

the **compass** monthly

Connecting You to Every Point of True North

September 2018 | Munson Healthcare System News



Audiologists hear what our patients need.

Turn to page 5 to learn more.

Jeni Wares, AuD, loves helping people of all ages hear their world.

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A Message from Al Piong

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.

Summer will soon come to a close in northern Michigan. But unlike summers of the past, where our hospitals would return to a quieter pace, we continue to see a high level of activity throughout our health system. Yet despite the challenges of working in an ever-changing environment, our Health Care Team continues to support each other and provide the best possible care for our patients every day. I am in awe of everything you do.

Another thing coming to a close is Fiscal Year 2018. It officially ended on June 30, but it takes a couple months to 'close the books' and really see how we did for the year. Our True North Scorecard is what we use to measure key metrics that help drive our success. Each year we set aggressive goals that really stretch us. We do this to ensure that we never rest on our laurels and always strive for excellence. It's about continuously improving and that's what we've done. To learn more, you'll find a brief summary of FY18 in each area of this publication, Patient (page 3), Health Care Team (page 6), Safety (page 8), Quality (page 9) and Operational Performance (page 11).

Our cover story in this issue highlights the outstanding work of our audiology team. The work they do, to restore hearing, can change the quality of a patient's life instantly. Plus, this team is really using some fascinating technology that makes their jobs even more interesting. High tech hearing aids are pairing with smartphones in some really smart ways. To 'hear' more, turn to page 5.

Another important story outlines the launch of the public fundraising campaign for the new Family Birth and Children's Center and additional OR capacity in Traverse City, plus expanded heart clinic services, cancer care, and cancer research in northern Michigan. This campaign represents Munson Medical Center's largest expansion to date and it will improve patient care for community members all across northern Michigan, from newborns through every stage of life. See page 10.

In "Are You a Leader?" we showcase our Frontline Leadership program. This program is a great opportunity for staff to learn how to be an effective leader in their current role and it gives them the skills they need to take the next step in their career. This is just one of the many opportunities that makes Munson Healthcare a great place to work. Read about it on page 7.

Finally, be sure to check out the Quality section (page 9), where once again, we have received some important recognition for our outstanding care.

As always, please share your thoughts on this publication and topics you'd like to see in future issues by emailing Compass@mhc.net.



Healthier Lifestyles for Our Patients — and Us

The opportunity to hike in the mountains with her husband and their two grown children led Cindy Gordon, RN, to sign up for a year-long diabetes prevention program we offer to staff and community members throughout northern Michigan.

"My goal was to be fit enough to actually go on this trip," said Gordon, 56, a nurse at the birthing center at Munson Healthcare Otsego Memorial Hospital who spent several days exploring Glacier National Park with her family in August. "I was just so grateful once I started the program. It's really been a positive thing for me."

Munson Healthcare offers the Centers for Disease Control Diabetes Prevention Program at three locations (Kalkaska Memorial Health Center, Munson Medical Center, and Otsego Memorial Hospital). In addition, community organizations such as the YMCA and local health departments throughout the region offer the program. The cost ranges from free to \$60, depending upon location.

A trained lifestyle coach works with participants during 16 weekly group sessions followed by six monthly group gatherings. Participants need to meet certain requirements, such as being at high risk for developing type 2 diabetes, history of gestational diabetes, or having an existing diagnosis of pre-diabetes.

Gordon, who has lived in the Gaylord area since 2007, said her suc-

cess — becoming fit enough to not only hike out west but also to run a local 5K mud run earlier this year — was helped in part by an especially motivating coach, Cynthia Goddard. "Even though I don't like 'weighing in' every week, Cindy would always encourage you. She was very positive with this class — just the right person to lead it."

Teresa Smith, 54, executive office coordinator at Kalkaska Memorial Health Center, lost 33 pounds and rediscovered cooking wholesome meals during her time in the program.

"I was already pretty active, but I started exercising, going to the pool three to four times a week for about 45 minutes to an hour," she said.

"When we're healthier, we can better take care of our patients," said Amanda Woods, community health coordinator at Munson Medical Center. "Plus, our employees are part of our community, and so it's our responsibility to help them be the healthiest they can be."

Details on upcoming program offerings are at mihealthyprograms.org, with registration taking place at the participating hospitals.

