

## A MESSAGE FROM THE PRESIDENT

A few months from now, Americans will go to the polls and use a privilege many others in the world do not enjoy – the right to vote. If you've just reached voting age, or are new in town, remember to register. A critical national issue impacts all voters this election year. That's America's economy and the need for a leaner federal budget. I agree that cuts must be made, but for so many reasons they must not include programs that keep health centers like CHI alive.

Roughly 23 million people in America count on health centers like CHI as their family doctor. Many families have lost their health insurance along with their jobs. They turn to centers like ours. About 37 percent of health center patients are on Medicaid and 40 percent have no

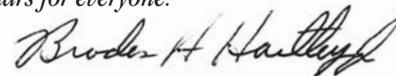
insurance at all. Here's a powerful point – programs like ours actually reduce overall costs in the health care system. Every year, community health centers save Medicaid and taxpayers \$6 billion. We treat 14 percent of Medicaid patients with only one percent of the Medicaid budget.

If Congress cuts funding and makes harmful changes to the Medicaid program, it will become much harder for everyday Americans to see a doctor. And cutting support for programs like ours could increase costs for all taxpayers.

I've seen what happens when people are uninsured and put off seeing a doctor for checkups, prenatal care, or help in managing chronic health conditions like high blood pressure or diabetes. They often get sicker and

end up in the hospital emergency room due to heart attacks, strokes or premature births. When this happens, costs for the entire health care system go up.

As election day nears, remind your friends and neighbors that centers like CHI help America do the most good with limited resources. Our proven local solutions improve health for millions and reduce overall costs. Vote to save our programs that keep healthcare affordable and save precious health care dollars for everyone.



Brodes H. Hartley



## CHI'S GOLF TOURNAMENT A GREAT SUCCESS

This year's annual Robert Bailey/Glen Rice Celebrity Golf Tournament at the famed Doral Golf Resort and Spa turned out to be a huge success with more than 30 foursomes on hand to challenge the 5,028 yard long Red Course.

"A great time was had by all," said Hermine Pollard, the tournament's chair and CHI's Vice President of Enabling Services and Special Programs. "Many thanks to our celebrity hosts,



Ricardo Perez, Scott Kupperman, Johnny Brown and Ron Pascale



Robert Bailey and Glen Rice, for their generosity and energy in helping to guarantee a truly fantastic event."

The tournament raised nearly \$73,000.00 with proceeds to benefit the development of CHI's Children's Medical Center in Homestead.

*continued on page 2*

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*Special thanks to the following sponsors for their support of the Robert Bailey/Glen Rice celebrity golf tournament ....*

*The following gave donations:*

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Mario Damas, Darren Grushoff, Todd Marshall (green shirt) and Adam Hoxie (grey shirt)



Robert Bailey and friends



Miami Dolphin's cheerleaders with Manny Bastos, Brad Fee and Osvaldo Guerra



Steve Gasperini, Ricardo Illanes, Al Royston and Arjun Saluja



Gmitri Rice, Glen Rice, Derreck Dent, Tito Godoy and Ivan Collins



Florida Healthcare Plus

# ACTION HERO OF THE MONTH

Ferda Owens has been selected as CHI's ACTION Hero of the month for her quick response to a patient who was in crisis in front of the Behavioral Health Department. Ferda went beyond the call of duty assisting the male patient and offered quality care that helped make his experience at CHI a pleasant one. Her quick action truly exemplifies CHI's

motto of "Patient Care Comes First." Ferda, who has been with CHI for more than 37 years, earned her bachelor's degree in Community Services and Administration from Nova Southeastern University. She is the proud mother of three children (two sons and a daughter), and a member of the "Saint Peters Mission Baptist Church." She is president of

the Mission Ministry, serves in the Church Choir and is a Youth Counselor.



CHI is very fortunate to have employees like Ferda Owens. Once again, join us in thanking Ferda for her tireless hard work and dedication.

# MENTAL ILLNESS NO LONGER IGNORED

By *St. Anthony Amofah, MD, MBA, CHCQM, FACP*



This past May was Mental Health Month. So it's a good time to consider a common disorder that affects about one in four Americans. These days, the problem is identified and treated more often than in the past. We still occasionally see a stigma or embarrassment attached to the term "mental health" but many conditions are better understood with today's easy, rapid access to health information of all kinds.

