



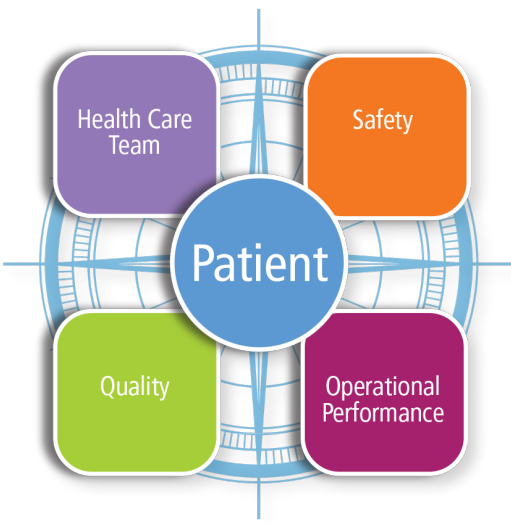
How our NICU nurses became heroes to one thankful little girl

Turn to page 3 to learn more.

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A Message from Al

Chief Operating Officer, Munson Healthcare
President, Munson Medical Center

True North

True North drives everything we do. It is the compass that guides us to make the right decisions, aligns our daily work with our goals, and inspires us to do our best for our patients and each other.

Mission

Munson Healthcare and its partners will work together to provide superior quality care and promote community health.

Vision

Working together, we will be the first choice for care within the communities we serve.

Our Values

Accountability

We are accountable to our patients and each other for our decisions.

Respect

We respect everyone, everywhere, everyday.

Stewardship

We carefully use resources entrusted to us.

Compassion

We show compassion and understanding in all of our encounters with others.

Teamwork

We approach all of our work with a spirit of collaboration.

Safety

We make safe work practices a top priority every day.

During Hospital Week May 6 - 12, Munson Healthcare hospitals are celebrating our progress and applauding ongoing efforts to keep the patient at the center of all we do. I am in awe of our entire Health Care Team and the hard work you do every day to care for our patients and each other. Hospital Week is a great time to reflect on our many accomplishments that are the result of our hard work.

In this issue of The Compass, we focus on the patient experience, and celebrate the fact that four Munson Healthcare hospitals recently received 'A' safety grades from the Leapfrog Group. While we are grateful and encouraged by these grades, we all know that third-party ratings agencies are not what drives us to come into work every day and do our best. I truly believe that we are all driven and connected by a higher purpose to serve.

Each of us plays a unique and important role in running our hospitals 24/7, or supporting our health care system and the continuum of care. I encourage you to continue to take time this week to thank all of the co-workers and teams who support you. Pause and reflect on your accomplishments and tell each other how grateful we are for each other.

Munson Healthcare's Chief Medical Officer Christine Nefcy, MD, FAAP, addressed the topic of physician burnout in the December 2017

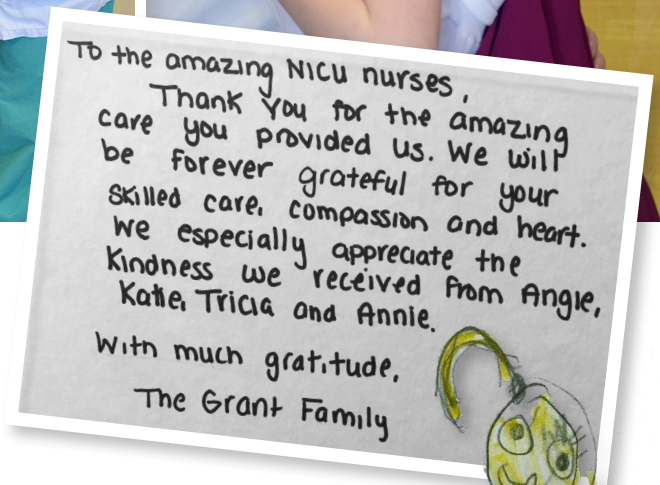
issue of The Pulse. She wrote "Let's face it, it's real and we've all felt some aspect of it at some point in our career. Exhaustion. Cynicism. Detachment. Depression. Our jobs are busy and complicated. I know firsthand how hard it is when you're a parent and things come up. Forced to choose between your patients, your kids, your marriage, or even your own personal wellbeing is stressful and frustrating. Tack on the external changes that are happening nationally, and things can seem out of control even for the most optimistic of us. For our patients, our families, and ourselves, nothing matters more than recovering that equilibrium."

