

# COUNCIL CONNECT

*Excellence Through Leadership & Collaboration*

*June 30, 2008*

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## FINDING NEW WAYS TO TELL THE HOSPITAL STORY Central California Mayors Conference

For the last seven years, mayors from small and large cities....from Kern County to San Joaquin County... have assembled to talk about issues facing their cities and the San Joaquin Valley. This year, the Hospital Council had a chance to use this forum as a place to 'tell the hospital story' with powerful results.

When asked these questions, "How many of you live in cities with hospitals? Near hospitals? Or in cities with closed hospitals?" the room's participants were nearly divided evenly in their responses. While cities are really not in the health care business the same

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way that counties are, there is a strong case to be made for the contributions that hospitals make to a city in the form of an employment base; an economic 'engine' for local businesses; a key element of the public safety response; a civic engagement partner with hospital staff volunteering on Chamber boards and in local Rotary clubs; and, last but not least, in the miracles that are performed in our hospitals every day.

This frame of reference seemed, for many, the first time they had ever really considered their local hospital and the potential jeopardy that hospitals face with the pending Medi-Cal reductions and state budget actions. To emphasize this point, using data provided by CHA, we were able to illustrate that the San Joaquin Valley hospitals are set to lose more than \$100 million in the proposed state budget cuts. This amount exceeds an entire city budget of many San Joaquin Valley communities, a point that was not lost on those elected officials and city managers in the room.

There were many questions about how elected officials might help hospitals in their own communities and in surrounding cities. From the meeting, several powerful outcomes resulted:

- The group passed a resolution in support of restoring Medi-Cal funding and for sustainable health care reform action (this was not on the agenda but was suggested by a large-city mayor in the room and all agreed);
- Mayors from small cities surrounding one rural hospital came together as a group to identify ways they collectively could help and/or advocate on the hospital's behalf; and
- Key city managers from across the Valley also offered to weigh in on the health care debate on behalf of the hospitals in their communities.

The broader the voice that speaks on behalf of hospitals, the louder it seems in Sacramento. The Central California Mayor's Conference was another 'case study' in finding a shared interest...preserving community hospitals and restoring Medi-Cal funding...and forging new alliances for California hospitals.

For more information, please contact Lynne Ashbeck, Regional Vice President, (559) 650-5694, [lashbeck@hospitalcouncil.net](mailto:lashbeck@hospitalcouncil.net).

### **ONLINE TRAINING PROGRAM FOR RNs OFFERED San Joaquin Valley Faculty Training Program Begins July 7**

RN Faculty Training Offered Online — is a 30-hour course, sponsored by the Hospital Council led San Joaquin Valley Education Consortium. The program is approved for 2 units of graduate level instruction credit through CSU, Fresno's Continuing and Global Education Division.

The course will begin on July 7 and run through September 30, 2008. The Consortium grant will pay the tuition fees for each participant while the student is responsible for textbook expenses. There are 30 openings for this class: Twelve individuals have already signed up to attend.

The course consists of both didactic instruction and a preceptorship to allow for new faculty to be mentored by an experienced faculty member. Nursing programs are each allowed three seats and hospitals, clinics, long term care providers and other service providers may refer RNs to this course.

Other News: Song-Brown Grant Awarded — CSU, Fresno was recently awarded a Song-Brown grant of more than \$300,000 that will continue to fund faculty training programs in the San Joaquin Valley. Thanks go to Cricket Barakzai at the Center for Excellence in Nursing, Mike Russler, Chair of the Department of Nursing, and the nursing faculty.

Both training programs, will produce a large number of new faculty members with RN degrees to serve the Valley nursing programs and both can be easily replicated in other areas of the state.

For more information, please contact Pilar De La Cruz Reyes, RN, MSN, Executive Director, San Joaquin Valley Nursing Education Consortium, (559) 650-5693, [preyes@hospitalcouncil.net](mailto:preyes@hospitalcouncil.net).

### **EAST BAY HOSPITALS SIGN MUTUAL AID AGREEMENT**

Hospitals in the East Bay Section (Alameda, Contra Costa and Solano counties) have signed an agreement to provide mutual assistance to each other in a disaster. The agreement is intended to support the hospitals' existing emergency operations plans and transfer agreements between facilities by establishing guidelines and principles for providing medical assistance and sharing equipment, supplies and personnel.

Recently, the Hospital Council convened emergency planners to consider how the agreement will work in practice and to experience the Quake Cottage, a device that simulates a magnitude 8.0 earthquake (thanks to our meeting host, San Ramon Regional Medical Center). East Bay hospitals hope to develop new tools, such as a common patient transfer form, that will assist them in tracking patients and providing medical care in a disaster. Plans are also underway to use this agreement in upcoming drills and exercises.

