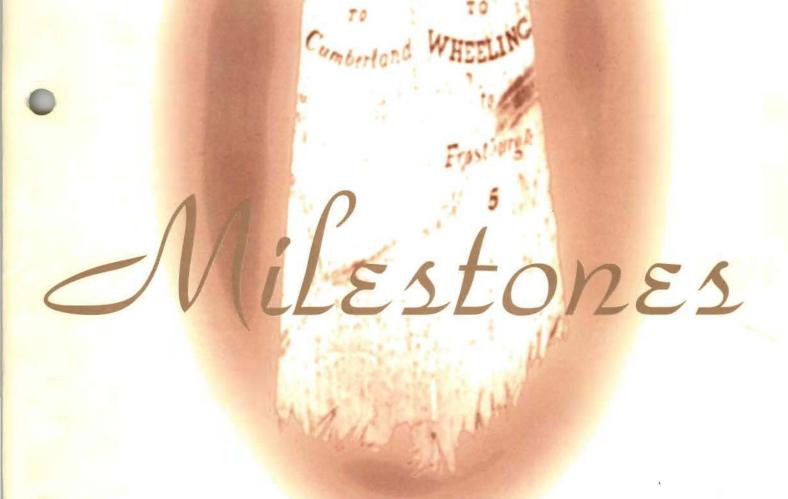
### Western Mary Land Area Health Education Center



Annual Report 1996 - 1997

## nout

ike the milepost on our cover, the Annual Report tells the reader just how far along the road the Western Maryland AHEC has come the past year. Our milestones toward the ongoing mission of improving access to and promoting quality in health care through education are noted within.

The cover was designed by Lauri Honeysett, of Annapolis, a 1997 graduate of Frostburg State University in graphic design. Lauri completed the project as a student intern.

### A Brief History Lesson...

In 1806, Congress authorized construction of the National Road. Construction began at Cumberland in 1811 and was completed to the Ohio River at Wheeling by 1820. This is the nation's first and only wholly federally funded and constructed road. It lies southeast of the old Braddock Road, the route taken by General Edward Braddock and George Washington on their illfated march from Fort Cumberland to Fort Duquesne in 1755 at the outbreak of the French and Indian War.

The white cast-iron mileposts were placed along the National Road between Cumberland and Wheeling in 1835 when the states took over the responsibility for maintaining the National Road. There were originally 131 cast-iron mileposts, but only 14 remain today. The one pictured lies at the historic Toll House in LaVale, Maryland. Each told the traveler how far along the road he'd come, how far it was to the next town, and how many miles to the end of the road. (Source: Al Feldstein)

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ust as milestones marked progress for early overland travelers in our area, this year we have new markers of progress in AHEC services in the three Appalachian counties of Maryland. There were new volunteers, new events, new programs and services. As with early wayfarers, our new progress is possible only with the commitment, dedication and continued support of others. For us it is an impressive cadre of practitioners, health care leaders, visionary legislators, and volunteers working in partnership with the University System of Maryland, the Maryland Department of Health and Mental Hygiene, the federal Health Resources and Services Administration (HRSA), and our Congressional leadership.

We experienced a strong resurgence in 1996-1997 in health career recruitment programs at the AHEC. With several new partners, the Western Maryland AHEC is better equipped to work with young people from middle school through college to prepare them for health careers in an era of rapid change. These partners include the A Star! in Western Maryland, Western Maryland Alliance for Service, an AmeriCorps program coordinated by Frostburg State University; the Division of Nursing at HRSA; and the Division of Disadvantaged Assistance at HRSA with West Virginia University.

Clinical education reached new levels of success with expansion of the Geriatric Assessment Interdisciplinary Team Project supported by the University System of Maryland. This innovative project has led the way in new clinical education service development for students from participating schools and for the AHEC itself. The program expands to include the Eastern Shore AHEC in the coming year.

The ten AHEC caucuses, including the new Nurse Practitioner Caucus, are assuming an ever growing role in planning continuing education programs. Strong collaborative support for these programs has come from the colleges, universities, and other important resource institutions locally and throughout the state.

Other major milestones included: 1) reorganization of the Interdisciplinary Health Education Council (IHEC) program committees and the AHEC staff, 2) selection by HRSA as one of nine sites for a pilot study to develop a federal Performance Measurement System, 3) a VIP site visit by the Maryland Senate Finance Committee, 4) increasing community education and service, and 5) formation of a multiagency network to explore the establishment of a community-based family medicine residency program in Western Maryland.

As always, Western Maryland AHEC milestones are accomplished only through the outstanding commitment of the many volunteers on its Board of Directors, IHEC, caucuses, and coalitions. Supporting this effort is the excellent work of a thoroughly competent and dedicated staff.

The markers indicate our progress in working together with a shared vision and trust. We look ahead to new markers of progress and collaborative successes in higher education and area responsiveness.



Patricia E. Lund Chair, Board of Directors



Donald Spencer Executive Director

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Would L. Jrenco

109 Board Volunteer Hrs. s health care continues to change, so does the Interdisciplinary Health Education Council (IHEC). This year's IHEC was involved in strategic action planning, committee restructuring, and review of numerous exciting program development proposals. From their diverse perspectives, IHEC members were invaluable in helping the Western Maryland AHEC to determine the interests and needs of regional health care professionals. With an eye on the future, they supported the development of tomorrow's health care practitioners.

Several new initiatives were funded and implemented this year which expand opportunities for youth interested in health careers. With support from the National Corporation for Service AmeriCorps program, Student Health Action and Recruitment Education, S.H.A.R.E., was established for middle school students. In its first year, the Nursing Education Opportunities Program focused recruitment efforts on students interested in entering the nursing profession via baccalaureate degree programs. As part of the larger Central Appalachian Health Careers Opportunity Network, in collaboration with West Virginia University, the revamped Health Careers Opportunity Program strengthened the pipeline for regional students interested in allied health, medicine, dentistry, or pharmacy at pre-college, college, and pre-professional school levels.

Supporting health professional education throughout the region continues to be an important AHEC role. An interdisciplinary education council was established this year in Washington County under the leadership of Hagerstown Junior College, Washington County Hospital, and the AHEC for the purpose of planning programs. National Library of Medicine funding supported a specialized Internet training in Garrett County for physicians and other clinicians. In the past twelve months, the Western Maryland AHEC collaborated with others to sponsor 40 continuing education programs attended by more than 1,400 practitioners.

Reaching out into the communities, the AHEC broadened awareness of its services by displaying at hospitals, health departments, and community events in the region; developing a geriatric health resource manual which was placed in 24 area libraries, senior centers, and nursing homes; and supporting community service initiatives conducted by its caucuses and students. Caucus members coordinated grocery store nutrition tours, food drives, and health fair activities.

