

# Breathing Room

NEWSLETTER

## IN THIS ISSUE:

WHY BARLOW MATTERS

OUTCOMES

THANK YOU BARLOW

LOOKING FORWARD

A HERO AMONG US

PHYSICIANS' PERSPECTIVE

AND MORE



Barlow Respiratory  
HOSPITAL

WINTER 2017-2018

## The Legacy Issue

Our Barlow main campus continues to undergo a transformation. From the meditation and herb gardens, to new furnishings in the library and fresh paint on the cottages, we're working to make this a place of pride for our staff and a soothing environment to the families who visit us.

Our newly landscaped entry garden, featuring drought tolerant plants and new walkways welcomes the community and preserves precious water resources.



## Welcome Rebecca Suter



We are pleased to welcome Rebecca Suter as Interim Director of Development for Barlow Foundation.

Rebecca is a versatile professional with a diverse background in communications management, development, and fundraising. She has over two decades of leadership experience and has worked in the nexus of the political, non-profit and business sectors.

A native of West Virginia, Rebecca lives in Los Angeles with her teenage daughter.

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## A Few Words on Outcomes

Dear Friends,

We hope this special issue helps you better understand why Barlow matters and how each of our Barlow team members work to achieve the best possible outcomes for our patients and their families.

Barlow Respiratory Hospital has published our first Outcomes Book which illustrates the quality of specialized intensive care we provide for chronically critically ill and medically complex patients.

We are pioneers in the care of ventilator-dependent patients and have treated and liberated more patients from prolonged mechanical ventilation than any other hospital in the nation. This commitment to expertise and innovation are the foundation of our values of continuous improvement, collaboration, efficiency and respect.

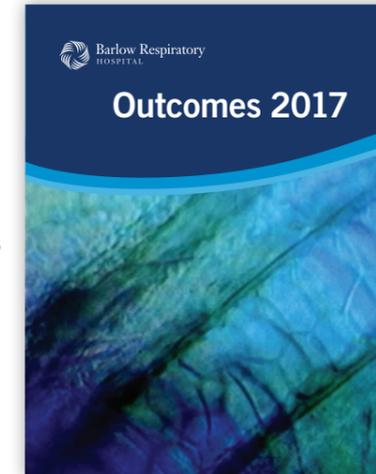
Outcomes of care go beyond treatments, timeframes, and survival. For a ventilator-dependent patient, the ability to breathe on their own is the most important outcome for them. Experience a glimpse of the impact such outcomes can have in the "Thank You Barlow" section.

Barlow touches each of us in a very personal way. Your generosity supports the outcomes that bring families together for the holidays, to talk and laugh with one another again. We invite you to honor the memory of a loved one or celebrate a milestone with a gift to Barlow Respiratory Hospital.

With best wishes for the happiest new year,

**Amit Mohan, PhD, FACHE, FACMPE**  
President & Chief Executive Officer  
Barlow Respiratory Hospital

**David R. Nelson, MD**  
Medical Director  
Barlow Respiratory Hospital



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**ON THE COVER:**  
Photograph of Nancy Katayama,  
Foundation Board (L) and Diane Naegle,  
Barlow Group / Hospital Board (R) at  
Barlow Main campus Library Cover

Cover Photo by: Graham Streeeter

## Thank you Barlow!

Barlow Respiratory Hospital is known for a culture of caring and kindness. We are an accredited, award winning hospital. Barlow Respiratory Hospital has been awarded the Gold Seal of Approval® for Disease-Specific Care Certification for Respiratory Failure by the Joint Commission for providing safe and effective patient care.

We are the FIRST healthcare organization in California to achieve this certification, awarded after a rigorous on-site review and compliance evaluation of care standards and clinical practice and performance measures. Barlow has also been selected as the ONLY Center of Excellence in the Western United States for the Passy Muir speaking valve, recognized for treating patients with tracheostomies, on and off the ventilator. It is our exceptional team that make these achievements possible. Our patients continue to tell us about their experience at Barlow and have been generous in their praise.



When Mary Jarrin, who has lived just blocks from our Barlow Main campus for nearly sixty years, became ill, her family learned how important Barlow could be.

**“We are from the community. We knew this hospital since it was for TB patients.”**

What they didn't know was that Barlow would save their mother's life. The family thanked us for the kindness and care our Barlow team provided for their mother.

