

the **compass** monthly

Connecting You to Every Point of True North

January 2019 | Munson Healthcare System News



On the Road Again

Learn about the important role of our linen and supply drivers on page 6.

Commercial Drivers Carl Lake and John Evans

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A Note from Ed Ness

President and CEO, Munson Healthcare

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.

The start of a new year is often when many people make resolutions and seek out changes that can improve their lives. In many cases, these changes are focused specifically on improving health and wellness. So we've devoted the January issue of The Compass to highlighting the many programs and resources we provide to our employees and community members so they can successfully change their lives for the better.

Many of these programs and resources were developed or expanded after conducting our last Community Health Needs Assessment. Every three years, MHC partners with other health systems and health departments to conduct this assessment and help identify top health issues in our communities. The latest assessment revealed that obesity is a serious health issue for many people in northern Michigan. In fact, 66% of individuals in our region struggle with maintaining a healthy weight and because of this are more susceptible to developing heart disease, type 2 diabetes, high blood pressure, and many other chronic health issues.

As a leading health care provider in northern Michigan, we have a responsibility to support our communities, and ensure that everyone has the resources they need to achieve better health. But this responsibility doesn't just begin when someone arrives at one of our hospitals in crisis. It begins out in our communities. Our Choose to Be Well campaign helps remind people that smaller steps over time can lead to big

results, and our community collaboratives — such as Shape Up North and Northern Michigan Diabetes Initiative — provide key health, fitness, and educational opportunities to start taking those steps. (See page 4 for more community programs.)

Our responsibility also begins in our physicians' offices, where our talented team of clinicians can educate patients on health risks and provide resources and care plans that can help them lead healthier lives.

And of course it begins with our employees. We are committed to providing you with many opportunities to improve your overall wellness through programs that support your physical, emotional and financial health. Some of these programs include the Employee Assistance & Work Life Program (EAP), Weight Watchers at Work, Core4, and our MHC Sports Teams — which offer fun ways to stay active. Our goal is to continue to expand these programs to more MHC locations. (See page 8 for more employee offerings.)

As employees, you are not only a big part of our communities, but you're also the people caring for our communities — in so many different ways. Our patients look to us for compassion, comfort, and assurance that everything is going to be okay. The stronger you are, the stronger you can be for them.

Happy New Year!





Left, Nate Greenman, MMC Blood Bank section head, shows how blood is stored in MMC's blood bank. Right, from front, Medical Technologists Barb Carbary, Tiffany Waddell, and Shawn Videan working in Cadillac Hospital's Blood Bank.

The Important Work of Our Blood Bank Teams

One of the most precious resources we provide to our community members is blood. Throughout our system, we work hard to ensure that this resource is always used and never wasted.

At the heart of this important work is our blood bank teams. With the exception of Kalkaska Memorial Health Center, Paul Oliver Memorial Hospital, and North Flight Aero Med, whose teams all keep a supply of four units of O- blood on hand, each system hospital has a blood bank.

Our blood bank teams all work with Michigan Blood, Munson Healthcare's blood supplier. Each day, a medical technologist or medical laboratory scientist orders blood based on their inventory and expected needs. In 2018, the system used an average of 900 units (pints) of blood a month, or 10,800 units over the course of the year.

Munson Medical Center is the largest user of blood in the system, which includes transfusions at the Cowell Family Cancer Center. "We try to keep around 200 units of blood on hand here," said Nate Greenman, MMC Blood Bank Section Head. "On normal days we transfuse 30 to 40 of that."

All of the blood our hospitals receive comes from donors and takes quite a journey before it arrives at one of our blood banks.

After a unit of blood is collected at an area blood drive, it's shipped to Michigan Blood's Traverse City office. From there it's sent to Grand Rapids for 5 days of testing and processing. Then it returns to Traverse City and is dispersed throughout the Munson Healthcare system. For every unit of blood transfused at one of our hospitals, there's an hour's worth of additional lab testing to ensure the patient receiving the blood won't react negatively to it.

