



Lakewood Hospital
a Cleveland Clinic hospital

Outcomes

Neuroscience Center and
Emergency Services

2006

A commitment to quality has created the Cleveland Clinic's legacy of achievements and innovations resulting in excellent and cost-effective patient care.

Nationally, the Cleveland Clinic has taken a leadership role in establishing standards for measuring and reporting guidelines for quality health care.

To access this book online, please visit www.lakewoodhospital.org.

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Lakewood Hospital is pleased to present our third annual issue of Outcomes, which highlights the 2006 results of the interdisciplinary collaboration and efforts of physicians, clinicians, educators and employees at Lakewood Hospital. This issue focuses on some hospital-wide statistics as well as the specialty services of our Neuroscience Center and Emergency Services. We are proud of our achievements and thankful for all who helped us achieve this level of success.

We believe it is important to share with our colleagues and patients the scope, volume and results of the medical and surgical procedures performed at Lakewood Hospital.

It is our hope that this overview will allow you to consider how Lakewood Hospital might benefit you.

Fred DeGrandis
Chief Executive Officer,
Cleveland Clinic
Regional Hospitals

Jack Gustin
President,
Lakewood Hospital

William Riebel, MD
President,
Medical Staff

Lakewood Hospital is a 400 bed not-for-profit acute care hospital that has served the diverse health care needs of the City of Lakewood and Cleveland's Westshore communities since 1907. Each year, more than 130,000 patients receive high-quality and innovative patient care from our talented medical staff of some 550 physicians, supported by more than 1,300 employees and nearly 450 volunteers. In 1997, Lakewood Hospital became part of the Cleveland Clinic health system – a partnership between the Cleveland Clinic and eight community hospitals to provide a physician-driven, community-based health care delivery system for the Northeast Ohio region. As a Cleveland Clinic hospital, Lakewood Hospital has access to the clinical, research and educational capabilities of the Cleveland Clinic.

Several core services – called Centers of Excellence – provide the focus of Lakewood Hospital's comprehensive patient care program. Lakewood Hospital's Centers of Excellence include: a Neuroscience Center, a Heart Center, Emergency Services with a Level II Trauma Center, Acute Rehabilitation, Behavioral Health, SeniorCare Services, a Birthing Center and Midwifery Services, a Digestive Health Center, Orthopaedics, a Vein & Vascular Center and comprehensive Diabetes Services.

Accreditation/Awards

Lakewood Hospital is fully accredited by The Joint Commission, the official governing body for U.S. hospital safety and quality of care. The hospital is accredited by the American College of Surgeons as a Level II Trauma Center. The acute rehabilitation program is the only program accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) in the Westshore communities. The Lakewood Hospital Diabetes Education Program is accredited by the American Diabetes Association and is recognized throughout the Greater Cleveland area for excellence in both inpatient and outpatient clinical services.

Lakewood Hospital's Neuroscience Center includes the only Joint Commission designated Primary Stroke Center in the Westshore communities. It is one of a few select community hospitals in the nation with a designated Neuro Integrated Care Unit (NICU) where patients receive care specifically for neuromedical and neurosurgical problems in a unit utilizing the universal bed concept.

For the last four years, the hospital has received a five-star rating – the highest possible – from a national health care information and advisory services company serving both consumers and the health care industry. This rating puts Lakewood in the top ten percent for stroke care nationally. For the last two years, the same organization has awarded Lakewood Hospital a five-star rating – the highest possible – for hospital-wide clinical excellence placing it in the top five percent in the nation.

Lakewood Hospital, as part of the Cleveland Clinic health system, was awarded two Ernest A. Codman Awards from The Joint Commission recognizing excellence in the use of outcomes measurements to achieve improvements in health care quality and safety: one award was for work with patients with congestive heart failure, and the other for exceptional efforts in long-term stroke care. In addition, neurologist Arthur P. Dick, M.D. and neurosurgeon Michael J. Mervart, M.D. received the Champion of Quality Award from the Cleveland Clinic hospitals for their success in making the Lakewood Hospital Stroke Team the most successful in rapid evaluation, timely diagnosis and effective treatment of strokes.

