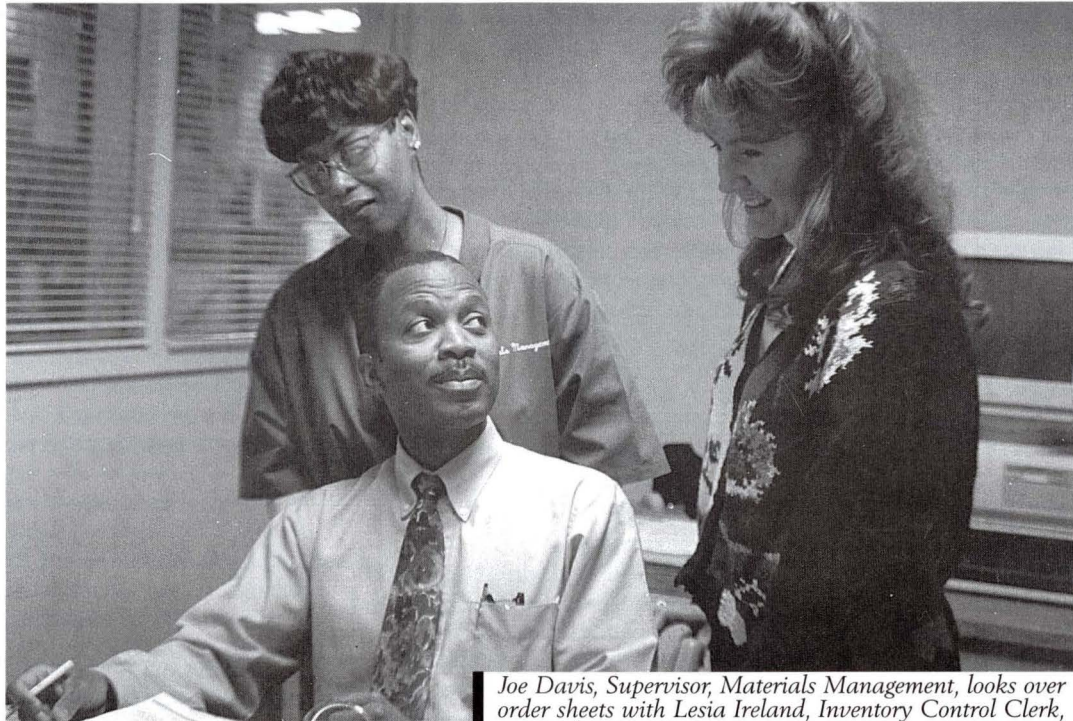




Viewpoint



Joe Davis, Supervisor, Materials Management, looks over order sheets with Lesia Ireland, Inventory Control Clerk, and Debra Smith, Purchasing Assistant.

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Joe Davis Elected to Challenge Greensboro

"The most difficult part of being an effective leader is realizing the challenge. The most rewarding part of being an effective leader lies within that challenge," said Joe Davis, Supervisor, Materials Management.

Joe should know what it takes to be a good leader — he, along with 23 other representatives from various businesses and organizations throughout the Greensboro area, has been selected to participate in Challenge Greensboro. This program, under the direction of the

Greensboro Education and Development Council, was established to train minority members to assume greater leadership responsibilities in the community.

Participants of Challenge Greensboro attend seminars over a three to six month period on a variety of topics critical to Greensboro's growth. Joe has recently attended several leadership seminars on topics such as Quality of Life in Greensboro, Local

Government, and Economic Development. Other sessions he will attend include Education, Justice and Law; Leadership Dynamics; Boardmanship/Civic Involvement; Career Interpretation and Community Projects.

"The opportunity to meet with various city leaders has been the most interesting part of the program thus far," Joe said. "They have truly demonstrated an interest in what we, as members of the community, have to say by being very open to

Patient Satisfaction

One of the most fundamental reasons for our continued success is our ability to meet and exceed our patients' expectations in the provision of services. Whether it is through educational programs or the admissions process, we provide a level of service that is much more than satisfactory to our patients.