The most common types of blood used within our system are O+ and A+, but we also use a lot of O- because it's the universal blood type — meaning it can be given to almost anyone. Blood has a life expectancy of 42 days from the date of collection but since MMC goes through such a high volume of blood, it never nears expiration. "Our other hospitals

ship their blood supply to MMC when it nears the 10-day to expiration mark," explained Greenman. "Also, if there is ever a major situation, and one hospital needs a large quantity of blood, we have couriers in place to transport blood quickly."

Greenman encourages anyone who can to donate blood. "Blood donation is such an easy thing to do, and you can save someone's life. Our blood bank teams appreciate more than anyone what it takes to donate and we work very closely as a system to be good stewards of this resource. Our goal is to make sure no donation is ever wasted."

January is National Blood Donor Month

Thank you to all of our blood donors!



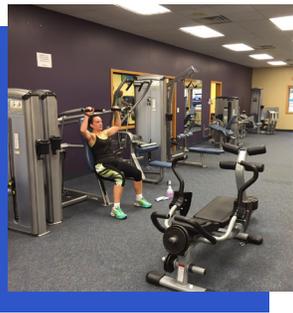
Our Commitment to Healthy Communities

Through our partnerships with area organizations focused on health and wellness, we're helping our communities connect with programs, activities, and tools for better living. "In working with our partners, we are able to enhance offerings that promote health education and physical activity to members of the community," said Christi Nowak, community health manager for Munson Healthcare.

Here's a sampling of what's available in our communities:

Fitness Centers

Paul Oliver Memorial Hospital, Manistee Hospital, and Munson Community Health Center all are home to fitness centers open to the public. At POMH, the Betsie Hosick Health & Fitness Center offers classes for all ages and fitness levels, including full body stretching, Zumba, Pilates,



Tai Chi, and more. The Vital Step Program, at MCHC, is a closely monitored, low-cost gym experience that centers on individual fitness needs. In Manistee, "the right program, in the right location, and at the right place" is the focus of offerings at the new community health center.

Wellness Workshop in Charlevoix

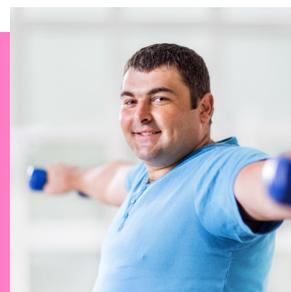
Located in the heart of downtown Charlevoix, our Wellness Workshop team enjoys encouraging people of all ages to participate in health and wellness activities — and the team often starts a program after receiving



specific suggestions from community members, said Kathy Jacobsen, community health education manager. Now in its third year, this facility provides low-cost health screenings and wellness activities such as yoga, diabetes education, support groups, strength training, smoking cessation, nutrition counseling, cooking classes for adults and kids, healthy living workshops, natural childbirth classes, fitness opportunities, and much more. The majority of the offerings are free to the public while others have a small fee.

Healthy Weight Center

The Healthy Weight Center at MCHC in Traverse City provides multiple services including comprehensive weight management programs, personal training, and body composition testing. All of our weight management programs include visits with a registered dietitian, exercise



specialist and pre- and post-body composition scan. Individuals have the option to meet with a behavioral health specialist and everything is medically monitored by Dr. Patrick Friedli, the center's medical director. Starting this month (January): the InBody testing price will be reduced

from \$50 to \$40, said Ben Watson, weight management coordinator at MCHC. "Since its debut in September 2017, we have done over 400 body composition scans and have had great feedback from the community and participants," he added.



