

- CC Director's Annual Address and Director's Awards honor staff
- Motivational speaker talks about workplace innovation

Town Hall provides NIH updates, open forum for staff

The NIH Medical Executive Committee (MEC) hosted the annual Clinical Staff Town Hall Meeting Jan. 11 in the CC with Dr. Avi Nath, Clinical Director of the National Institute of Neurological Disorders and Stroke and Chair of the MEC monitoring the meeting. The open forum provided an opportunity for staff to learn about Building 10 updates and offer input on topics such as new approaches to patient safety and mitigating risk, patient activity, CC budget an improved patient portal and a new referring physician portal.

Dr. John I. Gallin, director of the CC, provided an update on the expanded partnership with Walter Reed National Military Medical Center (WRNMMC) and Uniformed Services University of the Health Sciences to enable access of CC patients for clinical services at the WRNMMC in support of the clinical research mission. In addition, in 2016, staff can also expect a new wayfinding app which will be able to provide turn-by-turn directions throughout the building.

Dr. Michael Gottesman, the deputy director for intramural research at NIH, also held a discussion on producing sterile products for human clinical trials at the NIH and determination of need and alternative sources to the CC Pharmaceutical Development section.

Additional speakers included Steve Holland, chief of the Laboratory of Clinical Infectious Diseases in the National Institute of Allergy and Infectious Diseases and deputy director for Intramural Clinical Research, Fred Ognibene, CC deputy director for Educational Affairs and Strategic Partnerships and Debbie Merke, chief of the Pediatric Consult Service. View more details (NIH only): <http://intranet.cc.nih.gov/mec/>

Updated waiting room opens for guests of ICU patients

In January, the Clinical Center opened a renovated family waiting room for patients in the NIH Clinical Center's Intensive Care Unit (ICU).

Dr. John I. Gallin, director of the Clinical Center, hosted a ribbon cutting, along with Heidi Grolig, executive director of Friends of Patients at the NIH, a non-profit focused on supporting patients receiving treatment at NIH.

The Clinical Center hosts a 12-bed Medical/Surgical ICU with an adjoining six-bed intermediate care unit. This unit provides hemodynamic monitoring (measuring the blood pressure inside the veins, heart and arteries), diagnostic ultrasound, ventilator support, renal replacement (support for patients with impaired kidney function) and cardiovascular assistance.

Maureen Gormley, Clinical Center chief operating officer, was inspired to launch the CC-wide project to renovate the hospital family waiting rooms after having spent weeks last year at a Brigham & Women's in Boston with a sick family member. She was compelled by the quality of their waiting space and approached Grolig to partner on this project.

"Providing the highest quality patient care at the Clinical Center includes caring for the caregivers," Gormley said. "Families need a place to wait, unwind, and relax out-



Dr. John I. Gallin (left), director of the Clinical Center, cut the ribbon with Heidi Grolig (center), executive director of the non-profit organization Friends of Patients at the NIH, and Jerry Sachs (right), a board member of the non-profit and a patient at the Clinical Center.

side the patient care unit. Fixing our rooms for this purpose is right in line with the mission of the Friends of the Patients at NIH and we are so grateful for their support."

The waiting room was renovated to add space for conversation, watching TV, dining and playing table games. The construction also added more convenient access for guests to charge their electronic devices to ensure they can keep in touch with family, work and other aspects of their lives while supporting loved ones through treatment and recovery.

New survey will shape future of the Clinical Center

All Clinical Center employees now have the opportunity to provide feedback to leadership about important issues. The 2016 Employee Job Satisfaction and Engagement Survey made specifically for the Clinical Center is a collaboration between the Office of Workforce Management and Development and the Society for Human Resource Management.

The survey will be sent to all Clinical Center staff with unique login information. Staff will use that information to log into the survey and complete questions made specifically for Clinical Center staff. This survey will take about 15 minutes to com-

plete and will be entirely confidential.

A survey kickoff will take place in the Clinical Center atrium, and there will be treats for those who complete the survey or have already completed it. Staff will also come to the units to help clinicians, nurses, and technicians complete their surveys when it is convenient and easy for them.

This unique survey is designed to help leadership understand the needs and opinions of all Clinical Center staff. This survey relies on employee input and engagement to determine and shape the future of the entire Clinical Center. The future is in our hands!