At the November 28th Board of Trustees meeting, I was present when three members shared either personal, family or friends' very positive experiences at our hospital. Each was effusive in praising our organization and stated that the community in general recognizes that we are a valuable institution. One of the true pleasures of my job is to share this message with each of you and to tell you the pride I felt in representing our hospital. Each of us should feel a great deal of pride in the high regard our hospital, and in fact our system, has in the greater Greensboro community.

Patient Satisfaction is of course important as an indicator of performance, and I think it is worthwhile to examine two elements of personal/organizational behavior that must be present to achieve excellent results — caring and commitment. Through our patient satisfaction surveys, letters and conversations with people in the

community, numerous examples of these characteristics have been expressed. These positive comments cite the nurses who stay beyond the end of their shift to assist in deliveries, or to comfort a family with a critically ill infant, the Plant Operations employee who on their own time helps repair a patient's home to improve the mother and newborn's living environment, the Social Worker who helps a family through a difficult adoption process, and the Environmental Services workers who continually collect money and food to assist families in need. All of these activities create an extremely positive environment for our patients and ourselves. You deserve the recognition you receive for your caring and commitment in the provision of excellent clinical care.

Our excellence in patient services shows statistically as well as anecdotally. Over the last three quarters, our quarterly patient satisfaction survey results show that we are in the 95th percentile when compared to other hospitals our size (less than 150 beds); our comparative group is 85 hospitals across the United States. The patient surveys are administered by an independent company to ensure objectivity. In each of the last three years, we have improved our overall hospital

**MANAGED CARE BASICS:
A TOWN MEETING**
Presented by
Moses Cone Health System
President Dennis Barry
February 12, 1996
1pm - 2pm, classrooms 1 & 2



satisfaction ratings by approximately one percent per year—although one percent may not seem significant, it is when one considers we are in the top five percent of the surveyed hospitals. The two areas that have most consistently improved scores during the past year have been Admissions and Diet and Meals, with Nursing receiving the highest regular scores.

In summary, a key reason we are successful is because of our caring for and our commitment to our patients which has been recognized through letters and comments as well as objective measures. We have created an environment that we need to continue to improve upon, thereby helping to guarantee our future success. As we all are aware, improvements in quality, service and cost are essential.

Jim Whiting
Executive Vice President,
The Women's Hospital

Employee Assistance Program Can Help

As an employee of the Moses Cone Health System, you have the benefit of using the Employee Assistance Program (EAP) for assistance for yourself and your family. The EAP provides you and your immediate family assistance and guidance in a number of ways: as a resource to help identify and resolve personal problems; to provide referrals to appropriate community resources; to provide on and off-site education, identification, assessment, referral and case management; to promote emotional wellness and to help maximize job

performance and retain valued employees.

EAP services are free for employees and their immediate family members. However, if after evaluation by the EAP, referral to an outside professional service is recommended, all or some of the charges for outside professional services may be covered by your health insurance plan.

The EAP understands that confidentiality is very important to employees, therefore counselors will not release any information regarding use of

the service or a specific problem without your consent. In addition, you will not be penalized as a result of seeking or accepting assistance from this program.

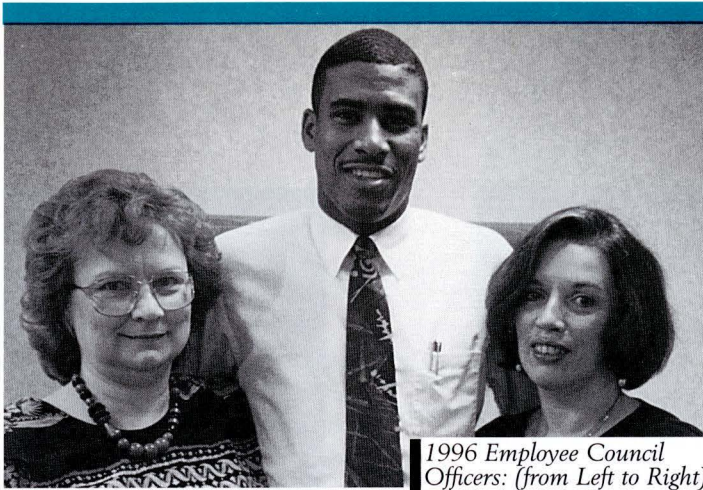
To make an appointment with the Employee Assistance Program, you may contact their office 24 hours a day, seven days a week by calling (910) 691-1100 or 1-800-326-3864 (if outside the Greensboro calling area). When calling either number, be sure to indicate only your name and that you are an employee or family member of the Moses Cone Health System.

