

QUEEN'S Print CONNECTION

A Weekly Publication of the People of The Queen's Health Systems

The Queen's Medical Center • The Queen's Medical Center – West O'ahu • Moloka'i General Hospital • North Hawai'i Community Hospital

Top QMC Physicians Honored

IT'S HARD TO HONOR just two of Queen's physicians because so many of Hawai'i's best and most dedicated ones can be found here. This difficulty notwithstanding, each year, two Queen's physicians are honored as Ke Kauka Po'okela—Outstanding Physicians of the Year (POY). The hospital-based Physician of the Year is Todd Seto, MD, and the community-based POY is Nadine Tenn Salle, MD. The criteria for Ke Kauka Po'okela honorees are physicians who serve with both distinction and aloha. They contribute toward improving medical care for the people of Hawai'i and are role models for Queen's C.A.R.E. Values (Compassion, Aloha, Respect, Excellence).

Hospital-Based Physician of the Year: Todd Seto, MD, MPH

Todd Seto looks at the big picture of medicine. Raised in Virginia and Maryland by Hawai'i-born parents, Dr. Seto has medicine in his pedigree. His father worked as a pediatric infectious disease physician at Johns Hopkins, and his grandfather and a few uncles were also physicians.

Dr. Seto saw medicine "almost as a liberal arts career." (He majored in English as an undergrad at Amherst College.) Wanting to have a patient care, research, and teaching mix for variety over a routine, Dr. Seto at first couldn't decide on a specialty, but opted for internal medicine because it was broad. It wasn't until later that he focused on cardiology. Dr. Seto's family had moved back to Hawai'i



Todd Seto, MD, MPH



Nadine Tenn Salle, MD

and he earned his MD at the University of Hawai'i John A. Burns School of Medicine. Dr. Seto then interned and did his residency at Beth Israel Hospital and Harvard Medical School.

He had two fellowships, one in internal medicine at West Roxbury VAMC and Harvard Medical School (while also earning a Master of Public Health from the Harvard School of Public Health); and then a second in cardiovascular disease at Beth Israel Hospital and Harvard Medical School.

Dr. Seto felt it was time to move back to Hawai'i. In 1999, he joined Queen's in non-invasive cardiology—his first real job, he says. He was also appointed medical director of the Center for Outcomes, Research, and Evaluation. "Queen's has given me a lot of opportunities to grow and develop by giving me way more responsibilities than I expected," says Dr. Seto. "I appreciate the trust they've put in me and credit Art [Ushijima] will letting me develop as a physician and develop my career."

Dr. Seto segued into cardiology be-

cause it gave him the most flexibility to do both research and patient care in Hawai'i. "Cardio research interests me the most," reflects Dr. Seto. "Research is like a team sport where you get to work with nurses, statisticians, and other colleagues while exploring something new or solving a puzzle—and I'm able to have fun." He gravitates to research that involves patient care delivery, but doesn't feel the need to be the lead researcher, and in fact finds more satisfaction in helping others do research.

He states that he knows his own strengths, one of which is connecting researchers to one another. While Dr. Seto's early research interests focused on assessing ethnic and racial cardiovascular health disparities primarily among Asians and Pacific Islanders, his more recent work has been on developing culturally appropriate interventions to reduce health disparities, particularly among Native Hawaiians and Pacific Islanders. Dr. Seto has found joy in the trifecta of his work in patient care as an internist and cardiologist, teaching, and research. "I believe in the Queen's mission," says Dr. Seto. "It drives what we do. It makes us special, and I appreciate that."

Community-Based Physician of the Year: Nadine Tenn Salle, MD

Nadine Tenn Salle's professional sweet spot is in serving the community in which she lives, but how she came to be a physician in Hawai'i is the most unique of all Physicians of the Year Queen's has ever had.

Born in New York City to Chinese-

(Continued on page 4.)



Front (L-R): Elena Hidalgo, Marvella Lum, Riz Valdez-McCray, Marisia Castillo. Back (L-R): Jenny Miller, Lena Salvador, Wendy Ito-Berglund, Sharon Blevins, Gayle Hirase. Missing: Lorelei Fukuda and Yvonne Sugihara.

Registering Cancer Data

by Jenny Miller, Oncology Data Registry
 NATIONAL CANCER REGISTRARS Week is celebrated April 10 - 14. The 2017 theme is "Cancer Registrars: Putting the Pieces Together." The Queen's Medical Center's Oncology Data Registry dates back to the 1960s. A hospital cancer registry collects and manages data on patients newly diagnosed and/or treated for cancer or benign tumors of the central nervous system.

