

nsmcNow!

THE NEWS OF NORTH SHORE MEDICAL CENTER



NSMC President and CEO Bob Norton discusses the Affordable Care Act and how staff throughout the medical center are working to enhance patient care and lower costs.

HIGH-VALUE HEALTHCARE: EACH OF US HAS A ROLE

By Bob Norton, President and CEO

After months of debate on Beacon Hill, the Massachusetts legislature approved healthcare payment reform legislation in July. This legislation and the previously enacted reform bill will change healthcare in our state more than any legislation has done in the past.

In 2006, the first phase of state healthcare reform focused on making sure that every resident in the Commonwealth has health insurance (impressively, 98 percent are now covered). But this summer's Affordable Care Act was all about cost control. In the months and years ahead, healthcare organizations like NSMC will be required to slow the growth of healthcare costs while better managing the care of our patients. The amount we are reimbursed by Medicare, Medicaid and other insurers will be linked to our success in reaching performance targets in best practices, key quality measures and outcomes.

Today, we are increasingly being rewarded for delivering improved outcomes for a specified patient population rather than for the quantity of services we provide. This transition from "fee-for-service" to a "global payment" model is leading all hospitals and physician practices to rapidly re-think how they deliver care. For NSMC, our ability to

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Powered Up!

New Central Utility Plant To Be Built On Salem Campus

North Shore Medical Center has operated its own central utility plant on the Salem Campus for almost 100 years. Located near the Davenport 4 main entrance facing Highland Avenue, this small building generates steam for heat, hot water and sterilization throughout the facility. It is also the central distribution point for electricity for all of Salem Hospital, including MassGeneral *for* Children at NSMC.

"As you can imagine, our current plant's age makes it potentially unreliable, inefficient and not as 'green' as it could be," says Mary Jo Gagnon, Senior Vice President of Operations. "Located right next to our main entrance, it also complicates parking and access for our patients."

To address these concerns, a new, state-of-the-art utility plant will be built on the Salem Campus, directly behind the Davenport building in a low-lying area near the loading dock. The project is slated to begin in weeks to come.

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The Perfect Patient Experience

Dear Union Hospital Emergency Department,

Our son was a patient in your ER and ICU at Union Hospital and died in the hospital in August 2012. We wanted you to know that your hospital staff showed a level of compassion and caring we have seldom seen in other hospitals. Carla has worked in the hospital setting for almost 50 years and has been in and out of at least 10 other hospitals as a patient; we fashion ourselves as somewhat experts on the workings of hospitals.

Personnel of note include: Bimal Jain, M.D., and his staff in the ICU could not have been more caring of our son and attentive to our needs. There is a sense of warmth and concern that permeates that facility.



Chaplain Chad Kidd was there with us at the time of our son's passing. His support of us at this time of need was exceptional and his words inspirational in easing our pain.

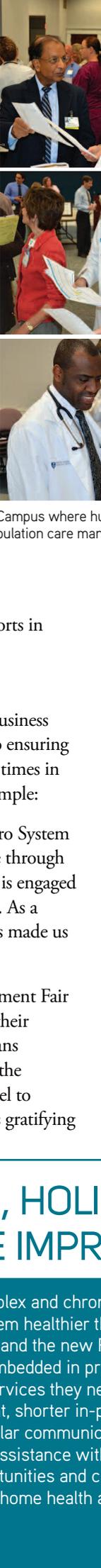
Mary Bettano, Case Management, went well beyond what should be expected to locate us and insure that we arrived at our son's side in a timely fashion. She then continually insured that all of our needs were met during our stay.

Lamosha Ball, Financial Counseling Service, who, before she ever addressed any of the financial issues, took care to insure Carla did not have any special emotional or medical needs.

There are many others who have not been personally recognized for their care because we were unable to capture their names. Let us just say that there was not one person in the hospital with which we had contact who did not show us special sensitivity and care.

Sincerely,
Donald and Carla D.

The Perfect Patient Experience is a regular column featuring letters submitted to NSMC by patients and families that honor and celebrate staff who combine clinical expertise and compassion to deliver a perfect patient experience. Letters may be edited to fit space.



Above: Photos from the Mesosystem Improvement Fair held this past September on the Salem Campus where healthcare professionals learn about current process improvement projects. Below: Rebekah D'Onofro, R.N., is a new population care manager for the NSPG practice in Danvers.

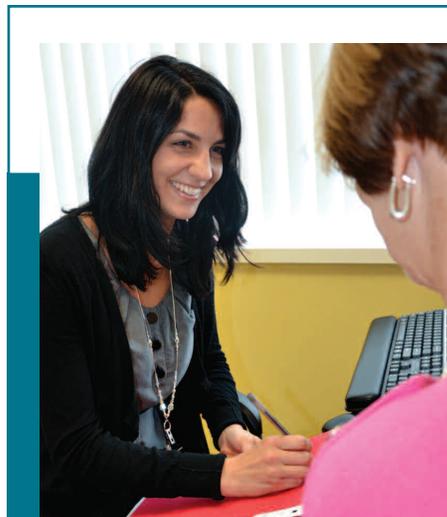
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provide consistently high-quality, high-value care will allow us to focus our efforts in ways that further enhance care and lower costs.

