



Celebrating the healing hands of our wound care team.

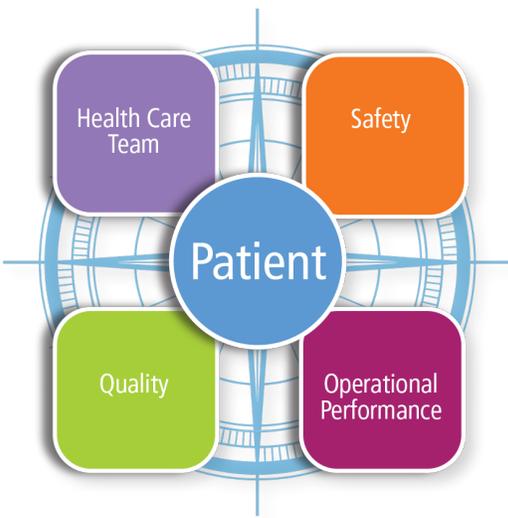
Turn to page 6 to learn more.

For PTA **Shelly Pletcher**, helping her patients transition to a point where they can leave the house and socialize is one of the many reasons she finds her work in wound care so rewarding.

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A Message from Al Pulong

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.

Fall is one of my favorite times of year in northern Michigan. The scenery is spectacular and there's no shortage of fall-inspired activities to help you enjoy it. Plus, it signifies that the holidays are just around the corner. It becomes a busy time for all of us as we try to gear up for the holiday season, balance that with our jobs, and of course, watch a little football along the way.

We're now a few months into fiscal year 2019, and another thing we're watching and monitoring very closely is our True North Scorecards. Each year, we take a look at our scorecards and ask ourselves some key questions: Have we made the improvements we wanted to make in this area? Are we doing everything we can to move that needle? Is there another metric that we should be focusing on now? Generally speaking our metrics do not change that much from year to year. The metrics we choose are similar to what other hospitals measure around the state and country, allowing us to compare ourselves to state and national averages. However, this year, we have made some slight changes. To learn more, you'll find a brief summary of FY19 in each area of the newsletter, Patient (page 3), Health Care Team (page 7), Safety (page 9), Quality (page 10), and Operational Performance (page 11).

Our cover story in this issue provides a behind-the-scenes look at our wound care teams. Patients come through the doors of our hospitals and facilities with one goal — to heal. However, sometimes that healing process is more complicated.

That's where these folks come in. The work they do can dramatically improve the quality of life for a patient who may be dealing with a condition that makes healing more challenging. To read more, turn to page 6.

Another important story outlines our regional mammography screening campaign. In recognition of Breast Cancer Awareness Month, Munson Healthcare is hosting a system-wide Mammography Screening Day on Saturday, October 20. While mammograms don't save lives, early detection can. To hear more about this important initiative, go to page 5.

In "Healthier Eating Gets the Green Light" (on page 7), we announce that the Traffic Light Program, which is now being implemented in Cadillac Hospital and has been at Munson Medical Center since 2017, will expand to other MHC hospitals by next summer. As part of our commitment to making this a Great Place to Work, we want to give our Health Care Team every opportunity to be the healthiest they can be. This program is just one of the efforts we're making.

Finally, I'm proud to announce that two more of our hospitals have earned a Level IV Trauma Facility designation. To find out which ones and what that means, go to page 10.

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





Apples to Apples: Measuring the Patient Experience

As of July 1, all Munson Healthcare hospitals are now using the same vendor — Press Ganey — to facilitate mandatory patient satisfaction surveys (HCAHPS). Although the majority were already using Press Ganey, there were numerous benefits to switching everyone over, shared Patient Experience Specialist Tiffany Fortin.

"The people at Press Ganey are extended team members. They wear their 'Munson Healthcare' hat more than their Press Ganey hat, so it really is a true partnership," Fortin explained. "Their level of interaction literally covers everyone in our hospitals."