Program opportunities are endless. The IHEC's role must be to continue to focus the Western Maryland AHEC's endeavors while simultaneously encouraging and supporting innovation.



Tim Longest, DDS Chair, IHEC

110 IHEC Volunteer Hrs.

### Information Services

Information Services continues to be a foundation for educational resources and telecommunications for all Western Maryland AHEC programs.

Health education resources were enhanced at the Western Maryland AHEC and in the community this year. AHEC's collection of geriatric and interdisciplinary resource materials was improved through the Geriatric and Gerontology Education and Research program and the Interdisciplinary Rural Training grant program. A growing collection of audiovisual and multimedia resources were added to the AHEC's electronic catalog of educational resources. Twenty-four community sites in Allegany and Garrett counties received an extensive collection of consumer education resources in the form of a Geriatric Health Education Resource Manual compiled by an AHEC AmeriCorps member.

A major AHEC objective to upgrade telecommunications and distance learning capabilities is underway with the installation of video teleconferencing equipment at the AHEC this summer. Two additional PC stations will be available in the AHEC's Computer Lab for accessing the Internet, E-mail, and for researching CD-ROM educational products.



Ational Network of Libraries of Medicine, Southeastern/Atlantic Regional Medical Library staff Bryan Vought and Sandy Teitelbaum provided an Internet Grateful Med session at AHEC for members of the Consortium of Health Information Librarians-Outreach. Pictured from left are: seated, Kathleen Lese, AHEC; Teitelbaum and Vought; standing, Bev Green, AHEC; Betty Ramsey, Western Maryland Health System (WMHS), Sacred Heart Hospital; Dawn Eason, Thomas B. Finan Center; Bob Baldwin, Allegany College of Maryland; Diane Lee, Garrett County Health Department; Sharon Donahoe, AHEC; Margie Gacki, WMHS, Memorial Hospital; and D. Michele Beaulieu, AHEC.

Clinical education and outreach students' use of information resources increased through reciprocal agreements with medical libraries participating in the Maryland Association of Health Science Libraries, the National Library of Medicine's Docline system, and the AHEC network. The University of Maryland (UM) Health Sciences Library provided free services for its outreach students, and Frostburg State University library staff assisted in initiating hold/recall services for UM students through VICTOR. We are planning to update outreach students' access via technology to UM library resources and services.

# IVOCAC

Training on electronic access to information is an essential service as telecommunications is integrated into education and clinical practices. Students on rotation in Western Maryland received a demonstration and hands-on training in use of area telecommunication systems. Outreach students, caucus members, preceptors, and other patrons receive ongoing support through workshops, one-on-one trainings at the AHEC, and contractual services at area health systems.

Additional highlights this year included: 1) the renewal of Information Services contracts with Western Maryland Health System, Garrett County Memorial Hospital, and Somerset Hospital; and 2) the submission of four new grant proposals to enhance information services.

Trainings provided via partnerships:

- Internet for Rural Health Professionals on Eastern Shore with Maryland State Office of Rural Health and University of Maryland, Baltimore;
- Technology Center Exhibit at Maryland Rural Health Conference, Southern Maryland;
- Internet Training for Hospital Librarians and Health Information Providers at Garrett Community College through National Network of Libraries of Medicine, Southeastern/Atlantic Regional Medical Library (SE/ARML);
- Internet Grateful Med session at AHEC provided by Bryan Vought, Internet Coordinator, and Sandy Teitelbaum, Outreach Coordinator, SE/ARML;
- Cancer exhibit at AHEC during April with Allegany County American Cancer Society;
- Research Methods: Traditional and New Technologies; AHEC summer Health Careers Camp for middle school students;
- The Traditional Library and the Internet: Resources for Nursing Education; Nursing Education Opportunities Program summer program.



Bev Green, center, AHEC AmeriCorps member, trains Anita Blauch, left, of Frostburg Village of Allegany County, and Terri George, right, of Cumberland Nursing Center, to use the Geriatric Health Education Resource Manual. The manual, placed in 24 community sites, was developed with support from AmeriCorps and the Geriatric and Gerontology Education and Research program of the University of Maryland, Baltimore.



### Networking & Advocacy

The Western Maryland AHEC maintains extensive networks of health professionals, educators and other advocates which enable it to address the health personnel needs and issues of Western Maryland. AHEC continues to expand these networks and collaborate with new partners within and outside of the region.

- The Coalition on Telecommunications in Western Maryland supported website development trainings, funded by the Appalachian Regional Commission, at Frostburg State University for WMDnet participants.
- The Western Maryland AHEC developed its own website: wmahec.org.
- A multi-organization Ad Hoc Committee was formed to explore the development of a community-based family medicine residency program in Western Maryland.

- Over 370 community education submissions were made to local, state, and national publications to raise awareness of Western Maryland AHEC programs, caucuses, and clinical preceptors.
- AHEC collaborated with many partners in new program development.
- "Road Show" displays at seven hospital and health department sites enhanced regional awareness of AHEC related programs and services and provided information to about 300 individuals.
- AHEC representatives participated in community coalitions including the Coalition for a Healthier Washington County, Garrett County Teen Pregnancy Coalition, Allegany County Family Violence Coordinating Council, and Aids Alliance of Allegany County.
- Telecommunications and distance learning capabilities for the community are expanding at AHEC with the purchase of PictureTel video teleconferencing equipment.
- Staff provided assistance and training to the new Eastern Shore AHEC staff.
- The AHEC supported the Western Maryland Health Information Resources Network whose members include Garrett County Memorial Hospital, Meyersdale Hospital, Somerset Hospital, Western Maryland Health System and AHEC.
- A new Nurse Practitioner Caucus was created and awareness of the profession promoted.
- The physical therapy and dietetic caucuses explored linkages with their state or national professional associations.
- AHEC supported nonpartisan legislative advocacy efforts through its caucuses and networks.



In response to a Maryland Rural Health Association (MRHA) priority, an Ad Hoc Committee was formed this year to discuss the establishment of a community-based family medicine residency program in Western Maryland. Committee members include, pictured from left, Donald Spencer, AHEC; Tom Jimerfield, Washington County Health System (WCHS); Brenda Francis, Tri-State Community Health Center (CHC); William Plavcan, WCHS; Nancy Forlifer, AHEC; William Woods, Tri-State CHC; Jonathan Foley, Maryland Department of Health and Mental Hygiene; and Philip Farfel, consultant.