Cindy Gordon, RN, of Munson Healthcare Otsego Memorial Hospital, hiked Glacier National Park this summer. She credits a lifestyle change and the Diabetes Prevention program offered to community members and Munson Healthcare employees with helping her get fit and feel strong enough to take this trip with her family.



True North Scorecard: PATIENT

Wrapping-up FY18

Patient Experience:



We saw many improvements to the patient experience scores in FY18. Some of the highlights include:

- Both Paul Oliver Memorial Hospital and Manistee Hospital are ranked in the top 20% in the country
- Charlevoix Hospital is in the top decile in the country
- Munson Medical Center is in the top quartile in the country
- Cadillac Hospital improved 1.4% over the last fiscal year
- Home Health scored higher than the state average of other home care organizations for the last two quarters

Also, the introduction of Shift Huddles and increased physician engagement and communication are contributing to improving the patient experience.

— Tiffany Fortin, Patient Experience Specialist

Medication Disposal Bins Planned

Munson Healthcare's efforts to help prevent the abuse of prescription medications will soon include permanent drop-off points at system hospitals.

Munson Healthcare Foundations recently funded MedSafe medication disposal bins for Cadillac Hospital, Charlevoix Hospital, Grayling Hospital, Kalkaska Memorial Health Center, Munson Medical Center, Otsego Memorial Hospital, and Paul Oliver Memorial Hospital.

Manistee Hospital already offers this service to the community.

Clinical Quality's Christina Eickenroth, RN, said the bins are part of the health system's efforts to help prevent misuse of outdated and unused prescription medications.

"MedSafe disposal bins accept controlled and non-controlled medications that are unwanted, expired or not used," she said.

Hospitals and providers plan an educational effort aimed at properly disposing of unused medications.

MedSafe bins are expected to be in place around the health care system by fall 2018.



She's College-Bound after Concussion Care

Alexis Howell heads to Central Michigan University this fall with a goal of becoming an occupational therapist.

A soccer player since she could walk, the Benzie Central graduate understands what it is like to be on the receiving end of therapy. She spent much of her senior soccer season sidelined due to a concussion.

"I got hit in the base of my head and fell forward to the ground. I can't remember most of it," she said. "I was dizzy and couldn't hear anything."

She was afraid of being checked by the team's trainer, Arthur Adkins, and the costs associated with treating a concussion. She had suffered a previous concussion on the ski team. The soccer coach insisted Adkins check her. Sideline testing indicated that she likely sustained a concussion, which was later confirmed with a physician diagnosis.

Adkins, a certified athletic trainer at Paul Oliver Memorial Hospital, calmed her fears about treatment. He explained to her the five-stage concussion protocol called CRANIUM (Concussion Recognition and Neurological Intervention, United Management) — a system-wide program used to help provide physicians with information they need to safely return athletes to their sport.

"This protocol provides us with really strong evidence-based information. It tests the brain's ability to tolerate increased heart rate, movement, intensity, and then sport-specific activity safely," he said.

While receiving therapy from Paul Oliver's Lori Darling, PT, and Adrienne Jones, PT, DPT, SCS, a board-certified



Alexis Howell, in white, fights for a soccer ball. She's grateful she could return to competition before the end of her senior season.

sports clinical specialist, Alexis came to realize the significance of a concussion, its impact on her brain, and the importance of healing. Under the protocol, students go through complete brain rest, then light exercises, and then slowly work back into their sport in the last three stages.

"My therapists were awesome," she said. "They made me realize it's more than missing a season, it's my brain."

Happily, her care and recovery enabled her return to the field for a final game. Her goal now is a college degree as a therapist allowing her to help others.

"I have a brother who was in the Navy and I'd love to work with veterans," she said.



Jeni Wares, AuD, says she enjoys her specialty because of the range of patients she sees and the technology that continues to improve.

'Sounds of Silence' Not on This Team's Playlist

You know you have a cool job when part of it involves helping patients stream their favorite tunes on a smartphone.

"It's really a fun job," said Jeni Wares, AuD, CCC-A, one of four audiologists caring for patients at the William and Leni Carls Hearing Clinic at Munson Medical Center. "I like that it's technology driven and personal. You get to follow people through the years, you get to watch kids grow up and see what their paths are going to be."

Staff at the clinic offers the region's residents and businesses the latest diagnostic hearing procedures and technology in hearing devices. The service is important because one of every eight people in the nation experience some type of hearing loss.