As part of this partnership, Press Ganey provides timely data to each hospital, based on mailed/ emailed surveys asking patients to rate their experience on a scale of 0 - 10, among other questions. This allows hospitals and units to create scorecards to measure their progress towards creating a better patient experience. "We needed to all have the same vendor to keep it consistent across the system so we can share information with each other and identify best practices," Fortin said. "It also helps track feedback from patients who visit multiple MHC hospitals during recovery," she added.

New this year, MHC is also using Press Ganey reporting in ambulatory settings in an effort to understand the patient experience in other areas of care. Being proactive, Fortin stressed, is what this survey is really all about. "Our patients interact with MHC in many ways — not just within the walls of our hospitals. Broadening the scope of our surveys will help align the entire Health Care Team across patient-care settings and help us provide a consistent patient experience."

Another benefit is that Press Ganey is the largest vendor for surveying patient satisfaction. "The ability to compare our data to the thousands of other hospitals that use this vendor gives us an even better understanding of how we're doing on a broader scale," added Fortin. "Patient experience is not a number, but like with anything, we need data to help us understand where to focus our efforts so we can continue to improve."

"I've learned that people will **forget** what you said, people will **forget** what you did, but people will **never forget** how you made them feel."

—Maya Angelou

True North Scorecard: PATIENT

Goals for FY19

Patient Experience:



Is anything changing? No. We are keeping "Overall Patient Experience" as the FY19 key metric.

What is our goal? As a system, we want to reach the best score possible (a 9 or a 10, on a scale of 0 - 10). Also, each hospital has individual goals based on where they ended up in FY18.

How will we get there? We will continue to identify precise contributors — and dig deep into any barriers — to improving our scores. Using the Patient Experience Tool (Knock, Introduce, Listen for Understanding, Encourage Questions, and Thank) will help staff address the emotional needs of our patients, which is incredibly important. Also, cleanliness of facility is significant, too, and we will remind staff to eliminate clutter on their units and ask patients what they need for personal cleanliness.

— **Tiffany Fortin**, Patient Experience Specialist

A NOTE OF Thanks

The following letter was sent to **Nicole Miller, Nursing Manager for D4 at Munson Medical Center.**

I cannot say thank you enough to the staff on D4 for the great care my daughter and niece were given after our unfortunate accident. A few that really stand out to all of our family were Denise, Andy, and Anthony. Your staff on D4 made what could have been a terrible experience much easier to deal with. Andy, I want to say thank you for making such an impact on my daughter by just sitting and telling her the importance of really trying and taking time to explain to her that she really CAN do this. Anthony you were another great asset to our family and we appreciate your patience with our little miss impatient. Denise, oh my gosh, you were what kept me coming back and made me realize that I could really get through this. Thank you all again. I do not want to leave anyone out as we were treated very well up there and appreciate all that you do. Thank you again from this very frazzled mom and aunt. Your services did not go unnoticed.

—from a grateful family member

Recognized in this letter:
Anthony Cilluffo, Orthopedic Technician;
Andy Gleason, RN;
and Denise Riley, RN.



Karen Kain, PhD, RRT-NPS, left, and Amanda Niemec, RRT, practice inserting an airway.

Cadaver Lab Provides 'Outstanding' Training for the Health Care Team

Providers, nurses, paramedics, respiratory therapists, and emergency personnel from the region practiced inserting airways and special interosseous IVs at a cadaver procedure lab on August 30 at Munson Medical Center.

Vascular Access Manager Sarah Robinson, MSN, RN, VA-BC, a member of MMC's CPR Committee, said the lab was the result of the committee's efforts to provide real-life training opportunities to advance the clinical skills of our staff and area emergency responders.

"Both of these procedures would be done in emergency situations," she said. "There is no better way to practice, then to practice on a human being."



Participants at a recent cadaver lab practiced inserting an IV into an egg before moving on to the cadaver lab.



We got to see the actual anatomy and practice using the devices. It was outstanding.