Healthy Futures

Since 1998, more than 25,000 families have taken part in Healthy Futures, a collaborative program that connects expectant and new parents with trustworthy information and local resources, including public health nurses from their own community. "It's a program for all families

and we're really proud of that," said Betsy Hardy, manager of Healthy Futures. "We recognize that their hospital is a big part of a family's birth story, but we also want to make sure people feel connected once they go home — it is important to us to help people transition to home with their new family member." MHC works closely with health care providers and regional health departments in providing these services. "We are helping families connect not only to hospital services, but also to their local supports and resources," Hardy said. Go to healthyfuturesonline.com for sign-up information and other details.



FitKids

Originating in Grand Rapids, FitKids360 is part of Munson Healthcare's healthy weight plan with the pilot program being led by Munson Medical Center's Community Health and Shape Up North team members. It's designed to help kids and their families make healthier choices

and combines education about nutrition, behavior, and exercise with a wide range of physical activities. We partnered with the Grand Traverse Bay YMCA in Traverse City, which is where families met weekly for 7 weeks to learn about healthy foods with a dietitian, spent time in group fitness activities, and had discussions with a social worker to talk through issues like bullying and self-esteem. "In January we will be holding classes in Benzie at the Betsie Hosick Health and Fitness Center, in Kalkaska at the Kalkaska Senior Center, and also another in Traverse

City. Those are also supported by the United Way," said Alyson Kass, Shape Up North coordinator. "There has been talk about expanding the program into other communities, too."



Diabetes Education

Improving the quality of life for people with diabetes is the goal of our Diabetes Self-Management Education and Support services. For close-to-home support, diabetes educators are available in these locations: Cadillac Hospital, Charlevoix Hospital, Grayling Hospital, Kalkaska Memorial

Health Center, Munson Medical Center, Otsego Memorial Hospital, and Paul Oliver Memorial Hospital. Additional diabetes counseling is available through Medical Nutrition Therapy (MNT), which includes comprehensive nutritional assessments, developing a nutritional care plan, and monitoring and problem solving during visits. Also, MHC is a key partner with the Northern Michigan Diabetes Initiative — a regional collaboration serving 14 counties in northern Michigan. Visit NMDI.org for more resources.



Bariatrics Program

The MHC Bariatric Program has served more than 3,500 patients throughout the past 15 years. We offer three different types of surgery, as well as a monthly education seminar that is held live at MMC and via REMEC (similar to Skype) to reach outlying areas across northern Michigan.

"In the weeks and months following surgery, the benefits we hear most from patients include feeling like 'I have a life again,' breathing easier, being able to tie shoes, being able to cross legs, and being able to play with kids/grand-kids," said Wendy Whitfield, Bariatric Program coordinator. "Many people who could benefit from bariatric surgery do not pursue it. We believe this is due to fear of complications or concerns about long-term issues such as nutrient deficiencies. Yet the complications from these surgeries is now extremely low, lower than most other surgeries."

For information on introductory bariatrics seminars, go to munsonhealthcare.org/classes-and-events.

To see more programs and resources available specifically to MHC employees, turn to page 8.



Darkness, ice storms, slick rain, summer traffic, and the snow that covers much of northern Michigan for six-plus months — commercial drivers Carl Lake (left) and John Evans (right) truck through many challenges to deliver our supplies.

Delivering Excellence through Rain, Snow, or Shine



Delivering clean linens such as sheets, towels, and scrubs, and collecting the soiled ones, takes up a large portion of these drivers' jobs, though medical supplies are another important part of what's transported.

In the wee hours of the morning, while many of us are still sleeping or deep into a shift, Commercial Driver Carl Lake has already loaded up his 32-foot truck with linens and medical supplies and left Munson Healthcare's laundry facility at Hughes Drive off N. Garfield Rd. for his first of three runs.

"I start at 3 am," Lake explains of his 10-hour shift that he's done most weekdays for the past nine of the 19 years he's been with the organization. "I've gotten so used to it now. The supplies are essential and have to be delivered every day, no ifs, ands, or buts about it."