### S.H.A.R.E.

Middle school students were the focus of the first Student Health Action and Recruitment Education (S.H.A.R.E.) program that raised awareness of a variety of health careers. Supported by the National Corporation for Service, an AmeriCorps member with the Western Maryland AHEC conducted 52 classroom presentations to 1,337 students in Allegany and Garrett counties. Evaluations indicated that 85 percent of the students felt that the presentation provided them with new information, and 65 percent wanted to learn more about health careers. Students received information on specific health careers of interest.

An intergenerational service learning project was piloted at Oldtown School in May. The Home Safety Project trained students to conduct a home safety check in the homes of elderly relatives and neighbors, looking for potential hazards and suggesting ways to improve safety.

The first Health Careers Camp, with the theme "Building Careers-A Shared Experience," was held from June 16-27. Eighteen students participated in interactive workshops by health professionals, CPR training and certification, a hospital tour, a research project, career exploration, home safety training, and other

fun educational events.

As a member of A Star! in Western Maryland, the Western Maryland Alliance for Service, the AHEC will continue the middle school program in the upcoming year. Additional funding is pending for services to after-school programs in Cumberland and Westernport.

Camp participants, John Engel, left, and Matthew Roberts intently practice using laproscopic instruments to pick up gummy bears during a hands-on workshop in surgery at Western Maryland Health System's Memorial Hospital. Many community health professional volunteers provided exciting learning opportunities for the eighteen "campers," aged 11-14.

135 S.H.A.R.E. Volunteer Hrs.

### **HCOP**

The Western Maryland AHEC is now formally linked with West Virginia University (WVU) through the Central Appalachian Health Careers Opportunity Network for a new three-year Health Careers Opportunity Program (HCOP) which began in September, 1996. The expanded HCOP focuses on students at three different stages in their education. It offers six-week summer programs designed 1) to provide preliminary education to high school seniors and new graduates prior to entering college, 2) to facilitate entry of college students who are applying to health professions programs, and 3) to enrich the skills of those recently accepted into professional programs to ensure their retention and successful graduation.

This summer, AHEC coordinated a six-week residential Preliminary Education program at Frostburg State University (FSU) for 18 students interested in allied health fields including physical therapy, occupational therapy, medical technology, and dental hygiene. WVU conducted a similar program for students interested in medicine, dentistry, and pharmacy at its Morgantown campus.

This was Western Maryland AHEC's first Facilitating Entry summer program which provided students with admission's test review, interviewing techniques, and clinical or laboratory experience. Eight students applying to physical therapy and occupational therapy programs participated.

The interdisciplinary Retention program was comprised of six students accepted to medical and dental schools and to programs in occupational therapy, medical technology, and physical therapy. Biochemistry, anatomy, physiology, and problem-based learning activities were coordinated at WVU.

### **NEOP**

The Eastern Alleghenies Nursing Education Opportunities Program (NEOP) was established in September, 1996. It is the first Western Maryland AHEC program to be funded by the Bureau of Health Professions, Division of Nursing. The three-year project supports student entry into baccalaureate nursing programs, a level of training needed more as nursing shifts from acute clinical care settings to more population-based, community nursing.

Staff worked with guidance counselors and science teachers in regional high schools and colleges in Maryland, and nearby West Virginia and Pennsylvania counties. Nursing careers information was presented to about 500 students. Specifically requested nursing career information, financial aid counseling, and "shadowing" experiences were provided to interested students. College freshmen and sophomores at Allegany College of Maryland, Garrett Community College, Potomac State College, and Frostburg State University also received NEOP services.

The culmination of the NEOP effort was the four-week Preliminary Education program which began on June 23, 1997. Eleven college freshmen and sophomores intending to pursue a bachelor's degree in nursing participated. In addition, three students entering their senior year in high school participated in selected activities to help focus their career goals. Activities included academic preparation in chemistry, human anatomy and physiology, microbiology, and algebra; seminars in wellness, first aid, and medical terminology; and CPR training and certification.

Students toured area health sites and met with nurses and nursing school representatives to explore career and education options. The group visited the University of Maryland, Baltimore campus for four days to experience residence hall living, access skills laboratories, tour health sites in a metropolitan area, and learn about admission to various BSN programs.

HEALTH CAREER RECRUITMENT IMPACT 1996-1997				
	S.H.A.R.E.	НСОР	NEOP	
Schools visited Group presentations Students reached Summer program participants	10 52 1,337 18	16 34 512 35	16 34 512 14	

102 NEOP Volunteer Hrs.

511 *HCOP* Volunteer Hrs.

### Nursing Outreach Program

The nursing program in Western Maryland has had a busy year. The undergraduate group is the largest in its history, mirroring the trend in the on-campus program. The graduate program is smaller, but is expected to grow as the cooperative MS/MBA program with Frostburg State University develops and the planned Family Nurse Practitioner program begins in the spring of 1998. Recruitment is currently underway for the Cumberland-based program. This year, 22 RN to BSN and 4 MS students completed their respective educational programs.

Equally significant, cooperative endeavors between the Western Maryland AHEC and the School of Nursing have increased. Several RN to BSN or MS students have participated in nearly all of the Geriatric Assessment Interdisciplinary Team projects this year. Two graduate students are completing the Interdisciplinary Rehabilitation program, and will be the first area nurses who will have interdisciplinary

practice as an integral part of their education.

Finally, improved interactive video access, which is vital to the School of Nursing, is a major focus for the AHEC. The addition of that resource will greatly reduce travel time to attend classes. In fact, for the first time, it will allow truly reciprocal distance education, as an off-campus faculty member teaches an on-campus class.



Pictured are the RN to BSN students and faculty at the Hagerstown site, from left to right: front row, Sherry Suffecool, Michelle Eichelberger, Stephanie Carpenter, Jacqueline Griffin, Pam Holtzinger, Doris Perry; middle row, Gail Mazzocco, outreach coordinator and faculty, Pam Harbaugh, Robyn Fowler, Lyndi Lahl, Linda Rosier, Randi Hixon, Cindy Harbaugh, Barbara Dobish, faculty; top row, Carol Decker, Debra Oster, Sandra Eyler, Cathi George, Lee Fitzpatrick, Kate Kidd, Paula Eighenbrode, and Patti Young. Paulette Box, missing from photo, is also in the class.

4,536
Nursing Outreach
Volunteer Hrs.

### Social Work Outreach Program

With the 1996-97 academic year, the Western Maryland MSW students of the University of Maryland School of Social Work moved into the advanced curriculum. Having completed a field placement in which they received experience in several methods of practice, the advanced field placement and concurrent classroom instruction enabled the students to narrow their focus and develop specific fields of expertise.

Agencies providing advanced field placements this year were Friends Aware, Thomas B. Finan Center, Memorial Hospital of the Western Maryland Health System, Allegany County Health Department, Washington County Health Department, Washington County Hospital.