Mutual aid agreements are strongly supported by the new Joint Commission (JC) emergency management standards which became effective on January 1, 2009.

For more information, please contact Rebecca Rozen, Regional Vice President, (925) 746-1550, [rrozen@hospitalcouncil.net](mailto:rrozen@hospitalcouncil.net).

### **JOINT COMMISSION 2009 UPDATES & RECENT SURVEY EXPERIENCE**

Over 75 participants attended a dynamic educational event on June 3, 2008 at the South San Francisco Conference Center. Participants included hospital leaders such as COOs, CNOs, pharmacists, quality managers, risk managers, and accreditation and licensing coordinators.

This program addressed the role of the California Department of Public Health (CDPH) in the enforcement of SB 1301 and SB 1312. Kathleen Billingsly, RN, Deputy Director, Center for Healthcare Quality at the CDPH, spoke eloquently about the current status of adverse event reporting and the progress toward analyzing the data. She also shared that a task force is working on clarifying definitions within SB 1301 and this will assist CDPH with a consistent interpretation in the future.

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Steve Lipton, partner with Davis Wright Tremaine, LLP, reviewed all immediate jeopardy (IJ) events that have been posted on the CDPH Web site to give an overview of the events and lessons learned thus far. The audience learned what actions hospitals should take while conducting internal reviews after an IJ reporting and how to prepare a response. All were reminded that an IJ can occur as the result of

- 1) an adverse event,
- 2) any report to state licensing such as an unusual occurrence that is not an adverse event, and
- 3) a finding made by a surveyor during the course of a survey, whether due to a complaint or planned visit during the course of a certification survey.

Mr. Lipton shared lessons learned:

- Hospitals must follow up or be cited;
- Failure to execute the plan of correction and ensure training before a follow-up validation survey has been noted;
- Documentation in minutes has been problematic when it reveals a demonstrated lack of accountability of hospital employees;
- The need to produce documentation of safety rounds is key: Always ensure that the documentation is done and the reports are easily accessible;
- Staff competency has taken on key importance: Staff will be tested on what they know;
- Staff and physicians say the darndest things so survey preparation that includes business etiquette could help.

Mr. Lipton also addressed how to manage the appeals process and stressed the importance of recognizing that compliance begins before an adverse event or immediate jeopardy (IJ) occurs. Key strategies include:

1. Adopt a reporting and investigation policy;
2. Conduct in-service trainings for board members, management, medical staff and hospital personnel;
3. Identify and manage areas of risk, e.g., medication errors;
4. Learn from your errors;
5. Create effective and timely internal reporting of adverse or other reportable events to the management team, manage public relations and to the patient;
6. Know who is in charge of the process.

Dan Ross, PharmD, president, Patients First Consulting, spoke about medication safety compliance expectations. He addressed the CMS black box warnings and

hospital responsibilities for meeting the related FDA and DHS requirements. He stressed the importance to follow up on the FDA recall of heparin. He cautioned that hospitals need to update their medication error reduction plans (MERP) (required by SB 1875 in 2001, written and submitted to CDPH in 2003). Mr. Ross reviewed the 11 elements that are included in the MERP as well as CDPH's plan to survey hospitals beginning in January 2009. He encouraged all hospitals to review their submitted plan and ensure it meets the requirements as listed in Health & Safety Code 1339.63. Of strategic importance is the requirement for an annual review for 2008.

To get started, he recommended that your hospital:

1. Locate the MERP, perform a gap analysis of plan elements not fully met in your submitted plan and identify how they will be remedied;
2. Identify components of the plan not achieved and identify alternative solutions or remediation plans (e.g., 157 hospitals indicated they would have computerized physician order entry (CPOE) in place by January 1, 2009);
3. Ensure gap analysis and remediation are completed by January 1, 2009;
4. Evaluate, during the assessment, all components of medication-related errors to identify weaknesses or deficiencies that could contribute to errors in the administration of medication. Ask yourself:
  - What are our tools for assessment?
  - What do the results show?
  - What are we doing about it?
5. Modify your plan to include everything you have done to date to improve medication safety (i.e. reducing errors) that was not included in your original plan. This recommendation will put you in a good position to be in compliance with the law when the surveys regarding MERP commence in 2009.