—Karen Kain, PhD, RRT-NPS
 Pulmonary Education Coordinator



Prior to entering the lab section, IV participants practiced drilling into eggs and manufactured bones to get a feel for proper techniques.

Pulmonary Education Coordinator Karen Kain, PhD, RRT-NPS, said the training was a great investment for our Health Care Team. "We got to see the actual anatomy and practice using the devices," she said. "It was outstanding."

Regional Mammography Screening Campaign and Event to Improve Women's Health

October is National Breast Cancer Awareness Month

To help raise awareness for breast cancer, Munson Healthcare Regional Cancer Network is launching a new campaign and screening event. The purpose of both is to encourage women to call and make an appointment for a screening mammogram at a Munson Healthcare location.

While mammograms don't prevent breast cancer, they can save lives by detecting breast cancer as early as possible. When caught early, localized cancers can be removed without resorting to breast removal or a mastectomy. Experts recommend women over age 40 get regular screening mammograms.

According to the National Cancer Institute, for every 100,000 people in the state of Michigan, 123 women will be diagnosed with breast cancer. Grand Traverse County has the highest incidence rate of breast cancer in the state, almost 23% higher than the state average.

Our goal is to target women in our area between the ages of 50-65 who have not had a mammogram in the past three years and help them to schedule one," said Kathy LaRaia, executive director of oncology services for Munson Healthcare. "For women who don't have a primary care provider, we want to connect them to a provider through Health-Link. And for women who don't have insurance, we want to educate them on their options for insurance or help through their local health department. Additionally, we want to raise awareness of all women over the age of 40 about the importance of regular screening mammograms for early detection."

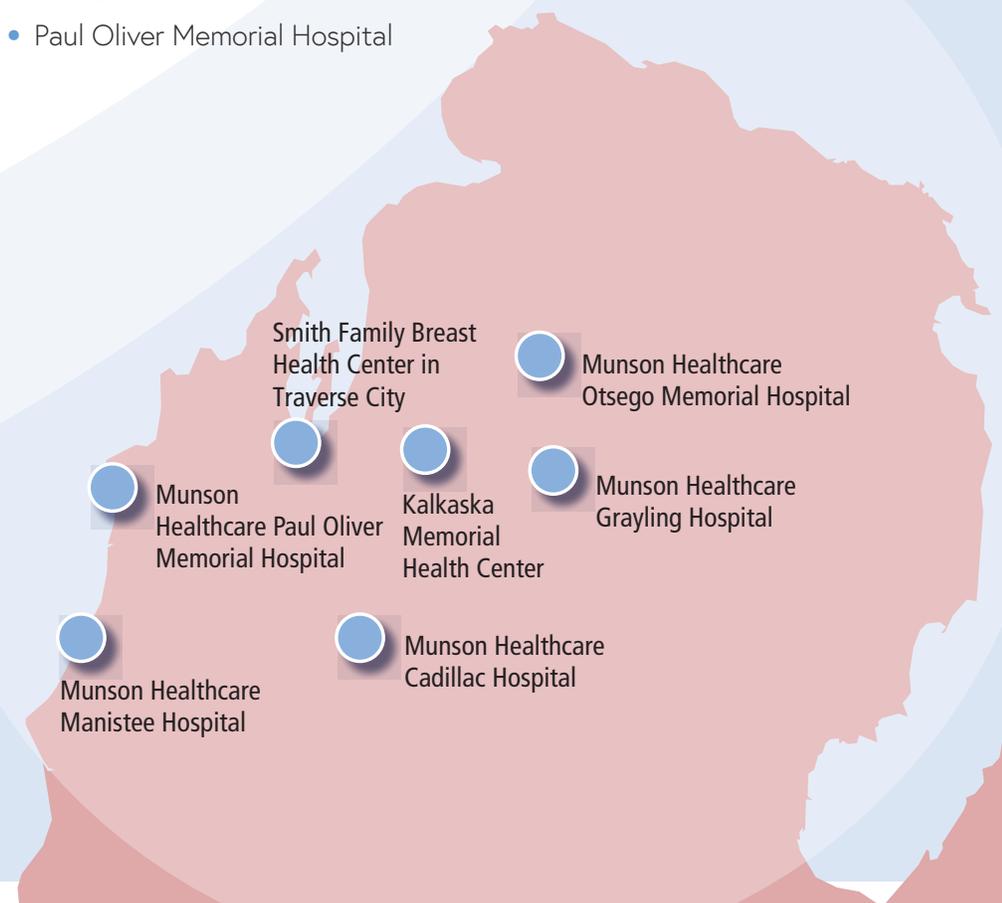
To encourage women who haven't been screened recently, Munson Healthcare is holding a system-wide Mammography Screening Day on **Saturday, October 20** at the following locations:

- Cadillac Hospital
- Grayling Hospital
- Manistee Hospital
- Kalkaska Memorial Health Center
- Munson Medical Center's Smith Family Breast Health Center
- Otsego Memorial Hospital
- Paul Oliver Memorial Hospital

"This is the first time we've ever had an event like this across the entire system. It is a huge team effort, including members of Radiology and Cancer Services, and our entire Health Care Team," LaRaia said.

In addition to the event, a media campaign — including mailers, print advertisements and social media marketing — is underway.

"This is an important community health issue and we see this program as a method to improve women's health in our region," LaRaia said.





Tom Kane, FNP, and Amy Kane, FNP, guide a patient into the hyperbaric oxygen chamber at Manistee Wound & Hyperbaric Center. Although only a small fraction of patients require this special wound treatment, studies have shown that this cutting-edge approach to healing can prevent amputations.

Healers with Heart: Working Wonders with Wound Care

You might call Shelly Pletcher a "wound-er" woman. The Paul Oliver Memorial Hospital PTA happily spends a good part of her day treating wound patients and witnessing the remarkable journey they make enroute to healing.

"Everyone looks at me funny when I say I love wound care," she said. "It's just exciting to see when new tissue starts to fill in and know we're on the right track."

Pletcher is one of many certified wound specialists in rehabilitation units throughout Munson Healthcare. This team provides routine and advanced wound care by using both moisture-focused care and patient education to treat a variety of wounds such as vascular, diabetes, and trauma-induced wounds; re-opened incisions; and the occasional pressure or burn wound.

"We are really changing our approach," Pletcher explained. "You need to have a clean moist environment at the wound bed, so when you use the bandages, they can help the body to soften up the dead tissue for easier removal and regrowth."

Each year, she attends the Wild On Wounds® National Wound Conference, where she revels in learning new care trends that optimize healing. But when the occasional wound requires a special kind of care, Pletcher, like many other health care professionals, relies on our two advanced wound centers in Manistee and Traverse City.

The newly revamped Manistee Wound & Hyperbaric Center opened in 2017 with support from Ambulatory Services Director Randy Hodges and Tom Kane, FNP, then Safety Officer of the center, to help fill this critical care need. Two members of Manistee Hospital's Primary Care — Dr. Brian McComb and Amy Kane, FNP — also became wound certified to support the effort.

"Effective wound care on the front end can dramatically improve quality of life and reduce costs to the patient and the health care system," said Tom Kane.

Alex Callaway, the center's manager, enjoys celebrating the great outcomes her team sees. She recalled a patient who was able to resume

chopping wood following his plan of care. "He reported recently that he was able to chop his entire winter's worth of wood!" she shared.

These moments of celebration don't come without some frustration. The Advanced Wound Care and Hyperbaric Center in Traverse City sees patients from all over northern Michigan, including the U.P., and with a small office and staff, treating patients right away can be a challenge. Moreover, getting patients to follow at-home care instructions can be difficult across the board — and altogether impossible for elderly patients, who rely on the center for additional help. But for Mary Schauer, the center's medical business associate, the relationships and victories with patients make the job incredibly fulfilling. Like the wheelchair-bound amputee who surprised them by walking into the office one day without so much as a cane.

