

the Pulse

June 2019

News for Munson Healthcare Grayling Hospital Medical Staff

HEALTH CARE TEAM

The Survey Says: Great Place to Practice Survey Results

Aditya Neravetla, MD, FACP

Introduction: Providers completed satisfaction survey (follow up to Nov. 2018 survey)

Methods: Surveyed 82 Grayling Hospital physicians/APPs over 14 days; 43% response rate (35)

Results: 74%* rated Great Place to Practice as Favorable

Discussion: Local physician leadership will be disseminating results and developing action plans specific to Grayling Hospital

2016 issues: Communication with Administration, Safety, EMR, low APP alignment

2018 issues: Communication with Administration, EMR, recognition

2019 issues: Communication with Administration, EMR, recognition

Creating a **Great Place to Practice** for providers is one of Munson Healthcare Grayling Hospital's True North goals (Health Care Team). To gauge this, providers were asked to participate in a satisfaction survey in May 2019. The survey asked questions relevant to MHC goals and strategies and gauged progress since the November 2018 survey. Employed and hospital-based providers (collectively referred to as Network) and ambulatory providers (Ambulatory) each received a different set of targeted questions that were relevant to how each practices.

The survey was anonymous and conducted by Culture Amp, a third party.

METHODS

MHC Grayling Hospital conducted its Great Place to Practice provider satisfaction survey May 7-20, 2019. Physicians (46) and APPs (36) whose primary hospital is MHC Grayling Hospital were surveyed over 14 days. Response rate was 43% (physicians 39% (18)/APPs 47% (17); network 47% (35)/ambulatory 0% (0)).

RESULTS

See graph on pg. 2.

DISCUSSION

The survey helps us assess how our big picture strategies align with the day-to-day goals and pain points for our providers.

Good News

- Providers are committed to the success of their local hospital
- Providers are confident in the safety of our patients

Continued on page 2

In This Issue...