EMPLOYEE COUNCIL UPDATE

If you have any questions, suggestions or concerns about the hospital, tell your Employee Council Representative. The Women's Hospital Employee Council meets monthly to address employee concerns and to organize social events for all hospital employees.

As we look ahead to a new year and a new Employee Council, there are many ideas and goals that we as a Council will work toward accomplishing. We are still focusing on two goals created by the Council in the past: encouragement of maximum participation from employees and facilitating a stronger bond with the Moses Cone Hospital campus. Fran Tuohy, 1995 Employee Council Chairperson, made great strides in achieving these objectives, and I hope to continue this process in my role as Chairperson.

Over the past five years I have served on Employee Council in many



1996 Employee Council Officers: (from Left to Right) Gloria Martin, Secretary, Tony Shelton, Chairperson and Marcia Thomas, Vice Chairperson

different areas. I look forward to my position as Chairperson and making a valuable contribution with the help of new 1996 Employee Council officers, Vice-Chairperson, Marcia Thomas, and Secretary, Gloria Martin, as well as all of the Council representatives.

My personal goal for this year is to address employee concerns

directly to management in a prompt and professional manner. In doing so, I hope to create a seal on the bond between all employees and management, as this is the original purpose for which the Employee Council was created.

Tony Shelton, Chairperson
Employee Council
The Women's Hospital

JOE DAVIS ELECTED *from p. 1*

suggestions and input."

Challenge Greensboro also trains grass roots leaders in such basic leadership areas as parliamentary procedures, budgeting, communications and the roles of volunteers in community programs. One of the goals of this program is to eventually place trained graduates on a variety of boards and committees in the community. This, Joe added, benefits The Women's Hospital and Moses Cone Health System, since they have employee representation on different boards throughout the community.

To participate in Challenge Greensboro, Joe attends weekly meetings, four full-day sessions and will actively participate in a six-week project beginning in February. He must also make at least a one-year commitment of volunteer service

after his training has been completed, and will become an active member of the 187 member Challenge Greensboro alumni chapter. "By gaining a better understanding of the inner workings of our city services at the decision making level, I hope I can make a difference in the lives of people in our community," Joe said.

This year marks the eighth year that Challenge Greensboro has been conducted in the community. The program takes a proactive approach in keeping a leadership pool of qualified minority citizens in the community who are interested in generating change.

Challenge Greensboro is just one of the many community organizations in which Joe is involved. He has held a variety of positions with Saint John's Masonic

Lodge and was chosen Mason of the Year in 1993. He is also very active with the school system, currently serving on the Advisory Board of Irving Park Elementary School. "By staying involved with the school system, I feel it not only benefits my own children, but all children," he said.

Joe has been with Moses Cone Health System for 13 years and has held his current position, Supervisor of Materials Management, for 10 years. He attended North Carolina A&T University and Guilford Technical Community College.

"It is an honor to not only have been selected to represent Moses Cone Health System but to be able to participate in a program such as Challenge Greensboro. It gives me an opportunity to be able to give back to the community," he expressed.