Each of us goes through periods of stress and anxiety. Even in good times, people occasionally face issues or situations that can push an everyday hassle toward a crisis. And most Americans have not enjoyed good times in the last few years. Economic conditions have eaten away at energy, spirit, productivity and general well being.

We may know a relative or friend or colleague that seems depressed. Or has turned to substance abuse. Or suffers from posttraumatic stress or other issues. Many people living with a mental health condition—as high as 50 percent—never seek or receive help due to stigma, lack of information, cost or lack of health insurance coverage. Many people may be reluctant to ask for help or don't know where to find it. Fortunately, CHI has therapists and counselors to provide help. Also, there are other providers in our community.

For the self-conscious, libraries and the internet offer the possibility to privately learn more about mental health issues. Friends and relatives can help someone who may be scared or confused. Caregivers need to listen carefully and offer long-term support. Look for the right



time to encourage an appointment with a health care provider. Be prepared to discuss medications, the right dosage, side effects and the pitfall of abuse.

There is nothing undignified about mental illness. We all wander or stumble through emotions, attitudes, good times and bad. How we handle them impacts our energy, productivity and overall health. Good mental health helps us cope with everyday problems. And the occasional crises. It is essential to living the life we enjoy.

Mental Health Month is a good time to examine our own situation, our self-esteem and our sense of how we contribute to the society we live in. Stay in touch with others, eat and sleep well, find ways to create joy, stay positive. And, if you think you need it, seek professional help.

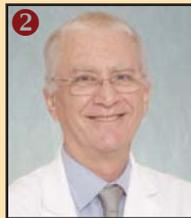


## NEW RESPONSIBILITIES ANNOUNCED

While the faces you see at CHI's offices will remain the same, a few of your co-workers will be taking on some new expanded duties as part of a restructuring to improve communication, collaboration and cooperation throughout CHI's health centers. The satellite services site managers will now report to Blake Hall, Executive Vice President, for administrative issues and Mae Goins, RN, Vice President of Nursing Services, for any clinical aspects. Congratulations to the following individuals as they assume their new positions:



**1** **Ida Hernandez**, *Director of Human Resources*



**2** **Dr. James Jones**, *Deputy Chief Medical Officer*



**3** **Hermine Pollard**, *Vice President of Enabling Services and Special Programs*



**4** **Sean St. Louis**, *Vice President of Finance*



**5** **Natalie Windsor**, *Chief of Staff*

Not pictured – **Erin Jamerson**, *Director of Health Information Management*

## JOURNEY TO EXCELLENCE

# *The Art (and Business) of Managing Up*

Written by Quint Studer

Accentuate the positive and you'll reap amazing business benefits. Here are some practical, powerful ways to consider.

Are you looking for a highly effective way to gain support for meeting established goals, create more autonomy within your organization, save time and better control your personal destiny? Learn the fine art of "managing up." That's right. Accentuating the positive is more than fodder for classic song lyrics and self-help books – it's brilliant business advice.

Managing up is, in essence, positioning people. It sounds quite simple and, in theory, it is about aligning staff instead of dividing them. But managing up is actually a skill of some delicacy. It's not always our first impulse. But it's a skill that managers should focus on and hone until it becomes second nature.

When you don't manage up, you inadvertently contribute to the "We/They Culture." As in, I fought hard to get you that raise, but Administration said we just don't have the budget for it. See? We = manager and employees. They = Administration. Perhaps you've said something similar, "managing down," not deliberately but subconsciously.

This is just one example of what happens when you manage down by default. But it serves to illustrate why you must make a conscious effort to manage up whenever possible. There are three major ways to do so:

### ***Manage up your boss.***

Managing up your boss positions the organization well, aligns desired behaviors, helps senior leaders be more visible and creates an opportunity for praise. Don't think your boss

is getting overwhelmed with praise. Bosses hear what's wrong all the time. Very rarely do they hear what's right. Here are a few suggestions:

Write your boss a thank you note. Be specific about what you appreciate. For example, if you say, "Debbie, I really appreciate the fact that you always make time for me because I find this to be so important," what do you think will happen the next time you see Debbie? She will make time for you.