"She just walked right in. She blew us out of the water," Schauer shared. "It was amazing to see it."

For more information, visit munsonhealthcare.org/services/wound-center.

Healthier Eating Gets the Green Light at More MHC Locations

Registered dietitian Mary Shanahan acknowledges that reading food labels when deciding what to eat isn't necessarily fun. Yet, understanding how our eating habits affect our health is empowering, says the director of food and nutrition services at Munson Medical Center.



Kayla Mowat, who works as a cashier at Cadillac Hospital, stocks food items in one of the cafeteria's coolers. Cadillac Hospital is incorporating the Traffic Light Program to help visitors understand at-a-glance nutritional values when making food selections.

The Traffic Light Program, offering at-a-glance nutrition info through the use of green, yellow, or red designations assigned to food and beverage items available in the café, is indeed helping the Health Care Team, and other visitors to the café, make smarter food choices. Since rolling out the program at MMC in March 2017, Shanahan and her team have seen a jump in the green and yellow food items purchased from 50 percent to 82 percent.

The program is launching next at Cadillac Hospital. "I think it's wonderful to see the program expand. It's been a dream for this to reach the entire system," said Shanahan, who also helps manage Core4, a weight management program developed by Sodexo registered dietitians and offered to qualifying employees and their spouses.

MHC leaders have a goal of implementing the Traffic Light Program at all MHC hospitals by May 2019, with the exception of Manistee Hospital, which already has a similar program in place. Munson Community Health Center in Traverse City also will incorporate the program following the completion of the facility's new cafeteria.

The Traffic Light Program

If an entrée, item, snack, or beverage falls within recommended dietary guidelines in all four categories, it gets a "green light." If it's higher in one of the four, it's assigned to yellow. It's given a "red light" if it exceeds levels in two or more categories. The designations are based on an item's level of saturated fat, sodium, added sugars, and calories.

"The program is completely educational. It's your choice," Shanahan said.

True North Scorecard: HEALTH CARE TEAM

Goals for FY19

Great Place to Work:



Is anything changing? No. All questions in the survey remain the same. That makes it easy to monitor our progress.

What is our goal?

Our goal is to see improvement in the "engagement" section. Employees who are connected to their work and feel a sense of pride deliver higher quality patient care.

How will we get there? Every department will be accountable for developing an action plan tailored to their unique needs. Teams that do this well involve everyone in this process.

— **Beth Straebel**, System Director of Organizational Effectiveness

Great Place to Practice:



Is anything changing? Yes. This year's survey will be much shorter. It will ask questions relevant to both hospital-based and ambulatory providers.

What is our goal? The goal is to ask different, more objective questions, and ask those questions more frequently. The November survey will set a baseline.

How will we get there? Each CMO will be asked to create an action plan based on the results, then we will re-measure in the spring looking for improvement.

— **Christine Nefcy, MD, FAAP**, Chief Medical Officer for MHC

Our Legal Plan Has You Covered



Finding the right attorney and paying hefty legal fees for life's planned and unplanned legal matters can be incredibly stressful. To help, Munson Healthcare offers extensive legal assistance as a part of our comprehensive benefits package. When you sign up for MetLaw Legal through Hyatt Legal Plans during open enrollment (\$192 per year over 26 pay periods), you get access to pre-qualified at-



Considering drafting a will can cost up to \$2,000, this legal plan is well worth it.

—Amy Tennis
System Director of Compensation and Benefits and HRIS



torneys for an unlimited number of personal legal matters. Full representation is covered for a wide variety of services, and you can consult with an attorney in-person or by phone on virtually any personal legal issue.

"A lot of people use this service for document preparation or review, including wills and legal trusts, but it also covers things such as reviewing

a gym membership contract or if you need help because a neighbor is trying to build a fence on your property," said Amy Tennis, system director of Compensation Benefits and HRIS. "Considering drafting a will can cost up to \$2,000, this legal plan is well worth it."

