Administrator's Report 1/14/2013

PEOPLE

<u>Professional Development</u>

Ginny Green, RN recently passed her Oncology Certified Nurse Exam, which indicates she has gone over and above to increase her skills in caring for the oncology patient and family. This means that 100% of the FTE'd MAC infusion nurses are Oncology certified! Congratulations, Ginny!

New Clinical Manager for Surgical Services

Please welcome Lisa Grentz, RN as our new Clinical Manager for Surgical Services. Lisa has a bachelor's degree in Nursing as well as a degree in Accounting. She comes to us with 12+ years experience in Pre, Intra, and Post Operative nursing. She also has over 10 years of leadership experience in the surgical arena. For the past few months Lisa has been working as a traveler in our department. She will assume responsibility of the clinical manager role on Feb. 11, when her current travel contract expires.

The Clinical Manager is responsible for the daily flow of cases, and staff and resource assignment. She supervises the activities of Operating Room, Ambulatory Surgery and Post Anesthesia Care Unit nursing and support staff. She arranges for and monitors additional resources such as pathology and diagnostic imaging to ensure timely and efficient delivery of surgical services.

SERVICE

Standards of Behavior

The Standard of Behavior for January is:

EVERY ATTEMPT PROVIDES OPPORTUNITIES FOR INNOVATION

Big ideas require passion to push forward through challenges.

- If at first I do not succeed, I will try again.
- Innovation is about finding the next right answer.
- I will change my process to achieve success

This standard supports the organizational value of **Innovation**. Following are comments from various dept staff members that exemplifies this standard:

What's working well?

Health Information Management and Patient Accounts collaborated to create a Technical Denial Form that saves time, promotes better communication between departments and provides better service to the Patient. – HIM

The "system" is a well oiled machine – the people make it seamless. – EMS

The Lucidoc integration and more managers using Press Ganey. – Quality

Great Service

November's Great Service Award recipient is Naomi Lev from Home Healthcare. Naomi is a skilled and knowledgeable BSN RN with over 28 years of experience in a variety of nursing fields. Her emphasis for the past 13 years has focused on Long-Term, Dementia, End of Life, and Hospice Care. She has worked as a Case Manger, Charge Nurse, Supervisor, and as a Manager at an Assisted Living Facility.

Naomi Lev has been with our Home Health Team for the last three years. One striking characteristic of Naomi is her passion for caring for patients and families, particularly at end of life. She frequently mentions this is her dream job and working with patients and families is something she values and finds personally rewarding. She is compassionate and an advocate for her patients. Naomi loves to garden and is very artistic, as is evidenced by her beautiful photographs. She loves being a grandmother as well!

Naomi is highly committed to enhancing the quality of life of our ill, recuperating, and dying patients. We are lucky to have Naomi as part of our care team!

As Bereavement Coordinator, I send cards that are signed by our staff to the family of each patient that passes away on our service. For a while I had just purchased some cards for this purpose. But about a year ago, Naomi started making cards for us to sign. They are beautiful. She places one of the photographs she took on the front of the card, and the staff members sign the inside.

I have gotten lots of positive feedback about these cards from staff and family members alike. Family members feel that the cards bring a warmth and compassion to their family at a very difficult time in their lives.

I want to thank Nomi for her selfless giving and the care she shows for our patients.

Did I mention that she refuses to allow me to pay for any part of these cards?

Submitted by Dave Bieniek

Patient Comments

I love Toni. Period. She is awesome in everything!

Erin, Krissy, Whitney ESPECIALLY wonderful and HELPFUL

Dr. Oakland was great.

Dr. Zaveruha & Dr. Miller are excellent, professional physicians/surgeons.

All personnel were very professional AND some were extremely personal. When case load was smaller I appreciated the few extra minutes of personal 'chat'. Marlene & Dawn were most attentive to meet all my needs.

Dr. Mike Picco is especially skilled as a physician AND in relating personally to patient - a commendable bedside manner, as though he truly cares about the patient's well-being.

Dr. Neubauer was gentle, kind & caring.

Dr. Picco is one of the best doctors I have had in Whidbey

PA Bibby has worked with me for years. I have had no bad experiences with her or her staff 10+ rating in

my book. They go above & beyond to see that all my needs are met.

Dr. Oman was prompt, friendly and described the condition clearly

I have great confidence in Dr. Oman. I feel she is extremely competent and very kind and encouraging about my recovery process! She also explains things extremely well

I received excellent care and would highly recommend Dr. Oman to others. I feel quite fortunate to have her as a doctor.

I sure do like Dr. Oakland. He's a sweetheart and a teddy bear. I wished I could have given him a hug before I'd left!

Laura was compassionate and skilled!

Drs. Oakland & Ramion are excellent in explaining and teaching Dr. Perera did the same in E.D.

Dannie & Carolyn were 'super' in trying to find food I could tolerate. No appetite

I really appreciated Curtis and the others who kept me updated on my daily labs - great positive

Belinda (House Supervisor) wheeled my husband all the way down to my room from the entrance so that he could see me.

Dr. Bibby was very attentive & accommodating

Dr. Picco was fantastic.

Bless Shawn, he was a blessing when it came to finding a vein that would work for an IV.

Dr. Picco has demonstrated to me that he is very capable and efficient. He assisted me with confidence through my stay in the hospital and pre and post surgical visits.

Cindy and Jennifer are great therapists with my little guy!

