

Shaping Department Culture with a Newsletter

Robert Johnstone, MD, FASA
Department of Anesthesiology
West Virginia University



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Agenda

Newsletter content
Newsletter style
My experience
Examples

No conflicts of interest

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Newsletter content

What do you want people to be and do?

*Enthusiastic, professional, publish, committees,
simulation, reduce OR waste, learn ultrasound,
reduce opioids, follow guidelines, etc?*

What department culture do you want?

Teams, hierarchical, goal-oriented, etc

Report activities and accomplishments that you want
to promote, that advance desired culture.

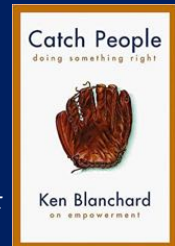
Capture department and institution successes.

"Write what you know." Mark Twain

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One of the easiest and quickest ways a leader can
improve workplace morale is to notice,
encourage, and celebrate the good things that
are happening.

People who feel good about
themselves produce good results,
and people who produce good
results feel good about themselves.



Catch People Doing Something Right
Ken Blanchard

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Newsletter style

Positive tone, active voice

Multiple short items in predictable format

To-the-point, keep it simple

Color picture on every page

Every picture should have a person in it

4-6 pages, every other week

No jokes

Focus on department members, not yourself

*"If you can't explain it simply, you don't understand
it well enough." Albert Einstein*

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My experience

35 years, +/- 2000 newsletters

Best from chair perspective

Work on it intermittently, add items throughout
the week

Revise frequently

Print version primarily

Newsletter controls department narrative and
focus

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Anesthesiology Department Newsletter
West Virginia University
August 26, 2019

1. Grand Rounds, Wednesdays 7:00am, Pokashina Auditorium, 1st floor HSC.
Aug 28 What special operations medicine do (Key Patrons Address) Phil Gonzalez, MSMS
Sept 4 Point of care ultrasound for the anesthesiologist: Uses, pitfalls, future directions
Adam Adler, MD*

Notes
*Philip Gonzalez is ILC (Ret) US Army Special Forces. He is the Advanced Medical Instructor for the Joint Army/Navy Special Operations Combat Medical Training Center, Ft Bragg, NC. His presentation is also titled, "From Vietnam to the Amazon and all the ways in between". We will join Critical Care and Trauma Institute members in the Key Patrons auditions for this presentation.

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3. Journal conference: Terra Cafe, Thurs, Sept 19, 6:30-9pm - Todd Unger, MD coordinates. Faculty attending get two hours credit for the next day's lecture!

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B. Welcome Kristen Fialley, department administrative assistant. She is the executive assistant to the department chair and administrator, and other department heads. Fialley has a bachelor's degree in biology and a master's degree in forensic science and law, both from Duquesne University. She has previously served as an administrative assistant in a large company. She volunteers for Animal Friends in Pittsburgh.

C. Congratulations to Pavi Ellison, MD. Her paper, "How pediatric anesthesiologists manage children with OSA undergoing tonsillectomy" was accepted for publication in *Annals of Otolaryngology & Laryngology*.

D. National meetings.
a. Jake Lindstrom, CRNA and Kelly Meyers, CRNA recently attended the annual meeting of the American Association of Nurse Anesthetists in Chicago, and drafted a booth to promote WVU and help with our recruitment of CRNAs. Several department CRNAs attended the meeting, learning newest clinical techniques.
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Typical newsletter Page 1

Lead with schedules

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*Weekly resident are based on chapters from *Clinical Anesthesia*, 8th ed, (2017) by Paul Zarook, Michael Cahalan, Bruce Colton, et al. Instructors occasionally use other materials too.

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Start news items

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way. ASA actions are generally accepted by national and governmental organizations, although it can take a while. Measures we can just remove the stopper to drug.

E. All assigned Computer-Based Lectures for 2019 must be completed by the end of this week.

F. Department members work diligently to make our grand rounds educational, high-quality and pertinent. All clinicians should attend first wherever they are working and in town.

G. Grand rounds two events age faculty and residents reviewed when to use, and how to place, transcutaneous nerve blocks. Attendees found the session valuable. Five more hands-on sessions are planned during this academic year.

H. All grand rounds last week WVU police addressed how to respond to an active shooter situation in the hospital or health sciences center. Report one to 7777 in WVU and 911/3035 in the HSC. Some advice:
Hide out of the shooter's view, block entry and silence your cell phone
Fight as a last resort - attempt to incapacitate the shooter, improve three items
Information to provide as 911 operators: location of active shooter, number and physical description of shooter, number and type of weapons, and number of potential victims
Keep your hands visible at all times to police.