Sound familiar? It doesn't just happen to physicians. It happens to all of us. So this Hospital Week, and throughout the entire month of May, let's help each other find ways to deal with the stress of our daily lives, focus on the positives, and continue to remember that we are all in this together — because together is the only way we will continue to move forward. Thank you for everything you do.





Karly Grant poses for pictures with her heroes.



Karly's Heroes: The Nurses of the NICU

Karly Grant's heroes don't wear capes, but they do save lives. They are Munson Medical Center NICU nurses Annie Hautala, Tricia Adams and Angie Ross-Fortney, and former MMC RN Katie Joyce, who all took care of Karly when she was born.

Now a second grader at Gros Cap School in St. Ignace, Karly wrote a story about her heroes for her class's writing competition — and won.

Karly, a twin, spent 52 days in the NICU after her birth. Her sister, Kennedy, passed away within hours of her birth. Since then, her family has stayed in touch with the NICU nurses and recently returned to present them with a bound book that contains Karly's story. Here's an excerpt:

Me and my sister Kennedy were born 2.5 months early. We weighed less than 3 pounds. We could not breathe or cry on our own. We got hooked up to machines and when the alarm went off, they came over to rub our arms and legs to get us breathing. The nurses and doctors took the best care of us. They taught my mom and dad how to hold me and change my diaper. My sister was born strong, but I wasn't. I got stronger, but Kennedy could not. The nurses helped my mom and dad when they were sad they lost my sister. They are amazing people.

"It was really special to have Karly present her story, but she's been special to us for years," said NICU nurse Tricia Adams, BSN, RNC, who is also the namesake of one of Karly's dolls.

"We've been fortunate to stay in touch with Karly and her family and they warm our hearts over and over again." Tricia does admit, "Having a little girl idolize you is pretty amazing."

Being a NICU nurse can be really rewarding and also very challenging. Tricia continued, but helping families through a tough time is what she loves most.

For her part, Karly will never forget her sister Kennedy or the nurses who helped her. "They're awesome," Karly said. "They help save babies lives. They helped save me."



The Patient Experience

One of the key focuses of True North is keeping the patient at the center of everything we do. In fact, everything we do at Munson Healthcare needs to put our patients first.

So, how do we know if we're doing a good job and creating the best patient experience possible? We ask. A majority of our patients are asked to complete a survey regarding their experience. This survey allows patients to tell us about the care they received from *their perspective*.

"The patient experience is a vital part of the healing process and this survey provides us with invaluable feedback," said Patient Experience Specialist Tiffany Fortin.

The survey identifies opportunities for improvement and we are always working on initiatives that will continue to enhance the patient experience. "We are implementing specific behaviors that we are asking staff to use when interacting with patients," added Fortin. "What we're trying to ensure is that patients have the same kind of experience no matter where they're being treated in our system." These behaviors include:



Knocking before entering a patient's room to display privacy and respect



Introducing yourself to patients and visitors to build trust



Listening to your patients to show that you care and understand their needs



Encouraging questions so patients become active participants in their care



Thanking patients to show you appreciate them

The launch of the new Munson Healthcare website and patient portal are two more initiatives that are helping to improve the patient experience.

New Website

"Our website is often the first place people visit before they come to any of our facilities," said Digital Marketing Specialist Keri Amlotte. "It's important to provide an easily navigable site so users can quickly and easily find the information they need."



Katie Williams, BSN, C-EFM, discusses the care plan with her patients.

That's the idea behind the Munson Healthcare website redesign and update, launching soon. The new site will take a comprehensive system approach so patients and visitors can see all of the services available throughout northern Michigan.

The year-long process included a complete redesign with new navigation, hundreds of new pages of patient-focused content, and more robust tools, such as a location finder, a class/events finder, and a "find a doctor" tool.

Patient Portal

Big changes can also be seen on our patient portal, making it easier for patients to navigate, obtain important health information, and communicate with their health care providers.

What's New?