**“It was a miracle to have mom here. You only have one mother. We are so grateful to have her back.”**

“

The staff here has been wonderful, everyone is caring and knows what they need to do. There is not a bad apple among them. It is amazing to me that a staff that is so culturally diverse can come together and work together so well. I have been in six different facilities, and this is by far the best. Special credit should be given to Dr. Nelson for the care and attention he has given to my case.

”

– WW

“

Coming here to Barlow, we knew they would take good care of my father. The doctors, the nurses, the Respiratory Therapists, everyone was comforting. There were so many people caring for him, and for us as a family. It was a really good experience.

– AK family

”

“

I was moved by the empathy with which we were treated. My husband had a team of people caring for him who believed he would get better. At Barlow, the nursing and support staff (office, therapists, consultants) were top notch.

”

– JS family

“

A tribute in honor of the dedicated staff at Barlow Respiratory Hospital Whittier. Their hard work, care and compassion given to both patients and their families are top level. We truly appreciate all that they were able to do for our mother. Enclosed is a check in the amount of \$10,000.00 as a donation to assist Barlow Respiratory Hospital in continuing and advancing the work in respiratory care. Our deepest and heartfelt thank you to the staff at Barlow Whittier. The work they do benefits many lives.

– Sincerely, CG

”

## Looking Forward with Our Legacy of Specialized Respiratory Care



By Amit Mohan, PhD, FACHE, FACMPE, President & Chief Executive Officer, Barlow Respiratory Hospital

**At Barlow Respiratory Hospital, we live and breathe our mission to make a positive difference. To me, that means providing our patients with the precious gift of time and healing. When we give a patient another day, another week, another chance at more time together with loved ones, we have achieved the most noble of our goals.**

We are a small hospital, our services are unique and the patients we serve are very, very sick. Despite daunting medical complexities, our long term survival rate is the highest amongst hospitals of our kind. The legacy of specialized respiratory care, the history of service as a charity hospital, the pure and simple need for the services we provide are all things that set Barlow apart. Barlow has survived these many years for one very simple reason. We provide a specialized service offered nowhere else.

Physicians at the finest hospitals in Los Angeles refer their patients to Barlow Respiratory Hospital for our expertise. We can look almost anywhere in the region and see larger hospitals, with a much wider array of medical services that recognize the need for Barlow.

We have survived seismic shifts in the landscape of healthcare delivery and despite a prevailing culture of “bigger is better,” Barlow serves as a reminder that small can be mighty.

We remain a national leader in weaning patients from mechanical ventilation. We are known for a unique sense of family, a culture of teamwork, kindness and caring. Like patients who survive to return to the homes and the families they love, Barlow survives to serve our community, year after year, and against all odds.

As you know, we were founded in 1902. What you might

not know is that we were the first in Southern California and are the longest continuously operating respiratory hospital in the United States. We are proud of our Barlow legacy. We welcome you to support our relentless efforts to provide the best possible care to our patients and

invite you to share our goal of becoming the best Long Term Acute Care respiratory hospital in the nation.

With Sincere Thanks, Amit



## Why Does Barlow Matter?

A conversation with board members Nancy Katayama and Diane Naegele

We sat down with board members Nancy Katayama and Diane Naegele who serve on different Barlow Boards of Directors. Nancy serves as Secretary, Barlow Foundation Board of Directors and Diane serves as Vice Chair, Barlow Hospital Board of Directors. Their conversation touched on the different paths that drew them to Barlow Respiratory Hospital and their shared commitment to the hospital's future.

### Q: How were you first introduced to Barlow Respiratory Hospital?

**Nancy:** My mother had emphysema. She was on a ventilator and was at several different hospitals before she was transferred to Barlow. In retrospect, this is where she should have come first, but the doctor told us "I don't know if you are going to like it." I think it was because of the facilities at the time. But it was the people who made my mother's experience here so extraordinary.

When I first came to visit her here, I walked into the room and it was so silent and peaceful. The breathing machine at the other hospital had been loud but the Barlow equipment was state of the art and quiet. This

was the first place I felt I could relax and trust the people here to care for her. The staff were constantly in and out, checking on her, cleaning her, making her comfortable.

They were not able to wean my mother from the ventilator and were gracious enough to allow her stay until we could find another facility we felt was appropriate for her. I am grateful for that. It has been seventeen years since my mother passed away, and yet it is the people who cared for her that continue to make such a difference. The people of Barlow, the respiratory therapists, the doctors, the nurses, are the reason I support this hospital.

