



Video 11 of 14, Video Journalism Workshop Transcript

Speaker (Bill Gentile): I'd like to show you one piece and while we are making this transition, while some of you are still producing, the most of you are in post-production now. So, to kind of like finalize that transition, I'd like to show you a piece that I did on the nursing shortage in the United States and the background of this piece is all about, you know, how you tell stories, how you convey information, how you go out there to identify characters that can that be these little vehicles that take you from one end of a story to another and that can carry that information for you. Okay? I was contacted by one of the producers, the same producer to whom I sent the proposal that I gave you guys about the "Echoes of War" piece I did in Nicaragua.

He contacted me a couple of years ago and said, "Look man, you know, the producer was working on a story about the nursing shortage in the United States and she had choose pull on to another assignment. You want to produce this piece?" And I said, "Fine." These are all about nursing shortage, they have access to Presbyterian hospital system of New York City. So, within the period of about six weeks I will go up to New York a couple of times a week, work with a couple of assistants to tell the story of the nursing shortage in the United States. We started off with the pile of documents that had, you know, newspaper articles, government studies, and independent studies by academics. You know, all kind of stuff, couple of documentaries about the nursing shortage in the United States. My job was to go up produce, figure out how we are going to tell the story. You know, the PR people of these hospitals took us into the heart transplant, liver transplant, cancer, you know, area of the hospital. You know, we had complete access although there was always a PR personnel with us. We have...complete access. So, my job is to get, okay, who, how are we going to tell the staff? Or are we just going to get one guy to talk to us for half an hour? Cannot do that. You know, where are we going to find these characters through which we can tell these

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stories? So, the key is to marry, you know, nurses and people who wanted to be nurses and so forth with patients because this relationship between nurses and patients, really has a significant influence and impact on how people get better or don't get better when they are in the hospital. If there is a good relationship with the good nurses, then, you know, you are going to get up, you are going to get out quicker and better at the end of your, whatever it is you are in the hospital for. Okay. So, that is what I had to do and you will see how I use characters here to carry these information, to symbolize, to embody the editorial points that I want to make for—on the basis of all these documents that I had here. Okay. I knew I had to make certain with editorial points. So, who do I get to tell this stuff? Okay. So, let us watch this thing. We will stop as I typically do as we go along the way. I am going to hand this thing over to Bruce and then we will get back to the task of editing and script writing, so forth. Okay.

Case Study: Nurses Needed
(Video Presentation)

Male Achor [David Brancaccio]: It was a UN Secretary General who once said, “Constant attention by a good nurse maybe just as important as a major operation by a surgeon.” But attention from a nurse is getting harder to come by, part of the health care mess that is not getting much coverage ahead of the election. America is running a hundred thousand nurses short and it is set to get a lot worse, a situation according to statistics that affects your chances of getting out of a hospital alive. Come with me inside a busy hospital and watch nursing problems and some nursing solutions play out. Bill Gentile produced our report.

[Medical machine Sounds]

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Voiceover [David Brancaccio]: Do not get lost in this web of medical gear. It is keeping this terribly injured young woman alive, but it is all just tubes and wires without the nurse by the bedside.

[Video with nurse bedside talking to patient]

Mary Grace: Hi. You know my name? I am Mary Grace. We have met a few times but very briefly and you met a lot of new people. So, I am not going to hold you to that. Can you lift up your arms for me? What do you think? [Patient trying to move her hand] get them up [nurse gesturing hands up].

Voiceover [David Brancaccio]: Mary Grace Savage is a veteran nurse at New York's biggest hospital, the New York Presbyterian Hospital System. She has been here for 31 years.

Mary Grace: Am I touching your feet?

Voiceover [David Brancaccio]: In this intensive neurological intensive care bed is 25-year-old Nicole Marquez, a dancer and actress who moved to New York from Mississippi to follow a dream of someday performing on Broadway. [Video of Nicole dancing/performing] This is Nicole before the accident that put her here. She is in the hospital because of a terrible fall. Locked out of her apartment, she apparently tried to climb down to an open window from the roof top. She fell five stories behind the building and was not found until the next day. Nicole broke her neck, broke her back, pelvis, ribs, punctured a lung.

Mary Grace: Any space?

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Voiceover [David Brancaccio]: Mary Grace and a team of nurses are working to help Nicole get back on her feet.

Mary Grace: That was all her new mechanical pieces in there. See all that stuff? The screws, the wires and ankle...

[Video paused]

Speaker (Prof. Bill Gentile): Do I have your attention? (Laughter) I have your attention? I am not giving you hell lot of information here. You know, telling you story about this girl who fell. That is it. You are hooked. I got you, I think. It took a little while. We are into this piece a little bit but you are there, I think. You are going to go away? Probably not. Okay. So, the question, we go back to this issue of the conversation with audience, right? And the question that I am asking the audience now, that is going to keep you in front of the piece, is what? What is the question? We know what the controlling idea is. The controlling idea is, it whole relationship between nursing care and the outcome of the people who are in the hospital, right? Now, what is the question I am asking the audience?

