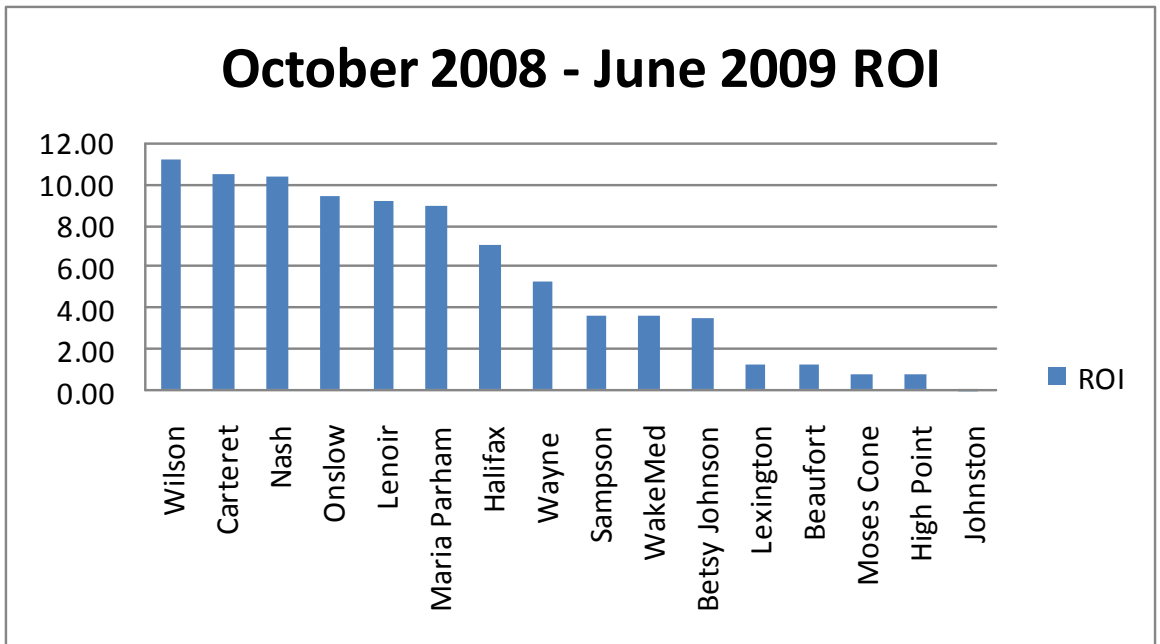




Southern Atlantic Healthcare Alliance

Quarterly Newsletter July 2009

Average member ROI is \$4.63



REGIONAL NEWS

- **Nash Health Care** begins operation of **Pet Scanner** using **HD technology**
- **Moses Cone** opens new **pediatric emergency department**
- **Sampson Regional** plans **urgent care facility** in **Spivey's Corner**
- **WakeMed** names **David Coulter** as **senior vice president** and **Gail Sturtevant** as **executive director of nursing** at **Wake-Med Cary**
- **High Point Regional's** **Eric Fletcher** appointed to **Malcom Baldrige National Quality Board of Examiners**
- **Halifax Regional** offers **t-shirts** designed to benefit **Mammography Patients**.
- **Onslow Memorial** earns **IHI Mentor Hospital Status**

Team STEPPS Education Available

TeamSTEPPS™, developed by the Department of Defense (DoD) Patient Safety Program, in collaboration with the Agency for Healthcare Research and Quality (AHRQ), is a teamwork system designed to improve quality, safety, and efficiency of healthcare; offering a powerful solution to improving patient safety within an organization. It is an evidence-based teamwork system aimed at optimizing patient outcomes by improving communication and other teamwork skills among healthcare professionals. In alignment with our strategic plan to promote safer patient care, SAHA is equipped to provide basic training in TeamSTEPPS at our member hospitals. Swati Bhardwaj successfully completed the TeamSTEPPS Master Trainer Preparation program offered by AHRQ at Duke University earlier this year. Please contact Swati Bhardwaj at sbhardwaj@sahalliance.org for additional information.