**Diane:** When I moved to Los

Angeles from Chicago, I wanted to be a part of something that would have an impact. I spent years working in hospitals and decades in healthcare and when I met with Dr. Nelson and others here at Barlow, I was convinced. It was the people. Here at Barlow it is a team approach. All the specialists are pulling in the same direction. I think the reason Barlow is so successful in what we do is that the patients have faith in everyone on the hospital team, everyone who touches them while they are here. I have seen patients convinced that everyone has their best interest at heart. To see people who feared they may never recover suddenly have a glimmer of real hope, it is so moving, so emotional. It makes all the difference to me.

“ It is the people that make Barlow important. ”

### Q: What do people need to know about Barlow?

**Diane:** My mother had complex pulmonary problems and my sister had asthma since she was a young girl. No one asks to have asthma. I am touched when I see young patients at Barlow. You generally consider the elderly as patients for a respiratory hospital but we often serve younger patients.

**Nancy:** Patients come to Barlow for a number of reasons, automobile accidents or complex medical conditions. The beauty of Barlow is that it does not look much different from how it looked a hundred years ago and it offers state of the art care. Barlow is a small hospital and a lot of people don't know where we are or the wonderful work we do here. In the future I hope people will discover us.



Board Members Nancy Katayama (L) and Diane Naegele (R)

**Diane:** At Barlow patients can be weaned from the ventilator to go home to their families and resume their lives. Daughters have their moms again, husbands have their wives back... all because we are really, really good at what we do.

**Nancy:** Yes, we bring families together again.

“ Barlow gives patients back their lives. ”

### Q: What is the biggest challenge facing Barlow Respiratory Hospital?

**Diane:** One of the things that excites me most is facing up to ongoing, almost constant changes in healthcare delivery. You look at this campus and here we are more than one hundred years later and we are still here giving back to our community. We have weathered dramatic changes and we have such a dynamic future. In the coming years, there is a risk that patients who are medically complex and resource-intensive may fall through the cracks. They are the ones that Barlow is best prepared to serve. It is important that Barlow remains here in the healthcare delivery continuum. I believe we have the vision to figure out how to ensure larger hospitals remain inspired to transfer patients to us for the intensive medical care only Barlow can provide.

### Q: Why does Barlow matter?

**Nancy:** Barlow gives patients back their lives. There are miraculous stories of recovery and the experience of care here is unlike anywhere else.

**Diane:** You're not going to come here for a broken arm or a cough, but if you really need us, Barlow is the only place to go.

## Nursing Notes: Gladys D'Souza — A Hero Among Us



**Gladys D'Souza, MSN, MBA**, has served as Barlow Respiratory Hospital Chief Nursing Officer since 2013 and previously held the title of Clinical Director, Nursing. As an administrator, she had imagined her bedside

days were behind her when an announcement on her flight home from a conference asked for help with a passenger who was having difficulty breathing.

“I always imagined I would be afraid to help in that sort of a situation. I have the knowledge, but I didn't feel I had the skills. And there I was, volunteering to help without even thinking.” Gladys made her way to the passenger's side and felt for a pulse. “It was very weak, almost nothing. And breathing was very faint. I was afraid we were going to lose him.” She helped to make the passenger comfortable, and asked the flight crew for medications and equipment. Slowly, the passenger's heart rate normalized and his breathing settled into a stronger rhythm. Gladys stayed with him for the remainder of the flight and until Emergency Medical Technicians transported him to a local hospital.

Despite her fear Gladys stepped forward to help. “When you are a nurse, you can't help yourself, you just have to help,” she said. The airline thanked her with a note and a flight voucher. At Barlow, we thanked Gladys for being a hero among us and for reminding us that our mission to make a positive difference is with us everywhere we go.

“ I guess I saved a life. ”

## Barlow Respiratory Hospital RN Residency Program Awarded UniHealth Foundation Grant

**Barlow Respiratory Hospital Nursing Residency Program has been awarded a \$33,600 grant** from the UniHealth Foundation to support in-depth training to prepare new graduate nurses with the specialized skills needed to care for medically-complex and ventilated patients.

**“Nursing is essential to the exceptional level of patient care that Barlow Respiratory Hospital is known for.”**

The Program provides hands-on acute care experience and education. A classroom component includes specialized training to focus on serving patients with respiratory illness. Program participants care for Barlow Respiratory Hospital patients at all three locations; Barlow Main in Los Angeles, Barlow at Valley Presbyterian Hospital in Van Nuys and Barlow at PIH Health Hospital-Whittier.

Barlow's Nursing Residency Program serves to deepen our nurses' level of expertise. In addition to registered Nurses, our professional multidisciplinary healthcare team includes Board Certified Physicians, and Licensed Respiratory, Physical, Occupational and Speech Therapists.



