

Administrator's Report
7/12/2010

PEOPLE

Professional Development

Amanda Wozniak of Island Women's Healthcare (Dr. Burnett's office) has received her Registered Medical Assistant certification.

Laura Black, Cindy Holland, Melinda Bucholz and Shannon Tumblin have all completed their RN program.

Erin Christensen of the MAC clinic has achieved her BS from Columbia University

Staff Recognition:

We would like to congratulate the following MIS employees on their recent promotions.

Andrew Keresey promoted to Product Support Rep

Nino Olalia promoted to Network/Desktop Specialist

Yan Gendel promoted to Network Systems Administrator

Evelyn Mueller promoted to Business Analyst

Leadership Development Institute (LDI): *Resolving Conflict*

The topic of the June LDI was "Resolving Conflict in the Workplace". The full day workshop was facilitated by Kathy Rice and Ryan Mattfeld from the Dispute Resolution Center of Skagit, Snohomish and Island Counties. Kathy and Ryan brought a depth of experience in mediation and conflict resolution that created invaluable learning for the participants. The specific content areas discussed were leadership styles; conflict styles; the levels of conflict; generational differences and how these influence conflict. They also discussed the communication skills of reflecting, reframing, and using good questions; and the four steps of achieve conflict resolution. The tools learned were practical and could be applied immediately. 100% of the participants rated the information as significantly impacting their effectiveness as a leader. Following are comments made by a few attendees:

- *"I can become better at conflict resolution with these great tools and examples."*
- *"Love generational topic and discussion. It was hugely helpful both as an employee and as a manager. We at WGH have employees at every level and we have to learn to use that as a positive."*
- *"Will use the reflecting, reframing, clarifying question approach to be more effective in conflict situations."*
- *"Great tools on communication and conflict resolution"*
- *"I understand how valuable this is to WGH"*
- *"Better leaders, better organization"*

Standards of Behavior

The roll-out of the Standards of Behavior continues with a focus on our value of Innovation. An energized, creative group of employees/managers from the finance reporting line have been reminding us of the importance of innovation to our journey to be a great hospital. They are accomplishing this via weekly emails to all users, information on the lobby reader board and will be implementing an innovative idea with an ongoing PowerPoint slide show that will chronicle the idea's journey. This emphasis has met with a positive response, with reports of staff members sharing ideas for improvement with their department managers.

SERVICE

Community Outreach

Whidbey General touched hundreds of people on Whidbey Island through three key events in the past month. First was the North & South Whidbey Relays for Life. (Jun 4-5 and Jun 5-6 respectively). The Relays raise money to support those affected by cancer. The MAC clinic at WGH can provide many of the needed treatments in regards to cancer care and utilizes these funds in different ways to support patients and families through the experience. There are a few circumstances when a person may need to leave Whidbey Island to receive care which may include a three times a week regimen for multiple weeks. The funds could be used for transportation so the individual and or family could focus on healing and not the hectic traffic of a city. Additionally, we are excited to now have General Surgeon Dr. Leah Oman who specializes in breast cancer surgeries. Her collaborations with our MAC clinic improve the range of services we can provide to support those facing cancer diagnosis/treatment. Many WGH staff participated in the Relay and a special thanks to Dee Giordan and Connie Lippo for organizing the WGH teams.

Many people think of Emergency Medical Services (EMS) as solely responding to emergencies with the ambulance. In reality, that is just one part of their commitment to excellent service. EMS partnered with Wal-Mart to obtain car seats to give to the public on June 11th. Many parents stopped by to have the paramedics confirm whether or not the car seat they currently used was installed correctly. It was a great hands on reminder to check the security of the car seats on a regular basis and have someone there in real time to show parents how to do just that. This was also a super time for parents and kids to ask questions of the paramedics and take a look inside the ambulance. The second event EMS was a part of was a senior falls prevention talk. This group was focused on staying active and independent. They recognized that when a person falls it can change the course of their life and may inhibit independence. EMS shared what the current local fall statistics are, coached the group on how to "safely fall", and spoke to resources that could attend a future event for further support. A special thanks to Robert May for organizing both events.

On June 17th, The Life Center held a Healthy Heart Dinner event which was funded through a grant by The US Department of Health and Women's services. The event was for health care professionals but geared toward uniting complementary, community health, & WGH staff to learn about heart health. Many people in the community support their wellness by

seeking traditional and complementary medicine methods. Some are members of the WGH staff, but there are well over one hundred providers on Whidbey Island that are not. The providers such as Doctors/Chiropractors/Dentists, Naturopathic practitioners, nurses, medical assistants, dental assistants, massage therapists, and many others may not know one another or the services they offer in our community. This is a critical part to providing holistic care to our community. By learning more about each other and the services that we provide we can better support our patients and community in both illness and health. A special thanks to Laura Blankenship, from the Foundation & Janie Keilwitz, RN Life Center, for organizing and executing the event.

Patient Comments

We receive many positive comments from our patients about their healthcare experience at WGH. Our Leadership Team has been recognizing the importance of these comments by writing personal thank you notes to individuals and Departments mentioned. Below are some of the more recent comments:

Nurses were excellent especially *Sarah & *Fay who spent the most time w/me.

*Dr. Z. was exceptional. Very caring and concerned. Checked on me once or twice a day.

*Dr. Helene Lhamon is the doctor I saw on both the 15th and the 16th. She is the most caring & considerate Dr. I've EVER seen. She was absolutely so caring & sympathetic.