Jeni said technology now allows for some hearing devices to be controlled by applications on smartphones. Users can adjust their hearing aid in crowds to better focus on a certain speaker, link to a microphone, or stream music or a podcast directly to their hearing device.

Born in Traverse City and raised in Marquette, Jeni wanted to work in health care and took an audiology class at Western Michigan University. She was hooked. Following graduation, she chose to practice at Munson Medical Center to be closer to family. She enjoys working with all ages of people and witnessing their satisfaction when technology improves their hearing and quality of life instantly.

Audiologists at the clinic treat hearing loss, offer vestibular testing for balance issues, and test auditory brainstem response on infants.

"We try to fit hearing aids on newborns as early as possible if they have hearing loss," she said. "We also fit bone-anchored devices that Ear, Nose, and Throat physicians implant for adults who have hearing loss due to a middle ear issue. We fit and program those devices."

Hearing center Coordinator Tyler Scott said the team also uses a mobile hearing clinic to travel across northern Michigan offering hearing screening for students as well as for industrial hearing screenings to meet OSHA requirements.

"Our educational audiologist services involve 29 schools throughout 18 districts. In some cases we take the truck as far as Hart and Indian River to help the children in need," he said. "We service 75 kids alone just in the Traverse Bay Area ISD. The mobile hearing clinic allows us to treat patients with the same level of care that we would here in the office."

The hearing clinic does a total of 10,000 hearing evaluations a year. Members of the clinic team also twice yearly visit the Traverse City Senior Center Network to do free hearing screenings and offer hearing aids repairs.

"It is a great opportunity to connect and give back to our community," Scott said.

In addition to Wares and Scott, other members of the team include, Julie Page, AuD CCC-A; Nick Parmer, AuD, CCC-A; Deb Hale, MA, CCC-A; and Cody Curry, BS, audiology resident.

For more information about the clinic go to munsonhealthcare.org/mmchearingclinic or call 231-935-6455.

True North Scorecard: HEALTH CARE TEAM

Wrapping-up FY18

Great Place to Work:



The June GPTW Survey was the final measure for FY18. This survey revealed that overall engagement for Munson Healthcare has improved, increasing from 66% to 67%. Also, both Cadillac Hospital and Munson Medical Center improved by 2 percentage points.

System-wide, questions related to safety scored very strong, which is a testament to our continuous safety improvements. Also, 77% of employees think Munson Healthcare is a great place to work.

— Beth Straebel, System Director of Organizational Effectiveness

Great Place to Practice:



The June 2017 GPTP survey included advance practice providers (APPs) as well as physicians and overall, 93.5% rated MHC as Good, Very Good or Excellent. Also, the percentile ranking of providers' perception of administration increased by more than 20% in 2017. This November's survey has been changed to ask questions relevant to both inpatient and ambulatory providers.

— Christine Nefcy, MD, FAAP
Chief Medical Officer
Munson Healthcare

New FSA Debit Card Pays Off

A Flexible Spending Account is a special account you put money into to pay for certain out-of-pocket health care costs. The amount you contribute is deducted from your paycheck before income taxes, saving you money. However, this benefit is often underutilized because of the 'use it or lose it' policy.

Enter the new Munson Healthcare FSA debit card, which is fully funded on 'day one' and can be used for co-pays and other out-of-pocket costs, reducing your paperwork. Plus, if you reach the end of the benefit year and still have money on the card, you can head to your local pharmacy and purchase some useful and needed items.

A few eligible items include:

- Sunscreen
- Contact lens solution
- Vitamins
- First aid supplies
- Children's pain and fever relief
- Cold and allergy products

For a complete list of eligible purchases and to shop online, visit **FSAsore.com**.



myWellness: A Little Help from AI's Blog

Every two weeks, Munson Healthcare COO and Munson Medical Center President AI Pilonig films a video blog. The purpose of this blog is to showcase the great work happening around the system and highlight the benefits available to our Health Care Team. One blog in particular really resonated with Heidi Phillips, BSN, RN, a senior clinical informaticist at Munson Medical Center. It featured the InBody scan from our Healthy Weight Center at Munson Community Health Center in Traverse City. Below is the letter she sent to AI.

Mr. Pilonig,

Let me start off with saying thank you. Back in March, I took advantage of the half-off InBody Scan you did a little video on. Until then, I had never heard of the InBody Scan. I knew I needed to shed some pounds but seeing the numbers on that printout and having the gentleman explain what I needed to focus on really hit home. Long story short, I have lost 23 pounds so far! I still have 5.4 pounds to go but I plan on going back at my 6-month mark to compare the numbers. Thanks again for sharing this opportunity.