Chad: How is this nurse going to save the woman? Okay?

Speaker (Prof. Bill Gentile): Okay. Is she going to live, in the first place? Is she going to walk? You know. Is she going to dance again? She is a dancer. So, that is, this is the conversation that I am talking about. If you can pose a question like this and if you can hook somebody emotionally, you are probably not connected yet intellectually but emotionally. I think I got you. When I walked in, this is like the end of the filming period, when I walked into the hospital room and they told us about this girl who had fallen. I looked in the scene for about ten seconds and I go, "This is it. This is it." Because I had already met the nurse and when they told us about the story of this young girl who was a dancer falls five stories and they told me that she was found the following morning by a maintenance guy, she was laying behind a dumpster. You know, I said, "This is it. This is it." So,

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going back to our exercise yesterday, remember the whole thing with dramatic arcs, with the piece from Burundi, right? We had this big dramatic, remember? Studio Ijambo's Byian Rich? Right?

So, when do we answer the question in terms of the outcome of the story? When do I tell the audience, "Okay, this is what happened"?

Karen: The end

Speaker (Prof. Bill Gentile): When?

Karen: It is got to be at the end. I mean...

Speaker (Prof. Bill Gentile): Got to tell it somewhere.

Karen: Yeah.

Speaker (Prof. Bill Gentile): Should I put it at the end?

Karen: Yeah.

Speaker (Prof. Bill Gentile): Yeah?

Karen: Well it depends. What is the story? Is the story about how this. You name her earlier.

Chad: I do it intermittently. I think I am like hooked on the cocaine here.

[Laughter]

Chad: If you get to them now...

Karen: Yes.

Kalpana: It could be one of the journeys.

Speaker (Prof. Bill Gentile): Could be one of the journeys?

Kalpana: Yeah.



Speaker (Prof. Bill Gentile): Let's see how this plays off end. Do not forget, I got this pile of documents.

Ann: And how long is it?

Speaker (Prof. Bill Gentile): It is 30 minutes long. Actually, this piece is 23 minutes.

Ann: Okay.

Speaker (Prof. Bill Gentile): Okay. So I got this pile of documents here. I know that I have to explain why there is a nursing shortage? I have to show people you know, why nurses, why there is a nursing shortage, why can't we provide enough nurses, how does this relationship work with, you know, with the patients and so forth. I know that the nurses quit. I have to come up with a nurse who quit at some point. You know all these stuff. So, there are, there are some dramatics arcs in here. Let us see how it plays out.

Cont...Case Study: Nurses Needed (Video Presentation)

Nurse: Framework supporting all the things then reversed.

[Doctors examining Nicole]

Voiceover [David Brancaccio]: Doctors visit Nicole daily and doctors did the surgery to reassemble her broken body. Popular culture often depicts the work of doctors heroically. What is too often overlooked, however, is the essential role of nurses. In the case of Nicole Marquez, care for their patient constantly and by constantly we mean, constantly monitoring, managing, and responding, day and night.

David Brancaccio: You showed me someone who does not hesitate at all, that if you saw something that did not

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make sense on a chart or if you heard something that conflicted with something else you know about the patient, you would probably say something about it, right?

Mary Grace: Absolutely!

David Brancaccio: Yeah and the presently has been in charged.

Mary Grace: That is my job.

David Brancaccio: You see that as your job.

Mary Grace: Absolutely!

[Nurse talking to the patient with the relatives around]

Voiceover [David Brancaccio]: It is nurses who keep the communication flowing with Nicole's family and friends. With Nicole, they patiently run through the alphabet to figure out what she wants to say.

Mary Grace: A – B – C – D, D? Okay. Dad? Daddy? Okay. You want daddy to some? Oh sure. I will get dad. [Nurse went outside for daddy] She wants daddy to come.

Daddy: Hey, hey, hey. How are you doing? Okay.

[Nurse Mary transferring the patient]

Mary Grace: Here we go, there we go—

Voiceover [David Brancaccio]: Nurses are the engine inside hospitals everywhere. Nothings moves without them.



[Nurse Mary leading the count with other medical team ready to transfer the patient from stretcher to bed]

[Video paused]

Speaker (Prof. Bill Gentile): When you guys try to write your scripts today, you know, I want you to write to the pictures. I want you to lay down a picture story on timeline okay? You, we make picture stories, images. And when you write your script, I want you to write to those pictures, and then explain what is happening. When I say, "...nurses are the engine inside hospitals everywhere. Nothing moves without them," we see nurses pushing something.