2 Great Place to Practice Survey Results Cont.

3 Cancer and Infusion Center Services

3 Emergency Department Bed Utilization

4 Improving Our Patients' Experience

4 Getting to Know: Chris Squire

5 VOICE Overview

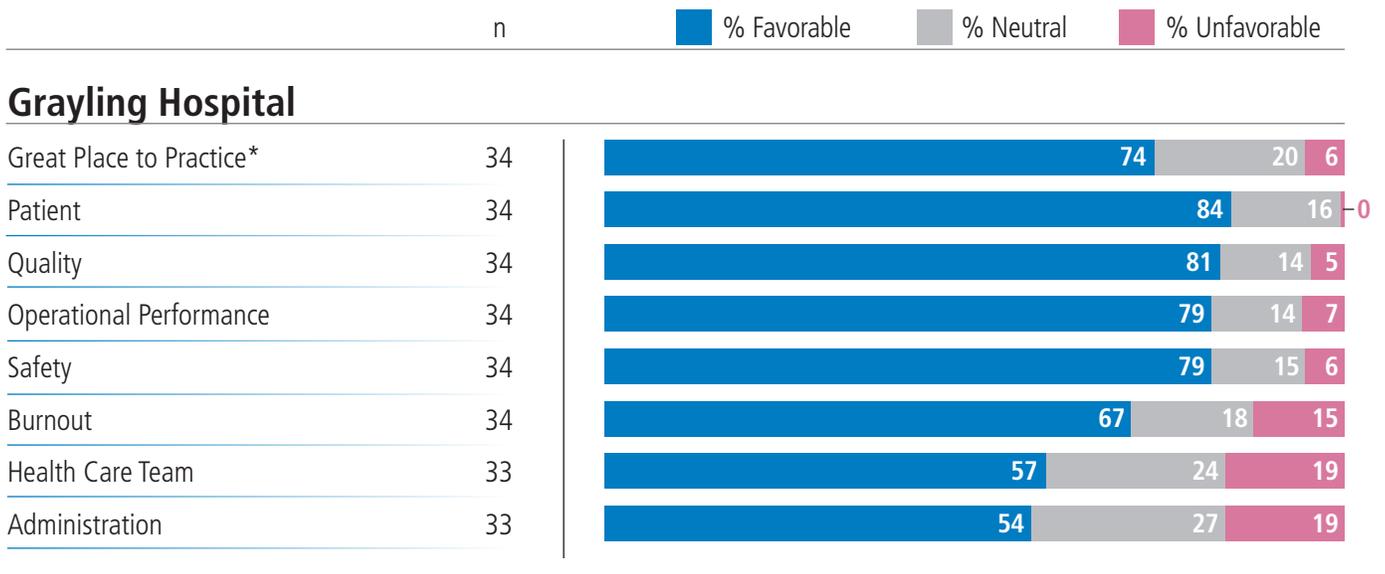
Opportunities for Improvement

- We need to continue to work on open channels of communication between providers and administration directly and through the department clinical leaders. Leader standard work flow is one thing we are focused on currently to achieve this.
- Recognize providers for their contributions to their local hospital and the Munson Healthcare system.
- Better communicate changes implemented as a result of providers’ responses to past surveys.

- We would really like to see improved engagement from the providers. We feel engaging the providers is a key step towards creating a great place to practice.

Look for more information on the survey results from your department chairs.

Questions: Dr. Aditya Neravetla, **989-348-0575**, aneravetla@mhc.net



*Network only as Ambulatory (n) <3; 0 providers categorized as Ambulatory responded to the survey (of 8 surveyed).

**Great Place to Practice:

- I would recommend that a friend or relative receive care at my hospital
- Munson Healthcare’s True North and mission resonate with me.

Local Cancer and Infusion Center Services

Dawn Cupp, Cancer & Infusion Center Manager

Ryan Longueuil, PharmD, BCOP, Pharmacy Oncology Coordinator

At the Grayling Cancer and Infusion Center we work hard to provide excellent care close to home. Travel time can be a hardship on patients in our community, especially when they are ill. With a highly skilled, caring, and experienced staff, we strive to provide comfort and compassion while easing the patient and their family through the process of their treatment.

Our Cowell Family Cancer Center based hematologist/oncologists are on site in Grayling weekly seeing patients on the following days:

- Wednesday: **Joshua Ruch, MD**
- Thursday: **Yelena Kier, DO, FACOI**

Our physician assistant **Jeff Fox, PA-C** is here for patients Monday - Thursday.

Medication preparation and dispensing is supervised by our Oncology Pharmacy Coordinator **Ryan Longueuil, PharmD, BCOP**, at our **onsite infusion pharmacy**. We also employ a full-time pharmacy technician that assists with drug preparation operations and purchasing. Our pharmacist team reviews all orders for clinical appropriateness based on dose, indication, and patient specific factors.

We provide a range of injectable therapies for both cancer and non-cancer related indications. Non-chemotherapy

medications administered in the center include, but are not limited to:

- Hydrations
- Osteoporosis treatments (Reclast, Prolia)
- IV iron (multiple formulations offered)
- Crohn's/ulcerative colitis/rheumatoid arthritis treatments (Remicade, Orenica, Actemra)
- IVIG (Intravenous Immune Globulin)
- IV Antibiotics

The above list is not all inclusive; please contact our team with any requests for new medication therapies and we will be happy to investigate them for you.

The team also includes several experienced Oncology Nursing Society certified nurses that provide excellent and compassionate care for our patients. Non-drug therapies provided include PICC line care, therapeutic phlebotomies, and transfusions.

Please don't hesitate to reach out to us with any questions you may have (Dawn Cupp, **989-344-4808**, dcupp2@mhc.net; Ryan Longueuil, **989-344-4815**, rlongueuil@mhc.net). Our goal is to take care of the patients in our community, and we thank you for the opportunity to do so.

OPERATIONAL PERFORMANCE

Thinking Outside the Box: Emergency Department Bed Utilization

Jason Baerlocher, RN, BSN, Emergency Department Manager

Effective March 10, we decided to utilize the space in the Emergency Department (ED) more efficiently in accordance with our budget. With our greatly fluctuating average daily volumes, the demand to staff all 17 ED beds around the clock was evaluated, which resulted in changes to the staffing model. **We are now staffing for 14 beds 24/7, with a plan to flex up to 17 beds as needed. The decision to flex in the ED is guided by established thresholds and evaluated throughout the day.** We greatly appreciate our ED department for accommodating and adjusting to our fluctuating needs as we strive to find the right balance.

We fully expected there to be an increase in ED wait times, which has proven to be the case periodically since the change went into effect. **To manage wait times, nursing staff have made great efforts to initiate and begin care from the waiting room.** For example, it is not uncommon for a patient to have labs drawn and resulted or imaging performed

prior to being assigned a bed and seen by the ED provider. Continued efforts are being made to improve this even further. **In conjunction with this, ED providers are working to proactively manage ED length of stay, which has a direct impact on wait times.** Thanks to the efforts of ED providers and nursing staff, the percentage of patients leaving prior to receiving a medical exam has remained unchanged despite reducing the number of staffed beds. This speaks to the great team effort and how we strive to provide the best care in the most efficient way.