The Hyatt Legal Plan includes:

- Consumer Protection
- Debt Matters
- Defense of Civil Lawsuits
- Document Preparation
- Family Law
- Immigration
- Personal Injury
- Real Estate Matters
- Traffic and Criminal Matters
- Wills and Estate Planning

To learn more about the plan and how it works, visit the HR Benefits Intranet page and click on MetLaw Legal.

PEOPLE ON THE MOVE



Shirley Curtis
Manager, Nursing Services, Charlevoix Hospital



Brynn Givens
Manager, Environmental Services, Munson Medical Center



Kristin Korth-White
Interim CEO & COO, Grayling Hospital



Bonnie Kruszka
Director of Nursing, Ambulatory, Munson Medical Center



Rebecca Williams
Manager, Home Care, Munson Healthcare Home Health

Striving for Zero Harm

Training continues across Munson Healthcare to implement our new safety behaviors and we're seeing the results. Here are two strong examples of our safety behaviors in action!

Prepare
for the Day

Questioning
Attitude

Clear
Communication

Support
the Team

Attention
to Detail

Submitted by Traci Hall, BSN, RN, Coordinator of Nursing Quality, Quality Assurance, Cadillac Hospital:

During a recent update we changed dosing and medication rates for all our IV pumps. We labeled the pumps with green dots to indicate that they had been updated. When a patient was transferred from the ED to their room, the inpatient nurse, Josh Coon, noticed (**Questioning Attitude**) the pump being used did not have a green dot. However, the medication dosage had been manually programmed by the ED staff with the correct dosage (**Support the Team with peer checking**). Having been instructed to use only updated pumps (**Attention to Details**), Josh immediately stopped the medication and exchanged it for a "green dot" pump with the updated medication library. This was a great catch by Josh!

Submitted by Jennifer Fuhrman, Director of Organizational Quality and Patient Safety, Quality Assurance, Grayling Hospital:

One of our ED nurses, Hannah Martin, had a great catch. While performing routine patient care for her patients, she made an observation that changed the course of treatment for one particular patient. As she was looking at our cardiac monitors, Hannah noticed (**Attention to Detail**) what looked like "ST elevation" in a patient's heart rhythm. Her first inclination was to have a peer take a look (**Support the Team with peer checking and validating and verifying the process**), so she asked Ron Neri, a veteran ED nurse, for a second set of eyes. Together, Hannah and Ron pursued the concern, which came at the right time for the patient. The patient was being admitted to the hospital with a UTI diagnosis, and was in the process of being transported to a room. Hannah and Ron quickly performed an EKG before the patient left the department, which indicated the patient was indeed having an acute STEMI (a heart attack). The admission was cancelled and the patient was immediately transferred to another facility for a higher level of care. Because of Hannah's awareness, and Ron's supportive instinct, the patient ended up receiving the care they needed.



COMING SOON!

Get ready to work that waddle!

True North Scorecard: SAFETY

Goals for FY19

Serious Safety Events:



Is anything changing? No. We will still measure Serious Safety Events (SSEs), and push for zero harm every year.

What are our goals? We will increase focus on sepsis and medication safety for FY19 and continue to improve our culture of safety.

How will we get there? We will complete Foundations of Safety Culture training for MHC in the next two years. Also, we'll work together to prevent events and detect issues that can lead to events. We don't want a few safety specialists, we want 10,000 safety champions!

—**Tom Peterson, MD, FAAP**, Vice President of Quality and Safety for MHC

Serious Employee Injuries:



Is anything changing? Yes. We will now monitor our OSHA Recordable Incident Rate. This will help with benchmarking and provide greater context given that our census and staffing fluctuate on a daily basis.

What are our goals? Our ultimate goal is ZERO harm to everyone.