Data includes demographics, diagnostics, treatment, follow-up, and outcomes, and uses standard national coding guidelines. Data is submitted to the Surveillance, Epidemiology and End Results Program through the Hawai'i State Tumor Registry, and to the National Cancer Data Base (NCDB).

Headed by manager Jennifer Kimbell, the data collected by Oncology Data Registry is used to analyze referral patterns, for health care planning, research, education, and determining which patients may be eligible for clinical trials. The data helps physicians and researchers study the effectiveness of diagnostic methods and cancer treatment outcomes relative to the stage and type of cancer with the goal of improving quality-of-care and prognosis. The data are also used for benchmark reports comparing Queen's data with data at the state and national levels. For example, the Oncology Data Registry submits data to the NCDB as part of CP3R (Cancer Pro-

grams Practice Profile Reports). This provides a way to compare Queen's data with national data on specific cancer treatment measures for breast, colon, and rectal cancer cases. The CP3R reports currently show that Queen's is usually at or exceeds the national average of other Commission on Cancer (CoC)-approved cancer programs.

The registry is key to the national accreditation/survey process. Surveyed by the CoC every three years, the Queen's Cancer Program received an Outstanding Achievement Award in 2014, and will be surveyed again this October. The Oncology Data Registry also provides data to Queen's Breast Program leadership as a part of the National Accreditation Program for Breast Centers accreditation process.

Staff help coordinate biweekly multidisciplinary tumor conferences with surgeons, pathologists, radiologists, radiation oncologists, and medical oncologists in attendance. Cancer cases are discussed for diagnostic and/or treatment recommendations and also serves as an educational venue for physicians, residents, nurses and other allied health personnel.

Cancer registrars are key to ensuring



Jennifer Kimbell



THE DIABETES MANAGEMENT and Education Program at The Queen's Medical Center - West O'ahu has moved to the Sullivan Care Center. The phone number remains the same, 691-3370.

A BLOOD DRIVE will be held at Queen's Punchbowl in front of the HR Service Center on Friday, April 14, from 7:00 am - 2:00 pm. Walk-ins are welcome, or make an appointment at 848-4770 or online at bbh.org. All donors must provide a current photo ID with their birth date.

HEAD & NECK CANCER SCREENINGS to detect early signs and symptoms of oral, head, and neck cancer will be held at the Kuhio Medical Center, Suite 203, in Lihue, Kaua'i, on Friday, April 14, 7:30 - 11:00 am. The public event is presented by the Queen's Head & Neck Institute and sponsored by the Antone & Edene Vidinha Charitable Trust. Call 808-691-8984 for more information.

THE HAWAII FEDERAL CREDIT UNION will close at 12:00 pm on Friday, April 14 for staff training. To access cash during this time, visit any branch office listed at www.hawaiicentral.org or use your debit card at a retail outlet and request cash back with your PIN. The Credit Union will re-open on Monday, April 17 at its regular time.

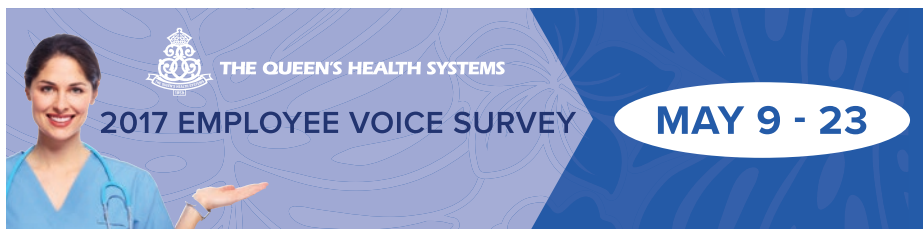
that data being collected is timely, accurate, and specific. A background in anatomy, physiology, medical terminology, and computer skills is required. Cancer registrars must also be able to analyze data, recognizing discrepancies, correcting software edits, and spotting trends.

The ever-changing oncology health care environment creates a growing need for trained and qualified cancer registrars. Through the Rapid Quality Reporting System, Queen's Oncology Data Registry staff are involved in the timely monitoring of treatment for eligible breast, colon, and rectal cancer patients.

The work hospital cancer registrars are involved in is multifaceted, ever changing, and both challenging and rewarding.

Survey Action Plans Effect Change at QHS

POSITIVE CHANGES have happened as a direct result of last year's system-wide Employee Voice Survey. Next month, from May 9 – 23, employees will be asked to take the 2017 version of the Survey to help steer The Queen's Health Systems toward even greater employee engagement. The Employee Voice Survey gives all employees system-wide an opportunity to express their honest thoughts and opinions, and to provide feedback confidentially. This is especially important as QHS goes through important and sometimes tough



changes to improve quality-of-care and to continue its mission in perpetuity.