Research and Education

Lakewood Hospital is committed to sharing knowledge with physicians, nurses and other medical professionals. Our continuing medical education program is accredited by The Ohio State Medical Association Focused Task Force on Accreditation. Weekly Grand Rounds address a wide variety of issues and are presented by staff from Lakewood Hospital and guest lecturers from within and beyond the state of Ohio.

Physicians, nurses and support staff at Lakewood Hospital continually strive to gain the latest knowledge in their fields through ongoing educational activities. Among the many offerings are: Critical Care Survival Skills (for nurses new to critical care), Basic Cardiac Arrhythmia Class, Interdisciplinary Grand Rounds Series (featuring monthly continuing education topics of interest), Fundamental Critical Care Support (FCCS) Course (offered through Fairview, Lakewood and Lutheran's Organizational and Staff Development Department), Physical Crisis Intervention, a series of programs on Heart Failure, and a course on the Intra Aortic Balloon Pump (IABP).

Nurses joining Lakewood Hospital's Neuro Integrated Care Unit team receive 20 hours of specialized clinical and classroom orientation in such topics as Neurological Assessment, Neuro Anatomy, Stroke, Intracranial Pressure monitoring, Cerebral Aneurysms, Traumatic Brain Injury and Seizures, as well as other ongoing educational programs.

In addition to this comprehensive array of educational programming, Lakewood Hospital's partnership with the Cleveland Clinic also ensures that its patients receive the benefits of one of the most comprehensive health care research and education programs in the world.

Commitment to Quality

Quality is a cornerstone of Lakewood Hospital. As identified in our formal corporate Mission Statement, we strive "to be a provider of high-quality patient-focused health care that is readily accessible, cost effective and meets the needs of the communities we serve." Lakewood Hospital's goal is to exceed the expectations of patients by committing to delivering quality and value in every aspect of our work, enhancing quality for all patients by educating them about their health and empowering them to be partners in their care.

In addition, Lakewood Hospital is a member of the Cleveland Clinic Quality and Patient Safety Institute which measures and continually works to enhance patient quality of care throughout all Cleveland Clinic hospitals. Teams of doctors, nurses and others identify quality measures for patient conditions commonly treated at Cleveland Clinic hospitals. The Quality and Patient Safety Institute collects data about these conditions to ensure the Cleveland Clinic hospitals and clinicians are meeting or exceeding expected levels of quality.

Lakewood Hospital is one of only 28 hospitals in the state of Ohio to be chosen by Ohio KePRO, which is the local quality improvement organization for the Center for Medicare and Medicaid Services (CMS) to participate in a state-wide initiative, Appropriate Care Measure Group. This group was formed to improve the composite score of the ten publically reported CMS measures. Lakewood was selected because of an administrative commitment to change the culture of the organization to assure "the right care for every patient, every time."

We encourage patients and family members to participate in their care and to express opinions about the care received at Lakewood Hospital. One way to participate is to ask questions and become more knowledgeable about the patient's condition and treatment. Also, we participate in a discharge call program where patients are contacted by telephone within 24-48 hours of their discharge to evaluate their experience and care at Lakewood Hospital. In addition, patients are randomly selected to receive a questionnaire in the mail after their hospital experience. We review the results of these surveys to identify ways to become even better at meeting patients' expectations, while providing the best care possible in a safe and comfortable environment.

Satisfaction Indicators

Lakewood Hospital consistently monitors the satisfaction level of its key customers. It is the satisfaction with our hospital by its patients, physicians and employees that indicate the true measure of our success in making our hospital "the best place to work, the best place to practice medicine and the best place to receive care."

86% **Patients** who indicated they would recommend Lakewood Hospital to others

89% **Physicians** who were satisfied overall with Lakewood Hospital as a place to practice medicine

73% **Employees** who were satisfied with their job

Lakewood Hospital has one of Northeast Ohio's most comprehensive and advanced neuroscience programs, and is recognized as a leader for treatment of stroke, cerebrovascular diseases and other forms of neurological disease.

Few area hospitals offer such highly-integrated, dedicated neurological care as Lakewood Hospital. The EMS transport, emergency room, diagnostic imaging, neurosurgery and Neuro Integrated Care Unit are linked by the latest technology and a total team approach. The team includes specially trained physicians and nurses, EMS and Emergency Department staff, as well as physical, occupational and speech therapists and rehabilitation specialists.