Chad: Yeah.

Speaker (Prof. Bill Gentile): Okay. I am writing to what you are seeing, so that I emphasize that. You don't catch this stuff when you are just watching because most of the time, people's attention is deflected by what their seeing. They do not understand the structure behind her, but now, you guys are beginning to understand how the drawing is put together here, how this stuff works. Okay? So, I want you to do the same thing for your pieces.

Cont...Case Study: Nurses Needed (Video Presentation)

Voiceover [David Brancaccio]: Too bad there are not enough Mary Grace's.

Mary Grace: Something hurts? Which part hurts?

Voiceover [David Brancaccio]: America's troubled health care system is currently running about a hundred thousand nurses short. The shortage is on track to get much worse as the population gets older and sicker. A US government study says that within a dozen years, the national shortage could increase to more than one million. There are some fascinating

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reasons for this and some interesting proposed routes out of the crisis. It is literally and precisely a matter of life and death.

[Nurses transferring a patient in bed]

Voiceover [David Brancaccio]: A study in the journal of the American Medical Association found that the more patients there are per nurse, the greater the risk that patients will die. Other studies have underscored the connection between nursing quality and how well patients do.

[Video paused]

Speaker (Prof. Bill Gentile): You see what is happening now? You know, we have got this, we have got this dramatic arc here and you know, we have got Nicole here, right? And we wrap it to our controlling idea, the quality of nursing care determines the outcome and while we are waiting to show her climax, wherever it is, we are wrapping this information all of the stuff that we pulled out of this documents here, all the data. Now, I can write them into the script because I have your attention. And what am I using? I am using the Nicole as a little vehicle that takes you from here to there. You are listening to the stuff because you are waiting for—to see what the outcome of her case is.. It is a trick. It is a magic trick.

[Laughter]

Speaker (Prof. Bill Gentile): That is [Inaudible 0:12:04.9]. Okay?

When I saw, one of the things that we have to explain, and was, “Why nurses burn out so quickly.” The numbers are incredible. It is like 25 percent of nurses who leave nursing school, leave bedside practice, I think, in the first year, something like that, because it is so intense, you know. So, I had to show, you know, again, drawing from these, from these documents, I had to show the intensity of this work and what they do. So, as we roll around these hospitals, you know, I see Megan Stack

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and I go, “She’s it, I got it, here she is.” So, watch this. This is also an illustration of how you can use these little cameras to paint with, you know what I mean? You see, I think, how and what close ups do. You can see, you know, Mary Grace, the nurse really close. You see her through all the wires and stuff. You see the gauges really close. Kind of looks like the piece from Burundi does it with the dials and light and so forth but watch how you can move the camera to illustrate, to compliment what you are saying about this high speed, high intensity career called nursing.

**Cont...Case Study: Nurses Needed
(Video Presentation)**

Voiceover [David Brancaccio]: With all this demand, how come not enough nurses? And first of all, it is clearly not a career for the fainted of heart. Ask Megan Stack, a kidney transplant nurse at New York Presbyterian. The patients Megan sees are part of a growing population of acutely ill older people who often show up at the hospital with multiple problems.

Megan Stack: I have been a nurse here for about two years. I worked with renal patients, so I do renal failure, I do renal transplant, and I do dialysis.

Voiceover [David Brancaccio]: As you watch her in action, you can see that Megan has a job that requires stamina and the ability to think quite literally on her quick moving feet.

Megan Stack: Twenty three A is going for renal ultrasound, they are calling.

Voiceover [David Brancaccio]: One of her patients maybe having a heart attack and it is up to her to formulate a rapid response. It is not just about fetching supplies. Nurses do a lot of what many of us think that only doctors do.

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Megan Stack: [Megan endorsing the patient over the phone]
She had a cardiac event, so I cannot let her go off the unit. Thanks. Bye.

No, no—no one is going home today.

Voiceover [David Brancaccio]: Stack says, she is managing the strain but for how long?

Megan Stack: Unfortunately, clean supply is a nice place to take a deep breath when you are feeling a little overwhelmed, which I am and you look for things that seem to always be moving, I think that is everybody everywhere though and it is not here but I got a deep breath. So...

[Video paused]

Speaker (Prof. Bill Gentile): Did you see why she is standing there? And I am kind of close on her and she is out of focus? And the background was in focus, the blue stuff in the background. I noticed that because I was not using the LCD screen. Right?...I am using the eyepiece and I see, “Uh-oh, she is out of focus.” So, I open up a little bit and zoom out a little bit and the camera goes, “Oh I got it, okay. It is her you want me to focus on.” If I was using the screen, I would not be able to see that because that is not the defined enough. Okay?