Heidi Phillips

Are You a Leader?

At Munson Healthcare, we're committed to developing leaders and preparing them for formal and informal leadership roles through the Frontline Leadership program. "'Frontline' is for staff not currently in a leadership role," explained Mary Aurand, senior leadership development specialist at Munson Healthcare. "To qualify, participants can't have any direct reports or have the title of 'manager,' and must go through an application and interview process."

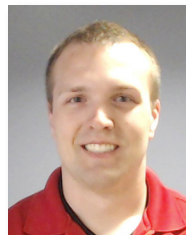
Launched in 2012, Frontline has grown to a system-wide offering with 77 students and 13 coaches from Cadillac, Charlevoix, Grayling, Kalkaska, Manistee, and Traverse City participating this year. Participants apply what they learn in the classroom to individual projects, such as refining a departmental process or improving the patient experience.

Students are guided by coaches, past participants who now have formal leadership roles, or people in the organization who have a reputation for being good mentors. "They keep the

project on task and help identify any potential roadblocks along the way," Aurand said.

Each project has key metrics for success and participants create a personal development plan. At the conclusion, participants showcase their work with senior leadership. "It's like an adult science fair, where participants set up poster boards and walk attendees through their projects," said Aurand.

What our participants are saying:



"An opportunity like the Frontline Leadership program is difficult to pass up as you are able to interact and learn from some of the best leaders in the community."

—Ben Watson MS, ACE-CMES, EIM2, CSSTS, Weight Management Coordinator, Munson Community Health Center, 2018 Participant



"Frontline Leadership equipped me with tools to more effectively lead a team. Cadillac Pharmacy has seen marked improvement in our Great Place to Work

score since July of 2016. Much of this success I can attribute to the workshops, projects, and mentoring that I received during the Frontline program. The program molds and shapes your thinking!"

—Billy Evans, Pharmacy Manager, Cadillac Hospital, 2016 participant



"To be nominated for the Frontline Leadership program was an unexpected and rewarding opportunity. I am proud to work for a company like Munson that

recognizes its employees and wants to help them succeed."

—Steffany Larrabee, LCPHt, Retail Pharmacy Accounts Manager, Munson Services Inc., 2016 participant

PEOPLE ON THE MOVE



Katlyn Anthony
Manager, Ambulatory Physician Practices
Grayling Hospital



Suzanne Carlson
Manager, Accreditation Compliance, Munson Medical Center



Christy Chowham
Director KMA Clinical
Kalkaska Memorial Health Center



Dan DeBano
Manager, Plant Operations
Manistee Hospital



Aleisha Leusby
Manager, Ambulatory Physician Practices
Family Practice Clinic

Look for more people on the move throughout the system in *The Compass Weekly!*

True North Scorecard: SAFETY

Wrapping-up FY18

Serious Employee Injuries:



In FY18, Charlevoix Hospital and Munson Medical Center ranked especially well in recordable injury rates. In fact, both Charlevoix Hospital (3.24) and MMC (4.06) are in the top quartile in the country compared to Michigan hospitals (6.8) and all industries (6.2). For calendar year 2017, Otsego Memorial Hospital (3.48) also ranked in the top quartile in the country and Cadillac Hospital demonstrated strong improvements too. The 'Walk Like a Penguin' campaign contributed a significant reduction in slips, trips and falls at many of our hospitals. And the 'Nix the Stix' campaign continues to raise awareness of key safety behaviors across the system.

—John Bolde, System Director of Safety and Security

Serious Safety Events:



Our safety teams have done an excellent job this year of training staff and empowering them to speak up for safety. Nearly 2,000 MHC employees have participated in the Foundations of Safety Culture training so far. In FY18, Cadillac Hospital serious safety events (SSEs) were down 40%, Home Health SSEs were down 16%, and MMC SSEs events were down 56%.

—Christine Nefcy, MD, FAAP, Chief Medical Officer, Munson Healthcare

Safely Saving the Ducks!

The following story was submitted by Frank Mancuso, Senior Safety Technician for Munson Medical Center. It's a great example of our safety behaviors in action!