Barlow Nursing Staff with Foundation Grant Check

## Physician's Corner

**David R. Nelson, MD**,  
Medical Director, Barlow Respiratory Hospital  
**Scott A. Sasse, MD**,  
Pulmonary Medical Director, Barlow Respiratory Hospital

**Barlow Respiratory Hospital** is a unique place to practice medicine. The hospital is small, only 49 beds on the main campus in Los Angeles. The hospital was founded in 1902 as a Tuberculosis Sanatorium and remains surrounded by nature, despite its location only a few miles from downtown. At Barlow Respiratory Hospital, our interdisciplinary staff is tight-knit and works as a team. Our patients are primarily transferred to us from intensive care units at other facilities in the surrounding area. We have developed an effective methodology for in-line use of the Passy Muir® Valve with mechanically ventilated patients. Physiologically, in the appropriate patient, the valve improves the ability to cough and clear the airways. It reduces the chance of aspiration and provides protection by decreasing the chance of bacteria lingering above the tracheostomy.

Equally important is the psychological impact of being able to communicate. Patients on mechanical ventilators find it very difficult to communicate and that can lead to a great deal of frustration. All of that just goes away when they can talk – when they have a voice. When the Passy Muir Valve is inserted for early intervention and use with mechanical ventilation, it makes the patient happy, and it makes the family more content. In some cases, we can insert the valve into the circuitry of the mechanical ventilation in the morning, and that very same day, the patient can pick up the phone and talk to a family member who has not heard their voice for weeks, sometimes even months.

“ From our point of view, the Passy Muir Valve offers patients a feeling that they can control their destiny. It gives the patient a sense of well-being, an ability to participate in their medical care, and restores a sense of independence. ”

## Physicians' Perspective on The Passy Muir® Speaking Valve

Each of us has seen the benefit of the Passy Muir Valve. Being able to communicate needs and feelings is very beneficial. It provides patients with a different perception of their physicians.

Physicians are seen as helpful to their healing process. Typically, when patients see a physician coming, they sometimes cringe, expecting something that is going to hurt – another needle or another tube. But with the Passy Muir Valve, we are able to offer our patients something of medical value that also is painless and has the benefit of lifting their spirits.



Scott A. Sasse, MD (L)  
and David R. Nelson, MD (R)

**Communication is not only good for our patients, it is also good for us, as physicians. Patients can tell us what is going on with them.**

Both of us have a great deal of experience with using the valve and seeing its benefits. Each of us also has seen the benefit of the more aggressive use of the Passy Muir® Valve through early intervention with patients who are mechanically ventilated. For many, many years, we had used the Passy Muir Valve when a patient was close to finalizing the weaning process or was completely off the ventilator. We have now made a change in our approach to when we introduce the speaking valve.

Now, it is in our TIPS® Weaning protocol to try the patient on the valve much earlier, while still on the ventilator. We are very fortunate that our team includes exceptionally experienced Respiratory Therapists and Speech Therapists. They are proactive in identifying patients who are good candidates for early introduction of the valve. Overall, both of us are convinced of the positive physiological and psychological impact of the Passy Muir Valve for our patients.

\* The full article appeared in the Fall 2016 issue of Talk Muir. Reprinted with permission.

## Professional Excellence - Einstein Lecture Series



SHIRA DORON, MD, MS, FIDSA  
Antimicrobial Steward  
Associate Hospital Epidemiologist  
Division of Geographic Medicine  
and Infection Diseases  
Tufts Medical Center

**The Hans E. Einstein, MD Memorial Lectureship** is an annual CME accredited scientific lecture series for pulmonary / critical care professionals held on the historic Barlow Respiratory Hospital campus. The evening is presented by the Hospital and the Center for Outcomes & Value (formerly known as the Barlow Respiratory Research Center), led by Dr. David Nelson and Meg Hassenpflug, MS, RD, FCCM and features a visiting professor. The lecture series is an opportunity for our pulmonary / critical care community to join colleagues for an educational evening that honors the late Hans E. Einstein, MD for his pioneering contributions and longstanding dedication to the advancement of medicine.

A cousin of Albert Einstein, Dr. Einstein served Barlow as Medical Director and CEO, and as a member of Barlow's Board of Directors. He devoted more than half a century to diagnosing and treating tuberculosis, AIDS and Valley Fever. The lecture was presented January 10, 2018 with esteemed Guest Lecturer Dr. Shira Doron of Tufts University School of Medicine, an award winning scholar on the topic of Antimicrobial Stewardship in the Long-Term Care Hospital.