As far as results, this change has had a positive financial impact. Productivity metrics have been met in each pay period since the change went into effect, something that had not been achieved since August 2018. We hope to see positive impact on our throughput while we collaborate with the various departments and services in our hospital.

Improving Our Patients' Experience

Amanda Witt, LPN, AAS, Patient Experience Coordinator



Amanda Witt

As the Patient Experience Coordinator for Munson Healthcare Grayling Hospital and network offices, my top priorities are patient concerns, grievances, and my favorite – compliments!

I review and analyze Press Ganey's patient satisfaction scores. By digging into these scores and rounding with patients and staff, it allows me to learn ways we can positively impact our patients' experience in all areas. Patient feedback really helps us learn and grow as a Health Care Team. What are we doing well? Where can we make improvements? How can we make this work for the patient and the Health Care Team? Sometimes it's helping the patients manage their expectations or clearing a misunderstanding or miscommunication. Listening to patients attentively is always helpful.

As a network LPN for the past 9 years, I am new to the hospital side of this role. I have been shadowing around the

hospital to better understand the roles we play individually and as a Health Care Team in our patients' experience. **As I learn more about the opportunities, I hope we, as a Health Care Team, can make decisions together toward improving our patients' experience.** Recently I have also been involved with employee engagement with Patient Experience Week and Health Care Team Week.

Customer service has always been a passion of mine and began when I was a college program student at Walt Disney World. They train you for a month on customer service before they release you out into the magical world of Disney.

I am excited for this new adventure and look forward to working with you! If you've ever wondered who is responsible to get the great compliments you receive from your patients, that's me.

I can be reached at **989-348-0405** and **awitt1@mhc.net**.

HEALTH CARE TEAM

Getting to Know: Chris Squire

Regional VP of Professional and Ancillary Services



Chris Squire

How do you see your role?

Providing oversight, strategy, and operational support for Pharmacy, Laboratory, Imaging Services, Facilities, and Food Services at Grayling Hospital. I support the same departments in Gaylord, as well as Rehabilitation Services, Materials Management, and Environmental Services.

What would you like providers to know about your ancillary service lines?

Each provides the testing you would expect of a full-service community hospital, and we either meet or exceed the quality standards as services provided in a larger, tertiary facility.

Looking forward, what will be the most significant challenge as we grow as a system?

While exceptional in its individual parts, Munson Healthcare needs time to implement standardized equipment, protocols, and information technology across the system before we can truly realize the benefits of being a fully integrated health care delivery system. We have the necessary talent, but we need to invest time and capital to realize the vision.

Advice on building positive relationships?

Listen to others, which doesn't mean 'waiting your turn to

talk.' Dialogue helps us to understand each other and makes discussions meaningful when trying to tackle difficult matters or coming to resolution on issues.

What would people be surprised to learn about you?

I can juggle (poorly). Also, I've recently started collecting vinyl records. My musical tastes are all over the board.

Favorite Piece of Advice

Soon is not a time and some is not a number. Also, it's important to understand the problem before jumping straight to a solution.

In Brief

Joined Munson Healthcare in 2013

Education: Masters of Business Administration and Health Administration, University of Iowa; Executive Fellow (System), Spectrum Health

Previously worked at Maplewood Surgery Center (Maplewood, MN), Spectrum Health (Grand Rapids, MI), and Olmstead Medical Center (Rochester, MN)

Married to: Erica (9 years)

Children: Adeline (9) and Sophia (8)

Favorite pastimes: Hiking, biking, and the occasional kayaking excursion

Contact: 989-731-2450, **csquire@mhc.net**

VOICE Overview

Jennifer Fuhrman, CIC, CHSP, CPHQ, CPPS, CJCP, Director of Quality and Risk Management

The VOICE system, which is accessible in the alphabetical listing on the left hand side of Grayling’s intranet homepage, is:

- **Central depot for patient and employee safety concerns or events**
- **Tool to track and trend issues and concerns**
- **Standard way to share safety concerns across the system**
- **Share info with leadership at all levels**
- **Address the process, procedure, and policy breakdowns**