How will we get there? By incorporating new safety behaviors into daily practice. We will intensify our prevention work on sharps injuries and strains/sprains, which account for 2/3 of our serious injuries, as well as continue our safety campaigns.

—**John Bolde**, System Director of Safety and Security

True North Scorecard: QUALITY

Goals for FY19



Is anything changing? Yes. We are removing Surgical Site Infections from the scorecard, but not stopping our work in that area. We

are also adding three quality metrics for our ambulatory settings: Influenza Immunization, Body Mass Index (BMI) Screening and Follow-up Plan, and Tobacco Use – Screening and Cessation Intervention for patients.

What is our goal? Our goal is to drive the improvements we need to achieve 100% excellence and zero harm to our patients.

How will we get there? We will be following rates as well as incidents. Rates show you a more comprehensive picture of how you are performing, can be compared or benchmarked with state and national performance, and help standardize the reporting amongst smaller and larger hospitals. All metrics will be included in daily shift huddles that all units will be running in 2019. This allows daily focus and monitoring of these at our unit levels, and allows our units to lead the improvements they need at their levels.

—**Tom Peterson, MD, FAAP**, Vice President of Quality and Safety for MHC



Left: The busy emergency department at Otsego Memorial Hospital. Right: Laura Sincock, RN, from Otsego Memorial Hospital's emergency department.

Otsego Memorial Hospital and Grayling Hospital Earn Level IV Trauma Facility Designations

It's nearly impossible to predict when you'll suffer from an injury and require attention in an emergency department. But residents in northern Michigan can rest easy knowing that Grayling Hospital and Otsego Memorial Hospital are both capable of providing care in accordance with strict standards put forth by the state and American College of Surgeons (ACS). As a result, these hospitals were recently verified and designated by the State of Michigan as Level IV trauma facilities.

What does that mean? The key role of a Level IV Trauma Facility is to provide advanced trauma life support — and stabilize the patient — before they are transferred to the closest, most appropriate trauma facility. However, in many cases both of these MHC hospitals are able to continue trauma care and keep patients close to home.

"OMH embraced the need for increased awareness of trauma and the specific needs of residents in the community, so we were able to build our trauma program by incorporating the rigorous standards set by the

State of Michigan and the ACS," said Laura Sincock, MSN, RN, CEN, EMTP, director of Emergency and Trauma Services at Otsego Memorial Hospital. "As a result, our Emergency Department is able to provide excellent service to our community members when they are injured."

Michigan is divided into 8 regional health care coalitions, and Otsego Memorial Hospital and Grayling Hospital are both part of Region 7, which includes 17 northern Michigan counties. Otsego Memorial Hospital was the second hospital in Region 7 to be certified by the State of Michigan as a trauma facility. Grayling Hospital was the third certified in Region 7.

"Having this designation means our hospital meets training, equipment, and certifications required by the state and adopted from the ACS to provide optimal care for our injured patients," said Heidi O'Malley, RN, trauma coordinator/North Central medical control coordinator at Grayling Hospital. "It also means the hospitals in our system and region are working together to provide the best care for our community."

A Big Night for a Great Cause

Munson Healthcare Foundations launched its public fundraising campaign for Munson Medical Center's largest expansion project to date — with a fundraising goal of \$36 million — on August 30.

The team hosted a special event that night, attended by nearly 250 guests, which took place at the Park Place Hotel's new conference center. The festivities included entertainment from inspirational comedian Judson Laipply (best known for his YouTube sensation The Evolution of Dance). *Below are some photos from this memorable event.*



From top, left to right: Munson Healthcare Foundations Board Chair **David Hunter** "signs" the guest book with his fingerprint; **Zsuzsi Danek** and **Cathie** and **Dave Martin**; **Judson Laipply**, the entertainer; MMC President and MHC COO, **Al Pilon** shares the story of Munson Medical Center and plans for future growth and expansion; Event guest **Bob Young** gives a round of applause; MHC Chief Development Officer **Des Worthington** and daughter **Tegan**; **Dr. David Wright**, OB/GYN, and MHC Foundations Leadership Giving Officer **Matt McDonough**.

