

By the Way

A RETIREMENT TEA for Judie Tokairin will be held on Monday, January 16 at 2:00 pm in the Harkness dining room at QMC Punchbowl. All are invited to bid her aloha after 38 years of service to Queen's.

ERICA DAVIS' name was omitted from the photo caption in last week's Pediatric After Hours story on page 3. The physician practice assistant was third from left in the back row. We apologize for the omission.

THE QUEEN'S HEALTH SYSTEMS (QHS) and The Queen's Medical Center (QMC) Board of Trustees have three new members. They are: Kyle Chock, Assistant Executive Secretary, Treasurer of the Hawai'i Regional Council of Carpenters; Peter Halford, MD; and Cameron W.T. Nekota, Vice President, D.R. Horton-Schuler. The volunteer board appointments took effect on January 1, 2017. Lance Dunbar, David C. Hulihee, and R. Brian Tsujimura have retired from the QHS Board, and Robb K. Ohtani, MD, has retired from the QMC Board.

TY CHUN, MD, board certified general surgeon, has joined the General Surgery Clinic team at North Hawai'i Health & Wellness. Dr. Chun is an O'ahu native and graduate of the John A. Burns School of Medicine at the University of Hawai'i. His practice includes surgery of the thyroid, parathyroid, breast, abdomen, and colon. He also performs procedures for hemorrhoids, hernias, soft tissues, trauma, and colonoscopies.



NORTH HAWAI'I Community Hospital (NHCH) Security Officer Ryan Sommer (above, center) was recently presented with a Certificate of Commendation for exceptional performance during the course of his duties on Friday, December

9. On that day, Ryan responded to and quickly de-escalated a life threatening incident at the Emergency Department ambulance loading dock. His professionalism and quick thinking not only saved a life, but prevented possible harm and trauma to staff and bystanders.

NHCH continues to upgrade patient meals with a hot beverage service and new, covered, insulated dishware. (Photo: NHCH staffer Jesse Johanson offers freshly poured hot coffee and all the condiments with a smile.)



FIDELITY INVESTMENTS offers the tools, resources, and guidance to help you meet your retirement and financial goals. Schedule a consultation with Keith Wallace, Fidelity Workplace Planning and Guidance Consultant. Call 800-642-7131 or register online at netbenefits.com/queens.

SCORE YOUR SNAZZY, exclusive Queen's Team Great Aloha Run T-shirt by signing

up now for the annual charity event. Join friends, family and coworkers at this traditional fun run and health expo which is held each Presidents Day (this year, Monday, February 20). Now in it's 32nd year, the GAR has raised over \$11 million for over 150 non-profit health and human services organizations and community groups. Register online at www.greataloharun.com and use Club Code 53 to join the Queen's Team Presidents' 100 Club for extra perks.



QUEEN'S WAS well represented at the Honolulu Marathon in December. Special congratulations go to Kevin Enriques, QMC Internal Audit, (above, center) who was recognized as the first kama'aina male to finish the marathon with a time of 2:58:40. Queen's Heart Physician Practice 'Aiea staffers also served as volunteers at the world renowned event.

QUEEN'S Print CONNECTION WEEKLY

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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

Hearing Your Voice

"Your voice and perspective is important," says Executive VP & QHS COO Jason Chang. The recent Employee Voice Survey revealed a desire for an outlet for back and forth communication about Queen's. In response, a Queen's Suggestion Box is now available on the Intranet homepage (look for the blue box logo). You can submit a question/suggestion and read current responses. The response page will be updated monthly and past suggestions and their replies available in pdf format. Anonymous submissions are acceptable. Suggestions may also be submitted via email to suggestions@queens.org.





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

PEP 2.0 Simplifies Ratings, Supports Growth



THIS YEAR, Human Resources will launch PEP 2.0, a new and improved systemwide Performance Excellence Program. The new PEP 2.0 format will be easier to use and simplify performance ratings, while supporting the development and growth of Queen's employees.

The Queen's Mission is sustained through the work of many. Achievement of our Ka'ike Pono goals requires the teamwork of talented and skilled staff and physicians. PEP 2.0 is a part of Queen's overall Talent Management strategy, which supports bringing the right people on board, providing development, enhancing and supporting performance (which PEP 2.0 falls under), and planning for Succession. Through this process we have committed to a culture of mutual responsibility and to provide every employee with the opportunity to develop a successful career here at Queen's. See sidebar for an overview of initiatives implemented and being developed by Human Resources in each category.

focus systemwide. Cascading goals will align staff with QHS Ka 'Ike Pono goals and increase accountability toward one shared purpose. See chart at right for the new competencies. Visit http://eww.queens.org/hr/links/QHS_COMPETENCIES_OVERVIEW.pdf for definitions of each core competency and the key actions that define them.