MGMA Data Service

Using the most current data from the Medical Group Management Association compensation and productivity surveys, SAHA is now offering physician compensation analysis to its members. There are a variety of standard reports available along with customized analysis. Data is available for all specialties along with selected non-physician providers including CRNAs, Nurse Practi-

tioners and Physicians Assistants by specialties. All files are available to be emailed to the requesting member in MS Excel format.

Reports, by specialty for both physician and non-physician providers, include compensation, retirement benefits, worked hours per week, collections, etc.

Please contact Swati Bhardwaj at sbhardwaj@sahalliance.org if you have any questions or with a data request.



R&B Solutions

SAHA is happy to announce our partnership with R&B Solutions, who have offered their RAMP product (Rapid Application for Medical Programs) to SAHA members at a discounted price. In addition to waiving the \$10,000 implementation fee, SAHA members will also enjoy additional cost savings on the per user license fee. So far three SAHA mem-



bers are benefiting from this relationship between SAHA and R&B Solutions. WakeMed was an early adopter

followed by Wayne Memorial and most recently by Lenoir Memorial Hospital. The software was highly recommended by one of the Finance Committee members at a recent SAHA team meeting, for the value it provides. As a result of this relationship, savings for the Alliance will exceed \$80,000 over the two year term.

Beverages Contract—Pepsi Renewal



The Food Services Team has decided to renew their contract with Pepsi. Members will preserve much of their savings from the last contract including vending machine

commissions and value added services such as event sponsorship and monthly and quarterly assessments.

The new SAHA member pricing includes 3 pricing tiers depending on 100%, 70% or <70% visual space

and inventory. In the former contract, member participation was limited to the top two tiers. Current participants include Beaufort, Betsy Johnson, Lenoir, Lexington, Nash, Onslow, Wayne, and WakeMed Raleigh.

Compliance



CLIA Inspection

The Centers for Medicare & Medicaid Services (CMS) regulates all laboratory testing (except research) performed on humans in the U.S. through the Clinical Laboratory Improvement Amendments (CLIA). In total, CLIA covers approximately 200,000 laboratory entities. The Division of Laboratory Services, within the Survey and Certification Group, under the Center for Medicaid and State Operations (CMSO) has the responsibility for implementing the CLIA Program.

On May 14, 2009 Wayne Memorial Hospital Laboratory had their first ever CLIA inspection. The hospital was given a two-week

notice to get ready for the inspection. Hospitals are picked at random, without any prior knowledge of inspections by other regulatory bodies like the College of American Pathologists. A total of five inspectors including one supervisor, who was observing the team constituted the CLIA team for Wayne. The inspectors were very detailed in the inspection and spent most of the time reading procedures and reviewing survey results. They also spent a great deal of time reviewing employee files to determine the eligibility of each employee related to their responsibilities.



They require copies of each technical staff member's diploma. Certifications are not acceptable. Interestingly, they didn't spend much time in the department or asking questions, but concentrated on paperwork. The hospital received a verbal summary of the results and is still waiting for a final report to be sent.

CLIA gives 45 days to make any corrections after receiving the report. We are happy to report that based on the verbal summary, the Wayne Memorial Laboratory team did a great job!!!!

Clinical Programs

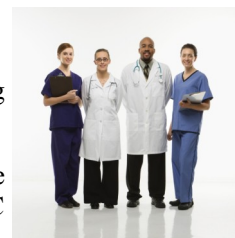


Collaboratives Update

Color Coded Wristbands: SAHA is proud to be actively involved in several collaboratives with the NC Quality Center. The latest in this list is the NC Standardization of Color Coded Wristbands initiative. Several SAHA members have expressed an interest in being part of this important collaborative to enhance patient safety within their hospitals. The event will be "virtually" launched in July. As with the other collaborative, SAHA will provide the necessary support to

its members participating in this project.