### ***Manage up your staff.***

Managing up employees is more than "a nice thing to do." It's a practical tool for reinforcing specific behaviors. Recognized behavior gets repeated. When managers start managing up their direct reports on a regular basis, pretty soon you have a whole company full of people making it a point to replicate the behavior that got them recognized. The impact of that can be enormous. **HERE'S HOW:**

Single out high performers for public praise. Corner your exemplary employee when he's with a group of his peers to say thank you. Be specific, not general. Don't just say, "Bob, you're doing a great job." Say, "Bob, you did a great job on that marketing report. Thanks for staying at the office so late last night to finish it up." This reinforces

Bob's thoroughness and work ethic, but it also lets other employees in the vicinity know what kinds of behaviors get praised.

### ***Manage up your organization.***

People need to feel good about the company they work for. No one can achieve excellence – which means having a sense of purpose, doing worthwhile work, and making a difference – if they're in an environment where people denigrate the company or its products. Look for every possible opportunity to manage up your organization.

#### **HERE'S HOW:**

Promote your brand to customers, family and friends. In my health care work, managing up hospitals to patients is a big issue. It makes sense. Saying, "We have an excellent radiology department," or "Dr. Jones is the best cardiologist in the industry," goes a long way toward reassuring jittery patients. But the same principle applies to any industry. And walk the walk; don't just talk the talk. If you make Fords for a living, you don't drive a Chevrolet. It sends an unfavorable message.

There are plenty of opportunities to manage up. Do it when things are going well, when you have good news to share, or when you need direction on how to achieve specific goals. When you look for ways to focus on the positive, you will find them. And they will ripple outward, creating more opportunities. Ultimately, you'll find that managing up makes you a better leader, employees better employees and your organization a better organization. It's a win for everybody.



## CALENDAR OF EVENTS



**August 4th** – *Healthy Families  
Healthy Communities*

**August 5th – 11th** *National Health  
Center Week*

**August 8th** – *10 am - 4 pm (Health Fair)*

**August 11th** – *Southland Mall 10 am - 2 pm  
(Health Fair)*

**September 20th** – *Take a Loved One to the  
Doctor Day*

# TWO GRANTS AWARDED TO CHI

Community Health of South Florida is proud to announce that it recently has been awarded a grant of \$500,000 from the Health Resource Services Administration (HRSA) and another one for \$170,000 from the Miami-Dade Public Housing and Community Development (PHCD).

The new grant funds will enable CHI to renovate the Martin Luther King, Jr. Annex and to renovate and

reconfigure the West Perrine Health Center to provide additional primary care services for many uninsured and underinsured living in south Miami-Dade County.

"These grants are invaluable to us as we continue to meet the health care demands of residents in our community," said Blake Hall, Executive Vice President. "We are most appreciative of the funds that have been awarded to us."

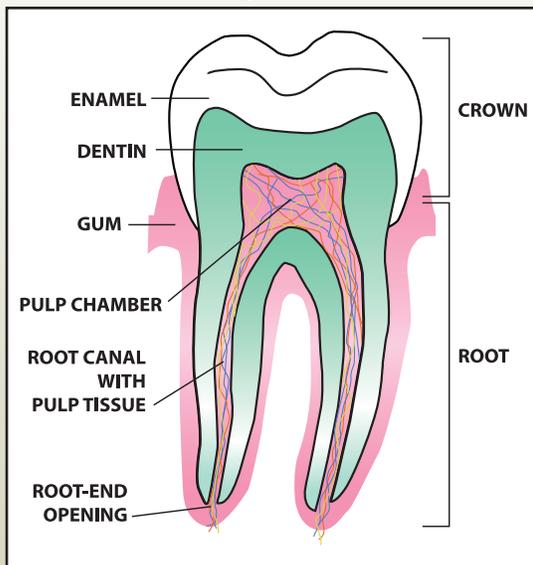
## THE DENTAL MINUTE

*Information courtesy of the Academy of General Dentistry and the American Dental Association*

### Frequently Asked Questions Dental Department

#### **What is a Root Canal?**

Underneath your tooth's outer enamel and within the dentin is an area of soft tissue called the pulp tissue. While a tooth's pulp tissue does contain nerve fibers, it is also composed of arteries, veins, lymph vessels, and connective tissue. Each tooth's nerve enters the tooth at the very tip of its roots. From there, the nerve runs through the center of the root in small "root canals," which join up with the tooth's pulp chamber. Root canals are very small, thin divisions that branch off from the top pulp chamber down to the tip of the root. A tooth has at least one but no more than four root canals.