Dr. Richard Childs honored as Assistant Surgeon General in U.S. Public Health Service



Dr. Richard W. Childs, joined by his wife, son and daughter, said the oath of office, and soft shoulder boards with rank of rear admiral placed on his shoulders by his children.

On Dec. 18, Dr. Richard W. Childs was promoted to rear admiral (lower half) in the US Public Health Service and now holds an honorary title of Assistant Surgeon General. He is just one of three NIH employees in the intramural program to earn this honor, and the only one within Building 10.

Childs, who sees patients in the Clinical Center, is the clinical director of the National Heart, Lung and Blood Institute's Division of Intramural Research and a senior investigator in the Laboratory of Transplantation Immunotherapy. Last year, Childs served as Chief Medical Officer for a team in Liberia in response to the Ebola crisis.

In accepting the honor, Child's said "The clinical research that we're engaged in ... can only be done at a place like the NIH Clinical Center which is unquestionably the greatest research hospital in the world."

Childs is one of more than 300 Commissioned corps officers working at the NIH. Last year, Childs served as Chief Medical Officer for a team in Liberia in response to the Ebola crisis. Videocast: <http://go.usa.gov/cmj4J>

Israeli health officials visit NIH, talk collaboration

On Jan. 4, Israeli Minister of Health MK Rabbi Yacov Litzman, Israel's Ambassador to the United States Ron Dermer, and Director General of the Ministry of Health Moshe Bar Simon Tov visited the Clinical Center.

During their visit, Litzman, Dermer and Bar Simon Tov met with NIH senior leadership, including Dr. Francis S. Collins, director of NIH, and leaders from the National Cancer Institute (NCI) in the Clinical Center Medical Board Room. They also took a walking tour with Undiagnosed Diseases Network Director Dr. William Gahl and National Human Genome Research Institute Director Dr. Eric Green. During the tour, Gahl and the Israeli visitors met an 8-year-old patient and his father and were able to hear about their experience and treatment.

"We discussed the expansion of the Undiagnosed Diseases Network to a network of centers across the country and to an international organization," said Gahl. "One topic of conversation was our collaboration with Israeli investigators, which is very pos-



After meeting with Department of Health and Human Services Secretary Sylvia Burwell in Washington, D.C., Israeli Minister of Health MK Rabbi Yacov Litzman, center, visited the NIH Clinical Center.

sible through the sharing of databases."

The visitors also met with Israeli postdocs and physicians conducting research at NIH and talked about NIH researcher/clinician fellowships that allows international physicians to conduct research in the U.S. and see patients related to their research at the same time.

"This program contributes to advancing and improving medical practice," said Sigal Shachar, an NCI researcher. "We explained to them how we should try and implement a similar program in Israel and also the possibilities of building a similar institute like NIH in Israel one day."

Ribbons, bows and 'ho, ho, hos' spread holiday cheer



In December, there was plenty of holiday cheer for both patients and staff at NIH. Parking booth attendants, such as Menbere Haile (left above) from B1 garage in the Clinical Center, and others across the NIH campus decorated their facilities. They participate in a yearly competition for best decorations and the winner is chosen by The Children's Inn at NIH. In addition, on Dec. 15, pediatric patients, such as Dhruv (right above), received a warm welcome from Santa in the playground and on 1NW, made possible by the Rehabilitation Medicine Department's Recreation Therapy Section and the NIH Fire Department.

Read more online! Scan the barcode or visit www.cc.nih.gov/about/news/newsletter.html



- High school senior shares the impact of volunteering at the Clinical Center
- Clinical Trials in need of participants

Use a downloaded app on a smartphone or tablet to scan the Quick Response (QR) barcode. You will be directed to the CC News online.

Clinical Center News

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CC Director's Annual Address and Director's Awards honor staff



About 300 awards were presented at the ceremony in Masur Auditorium.

At the Clinical Center Director's Annual Address and Awards Ceremony on Dec. 18, Dr. John I. Gallin, director of the Clinical Center, summarized the events that occurred in 2015 and honored staff from various departments.