- **Simplified ratings.** The 4-point rating scale will move to a 3-point rating scale. "Far Exceeds; Exceeds Expectations; Fully Meets; Improvement Required" will be replaced by "Exceptional Performance; Solid/Strong Performance; Performance Improvement Required." Visit http://eww.queens.org/hr/links/PEP_Rating%20scales_OLDvsNEW.pdf for a complete description of each category.
- **Individual development plan.** There will be a new option to include individual development plans in the annual process to support the development and growth of all QHS employees.

QHS Talent Management

Implemented & Ongoing Initiatives:

Selection

- New interviewing process focused on hiring the right people (Hiring for Fit).

Development

- Established Queen's Academy (for executives, directors, physician leaders) and Queen's University for managers.
- Developing Queen's University for staff in 2017.

Performance

- PEP 2.0

Succession

- Developing a Talent Review process for managers in 2017, which will eventually be open to all staff.

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The launch happens when PEP moves from the old SuccessFactors system to PeopleSoft. PeopleSoft integrates with other Queen's electronic tools, and will streamline the approval process by eliminating cumbersome routing. All information in the old system will be available in PeopleSoft. Demos and workshops will be offered from May through June. PEP 2.0 performance reviews go live in June, and managers and staff have until September to complete their PEPs as in previous years.

Improvements in PEP 2.0:

- **Easier to navigate PEP form.** The tab-based form will be easier to navigate and streamlines the approval process.
- **One PEP form supports ongoing check-ins.** A single PEP form will be available year-round for ongoing check-ins and coaching each fiscal Year.
- **New competencies.** Beginning in FY 17, employees will be measured against standard competencies that reflect Queen's C.A.R.E. values and strategic

	EMPLOYEE & SUPERVISOR COMPETENCIES	MANAGER & DIRECTOR COMPETENCIES
CORE COMPETENCIES	Compassion	Communication
	Aloha	Customer Orientation
	Respect	Customer Focus
	Excellence	Earning Trust
JOB COMPETENCIES	Work Standards/Quality Managing Work/Productivity	Creating a Culture of Trust
	Collaborating, Adaptability Dependability, Job Knowledge	Inspiring Others Aligning Performance for Success
	Additional Competencies	Guiding Team Success, Facilitating Change Operational Decision Making, Coaching, Execution, Building Partnerships, Business Acumen
	Coaching, Decision Making Planning and Organizing	Coaching, Decision Making Planning and Organizing

Keep Calm

A Dialogue Between Jason Kimura and The Rev. Al Miles for Martin Luther King, Jr., Day 2017

AM: Last year, a ministerial colleague gave me a large, glass-covered frame. It now sits permanently on the desk in my office. Inside the glass, in bold letters, reads a simple phrase, "Keep Calm." I don't know the reasons behind her deciding to grant me this gift, but it speaks volumes to me. Dr. King faced some of his most tumultuous times during the latter part of his life in the mid to late 1960s. I imagine he had to often remind his followers, and himself, to keep calm in the midst of all the injustices they faced on a regular basis.



JK: When I hear "keep calm," I want to finish the sentence: "Keep calm and carry on." Though used by the British government in 1939 to raise public morale in preparation for World War II, it would do us well to heed those words today, here in America. A reactionary response to events—even injustices—is not helpful, and can be harmful to innocent people. Rather, our responses, even in protest, should be respectful. We need to be careful to vet

what we hear, read, and even see, and have measured reactions based on facts. We should carry on with actions that will bring unity and peace to our communities, our nation, and humankind.

AM: Nearly 49 years after Martin Luther King, Jr. was assassinated, we as citizens living in the United States need to adopt the "keep calm" mantra in our day-to-day dealings with one another. We continue to be plagued by many of the same problems Dr. King faced—and some issues that had yet to come to the fore. Acts of random and always senseless violence are far too many to innumerate, and individuals continue to be judged, not by the content of their character, as Dr. King had dreamed during his 1963 March on Washington speech, but by the color of
(Continued on page 3)

Bev Parker Closes the Circle with Retirement

IT WILL BE a closed circle of service for Beverly Parker, Manager of Volunteer Services and the Queen's Conference Center, who recently retired after 15 years at QMC. A native of Canada, Bev originally came to Queen's as a "snowbird" volunteer. Her mom was an enthusiastic volunteer and encouraged Bev to join her on her annual visits to O'ahu. On one of those visits, Bev met Sonny Parker, who soon stole her heart and her bachelorette status.

Employed in Canada in financial planning, Bev was also an experienced health care manager who had taught college classes in medical terminology. Relocating to O'ahu allowed her to admit to herself that financial planning wasn't really her niche, but she found herself over-qualified for most of the health care jobs she applied for. "Queen's was always the brass ring, the one I really wanted," Bev recalled. Through perseverance, she got hired. Jobs included unit secretary at the St. Francis West Emergency Department and in the QMC Punchbowl Operating Room. When the Volunteer Services manager position opened up, Bev applied, though she thought her strength was in clinical operations.