After loading his truck with 12 carts and four pallets of supplies — including sheets, towels, blankets, heart packs, hip replacement equipment, and bandages, Lake heads out for his first stop of the day, Grayling Hospital, where he arrives by 4:30 am to ensure everyone, particularly the cancer unit, is stocked.

Next stop is Otsego Memorial Hospital, which he reaches by 5:45 am to drop off supplies. With a now empty truck, he's ready to load their soiled laundry before heading back south on I-75 to collect Grayling's share of used linens. Then it's back to Traverse City to offload laundry and load more supplies for another matrix of

drop-offs and pick-ups. If it's Tuesday or Thursday, he'll head north to complete his runs between Charlevoix, Elk Rapids, Boyne City, and East Jordan. Mondays, Wednesdays, and Fridays he'll zigzag between Munson Medical Center, Munson Community Health Center, and Traverse City-based providers.

By 10 am, Lake will clock nearly 200 miles on any given day.

Though much of his drive cuts through the darker hours, he's come across some striking imagery along his early morning routes. "I've seen some magnificent animals," he shares. "Bears. Buck. Elk." The hunting and fishing enthusiast once saw a beautiful snowy owl swoop right in front of his truck lights before flying off. "His wing span must have been 8 feet — it was the biggest owl I've ever laid eyes on."

Not surprisingly, it's the autumn and spring months Lake enjoys best, as the summer months come with increased traffic, while winter brings a heap of difficult conditions. Still, Lake is good natured about handling it all. "There's no such thing as a fair weather driver," he says, remembering the numerous days he's felt like he's driving in what he calls a glass of milk. "It's just the way it is. We just muscle through it, smile at the world, and slowly get where we're going."

Just as Lake winds up his route around 1 - 2 pm, driver John Evans has arrived for his 2 - 10 pm route.

Unlike Lake, much of Evan's time takes him in and around Traverse City, which he enjoys. "I get to see all



Commercial Driver **John Evans** and **Teresa Avery**, interim manager of Munson Support Services, take time for a brief catch-up before Evans heads out for his 8-hour route.

the activities and events of city life, which I find fascinating having grown up in the country."

The Manistee native earned his Class A commercial driver's license following three and a half

years in the Army and joined MHC in July 2017. Among the many benefits he enjoys about his job, it's the public service component that he attributes to happiness. "I think about patients here all of the time," he says, explaining that he goes to great lengths to ensure all linens he delivers are impeccably clean. "I work as if my own friends and family would be at the hospital at any moment and that is enough to

motivate me to do my very best every day."

Evans also places efficiency at the top of the priority list. In driver's

school, he was taught that driving efficiently resulted in a fuel cost savings. "You can save about 30 percent by maintaining your speed and not racing lights. I have half the red lights in Traverse City nailed down to the second," he jokes.

Evans will graduate in the spring from NMC with his associates degree in general studies, with an emphasis on business and technology. With his eye on eventually joining MHC's IT department, he'll begin his bachelor's degree, all with the support of his current manager Teresa Avery. "She's been very supportive of my education," he says, adding that she, too, has earned her degree and new titles all while staying within the MHC family.

Evans looks forward to the idea of eventually training his replacement, though he assures he won't travel far from "home" once he moves on. "The greater northwest area has been home to me and it's nice to be working for an organization that serves its health. You hear all the time that MHC is really about the people. And it's a good bunch of people."

“ I work as if my own friends and family would be at the hospital at any moment and that is enough to motivate me to do my very best every day.

—John Evans,
Commercial Driver



Whether you're seeking a fresh start with your health in 2019, or you're looking to build on what you've already started, Munson Healthcare provides plenty of opportunities to take care of yourself both physically and mentally. As a member of the Health Care Team, the following myWellness offerings are available:

Get Moving



From an indoor walking path at Grayling Hospital and employee fitness reimbursements at the Kaliseum in Kalkaska, to sports clubs in Traverse City and yoga and fitness classes at most every hospital location, MHC offers you many ways to stay active.