The following are examples of how departments across QHS worked together to create positive changes based on last year's survey, making Queen's a better place for our employees, and ultimately, for our patients:

- In response to the survey question, "My ideas and suggestions are seriously considered," many departments established regular staff meetings and team huddles. Some included staff input in improving work processes, while others provided opportunities for more collaboration between departments.
- Some staff felt that communication could be improved when they responded to, "The person I report to is a good communicator." As a result, these departments created communication boards, added more information to their Queen's Intranet pages, distributed information regularly, or established regular staff meetings.
- Responding to, "I am satisfied with the recognition I receive for doing a good job," departments established their own types of recognition programs to thank and highlight staff for exceptional work.

- The responses to, "This organization supports me in balancing my work life and personal life" were varied, from making it a point to stress the importance of family by approving PTO requests when possible to encouraging team participation in charity walks.

Here are some specific examples of positive changes at each Queen's hospital:

Queen's Punchbowl

Headed by Director Sarah Neal-Fujimoto, Ambulatory Services created an infrastructure for diverse ambulatory functions across Queen's to address survey issues involving standards, collaboration, and involving staff in decisions. They worked on developing service standards, created better processes for a variety of functions, and involved staff in problem solving.

Queen's – West O'ahu

New manager Ryan Fernandez of Patient Access and Revenue Cycle addressed the survey questions, "My job makes good use of my skills and abilities" and "My ideas and suggestions are seriously considered." Staff were concerned about having opportunities to advance their careers and didn't feel they had a voice. Two major initiatives included:

- Creating career ladders for staff. For example, Emergency Department registrars need two years to advance to schedulers. Now they have the opportunity to earn a national certification to become Certified Healthcare Access Associates (CHAA) while gaining their two-year on-the-job experience at Queen's – West O'ahu.
- Developing staff "leads" in each area who run their own meetings with an agenda they write to become the go-to persons in their department. They get feedback from other staff members and make positive changes.

North Hawai'i Community Hospital

Some of the major opportunities NHCH involved the RN Engagement section of the Survey. In addition to questions

that affect all employees, the Employee Voice Survey provides additional sets of questions depending on job position, such as to nurses. Some action plans for nurses included:

- To address having adequate "opportunities to learn and grow in this organization," Nurse Manager Pat Dunham, RN, gave nurses opportunities to work and learn in other nursing areas and offered various training programs.
- Nurse Manager Kehau Kealoha, RN, addressed staff concerns that they didn't have a say in decisions or changes by forming a task force of staff RNs. To date, the task force has implemented four action items, and the staff nurses have been recognized for their roles.
- To improve communication with Administration, Julie Stanforth-Zanoff, RN, Director of Nursing, established a weekly nursing meeting which she attends. In addition, Queen's University courses for managers became available, with trainers who travel to NHCH to conduct courses.

Molokai General Hospital

MGH addressed the leadership communication issues by holding sessions where leaders are able to ask staff questions related to areas that need attention per the Employee Voice Survey. Updated monthly, the sessions show what is outstanding, what has been accomplished, and what cannot be done. Managers also go over their survey results and what they've done through the year to address the issues that were identified at an annual hospital-wide breakfast.

Your feedback in the upcoming 2017 Employee Voice Survey is essential in creating positive changes at The Queen's Health Systems. The Survey's new slogan, "Our Voice – Our Queen's," reflects the idea that our voice makes Queen's the kind of organization we want it to be. Your voice will bring Queen's many steps forward to reflect the Ka 'Ike Pono goal of "Employer of Choice."



Top Queen's Docs

(Continued from page 1.)

Jamaican immigrants, Dr. Tenn Salle had dreams of becoming a jet pilot. At the time, there weren't many women flying jets, so she also wanted to earn an electrical engineering degree, which would boost her credibility and also make her employable anywhere. Dr. Tenn Salle was accepted by Annapolis and West Point, but didn't realize you needed perfect vision to be a pilot, and otherwise could only be a navigator.

Her father suggested a Merchant Marine career instead. Wanting to couple electrical engineering with something adventurous, she double majored and earned a Bachelor of Engineering and an Unlimited Gross Tonnage Coast Guard License from the State University of New York (SUNY) Maritime College. While at SUNY, Dr. Tenn Salle served as unlicensed 3rd mate aboard the SS Western SUN, a SUNCO oil tanker sailing the Caribbean Sea and the Atlantic during the summer of 1985, and aboard the SS Manulani, a container ship on a San Francisco-Honolulu route during the winter. As 3rd mate, you are the medical officer for two to three months, explains Dr. Tenn Salle. During one of her stints, she met a Navy fighter pilot and surgeon who taught her that you can be more than one thing in life.