- Updated icons, logos, and background images give the portal an updated look and feel.
- A more robust main navigation is now easily accessible on the left side of the portal.
- A more functional account menu is now found on the lower left of the portal.
- Allergies and Key Metrics are now on the right side of the portal. Clicking a test name takes you to the Lab Results history for that test, including a graphical view of your results over time.
- Quick links to supporting tools not located on the portal are now buttons located above the banner on the portal Home page.

"With these upgrades, everything is available to our patients in one spot," said System Analyst John Rokos. "This portal is a great example of keeping the patient at the center and we will keep talking with patients about it so we can continue to improve their health care experience."

myWellness:

Improving Employee Health

We all want to be as healthy as possible — for ourselves, our families, and our jobs. Only when we are physically, emotionally, and mentally healthy can we provide the best patient care. Many wellness-focused programs are already available to you, and soon you will see additional offerings under myWellness — an employee and family-focused benefit. myWellness benefits provide tools, education, and resources to help us reach our personal health and wellness goals. Here are some of those benefits.



Yoga class at the Charlevoix Wellness Workshop.

Fitness Centers/Gyms

Exercising before work, during a lunch break, or after work can help you stay energized and effectively relieve stress. Physical activity improves your mood, memory, and sleep, in addition to increasing your chances for a longer, healthier life. Regular physical activity also may help prevent or delay the onset of chronic diseases, such as type 2 diabetes, heart disease, high blood pressure, and stroke. Don't have an extra hour? Breaking up a workout into four 15-minute intervals is just as effective at improving your health.

Available in: Cadillac, Charlevoix, Frankfort, Grayling, Kalkaska, Traverse City

Sports Clubs

Be a great community role model, get exercise, and enjoy the camaraderie of your fellow employees by joining a Munson Healthcare Sports Club. Club membership is free and includes a very cool, specially-designed Munson Healthcare sports jersey. Clubs are open to people of all fitness levels, from beginners to experts.

Available in: Traverse City. Coming soon to other locations! Learn more at munsonhealthcare.org/mysportsclubs.

Yoga

Yoga is a mind-body workout that not only promotes physical strength and flexibility, but also can reduce stress and ease the mind by incorporating elements of meditation, relaxation techniques, and deep breathing. Anyone can join a class, regardless of your experience level.

Available in: Cadillac, Charlevoix, Frankfort, Kalkaska, Traverse City

Munson Healthcare also has nutrition-focused offerings, including community supported agriculture (CSA), weight management plan Core4, the Traffic Light Program for healthy eating in the cafeterias, and Weight Watchers at Work.

Learn more at munsonhealthcare.org/my-wellness and look for myWellness opportunities coming to your location.

Let's Celebrate!

National Hospital Week

and

National Nurses Week

May 6 - 12

Thank you for all you do to care for our communities!

May is:

National Employee Health and Wellness Month

and

National Physical Fitness and Sports Month

CHOOSE ^{to be} WELL



Healthy food fuels your body.

Eat well. Feel Better. Have more energy. Be less prone to chronic illness.
Have clearer skin, shinier hair. Maintain a healthy weight.

munsonhealthcare.org/choosewell

PEOPLE ON THE MOVE



John Bolde
is now: System Director,
Safety & Security,
Munson Healthcare



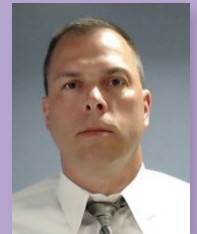
Lyndsay Douglass
is now: System Director,
Talent Acquisition,
Munson Healthcare



Debra Henderson
is now: System Director,
Annual Giving and
Stewardship, Munson
Healthcare Foundations



Kathy Sahs
is now: Manager,
Safety, Munson
Medical Center



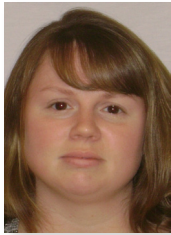
David Tucker
is now: Manager,
Security, Munson
Medical Center

ZERO HARM NIX THE STIX Celebrating Our Successes

The #1 cause of employee injuries at Munson Healthcare is sharps. To help raise awareness, we launched the Nix the Stix safety campaign earlier this year. During this time, we started to rollout valuable training to staff on sharps safety and it's making a difference in many areas.