#### **Why do I feel pain?**

When the pulp becomes infected due to a deep cavity or fracture that allows bacteria to seep in, or injury due to trauma, it can die. Damaged or dead pulp causes increased blood flow and cellular activity, and pressure cannot be relieved from inside the tooth. Pain in the tooth is commonly felt when biting down, chewing on it and applying hot or cold foods and drinks.

#### **Why Do I need root canal therapy?**

Root canal therapy is necessary because the tooth will not heal by itself. Without treatment, the infection will spread, bone around the tooth will begin to degenerate and the tooth may fall out. Pain usually worsens until one is forced to seek emergency dental attention. The only alternative is usually extraction of the tooth, which can cause surrounding teeth to shift crookedly, resulting in a bad bite. Though an extraction is cheaper, the space left behind will require an implant or a bridge, which can be more expensive than root canal therapy. If you have the choice, it's always best to keep your original teeth.

### True or False

***If a tooth's pulp is injured or diseased, the tooth must be pulled.***

**False** – Today, with a special dental procedure called a root canal therapy you may save that tooth

#### **How long will the restored tooth last?**

Your restored tooth could last a lifetime, if you continue to care for your teeth and gums. However, regular checkups are necessary. As long as the root(s) of a treated tooth are nourished by the tissues around it, your tooth will remain healthy.

#### **What happens if the pulp gets injured?**

An abscessed (infected) tooth caused by tooth decay. When the pulp is diseased or injured and can't repair itself, it dies. The most common cause of pulp death is a cracked tooth or a deep cavity. Both of these problems can let germs (bacteria) enter the pulp. Germs can cause an infection inside the tooth. Left without treatment, pus builds up at the root tip, in the jawbone, forming a "pus-pocket" called an abscess.



# 2012 CRITICAL ACCESS HOSPITAL NATIONAL PATIENT SAFETY GOALS

*The purpose of the National Patient Safety Goals is to improve patient safety.*

*The goals focus on problems in health care safety and how to solve them.*

## IDENTIFY PATIENTS CORRECTLY

- ✧ Use at least two ways to identify patients. For example, use the patient's name and date of birth. This is done to make sure that each patient gets the correct medications and treatment.
- ✧ Make sure that the correct patient gets the correct blood when they get a blood transfusion.

## IMPROVE STAFF COMMUNICATION

- ✧ Get important test results to the right staff person on time.

## USE MEDICINES SAFELY

- ✧ Before a procedure, label medicines that are not labeled. For example, medicines in syringes, cups and basins. Do this in the area where medicines and supplies are set up.
- ✧ Take extra care with patients who take medicines to thin their blood.
- ✧ Record and pass along correct information about a patient's medicines. Find out what medicines the patient is taking. Compare those medicines to new medicines given to the patient. Make sure the patient knows which medicines to take when they are at home. Tell the patient it is important to bring their up-to-date list of medicines every time they visit a doctor.

## PREVENT INFECTION

- ✧ Use the hand cleaning guidelines from the Centers for Disease Control and Prevention or the World Health Organization. Set goals for improving hand cleaning. Use the goals to improve hand cleaning.
- ✧ Use proven guidelines to prevent infections that are difficult to treat.
- ✧ Use proven guidelines to prevent infection of the blood from central lines.
- ✧ Use proven guidelines to prevent infection after surgery.
- ✧ Use proven guidelines to prevent infections of the urinary tract that are caused by catheters.

## PREVENT MISTAKES IN SURGERY

- ✧ Make sure that the correct surgery is done on the correct patient and at the correct place on the patient's body.
- ✧ Mark the correct place on the patient's body where the surgery is to be done.
- ✧ Pause before the surgery to make sure that a mistake is not being made.

## GREAT CATCH!

CHI's employees will have plenty of stories to share with one another on the big fish that got away as a number of employees, their families and friends got together and enjoyed a day fishing trip. Robbie's in Islamorada was the charter company that provided the transportation for the outing which netted plenty of fish primarily snapper and grouper. Everyone had a great time," said Kerri Ann Forbes, CHI's Wellness Department Coordinator. "Based on the tremendous response, we'll be hosting another outing in the coming months."