Improving Every Day

Over the past three years, we have made operational improvement our main business strategy. From streamlining the referral process for patients with colon cancer to ensuring the best outcomes to developing a team approach to care that is reducing wait times in the ED, dozens of improvement efforts are yielding impressive results. For example:

- Recently, we created an improvement framework called the Clinical Micro System Model that aligns our improvement efforts with our goal of adding value through safer care and a better patient experience. Every level of our organization is engaged in this effort, from senior leadership to service-line and unit-based teams. As a hospital and a physician practice, this continuous improvement work has made us leaders in implementing the newest care models.
- As a measure of our success to date, NSMC held a Mesosystem Improvement Fair this past September where 10 different teams presented information on their operational improvement efforts. More than 200 employees and physicians attended, creating real excitement about our results. Projects range from the development and piloting of an entirely new inpatient care delivery model to providing more education around medication usage upon discharge. It is gratifying



HIGH-TOUCH, HOLISTIC HEALTHCARE IMPROVEMENT

Patients suffering from complex and chronic conditions (including high-risk Medicare patients) and the new focus on patient education), nurses embedded in primary care teams can help them access the care and services they need. In addition to being in regular communication with care managers, they can also provide assistance with transportation programs, educational opportunities and coordination with a nursing facility or accessing home health care.



to see how operational improvement has become part of our daily work culture.

Coordinating Care

Our ability to meet new quality targets depends upon implementing bold new care models, not only inside the hospital but within our physician practices, too. For example:

- North Shore Physicians Group is building a new Patient-Centered Medical Home (PCMH) care delivery model. This approach employs a well-coordinated team of physicians, nurses, medical assistants, behavioral health specialists and administrative staff. The team focuses on wellness and prevention for a set group of patients. Facilitated through technology like electronic health records, the medical home model has been shown to improve clinical outcomes, expand access to care, enhance patient satisfaction and reduce healthcare costs. All Partners-affiliated primary care practices are expected to transition to the new model by 2013. I am proud to say that we are leaders among our peers.



hundreds turned out to manager working out of the

- Our innovative Care Management Program, started in 2010, is proving that better care can be less expensive by providing much needed assistance to our patients who use the most healthcare services. Through intensive coordination by nurse care managers, we are already helping to reduce the overall number of ED visits, inpatient stays and readmissions for medically complex patients. Now part of the broader Partners-wide Integrated Care Management Program, this effort has expanded from an initial 1,200 patients to more than 3,000 here on the North Shore. A new and expanding Population Management Program is also providing extra assistance and education to patients suffering from chronic diseases such as diabetes, hypertension and congestive heart failure.

Adding Value

Each of us has a role in helping us establish these new care models and delivering the value that our nation as a whole is demanding. When we can streamline our day-to-day work, we are creating more cost-efficient healthcare. When we use the best clinical practices every time, we are creating safer healthcare. When we provide a better patient experience, we are doing what's right. Each of these steps adds value to the care we provide and, increasingly, our ability to deliver on our mission depends on them.

STIC APPROACH TO MOVES AFFORDABILITY



Chronic health conditions are now getting a level of focused attention from their NSMC than ever before. Thanks to the innovative Care Management Program (focused on Population Management Program (focused on chronic disease management and primary care physician practices are proactively reaching out to patients, helping need and keeping them on track with their wellness goals. The result is fewer visits patient stays and lower healthcare costs for everyone.

Coordination with patients by phone, the nurse care managers and population care with transportation, attend appointments with patients, connect them with wellness community resources. They can also coordinate the process of getting into a skilled assistance.

Refresh Often, Change As Needed

NSMC Rolls Out New "Green" Linen Initiative

In recent years, a growing number of hotels have adopted a "green" linen policy to conserve natural resources and save money. This usually entails asking guests to consider reusing their towels and bed linens if they are staying for more than one night. Many patrons appreciate this eco-friendly option and are happy to oblige.

Now, a number of hospitals are following suit with their own "green" linen initiatives. At Partners, a Patient Affordability Linen Utilization Committee, comprised of representatives from each hospital in the system, is in the process of rolling

out a new environmentally friendly linen policy. Brigham and Women's Hospital went live with this policy earlier this year and NSMC will follow sometime in October. Tens of thousands of dollars are expected to be saved across the system when the policy is fully implemented.

"Under this new policy, our patient care staff will check regularly to make sure that each patient's bed linen is clean, dry and straightened," says Sandy Moulton, Support Services Manager and co-chair of

NSMC's Linen Utilization Sub-Team. "We will change it as needed or if the patient or family makes a request." This does not apply to rooms in the ICU, where linens will continue to be changed on a more frequent basis. All towels and washcloths will also continue to be changed on a daily basis throughout all inpatient units.