The final speaker was Mark Schario, senior field director, Surveyor Management and Development with The Joint Commission (TJC). Mr. Schario discussed the plan to re-implement the Consolidated Accreditation and Licensing Survey (CALs) in the first quarter of 2009. Mr. Schario has been meeting with Kathleen Billingsly to plan the 2009 survey process. He also talked about the revamping of TJC standards and its impact on accredited organizations. He reviewed the new scoring methodologies, processes for integrating IMQ surveyor findings with TJC findings, and the Standards Improvement Initiative which pulls many

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topics out of existing standards to make them more explicit. This also will look entirely different due to a new numbering system.

So stay tuned and be prepared to learn the new process and look for a Hospital Council announcement about a second educational event covering the new numbering system.

To download copies of the June 3 workshop presentations mentioned above, go to <http://www.hospitalcouncil.net/cgi-bin/default.asp?AID=238>.

For additional information, contact Mary Lopez, Vice President, Quality Initiatives, (559) 650-5692, [mlopez@hospitalcouncil.net](mailto:mlopez@hospitalcouncil.net) or Petrina Aiello, Manager, Member Services, (925) 746-5106, [paiello@hospitalcouncil.net](mailto:paiello@hospitalcouncil.net).

## **BARBARA HARRELSON HEALTH SCIENCES SCHOLARSHIPS AWARDED TO CLS STUDENTS**

The Healthcare Foundation, the 501(c)(3) supporting organization of the Hospital Council of Northern and Central California to carry out charitable purposes--sponsoring and supporting a wide range of health care issues, research and education--recently announced winners for the first round of 2008 Barbara Harrelson Health Science Scholarships.

Four \$1,000 scholarships were awarded to students enrolled in accredited clinical laboratory science programs in California. The scholarship was established in memory of Barbara Harrelson, a leader both within the Hospital Council of Northern and Central California and among the hospitals and community organizations she served.

“Clinical laboratory scientists (CLS) comprise a critical sector of the healthcare workforce,” stated Art Sponseller, President/CEO, for the Healthcare Foundation. They perform an ever-increasing range of diagnostic tests, from simple blood type or cholesterol level tests to genetic testing for markers of inheritable diseases and work in a variety of settings, most often in hospitals, but also in physician offices, independent laboratories, universities/colleges, and the biotech industry and use sophisticated technologies in the course of a day’s work.” California will need nearly 700 additional clinical laboratory scientists per year for the next five years.

“Barbara would be proud to see these students rewarded for their ambition and dedication to the field of health care in California,” added Dudley Harrelson on behalf of the Harrelson Family, who generously donated \$56,000 in Barbara’s memory to establish the scholarship. “Barbara’s goals were to promote health careers to a wider audience and provide support to training programs and the students enrolled in them.” Scholarship winners are Lydia Archuleta, Fresno, CA, currently enrolled in a hospital based CLS Program at Children’s Hospital of Central California; Jerome Boulton, Lafayette, CA, attending San Francisco State University’s CLS Program; Monica Ferraro, Albany, CA, also attending San Francisco State University’s CLS Program and Janelle Romero, Placerville, CA, enrolled in the UC Davis hospital based CLS Program. Selection criteria included academic performance, letters of recommendation, and a short essay that included biographical information, statement of merit and financial need.

An additional five scholarships will be awarded to CLS students, July 31, 2008. Visit [www.hospitalcouncil.net](http://www.hospitalcouncil.net) and click on the Healthcare Foundation tab to download a scholarship application packet.

For additional information, contact Petrina Aiello, Manager, Member Services, (925) 746-5106, [paiello@hospitalcouncil.net](mailto:paiello@hospitalcouncil.net).

## **CALLING ALL HOSPITAL EXECUTIVES Essential Hospital Leadership Conference Beckons! Join Your Peers and Register Now!**

**Fun - Education - Entertainment - Recreation - Peer Networking all rolled into one fantastic event.**

Hospital Council’s 2008 Leadership Summit, September 10-12, 2008, at the Palace Hotel, San Francisco, has a speaker’s lineup of accomplished professionals known for their expertise in the highly competitive field of health care.

Dr. Mark Smith, President/CEO, California Health Care Foundation, will share results of a new survey showing how hospitals are responding to patients’ wishes and the high cost of care at the end of life by creating palliative care programs. And he will tell us why it is important for more of us to join the trend.

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Dr. Larry Brilliant, Executive Director, Google Foundation, winner of the 2006 Technology, Entertainment, Design (TED) Prize, which grants the winner \$100,000 and one wish to change the world, will share his wish — build a global system to detect each new disease or disaster as quickly as it emerges or occurs.

Ian Morrison, Internationally Known Author and Futurist, will address the political, economic and strategic context of change in health care and will identify the leadership challenges and opportunities that lie ahead.

C. Duane Dauner, President, California Hospital Association, will provide a federal and state legislative update focused on pressing financial health care issues.