Kathy Sahs (Safety Manager) and I were finishing up an inspection of Munson Support Services Laundry facility. We were outside checking for such things as clear access to fire hydrants and potential exterior hazards. As we approached the dumpster area we saw a mother mallard and her ducklings nearby. Kathy commented that there were only six ducklings instead of the typical eight. (**Pay attention to details.**) Then we noticed some open ground sleeves in the cement. They were probably used for posts at one time, but were now essentially empty holes and trip hazards. When Kathy looked down one of the holes she saw birds and asked me to take a look. When I approached, a bird flapped halfway up the hole — enough for me to identify it as a duckling. Sure enough, the missing two ducklings had fallen into the hole.

We immediately decided to help them. (**Support your team.**) They were close enough to reach down and pick up, but we wondered if I touched them then would I end up with pets, as their mother might reject them because of human scent. (**Have a questioning attitude.**) So, we found a curved stick to use as a makeshift hoist. The first duckling was cooperative and stood on his or her sibling, so I was able to boost it out of the hole without too much trouble. It immediately called for its mom and she came right over quacking away. The second duckling

was more challenging as it was further down the hole. Finally, I was able to convince the duck that I was on its side and it cooperated. Once out, the duckling was quickly reunited with the rest of its family.

When we arrived back at MMC, we placed a work order to have the holes capped off — so that no other critters of nature would suffer a similar fate.

Munson Healthcare's Safety Behaviors

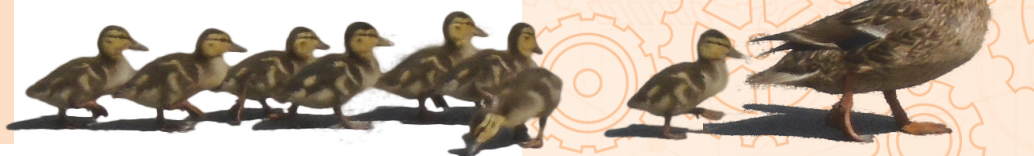
Prepare
for the Day

Questioning
Attitude

Clear
Communication

Support
the Team

Attention
to Detail



Grayling Hospital and Munson Medical Center Recognized as Blue Distinction Centers+ for Maternity Care

Both hospitals recently earned the designation Blue Distinction Center+ for Maternity Care from Blue Cross Blue Shield. This distinction means that their maternity teams demonstrate expertise and a commitment to quality care for vaginal and cesarean section deliveries. Additionally, they demonstrate better overall patient satisfaction and a lower percentage of early elective deliveries.



"The Blue Distinction Center+ designation shows that Munson Healthcare maintains high quality and safety standards for obstetrical care,"

said Carla Gardner, manager of nursing services at Grayling Hospital's Maternal and Newborn Center. "Patients can expect exceptional care at facilities with this distinction."

Manistee Hospital Named Breast Imaging Center of Excellence

Manistee Hospital has been designated a Breast Imaging Center of Excellence by the American College of Radiology. The distinction recognizes breast imaging centers that have earned accreditation in mammography, stereotactic breast biopsy, and breast ultrasound — including ultrasound-guided breast biopsy.



"We're pleased to be recognized for the quality of care we provide for our breast imaging patients," said Gina Hodges, clinical supervisor of Radiology for the hospital. "This designation lets our patients and community know the high quality of care being provided at the center."

Certifications for Munson Healthcare's Cardiac Rehabilitation Programs

Our programs in Cadillac, Charlevoix, Gaylord, Manistee, and Traverse City have all earned certification from the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR). The programs were recognized for their commitment to improving patients' quality of life by enhancing standards of care.



"Our goal is to provide patients' exceptional cardiovascular care at every level. With the assistance of our cardiac rehab experts, we are able to empower and educate patients on ways to improve their cardiac health, optimize results of cardiac intervention, and reduce the risk of a future cardiac event," said Cheryl Wieber, executive director of the MHC

Heart and Vascular Service Line. "This certification demonstrates our commitment toward evidence-based, quality care in cardiovascular and pulmonary rehabilitation."

True North Scorecard: QUALITY

Wrapping-up FY18

Readmissions:



For FY18, an increased focus on transition of care planning showed promising improvements towards reducing readmissions as well as the initiation of Telehealth home monitoring, which allows us to stay connected to our patients after they're discharged.