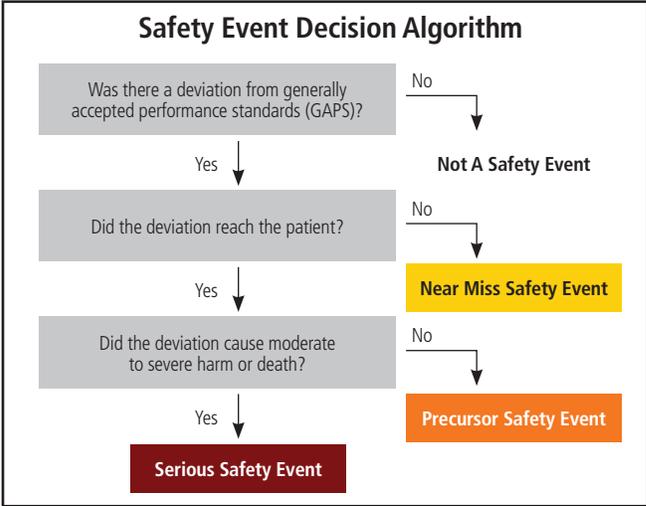
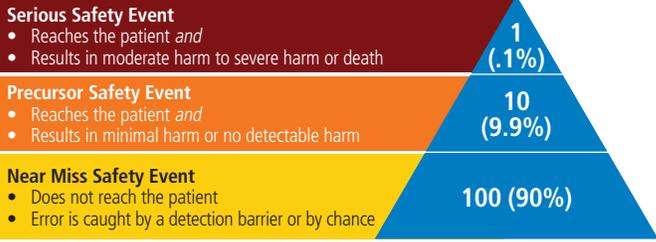
All Munson Healthcare owned hospitals use the same event scoring classification system (see right).

- Leaders are expected to report on VOICE reports received from their areas and the results of their investigation at Daily Check-In (DCI).
- Data from VOICE reports is shared with multiple groups within the hospital and the Board Quality Committee to make changes in process or identify issues that need to be fixed.

In calendar year 2018, 1,571 VOICE events were submitted into the system for Grayling Hospital. The most frequent event reported was Medication/Fluid (254 events) followed by Coordination/Continuum of Care (213 events). Zero (0) events caused harm to our patients. If we remember our Foundations of Safety Culture training, reporting of near miss events is key to identify issues prior to patient or employee harm. Out of the 1,571 VOICE events submitted, 930 (59%) of those were considered near miss or precursor safety events. We would like to get that percentage to 90% or above.

If you have any questions about the VOICE system, please contact me at **989-348-0401** (office), **800-420-1054** (pager), **989-348-0479** (fax), or jfuhrman@mhc.net.

Munson Healthcare Safety Event Classification



Munson Healthcare Grayling Hospital Contacts

The Pulse is published six times a year.

We welcome your feedback and topic suggestions: pulse@mhc.net; Angela Rimer, Medical Staff Services, **989-348-0421**, arimer@mhc.net

Aditya Neravetla, MD, FACP
Chief Medical Officer
989-348-0575 | aneravetla@mhc.net

Kirsten Korth-White
President
989-348-0720 | kkorthwhite@mhc.net

Liz Monk, BSN, RN
VP Care Coordination; CNO
989-348-0762 | emonk2@mhc.net

Bob Courtois
East Region VIP of Finance
989-731-2238 | rcourtois@mhc.net

Spencer Derenzy, MHA, BSN, RN
Director Surgical Services
989-348-0465 | sderenzy@mhc.net

Bradley Eshbaugh
East Region Director Physician Network
989-731-2278 | beshaugh@mhc.net

Jennifer Fuhrman, CIC, CHSP, CPHQ,
CPPS, CJCP
Director Quality/Risk Management
989-348-0401 | jfuhrman@mhc.net

Michael Hodnett, BSN, RN
Director of Professional Practice
989-348-0461 | mhodnett@mhc.net

Mike Johnson
Director Physician Network Operations &
Surgical Service Line
989-344-5894 | mjohnson9@mhc.net

Sandy Lewis
Director Human Resources
989-348-0570 | slewis@mhc.net

Chris Squire
East Region VP Professional & Ancillary Services
989-731-2450 | csquire@mhc.net

Deb Van Dyke, CPA, CHFP
Accounting Manager
989-348-0581 | dvandyke2@mhc.net

Angela Rimer
Medical Staff Services
989-348-0421 | arimer@mhc.net