Dick Morris, Prominent American Political Consultant, well known for hard hitting, nonpartisan commentary about the U.S. political scene, will present his insights on the 2008 presidential election.

#### **Breakout Sessions Include:**

- *Medical Staff Relations (Category I ACHE education units apply)*
- *Issues In Hospital-Based Clinic Development*
- *Medication Safety: Is It Possible?*
- *Board – CEO Relationships*
- *Planning Extraordinary Healthcare Environments: Improve the Bottom-Line & Patient Satisfaction*
- *Health Reform & Physician And Nurse Supply: The Missing Piece Of The Puzzle*
- *Optimizing CHA Data Suite Reports for Decision Making And Proactive Advocacy*

#### **Special events this year include:**

- Two pre-summit programs scheduled on opening day.
  1. *Charting Nursing's Future: Are We on The Right Course?*  
This day-long workshop for nurse leaders in hospitals and academia will provide information on the significant work that has been done throughout our state since 2004 with the release of Goal 1 of the Master Plan for Nursing. It's time to step back and review where we are both nationwide as well as in California.
  2. *Many Hospitals, One Voice: Stronger Together*  
This symposium is designed for both public information and government relations officers. Presentations will focus on how to use media to effectively portray issues affecting hospitals,

how to capitalize on new media and the social computing environment we live in, communications strategies with round-table discussions to share best practices and learn of similar challenges faced by your counterparts in advocating and communicating on behalf of their hospitals

Both pre-summit programs are free to anyone registering to attend the Leadership Summit. However, participants can attend this single program for a nominal charge.

- A welcome reception at the McKesson Vision Center
- Hilarious entertainment by the Capitol Steps Comedy Group
- Personalized Planning Consultation Sessions where attendees meet individually with a leading health care planning consultant to discuss their specific project

**REGISTER NOW! GO TO <http://www.hospitalcouncil.net/cgi-bin/default.asp> FOR COMPLETE LEADERSHIP SUMMIT PROGRAM INFORMATION AND ONLINE REGISTRATION.**

For additional information, contact Petrina Aiello, Manager, Member Services, (925) 746-5106, [paiello@hospitalcouncil.net](mailto:paiello@hospitalcouncil.net).

#### **BUSINESS PARTNER PROFILE MEDIPENT**

The Hospital Council welcomes a new business partner in MEDIPENT. MEDIPENT'S unique approach to helping hospitals select and manage outsourcing partners helps hospitals maximize cash flow and verify that patients are treated with respect by collectors. Hospitals using MEDIPENT have increased cash flow by 44% to 78%. MEDIPENT is not a collection agency or an outsourcing partner and is not affiliated with any outsourcing vendor. MEDIPENT uses a 40-point quality and compliance checklist and online expert auctions to help hospitals select and monitor outsourcing partners

Hospitals traditionally outsource the collection of their account receivables (AR) to one or more vendors, hoping to recover pennies on the dollar.

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Hospitals typically select outsourcing partners based on prior relationships, references, and/or reputation. These long-established selection methodologies can expose hospitals to a variety of risks including low cash recoveries or patient complaints resulting from harsh collection practices. To date, the absence of objective quality and regulatory compliance evaluation and scoring has created legal and financial risks for hospitals. Furthermore, cash flow from collections is rarely maximized.

Here is MEDIPENT’s approach:

- MEDIPENT presents a 40-point quality and regulatory compliance report (a “report card”) for each potential vendor to the hospital for approval. Approved agencies are invited to meet hospital staff before the auction.
- Qualified vendors are invited to bid in MEDIPENT’s online expert auction that remains open until all bidding has stopped. Because bidding starts at current performance, any auction bid automatically guarantees improved performance. This competitive binding auction is used to select the company that contractually guarantees the most cash flow and the fewest patient complaints.
- MEDIPENT’s best-practices contract contains liquidated damages and specific performance clauses that are not merely remedies but are designed to prevent the harassment of patients for non-compliance with authorized collection practices and/or applicable laws.
- After implementation, MEDIPENT conducts periodic quality assessments to assure that patients are treated with respect and to verify that the winning agency complies with regulations (Health Insurance Portability and Accountability Act, Fair Debt Collections Practices Act, Gramm-Leach-Bliley Act, etc.) and the hospital’s authorized collection practices and charity care policy.
- No software or technology purchases, system integration, or changes to internal hospital operating procedures are required to work with MEDIPENT.

