

A Timeless Mission

**An Interview with Nancy Levitt-Rosenthal, FACHE,
Senior Vice President of Health System Development**



Nancy Levitt-Rosenthal

EDITORS' NOTE *Nancy Levitt-Rosenthal joined the Greenwich Hospital senior management team in 1990. Prior to Greenwich Hospital, Rosenthal was the Vice President for Marketing and Business Development at Iowa Health System, and before that, a Senior Research Analyst at Market Opinion Research in Detroit, focusing on health care. She is a Fellow of the American College of Healthcare Executives and serves as its Regent for the State of Connecticut. She is also a Board Member of the Jewish Home for the Aged and serves on a number of other community and professional boards. Rosenthal received her Masters in Public Health degree from the University of Michigan.*

Can you give a brief overview of your role at Greenwich Hospital and your key areas of focus?

I wear many hats at the hospital: strategic planning, business development, marketing, public relations and community relations, and physician relations. I also manage a few different departments. I work with staff at all levels within the hospital as well as the Board of Trustees. I also have responsibilities within Yale New Haven Health System. But the most all-encompassing is focusing on the overall direction of the hospital, making sure the mission is met, and helping facilitate the future direction of the hospital.

Today, Greenwich Hospital is a regional player. Is that well understood, and how do you focus on getting that message out?

We strive to be the premier regional health care provider to residents within Fairfield and Westchester counties, and that vision permeates throughout all aspects of implementation, whether it's at the clinical level, the community service level, or through our promotional efforts. We provide a tremendous amount of outreach to people within Fairfield and Westchester County communities through screenings, educational fairs, and clinical town meetings on a variety of health topics and other face-to-face interactions. We also reach out through radio, newspaper, television, magazines, and online forums to inform people what we have to offer at the hospital. Over the past 10 years, we've doubled our reach into neighboring communities.

Our culture at the hospital is one of service excellence, of providing exceptional care, and of going beyond people's expectations. While it didn't happen overnight, many years of education, of developing the appropriate internal tools, and of communicating the message from top management, have led to each employee being empowered to go out of his or her way to provide top-notch service excellence through compassionate and empathetic interactions with patients, peers, and everyone with whom he or she comes in contact. It's an extremely important part of our brand and hence, our culture.

How important is that focus on community relations to the culture of Greenwich Hospital?

Our culture and brand personally invites everyone within the communities we serve to experience Greenwich Hospital. We hope that residents will not only think of Greenwich Hospital when they are so ill that they need to be admitted, but also look to us as a resource to stay healthy and informed. Through our community relations and outreach efforts, we try very hard to touch as many people as we can with local offerings. ●

The Impact of Integration

**An Interview with Brian J. Doran, MD,
Senior Vice President of Medical Services**



Dr. Brian J. Doran

EDITORS' NOTE *Prior to his current role, Dr. Brian Doran was Medical Director of Greenwich Hospital's Emergency Department. He joined the Greenwich Hospital Medical Staff in July 2000. Doran earned his Doctor of Medicine degree from the Chicago Medical School and completed his residency in emergency medicine at Yale-New Haven Medical Center where he served as Chief Resident. He is board certified in emergency medicine. Doran has been accepted into Harvard University School of Public Health where he is pursuing a Master's degree in health care management.*

How did you end up working with Greenwich Hospital?

About a year after I had finished my residency at Yale, a position opened up with Greenwich as an emergency physician and I eventually became the Department Director of the emergency department.

Today, as Senior Vice President of Medical Services, how broad is your focus, and what does the position entail?

It's a broad focus. When I was a department director, I was concerned specifically with my work unit and its provision of services to our patients. The emergency department is very broad – we take care of a lot of different people and we interact with other departments but it's still managing one major department. In my current role, I'm managing multiple units and I'm responsible for the integration of these units and how they work together. I'm also involved in medical staff governance and formulating policy that's implemented throughout the entire hospital and medical staff.

How much of an impact is technology having in terms of dealing with patients?

Greenwich Hospital has been at the forefront of medical information technology. Our electronic records are accessible. In the emergency department, for instance, when patients come in, we're able to pull up their last visit on-screen. Our X-rays and CT scans are transmitted electronically – we don't use cellulose X-ray film anymore. Our physician orders are now entered electronically. This has all been in development for many years, and it has helped Greenwich become a leader in terms of use of health information technology. We use something called bedside medication verification where the patient wears a bracelet with a bar code on it to identify themselves, and it's electronically linked to an order for medication so the right patient gets the right medicine at the right time. Technology has made this environment much more efficient and safer for patients.

For you personally, now in more of a management role, do you miss the patient interaction?

The interaction between a physician and a patient is very special, and it's very hard to duplicate that in any other arena or environment, so I continue to do some clinical medicine on my schedule, and that's a very important thing for me. The leadership here supports this, and this is a testimony again to Frank Corvino's vision. He wants you to be able to maintain that initial interest that brought you into the field in the first place. ●