So now, we are going to shift gears now. Almost at the end of this production period, you know, my producers in New York kept saying, “Okay, we talk about this people who leave the bedside care, where are they, why don’t you interview a nurse?” So, we kept nailing the, you know, trying to get this out of the PR people. “We got to talk to nurses who left.” “Well, we do not keep in touch with them, you know, they go away, we lost their phone numbers.” All that stuff [crosstalk]. So, I called my niece who is an emergency care nursing in Pittsburgh, just outside Pittsburgh. I said, “You know, Theresa I am in a jam here, I’ve got to talk to somebody, nurse who quit.” She says, “Oh, my friend she just quit two weeks ago

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because she was fed up with the [inaudible 0:15:54.7] that comes after us. So... [laughter] haul all the stuff in the car and drive...I go meet this woman. And this is how it turned out. There is a visual and thematic transition here and I know that I have to make this transition. So, I am going to use the camera to try to do that. So, you will see, watch how the camera tells you we are going somewhere else.

**Cont...Case Study: Nurses Needed
(Video Presentation)**

Voiceover [David Brancaccio]: —for how long?

Megan Stack: Unfortunately, the clean supply is a nice place to take a deep breath when you are feeling a little overwhelmed, which I am and you look for things that seem to always be moving. I think that is everybody everywhere though and it is not here but I got a deep breath. So...

Voiceover [David Brancaccio]: Across the country, a lot of nurses find that continuing strain...

[Video paused]

Speaker (Prof. Bill Gentile): Across the country, so I moved across the windshield and we see country. Okay? The phase changes, the content, everything changes now, okay? The use of the camera changes too.

**Cont...Case Study: Nurses Needed
(Video Presentation)**

Voiceover [David Brancaccio]: ... terrible crisis came through. Working in the ER is one of the nursing's toughest assignments and over the years, she has dealt with a lot of abuse from patients who are not at their best when they come in.

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Renee Nicol: Scratched, slapped, punched, spitted at, called every name in the book, names I did know what it was, you know. So that is, you just get tired of it.

Voiceover [David Brancaccio]: But it was the life and death issues that got through Renee. Watching too many people die. One night, a young woman was brought in from a car wreck.

Renee Nicol: It was a very, very bad 3 a.m. trauma, arrest and already worked there for 12 hours. I stayed to help my co-workers worked this arrest and it was a young lady and we worked down her for two hours and she did not make it. So I came home and, you know, it was just very—I mean, she was younger than me, and you know, it just fell like the sense of loss and just senseless, senseless death, and I thought, you know, I am very sensitive. It is just though I do not want to see this anymore, you know. I just really do not want to see all that anymore. So I needed to make a change.

Voiceover [David Brancaccio]: She ended up taking a job with a major insurance company and will now offer medical advice to patients over the phone. There are tens of thousands of nurses like Renee who will cut short their careers in active care. Even more are scheduled to retire in the next decade. So the challenge for hospitals is to keep nurses from leaving and to bring new nurses into the bedside.

Willie Manzano: My first job, my very first job as a registered nurse, I think I cried every other night, and that was a long time ago.

Voiceover [David Brancaccio]: It is Willie Manzano's ultimate responsibility to recruit between 60 and 70

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new nurses every single month. For the past four years she has been senior vice president and chief nursing officer at New York Presbyterian Hospital.

Willie Manzano: We have done a lot of in terms of recruitment activities. So we have put together internship programs that really bring in nurses into the institution and we provide them with six months to one year internship programs in critical care.

Voiceover [David Brancaccio]: Unlike doctors, nurses do not often get internships...

[Video paused]

Speaker (Prof. Bill Gentile): I am going to look for some of this stuff so we can make it through, some of this heavy duty stuff that we—we have to include here because it is part of the story. So, Willie Manzano, we interviewed her, David Brancaccio comes in strategic places. We to talk some of this folks and we use his conversations with him to draw out this information. Again, you know, you are still hooked to that thing, you know, because we saw Megan Stack and we still have not given you the answer to the main question you were just what?

Kalpana: If this woman is going to live...

Speaker (Prof. Bill Gentile): Nicole.

Kalpana: Nicole.

Speaker (Prof. Bill Gentile): Still waiting to find the answer from Nicole. So we are going to stick, we are going to... We are hearing all these percentages and all these data but we want to know about Nicole, right? We are going, I am not going to tell you yet because I wanted...