Celebrating our successes is another important part of this campaign. So we reached out to departments that work with sharps every day to hear more about how they're keeping their teams safe.

Cadillac Hospital's Cancer Care and Infusion:



"The last needle stick we had in our department was more than two years ago. We have many safety features in the equipment we use to help prevent events and the staff do great work."

— **Rebecca Shipton**, Office Coordinator, Outpatient Infusion/Procedure Clinic

Charlevoix Hospital's Chemotherapy and Infusion Center:



"Since the opening of the Infusion Center in January of 2015, there have been zero needle sticks. Staff take their time accessing ports and starting IVs. Also, our nurses prep supplies ahead of time so they are prepared when they reach the patient."

— **Bernadette Raymond, MSN, RN, MHA**, Infusion Center Manager

Munson Medical Center Vascular Access Specialty:



"Our needle safety education begins on Day 1 with new employees. To increase safety we've advocated for products that have easy-to-activate safety devices. Before doing any procedure, we prep our patients: We assess them for anxiety, explain what we are going to do, and ask

them if they have any questions prior to poking them. This is one of the biggest reasons for our reduced numbers. As of today, we've gone 637 days without a stick."

— **Sarah Robinson, MSN, RN, VA-BC**, Manager Nursing Services, Vascular Access Specialty Team

Manistee Hospital's Cancer and Infusion Center:



"Manistee Hospital has had no needle sticks in its Cancer and Infusion Center since we implemented the current incident reporting system in June of 2016."

— **Julie Mueller**, Director of Marketing and Public Relations

Munson Medical Center Phlebotomy:

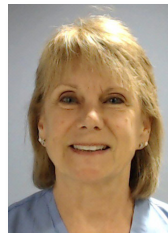


"Most needle sticks for our team occur through sudden unexpected patient movement. So we focus our prevention conversations around slowing down in the rooms, staying aware of our environment and of high-risk patients, and ensuring our patients are really ready for the poke."

This helps the team stay safe. To date, we've gone 132 days without a stick."

— **Emily Summers, MT, ASCP**, Manager, Laboratory Services

Munson Healthcare Dialysis:



"All of our needle sticks for Munson Dialysis Center, Elizabeth C. Hosick Dialysis Center, Kalkaska Dialysis Center, and inpatient dialysis are entered into VOICE and thoroughly reviewed. Needle sticks are infrequent but any upward trend in injuries is brought to our monthly quality meeting for discussion."

— **Kathy Basye, BSN, RN, CNN**, Clinical Educator, Dialysis



"We have had very few needle sticks. For the medications we give with needles, those needles have safety locks on them and our staff are well trained on how to use them."

— **Krystal Denike, RN**, Hemodialysis Manager, Kalkaska Dialysis Center

WALK LIKE A PENGUIN!

We asked employees to share how Waddles and his words of wisdom helped keep them safe this winter. Check out their stories:



"On a very cold, dark, and rainy morning, the parking lot was glistening beneath the street lights. As I stepped out of my car, I saw ice beneath my feet. So I got into my best penguin stance, and walked slowly and safely to the door."

— **Lawrence Lampton**, Billing Representative, CBO, Munson Healthcare

"I live a half mile from my job and my walking commute can be treacherous. The freezing and warming of this winter melted the textured snow and became ice. Each dusting gave me a false sense of security, but I was quickly reminded with my first non-penguin step of the ice underneath, and remembered to 'Walk Like a Penguin.'"

— **Shari Hintz**, Information Research Assistant, Munson Community Health Library

"This winter I was taking a fast-paced winter walk to my car. When I arrived I saw a patch of ice around the driver's side of my vehicle. I remembered Waddle's wisdom and took slow, baby steps. It's the little things like this that have kept me safe this winter!"

— **Brennen Batchelor**, IS Help Desk Analyst, Munson Healthcare

"Ice was unavoidable this winter. Walking like a penguin kept me from falling on my bum, hurting my thumb, or just looking dumb — and it also saved our physicians' time by not having to treat a non-penguin-walking employee."

— **John Smith**, Account Resolution Specialist, CBO, Munson Healthcare

"When ice was all over my son's driveway, I told my grandkids 'we have to walk like penguins so we don't fall.' They loved it! They were walking like penguins all over the place and, when their mom came outside, they told her 'you have to walk like a penguin, Mom!'"