Our Neuroscience Center includes the Cleveland Clinic Neurosurgery

Center and the Cleveland Clinic Endovascular Neurosurgery Center, both of which are administered and staffed by Cleveland Clinic physicians. Through our partnership with the Cleveland Clinic, we are able to provide tertiary care to our patients in a familiar, community hospital setting.

Exciting advances in the medical treatment of the vascular and nervous systems, including the brain and spinal cord, are taking place at the Lakewood Hospital Neuroscience Center. Multidisciplinary teams include community neurologists and Cleveland Clinic neurosurgeons, neuroradiologists, specialists in endovascular and cerebrovascular care and therapists and nurses who are pioneering patient care daily.

The team at Lakewood is a recognized leader in stroke treatment known as t-PA, which quickly acts to dissolve clots in the bloodstream, minimizing stroke damage. The hospital's angiography suite is home to one of the most advanced three-dimensional imaging technology in the nation, providing staff with the ability to do intracranial stenting, look at stenosis, cerebral arteries and basilar arteries and perform cutting-edge stent interventions in severe stenoses, in addition to performing intra-arterial thrombolysis.

Lakewood Hospital's neuro-surgical services are provided through a partnership with Cleveland Clinic Neurosurgery and through the Cleveland Clinic Endovascular Neurosurgery Center at Lakewood Hospital.

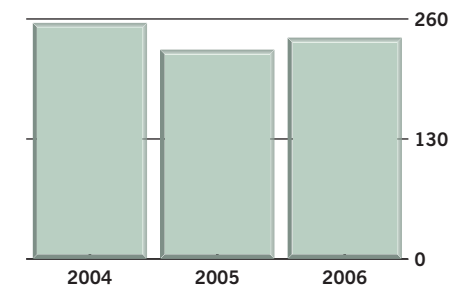
These programs involve collaboration between neurosurgeons, interventional radiologists, and neuroradiologists. The Average Length of Stay (ALOS) associated with various cerebro-vascular procedures continued to decrease substantially as a majority of cases are now performed through the Endovascular Neurosurgery Center.

The Center utilizes minimally invasive techniques to deploy detachable coils for the occlusion of brain aneurysms. Lakewood Hospital has a state-of-the-art bi-plane fluoroscopic unit in its angiography suite to provide physicians superior imaging quality for these services.

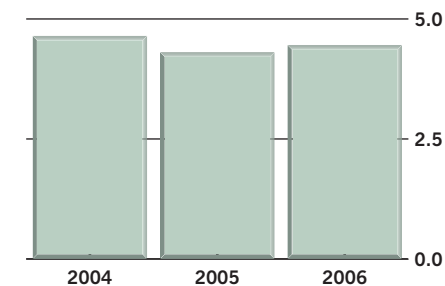
The number of stroke cases seen at Lakewood Hospital increased from 2005. Efforts centered on education for Emergency Medical Services (EMS) providers and general community education regarding the hospital's Stroke Center, and the importance of seeking care quickly at a center trained in how to treat strokes.

Average length of stay (ALOS) for the stroke population decreased from 4.65 in 2004 to 4.31 in 2005, but increased in 2006 to 4.46. This is still well below regional and national norms and is a reflection of quality and efficiency established through the Hospital's Neuro-Integrated Care Unit (NICU) model of care. The NICU provides universal beds for neurological and neuro-surgical patients.

Total Discharges

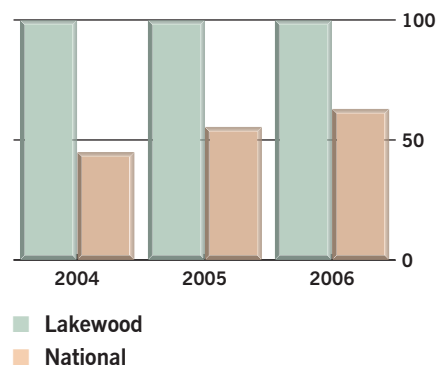


Average Length of Stay (in days)