Go to munsonhealthcare.org/mywellness

and click on your hospital location to see what's available near you.

Fuel Smart

Choosing healthy foods is easier through our community-supported agriculture (CSA) programs, providing access to local farm-fresh foods — currently offered in Cadillac, Charlevoix, and Traverse City. Other support for healthier eating includes Core4, a weight management plan available in Traverse City and Grayling; the cafeteria Traffic Light Program, in Traverse City and Cadillac, expanding to other locations; and Weight Watchers at Work, in Cadillac, Grayling, and Traverse City.

Find Support

Onsite health coaching is offered at no cost to all employees and spouses covered by MHC's Priority Health plan. These 20-minute, individual appointments are available at Cadillac Hospital, Charlevoix Hospital, Grayling Hospital, Munson Medical Center, and Paul Oliver Memorial Hospital. To learn when a coach will be at your hospital, go to munsonhealthcare.org/mywellness/coaching. To make an appointment, contact Brittany Miller at bmiller5@mhc.net or **231-213-0488**. Aside from the 20-minute appointments, coaching via phone/email always is available.

Additional support is available through our Employee Assistance & Work Life Program (EAP). Through the EAP, you and your covered family members have access to both face-to-face and phone counseling sessions. Other services include: legal assistance; financial consultation; resources and referrals for parenting, eldercare, and pet care; and more. To access EAP 24/7, call **877-622-4327** or login to Cigna with employer ID "mhc."

For additional healthy activities and programs available to our community members — including you! — see page 4.

Tips for Your Financial Health

According to Transamerica Consultant Amy Birtcher, CRPC, a financial physical is something you should consider doing annually, which includes reviewing your budget, your savings goals, and your retirement accounts.

Also, creating some financial security — especially a rainy-day fund in case of emergencies — should be on the top of everyone's financial "to do" list. "This fund is for unplanned things, such as fixing your muffler or replacing the cellphone you dropped on the ground (again)," said Birtcher. "It's there so you don't add to your debt by resorting to credit cards or loans with each bump in the road."

Saving \$1,000 over the course of the year is a great first step and there are numerous online resources to help you reach that goal. "After you save \$1,000, the next goal should be to save 3 months of your expenses and then 6 months — for life's what-ifs." That kind of financial security can truly benefit your health!

For a full review of your MHC retirement accounts, set up a one-on-one appointment with Birtcher through the **Transamerica portal** on the Intranet or email amy.birtcher@transamerica.com.



Saving...

\$25 a month for 20 years =
\$7,371.41

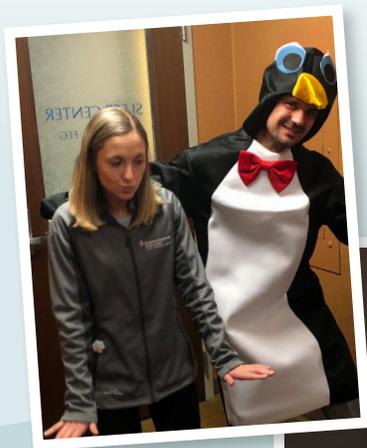
\$50 a month for 20 years =
\$14,741.33

\$100 a month for 20 years =
\$29,481.17

\$250 a month for 20 years =
\$73,700.70

Making His Safety Rounds

Waddles is a whiz at winter walking — and he's making his way all around our system to work his waddle.



Our Waddles models help spread the walking wisdom of our nimble feathered friend throughout our system.

Introducing Our New Hand Hygiene Campaign

Throughout the past several months, our Safety, Quality, Infection Prevention, and Marketing & Corporate Communications teams collaborated on a new safety campaign that would reintroduce hand hygiene in a fresh new way. As these teams worked together, it became obvious that our safety behaviors — three in particular — really go hand-in-hand with our goals to reinforce the importance of clean hands throughout our system. We all know *why* we need to keep our hands clean — this new campaign helps change the conversation to the many ways we can remind ourselves and each other to do so. Look to The Compass Weekly for more specifics on how using the safety behaviors **Questioning Attitude**, **Support the Team**, and **Attention to Detail** can encourage everyone to practice good hand hygiene — and keep our patients and each other safe.

