

**Administrator's Report**  
**11/12/2012**

## **PEOPLE**

### New Chief Human Resources Officer

We have selected Dana Ashcroft as the new Chief Human Resources Officer. Dana brings over twenty years of human resources experience in a variety of hospital settings to our team. She is accomplished in all aspects of the Human Resource Leadership role to include change management, leadership development and training, recruitment and retention, as well as employee and labor relations. Please welcome Dana and help to make her transition here a smooth one.

### Chief Financial Officer (CFO)

Terry Litke has been serving as the Interim CFO since April. During that time Terry has worked diligently to improve our financial reporting and our financial position. As we have moved through the interview process Terry has proven himself both as a person who embraces our values and as a quality CFO. Please welcome Terry as he transitions from interim to a full member of our leadership team.

### 3rd Quarter 2012 STARS

#### ***Leonor Carroll – Food and Nutrition***

**S***ervice* – Leonor does many jobs in dietary. She is an excellent representative of the dietary department. She assist older patients – especially Mr. Ed – for many years.

**T***eamwork* – She has trained many people, and all you have to do is watch her in the serving line to see her work like clockwork.

**A***ttitude* – Leonor has a smile for everybody. She also has a great sense of humor.

**R***espect* – Leonor has great self respect which gets passed on to her peers daily. It is fun to watch them working together.

#### ***Karen Harder - HIM***

**S***ervice* – She is always on the “lookout” for ways she can assist to make everyone’s life a little easier.

**T***eamwork* – I see her promoting Employee Council events and happenings which benefit all the employees and improve morale within WGH.

**A***ttitude* – She has a great sense of humor and her positive attitude is infectious.

**Respect** – Karen organized a display to honor one of our most beloved volunteers we lost recently. It has been a wonderful healing way to celebrate her life and honor her great service.

### **Melissa Parker – Purchasing**

**Service** – She is never too busy to answer a question or look up something for her customers.

**Teamwork** – Melissa's main job is as Purchasing Agent, but she willingly helps out with receiving orders, putting orders away, finding stocked products for whoever needs something, copying forms and even helping out in Central Supply.

**Attitude** – Although she is often under a deadline to get an order placed or product delivered, she is always upbeat and positive about getting it done.

**Respect** – We all respect Melissa because we know she respects and values us as her co-workers.

### **Heather Rivera – Patient Access**

**Service** – She had been a life saver so many times due to staff shortages in the department.

**Teamwork** – She doesn't let her department or Meditech team down and recognizes how much she offers to them.

**Attitude** – She always comes to work with a positive "can do" attitude.

**Respect** – Heather respects herself, her team, the WGH mission and most importantly, our patients.

## **3rd Quarter 2012 Team STAR**

### **Management Information Systems**

**Service** – The MIS team makes their customers feel important and appreciated; they treat them as individuals, consistently use their name, and find ways to support them.

**Teamwork** – The team worked very hard and very long hours to make the recent upgrade have as little impact as possible.

**Attitude** – The MIS department is very professional and have helpful attitudes, even in times of great challenge on their end.

**Respect** – Each member of the MIS team clearly understands and respects the importance of our staff rolls and works hard to ensure we are operational as quickly as possible.

## SERVICE

### Standards of Behavior Standard of the Month

The Standard of Behavior for November is:

We use **INNOVATION** in a meaningful way to catalyze our work in order to best meet the ever-changing needs of our community. We remain open minded and curious in exploring new ideas and opportunities for the purpose of continuous improvement.