Eight Western Maryland students received their Master of Social Work degrees this year: Caroline Cardwell, Anne DeVaughn, Norleah Fatkin, Lara Graeff, Bryan Miller, Valerie Van Hollen, Eddie Van Metre, and Jill Young.

"The most frequent comment I hear from students is that they have a sense of being part of a supportive community. Even though they are in an outreach program, supports are in place from both the School and the AHEC, and the students develop a strong network of mutual support," says Jan Chippendale, site coordinator for the Western Maryland MSW Program.



5,040 Social Work Outreach Volunteer Hrs.

MSW student Valerie Van Hollen, center, facilitates a "circle of friends" activity with several consumers at Friends Aware, Inc., her field placement site.

### Occupational Therapy Outreach Program

The 1996-1997 academic year was an exciting one for the students involved in the Towson University (TU) Occupational Therapy Outreach Program in Western Maryland. Classes were taught at the Western Maryland AHEC and via the interactive video classroom on the Frostburg State University campus. Students traveled only one day a week to Towson for classes.

Projects associated with the course on psychosocial dysfunction enabled students to take their knowledge into the community



A class visit to Archway Station in Cumberland deepened occupational therapy students' understanding of the range of mental health services available in the community. Pictured clockwise from far left are: Lana Berkovich, Marla Nash, Cindy Erzkus, Andra Henning, Lisa Stewart, Pam Zapf, Shiela Brant, Rae Ann Frazee, Kathy Roberts, Sherri Kalbaugh, Melissa Nortman, Lori Arnold, Julie Gatchel, Kara Price, Connie Jacoby, and Mary Lynn Pegg.

and apply it to patient cases. Students had an opportunity to plan and implement treatment sessions with selected patients. Clinical sites in the Western Maryland region included Allegany County Mental Health Center, Thomas B. Finan Center, WayStation, Hopemont Hospital, and Healthsouth Mountainview Rehab.

The eleven students in the baccalaureate program are looking forward to the final two semesters of coursework this year which will be followed by six months of full-time clinical training. Seven students plan to continue in the graduate program, with expected graduation in December 1999. These students may be joined in the Fall of 1998 by registered occupational therapists who are interested in earning their master's degree.

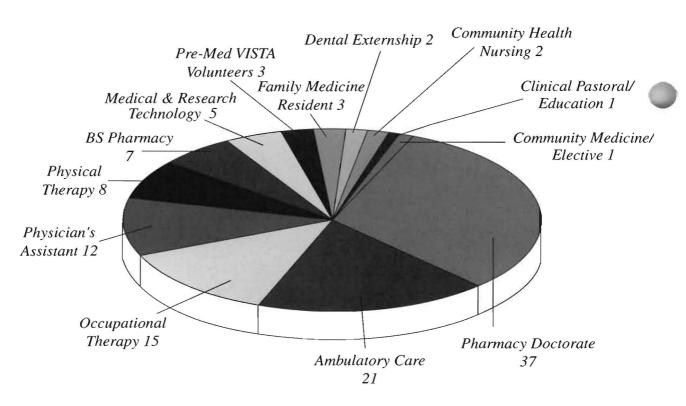
360 Occupational Therapy Outreach Volunteer Hrs.

he Clinical Education Program is invaluable in providing health professions students with community-based experiences not found on large university campuses. The Western Maryland AHEC partners with the University of Maryland, Baltimore; the Maryland Statewide Medical Education and Training System; and other educational programs to coordinate off-campus, small town and rural, clinical placements.

Clinical education opportunities exist in all three counties of Western Maryland. Housing capabilities at the Western Maryland AHEC expanded this year, with the Cumberland site now able to accommodate 15 students. In Washington County, Hagerstown Business College and the Washington County Health System, Inc. provide housing, and in westernmost Garrett County, rooms in a private home owned by Manning and Kathie Smith are available.

The AHEC strives to make the best possible one-to-one match between student and preceptor. Practice setting and location are "custom fit" to each student. This past year, 93 students and residents from 17 institutions were precepted by 52 dedicated health care providers in the Western Maryland region to complete 117 rotations.

All clinical education students take part in the AHEC's interdisciplinary curriculum which is designed to enhance understanding of the area, develop interprofessional dialogue and collaboration, raise awareness of alternative methods of care, and integrate information into clinical services. Plans are underway to produce a video which will be used to orient students to the distinctive nuances of Western Maryland, its health care community, and resources.



Clinical Education Program Rotations July 1, 1996 to June 30, 1997

22,811
Clinical Education
Volunteer Hrs.

The 1996-1997 Clinical Education Program students reported the following comments during exit interviews.

"I am more aware of creative ways to take care of difficult patients; how to get medications for people who have no money; how to talk to families and patients about 'do not resuscitate' orders; how to avoid using restraints in institutions; how to examine a patient who refuses to be touched. Overall, I learned the benefit of making all decisions with the patient's best interests in mind and always showing respect to patients and preserving their dignity."

"In this rotation, I learned that the services available in rural areas are much more varied and extensive than I would have guessed."

"Everyone was helpful and easy to approach. The AHEC staff were especially concerned about the quality of the student's experience."

"I think I saw just about everything you could think of relative to primary care. This was an excellent opportunity to gain experience in making referrals to other disciplines."

"My preceptor is an excellent educator who has an extremely diverse medical practice. He makes you work at a higher level and expects nothing but perfection."

"The experience in Western Maryland was excellent! Every student should have the opportunity to work with my preceptor. She is a wealth of knowledge. I believe I will be a better clinician as a result of having spent this time with her."

"In this rotation, I learned not only the expected things about treating patients, but also gained more knowledge about billing procedures, insurance difficulties, and different treatment techniques than we were taught in the big city."

"My preceptor and I worked very well together. We shared many ideas and I had the opportunity to introduce him to some 'pearls of wisdom' I had picked up in other internships. Of course, he had many more 'pearls' to share with me."

"I learned that no one health professional can meet the needs of every patient. Knowing how to utilize the available resources makes a great practitioner."

"I was impressed by my preceptor's knowledge of pharmacy, of his patient's lives, and by the compassion he demonstrated for the clients. It was a great rotation!"

"I was able to track a few patients as they moved within the different rehabiliative phases within the hospital system and observed how nurses, doctors, and pharmacists all worked together to achieve the greatest benefit for the patients."