Female: Still hooked on that cocaine. [Laughter]



Speaker (Prof. Bill Gentile): That is what, I am still dumping information at you, okay? You know, strategically. So we will get through this stuff you know, we had to go to these nursing meetings, we had, you know. I'll kill the sound of this and just run through this little bit. Actually, this is an interesting shot. Remember we talked about 20-second, 20-second minimum of these shots? So, I am shooting these girls, you know, and I am lining them up and I am trying to get compelling angles with the camera and I shoot this line of girls here and what happens? At some point, this girl turns over, and when she does that. Guess what? It is a cutting point, we can move on. I was probably shooting over fifteen seconds and then, she turns her head, right? So, I do not the fourteen seconds previous. I picked it up right before she turns her head. She turns her head and that is the signal we can go somewhere else. That is why these things move because they move us. I am not moving the camera around but the people inside of the shots move.

[Video playing in the background]

So, this is you know, here I am, downloading information on you. Ah, so we get to these guys. We knew that we have to talk about new girls and you know, this whole phenomenon of nurses quitting in the first year of, after they go to school because they burnout. Because like Megan Stack, this is really an intense job. So, we were fortunate enough to find these two girls. Well, listen, here it goes.

**[Cont...Case Study: Nurses Needed
(Video Presentation)]**

Voiceover [David Brancaccio]: ...a year. Alison Leblanc from Massachusetts and Jony Welsch from Missouri are both fresh out of nursing school. We met them on their first day of their year-long residency at New York Presbyterian's burn unit.

Alison Leblanc: I am documenting that he did it himself.

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Voiceover [David Brancaccio]: It is nurses like these that Willie Manzano is working so hard to recruit and to retain.

Alison Leblanc: I was stressing over nothing.

Male nurse: Yes, you were.

Alison Leblanc: Yeah.

Voiceover [David Brancaccio]: Today, Jony is working with Patrick Bourke, a more experienced nurse on the unit.

Jony Welsch: We are going to change his dressings on his burn on his right lower extremity.

Voiceover [David Brancaccio]: Andreas Cranmire burned his leg on a motorcycle exhaust pipe.

Patrick Bourke: Then we're going to wrap it in...

Jony Welsch: Kerlix?

Patrick Bourke: Kerlix and then?

Jony Welsch: Cover it—stitch

Patrick Bourke: We are going to secure with this type of dressings, Spandage.

Jony Welsch: That is called, this is called Spandage.

Patrick Bourke: Okay.

Jony Welsch: Somebody other hospitals that I looked at, did not have the critical care.

[Video paused]



Speaker (Prof. Bill Gentile): Can you find anybody that looks more fresh and new than her?

[Laughter]

Chad: Yeah.

Speaker (Prof. Bill Gentile): I mean, she just came out of the package. You know, it is like, I saw these two girls walking down the hall, like “Ahhh.” And it was their first day. You know, so this is, look at this, this is it, you know.

[Crosstalk]

Speaker (Prof. Bill Gentile): Who knows. God knows...

Rhett: She could run a time well. Girls with wrinkles, or...

[Crosstalk]

Kalpana: Because we have seen the other woman. We and know that is going to happen to her.

Speaker (Prof. Bill Gentile): Yeah.

Karen: He hair is set nicely as opposed to other way, pulled back in a ponytail, I mean, just get out of here.

Speaker (Prof. Bill Gentile): Yeah. I mean this, it is like these guys came out of the central casting and all sent to us you know. It really worked wonderfully. We were just fortunate, you know.

**Cont...Case Study: Nurses Needed
(Video Presentation played in background)**

Jony Welsch: ...that I was given and the extensive orientation. So, that gives you a huge amount of time to really gain those skill that you did not have a chance to in your nursing school. That is huge for any new grad.

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Actually, a lot of new grads look at the orientation program more than they look at salary, and benefits and things like that.

Voiceover [David Brancaccio]: Nurses wear in mask and gowns to protect patients from further infection.

[Video showing nurses attending to a burn patient]

Voiceover [David Brancaccio]: Jony and Alison are the beneficiaries of the system in which more experienced nurses guide and orient them on and off the floor through their residency.

Female Nurse: Nice work.

Voiceover [David Brancaccio]: Today, Alison is working with Shelly Ann Mathew, a veteran nurse who has been working in the burn unit for 18 years.

Alison Leblanc: Do you want to take this? Watch it.

Voiceover [David Brancaccio]: Their patient is 19-year-old, William Calderone. At work in a restaurant. Calderone dropped hot grease on his feet. He has just had a skin graft and a team of nurses wraps his feet to protect them.

Shelly: You need to keep that graft straight. Keep your foot straight because, even though you think you are keeping your foot straight, you know; when you go to sleep you do not know what moves.

Female Nurse: It is very important that you have this immobilize for five days so the graft will take in good position, well you put this on good position.

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Voiceover [David Brancaccio]: It is part of Alison's continuing on the job education.

Shelly: The Kerlix stretches and it allows him to move like when you wrap a burn dressings like that. Still allowing the physical therapy and move. With this, [pointing the other leg] it cannot move. So, when they wrapped that up, it just really immobilized by the use of splints and stuff like that.

