

the Pulse

October 2019

News for Munson Healthcare Cadillac Hospital Medical Staff

Munson Healthcare Cadillac Hospital Strategic Plan

Tonya Smith, President

During the last fiscal year, the leadership team developed a two-year strategic plan for our Hospital. This involved input from many sources, including a session with our medical staff that many of you attended. I reviewed our strategic plan at the most recent General Medical Staff meeting, but wanted to make sure we communicated back to you the priorities we will be working on in the next several years.

When you look at our nine operational strategies for the next two years, you will see that we are focused on making sure that our Hospital is in a strong position to care for our community for years to come. As hospital care shifts more from inpatient to observation, we're working on reimagining the way we deliver observation care. As surgeries shift to outpatient, we are working to improve market capture and profitability for our surgical service lines. And as our volume of outpatient services continues to increase, we're looking at our clinics and Emergency Department to ensure we are delivering excellent care in a sustainable model.

Each of these strategies has an executive sponsor and specific tactics and metrics that we are tracking. These were developed with input from you, and we welcome your feedback on ways to help us achieve these strategies. Thank you to our medical staff for their involvement in this process and commitment to the success of our hospital. Please reach out to myself or to Joe Santangelo to discuss any of these further.

Operational Strategies

1. Improve overall profitability of General Surgery service line
 2. Improve market capture for Orthopedic services
 3. Minimize financial losses in Anesthesia services
4. Improve overall profitability of Oncology service line
5. Improve overall profitability of Primary Care practices
6. Improve overall profitability of Obstetric services
 7. Reimagine care deliver for IP/OBS services
8. Improve ED service delivery to patients and providers

SPOK Mobile Enterprise

Munson Healthcare has invested in a new technology for paging and HIPPA-compliant secure text messaging. SPOK Mobile is an application on your cell phone or tablet that allows users to communicate securely and can be used by the hospital to page providers as well. SPOK mobile is available to all members of our medical staff.

Benefits of SPOK Enterprise

- Use a smartphone or tablet to access the organization's directory and send secure messages to any staff member, including the right on-call clinicians
- Send images and videos along with text
- Protect sensitive patient details with encrypted, traceable

How to Set Up SPOK Enterprise

Submit a request to the Help Desk requesting SPOK Mobile Enterprise. Provide your cell phone number, type of device, and contact number.

Reminder: Standard text messaging is not HIPPA-compliant and should not contain patient information.

Munson Healthcare Cadillac Sleep Center

Munson Healthcare Cadillac Hospital recently completed renovations of its fourth-floor sleep center wing and began seeing patients on October 14, 2019. The Sleep Center was temporarily closed on July 1st. Since that time, management was insourced from Traverse City to Cadillac, restructured operations, and improved the physical space. Cadillac Hospital is excited to relaunch this service in the community and to improve the care provided to patients.



Sepsis Bundle Added to True North Scorecard

Joe Santangelo, MD

Nationally, there has been increasing focus on the care of patients with sepsis due to its significant morbidity and mortality. Sepsis is the leading cause of death for patients within Munson Healthcare, and is the leading cause of readmissions in Cadillac. Sepsis was also the cause of our most recent serious safety event. As part of the increasing focus on the care of patients with sepsis, a new measure is being added to our True North scorecard. Completion of the CMS sepsis bundle will be tracked and reported on a monthly basis across all Munson Healthcare hospitals.

Historically, Cadillac has been a leader within the system for care of septic patients. Completion of the sepsis bundle is 56% across the state of Michigan, and 59% nationally. Last year our average here in Cadillac was 73%, which was the best in the system. Starting this fiscal year, our compliance rate has fallen significantly – 56% and 47% for July and August, respectively. There are lots of reasons for this decrease in compliance, including documentation issues, antibiotic choices, and other errors. Significant work is being done throughout the hospital, including staff within the ED, lab, and inpatient units. We’re focusing on early identification of septic patients and increasing use of our currently available tools (sepsis worksheets and order sets).

Curtis Johnson in our Quality Department is coordinating the efforts to improve our compliance with the sepsis bundle so we can provide excellent care to these very sick patients. Please feel free to reach out to Curtis or myself if you have concerns or feedback.