What the expansion project includes:

- Constructing a new Family Birth and Children's Center including 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 Hospitality House

To learn how you can get involved, contact Munson Healthcare Foundations at **231-935-6482** or **foundation@mhc.net**.

True North Scorecard: OPERATIONAL PERFORMANCE

Goals for FY19



Is anything changing? No. We will continue to measure Operating Margin (income minus expenses) and Cost Per Adjusted Discharge (a calculation that converts outpatient volume into an equivalent inpatient discharge).

What are our goals? Next year's target for Operating Margin is 4.5%.

How will we get there? Since government reimbursements are fixed and we can't control what we'll be paid, we will continue to focus on good stewardship and identify opportunities to enable us to support reinvestment in the organization. Everyone in our organization also has a responsibility to be fiscally responsible.

—**Mark Hepler**, Chief Financial Officer, Munson Healthcare

Munson Healthcare's New Digital Front Door

Munson Healthcare's website has a whole new look and feel, thanks to a complete revamp unveiled last month. According to Digital Marketing Specialist Keri Amlotte, here are 5 things that make the new site amazing.

1. It has a unified system approach.

MunsonHealthcare.org is now a one-stop shop for all things Munson Healthcare. Prior to the redesign, if you were a patient, you had to know



which hospital offered the service you wanted. Now, users can see everything available everywhere and choose the service location that's most convenient.

2. There are hundreds of pages of new content.

The Munson Healthcare website has a varied audience that includes patients, donors, job seekers, current staff, and providers. When updating the website content, our writers focused on providing helpful information and tools for our audiences and describing what sets Munson Healthcare apart from other health care providers.

3. It provides new ways to help people find what they are looking for.

The new site makes it easy for people

to find what they are looking for with a robust search tool and a "concierge tool" on the homepage. The concierge is the digital version of someone greeting you and asking, "What can I do to help you?"

4. It has a clinical education hub.

All educational opportunities across the system are now in one place, including internal training programs for nursing staff.

5. It's a site that translates well for mobile device and tablet users.

Considering 38% of all visitors use a mobile device or tablet, it was essential to create a new site that was friendly to more than the desktop computer community.

Check the site out for yourself at munsonhealthcare.org.

Capital Projects: Priorities for the First Quarter

Munson Healthcare's plan for its capital budget in Fiscal Year 2019 includes special considerations for the organization's Master Facility Plan and the ongoing IT Strategic Plan.

The capital budget encompasses the design of the Family Birth and Children's Center and the relocation of Sixth Street at Munson Medical Center, which is set for construction over the next few years. Also, implementation of the Munson Healthcare Cerner Ambulatory Phase One project requires a significant investment.

"There will always be big, system-wide projects that require capital funds each year," said Kerri Ohanesian, financial planning director for MHC. "But what we're doing differently this year is asking leaders to prioritize projects and releasing capital funds quarterly. Everything

on our 'Capital Requests' list is a project that will either help improve the workplace for the Health Care Team or enhance patient care in some way."

Other capital projects approved to begin in the first-quarter include:

- An operating room expansion at Cadillac Hospital.
- A GE Pristina Mammography Unit for Grayling Hospital that will allow 3D Tomosynthesis for better imaging for certain breast tissues.
- New Cardiology PACS Image Review Software that will allow the cardiology service line to import and analyze 3D images from any of our imaging systems across the health care system.
- A 3D Ultrasound System for Munson Medical Center's Structural



Cadillac Hospital President **Tonya Smith**, left, and Cadillac Surgical Services Director **Cristen Brandsma, RN**, stand in the room that will be converted to the hospital's fifth OR.

Heart Clinic. 3D imaging is critical for procedures that include using the MitraClip and Watchman devices.

- The Grand Traverse Commons Building 58 renovation and revitalization for much-needed office space.