— **Cindy Busman**, Director of Patient Accounts, Charlevoix Hospital

"I was walking down my driveway and hit a patch of ice. I quickly found out that age doesn't necessarily keep you from the ability to do the splits. After I checked to see if anyone was laughing, I got back on my feet. Then I remembered the little penguins on the hospital walls and did the penguin walk to make sure that didn't happen again. Lesson well learned."

— **Sherri Robinson**, Phlebotomist, Charlevoix Hospital

"I found myself repeating the phrase 'Walk Like a Penguin' to my friends and family and it brought giggles and smiles. I believe it kept my husband from falling this winter. We were concerned because he suffered a stroke and is on blood thinners. Needless to say, this phrase had a deeper meaning and purpose to our family. Thank you, Munson, for the reminders this past winter."

— **Shelley Heinz**, Scheduling Clerk, Radiology Mammography, Munson Medical Center

"The parking lot has been very icy this year. I started walking like a penguin the moment I saw ice! I really didn't like the idea of a bad fall. I've been looking for other penguins to walk with. Stay safe out there!!"

— **Mary Geary**, Medical Receptionist, Munson Physician Network, Grayling Hospital

"This penguin walk seemed silly sounding at first, but I made it a goal to not fall this winter, and decided to give it a try! I am happy to say, walking like a penguin saved my bottom, literally. Slow and steady really does win the race and as funny as I may have looked, I never fell once! I owe it to the penguin!"

— **Necole Kelley**, Phlebotomist, Kalkaska Memorial Health Center

"I implemented the 'Walk Like a Penguin' campaign in my physical therapy clinic. I cued my patients to waddle like a penguin and it saved multiple patients from falling on ice. Who knew that a simple chant could save my patients from injury!?"

— **Raechele Ramirez**, Licensed Physical Therapist Assistant, Paul Oliver Rehabilitation Services

"Thanks for the education on how to walk during winter. It helped me and many others. I shared this information with my 84-year-old mother and her friends at the senior center and in my condo newsletter."

— **Doreen Cousins**, PACS, Radiology, Munson Medical Center



The stroke team, including Timothy Archer, MD, practices stabilization of a stroke patient and preparation for a transfer to Spectrum Health.

Flight Aero Med to their facility for potential stroke endovascular treatment.

In addition to the work on ischemic strokes, a multi-disciplinary team now uses a tiny implantable device called LINQ™ to monitor heart rhythms and detect atrial fibrillation of the heart.

A-fib, the out-of-sync beating of the heart, is the source for stroke in many people. The condition, which appears and disappears, causes a pooling of blood in the heart that can allow stroke-causing clots to form. Now Munson Healthcare patients can be diagnosed early and put on appropriate medication to treat the condition.

“ We have improved our appropriate administration of tPA by more than 4.7 percent in the past year. Our ED staff and other members of the team deserve kudos for their great work on behalf of our patients. — Don Caraccio, MD ”

For patients with more severe atrial fibrillation, such as Joel Battei-

ger, 72, of Traverse City, the new "WATCHMAN" device delivered via catheter to the heart where clots could form offers the best solution. He had previously suffered a stroke in March 2014 and while in the hospital his atrial fibrillation was discovered. Cardiologist Brian Jaffe, MD, FACC, suggested he would be a good candidate for the device.

Cardiac electrophysiologist Gregory Francisco, MD, FACC, who helped implant the device in Joel said it shows great promise for stroke-prone patients. "It's equivalent to the standard of care for blood thinners," he said. "It's for patients susceptible to stroke and who also may be prone to falls or who experience recurring bleeding in areas such as the intestinal tract. These patients are not long-term candidates for blood thinning medications and could really see an improvement in their quality of life with the WATCHMAN."

Making Strides Against Stroke for Patients

Ongoing efforts to boost care for northern Michigan residents and visitors who have suffered a stroke, or who are at risk for stroke, continue to pay off. Lives have been saved and quality of life restored through strong collaboration, as well as increased public education.

As a certified Primary Stroke Center for Munson Healthcare, Munson Medical Center offers dedicated stroke care led by hospital-based neurologists in collaboration with many other disciplines and departments within the hospital. Patients arrive from nearby communities or from other Munson Healthcare facilities when they need post-stroke care that does not require endovascular treatment.

