Service is our way of making your stay more comfortable.

VIP Service is available at University Hospital, Columbia Regional Hospital, Children's Hospital and Ellis Fischel Cancer Center's inpatient unit.