High Five

for hand hygiene

Get Into the Clean Hands Groove

- Questioning Attitude
- Support the Team
- Attention to Detail

Clean hands. Check.

We Provide Quality Care

How do we know? Our patients tell us!

From a Cadillac Hospital patient:

"My friend came through your ER recently with a massive stroke. The ER doc's and Munson's rapid handling of this and getting her transferred so quickly was impressive, awesome, and outstanding! I am sure that due in large part to your team's rapid assessment and action, she will have the best chance at recovery."

From Charlevoix Hospital patients:

"Best health care experience of my life. Nobody wants to go to the hospital — but when it's necessary, I want to be in the hands of the team that took care of me this weekend. From registration in ER to being discharged, I can name 12 different staff members who were kind, professional, efficient, and thorough. The Munson administration

runs a good ship, and they've hired a fantastic staff. Thank you for making my visit a positive experience."

"My hospital of choice — best care and treatment, friendliest staff, and caring. Thank you for taking such great care of your patients in the outpatient surgery area and registration. I can't say enough good things about all the staff I met yesterday — thank you."

From Munson Medical Center patients:

"Very impressed by the care I received at the ER. I was greeted immediately when I arrived. My vitals were taken, and my care was quickly triaged back to a room where a PA assessed me within a couple minutes. I had a very attentive nurse who made sure I knew what medications I was going to receive and how they would make me feel. Then the doctor followed up on my care. He was also very thorough and explained my diagnosis very clearly. I'm very impressed at how all the staff I came in contact with took their time with me and did not seem rushed. Although the ER was busy, they sat down to explain things and they were all very kind and personable."

"I've had numerous surgeries, and I can tell you that this was the best experience I've ever had. This hospital and its staff, policies, procedures, cleanliness, attention to detail, and treatment of the patients is off the charts! No one wants surgery, but if they need one, I highly recommend having it done at MMC! Thank you so much for your support, kindness and professionalism! Crazy good stuff going on in your hospital. :)"

From an Otsego Memorial Hospital patient:

"I just completed 22 sessions of occupational therapy, after having a reverse right shoulder implant. It has been a long recovery period, but I am doing really well, almost back to normal. It was important to me to let you know how pleased I was with my occupational therapists. They challenged and encouraged me to use all the various tools to improve my shoulder movement. Not always fun but it worked! You can be proud of your crew. Please let them know how much I respect their work ethic."

From a Smith Family Breast Health Center patient:

"I had breast cancer in 2000. After five years of being cancer free they no longer give you immediate results. I am always anxious about mammograms. I asked if there was any way I could get results sooner than the mailed results. The staff said they would relay the results as soon as the radiologists read them. Less than two hours after my test I was called with the results... all good. I so appreciate the kindness and understanding of this department."

"I had open heart and valve replacement two years ago today. I just wanted to give a shout out to the entire staff who were part of my recovery! That was the toughest 12 days of my life. You were all so kind and considerate. Because of ALL OF YOU, I'm doing well."

—Munson Medical Center patient



Capital Budget: Spending Dollars that Make Sense

Big items such as facility upgrades and advanced technology and smaller items like new radios and sterilization equipment are all important when it comes to patient care. And taking care of these needs — big or small — is a part of our capital budget process.

As we reported in an earlier issue of The Compass, FY19 capital budget requests are being met on a quarterly basis this year. For the second quarter, funds from the capital budget will be used for computer server upgrades and replacements as well as equipment related to providing Cerner software. Other maintenance-type investments involve annual funding for electrical and plumbing projects at many of our health care system hospitals.