"During this holiday season of promise and joy, we continue to be inspired by the dedication and spirit of our staff," said Gallin. "This year brought leadership and clinical operations changes, a Joint Commission visit, continued Ebola responses, VIP visitors and the Discovery Channel project. We stepped up to face all of these challenges and will do so again in 2016. You are the reason the CC remains the House of Hope."

Gallin recognized Clinical Center staff who are NIH leaders on the front lines of clinical research and innovation. Highlights included recognition for excellence in customer service, mentoring, scientific advancements, enhancing the electronic medical records system, patient care and safety, improving quality of work life and diversity, and training.

Read the program (NIH only): <http://go.usa.gov/c9GHG>. View photos from the ceremony: <http://tinyurl.com/o8lu8vb>.



Nearly 500 staff, joined by family and friends, attended the Annual Address and Awards Ceremony. Above, Richard Gustafson, Denise Knisely-Carrigan and Maria Navarro, from the Nursing Department, receive an award for the key roles they played in the strategic initiative to update the dialysis unit.

Dr. Clare Hastings retires as chief nurse

After a 26 year career at the NIH Clinical Center, Dr. Clare Hastings, Chief Nurse of the Nursing Department, retired Dec. 31.

Hastings first came to the Clinical Center in the summer of 1978 as a staff nurse who had been out of nursing school for about a year. She left the Clinical Center in 1989 to serve in senior nursing leadership positions at the University of Maryland Medical System and MedStar Washington Hospital Center. In 2000 she returned as the chief nurse.

"I went and got my stripes in what we called the real world and then came back," Hastings said. "One of the things that drew me back was the multidisciplinary environment between the investigators and all the clinical research staff."

During her tenure as chief nurse, Hastings has worked to increase the understanding of the contribution nurses make to the clinical research process. Nurses are an integral part of the research team, she said.

"Nursing leaders always try to advocate for nurses because sometimes nurses seem invisible," she said. "But

patients look to nurses to make sense of everything for them. Patients have called nurses the 'glue' that holds the health care system together. "I've worked to formally document the role of nursing in clinical research: the role, the competencies, the practices and the processes."

Dr. John I. Gallin, director of the Clinical Center, presented Hastings with the 'dirt award' in early December at her retirement gathering. The award includes dirt saved from the groundbreaking ceremony for the Mark O. Hatfield Clinical Research Center in 2004.

"Clare is well known locally, nationally and internationally as a leader and mentor in nursing, and played an important role over the past 10 years in defining and documenting Clinical Research Nursing as a specialty," he said. "We will miss her and send our best wishes as she moves into a continued life of service to others."

Dr. Gwenyth Wallen will serve as Interim Chief Nurse. She is currently the Deputy Chief Nurse for Research and Practice Development. Read more: <http://go.usa.gov/cntSG>

Updated FAES gift store opens in the atrium



Top selling books, unique apparel for kids, coffee mugs and more adorned by the trusty NIH logo now occupy the updated gift store in the CC atrium. The gift shop was recently re-opened under management of the Foundation for the Advancement of Education in the Sciences. With a brand new layout, the shop offers a variety of apparel, cards and gifts every weekday from 9 a.m. - 5 p.m. In addition, the NIH Recreation and Welfare Association has re-opened a gift store on the first floor of Building 31.

Motivational speaker showcases importance of improvising, adapting and innovating at work

On Dec. 3, energetic and lively public speaker Avish Parashar gave a seminar, “Improvise, Adapt, and Innovate in an Ever-Changing World,” to a captive NIH audience at the Clinical Center. Designed to help people practice making better decisions when faced with the unexpected, the talk combined audience participation, humor, and improv comedy games to underscore three important response levels – improvising, adapting, and innovating – when the unexpected occurs.

“Anyone can do great things when all goes according to plan. Your value to your organization is how you respond when things don’t go according to plan,” Parashar said. To begin, he had audience members demonstrate how to think fast when you hear a “ding” from a bell. In this game, participants were asked to have a conversation without using any words containing the letter “s.” When an “s” was used, Parashar would ding a bell and the audience member would have to temporarily step out of the game. As one can imagine, the bell was dinged many times, but participants did manage to have a coherent conversation by thinking fast on their feet. This game set the stage for Parashar’s talk on the three levels of response that he believes are critical to move forward positively in fluid situations.