Hospital Renovations Underway

Construction began the week of January 15th on the ground floor for refurbishment of the mail room, Personnel Office and Volunteer Sign-in Room. The area previously used for flower vending machines (directly across from the Gift Shop on the ground floor) has been completely renovated and will eventually become the Volunteer Sign-in Room. This area will temporarily be used as the mail room while the mail room is being renovated to accommodate photo i.d. equipment now located in the Personnel Office. Once renovations are complete in the Personnel office, the existing Volunteer Sign-in Room will become a storage area for the Gift Shop. Construction should take approximately three to four weeks.

Additional renovations will take place over the next few months including refurbishment of check-in areas in both Lab and Radiology; new finishes for rooms and all public corridors on first floor; construction of a supervisor's office and new finishes for existing offices in the Purchasing department and resurfacing of the parking lot as weather permits.

Congratulations!

Genie Logue, Nurse Manager, 4700 at Moses Cone Hospital, will soon be taking a PAL to Cancun, Mexico. A total of \$2,141 was raised for United Way through a raffle contest for a trip for two to Cancun. This fundraiser is part of Moses Cone Health System's year-round United Way campaign, which has already raised a total of \$264,521.

Thanks to everyone who contributed to this fundraiser and supported United Way.



Ginger Penley, Director of Volunteer Services, Kathy Jarman, Executive Secretary, Executive Offices and Cassandra Thacker, Secretary, Nursing Administration, make their Hollywood debut in the movie "Eddie," filmed in Winston-Salem.

Employees Get a Taste of Hollywood

Employees from The Women's Hospital experienced a little bit of Hollywood while also raising money for the Maternity Admissions Unit. On Saturday, September 13, 63 employees participated as extras in the upcoming basketball movie, "Eddie," starring Whoopi Goldberg, which was partially filmed at Lawrence-Joel Coliseum in Winston-Salem.

Participants served as "audience members" at a basketball game in the film and for their time spent as extras, the movie production company donated three dollars per person to a specified charity. Employees who participated designated their money to go to the Maternity Admissions Unit for toys for the waiting area. Helen Snead, Specialty Manager, Maternity Admissions, received a total of \$189 dollars to buy toys for this area.

Lost & Found

If items are not claimed in 30 days, they will be donated. To

AUXILIARY UPDATE

The Gift Shop will offer plenty of Valentine specials this February 14th including red roses by the dozen for that "special someone." All employees and volunteers can register for a special drawing to win a one carat diamond tennis bracelet. *Please, only one entry per person.*

Don't forget to stop by the Uniform Sale on Thursday, February 8th and mark your calendars now for March 22nd for our third annual Flea Market Sale.

Other upcoming events:

October 4	Gold Sale
November 6	Gift Shop Christmas Open House
December 6	Poinsettia Sale

report a lost item or inquire about found items, please call ext. 6504, Monday - Friday, 8am to 5pm.

FOUND

- 1) two change purses
- 2) four sets of keys
- 3) pinkie ring

New Procedure for Employee Related Injuries

Employee-related injuries will no longer be handled by Maternity Admissions. Effective immediately, all employee-related injuries will now be handled through the House Coverage Nurse. In the event of injury, employees should complete the GREEN Employee Occurrence Record and notify House Coverage by using the voice beeper #900. The House Coverage Nurse will evaluate the injury and either refer to Employee Health or Express Care at Moses Cone Emergency Department.

Health-care Providers Find Strength in Numbers

Managed care is not only changing the way hospitals and physicians deliver health care, it's also changing how hospitals and other health-care providers work together. To meet the increasing demands to reduce costs and maintain quality, Moses Cone Health System is forming alliances with local physicians and hospitals in our region and across the state.

By partnering with other providers, hospitals and physicians can share services, such as information systems, enabling them to deliver more efficient, cost-effective care. This pooled strength also increases providers' bargaining power with health insurance companies.

"One of the hallmarks of successful health-care organizations in the future will be their size and their ability to use that size effectively," said Jim Roskelly, Vice President, Planning and Development. "Alliances will increase both our size and our strength."

In the local area.....