[Other video of nurses in the burn unit]

Voiceover [David Brancaccio]: Frank Costello is a nurse who has been working in the burn unit for over twenty years. He is a senior nurse and one of the reasons that new and veteran nurses stay. He teaches inside and outside the classroom to keep nurses apace with developments in the field.

[Video of Frank Costello lecturing in the classroom].

He is part of the hospital's effort to retain nurses at every stage of their careers.

Frank Costello: So with those numbers, with respect to the low cardiac output, you would dim that shock to be what? Hypovolemia.

Voiceover [David Brancaccio]: Remember Megan Stack from kidney transplant? [Video showing Megan as one of the students of Nurse Frank]

[Video paused]

Speaker (Prof. Bill Gentile): You guys remember Megan Stack from kidney transplant?

Ann: Will you give her some coffee? [Laughter]



Speaker (Prof. Bill Gentile): No, give her six months of vacation. [Laughter] She can use it.

Chad: She is close.

Speaker (Prof. Bill Gentile): You know, I mean, she is, I mean, you know, so you can see what is happening to her. You know, that is the result of this stuff, you know. But my point is here, we're constantly, I refer once to Willie Manzano, the vice president of the place, because I want you to remember these characters. So, I am trying to link, you know, I am saying, remember her? I am pointing to her saying, "Remember Megan Stack?" because if I do not tell you this, in the narration that I write, you probably would not recognize her. Right? But you can see what is going through her now. But I have to point that out.

Well so, you use narration to develop characters, to build things up to say, you know, "This is going to happen, to build tension, to explain things." So that is what I am trying to do this firmly continuously through the piece.

**Cont...Case Study: Nurses Needed
(Video Presentation played)**

Voiceover [David Brancaccio]: —Even Frank from different hospital units but she is here now to benefit from his knowledge and expertise.

[Video in burn unit with Frank and Jony]

Frank Costello: So, Jony is one of our new nurses. Okay. And she just finished her critical care and her...

Voiceover [David Brancaccio]: In the tank room, Frank works with Jony to wash a patient's burnt foot.

Frank Costello: I find it most enjoyable to be at the bed side to teach. To go over things and sometimes you teach by not even speaking, you teach by doing. You know

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what I think, you try to be, for them, someone of a role model that they want to also continue in the profession and be the best they can.

[Frank teaching Jony how to treat burn patient]

Frank Costello: You are going to make a mistakes and you are going—but you are going to learn from them, and so every day, I always tell them, look back, look back two weeks ago where you were and look where you are now and the two weeks ahead, you are going to find that you progress more and then eventually, eventually, you will get to a point where you feel somewhat comfortable but then, do not ever become comfortable.

[Video with Jony and Alison]

Interviewer: Do you guys ever [stop](#) being nurses?

Alison: Do you? No, because I always talk about my days.

Jony: I know.

Alison: With that, everyone and you do not stop—like as of right now, I am always thinking about like, did I miss something...

Jony: Yeah.

Alison: Did I do something wrong?

Jony: Even, even when we are on the units, because we are new grads, we are constantly doing something because we are not as efficient as somebody that spend here say, twenty years.

Alison: [Crosstalk]

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[Video showing a class with a female mentor]

Voiceover [David Brancaccio]: Retaining nurses like Jonny and Alison is critical. About 25 percent of new nurses in the US dropped out in the first year. Willie Manzano says mentoring and special classes have dramatically cut the dropped out rate of New York Presbyterian and reduced it well below the national average, and where does nursing pay if didn't all of these?

[Video of VP Willie Manzano]

Willie Manzano: You know, I would be the first one to argue, "Let us pay them great amounts of money." At the end of the day, that is not what is going to keep them here. It is really structures, systems and support that we put in place to make the nurses feel that this is where they belong and where they can feel fulfilled both personally and professionally.

[Video paused]

Speaker (Prof. Bill Gentile): I am going to run through some of this stuff a little quicker, so that we can move on. Willie Manzano also, apparently is, is a wildly successful lead singer of a rock band in New York. So, she is quite the diverse, and diversified. This woman is a researcher at the University in Pennsylvania and David Brancaccio interviewed her because she has done a lot of studies on why nurses dropped out and what is happening to the nursing profession and how to keep nurses in hospitals and so forth. And this is, you know, we are just using this information, this visual information here to include some of the statistics, the data that we need to include in the piece, that came from that original pile of documents that I got from the beginning of this job.

You know, these four months vary, all over the place but we still have not answered the main question that you are still watching this program for but



that will happen? We have to answer that because we have an audience who is very, very, this actually, we did this piece during the presidential campaign of 2008. And of course, health care was a big part of that, a big part of the discussion by, the now president and John. Okay, here is the pay off; it is coming up, okay? Here is what you guys were waiting for.