Improvising: The first level of response, he explained, is improvising. At this level, it’s about reacting with a mindset that increases your ability to be creative. When you hear a “ding,” according to Parashar, your mindset should be “have fun, be willing to fail, and focus on what you can control.” He used an audience participant to demonstrate how a person afraid of failing is actually more likely to fail. “Fear of failure cuts you off from creativity when you need it the most,” Parashar advised.

Adapting: The second level of response is adapting. The central goal of adapting is to make the new reality better than the old reality. “When you are faced with a ‘ding moment,’ how can you look better, not back?” Parashar asked the audience. He challenged audience members to recognize strengths in new situations – whether it’s new supervisors, departmental structures, or



Avish Parashar, center, brought audience members on stage to showcase that planning is important, but the ability to improvise is essential.

technologies. Maintaining business as usual when change occurs is ineffective, Parashar asserts, and that mindset leads to failure.

Innovation: The third response level is innovation, and this is the most empowering of all three response levels. “You don’t need to wait for bad things to happen, you can change the game pre-emptively, or create your own ‘ding moments’,” explained Parashar. “Often, people think the answer is to work longer or put more money into a problem, when people can simply change the game to propel them forward.” At this level it’s critical to say “Yes, and” instead of “Yes, but.” Parashar used audience members to demonstrate how situations change drastically when you respond with “Yes, and” to colleagues. According to Parashar, this simple “and” versus “but” allows you to dig deeper and find new solutions to problems. “When we say ‘Yes, and’ we agree to step to the edge and even a little over it. That’s critical for innovation. The ‘Yes, and’ is the engine that drives innovation. Explore the ideas that at first don’t seem viable by using this phrase,” Parashar concluded.

He closed with a personal anecdote about a family friend treated at the Clinical Center. He described what a big difference the organization has made in the patient’s life and the lives of her family members, reminding all of us that our work truly does make a difference.

The lecture was a part of the Deputy Director for Management Seminar series which offers the NIH community engaging presentations that provide meaningful insights into leadership and management concepts, challenges, and solutions. Video-cast (NIH only): <http://go.usa.gov/c9n5Y>

Upcoming Events

View most lectures videocast online:
<http://videocast.nih.gov>

National Wear Red Day

Feb. 5, 2016, 9:00 a.m. - 2:00 p.m.

Clinical Center North Atrium

Give us your advice for the heart! Join NHLBI to celebrate National Wear Red Day and share your heartfelt advice for heart health. And don’t forget to wear red!

Washington Regional Nursing Research Consortium Meeting and Lecture: Lateral Violence: How Prevalent is it and What can You Do to Prevent It?

Feb. 9, 2016, 3:00 p.m. – 4:00 p.m.

Lipsett Amphitheater

Presented by Barbara Jordan, NIH CC, and the CC Nursing Department.

Contemporary Clinical Medicine: Great Teachers; The NIH Clinical Center’s 2016 Distinguished Clinical Research Scholar and Educator in Residence Lecture: Costimulation Blockade for Organ Transplantation

Feb. 10, 2016, 12 noon - 1:00 p.m.

Lipsett Amphitheater

Presented by Allan D. Kirk, MD, Duke University School of Medicine.

Clinicopathologic Grand Rounds: Clinical Cases from the NIH Clinical Center; From Pathogenesis to Treatment of Chronic Atypical Neutrophilic Dermatositis with Lipodystrophy and Elevated Temperature Syndrome (CANDLE), a Rare Type I IFN-mediated Autoinflammatory Disease

Feb. 17, 2016, 12 noon - 1:00 p.m.

Lipsett Amphitheater

Presented by Gina Montealegre, MD, NIAMS; Chyi-Chia Richard Lee, MD, NCI; Raphaela Goldbach-Mansky, MD, NIAMS.

9th Annual Rare Disease Day

Feb. 29, 2016, 7:30 a.m. – 3:30 p.m.

Masur Auditorium

RDD aims to raise awareness about rare diseases, affected patients and research collaborations addressing rare disease challenges. Sponsored by NCATS and the CC, this event features presentations, posters and exhibits, an art show and tours. Register: <http://tinyurl.com/pzeraamz>