### 1996-1997

### UNIVERSITY OF MARYLAND SCHOOL OF MEDICINE FAMILY MEDICINE RESIDENCY PROGRAM

### Preceptor

James Bosley, MD Laurence Greenspoon, MD Eugene Nallin, MD Gary Wagoner, MD

### Resident

Mary Kelleher, MD Brian Wagstaff, MD Denina Helm, MD Denina Helm, MD

### **AMBULATORY CARE PROGRAM**

James Bosley, MD

Thomas Chappell, MD Robert Coughlin, MD V. Raul Felipa, MD

W. Guy Fiscus, MD

Martin Gallagher, Jr., MD Margaret Kaiser, MD

William Kerns, MD Michael Levitas, MD Eugene Nallin, MD

Martha Riggle, MD Karl Schwalm, MD Dwayne Shuhart, MD Wayne Spiggle, MD Arnold Vera, MD, MSc Troy Brijbasi Mary Hornbeck **Ed Ziedins** Brian Newcomb Jay Weiner Joanna Luty **Edward McCarron** Michelle Campisi Julie Slick John Rodgers Chere Chase Heidi Ginter Edward Kurz III B. Mark Landrum Carmen Krejci Nick Meyer Marie Vanden Bosche Dawn Brusse Nhan Nguyen-Khoa B. Mark Landrum Kritis Dasgupta Ronald de Venecia

Pictured: Denina Helm, MD, a third year medical resident of the University of Maryland School of Medicine, worked with Cumberland family practitioner Gary Wagoner, MD at his community practice office. Helm called her Western Maryland rotation, "the best thing that could have happened to me."

### UNIVERSITY OF MARYLAND SCHOOL OF MEDICINE COMMUNITY MEDICINE ELECTIVE

Preceptor

Resident

Jane Fiscus, MD

Sherri Passarell

### MEDICAL AND RESEARCH TECHNOLOGY PROGRAM

Joseph Litten, PhD

Warren Wagner, MT (ASCP)

Jason Balliet Thao Tran Christina Hudson Quynh Pham Thao Tran

### UNIVERSITY OF MARYLAND, BALTIMORE BALTIMORE COLLEGE OF DENTAL SURGERY

Frank LaParle, DDS Jeffery Rhodes, DDS William Yant, DDS Carole Norman Carole Norman Brian Mudd

### PHYSICAL THERAPY PROGRAM

Glenn Divinagracia, PT Donald Heare, PT

William Rhodes, PT Tracy Umstot, PT Christine Chitty
James Lauder
Maria Guerrero-Martin
George Poscover
Sean Davis
Jennifer Gloyd

### **SCHOOL OF NURSING**

Jackie Snelson, MSN, CRNP

Gail Shope

Pictured: Thao Tran, on left, a senior in the Medical and Research Technology Program of the University of Maryland School of Medicine, completed a clinical rotation in Cumberland with Joseph Litten, PhD, biochemist for Western Maryland Health System, Memorial Hospital.

### UNIVERSITY OF MARYLAND, BALTIMORE PHARMD PROGRAM

D.	150	25.1	200	nr
Pr	ы	ы		w

Gerald Beachy, PD John Beckman, PD

Keith Broome, RPh

James Crable, PD Gerard Herpel, PD

Stephen Hospodavis, PD Janice Lindner, RN Robert Martin, Jr., RPh

Richard Ottmar, RPh

Jerry Stewart, RPh

Jim Struntz, RPh

### Student

Jeff McCagh Michael Cameron Ray Hinish Jennifer Bosley Cathy Eckard Dan McTaggart Wendy Rice Dan McTaggart **Brian Martin** John McKigney A. Scott Rohrbaugh Dan McTaggart Jeff McCagh Jennifer Bosley Jennifer Fan Jenny McCagh Jaime McGee Dan McTaggart Susanne Morsberger Wendy Rice Jennifer Bosley Cathy Eckard Ray Hinish Susanne Morsberger Joshua Thomas Michael Cameron Kevin Chapple Seth Cohen Jeff McCagh Dan McTaggart A. Scott Rohrbaugh Stacey Whiteman Jenny McCagh

Lictured: Jerry Stewart, RPh, on left, Director of Pharmacy for the Western Maryland Health System, Memorial Hospital, served as clinical preceptor for Seth Cohen, a student in the PharmD program at the University of Maryland, Baltimore.

### PARTICIPANTS FROM OTHER UNIVERSITIES AND PROGRAMS

### CLINICAL PASTORAL EDUCATION

Preceptor Student University/College

Gene Gall, DMin Cecie Haxton Lutheran Theological Southern

Seminary

NURSING PROGRAM

Marie Graham, RN LaMonica Jones Southern University

OCCUPATIONAL THERAPY PROGRAMS

Lydia Martin, MS, OTR/L Shauna Fiorentino University of Findlay

Jami Hemminger Elizabethtown College Elisabeth Lapina College Misericordia Dawn Metzger University of Findlay Jennifer Myers Mt. Aloysius University Sarah Zimmer Elizabethtown College

Carolyn Pierce, OTR/L Jay Greenstone Towson University Dawn Metzger University of Findlay

> Christine Newman Elizabethtown College Ora Olsommer University of Pittsburgh

Laura Robinson, OTR/L Kristi Scott Elizabethtown College

Christie Borum John Stuckey, MS, OTR/L Virginia Commonwealth University

> Shauna Fiorentino University of Findlay Ora Olsommer University of Pittsburgh

**BS PHARMACY PROGRAM** 

James Crable, PD Julie Kowalski Duquesne University Jon Wes Hann, RPh Beth Bauer **Duquesne University** 

Amanda Marshall Duquesne University Stephen Hospodavis, PD Kilee Peterson Duquesne University Jim Kessell, RPh Heide Oliver Duquesne University Chris Lockard, RPh Renee Earle Duquesne University

**Duquesne University** Laura Roy

ictured: Sean Davis, a physical therapy student from the University of Maryland, Baltimore, liked his field placement at Garrett County Memorial Hospital in Oakland. His preceptors were Tracy Umstot, PT, left, and Teresa Reynolds, PT, on right, Director of Physical Therapy at the hospital.

The 1996-1997 Clinical Education Program students reported the following comments during exit interviews.

"Living with students of other disicplines and learning from them will significantly influence my interactions with colleagues in their fields in the future!"

"More students should be involved in the AHEC before their specialization decisions have been made!"

"I really enjoyed the friendly atmosphere at work and the interaction with the patients. An added bonus was the AHEC Learning Resources Center, with its many interesting resources, computers, medical books, and journals to browse."

"During this rotation, I learned many things about the common sense in medicine which are not taught in medical schools and saw the complex issues involved in paying for medical care."

"The weekly interdisciplinary seminars and meeting people from other disciplines have allowed me to see how we can all come together and make problems work out in areas where access may be limited."

"I learned a lot in this rotation. At my preceptor site I learned about all aspects of long-term care. Living at the AHEC, I was able to learn a lot about the professions of the other students."

"The AHEC experience was excellent and I am very glad I came here. Both the clinical setting and the living arrangements were better than I could

have hoped they'd be."