Most recently, Moses Cone Health System and Eagle Primary Care Associates created *Greensboro HealthCare Network*, a Physician Hospital Organization (PHO). Eagle Primary Care Associates consists of 34 primary care physicians from five area practices. The PHO, a private organization owned jointly by its two members, is the first relationship of its kind in Greensboro. Through Greensboro Healthcare Network, Moses Cone Health System and Eagle Primary Care Associates can negotiate a single contract for their services with managed care companies and insurers.

"Moses Cone Health System is the largest institutional provider in

our market area, and Eagle Primary Care Associates is now among the largest physician group practices," Roskelly said. "It's a partnership between two of the most significant provider groups in terms of size and number of patients served."

In July 1995, Moses Cone Health System also formed a joint partnership with 14 private psychiatric practices to create Piedmont Behavioral Health Services, a behavioral health HMO.

On a wider horizon.....

On regional and state levels, Moses Cone Health System is playing a key role in two newly created health-care alliances: *North Carolina Health Network* and *Triad Health Alliance*. NC Health Network, established in October 1995 with Dennis Barry as its interim president, represents a group of 10 of the largest, busiest and best known medical centers across the state. Triad Health Alliance, established this month, consists of Moses Cone Health System, High Point Regional Hospital and Carolina Medicorp, Inc. (Forsyth Hospital).

The emergence of managed care in our marketplace is the driving force behind both of these initiatives. NC Health Network will pursue statewide managed care contracting through arrangements with large employers, such as banks, state employees and possibly Medicaid. Triad Health Alliance is being established to develop a range of joint ventures among the member organizations, including the infrastructure required to manage at-risk arrangements with managed care organizations. Additional work is underway aimed at creating a regional managed care contracting organization.

ORGANIZATION JOINS REGIONAL, STATE NETWORKS

Triad Health Alliance members include:

- Moses Cone Health System
- High Point Regional Hospital
- Carolina Medicorp, Inc.

North Carolina Health Network members include:

- Moses Cone Health System, Greensboro
- High Point Regional Hospital, High Point
- Carolina Medicorp, Inc., Winston-Salem
- Presbyterian Health Care System, Charlotte
- Durham Regional Hospital, Durham
- Rex Healthcare, Raleigh
- Memorial Mission Hospital, Asheville
- Cape Fear Valley Medical Center, Fayetteville
- Pitt County Memorial Hospital, Greenville
- New Hanover Regional Medical Center, Wilmington



Both alliances will enable members to establish similar quality measures and share clinical outcome data to monitor performance. In addition, alliance members can cut their costs by reducing contracting expenses, sharing information and jointly monitoring services to identify inefficiencies.

Alliances offer strength in numbers. They enable hospitals and physicians to market themselves as large, comprehensive networks instead of small, individual players. As more people enroll in managed care plans, the demands for reduced costs will increase. Hospitals and physicians are reacting to these demands by forming alliances.

This is the third article in an ongoing series on managed care. Stay tuned for more information on managed care in upcoming issues of Viewpoint.

TQM Team Successfully Reduces Costs in NICU

In March of 1995, a TQM team was formed to review NICU non-salary costs per patient day to determine the areas where there were opportunities for cost savings. This team completed its process in September and is currently in the implementation stage of their proposed solutions.

Led by Penny Blake, Nurse Manager, NICU, the team first established a specific mission — to decrease non-salary unit costs per admission and ancillary test costs by five percent or more. “Direct non-salary costs were defined as supplies, materials and other direct expenses,” Penny said. “We also focused on reducing ancillary tests and procedure costs mainly from Laboratory and Radiology.”

The team looked at four areas where they could reduce costs — supply use, supply cost, rental of equipment, and ancillary utilization (tests and procedures performed by Lab and Radiology) — and investigated possible reasons for high costs in each area. “To get the process going, we prioritized our work for each of these areas,” Penny explained. “First, we focused on areas that had a high impact on our mission and were relatively easy to accomplish and then moved on to the areas where it was going to be more difficult to reduce costs.” An extensive review process followed, with each team member focusing on a specific area.