Hospitals that use MEDIPENT benefit from:

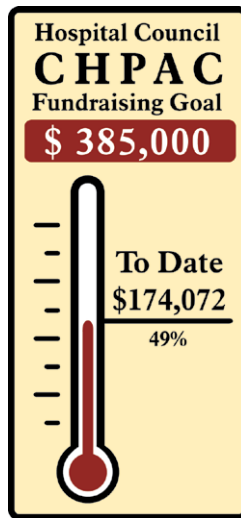
- maximized cash flow,
- guaranteed performance results,
- ongoing control and proactive management of outsourcing partners,
- better reporting and consistent evaluation of performance (using hospital data) presented by MEDIPENT,
- comprehensive and extensive assistance with

- request for proposal and contracting processes, and
- access to a national database of potential outsourcing partners, including collection agencies, who are medical collection and recovery specialists.

For more information, contact Jason Priest, Chief Executive Officer, MEDIPENT, (917) 558-3659, [jpriest@medipent.com](mailto:jpriest@medipent.com), or Petrina Aiello, Manager, Member Services, (925) 746-5106, [paiello@hospitalcouncil.net](mailto:paiello@hospitalcouncil.net).

### CHPAC UPDATE

Appointing a CHPAC campaign coordinator for your facility is a great way to initiate staff campaigns and reach your hospital’s CHPAC fund-raising goal. Another way is to promote the benefits of CHPAC Presidents’ Club membership to hospital vendors and invite them to join. Hospital campaign coordinators should contact Anna McAleer, CHPAC Administrator, for a campaign coordinator’s kit. Anna can be reached at (916) 552-7560, [amcaleer@calhospital.org](mailto:amcaleer@calhospital.org). The CHPAC is the only organization that gives financial support to responsible pro-health care candidates running for office throughout the state.



Make your CHPAC contribution today at one of the following levels:

- Presidents’ Club member at \$1,250
- Leadership Board member at \$750
- Golden State Club member at \$500.

For more information, contact Justin Matheson, CHPAC, Executive Director, (916) 552-7533 [jmatheson@calhospital.org](mailto:jmatheson@calhospital.org).

### CEO UPDATES

Randall H. Rolfe is the new President/CEO at Bakersfield Heart Hospital, replacing Mike Bartell.

Tim Neal is the new CEO at Kindred Hospital Modesto, replacing Sandra Yule.

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John Cox is the new Interim Administrator for Biggs-Gridley Memorial Hospital, replacing Aaron Wood.

Lorraine Auerback is the new Interim CEO for Seton Medical Center and Seton Coastside, replacing Bernadette Smith.

## EDUCATIONAL PROGRAMS AND SPECIAL EVENTS

### July 9, 2008 10:00 am – 3:30 pm

Hospital Council  
Beacon Practical Skills for Quality Improvement  
San Mateo Medical Center, San Mateo  
Contact Teresa Roebuck (925) 746-0728

### July 10, 2008 10:00 am – 3:30 pm

Hospital Council  
Beacon Compass Series – South  
Oakland Marriott City Center, Oakland  
Contact Teresa Roebuck (925) 746-0728

### July 29, 2008 9:30 am – 3:30 pm

Hospital Council  
Beacon Collaborative Quarterly Meeting  
South San Francisco Conference Center, South San Francisco  
Contact Teresa Roebuck, (925) 746-0728

### August 13, 2008 10:00 am – 3:30 pm

Hospital Council  
Beacon Practical Skills for Quality Improvement  
Saint Francis Memorial Hospital, San Francisco  
Contact Teresa Roebuck (925) 746-0728

### August 14, 2008 10:00 am – 3:30 pm

Hospital Council  
Beacon Compass Series – East  
New Horizons Computer Center, Dublin  
Contact Teresa Roebuck (925) 746-0728

### September 5, 2008 8:00 – 11:30 am

Hospital Council  
Beacon CNE Meeting  
Four Seasons, San Francisco  
Contact Teresa Roebuck (925) 746-0728

### September 10, 2008 8:00 am – 4:00 pm

Healthcare Foundation of Northern & Central California  
Charity Golf Tournament  
Presidio Golf Course, San Francisco  
Contact Cheree Martindale (925) 746-1552

### September 10 – 12, 2008

Hospital Council 2008 Leadership Summit  
Palace Hotel, San Francisco  
Contact Cheree Martindale (925) 746-1552

## JULY/AUGUST SECTION MEETINGS

### July 11, 2008 12:00 – 2:00 pm

Sacramento-Sierra Section  
Kaiser Permanente Point West Medical Offices,  
Sacramento  
Contact Kathy Sowers (916) 552-7565

### July 24, 2008 3:00 – 4:00 pm

East Bay Section  
Conference Call  
Contact Marsha Yaranon (925) 746-5108