Every nurse & doctor went over & beyond especially Barbara Lett & Dr. Chinn, Dr. B. & staff!!

I was in and out of the ER in approx 3 hrs. Dr. Sherman, nurse Theresa, the lady from Resp. Therapy and the X-ray tech were caring & kind. They all were most attentive, checking on me often and explaining all that they were doing and why. I felt they did all they could - It was going to take time and meds to get me better.

Jules is great! Straight to the point and fully provides explanations for medications/conditions, etc.

Diva is the best! Always gracious and thoroughly explains what is going on! Thank you!

Dr. Burnett was very nice and professional, answered both my husband and my questions

Dr. Burnett is awesome. Highly recommend him to OB patients.

Whitney is great-double checks everything for me

I am almost 70 and prefer having a female medical person. I asked for Jennifer Eichhorn personally and am very happy with her

Lynda is terrific

Linda, the phlebotomist, is gentle - she cares.

Dr. Waldbaum is great.

Kristine is an excellent PA-C and recently recommended several specialists to help me get my problem solved and I've recommended her to many of my friends.

Sunny, RN, is an excellent nurse and always shows great concern for my problems.

Dr. Langrock has been my PCP for 8 years and would highly recommend him.

Outstanding visit with Dr. Bibby as usual. Thanks!

Since the early 1980's Dr. Sanders has been providing my wife and myself quality treatment from our many visits over the years.

Hospice Update

The next major step toward implementing our Hospice program is to apply to CMS for the right to offer the Medicare Hospice benefit. Manager Heather Maddox has been working diligently on this 41 page application and all indications suggest it will be submitted by the end of this month. The WA State DOH will then review our application on behalf of CMS. In addition, the DOH requires a 3rd party to independently accredit our program. After researching three options, Heather has chosen to work with the Accreditation Commission for Home Care (ACHC). The ACHC will perform a 3-day onsite survey sometime in early spring which will include a review of care for 5 hospice qualified patients.

QUALITY

CT Replacement Update

The majority of the CT replacement project facility work was completed during the month of December. The actual CT scanner was delivered on January 3rd and subsequently assembled and tested. All that remains is the last phase of electrical work that is necessary to route appropriate power to the unit. Training for the staff will begin on January 18th and we fully expect the unit to operational by the end of the month.

Patient Safety Network (PSN) Submissions

PSNs. Ever wonder how many we have in a year? This past year we had 1032 events. Not as many as the previous year. In 2011 we had over 1300 events entered into PSN. Each of these reports gives us an opportunity to improve and protect our patients, visitors and staff. The best opportunities are the near misses. This means our staff caught something before it reached a patient. In 2012 we had 80 near misses reported. This is great reporting. Our staff prevented potential harm from reaching our patients 8% of the time. For this coming year we need to work on increasing this percentage because if we had 8% near misses that means 92% of our patient safety events did reach the patient.

Here is a break out of the 1032 patient safety events entered into PSN 2012. Of the 1032 patient safety events, 218 events had a harm score of 5 or above. That means in 21% of our patient safety events we treated the patient to correct the situation. If the patient gets better with the additional treatment the harm is considered to be temporary. Our goal is to eliminate all preventable harm even temporary harm. Ten percent of our patient safety events with harm were medication related events. In all of these events the patient required additional treatment to correct the harm that occurred.

We also had 180 events (17%) with a harm score of 4, emotional distress. Although this means the patient was not physically harmed the patient safety event was emotionally upsetting to the patient and their family. Causing emotional distress undermines the confidence the patient has in our ability to care for him or her. It adds stress to an already stressful situation which can impede healing.

Let's set a New Year's resolution to prevent harm. Let's catch more near misses before these harmful events reach our patients. Take credit for your good catch and report it in PSN so we can create improvements to "harm proof" our processes of care.

GROWTH

<u>Current Medical Staff Recruitment Efforts</u>

- Two Family Practice physicians for PCA (1 north and 1 south)
- Hospitalist replacement for Tom York
- Midlevel & Physician for the Rural Health Clinic
- Medical Director for the Rural Health Clinics
- Orthopedic Surgeon
- General Surgeon

We have interviewed three orthopedic surgeon candidates in the last thirty days and are considering our options. We have had onsite interviews with two general surgeons in the last thirty days, and have proceeded with an offer to one candidate. While they have several offers on the table they are seriously considering our hospital.

FINANCIAL

November Financial Report

November's financial statements show a negative margin of (\$919,136) with a negative operating margin of (15.1%). Contributing factors to the November loss is the recording of a payable to the Medicare program in the amount of \$407,000 and the purchased services amount for the PCA physicians group (\$242,000).

The average inpatient census for November was 16.20, a 17.1% increase from the October average of 13.84. Inpatient surgeries were 45 in November, the same as October. Total outpatient volumes were down 5.5% in November from October.

Gross patient revenues were at \$13,748,777 which was under budget by 14.1%, or \$2.26 million. Operating expenses were over budget by \$629,152 or 9.2%. Salaries and wages were over budget by \$323,997 or 9.6% and employee benefits were under budget by \$529,310 (68.2%). Purchased services were over budget by \$464,665 or 77%, and professional fees were over budget by \$183,196 (201%).

The Days Cash on Hand decreased from 74.3 in October to 63.3 in November due mainly to the December 1st LTGO loan payments of \$1.4 million. Days of Net Revenue in Receivables increased from 38.0 in October to 40.6 in November, which means we collected less than we had the previous month, which also contributed to the decrease in cash.