"While I was here, I had the opportunity to evaluate a variety of people--all ages, with a variety of etiologies of different degrees."

"My preceptor taught me that it is still possible to really enjoy your profession thoroughly after 17 years of practice. He also provided excellent feedback on my skills."

"I loved being able to go to another location for the 'elective site visit.' I was able to work with occupational therapists and nurses in developing individual treatment plans which was unique for a student of a physical therapy program."

"My preceptor was excited about and willing to teach at every opportunity."

"Getting to meet folks in the county was a great experience! The mountains and fall foliage were excellent!"

### PHARMD PROGRAM

<u>Preceptor</u> <u>Student</u> <u>University/College</u>

Ellen Frank, RPh Charity Hooton Purdue University

### PHYSICAL THERAPY PROGRAMS

Glenn Divinagracia, PT Jumana Adenwalla Bucky Whiteman, MBA, PT Nancy Martin D'Youville College West Virginia University

### PHYSICIAN'S ASSISTANT PROGRAMS

Anthony Bollino, Jr., MD

Jan Fitzurka
Duquesne University
Daria Lisick
Christy Luchs
Roger Poncheck
Megan Schreiber
Duquesne University
Duquesne University
Duquesne University

Chris Stranko Duquesne University

Output

Duquesne University

Martin Gallagher, Jr., MD
Peter Kauffman
Letitia Reyes
George Washington University

Barbara Rosenthal George Washington University
Cindy Blazewitz George Washington University
Kimberly Johnson George Washington University

### AMERICORPS/VISTA VOLUNTEER PROGRAMS

PreceptorStudentLocationWalter Bosley, BSJimmy LiaoAllegany Health RightHeidi LudwigAllegany Health RightChristina SabehAllegany Health Right

Pictured: An ambulatory care rotation in Hagerstown provided a glimpse into private practice for John Rodgers, seated, fourth year medical student from the University of Maryland School of Medicine. His preceptor, Martin Gallagher, Jr., MD, is an internist.

Arnold Vera, MD, MSc.

n its third and final year of funding, the Western Maryland Interdisciplinary Health Care Training Program was in full swing. Enrollment nearly doubled for this summer's Interdisciplinary Team Practice course, being offered at the Western Maryland AHEC as a cross-discipline credit course at University of Maryland, Baltimore and Towson University. The course focuses on the roles and functions of interdisciplinary teams and the impact of this care model on the consumer, family, and team itself.

Students and faculty coming from the Baltimore area were housed in Cumberland and enjoyed the weekend retreat format used for the course. The course was taught by a team of faculty members and clinical site representatives from the four participating disciplines of nursing, social work, physical therapy, and occupational therapy.

Students, faculty, and clinical site representatives all said that the process was a wonderful learning experience. When asked "What was the best part of the course?" one student summed it up best:

"The interaction with the other disciplines! Definitely! I also learned a lot about specific rural issues which I did not previously know or think about. The team interaction in general really helped me to increase my comfort level and explore my role in a group both as an individual and as a representative for my discipline."



Peveloping a team treatment plan was the culminating activity of the Rural Interdisciplinary Practicum course coordinated by the AHEC. Pictured clockwise from the left are: Carol Bogacz, AHEC's Coordinator of Health Personnel Development; Lori Arnold, Towson University (TU) occupational therapy student; April Moreland, University of Maryland, Baltimore (UMB) master's nursing student; Pam Zapf, TU occupational therapy student; Lydia Martin, occupational therapist, Thomas B. Finan Center; Maryjean Trenter, social worker, Finan Center; and Jim Lauder, UMB master's physical therapy student.

The Rural Interdisciplinary Practicum, which provides an opportunity for students to participate on an interdisciplinary team within a rehabilitation setting, was held in February at the Thomas B. Finan Center. During this clinical project, students learned how teams work at the inpatient psychiatric facility and collaborated on a specific case, from assessment through a treatment plan.

For health professionals in the region, two continuing education seminars were coordinated: 1) *Interdisciplinary Collaboration*, presented by Gary Filerman, PhD and a panel from Washington County Hospital; and 2) *Outcomes of Interdisciplinary Team Practice in Rehabilitation*, by Gerben DeJong, PhD.

With established curricula, an extensive resource collection, and enthusiastic supporters both at the universities and in Western Maryland, the courses are expected to be offered after current funding ends. The foundation for future collaboration and partnerships has been established. Deans were surveyed to assess interest in expanding cross-discipline offerings. A new interdisciplinary project on disease prevention begins in September 1997, also funded by the Interdisciplinary Training for Health Care for Rural Areas Program, Bureau of Health Professions.

650
Interdisciplinary
Training
Volunteer Hrs.

### en Geriatric Assessment Interdisciplinary Team (GAIT) projects were held this past year with support from a University System of Maryland redeployment initiative. A record 54 students from the disciplines of social work, medicine, occupational therapy, nursing, speech pathology, pharmacy, dentistry, counseling psychology, and law participated. All were students from the University of Maryland, Baltimore; Towson University; or Frostburg State University.

For the first time, three GAIT projects were conducted at Central Maryland sites through a contract with Connie Saltz, PhD, of the University of Maryland School of Social Work. Other new sites in Western Maryland and West Virginia provided a unique experience for participants. Sites included: CHIMES, a facility for the developmentally disabled; Cortland Acres, a skilled nursing facility; Daybreak Adult Day Care Center; HomeCall, a home health agency; Horizon Health and Rehabilitation; Washington County Free Clinic; Washington County Geriatric Evaluation Services; and Washington County Hospital Alzheimers Disease and Related Disorders Program.

Pr. Margaret Kaiser, a
Garrett County internist,
standing, introduced, Ron
de Venecia, a medical
student, and Wanda
Blamble, an RN to BSN
student, both of the
University of Maryland,
Baltimore, to Miss Tina Kile,
age 96. All were involved in
a spring GAIT project at
Cortland Acres Nursing
Home in Thomas, West
Virginia, where Kaiser
serves as Medical Director.



While seminars, patient assessments, and development of team treatment plans continued to be part of each project, an "Old Age" simulation was added this year. Students engaged in the simulation learned firsthand about the frustration that accompanies some impairments which may develop with aging. They became aware of the understanding, sensitivity, and compassion needed to work with the geriatric population.

"Being part of a project like this was a first for me. I'd never had any prior training on team dynamics or interdisciplinary care," admitted Ashley Snyder, a PharmD student from the University of Maryland, Baltimore. She added, "This experience increased my appreciation and respect for what other health professionals do. I believe that it will help each of us in making patient referrals in our future careers."