Stroke “Get with the Guidelines”

t-PA Received Within 180 Minutes



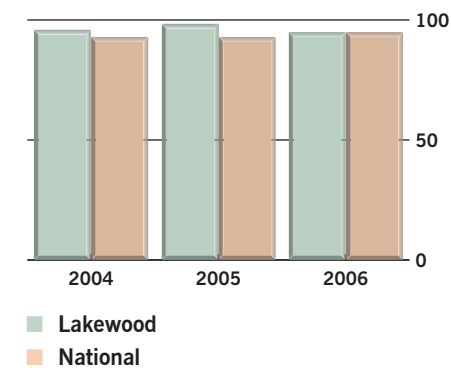
Lakewood Hospital participates in the *Get with the Guidelines* Stroke program to ensure continuous quality improvement of acute stroke treatment and ischemic stroke prevention. Lakewood Hospital compares favorably to national performance in the indicators displayed.

Of significance is the excellent performance in the administration of t-PA, a clot-busting drug that can reverse the effects of a stroke if administered within three hours of symptom onset. Lakewood Hospital treated 100% of eligible stroke patients with t-PA compared to the national average of only 63%.

Stroke “Get with the Guidelines”

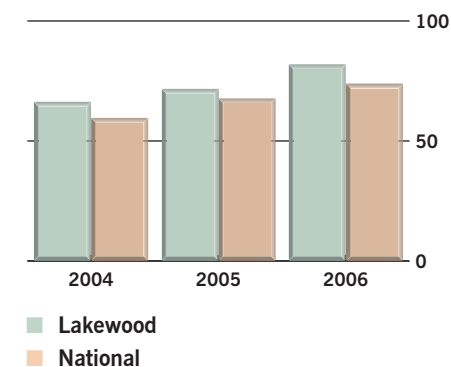
Eligible acute ischemic stroke/TIA patients at Lakewood Hospital received antithrombotic medication within 48 hours of hospitalization 95% of the time, consistent with the national database.

Antithrombotic Medication Received

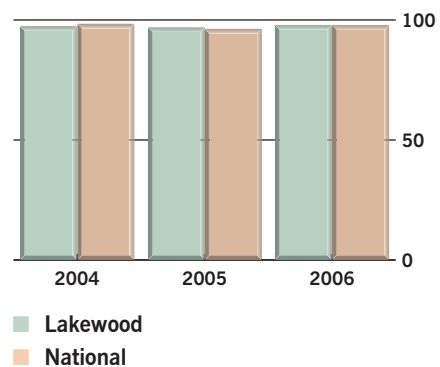


In 2006, almost 83% of Lakewood Hospital ischemic stroke/TIA patients had a documented lipid profile, compared to only 74% in the national database.

Documented Lipid Profile

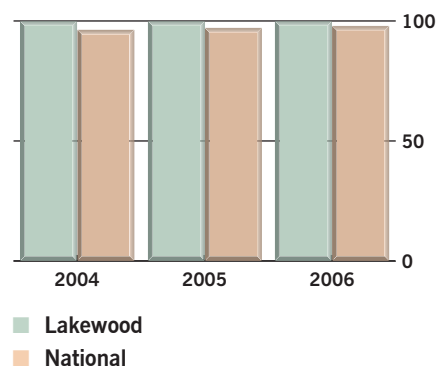


Discharged on Antithrombotics



The percentage of stroke/TIA patients discharged on antithrombotics at Lakewood Hospital was consistent with the national level in 2006 at 98%.

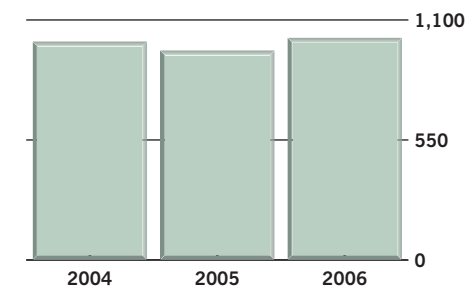
Discharged on Anticoagulation Therapy



In cases where no contraindication existed, 100% of Lakewood stroke/TIA patients with atrial fibrillation were discharged on anticoagulation therapy, compared to only 98% of patients in the national database in 2009.