Following is a comment from a staff member that exemplifies this standard:

- *“Patients were experiencing long delays in obtaining outpatient naso pharyngeal cultures during their pre-admission testing process. The delay occurred because the cultures had only been performed by Respiratory Therapists who were often busy and not immediately available. Jodi Levit, Director of the Laboratory recognized the problem and stepped up to volunteer the lab to acquire the cultures as a component of the other tests being conducted. Rich Ralston, Lead Tech in the Respiratory Department collaborated with Jodi to arrange training to the lab personnel, which was jointly conducted within 2 days of the problem being identified. As a result, patients now have their pre-admission testing performed in an efficient manner without waiting. This type of collaboration and follow through by the lab staff is a great example of what can happen when the team work standard is applied to the benefit of patients. Thank you for your leadership - well done.”* Linda Gipson, Chief Nursing Officer

### New Standards of Behavior Intranet Site

The Standards Team has created an intranet site where employees can submit questions or concerns regarding the WGH Standards of Behavior. The intent of the site is to offer recommendations or ideas on dealing with issues or questions regarding the Standards of Behavior. Questions can be posted anonymously and should not include any specific names or departments.

Following are examples of questions that might be submitted:

- I am uncomfortable addressing inappropriate behavior with my peers. Do you have any ideas to help with this?
- I have a hard time applying these standards to my job as I do not see or interact with patients.
- What do you mean by, “no one sits until we all sit”?

The Standards Team will review submitted questions on a regular basis and will create a response consistent with the Standards of Behavior that will be posted on the intranet site.

The new site can be easily accessed by clicking [here](#) or via a link on the right side of the intranet home page.

### CT Scanner Update

A great deal of planning has been underway on the installation plan for our new Toshiba CT. Permit applications have been filed with the appropriate authorities which include the Department of Health, the Town of Coupeville, and the Department of Labor and Industries. The next step will be to prepare the new CT space for construction. This will involve the transfer of the ultrasound

unit to Whidbey Family Birthplace. We expect this work to be performed next week. On November 13<sup>th</sup> we will officially kick-off the project as the new space is prepared for the installation of additional radiation shielding. In addition, electrical systems will be upgraded to provide appropriate power. At this point in time we still anticipate having our new CT in service by the end of the calendar year.

### Great Service

September's Great Service Award recipient is Ken Stephens from MIS. Ken is employed through McKesson Provider Technologies and has worked as a Network System Administrator at WGH for about eighteen months. One of Ken's most important functions is to ensure the integrity and security of our network. In order to do this as well as he does, Ken received additional training and became a Microsoft Certified System Engineer (MSCE). Besides being an excellent Systems Administrator, Ken is also a very talented actor and singer. He is currently rehearsing for the on island production "Scrooge", and will again demonstrate his talent in the Spring production of "The Full Monty". Ken resides with his family on South Whidbey. The following is Ken's great service story as submitted by Rural Health Clinic Manager Peggy Sullivan.

*I was in the midst of working on the annual budget and my NWCC supervisor was out for a month, so I had more work than I could handle in an eight hour day. I used my remote site login from home to work on focused projects, when all of a sudden I had trouble connecting. I put in a work order. My issue was addressed within 24 hours, but was particularly challenging for the staff because I have a MAC computer. After an hour on an early morning phone call from home with Eamon, and then Ken, the only solution left was for me to unhook my computer and bring it in. Ken heard my sighs as I pictured myself fighting the dust bunnies under my desk and ever since I had both knees replaced I haven't been able to kneel. It is acutely painful, so I asked if there was another option. Ken offered to come to my house! He said he had a board meeting for the Whidbey Island Waldorf School Board, but could drop by after 8pm.*

*Even after a long day at work, and committed time to a volunteer community board, he arrived and had me connected in less than 20 min. A house call, now that is old fashioned, over the top service! Huge Kudo for Ken. I felt taken care of, and my stress level dropped immediately!*

### Patient Comments

Tanya was wonderful when I called in with questions

Dr. Chinn noticed a dark mole on my back. She recommended that I see a dermatologist to get it checked. I did - dermatologist agreed that it was suspicious and removed it for biopsy. I sincerely appreciate Dr. Chinn's

I already told Dr. Fisher I highly recommend Dr. Burnett to anyone of my friends!

Most considerate and informative. (Dr. McKee.)

Dr. Picco top notch!

The Cardiac Rehab staff restored my quality of life to a higher level than it was before my valve replacement surgery. They also taught my wife and me the importance of nutrition and exercise to

maintain that quality of life.