**Cont...Case Study: Nurses Needed
(Video Presentation played)**

Willie Manzano: And to me it's not a plus...

[Video paused]

Speaker (Prof. Bill Gentile): There was a mistake here by the editor, [video continued] What is possible the mistake?

[Video replayed in the background]

Speaker (Prof. Bill Gentile): And you tell me what it is, okay? There is, there is something that the editor could have done but he did not do that I think it will take us in to this room back with Nicole, a lot more, a lot quicker, a lot more efficiently. Now, watch this and listen.

[Video replayed in the background]

Voiceover [David Brancaccio]: Nicole Marquez, the dancer...

[Video paused]

Speaker (Prof. Bill Gentile): Did you see it?

Chad: I will not let her talk.

Speaker (Prof. Bill Gentile): Who? Nicole?

Chad: She is talking. Why can't we hear her talking?



Speaker (Prof. Bill Gentile): Well, she can barely talk.

Chad: Okay.

Speaker (Prof. Bill Gentile): But it is in editing point. It is in editing point that I am trying to make. Listen to this.

[Willie Manzano on the video video talking, followed by a beep sound from a medical machine].

Karen: There is a drop, there is nothing there for a couple of seconds?

Speaker (Prof. Bill Gentile): No, not really. Listen.

[Video replayed in the background]

Speaker (Prof. Bill Gentile): We already know what this sound was because we have been into this room before. Okay? So we know that this “eeeng” is all about. We know it is Nicole’s room because we heard it the first time we were here. Now, if the editor was really thinking and I should have caught this but I did not. The editor should have, I mean, at the end of when Willie Manzano says something he should have started the sound there, so the sound would have taken us quickly into the room where she is, right? And his tiny thing is what keeps these pieces moving. It was a signal.

Rhett: Was it a J cut or L cut? J when the audio comes in...

Speaker (Prof. Bill Gentile): What do you call it? Is it a J cut or L cut, Sarah. Come on, you know these stuff better than I do.

Rhett: Because you can do in other way and leave with pictures, you know, and then you are still hearing the audio from the scene before.

Speaker (Prof. Bill Gentile): Yeah. Anyway, small things like that pile up and add up.

Sarah: I guess it was a J Cut.

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Speaker (Prof. Bill Gentile): The J cut?

Sarah: I guess.

Speaker (Prof. Bill Gentile): Okay.

**Cont...Case Study: Nurses Needed
(Video Presentation played)**

Voiceover [David Brancaccio]: Nicole Marquez, the dancer, now has been hospitalized for nearly a month.

[Video paused]

Speaker (Prof. Bill Gentile): Did you hear that? Nicole Marquez, the dancer. We got to tell you once again because in 20 minutes since you saw this man, you know, we got to remind you.

Chad: Yeah.

Speaker (Prof. Bill Gentile): Yup.

Karen: And she looks different because she does not have a tape on herself.

Chad: Yeah.

Speaker (Prof. Bill Gentile): Yeah. That is right.

Kalpana: Also the pictures of the dancing was a...

Speaker (Prof. Bill Gentile): Extraordinary.

Kalpana: Was so extraordinary.

Speaker (Prof. Bill Gentile): Yeah. Yeah.

Kalpana: That I think, one of the things that just sank in, just waiting for this beautiful woman.

Speaker (Prof. Bill Gentile): Yea.



Kalpana: -Who could somehow make it.

Speaker (Prof. Bill Gentile): One of the things that really helped us is the fact that this woman, the girl's mother was there all the time and the mother is a freelance writer. So, she gets all this stuff. You know, when we asked: Do you have any pictures of your daughter before the accident? "Oh we have film, we have this and we have that."

**Cont...Case Study: Nurses Needed
(Video Presentation played)**

Voiceover [David Brancaccio]: She and her family, that is her mom there, understand the powerful connection between her nurses or care and her outcome.

The breathing equipment has been removed from her mouth...

Mary Grace: You said my name.

Voiceover [David Brancaccio]: And Nicole can now speak.

Mary Grace: You said my name! It is, is not though? Let us get this tucked in. Okay.

[Nicole talking inaudibly]

Mary Grace: Uh-hmm. You have to breath to talk.

Nicole's Mother (Susan Marquez): Nicole looks great.

Nicole: I love you, mom. I never knew that would sound.

Nicole's Mother (Susan Marquez): Wow, is right.

Mary Grace: Wow is right.

Voiceover [David Brancaccio]: Nicole's mom has been at her side day and night, for weeks.

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David Brancaccio: This is a big hospital.

Nicole's Mother (Susan Marquez): Yes.