Hospital Acquired Conditions:

Robust improvement efforts across the system included:

- Sharing of best practices, multidisciplinary team approach, and patient/family education
- An 8% reduction in both patient falls with injuries and hospital acquired pressure injuries at MMC
- A 43% reduction in CAUTIs at MMC
- Strong improvements at both Charlevoix Hospital and MHC Home Health

We will be continuing to focus on all of these areas in FY19. Our goal for hospital acquired infections will always be zero.

—Tom Peterson, MD, FAAP, Vice President of Quality and Safety, Munson Healthcare



A rendering of the expansion project.

A Big Launch for Munson Healthcare Foundations

Munson Healthcare Foundations has launched a public fundraising campaign for Munson Medical Center's largest expansion project to date, which is getting underway this fall.

This campaign aims to generate support and donations for the next expansion of services at Munson Medical Center — health care services that will help community members of all ages and at every stage of life throughout our health care system. The project is estimated to cost \$80 million. Our fundraising goal is \$36 million, with \$27 million raised so far.

This project includes:

- Constructing a new Family Birth and Children's Center consisting of a neonatal intensive care unit as well as maternity and pediatrics units
- Expanding surgical services and cardiovascular services
- Growing our regional cancer care
- Enhancing services in the areas of patient needs and community health,

and updating Munson Manor Hospital House

A hub of family-oriented care

Once complete, the \$36.8 million Family Birth and Children's Center will serve all of northern Michigan — replacing an aging facility with outdated specialty units for maternity, neonatal intensive care, and pediatric care.

The new Family Birth and Children's Center will serve as a hub of family-oriented, team-delivered care. Here's what it will include:

- A new 15,750-square-foot **Neonatal Intensive Care Unit (NICU)**, providing space and technology required for the advanced care that our babies and their families need in a setting that promotes privacy and comfort. Last year, 330 critically ill infants were cared for in the Munson

Medical Center Neonatal Intensive Care Unit (NICU). Ours is the only NICU north of Grand Rapids.

- A 33,000-square-foot **Maternity Unit** to meet the needs of northern Michigan families as they experience one of life's greatest events — the birth of their child. Patients in our Maternity Unit typically give high marks to the care they receive, but

note that the facility is lacking. The unit is greatly outdated and often filled to capacity, causing many new mothers and their newborns to be moved to another unit shortly after birth. About 2,000 babies are born at Munson Medical Center each year.

- A family-centered approach to care will be at the center of our new, child-friendly 11,200-square-foot **Pediatrics Unit**.

Munson Medical Center provides "intermediate pediatric care," meaning a higher level of care than a community hospital, but short of the intensive care provided at a children's hospital. We most often treat children who are hospitalized with respiratory disease, trauma, ingestion, infection or childhood illness. Munson Medical Center does not have a dedicated Pediatrics Unit. Hospitalized children are cared for on a unit that also cares for adults recovering from surgery — this is not ideal for patients, families or staff. Munson Medical Center is becoming a regional center for pediatric care in northern Michigan as the number of pediatric patients and the level of care being offered is increasing.



My wife and I gave to the Family Birth and Children's Center because my daughter gave birth 11 weeks early and experienced great care in very trying times. It was evident to us that more room is needed for neonatal care. I also donate through payroll deduction for the Hospice House to support the important care they give.

—James Dudek,
Power Plant Operator, MMC



A better patient experience

MMC's 17 operating rooms are reaching full capacity, which can cause longer wait times for patients and delayed care. Expanding surgical services space will allow us to fulfill our commitment to delivering the right care, at the right time, in the right place.

Having adequate operating room space also will boost recruitment of surgeons and physicians. It's critical that we update our facilities to provide the best patient care and remain competitive in recruiting outstanding health care professionals.

Plans call for building four new operating rooms and upgrading two existing rooms. In addition, the estimated \$30.4 million surgical services expansion will include the purchase of an additional da Vinci Robotic Surgical System, which allows surgeons to perform complex procedures through just a few tiny incisions — roughly the diameter of a pencil.

Improved heart care throughout northern Michigan

Cardiovascular disease accounts for 17 percent of our nation's health care expenditures and is the leading cause of death in the U.S. — someone dies from heart disease, stroke, or other cardiovascular disease every 43 seconds. Our beautiful region is popular among retirees, who look to us for advanced cardiovascular ser-

vices. Munson Healthcare currently provides outpatient clinics at 10 sites throughout northern Michigan.

Expansion plans call for adding more well-equipped clinics close to local Munson Healthcare hospitals, with the capability of electronically connecting to the Webber Heart Center at Munson Medical Center. At a cost of \$4.1 million, the expansion will include new outpatient clinics, diagnostic equipment, catheter lab updates, and information technology enhancements.