After graduating, Dr. Tenn Salle became a test engineer for computer soft-

ware and hardware systems, and was later promoted to construction manager/project engineer for a \$60 million gas turbine ship land-based engineering site in charge of 15 engineers and 75 technicians. She then moved on to become a project engineer for electrical design modification to Navy ship power bus systems. The position set her up for the next project, which was a Navy destroyer. Facing another long run of 12 to 13 hours a day, 6 to 7 days a week, it was at this point that Dr. Tenn Salle took a step back to reassess her career. She realized that while the work was good for the defense of the country, it wasn't resonating for her, and remembering what it was like helping people directly in the medical infirmary at sea, she felt that type of work was right for her.

After finding out what she needed to get into medical school, Dr. Tenn Salle earned her Doctor of Medicine from the University of California School of Medicine. She then went to the John A. Burns School of Medicine for her residency program in internal medicine and pediatrics. She based her choice on the community she wanted to serve. After visiting several places across the country, Hawai'i stood out. "There was something very beauti-

ful about the way people treated each other," relates Dr. Tenn Salle. "I remember thinking, 'I should be giving to this community. I could be accepted by this community and be a part of it.'"

Dr. Tenn Salle worked for Medical Specialist of Hawai'i for two years, then as a forensic physician for the Sex Abuse Treatment Center of Hawai'i for eight years. She then went into private practice with Medicine Pediatrics Associates, LLC, and began her association with Queen's by serving as a pediatric consult for the Queen's Trauma Team. Currently, Dr. Tenn Salle serves as Queen's chief of pediatrics and as a board member of the Queen's Clinically Integrated Physician Network (QCIPN). In 2015, Dr. Tenn Salle served as medical officer for the Polynesian Voyaging Society, Leg 11, and has been named a Pacific Business News Best Doctor. Her work and involvement in the community has been and continues to be extensive. "I feel lucky to live and raise my family in Hawai'i," says Dr. Tenn Salle. "I am incredibly honored to practice medicine and contribute to the Queen's mission."

Hospital-Based Physician of the Year: Todd B. Seto, MD, MPH

Current Queen's Appointments

- Medical Director, Center for Outcomes Research and Evaluation
- Medical Director, Clinical Trials Office
- Non-invasive cardiologist
- Attending cardiologist, Queen Emma Clinic

Past Queen's Appointments

- Medical Director, Echocardiography Lab
- Interim Director, Clinical Research

Current Professional Appointments

- Assoc. Professor of Medicine, John A. Burns School of Medicine (JABSOM)
- Associate Program Director, RCMi Multidisciplinary & Translation Research Infrastructure Expansion (RMATRIX), JABSOM
- Director, Collaborations and Partnerships Core, RMATRIX, JABSOM

Family

Joy Matsuyama, wife, and 4 children in college

Pastimes

Playing soccer, coaching kids, and following professional soccer leagues; kayaking.

Community-Based Physician of the Year: Nadine Tenn Salle, MD

Current Queen's Appointments

- Chief of Pediatrics, QMC
- Board Member, Queen's Clinically Integrated Physician Network (QCIPN)
- Executive Board Member, QMC Department of Pediatrics

Past Queen's Appointments

- Pediatric Consultant, QMC Trauma Team

Current Professional Appointments

- Private Practice, Medicine Pediatrics Associates, LLC
- Clinical Preceptor, John A. Burns School of Medicine (JABSOM)
- Clinical Instructor of Medicine, JABSOM Department of Medicine
- Clinical Instructor of Pediatrics, JABSOM Department of Pediatrics
- Pediatric Consultant, Preschools in Honolulu
- Board Member, National Council of Asian Pacific Islander
- Executive Board Member, Hawai'i Independent Physicians
- Member, Hawai'i Workforce Summit Planning Committee

Family

Dr. Tenn Salle and husband Denis have two sons, Milan, 15, and Etienne, 13, and a Ridgeback named Haile.



The *Queen's Print Connection* is published by Creative Services. If you have news or wish to opine, call 691-7532 or email jkimura@queens.org. The news deadline is Monday prior to publication.

QHS/QMC Pres. Art Ushijima

Publisher Keala Peters

Editor/Writer Jason Kimura

Assist. Ed./Writer Glee Stormont

The Queen's Health Systems consists of The Queen's Medical Center, The Queen's Medical Center - West O'ahu, The Queen's Health Care Centers, Queen Emma Land Company, Queen's Development Corporation, Queen's Insurance Exchange, Inc., Molokai General Hospital and North Hawai'i Community Hospital, and has ownership interests in CareResource Hawai'i, Hamamatsu/Queen's PET Imaging Center, and Diagnostic Laboratory Services, Inc.



THE QUEEN'S HEALTH SYSTEMS
www.queens.org

The Queen's Health Systems is a 501 (c) (3) nonprofit health care provider