292 Geriatric Team Training Volunteer Hrs.

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hrough collaborative efforts with over 30 organizations, the Western Maryland AHEC has been able to support 40 regional continuing education programs, meeting the professional development needs of over 1,400 practitioners. Many thanks are extended to the following organizations for their leadership in continuing education:

Abbott Laboratories

Advancement in Geriatric Education (AGE) Institute

Allegany College of Maryland

Allegany County Detention Center

Allegany County Health Department

Allegany County Sheriff's Office

Allegany/Garrett Dental Society

Alzheimer's Association of Western Maryland

American Cancer Society

Brook Lane Psychiatric Center

Frostburg State University

Garrett Community College

Garrett County Memorial Hospital

Geriatric and Gerontology Education and Research

Program (GGEAR)

Hagerstown Junior College

Health Insurance Counseling and Advocacy Program Leeder Nursing and Rehabilitation Center Maryland Nurses Association District 1

Maryland AIDS Professional Education Center

Med Chi of Maryland

Mental Health System Office

Mid Atlantic AIDS Education and Training Center

Option Care of Cumberland

National Institute of Corrections

Nestlé Clinical Nutrition

Pennsylvania AIDS Education & Training Center

Salem Children's Trust

University of Maryland, Baltimore

Upper Potomac Dental Hygienists Society

Valley Credit Services

Washington County Department of Social Services

Washington County Hospital

Western Maryland Health System

West Virginia AIDS Education & Training Center

Zeneca Pharmaceuticals

Through the GGEAR program of the University of Maryland, Baltimore, several geriatric education programs were offered this year including:

A New Approach with Cognitively Disabled Individuals: Family Centered Care;

Insurance & Older Adults: Issues for Professionals Serving the Elderly;

Avoiding Injury: Effective Response to Disruptive Behavior;

Parameters of Guardianship;

The Benefits and Burdens: Client Options and Staff Concerns in the Chronic Care Environment.

As in the previous years AHEC was a cosponsor of the *Regional HIV/AIDS Care Conference* and Interdisciplinary Journal Club.

72 Continuing Education Volunteer Hrs.



he Geriatric and Gerontology Education and Research (GGEAR) program of the University of Maryland, Baltimore cosponsored several continuing education programs in Western Maryland. Pictured at "The Benefits and Burdens: Client **Options and Staff Concerns** in the Chronic Care Environment" are, from left, Reba Cornman, GGEAR Coordinator; and presenters, Mila Tecala and Debra Wertheimer.

### **Dental Caucus**

- · Approved bylaws.
- Supported dental radiography program for dental assistants.

22
Dental Caucus
Volunteer Hrs.

• Co-sponsored dental CE with AGD approval:

Bloodborne Pathogens, Infection Control and Regulatory Compliance in the Dental Office;

The New Operative Dentistry;

Results of Statewide Dental Survey & Plans to Address.

- Planned for Covey Leadership Center seminar on September 26, 1997 with the Allegany-Garrett Dental Society and FSU School of Business.
- · Corresponded with University of Maryland Dental School regarding externship planning and guidelines.
- Met with Harry Goodman, DMD, State Director of Oral Health, DHMH.
- Promoted dental services in Cumberland Times-News newspaper.



arry Goodman, DMD, director of the Maryland Office of Oral Health, pictured second from left, shared results of a 1995 oral health survey of Maryland school children with the Caucus. The survey showed that Western Maryland had the highest percentage of children with cavities and the highest number of cavities per child in the state. Pictured, from left, are dental hygienist Leslie Stevens, Goodman, and dentists Frank LaParle, Tim Longest, Bill Yant, and John Davis.

### **Dietetic Caucus**

- Implemented grocery store nutrition tours for consumers.
- Sponsored continuing education programs including:

Cancer Prevention & Diet;

Peptides: A New Perspective;

Principles of Enhancing Dialysis Patient Education.

126
Dietetic Caucus

Volunteer Hrs.

- Planned for Intuitive Eating: Rejecting the Diet Mentality by Evelyn Tribole on October 3, 1997.
- Compiled list of dietitians interested in precepting students and interns.
- Submitted consumer education article to newspapers for nutrition month.
- Updated member directory and added E-mail addresses.

Dietetic Caucus members developed both professional and consumer education activities. Shown from left: seated are Helene Koontz, Debbie Bowen, and Michelle Mealie; standing are Amy Ritchie, Jennifer Wilson, Amy Shuman, Susan Hanekamp, and Sue Willison.





### **Medical Caucus**

- Surveyed area physicians regarding their awareness of and interest in AHEC and followed up with physicians who responded.
- Cosponsored CME with Sacred Heart Hospital of Western Maryland Health System entitled Health Benefits of Exercise for Seniors with Cardiovascular Disease; and Designing the Future: Healthcare Opportunities.
- Investigated CME for Medline searching.
- Expanded the number of medical preceptors.
- Discussed development of a community-based family medicine residency program.



13
Medical Caucus
Volunteer Hrs.

udy Emery, Interim Assistant
Dean for Graduate Medical
Education at University of Maryland,
Baltimore, recognized preceptors at
the 1997 AHEC Annual Meeting.
Several Medical Caucus members
were among those receiving
certificates. From left are Emery, Dr.
V. Raul Felipa, Dr. Jane Fiscus, Dr.
Margaret Kaiser, Dr. Victor "Gene"
Mazzocco, nurse practitioner Jackie
Snelson, and Dr. Wayne Spiggle.

### Nurse Practitioner Caucus

- Approved for caucus status by Board of Directors in October 1996.
- Continued to sponsor continuing education topics with business meetings.
- Advocated for nurse practitioner role and academic programs to support development.
- Developed a speaker's bureau.
- Supported Nursing Education Opportunities Program.
- Held an EKG interpretation course.
- Promoted profession in newspaper.

urse Practitioner
Caucus members
provided information on
relevant health issues to
the community at the
Health Fair in Allegany
County coordinated by
Western Maryland Health
System. Pictured are,
from the left, nurse
practitioners Linda
Stresky and Eleanor Berg
answering questions from
Fair participants.





### **Nursing Caucus**

- Re-established connection with Maryland Nurses Association District 1.
- Surveyed nurses about professional needs and avenues for advocacy.
- Changed meeting schedule to March, May, September, and November.
- Cosponsored continuing education program *Marketing Your Potential* with Maryland Nurses Association and Western Maryland Health System.
- Expanded membership criteria to include all registered nurses and altered meeting format in order to meet the needs of nursing professionals.
- Supported Nursing Education Opportunities Program.
- Invited all RNs to presentation on parish nursing and session on Western Maryland AHEC Information and Services.