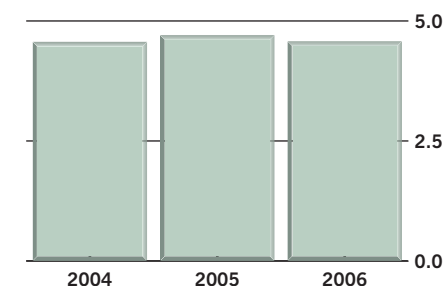
Lakewood Hospital cared for 1,019 inpatients with a neurological/neurosurgical-related condition in 2006. This represents an increase of 58 cases from 2005.

Discharges

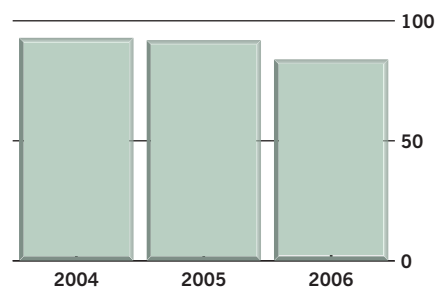


The average length of stay (ALOS) for this group of patients decreased in 2006 to 4.58 days from 4.71 days in 2005.

Average Length of Stay (in days)



Neurosurgical Discharges (excluding Spine/Endarectomy)



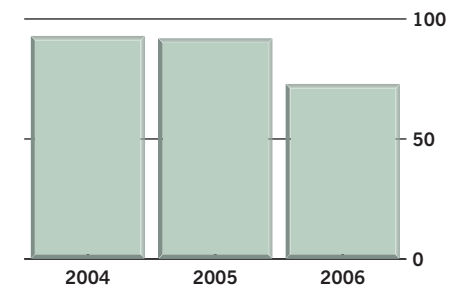
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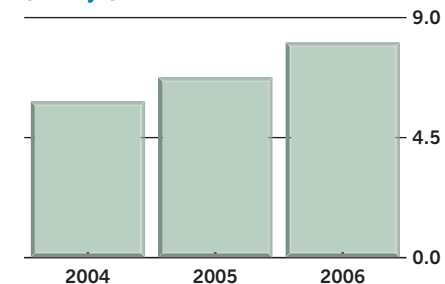
There were 73 inpatient discharges in various craniotomy procedures in 2006. This is a decrease of 19 cases from the previous year.

Craniotomy Discharges

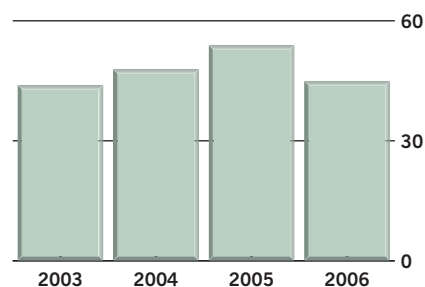


The average length of stay for craniotomy procedures increased to 8.08 days in 2005 from 6.77 days in 2004.

Craniotomy Average Length of Stay (in days)



Endovascular Repair of Aneurysm Discharges



In 2006, a total of 45 brain aneurysm cases were treated with the endovascular approach. This was a decrease of 17% from 2005.

The Joint Commission on Accreditation of Lakewood Hospital Organizations (JCAHO) in 2005 designated Lakewood Hospital as a pilot site for JCAHO's pilot project on stroke measures. Lakewood was the only Ohio site and one of only 32 sites in the nation. The hospital gathered detailed data for a period of 12 months on ten standardized measures of stroke care, including six new measures such as smoking cessation and stroke education. As a result of the pilot, the reliability of individual measures was tested and validated. JCAHO has begun to work on revisions based on the stroke pilot results in addition to discussions and recommendations of an advisory panel. They expect to have a stroke measure set ready for use beginning in 2007.

A major addition to Lakewood Hospital's Neuroscience Center was the recent installation of a state-of-the-art bi-plane fluoroscopic unit. This new equipment -- one of only a few in the U.S. -- allows the physician to perform three-dimensional rotational angiography, which better approximates the surgical view of the patient's brain, assisting the physician in choosing the appropriate surgical technique to treat ruptured and unruptured brain aneurysms.

At Lakewood Hospital, treatment of ruptured and unruptured brain aneurysms and arteriovenous malformations (AVMs) continue to outnumber all other cerebrovascular surgical procedures performed, with occlusive cerebrovascular disease the second largest patient group. Treatment of hemorrhagic stroke due to ruptured aneurysms has changed dramatically over the past decade. In addition to the commonly used technique of microsurgical clipping, cerebrovascular and endovascular neurosurgeons also use detachable coils -- both techniques secure the aneurysm and prevent hemorrhage.