In reviewing supply use and cost, the team consulted a universal supply list and explored ways supply use could be limited in NICU. They examined possible solutions such as limiting lambswool

usage, decreasing sterile towel usage and limiting the re-stocking of items on L-carts. The group also evaluated alternate vendors and products as a way of finding cheaper supplies while still maintaining the same quality.

Rental of equipment, such as monitors, warmers and phototherapy lights, was another area where the team felt cost could be saved. “We had to determine a break-even point where purchasing equipment would be more cost-effective than renting,” Penny said. As a result, the team proposed the purchase of two new cardio-respiratory monitors, two phototherapy lights and a new infant warmer for use in NICU.

Ancillary tests and procedures was a fourth area of concern, and the team agreed that standard-

TEAM MEMBERS

Ken Boggs, Team Facilitator
Penny Blake, Team Leader
LaVonne Beach, Coach
Susan Coble
Lisa Cox
Vic Fischer
Tina Hunsucker



ization of routines for tests from Lab and Radiology would help in reducing patient costs. The new NICU Case Management position would also assist in reducing overall length of stay.

In examining how much they projected to save in each area, the estimated non-salary savings from their recommendations for FY 96 was equal to \$54,299 or 12 percent which exceeded their original goal of \$9,760 or 5 percent savings.

“Our team’s solutions will be evaluated on a quarterly basis to determine if the actual cost savings match the proposed cost savings,” Penny concluded.

BEHAVIORAL HEALTH SERVICES ACTIVATES 24-HOUR HELP LINE

Medical treatment for emotional distress is now just a phone call away thanks to Moses Cone Health System’s new Behavioral Health Services Help Line. This new phone line is attended by psychiatric nurses and clinicians who can provide crisis intervention, referral information or make arrangements for mental health assessments 24 hours a day. Patients without an attending psychiatrist will be assigned one upon admission. For around-the-clock help, call the Behavioral Services Help Line at (910) 574-8339 or 1-800-711-2635.



Community Health Program Assesses Health Needs

Do you know how many residents in Guilford County keep a gun in their home or car? Or how many residents regularly use tobacco products? Are you aware of the significant number of people who do not have health insurance? A recent study on health risk behaviors of Guilford County residents, conducted by the Greater Greensboro Community Health Partnership, assessed these issues and more.

The 21-member advisory group, known as the Greater Greensboro Community Health Partnership, consisted of representatives from the community's civic, business, religious and health and human service organizations, and was formed at the invitation of the Moses Cone Health System's Board of Trustees. The group's objectives were to oversee a community health assessment, to identify and prioritize the most important unmet or "undermet" needs and to recommend solutions. The Partnership completed their process in October of 1995.

"One of the most important issues the community health assessment identified is the overall need for health education," said Kate Ahlport, Vice President, Community Health Program. "Almost all respondents said they didn't feel they have the information they need to lead a healthy lifestyle."

Several components were included in the community health assessment process, beginning with a review of key health statistics for Guilford County. Also included were a review of other county needs assessments completed in the Greensboro area, an inventory of health and human services available to residents and examples of programs that have been developed

across the nation to address unmet health needs.

The first phase of original research for the Community Health Program was a household survey of health risk behavior and medical care access randomly distributed to 20,000 households in Guilford County. Key areas of concern identified from the survey include: access to preventive and primary care, substance abuse, high-risk sexual behavior, depression, elderly issues, nutrition and exercise, and tobacco use.

After assessing the results, the group conducted a demographic profile of respondents. "We received a good response rate of 12.5 percent from the surveys," Kate stated. "The Partnership's concern, however, was that the survey results may actually paint too rosy a picture of the health status in Guilford County, because the average respondent was from a higher-income bracket, older and less likely to be African-American than the average Guilford County resident."

"The committee attempted to balance their concerns with the survey by selecting focus groups carefully," she explained. "We targeted groups who were less likely to complete a household survey, such as adolescents or homeless residents."