Enhanced cancer care for our region

The Cowell Family Cancer Center, which opened in 2016, serves individuals living within a 24-county area of northern lower Michigan. Patients, families, and providers benefit from the expertise of the staff, the support services, and the advanced technologies available at our center.

The estimated \$3.9 million improvements to cancer care will include meeting ongoing needs for programs and services such as financial assistance to patients, advanced technologies, and new software. Expansion of our cancer research program are also part of that plan.

If you are interested in supporting this project or would like more information, please contact Kelli Cravey, Munson Healthcare Foundations Leadership Giving Officer, at 231-935-7901 or kcravey@mhc.net.

“I've been a long-time contributor to this fundraising campaign as it is an opportunity to give back for all the blessings in our lives. These expanded areas of service at Munson have touched us all in some way by serving our patients, community, and our own families. I am proud to be a part of that effort.”

—Margaret M. Podworski, Clinical Pharmacist, MMC

True North Scorecard: OPERATIONAL PERFORMANCE

Wrapping-up FY18

Operational Margin:



We were a little short of our goal for FY18 but I wanted to say thank you to everyone for their financial stewardship. After paying expenses, MHC's entire

operating margin is reinvested back into our organization and communities to pay for facility upgrades, new medical technology, health education programs, helping uninsured patients pay for care, wages, benefits, and more.

Even with the challenges of surgical and outpatient volumes, supply costs and the changes to the 340b drug pricing program, MHC was committed to investing in wages and made significant, unbudgeted increases in FY18.

—Mark Hepler, Chief Financial Officer, Munson Healthcare

The Important Work of Application Services

What would happen if you went to clock in for your shift, but Kronos was down? Or if it were payday, but Infor, our payroll system, wasn't working properly?

Fortunately, situations like this don't arise because the Munson Healthcare Application Services team is constantly working behind the scenes to ensure that all of our systems are up and running.

The team of 22 analysts and data control professionals are responsible for dozens of major hardware and software systems that serve as the backbone of our health care system, including Kronos (timecards), Infor (payroll), STAR (revenue cycle and patient registration), Dolbey (transcription and dictation), 3M (coding), QES/PWS (patient scheduling), WinRX and Framework (pharmacy) and SPOK (paging and switchboard). Team members are located throughout the

system (Copper Ridge, Munson Community Health Center, Cadillac, and Frankfort) and always have at least a dozen major projects in the queue.

"Our team performs upgrades to bring systems into alignment with security and bring new systems online," explained Tom Kimball, system manager of Application Services. "We are focused on resolving issues reported by customers, designing and managing solutions for future efforts, and making sure all the systems continue to function properly together."

Although some of what this team does has an impact on patients, such as bed tracking and pharmacy, most of their work focuses on the Health Care Team.

"Our overall goal is increasing the satisfaction of our customers, which are the employees of this organization," Kimball said. "We are always working



Some (but not all!) of the Application Services team pose for a photo.

to improve our communication with customers and improve how our systems communicate with them."

**National Health Information
Technology Week**

September 15 - 19, 2018

A Look Inside Our Capital Budget

At Munson Healthcare, similar to other large organizations, any new technology investment or campus building project becomes reality through a capital budgeting process.

Different than an operational budget we use to manage day-to-day expenditures, a capital budget is needed for projects that happen because new patient needs arise, something gets broken, or a piece of equipment becomes outdated and patients are choosing to leave Munson Healthcare in search of better technology.

Finance Planning Director Kerri Ohasnesian and Accounting Coordinator Brandon Amlotte oversee the capital budget at the health system.

For FY 2019, requests under consideration include equipment replacements and strategic purchases and projects. MHC needs to spend up to \$52 million on replacements each year. A good example of a strategic purchase could be a da Vinci Surgical System (*pictured left*) which costs over \$2 million, while a strategic project might flow from the system's Master Facility Plan — such as Munson Medical Center's new Parking Deck and Cadillac Hospital's new Urgent Care which opened in July.

"We really wanted to reduce the use of our Emergency Department for more minor issues and lower costs for our patients," said Cadillac Hospital President Tonya Smith. "It provides patients greater access to care in the community during times when family provider offices are closed."

In the next issue, we'll take a closer look at some of the items approved in the FY19 Capital Budget Plan.