In order to treat wide-neck basilar apex aneurysms through a less-invasive endovascular technique, endovascular and cerebrovascular neurosurgeons serving Lakewood Hospital and Cleveland Clinic were the first in the world to perform a technique called dual stent-assisted endovas-

cular coiling. This technique places two stents in a “Y” configuration to coil previously “uncoilable” aneurysms.

The Section of Cerebrovascular and Endovascular Neurosurgery is a multidisciplinary section encompassing neurosurgery, neuroradiology and neurocritical care. In 2005, we moved to the forefront of endovascular neurosurgery as the first hospital in North America selected to treat intracranial atherosclerotic lesions with the new Wingspan Stent System from Boston Scientific/Target Therapeutics.

With the continued visionary approach of combining microsurgical and endovascular approaches in a central location for the treatment of complex cerebrovascular and spinal vascular disorders, double-digit percentage increase in clinical case volume, both at Cleveland Clinic and Lakewood Hospital has continued. A total of 564 therapeutic endovascular procedures, 203 surgical procedures and 1,990 diagnostic procedures were performed in 2005 at both sites.

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The Lakewood Hospital Emergency Department operates 24 hours a day and treats more than 36,500 patients annually. It is equipped to treat all patients – even the most critically ill.

Our Emergency Department has undergone review by the American College of Surgeons and has been designated a Level II Trauma Center. This achievement recognizes our dedication to providing the highest quality of care for injured patients.

Key elements of a Level II Trauma Center include 24-hour immediate coverage by general surgeons with specialized knowledge in the area of trauma management, as well as coverage by the specialties of orthopedic surgery, neurosurgery, anesthesiology, emergency medicine, radiology and critical care.

Since October 2005, the emergency room triage unit has been staffed with licensed paramedics or registered nurses 24 hours

a day, seven days a week. The paramedics greet patients upon arrival, immediately assess their medical needs and take an extensive history as to the nature of the patient's visit, and any other pertinent medical information. By receiving evaluation by trained medical professionals as they walk through the door, patients can expect to receive medical treatment as quickly as possible based upon the severity of their illness or injury.

The emergency room's shortened patient wait time is also facilitated by Lakewood Hospital's separate Adult Express Care and Pediatric Express Care services. Designed to provide quick relief for illnesses and minor injuries, both are staffed by board-certified physicians and registered nurses.

Lakewood Hospital consistently strives to improve quality of service to patients. This requires not only an ongoing examination of the community's health requirements, but also a "self examina-

tion” of the hospital’s capacity to deliver high-quality care. It was through this process that the 2002 expansion of the Lakewood Hospital’s Emergency Room became a reality.

Capabilities

- 18 cardiac monitoring rooms
- 8 express care rooms
- 3 observation rooms
- 2 isolation rooms
- 2 OB/GYN rooms
- 2 seclusion rooms
- 2 trauma rooms
- 1 ear, nose & throat room
- 1 orthopedic room

Trauma Rooms

Lakewood Hospital is a Level II Trauma Center. In these rooms, we are able to care for critically injured patients. The patients are stabilized and taken to the operating room, ICU or an inpatient room. There are two bays to enable the trauma team to be in proximity to both patients if there are multiple victims.

Isolation Rooms

The isolation rooms are used for patients who need respiratory isolation, such as tuberculosis or chicken pox. This is a negative pressure room that uses reverse circulation of the air to maintain isolation. These rooms can also be used as standard treatment rooms.

Observation Rooms

Observation rooms are used for patients who need extended observation, such as an asthmatic patient who may require extended treatment or medications prior to leaving.

Decontamination Room

Patients who have been exposed to hazardous materials access this room from a separate outside entrance. The patient is “showered” by staff trained in the techniques of decontamination. The contaminated water from the shower is contained in a special

tank to ensure it is not mixed with the city water. In the event of a mass exposure, a special tent is set up outside to assist in decontaminating patients.

Express Care (Adult)

Express Care provides care for minor illnesses or injuries that do not require care in the Emergency Room. Express Care addresses needs such as fevers, earaches, colds, the flu, or minor injuries such as sprains. Express Care is open 365 days a year from 11 a.m. to 11 p.m.