Upon completing the components of the assessment, the Partnership concluded that the top priority health needs in greater Greensboro are:

- the need for improved access to preventive and primary care services
- comprehensive health education for school-aged children
- prenatal and postpartum care for special populations (especially substance-abusing women) and

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- the need for improved access to preventive and primary care services
- comprehensive health education for school-aged children
- prenatal and postpartum care for special populations (especially substance-abusing women) and
- family unit stress and the need for parent education.



- family unit stress and the need for parent education.

The Moses Cone Board of Trustees will use the assessment results and the Partnership's recommendations to help create specific programs. Moses Cone Health System will work with other community agencies to develop services and programs to meet the needs identified in the study.

"During the first year of the Community Health Program, the focus will be on the first two key concerns addressed through the assessment - improving access to preventive and primary care and getting health education to school-aged children," Kate said. "We are presently in the research phase of this process, interviewing a number of key representatives in the community to find out what most needs to be done to improve access to health care."

The organization's Community Health program is funded by a portion of the income from The Moses H. Cone Memorial Hospital Endowment.

MAKING ROUNDS

Department: Admitting
Reported by: Don Conrad

Please welcome **Renee Mansin** and **Dawn Sanders**, both Registration Representatives.

Department: Volunteer Services
Reported by: Ginger Penley

Please welcome **Pam Schecter** who will be our new weekend First Foto representative.

NC Society Hospital Volunteers/Auxilians has awarded The Women's Hospital Auxiliary the four-star achievement award. This award is based on volunteer policies and procedures, special projects, participation in inservices, etc.

Thank you to **Rebecca Kennedy, MD**, who donated an infant car seat for a needy family on behalf of the Radiology Department.

Mrs. Frances McEachren and family, on behalf of their Greensboro neighborhood, donated over \$300 worth of new infant clothing, bedding and accessory items to be distributed to patients in need.

Department: Materials Management
Reported by: Yvonne Jones/Lesia Ireland

We would like to welcome **Debra Smith**, Purchasing Assistant and **Kimberly Summey**, Central Supply Tech II.

Department: Radiology
Reported by: Carrie Richards

Corrina Harritos, RT-R (sonographer), recently received her RDMS certification.

Department: OR
Reported by: Wendy Bass

A big welcome to **Lori Fargis** and **Karen Adkins**, both surgical technologists; **Charles Etta King, RN**, and **Sue Farlow, RN**.

Congratulations to **Ginger** and **Lee Fountain** on the birth of their son, **Madison Lee**, on December 6, and also to **Beverly**

and **John McCoy** on the birth of their son, **Demoris Alton**, on December 13.

Department: Neonatal Medicine
Reported by: Allison DuBuisson

We will miss **Leigh Ann Darty**, NICU Social Worker, who has moved to Statesville with her family.

Our condolences to **Nancy Micca**, Director of Family Support Network, on the death of her father.

Andi Ives will take over as Director of Family Support Network while **Nancy Micca** is on maternity leave. After **Nancy's** leave, she and **Andi** will job-share this position.

Department: Pharmacy
Reported by: Becky Campbell

Congratulations to **Corey Pandolph**, Pharmacy Tech, who was married to **Kristen MacIntire** on September 23, 1995 in New York.

Becky Campbell, **Cathi Shaffer** and **Kendra Hiatt** attended the American Society of Health System Pharmacists midyear meeting in Las Vegas in December. Over 15,000 attended.

Department: OB/GYN
Reported by: Pat Crisp

We are thrilled to have **Georgia Presnell**, Secretary I, who joined our department in October after transferring from Moses Cone Hospital Patient and Family Services.

Department: Staff Education
Reported by: Valeria Pritchett

We would like to thank everyone for their support with the Annual Fire and Safety Education which was a great success. Total hospital participation was 92% and 54% of all departments achieved 100% participation.

James R. Whiting
Executive Vice President
The Women's Hospital of
Greensboro

Eileen Kerr
Director of Public Affairs

Cristi Phillips
Editor

Tracy Anderson
Contributing Writer

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