**For information:**

**Contact Meg Stearn Hassenpflug, MS, RD, FCCM  
Director of Outcomes and Value - 213.202.6863**

## Second Annual Respiratory Symposium

**Barlow Respiratory Hospital second annual Respiratory Symposium at the hospital's Williams Hall was again completely sold out.**

The symposium is a day of targeted learning for the Respiratory Care practitioner designed to promote standards of practice in patient safety, expand innovative critical thinking skills and advance the profession of Respiratory Care Practitioner with a multidisciplinary approach to Respiratory Care. The symposium fee includes parking, breakfast, lunch and 6 CEUS for Respiratory Therapists, Registered Nurses and Licensed Vocational Nurses. With such demand for the coursework, the 2018 Respiratory Symposium will move to a larger venue.

**Save the Date**  
OCTOBER 22, 2018

Barlow Respiratory Hospital Respiratory Symposium at the California Endowment.

More information will be available soon on our website [barlowhospital.org](http://barlowhospital.org)

## Barlow and You – Ways to Give

Rebecca Suter, Director of Development, Barlow Hospital Foundation

As we enter the new year, I find myself thinking – like many of you – about the past year and what the future might hold. Like the many generations before us who have passed through the hallways and walked the grounds at Barlow Respiratory Hospital as patients, visitors, or employees, we can be wrapped up in the daily stress of our lives and sometimes forget that kindness and giving go a lot further than the opposite.

I have come to cherish the time I spend here at the Barlow Foundation. I fight LA traffic to get here, but once I am here I encounter people who truly believe in and are committed to the work they do. Every patient and every family receives the uniquely personalized care Barlow Respiratory Hospital is known for. We are a small, specialty hospital, working together as a team, as interconnected as family. From the CEO to the cafeteria server, people are kind, respectful, and proudly support Barlow's mission to make a positive difference in the lives of individuals with chronic critical illnesses and complex respiratory conditions in post-acute settings. At Barlow, I am surrounded by people who give more than their jobs require, and it is inspiring.

Whatever Barlow means to you, I hope that you will renew your commitment to support us in the new year and continue to help us as we strive each day to fulfill our mission. There are many ways you can support Barlow, from making a tax deductible contribution to planned giving. Please make the choice to support Barlow Foundation today!



Opening day ceremony welcomed educational leaders, medical experts from the Breathmobile team and LA Dodgers Alum Alfred 'Al' Ferrara.

## Breathmobile Serves Children at Barlow

Barlow Respiratory Hospital partners with LA County Department of Health Services LAC+USC Breathmobile, a mobile pediatric health clinic to serve low income children with asthma.

“At Barlow Respiratory Hospital, whenever we see children on our campus, they are generally gathered in response to a loved one's medical crisis. It's heartwarming to see a family come together to support a loved one in our care, and a little bit sad.

Now, with this new partnership, we will see children and families at Barlow to access the care of the asthma experts with the Breathmobile. I am looking forward to seeing children getting the medical care and attention they need and becoming healthier and happier.”

- David Nelson, M.D

## Contributions/Gifts

**Tax Deductible Contribution:** this is the most direct and easiest way to support Barlow. You can donate online or send a check made payable to Barlow Foundation:

**Barlow Foundation**  
2000 Stadium Way  
Los Angeles, CA 90026

You can also choose to make your gift a recurring one!

**Legacy Gift:** a planned strategy that allows you to support Barlow while protecting your estate and gaining possible tax advantages. If this is an option that appeals to you, call 213-202-6840.

**Tribute & Memorial Gifts:** this time of year is the perfect opportunity to honor a loved one, a special caregiver, or physician by making a donation to Barlow Foundation in their name. For more information, please call 213-202-6840.

## Barlow Van Nuys Celebrates 10 Years



Barlow Respiratory Hospital satellite opened as a specialty service in Valley Presbyterian Hospital in February 2007 and remains the only LTACH serving the San Fernando Valley.

“With this location, we are better able to serve patients closer to home, which improves the experience for families.”  
Amit Mohan, CEO, Barlow Respiratory Hospital.



**Barlow Respiratory**  
HOSPITAL

**Trusted ♦ Proven ♦ Award-Winning**

2000 STADIUM WAY, LOS ANGELES, CA 90026

[www.barlowhospital.org](http://www.barlowhospital.org)

**Wishing you the best  
of everything in 2018!**

**2018**  
**HAPPY NEW YEAR**

Thank you for all you do for Barlow.