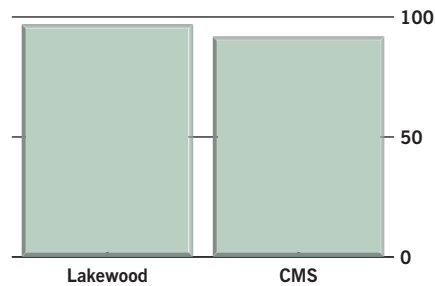
Pediatric Express Care

Pediatric Express Care provides after-hours care for sick children with conditions that cannot wait until the morning. Lakewood provides care for newborns to children up to 18 years old with medical conditions such as fevers, earaches, colds, the flu or minor injuries. Pediatric Express Care is located within the

hospital’s Emergency Room and the staff includes board-certified pediatricians and dedicated registered pediatric nurses specially trained to care for the injuries and illnesses of children. Pediatric Express Care is open from 6 p.m. – 10 p.m., Monday through Friday and 3 p.m. – 10 p.m. on weekends and holidays.

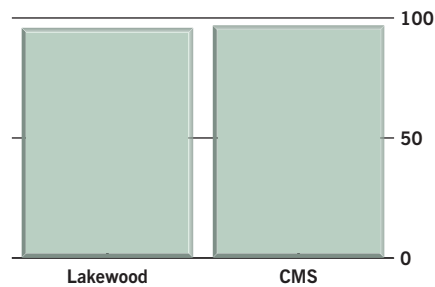
Emergency Department Outcomes

Aspirin within 24 hours of arrival



Just over 97% of Lakewood Hospital patients received aspirin within 24 hours of arrival for AMI compared to 92% in the CMS database.

Beta blocker within 24 hours of arrival

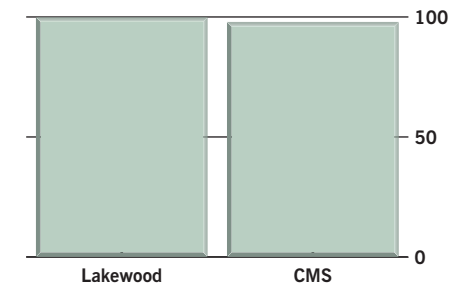


Approximately 96% of Lakewood Hospital patients received a beta blocker within 24 hours of arrival for AMI, slightly less than the 97% in the CMS database.

Emergency Department Outcomes

One hundred percent of Lakewood Hospital Emergency Department patients received an oxygenation assessment within 24 hours of arrival for pneumonia.

Oxygenation within 24 hours of arrival



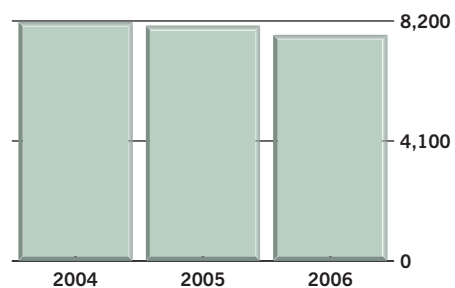
Seventy-eight percent (78%) of Lakewood Hospital Emergency Department patients had antibiotics initiated within four hours of arrival for pneumonia. This percentage was slightly less than the CMS database of 79%.

Antibiotics within 4 hours of arrival



Emergency Department Volume

Hospital volume to the Emergency Department showed a decrease of 3.2% over the previous year.

Emergency Medical Squad

Emergency Medical Squad runs to Lakewood Hospital decreased 3.5% in 2006.

Neuroscience**Section of Neurology**

Michael Bahntge, M.D.
 Peter Bambakidis, M.D.
 Vilnis Ciemins, M.D.
 Arthur Dick, M.D.
 Rami Hachwi, M.D.
 Hayder Kadhim, M.D.
 Sagarika Nayak, M.D.

Section of Neurosurgery

Lilyana Angelov, M.D.
 Gene Barnett, M.D.
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 Michael Mervart, M.D.
 Eric Roger, M.D.
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 Steven Toms, M.D.
 Michael A. Vogelbaum, M.D.
 Henry Woo, M.D.