Cadillac Hospital and Grayling Hospital belong to the Michigan Stroke Network with Emergency Department connections to a downstate facility. However, ischemic stroke

patients could be administered tPA or alteplase (a crucial clot-dissolving medication) and be transferred to Munson Medical Center when appropriate.

Chief Medical Service Officer Don Caraccio, MD, said concentrated education of physicians and clinical staff along with process improvements have resulted in increased administration of tPA. "We have improved our appropriate administration of tPA by more than 4.7 percent in the past year," he said. "Our ED staff and other members of the team deserve kudos for their great work on behalf of our patients."

The stroke team sees about 400 ischemic stroke patients each year. Also, Munson Medical Center neurology hospitalist Kersti Bruining, MD, FAAN, led the hospital in a collaboration with Spectrum Health Butterworth Hospital in early 2017 to develop a protocol to speed patients via North

Great Teamwork Improves Patient Care



Pharmacist Nick Torney, Senior Systems Analyst Mark Tosiello, and Senior Data Science Professional Val McManus.

A collaboration between Pharmacy, Information Services, and Clinical and Business Intelligence is making it easier to identify patients on antibiotics who may be at risk for kidney failure. The pilot project lays the groundwork for future development of health alerts to assist clinicians treating patients.

"Patients may be on the recommended dose of a medication, but over time, their kidney function deteriorates," explained Mark Tosiello, PA-C, a senior systems analyst with Clinical Software Applications at Munson Medical Center.

The team created software using Pharmacy and Laboratory data to produce an "antibiotic/renal dosing alert" when a patient may be at risk and gets real-time data to clinicians so they can make quick decisions. "There are costly third-party systems and this was an avenue to see if we could leverage our internal resources," said MMC Infectious Disease Pharmacist Nick Torney, PharmD.

Currently, these alerts go to Nick and pharmacists at Cadillac Hospital and Grayling Hospital. Once they receive

an alert and interpret the data, they communicate directly with the provider if necessary. Then the provider makes a decision about appropriate medication and dosage.

The results so far? Positive. "There have been some patients who have benefited from this, but for the most part it's telling us that we're doing well as a system," Torney said.

While the ultimate long-term goal of a project like this is "patient care and getting the right people the right information at the right time," Torney said, "the collaboration shows we can be successful creating these systems."



Four MHC Hospitals Receive 'A' from Leapfrog Group

Four Munson Healthcare hospitals ranked among 750 hospitals nationally awarded 'A' safety grades from the Leapfrog Group for spring 2018. The organization recently released grades for approximately 2,500 hospitals across the country and **Cadillac Hospital, Grayling Hospital, Munson Medical Center, and Otsego Memorial Hospital** all received the top mark.

Munson Healthcare Vice President of Quality and Safety Tom Peterson, MD, said the grades for the hospitals reflect a continual focus on patient safety and quality care.

quality care reflected in Leapfrog grades in this survey," Dr. Peterson said. "Every day across the system our teams are working hard to provide the best care for our patients, to ensure we have the right processes and procedures in place for patient safety, and to promote a quality outcome."

Leapfrog officials use 27 measures of publicly available hospital safety data to assign A, B, C, D, and F grades to hospitals across the nation twice each year. The organization states that each grade is the result of data review by patient safety experts, and conclusions are peer reviewed, fully transparent, and

free to the public. Leapfrog is one of several groups who examine hospital quality and safety and the measures can vary from organization to organization.

At Munson Healthcare, we are continually focused on what's best for our patients every day. Our Health Care Team is a dedicated, compassionate and talented group of professionals who put our patients first. Thank you for your hard work!



Going Above and Beyond: How Employees Choose to Give Back

From attending a Munson Healthcare-related fundraising event to supporting a particular hospital fund with a one-time or ongoing donation, we're giving back in a variety of ways to those who need it most — our patients and their families.

Employees can take part in specific myGiving campaigns held throughout the year, or choose to give anytime by clicking on the MyGiving button on the Intranet. About 1,000 employees are making charitable donations. One recent example of employees giving: donating part of their paycheck.