David Brancaccio: In a big city.

Nicole's Mother (Susan Marquez): Right.

David Brancaccio: It could be very impersonal or you could be, I do not know what the patient number...

Nicole's Mother (Susan Marquez): Could be. It is not.

David Brancaccio: It is not your experience?

Nicole's Mother (Susan Marquez): Not at all. Not at all.

David Brancaccio: To what stand would you say the nursing staff here and [Inaudible 0:34:14.7] and making it not impersonal?

Nicole's Mother (Susan Marquez): That is the key component. Absolutely, the nurses have been spectacular, from the night we first got here and it was the fear of the unknown for us. We did not know her condition, we are in a strange place, we are in a strange city. Right out the bat, the nurse is the one who was right there with us, walking us through everything.

David Brancaccio: You got to know them.

Nicole's mom (Susan Marquez): Oh, gotten to love them. Yeah. We love them. Uh-hmm.

[Video of Nicole being ambulated]

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Voiceover [David Brancaccio]: For the first time since the accident, Nicole can sit up and her doctors have told her that she is well enough to make the trip to a rehab center back home.

Nurse: Up tall.

Nicole's Mother (Susan Marquez): We have to stay in touch with everybody because they are new family and now, they are taking care of us.

Nurse: Yes. I am going to miss you so much..

Nicole's Mother (Susan Marquez): We will miss you too.

Nurse: Take care.

Nicole's Mother (Susan Marquez): Thank you.

Voiceover [David Brancaccio]: Nurse Mary Grace is off, so, she is missing the big event.

Nurse 2: We will all miss you here but we are looking forward to coming back in a year, right? That is right. We are coming back to party, party time when you come back.

[Another nurse kissing Nicole goodbye while being transported out of the hospital]

Voiceover [David Brancaccio]: The day after doctors told her that she could leave, Nicole return with family and friends to Mississippi, where, fingers crossed, there will be no shortage of fine nurses to continue her care.

Nicole's Mother (Susan Marquez): Thank you, thank you, thank you so much.

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David Brancaccio: There is more to explore about health care and nursing. Read the personal journal of Jony Welsch, one of the young nurses in the burn unit we just met.

Speaker (Prof. Bill Gentile): So, they really, they really got a lot of mileage out of this piece. It is actually voted, I do not know how they do the voting, but it was the most popular piece that NOW on PBS broadcast in 2008, I guess it was. So, they were very happy with the piece. Any questions? Go ahead, questions?

Ann: You know the second line up to continue the story that was done.

Speaker (Prof. Bill Gentile): What they did is they did a sequel to this thing, when in fact she came back the next year walking into the place.

Chad: Wow.

Karen: Yeah, I could hear that sequel building up.

Chad: Yeah.

Karen: It was like “Stay tuned for the next show.”

Speaker (Prof. Bill Gentile): Yes.

Sarah: The other version I watched, “Do you think this is all you are going to get,” I mean this is beautiful to tell at the end...

Speaker (Prof. Bill Gentile): You know what? I do not think you can see this on the web anymore. I think they took this down.

Sarah: Yeah. They only got this...

Speaker (Prof. Bill Gentile): The second was...

Sarah: It gets you close...

Speaker (Prof. Bill Gentile): Yeah.



Sarah: ... and then it is like this, sort of awesome.

Speaker (Prof. Bill Gentile): Right.

Karen: I think it is interesting to have it, they knew that you connected, they knew that you are connected because I have sent Nicole a personal message, I was like, wow.

Speaker (Prof. Bill Gentile): Yeah, that she has a website just to get all her stuff up you know, her story. She does speaking engagements now, you know, all that stuff. Any questions about how, again, you know, we took another look at the structure behind the screen. Nicole's powerful, the whole story, the stories are great, the characters are wonderful but you know, what I want you guys to take away is how this thing is built, how we built this thing. You know, we start with, we started on this, you know, Nicole here, wrap all these information around this dramatic arc, had a couple more of people here and boom here's Nicole here, out.

Karen: And you are glad you stay because it was a very dramatic.

Speaker (Prof. Bill Gentile): Yeah.

Karen: If you ever say that.

Speaker (Prof. Bill Gentile): Yeah.

Karen: You know, it is like, "I have got myself [Inaudible 0:37:41.3], that was like, Oh my God, that was great."

Speaker (Prof. Bill Gentile): Yeah that was.

Sarah: ...and it was really great too, like when she said, "I love you."

Karen: Yeah.

Sarah: You know that was a live shot.

Speaker (Prof. Bill Gentile): Right, right. The close ups would, really brought the thing home, I think, you know, the gear, the machines.

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Karen: Eyes.

Speaker (Prof. Bill Gentile): We have the eyes and all that stuff.

Karen: Yeah

[End]