The Nursing Caucus, Maryland Nurses Association (MNA) District 1, and the Western Maryland Health System (WMHS) collaborated to offer the seminar "Marketing Your Potential" in April. Shown promoting the event are, from left, Mary Edgerly, AHEC Coordinator of Nursing Education Opportunities; Karen Shaffer, President of MNA District 1; and Jean Seifarth, Caucus Chair, and representative of WMHS Staff Development Department.



### Occupational Therapy Caucus

- Hosted continuing education programs including: Clinical Applications of Neuro-Developmental and Sensory Motor Techniques; Dealing with Difficult Patients and Their Caregivers.
- Planned a continuing education program on sensorimotor and attentional problems in children, by Georgia DeGangi, for September 19, 1997.
- Discussed supply and demand of OTs in region and need for educational programs.
- Recommended that a personnel needs assessment be done in the region.
- Changed meeting times and format to increase attendance.
- Planned shoulder refresher program with caucus meeting in September 1997.
- · Submitted OT articles to newspaper.

It was a full house for the session "Dealing with Difficult Patients and Caregivers" sponsored by the Occupational Therapy Caucus and Allegany College of Maryland. Among those attending were Caucus members Margie Orth, John Stuckey, and Elaine Keane.



Nursing Caucus

Volunteer Hrs.



### Pharmacy Caucus

- · Interested in on-line continuing education.
- Surveyed pharmacists' interest in non-traditional PharmD program and continued to advocate for implementation.
- Pursued collaborative continuing education programs with support from pharmaceutical companies.
- Hosted programs on Bipolar Disorder and Asthma.
- · Reviewed proposed changes in pharmacy practice act.
- Invited pharmacy technicians to caucus meetings.
- · Compiled E-mail addresses of members.

ffering continuing education programs in conjunction with meetings is a growing practice among caucuses. **Attending the Pharmacy Caucus program** "The Role of the Community Pharmacy in Patient Compliance with Asthma Medication" were, from left, Jim Crable; John Beckman; Michael Eberhardt of Zeneca Pharmaceuticals, program sponsor; Matthew Schmido, presenter; Jerry Stewart; Jim Kessel; Sandra Crabtree; and Bill Mackay.



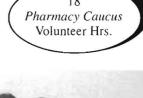


### Physical Therapy Caucus

- Hosted continuing education program Accounts Receivable Management: How to Improve the Bottom Line.
- Developed a process to advocate for student's admission into PT school and recommended one area student to master's PT program at University of Maryland, Baltimore.
- Added physical therapy assistants to caucus mailing list.
- Planned several continuing education programs for Fall 1997. Topics include knee rehabilitation, incontinence, and evaluation and treatment of both pediatric and geriatric populations.
- Surveyed members on concerns about reimbursement changes.
- Supported the Health Careers Opportunity Program activities.
- Pursued formation of a Maryland-APTA District in Western Maryland.

he Physical Therapy Caucus meets quarterly. Members pictured from the left are: Beth Patton, Bobbi Jo Dilling, Mike Staggers, Mariann Vaugn, John Staggers III, Nancy Stair, and Tim Parnell.





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Physical Therapy Caucus

Volunteer Hrs

### Psychology Caucus

• Collaborated on the following continuing education programs:

Mental Health Topics Series:

Attention Deficit Hyperactivity Disorders in Adults,

Family Therapy, Understanding Anger: Personal and Clinical Implications, Psychopharmacology;

Solution Focused Brief Therapy;

Sexualized Children: Assessment of Sexualized Children and Children Who Molest.

- Promoted profession and caucus through articles in Cumberland Times-News newspaper.
- Updated membership data.
- · Expressed interest in Internet training.

45
Psychology Caucus
Volunteer Hrs.

On behalf of the Psychology Caucus, Jack Zealand, right, presented the 1997 Psychology Award of Excellence to fellow Caucus member James Orth in recognition of his outstanding efforts and dedicated service to the field of psychology.



### Social Work Caucus

Sponsored continuing education including:
 Issues Impacting on Social Work II and III, a series;
 Trends and Techniques in Social Work, a series;
 Legislative Issues Impacting on Social Work.

• Coordinated food drives for social work month.

- Collaborated with Washington County Hospital and Western Maryland Health System to host social work month luncheons, for both the Washington County and Allegany/Garrett County units.
- Promoted profession in newspapers throughout the region during social work month.
- Designated a Social Work Week during March in both Allegany and Garrett counties via Proclamation by County Commissioners.
- Received regular updates on legislative issues related to social work.



Social Work Caucus members in each county organized a variety of activities during Social Work Month. Allegany County Commissioners proclaimed March 23 to 29 as Allegany County Social Work Week. Shown, seated from left, are Commissioners Arthur Bond, Bernard Loar, and Dale Lewis. Standing, from left, are Caucus members Tom Butler, Anita Hartman, Amy Monaco, Robert Godfrey, Ruth Yoder, Clint Lepley, and Mary Lou Mosbey.

# inancia

Income Maryland Statewide Medical Education and Training System	\$324,000
Department of Health and Mental Hygiene (DHMH) - AHEC Funding	\$150,000
University System of Maryland Redeployment Initiative Geriatric Assessment Interdisciplinary Team (GAIT) Project	\$90,000
Geriatric and Gerontology Education and Research (GGEAR) Program of the University of Maryland, Baltimore	\$30,000
Interdisciplinary Training in Health Care (Federal ITHCRA Funds) Western Maryland Interdisciplinary Health Care Training Program	\$198,185
Health Careers Opportunity Program (Federal HCOP Funds) Central Appalachian Health Careers Opportunity Network	\$45,680
Nursing Education Opportunities Program (Federal Division of Nursing Funds) Eastern Alleghenies Nursing Education Opportunities Program	\$47,461
A Star! In Western Maryland, Western Maryland Alliance for Service (Americorps - Corporation for National Service)	\$3,384
Western Maryland AHEC Health Information and Resource Network	\$25,375
National Library of Medicine Grant National Network of Libraries of Medicine Internet Training for Hospital Librarians and Health Information Providers	\$1,000
Federal AHEC Program: Eastern Shore AHEC Subcontract	\$7,000
	\$922,085

Line Item Expenditures		Expenditures by Functional Category	
Personnel and Contractual Services Communications Printing and Supplies Equipment and Equipment Contracts Office Operations Travel Student Programs Learning Resources	\$621,398 \$27,287 \$35,859 \$62,023 \$49,055 \$30,172 \$66,239 \$30,052 \$922,085	Clinical Education Program Career Recruitment Off-Campus Program Support Learning Resources Services Public Information Continuing Education Board, IHEC and Caucus Activity Administration	\$221,022 \$124,728 \$247,644 \$139,894 \$38,278 \$73,288 \$36,750 \$40,481 \$922,085

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(Listing includes full-time, part-time, contractual, and volunteer positions)

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