"We currently order more than 72,000 pounds of clean linen every week from our vendor for both Salem and Union campuses," says Moulton. "And, because we are charged by the pound, even if we reduce our usage amount incrementally, it will mean that less water, energy and detergent are used and lead to considerable savings for NSMC. It's really the right thing to do for the environment and a great way to save money."



Photo above: Nicola Pring, R.N., a nurse on Davenport 7 on the Salem Campus, is among those looking forward to the new "green" linen initiative.



Elizabeth O'Shea, R.Y.T., *Hypnotherapist and Yoga Instructor, NSMC Wellness and Integrative Medicine*

"Hypnotherapy is used to create positive change in a person's life," says Elizabeth O'Shea, a certified hypnotherapist and yoga instructor who works for NSMC's Wellness and Integrative Medicine Program. "I use it to help people alleviate stress, anxiety, depression, pain and a variety of different phobias."

Hypnotherapy can also be used to assist people who are trying to quit smoking. This is good news for anyone in the NSMC community who has been impacted by the new tobacco-free policy introduced in September that prohibits employees from smoking at any time, in any place during work hours.

Free individualized hypnotherapy sessions are now being offered to any employee who is trying to kick their smoking habit.

"Hypnotherapy uses guided relaxation, intense concentration and focused attention to achieve a heightened state of awareness," says O'Shea. "Once a person is in a relaxed state, their subconscious mind opens up and I can introduce positive affirmations that will help them achieve their goals."

For those trying to stop smoking, O'Shea says her success rate is high if—and *only* if—the individual is fully committed to quitting. "That's why we have them meet with a smoking cessation counselor first, to get them educated about the different cessation options available and in the right frame of mind to quit."

When not teaching at NSMC, O'Shea also runs her own yoga studio, Yoga Bodhi, in Marblehead. She has been teaching yoga for more than 30 years and became a certified hypnotherapist in 2007. To schedule a hypnotherapy session, call 781-477-3900.

"Hypnotherapy uses guided relaxation, intense concentration and focused attention to achieve a heightened state of awareness."

Achievements

Arthur Bowes, Senior Vice President of Human Resources, was selected to be the Vice Chair of the North Shore Workforce Investment Board. This organization serves as the oversight and policy-making body for federally funded employment and training services in the region.

Karen Pischke, R.N., B.S.N., and **Sandra Skinner, R.N., M.A.**, presented a poster entitled "Reiki in Combination with Hypnotherapy to Prepare for Gastric Bypass Surgery" at the 32nd annual American Holistic Nurses Association Conference in Snowbird, UT, this past June. The poster details research conducted by Pischke, Skinner, **Frederick Buckley, M.D.**, and **Cheryl Williams, B.S.N., C.R.T., T.T.S.**

Jefferson Prince, M.D., and **Marguerite Roberts, M.S., N.P.**, presented a poster entitled "A Pilot Investigation of Cool Minds Curriculum" at the 10th annual International Scientific Conference presented by the Center for Mindfulness in Medicine, Health Care and Society in Norwood, MA, this past March.

Union Hospital clinical staff ICU nurses **Emily Boyd, R.N., B.S.N., C.C.R.N.**; **Jennifer Killmer, R.N., B.S.N., C.C.R.N.**; and **Sanjeev Wadhwa, R.N., B.S.N., C.C.R.N.**, have each recently passed the American Association of Critical Care Nurses specialty exam.

Utility Plant continued from page 1

"The new utility plant will employ computer-controlled steam boilers fired by natural gas for greater efficiency," says Shelly Biseigna, Director of Project Management and Real Estate. "We will also be installing a cogeneration—combined heat and power—system to generate approximately 40 percent of our electricity while capturing waste heat that will be used for producing steam for heat and hot water. We expect the facility itself to be certified by the U. S. Green Building Council as a LEED Silver building."

An additional benefit of the new utility plant will be an added level of security for patients and staff, adds Gagnon. "By installing duplicate electrical, telephone and data feeds from Highland and Jefferson avenues, we will be less likely to require emergency generator backup for power and to suffer from lost connectivity to our phone and data systems." This approach will help guarantee the continuity of essential services, ensure the security of our patients and create a healthier environment for our community.

Construction of the new utility plant is expected to take 16–18 months. To allow construction equipment to move freely and to install a conduit underneath the driveways around the entire Salem Campus, adjustments will need to be made to traffic patterns and parking locations for certain periods of time throughout the project. Advisories will be sent via email.

Employee Assistance Program

The Employee Assistance Program (EAP) is a workplace-based consultation, short-term counseling, information and referral program for employees and their families. The EAP offers assistance with all types of personal, family or work-related concerns. For more information, call 866-724-4327 or visit eap.partners.org.

Has Someone Made Your Day?

"Made Someone's Day?" is a simple and easy employee recognition program to acknowledge and celebrate service excellence at NSMC. Honor your colleagues: call 781-581-4567, e-mail NSMCRecognition@partners.org or submit an online recognition form found on the NSMCConnect homepage.