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Alternate things people must do with items they have done successfully

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I. Registration is open for the 2019 WVU Pain Conference. The reduced registration rate expires at the end of this week. The conference is Sept 20 at the Erickson Alumni Center. Five representative talks:
Biopharmaceutical aspects of pain - Richard Gross, PhD
Minimally invasive pain procedures - Vladimir Neundorfer, MD
Pain and addiction - Patrick Marshall, MD
Treating pain with acupuncture - Edward Pflim, DC, DPT
Managing our way out of the opioid crisis - Chancy Buckenmeyer, MD

II. Numerous WVU anesthesiologists attended the annual educational meeting of the West Virginia Society of Anesthesiologists this past weekend.
a. Stephan Thilen, MD from the University of Washington discussed the monitoring and reversal of neuromuscular blocking agents. A national expert on this topic, he described the quaternary organophosphates used to clinicians. It is far superior to neostigmine for reversing muscle relaxants, but very expensive. If we reversed all patients who received rocuronium it would add \$1-2 billion to the costs of anesthesia care nationally. Clinicians need a team-of-four of 3 or higher for monitoring to work. The company that manufactures organophosphates has been marketing deep muscle relaxation to surgeons which would require us to use more sugammadex. State-of-the-art monitoring of muscle relaxation uses electromyographic signals rather than force or acoustographic monitors.
We currently pay \$91 for a 2ml vial of sugammadex and \$167 for the full vial. We pay \$11 for a 5mg vial of rocuronium and \$2 for a vial of glycopyrrate.
b. John Dombrowski, MD from Washington DC described issues with opiate abuse and treatment, and how to anesthetize patients receiving medication-assisted opioid treatment. He observed that West Virginia remains the #1 state for opiate abuse, and that addiction usually involves multiple drugs. West Virginia has 420 buprenorphine practitioners, meaning we will anesthetize many patients taking this drug. For procedures initially painful, e.g. colonoscopy, he recommends not stopping buprenorphine, just using multi-modal pain therapy. For moderately painful procedures, e.g. knee arthroscopy, stop buprenorphine for three days. For highly painful procedures, e.g. laparotomy, he recommends stopping buprenorphine for 3-5 days, switching to major opiates and sending the patient to a step-down or critical care unit.
c. The educational meeting featured an excellent workshop on ultrasound diagnosis, cardiovascular and transesophageal echocardiography, organized by Drs Dan Shroyer, Matt Ellison, and Heather Haynes.
d. Congratulations to Drs. Jim Cain and Brian Coose - elected to serve as delegates to the American Society of Anesthesiologists.
Congratulations to Drs. Heather Haynes and Pavi Ellison - elected as alternate delegates

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Picture on every page

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I. Faculty applying for promotion this year should list Dr. Johnsons, Kristen Fialley and Katie Drommer know this week. Members of the department promotion and tenure committee are good sources of information on how to qualify for promotion. Members include:
Manny Vallejo, MD, DMSD - chair
Jim Cain, MD
Kristen Drogan, MD
Matt Ellison, MD
Steve Howell, MD
James Shepleford, MD

The PAI process will again use Digital Measures. All faculty should update their activities and accomplishments in Digital Measures before the end of the year.

J. We do many interesting and challenging anesthetics, some worthy of reporting. Last week our cardiac surgeons required a quadrilateral aortic valve in a patient with Marfan syndrome and severe aortic regurgitation. The surgery and anesthesia were successful, and they were able to capture echocardiograms of this rare syndrome.

K. We are applying this year for cardiovascular anesthesia and chronic pain fellowships at WVU. Thanks to Heather Haynes, MD and Yoshimar Navarrete, MD for leading these two efforts. We are moderately hopeful both will be approved. We are also reading an acute pain fellowship. Thanks to Nicole Hillis, DO and Kevin King, DO for leading this effort. Also thanks to Chad Stinson, MD, Manny Vallejo, MD and John Haberman for assisting with these applications.

L. Congratulations to Manny Vallejo, MD. The value of his study on using lacosonol bicarbonate for TAP blocks in circumcised patients recently increased to \$25,500. These medication studies being performed by the department by Drs. Vallejo, Ellison, Blalock and others is helping us pay fee, and add, research assistants in the department. David Rosen, MD, vice chair for research, please to add a part-time statistician.

Note from the chair
Readers of the department newsletter know that we are growing and improving because so many department members are working to make it happen. The individual efforts of everyone help - Jake Lindstrom, CRNA handling a drug discrepancy, Katie Drommer making last-minute scheduling changes, Hong Wang, MD PhD picking up a difficult anesthetic, Emily Moore, CRNA and Kelly Meyers, CRNA setting up the active-shooter grand rounds, and Jim Cain, MD responding to quality improvement questions - are some recent individual efforts. Everyone does not need to do everything; individual contributions in areas of personal interests and talents help everyone. Thanks to all!
Robert Johnson
Department Chair

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End with notes from the chair - usually thank you's and future directions

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Overview of 6-page newsletter 9 23 2019

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