Section of Neuro-Radiology

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 Neil M. Borden, M.D.
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 Ziad L. Deeb, M.D.
 David J. Fiorella, M.D.
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 Michael T. Modic, M.D.
 Michael D. Phillips, M.D.
 Peter A. Rasmussen, M.D.
 Jeffrey S. Ross, M.D.
 Paul M. Ruggieri, M.D.
 Todd W. Stultz, D.D.S., M.D.
 Andrew L. Tievsky, M.D.
 Michelle H. Whiteman, M.D.

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2007**

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Family Medicine*

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Department of Medicine*

A. Syed, M.D.

*Chairman, Department of
Psychiatry*

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Pharmacy, Director

Bill Baddour

Chief Operating Officer

Neal Chadwick, M.D.

*Vice President, Western Region
Medical Affairs*

Fred DeGrandis

*Chief Executive Officer, Cleveland
Clinic Regional Hospitals*

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President

Marcello Mellino, M.D.

*Representative, Section of
Cardiology*

Joan Novak

Director, Quality Management

Michele Thoman, R.N.

Chief Nursing Officer

Mary Walborn, M.D.

Vice President, Medical Operations

**For more information
about our physicians, visit
the physician directory at
lakewoodhospital.org**

General Information

216.521.4200

**Cleveland Clinic
Endovascular Neurosurgery
Center at Lakewood Hospital**

866.253.5633

**Cleveland Clinic Neurosurgery
Center at Lakewood Hospital**

216.529.7110

Patient Services

Lakewood Hospital strives to provide service that meets or exceeds the expectations of our patients. In order to assure that all patient needs are being met, patient advocates are available in the hospital to assist with any problems a patient may experience.

The Patient Advocate Department is available Monday through Friday from 8:30 a.m. – 4:30 p.m. at 216.529.7064. Patient advocates can be reached at the following address:

Patient Advocate Department
Lakewood Hospital
14519 Detroit Avenue
Lakewood, Ohio 44107

For more information about Lakewood Hospital
visit lakewoodhospital.org.

**Lakewood Hospital**

14519 Detroit Avenue
Lakewood, Ohio 44107
216.521.4200

www.lakewoodhospital.org





Lakewood Hospital
a Cleveland Clinic hospital

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Outcomes Book Approval Sign-Off

Outcomes Book Title:

Lakewood Neurosurg, Emergency

Layout Sent On: 8.16.07

Draft #: 2

Designer: (T. Andrako)

Please place initials next to each item upon review.

1. **Official department title is correct on cover** _____
2. **Page numbers throughout book are continuous and correct** _____
3. **Table of contents is correct** _____
 - a. Sections correspond with headers throughout book
 - b. Page numbers match those throughout book
 - c. Spelling is correct
4. **Charts/graphs/data are correct** _____
 - a. Spelling
 - b. Percentages and other numbers
 - c. Indicated years
 - d. Color keys
 - e. Lines/arrows pointing to correct sections
 - f. Trend lines going in correct direction
5. **Staff listing is correct** _____
 - a. Staff listed in correct sections
 - b. Staff is listed alphabetically by last name
 - c. Names are spelled correctly, etc.
6. **How to refer patients is correct** _____
 - a. All numbers are listed
 - b. Phone numbers, fax numbers, email addresses, and web addresses are all correct

*** It is highly recommended that the department administrator or their direct report physically calls each phone number to verify that it is correct. Do not rely on the intranet to check this information. There have been times where information on the intranet has been incorrect.

7. **The map with locations is correct** _____
 - a. Locations accurately reflect where department staff is located
 - b. Correct phone numbers (if any) are indicated
8. **Overall spelling (especially medical terminology, procedure name and staff names) has been checked and verified as correct and accurate** _____
9. **Photos/illustrations are correct** _____
 - a. Image is in correct position (ie, isn't upside down, reversed, etc.)
 - b. Arrows (if any) are pointing to correct areas
10. **Captions for photos/illustrations are correct** _____
 - a. Description matches image
 - b. Spelling of names, etc. is correct

Approvals (all signatures needed for book to go to printer):

Department Administrator signature

Department Chair signature

Division Administrator/Representative signature

Division Chair signature

Office of Quality Management

(Confirm with Division of Marketing that Outcomes Book has gone to a professional proofreader.)