I love Dr. Scheidt. I recommend her to everyone! I've been with these doctors for over 40 yrs. She is the first doctor to walk me to x-ray

Dr. Bartley offered several options for pain control and management i.e. physical therapy, pain medication

Dr. Brown was excellent.

Gail was pleasant and efficient. I was taken care of immediately and very professionally

I was impressed with the nurses. (Linda Spencer, Wendy, Diane). They were exceptional! Everyone was terrific! Whatever you're doing, keep it up.

The nurses are great to work with! Jennifer, Curtis and one nurse I can't remember.

We are new to the area. Even though I was feeling bad, I had a good experience. Danhua Wallace is just as competent as any doctor and I felt completely safe in her care. She was wonderful.

I am glad I chose WGH. I really wanted to support the local hospital and I want it to survive. Dr. Picco is a very good doctor and I like working with him.

The people in the MAC help make what I think is a nightmare more tolerable. God bless all of them.

I was x-rayed by a student who introduced himself and seemed comfortable doing my exam. Cherie, the x-ray tech, supervised the student in a way that seemed to teach, but not patronize. I was impressed.

I have recommended PA Young to a friend and she agrees with me that PA Young is, so on the ball, so to speak. She picks up on anything you say and takes care of it. She is the best!

Christine was very respectful during the sleep study

The injured athletes in the area need to know about CINDY! She was marvelous and truly concerned for my pain level and making sure my recover was complete. She's a gem!

## **QUALITY**

### Avoiding Medical Errors

In a study by Millman Inc. for the Society of Actuaries (SOA) it was reported that avoidable medical errors added \$19.5 billion to the cost of healthcare in just one year (2008). The top medical errors occurring most frequently are pressure ulcers, postoperative infections, hemorrhage complicating a procedure, accidental puncture or laceration during a procedure, and mechanical complication of a device, implant, or graft.

At WGH, patient safety is a priority. We conduct surveillance for each one of those avoidable events. Patient records are reviewed to assess the quality of care provided and to systematically

identify opportunities for improvement. Potential events are studied to determine if the event was healthcare associated and if it was avoidable according to the criteria defined by CMS. For example, a patient admitted to WGH with pressure ulcers does not meet the healthcare associated criteria because the pressure ulcers were not sustained during treatment here.

In addition to surveillance, data collection, and analysis, we also develop and implement evidence-based care practices. We evaluate studies and scientific data to determine the proposed care procedures are appropriate and most likely to produce the best outcome for the patient. Employing an evidence-based process helps us not only to deliver effective care based on research but also to resolve problems in the clinical setting and introduce innovation.

The use of active surveillance and analysis of care and outcomes combined with the implementation of evidence-based practices reduces variations in care and helps us protect our patients.

## **GROWTH**

### Current Medical Staff Recruitment Efforts

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

## **FINANCIAL**

September's financial statements showed a positive margin of \$415,769 with an operating margin of 5.08%. This margin was due to net adjustments based on reconciliations and analysis of accounts that had not been reconciled or analyzed since 2011.

The average inpatient census for September was 14.00, which was a 3.8% decrease from the August average census of 14.55. Inpatient surgeries were down from 43 in August to 32 in September. Total outpatient volumes were down 10.5% in September from August.

Gross patient revenues were the lowest this year at \$12,751,818 which was under budget by 20.3%, or \$3.2 million. Operating expenses were over budget by \$78,569, or 1.1%. Salaries and wages were under budget by \$387,883 (11.5%) and employee benefits were under budget by \$192,545 (24.8%). However, professional fees were over budget by \$174,957 (147%), and purchased services were over budget by \$182,665 (29.9%). Interest expense was also over budget by \$216,648 (488%) due to no recording of interest expense on the February, 2012 LTGO bond for 2012. YTD we have a positive margin of \$1,510,513, which is a 1.89% operating margin.

The Days Cash on Hand decreased from 72.7 in August to 71.2 in September. Days of Net Revenue in Receivables increased from 30.0 in August to 36.1 in September.

