

## A Thriving Institution

**An Interview with Susan Weinberg Brown, RN, MS,  
Chief Nursing Officer and Senior Vice President  
of Patient Care Services**



*Susan Weinberg Brown*

**EDITORS' NOTE** *Susan Brown became Chief Nursing Officer and Senior Vice President of Patient Care Services in 2008 after previously holding the title of Program Director for Women's and Children's Services. Prior to Greenwich Hospital, Brown was Director of Women and Infants' Health for St. Vincent's Medical Center (Connecticut). She has a Masters degree from Columbia University.*

**Would you give a brief overview of the achievements in the areas that report to you?**

Several of the clinical care area directors report to me. The nursing staff and physicians in each of the areas mentioned are the shining stars of Greenwich Hospital and what has led to our success.

The director of Surgical Services oversees and integrates the operating room, the post-surgical areas, the ambulatory surgery facilities, and the recovery areas, and also manages the GI and pain and IV team. The OR has recently expanded to include an ambulatory surgery center off-site. It has been growing at a rapid pace and attracts many new patients due to its convenience and ease of use.

The Women's and Children's program director supervises labor and delivery, maternity, newborn intensive care, perinatology (high-risk pregnancy), and all the pediatric clinics and outpatient classes. The OB and neonatal areas have grown significantly during the past decade. By building a level-three newborn intensive care unit and then focusing on addressing the high-risk pregnancy needs of our community through our perinatology department, we attracted several new physicians and numerous patients who have enjoyed their maternity experience at the hospital.

Our Cardiology and Medicine director manages and grows the medical and intensive care units. Recently, her focus has been on developing and implementing our Cardiology and Primary Angioplasty program. She has also assisted in developing and maturing our healthy living and stroke centers. Our stroke center has been credentialed by the Joint Commission recognizing our quick response for strokes and assisting our patients in their goal of regaining full function.

Oncology and Hospice Services is another growth area. This director oversees the medical oncology unit, the home hospice, providing care in the patient's home, radiation therapy, the cancer registry, and clinical trials taking place in oncology. The hot topic for development here is radiation therapy; these new treatments result in fewer negative effects on quality of life and the best cure rates. We're looking towards implementing an oncology nurse navigator who will guide a patient through the process from the time they're diagnosed throughout their treatment and, hopefully, their cure.

We are fortunate to have an excellent physician as our director of Outpatient Services. This service focuses on patients who have financial challenges in receiving health care. There are numerous clinics that have been established to meet the need of this underserved population. Another big area for growth in our clinics focuses on geriatrics. As the population of our area ages, we want to be there to meet their needs both physically and psychologically. To address this need, we are bringing a second geriatric psychiatrist to Greenwich Hospital who will work with the elderly, who often suffer from depression and anxiety. ●

## A Destination Employer

**An Interview with Melissa Turner,  
Senior Vice President of Human Resources**



*Melissa Turner*

**EDITORS' NOTE** *Before assuming her current role in July 2007, Melissa Turner was the director of Human Resources with Office Depot's Business to Business Division in Trumbull, Connecticut. She has a bachelor's degree from the University of Kansas and also completed the Advanced HR Leadership Development Program at The Wharton School of Business, University of Pennsylvania.*

**Years ago, the role of HR was thought of as a hiring and retention type of role, but it has since evolved into more of a senior strategic role. Have you experienced that evolution?**

I have. I've been lucky personally to have worked with leadership teams that value and invite HR to the table, and that's certainly been presented to me here. I've seen that managing the intellectual capital, attracting them, figuring out ways to retain them, develop them, and at times transition them out, legally and ethically, is a critical role – employees are the most important asset an organization can have. So, Greenwich Hospital supports the HR role on par with the other business units.

**How concerned are you over the current shortage of talent in health care?**

We've approached recruitment differently and have seen tremendous success. Strategically, we have showcased Greenwich Hospital as being a destination employer, because this organization is rather extraordinary in terms of our service excellence standards and our employee satisfaction and patient care standings. We also market ourselves differently than we did in the past, and that has been successful in attracting new talent. As a result, we selectively hired about 75 new people in nursing positions over the past year.

**Has becoming more of a regional institution changed or diversified the type of talent you need?**

The talent is the same, because we want the best. But it has widened our recruitment pool, because 40 percent of our business is coming from Westchester County, so we're drawing a lot more candidates from that area. We have people who drive an hour and a half to work here because it's a fabulous place to work, and that is why it has been so difficult for people to see us go through a staff reduction, which has not happened before. Once you've worked here, you just don't want to go anywhere else.

**During times when people are seeing layoffs and feeling less secure, how critical has it been for you to communicate where the hospital is going and where their jobs are going?**

It's extraordinarily important, now more than ever. Thankfully, Frank Corvino has a proven history and tremendous credibility with the staff about being very open with sharing information that impacts the hospital and our employees. We committed to being transparent early on and I'm very proud of the organization because we've told people where we are and where we see us going. Frank has even sent letters to homes so that employees as well as their families are aware of what is happening at the hospital. During staff reductions, there were people who wanted to talk to Frank directly about their concerns, and he had meetings with them. That's the kind of person he is and the kind of people we are on the leadership team. It makes a difference, and that we believe will be a very strong retention tool. ●