Thought *Dr. James Martin (Sat. ER on duty) was great. He evoked confidence, he used humor, he listened, he informed, he included my husband.

Always checked ID before any medications were given. *Ms. Hawkins was most helpful & informative

*Ms. Wilson did an outstanding job keeping the room clean & was always pleasant w/a smile.

*Lori, my nurse just plain wonderful to say the least. I truly fell in love with beautiful her.

*Dr. Michael Picco was excellent in how he took care of me. He was wonderful.

*Cindy & *Igene are awesome therapists. They keep me in line - making sure I do not overdue at work and in my personal life.

*Karen Krotz-Sperry and *Kathryn Stelling are wonderful. All the nurses at WGH ER are fantastic!

The 'MAC Unit' is the best I have experienced. The staff are truly deserving of the

highest marks. They have my respect and gratitude for choosing nursing as their career. Note. Please make sure the 'MAC Unit' is made aware of my appreciation for them. I will check. Thank you.

QUALITY

The Importance of the Dashboard

The core of WGH's mission is to provide quality care to our patients. There are many dimensions that comprise quality; access to care, a healing and supportive environment and professional competence to name a few. In addition to the fiduciary responsibility the board has to our institution, Centers for Medicare and Medicaid Services (CMS) hold the board responsible for the quality of care in the hospital. The challenge is to provide the board with information it needs to meet this responsibility to the hospital and patients. Dashboards have emerged over the past few years as a tool for hospital boards committed to promoting quality improvement. Research has shown a correlation between dashboard implementation and quality performance. (Kroch, et al. 2006 J of pt safety)

Best Practices

1. Use a dashboard to interpret mounds of data and to focus on what is most important.
2. Review dashboard at every board meeting.
3. Set targets. The board should converse with the hospital on progress toward safe and effective care.
4. Simple is better. The board should monitor a small number of system-level measures that are shared with the entire organization and stakeholders.
5. Topic specific scorecards can be presented in the Quality Committee.
6. Statistics are important. Statistics are vital to successful operation of our hospital.
7. Select the right dashboard metrics. The dashboard should measure financial strength, operational effectiveness, clinical quality, patient satisfaction and market share. A balanced dashboard establishes the link between quality and finance.
8. Monitor the results. Dashboards can highlight what is great and what needs improvement. The dashboard can point to changes that need to be made.
9. Establish mechanism for patients to share their stories.

One of the challenges in addressing quality measures is how to define it or measure it. Many are not outcomes but an aspect in the process of care. You cannot manage what you cannot measure and you cannot measure what you cannot define. Defining a measure and collecting data that is accurate, valid and reliable involves many complex processes. How to measure quality of care in healthcare is not clear-cut and remains a challenge facing hospitals today.

GROWTH

Current Physician Recruitment Successes

Physician access continues to be the prime area influencing our growth and our standing in the community. While there is a great desire to fill a vacant position as soon as possible, it is incumbent upon us to ensure that we have the right person rather than the first person. We have been fortunate in our efforts:

- Dr. Mathew Marquart, Orthopedic Surgeon, was onsite for his second visit June 10th, we extended an offer to him which he accepted.
- Dr. Anita Asadorian, Family Practice, made her second visit to Whidbey July 2nd, she is interested in a south end practice. We will be following up on the interviews, if feedback is positive we will be extending her an offer.

Current Physician Recruitment Initiatives

- WGH Hospitalist
- Langley Clinic Physician

FINANCIAL

The month of May was a challenging month operationally. Our patient volumes were under-budget by 6% and expenses were over-budget by 1%. May’s net operating loss was \$2,131 on a budgeted gain of \$201,779. For the year, our patient volumes are 2% under-budget and expenses are 1% under-budget, resulting in an operating gain of \$594,364 against a budget of \$1,025,666. The operating margin year-to-date (YTD) is 1.6% on a budget of 3%. Like most hospitals and clinics, the national recession has contributed to a sharp increase in uncompensated care. The following table presents the total uncompensated care we have provided our community, through May of the respective year.

	YTD May 2010	YTD May 2009	YTD May 2008
Uncompensated Care	\$4,409,471	\$3,949,928	\$2,990,196
Increase over prior year	11.6%	32.1%	25.8%

Time and Attendance/Payroll

The organization will be transitioning away from paper time cards and implementing the ADP eTIME electronic time and attendance/payroll system. The eTIME system will eliminate the need to fill out paper timesheets, provide more accurate payrolls, collect time and attendance data on-line, and provide our supervisors with useful hours and wages data. Please check your paystub, hospital email or intranet for additional information and FAQs. If you have questions about eTIME, please contact our Payroll or Human Resources Departments.

We continue to test and validate the system. Additional details about when the organization will “go-live” with eTIME will be available via email, department communications, and/or your supervisor.

Information System Selection

With the challenges of the Federal HITECH Stimulus Readiness and Meaningful Use looming on the current horizon, McKesson has proposed a solution for WGH that would migrate our information system from Star to McKesson Paragon. Considering the importance of such a migration and the cost to the organization, Administration has engaged ACS Consultants to facilitate an independent and objective analysis of information systems solutions. This evaluation and identification will consist of an assessment of our current Stimulus Readiness, development of needs requirements, sending RFPs to qualified vendors, evaluation of RFPs, vendor demonstrations, cost of ownership analysis and implementation planning. We anticipate this process will require a number of months for our selection committee to complete their review and due diligence to select the vendor and product of choice. Based on our goals and preliminary timelines, we anticipate identifying a vendor of choice by February/March of 2011.