We are very fortunate to be able to partner with the NC Quality Center and appreciate the opportunity to work towards making patient safety a priority not only within our member hospitals but also within our state.



OR Team—Enhancing Efficiencies

Knowledge
 Shared
 Saves
 Lives

The SAHA OR team was joined by several members of the CNO and CFO teams for a very interesting and educational session with DJ Sullivan, a well known name in the field of OR/Surgery consulting and implementation. Randy Heiser, the President of DJ Sullivan Healthcare Consulting, shared his company's expertise in enhancing OR efficiency and its overall impact on an organization's patient safety, quality and staff & patient satisfaction as well as the bottom line. The session focused on improvement strategies for block scheduling, over/under booking, on-time first case starts, OR capacity, benchmarking and operational issues faced in an OR on a daily basis. Thirty-two attendees from twelve member hospitals enjoyed this session. Mr. Heiser also offered his firm's services to SAHA members at a discount, should there be an interest in benefiting from their expertise. The session was provided at no cost to SAHA members and CEUs will be awarded through DJ Sullivan for the attendees of this session.



Rehab Team—3 hour rule and Vital Stim

On April 22nd, the SAHA Rehab Team members were trying to address delivering 3 hours of rehabilitative service Jimmy Henderson of Palmetto GBA. [for 5 of 7 inpatient days] in a variety Jimmy shared the recent clarification of ways and needed additional clarity to the Vital Stem payment ruling from Palmetto to guide these policies. The team shared their concerns regarding patient satisfaction and how RAC may interpret the current rule. Ten participants from 6 hospitals joined the 3 round table discussion. During discussion of the 3 Hour Rule, Jimmy discovered that

Blood Bank Usage

The standing orders for any orthopedic surgery included having two units of blood at hand, cross-matched prior to surgery. However when the number of units of packed cells being cross-matched significantly out grew the number of units used for patients, alarm bells began to sound. This imbalance not only caused an increase in inventory but also resulted in an increased workload for the blood bank staff at Wayne Memorial Hospital. The cross match to transfusion ratio was reviewed by physician groups as a first step.

Case management entered the equation at this time to assist with physician education on efficient blood utilization across the board. Blood Bank promised to do a type and screen prior to surgery (in case of antibodies) and then have blood ready in a relatively short time if needed, resulting in significant changes to the standing orders for orthopedic surgery. The result was a dramatic drop in the number of cross matched units while still providing quality care for the patients.

Needless to say the process wasn't an easy one!!!

"Persuasion through education" helped build a strong and trusting relationship.

The staff had to win the trust

of the surgeons and assure them that blood would be available when needed without any delays. Lots of education, practice runs, a couple of trials and lots of patience finally resulted in a successful, sustainable process.

The lab has established criteria for transfusion and any units transfused outside of these criteria are reviewed for appropriate follow up. The cross match to transfusion ratio is also monitored on an ongoing basis to keep the process moving smoothly.

Our hats off to the multidisciplinary team at Wayne Memorial who, under the leadership of the lab director, made this huge undertaking a success!!!!



Knowledge Sharing

PI Team

The SAHA PI team continues to enhance its knowledge on the various PI strategies in place at member hospitals. Mark Maxwell, a Six Sigma Black Belt from Moses Cone, did an extremely educational session on ISO 9000 at the team meeting in April. Part of this presentation focused on policies and procedures (P&Ps), which in turn

peaked the team's interest in identifying a central area not only to house the P&Ps but also to regulate their periodic update. Our team members from Betsy Johnson briefly shared the role of their "P&P Czar". Debbie Travis from Betsy Johnson shared not only the process in place at Betsy Johnson but also the template used for tracking and signing off on policy changes. Last but not the least, Sandi Paige, our team member from Nash HealthCare Systems walked the attendees through the process of conduct-

ing a Root Cause Analysis (RCA), and shared her secret of the mini-RCA. We are happy to report that the PI team from Carteret General Hospital took her lead and is in the midst of process changes based on mini RCAs conducted after this presentation.