For the FYTD period ending
9/30/2019

Legend for Organizational Goals

| |
|--------------------------|
| At or Better than Target |
| Worse than Target |

True North Scorecard FY2020: MHC Cadillac Hospital

| Category | Measure Name | Measure Definition | 3 mo flag | Baseline | Month Actual | Month Target | FYTD Actual | FYTD Target | FYE Target | Notes |
|-------------------------|---|--|-----------|----------|--------------|--------------|-------------|-------------|------------|--|
| Health Care Team | Making this a great place to work | Composite engagement score | ↑ | 76% | | 77% | | 77% | 77% | Baseline is June 2019 Results |
| | Making this an excellent place to practice | Composite score: 2.Recommend hosp, 14.TN/mission resonates | ↑ | 73% | | 74% | | 74% | 74% | Baseline is May 2019 Results |
| Safety | Serious Employee Injury RIR | # OSHA Recordable Emp Injuries in Calendar Month/Emp Prod Hours per 100 FTEs | ↓ | 5.49 | 5.03 | 5.39 | 5.71 | 5.39 | 5.39 | Counts and Prod Hrs by Calendar Month as of 10/16/2019 |
| | Serious Emp Injuries | # OSHA Recordable Emp Injuries by Fiscal Year Calendar Month NAICS 622000, 250-999 Employees | | 30 | 2 | 2 | 7 | 6 | | |
| | Top Quartile | | | | 3.60 | | 3.60 | | | |
| | Serious Safety Events | # of Serious Safety Events | ↓ | 3 | 0 | | 0 | | | Subject to change. Counts as of 10/16/2019 |
| Patient | Overall Patient Experience | CAD surveys inpatients | ↑ | 75.9% | 77.8% | 76.7% | 74.5% | 76.7% | 76.7% | |
| | Patient Experience - Percentile Rank | | | | 72 | | 58 | | | |
| Quality | Sepsis and Septic Shock Appropriate Care Rate | # Pts who received SEP-1 Bundles/# of SEP-1 Pts who met CMS inclusion specification | ↑ | 72.83% | 56.00% | 75.33% | 56.00% | 75.33% | 75.33% | Sepsis: Two month lag in reporting; July reported |
| | # Patients who received the SEP-1 Bundle | Numerator of CMS SEP-1 Appropriate Care Rate | | 201 | 14 | 18 | 14 | 18 | | Subject to change. Counts as of 10/16/2019 |
| | HAPI Bundle Standardization | Develop, Adopt, Implement, Measure | | | | | | | | |
| | Select Hospital-Acquired Conditions | Pt Falls w/injury, Stage 2 and above Pressure Injuries, CAUTI and CLABS | ↓ | 10 | 0 | 1 | 3 | 3 | 10 | Subject to change. Counts as of 10/16/2019 |
| Operational Performance | Operating Margin | Operating Margin, excluding special items | ↑ | 3.2% | 7.1% | 2.1% | 5.6% | 4.0% | 2.1% | |
| | Cost per Adjusted Discharge | Exp divided by (Adm (as proxy for Dschgs) x Tot Pt Rev divided by Hosp Inpt Rev) | ↓ | \$6,923 | \$6,523 | \$6,969 | \$6,452 | \$6,766 | \$7,002 | |

Prepared by CBI on: 10/17/2019

The information contained herein is confidential and privileged to the greatest extent permitted by law, and is intended solely for patient safety improvement and/or professional review-related purposes.

Holiday General Medical Staff Dinner Meeting

Monday, December 9, 2019

6:30 PM

Hermann's European Café

Patient Refusal of Care

Recently the MEC described how changing the attending provider for patients should occur, discussed this at our last General Medical Staff meeting and in an article in the last Pulse. Some members of our medical staff had concerns about patients asking to change providers based on suspect classifications (race, gender, sexual orientation, etc.). Munson Healthcare's legal team supports providers in not complying with these requests unless there is a compelling, non-arbitrary reason (for example, a sexual assault survivor who only wants to be examined by a female SANE nurse).

We fully support patients' rights to have control over their care, but in situations where the requests are based on race, gender, or other suspect classifications these requests do not need to be accommodated. Given that patients have the right to refuse treatment by a particular provider, our safest legal course in these situations is to explain to the patient that we won't accommodate their request and therefore they need to seek care elsewhere. Concerns about patient requests can be brought to the ethics team real-time or to Joe Santangelo, MD, directly.

Welcome New Providers

Cecilia Dietrich, MD

Pediatrics

Joined Mackinaw Trail Pediatrics.

Kristin Watson, PA-C

Sleep Disorders

Joined Cadillac Hospital Sleep Center.

Kelly Van Assche, NP

Internal Medicine

Joined Sound Physicians.

Brandon Ryan, NP

Orthopaedics

Joined Cadillac Orthopaedics.

Michelle Young, MD

Pathology

Joined Grand Traverse Pathology.

Munson Healthcare Cadillac Hospital Contacts

The Pulse is published six times a year.

We welcome your feedback and topic suggestions: pulse@mhc.net

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