Additional needs being fulfilled around the system include:

- ✓ Radiographic replacement equipment and portable X-ray units for Radiology
- ✓ A new ultrasound unit at Munson Community Health Center in Traverse City
- ✓ Funding for routine ambulance replacement and some replacement radios at North Flight EMS
- ✓ A sterilizer for equipment, six new hospital beds, a dish machine, and a system to further enhance security in the Maternity Unit at Grayling Hospital
- ✓ A bather tub at Paul Oliver Memorial Hospital
- ✓ Dock replacement at Northern Michigan Supply Alliance

A Generous Gift Helps Build a New ED at OMH

Steve and Kevin Johnson, owners of Johnson Oil Company, say it was their late father's humble beginnings, strong work ethic, and giving spirit that helped shape them as individuals and business owners. To honor him, they decided to give back to the community with \$750,000 towards the renovation of Otsego Memorial Hospital's Emergency Department.



From top, Johnson Oil Company owners Steve and Kevin Johnson stand in front of their flagship location. A rendering of the new OMH Emergency Department, now under construction.

"This gift was the single largest gift we've ever received at OMH and was the cornerstone of our fundraising campaign," said Kim Biddinger, leadership giving officer with Munson Healthcare Foundations. "The new ED will proudly be renamed The Dale E. Johnson Emergency Department to honor the donation."

It's generous gifts like this that help keep our hospitals strong and enable us to provide the best possible care for our patients. "We wanted to give to health care, for the people in our community," said Kevin Johnson. "Otsego Memorial Hospital seemed like the most logical place to give."



How We're Improving the Patient Experience

Creating efficiency in the workplace, providing the most effective care, and eliminating communication barriers are all part of efforts underway across Munson Healthcare to keep us heading "True North."

At **Charlevoix Hospital**, VOICE Committee member Caron Withers, BS, MT (ASCP), said her team — who meets weekly to review VOICE files and ensure appropriate follow-up — recently implemented an improvement process relating to patients arriving at the hospital from extended care. The need for a change came to light after a non-ambulatory patient was brought into the hospital for a swallow study.

"The department noted that the transporter who brought the patient in was not qualified to lift or move the patient and there was only one hospital staff member initially available to transfer the patient (to the chair used for the study). Also, we felt the chair used for the study lacked sufficient safety features for this type of patient," she said.

Withers said the incident led to communication changes with extended care facilities. Now, staff who bring patients for testing have to be qualified to help move the patient. The hospital also obtained a safer chair for non-ambulatory patients to use within the Imaging department.

"Our committee actually took a field trip to the department and we worked together with staff there to come up with improvements," Withers said.

At **Paul Oliver Living and Rehabilitation Center**, a process improvement effort is underway to prevent falls with injury. Chief Nursing Officer Kristi Johnson, MSN, RN, and staff have implemented a huddle discussion every morning to identify the patients at highest risk for falls and discuss a plan for prevention. They also increased rounding because many falls occur when a patient needs to use the bathroom and does not want to bother staff.

Now, the team is collecting data to understand what other top factors are involved when a patient falls. They do know pain is another contributor, so they are updating care plans and scheduling Tylenol to help with pain, where appropriate.

At **Manistee Hospital**, Facilities staff recently oversaw completion of a campus-wide improvement project designed to enhance safety, improve traffic flow, and maximize parking.

Highlights of the project include:

- Creation of a new deceleration lane off U.S. 31
- A revamped main driveway
- Improved drop-off and pick-up area at Manistee Medical Offices
- A new employee parking lot
- Safer designated routes for both pedestrian and car traffic between buildings

"We received feedback from patients and staff with concerns about safety during pick-up, drop-off, and crossing campus. Plus traffic is expected to increase with the addition of the new Manistee Community Health Center," said Julie Mueller, Director of Marketing and Public Relations. "So we created more clearly defined and efficient routes that would optimize safety. The safety of our staff and patients is our utmost priority."