Way to go team members!!! We look forward to more educational sessions as we strive to provide the best quality care in a safe setting!!!!

CFO and Business Office—Uninsured Patients



A joint meeting of CFOs and Business Office Managers was held on April 16, 2009 to discuss collections processes around uninsured patients. Prior to the meeting, members were asked to submit their current process in place and also future plans for improvement in this area. Each member then

explained in detail their processes along with pros and cons of each process. The discussion also included addressing challenges in this field. A summary of the discussion and follow-up was shared with the teams after the meeting. Fifteen member hospitals were in attendance at this meeting and

agreed to share their best practices and strategies around self pay patients. The discussion focused on centralized scheduling; use of eligibility services; determining charity guidelines; and educating patients about the availability of alternate resources for care within the community.

On May 6th, ED team members met at Onslow Memorial to enjoy a site visit of the new ER and several education sessions. The first presentation, "Training, Motivating, and Retaining New Graduate Nurses"

addressed building a successful ED internship program. Nancy Pate shared their challenges of gaining staff buy-in, developing the curriculum, and balancing class time with clinical experience. Onslow capitalized on concurrent internship programs across departments, developing common classes that would build relationships between units going forward. Onslow has enjoyed tremendous retention from this internship program, 71% within the ED program, with half of the remainder due to military relocation. Beginning with the premise "Hire attitude, train skills", their interns have graduated to achieve advanced positions and certifications. Their internship has become a draw

ED Team: Onslow Site Visit

to the ED when many nursing graduates may have trepidations entering the field of emergency medicine.

The second presentation, "Bad Code: A Method to Debrief and Transform," demonstrated the success of appropriate documentation to resolve the frustration and difficulty debriefing after codes. Basia Rush, highlighted the adult and pediatric code files which were developed and added to every supply cart to collect necessary data and enable an effective root cause analysis by a new peer review team. This expectation allowed staff members to participate in a formal process, as if a lawyer were present, and overcame the anxiety

related to documentation weaknesses. Participants also enjoyed a surprise presentation from the recent graduates of Onslow's EMT program that created a unique music video synopsis of their education series.

Nancy Pate, led the attendees on a tour of the department. She demonstrated how the new wing design quickly expands or shrinks to accommodate varying patient loads and population, optimizing the staff's time with well placed stations and supplies. Along the tour, members were introduced to several of Onslow's internship graduates who shared the confidence the program inspired. Thank you Onslow Memorial for hosting the ED Team!



Educational Programs



SAHA College: Interviewing and Selecting Talent

Wilson and Diane Everhart, of Moses

On April 20th, participants from 8 hospitals attended Interviewing and Selecting Talent. Chris

Cone Health System, shared strategies to prepare and provide effective interviews and evaluate candidates.

The speakers focused on job analysis, building rapport with candidates, bias recognition and behavioral interview tactics. Participants appreciated the interac-

tive activities and the concrete ideas they could quickly implement at their own organizations. The upbeat presentation included discussion of real life interview experiences from both presenters and participants, including perspectives from both sides of an interview. Members earned 0.5 CEU for this seminar.

SAHA College: Managing a Multi-Generational Workforce

In collaboration with WakeMed Staff Development and Training, SAHA provided the 5th education seminar in our Management Series. Sanne High presented a multimedia look at the 4 generations working together; exploring strengths, weaknesses and the stereotypes that hamper effective communication. She highlighted the M.E.E.T. program to structure discussion, find common ground and improve the overall work accomplished. M.E.E.T stands for Make time to discuss, Explore differences, Encourage respect, and Take responsibility. This is a tactic to bridge the gaps of ever-changing business etiquette and values to improve productivity and reduce interpersonal conflict.