Munson Healthcare
has provided
\$180,000
in Foundations' grants
to support more than
2,000 patients

Indeed, the top fund employees give to is the Patient Needs Fund, which supports patients during financially difficult times caused by an unexpected injury or illness. Through this fund, Munson Healthcare's medical social workers and case management

staff provide patient assistance with transportation, day care expenses, groceries, rent, and utility payments as well as other regular expenses that prove to be very challenging when faced with a serious health diagnosis.

The need for this fund continues to grow. Munson Healthcare has provided \$180,000 in Foundations' grants to support more than 2,000 patients through this fund in the past year alone.

The Munson Healthcare Foundations serve 22 counties throughout northern Michigan. If you have questions about any of our funds or how to give, contact Abigail Robinson at arobinson7@mhc.net.

"In an ongoing show of compassion on the part of the staff, several employees elected to donate the additional money from their wage increase to the Foundations to benefit patients," said Debra Henderson, system director of stewardship and annual giving for Munson Healthcare Foundations.

The Impact of Donated Dollars



People who care about quality health care make gifts to their local hospital each year. Philanthropy funds excellence in local health care by providing for new technology, techniques, programs, and services.

Our health care organizations receive about \$7 million each year through charitable giving. We would need to bill an equivalent \$159 million in health care services to replace that amount with operating dollars.

Your gift — at whatever level — truly makes a difference.

Moving Forward with Lean

Our organization made a commitment in 2013 to implement "Lean Transformation" as our approach to continuous improvement. This means we're not going to settle for "good enough." We're going to strive for excellence in everything we do, and push ourselves to keep making both small and large changes every day to improve patient care and our work environment.

We started our Lean Transformation with three Model Learning Areas: Munson Healthcare's Central Billing Office, MMC's Emergency Department, and MMC's Orthopedic Surgery Department. Then MMC's A4 nursing unit was added as an additional pilot area.

The results and feedback have been so positive that people have asked "when will Lean be coming to my department?"

As we continue our Lean Transformation work you will start to see teams finding ways to improve their work-day. One example is with the standard Shift Huddle. Shift Huddles are short, 5-to-10 minute meetings that occur at

the start of each shift or day. We're excited to announce our plan to begin the roll out of the Shift Huddle to the entire system — that means every person at every entity, in every unit and department.

- **PURPOSE:** To facilitate communication, identify and prevent problems, increase safety, and proactively plan for the day
- **HOW:** We use common language and a standard process for facilitating our discussions so that every person can participate
- **WHEN AND WHERE:** Same time and place every day that makes sense for your unit, shift, or department

Some of us do Shift Huddles already. The goal is to have us all do them consistently, using a common language and framework. Look for the official roll out to begin in May to nursing areas, then spread to procedural areas, ancillary, support, and corporate. One small step for each department. One big step for our organization.

techtalk

The Upside of Downtimes

Chief Medical Information Officer John Beckett, MD, FACEP, FAAEM, and IS Infrastructure Manager and Information Security Manager Luke Otten, CISM, CCNP, shared their insights with us on the importance of scheduled downtimes.

Why do we have scheduled downtimes?

Downtimes are required to perform maintenance or upgrades that would interrupt normal performance or cause errors if they were applied while the system was running.

These *scheduled* downtimes, which allow users to be prepared, can protect us from *unscheduled* downtimes, which surprise users and can be a risk to patient safety. Also, 99% of our upgrades — to 600-plus applications

across 3,000 servers — are performed by our highly talented IS staff, on a daily basis, while systems are up and running.

If we have a back-up system, why do we need to be down at all?

We have back-up environments in place for most critical systems if there's a disaster such as a flood, fire, or power failure. In such an event, basic functionality may be restored on a back-up system relatively quickly, but complete functionality can take longer.

Has our back-up system ever prevented a downtime?

Yes. During construction of the Cowell Family Cancer Center, a backhoe severed a fiber path between our two datacenters. The

back-up system initiated automatically, IS was notified immediately and clinical users were completely unaware. Repair crews replaced the fiber within 24 hours.

Do we have more downtimes than other health care systems?

No. Our scheduled downtimes are becoming shorter and less frequent each year. As systems and software improve, they often require less downtime than their predecessor.