Turns out she'd found her true calling. She not only managed the volunteer staff



of 14 and a cadre of over 300 volunteers, but handled the Gift Shop, the Queen's Conference Center, and was technically in charge of the volunteers and gift shop at QMC - West O'ahu as well. "Though let me say for the record that Andrea Wilburn is doing an amazing job there. We communicate on the phone regularly, but there's been no call for me to go out there in a long, long time," Bev added.

She cites true camaraderie as the key to her success and happiness at Queen's. "Everyone is so willing to help each other and all to the benefit of our patients," she remarked. "It has been such a joy working with the volunteers." They range in age from students of 15 to seniors of 96. She's even seen some of the students become doctors. "It makes you feel proud.

Not that I had anything to do with the achievement, but just to know someone, watch them go through it, and feel like a part of their success."

Volunteers also include the children of QMC employees. "It's such a great extension of our 'ohana," Bev commented. "I am so inspired by the focus of so many of these young people. Queen's really is a family affair."

Immediate plans include some personal obligations and some travel. Then, it'll be time for the circle to close and Bev will be embraced as a volunteer. "Working at Queen's was everything I hoped it would be and more," she concluded. "There are just such great people here. I'm really excited about working in retirement with my dear friends."

Hang Saito is APRN of the Year



Lizzie Criman, Hang Saito, Jennifer Moran, and Tiffany Hoke. Missing: Elaine Kaneshiro.

AT ALL FOUR Queen's hospitals, Advanced Practice Registered Nurses are improving patient care with their vast knowledge and expertise by educating staff, easing anxieties, and developing excellence. The APRN of the Year Award honors their work. A ceremony was held in December to recognize five nominees and name the 2016 APRN of the Year.

After weighing each nominee's achievements and their overall work, the APRN Committee selected Hang Saito, MSN, APRN-RX, NP-C, of Surgical Services, Queen's – West O'ahu, as 2016 APRN of

the Year. Some of Hang's most notable attributes include:

- Puts patient and their family anxieties at ease, recognizing their cultural, physical, emotional, and spiritual needs and caring deeply for their well-being.
- Well versed in the latest standards for surgical services and is a wealth of knowledge
- Excellent nurse educator who makes sure everyone is up-to-date on competencies; helps arrange for in-services
- Awesome team player who is always willing to "dress down" and jump in to help when needed.



2016 APRN of the Year

Hang Saito, MSN, APRN-RX, NP-C, Surgical Services, Queen's – West O'ahu

Other Nominees

Lizzie Criman, APRN, AGACNP-BC Cardiovascular Services, QMC Punchbowl

Tiffany Hoke, DNP, RN, RNP, APRN-RX, AGACNP-BC, SCRNP, CNRN Neuro Services, QMC Punchbowl

Elaine Kaneshiro, RN, BSN, MSN, CCRN, CCNS, APRN-RX Quality & Patient Safety, QMC – West O'ahu

Jennifer Moran, MS, APRN-RX, ACNP-BC Neuroscience Institute, QMC Punchbowl

Keep Calm

(Continued from page 2.)

their skin. We also continue to place judgment upon each other based on an individual's culture, ethnicity, and race; sexual orientation and gender identity; religious preference; and socio-economic status.

JK: Racism and bigotry are wrong, no matter what race we happen to be. It is always wrong to place judgment upon someone based on culture, race, sexual orientation, and the other factors Rev. Miles lists. We must resist the temptation to let our pre-conceptions or prejudices get the better of us. However, it is essential to remember that it is not wrong to judge the content of someone's character (or their actions), as Dr. King so eloquently stated. Otherwise, we will not be able to call out injustices and acts of evil for what they are.

AM: For me, "keep calm" must in no way be equated with "keep silent," or "keep avoiding making waves." On the contrary, I think it's vital that in the midst of the

bigotry and other acts of injustice that are currently devastating our society; we speak out boldly and continuously. Our world will not improve if we choose to do nothing about wrongdoing. Being a bystander or attempting to stay neutral in the face of adversity will always offer more benefits, credence, and power to individuals who wish to divide us than to those who wish to bring us together.

JK: What Dr. King did was bold, and ultimately cost him his life. He spoke the truth, but was anything but neutral. He made waves, but extended the hand of peace. Remember Dr. King by simply reading his words. In them, he shows a way forward in both attitude and action.

AM: We need to keep calm as we deal with the many problems we have in today's world, but we must not be complacent or silent. As Dr. King and his cohorts did more than 50 years ago, we must speak out against all actions and behavior that will degrade, dehumanize, and in any other way harm anyone else or ourselves.



REMEMBERING
THE IDEALS
OF MARTIN LUTHER KING, JR.

A ceremony will be held at the Martin Luther King, Jr. Memorial Tree, Punchbowl Campus, outside 'Iolani Wing.

Monday, January 16, 2017, 9:30-10:00am

Oli | Dr. Diane Paloma
Pule | Chaplain Sandy Theunick
Remarks | Art Ushijima
Song | Holly Ho-Chee Dupont
Remarks | Rev. Al Miles
Song | Holly Ho-Chee Dupont
Benediction | "Let There Be Peace on Earth"