Members from six hospitals were able to attend and received .4 CEU for their participation. The speaker led team members to share common challenges and advantages of working with colleagues of other generations. Participants agreed the open discussion, real life examples, and coaching suggestions were highlights of the course.

Patient Communication: Dr. Thom Mayer

Dr. Thom Mayer of Best Practices shared his experience and humor to address Patient Communication and Satisfaction in the ED and hospital. Participants appreciated his suggestions to address staff frustration from balancing care and communication with patients or their guardians. Dr. Mayer noted a key distinction between patient and customer is the customer is more vertical. Staff members need to recognize and respond with different communication skills to each population. Sharing his A Team and B Team analysis, he noted how management affects the overall ability of staff to meet these varied expectations. The 78 participants included a broad spectrum of disciplines from 11 hospitals.

National Patient Safety Goals: Session with Joint Commission Resources

The Joint Commission made several changes to the National Patient Safety Goals (NPSGs) with a special focus on Infection Control. Needless to say, the SAHA Infection Control team geared up to tackle these changes. As a first step, the team attended an educational session with Sylvia Garcia-Houchins of the Joint Commission Resources. Ms. Garcia Houchins is also the Director of Infection Control at the University of Chicago Medical Center, and she shared some key compliance strategies with fifty attendees from fourteen SAHA members on June 19, 2009 at WakeMed Cary. Given the broad spectrum that the NPSGs cover, and the focus on patient safety and quality, this session included Infection Control practitioners, Risk Managers, OR directors as well as representatives of the Performance Improvement and Compliance teams.

Ms. Garcia discussed both CDC and WHO guidelines for hand hygiene, critical factors for the success of large scale hand hygiene promotion, IHI's Hand Hygiene Intervention Package and key elements for a successful hand hygiene program. In addition to compliance strategies, the speaker also stressed that reducing infections was the responsibility of "everyone" in a healthcare setting!!! Wake AHEC provided 0.4CEU for the session. Evaluations from this successful session included comments like "information very timely", "great content and speaker"!!!





Southern Atlantic Healthcare Alliance

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We welcome your feedback!

Important Dates and Contacts:

July 16 (SB) - Business Office Team

July 22 (DA) - Board Meeting

August 21 (DA/SB) - Finance Committee Conference Call

August 27 (MW/SB) - Mental Health Forum

August 28 (CP) - Rehab Team Ethics Education Session

September 23 (DA) - Board Meeting

For all SAHA meeting dates and information refer to the calendar on our website.

Staff Contacts:

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Cindy Nobling (CN): cnobling@sahalliance.org

Cindy Pittman (CP): cipittman@sahalliance.org

Matt Wilcox (MW): mattwilcox@sahalliance.org

Matt Wilcox—SAHA Summer Intern

I recently joined SAHA's team as an intern and am excited to be involved with the organization. I will be working closely with Swati Bhardwaj on a number of projects for the Materials Manager's Team and assisting in coordinating the upcoming Mental Health Forum. You may also see me at upcoming team meetings and helping with registration for SAHA educational events. I will also be helping Mr. Dale Armstrong in revising the content and questions for the annual SAHA Satisfaction Survey and trying to learn as much as I can in the process.

My interest in healthcare goes back as long as I can remember, my mother is a nurse, and I consistently volunteered throughout high school and college. Work-

ing full time as a patient transporter at WakeMed two years ago, I enjoyed working with a wide variety of clinicians and patients. The experience showed me first hand the operations of a large hospital. Last summer, I worked as an intern in the Corporate Planning and Public Relations department at WakeMed, which awarded me the opportunity to work on a number of interesting projects and with a great group of people. I recently received my undergraduate degree from the University of South Carolina where I graduated with a double major in mar-

keting and management and a minor in SEC football.

I'm truly excited to be here at SAHA and look forward to meeting and working with all of you!

