



# Viewpoint



*Yvonne Talbert, Hospitality Associate, checks meal trays before she delivers them to patients on the Mother/Baby Unit.*

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## *New Hospitality Associate Positions Focus on Patient Relations*

With a big smile on her face, Yvonne Talbert makes her daily rounds of delivering meal trays to patients on the Mother/Baby Unit. She greets each patient with a friendly hello while she carefully checks each tray to make sure each patient receives what she selected. This is just one part of her daily duties, a part in which she takes pride and enjoys. "I love having more contact with the patients, and patients seem to really appreciate it," Yvonne said.

Yvonne is one of four new hospitality associates. Yvonne and Viola Bryant are full-time hospitality associates, and Sandra Meador and Martha Gower provide relief for these positions.

Hospitality associates presently work on the Mother/Baby Unit and provide non-clinical support to nurses and nurse technicians. These new positions are an extension of the environmental services technician positions, which all four individuals held before moving into the new hospitality associate positions in May. They still perform many of the same duties they had as environmental services technicians as well as a variety of new responsibilities.

"We are responsible for delivering patient meals and making sure each patient gets what she ordered," Viola Bryant explained. "If there is a problem with the meal, we are responsible for

notifying Nutritional Services to correct it." Hospitality associates also perform calorie counts for patients, admissions room set-ups, clean-up after discharge, and are responsible for control of portable equipment. Each associate carries a beeper, so she can address patient needs immediately.

Some of these duties had previously been nurse technician functions, but now fall upon the hospitality associate to perform. This allows nurse technicians to take on more clinical responsibilities, which in turn gives registered nurses more time to spend with patients, promoting the team concept.

# Construction Begins on Habitat for Humanity House

Construction has begun on Moses Cone Health System's second Habitat for Humanity house. A total of \$22,775 was raised by the organization in addition to the \$20,000 contribution from the Board of Trustees, exceeding our goal of \$42,500 needed to finance the construction. Following is a break-down of donations:

Moses Cone Health System	
Board of Trustees	\$20,000
Employee, physician and dentist cash donations	\$8,549
PAL donations	\$7,696
The Women's Hospital	
Auxiliary	\$2,500
Barbecue dinner	\$1,310
Moses Cone Hospital	
Volunteers	\$1,000
T-shirt sales	\$948
Payroll deduction	\$772
Goal	\$42,500
Total	\$42,775

On June 8, Moses Cone Health System employees participated in a ground-breaking ceremony, led by Tim Rice, Executive Vice President, Health Services. The house, located at 3935 McIntosh Street, will provide much needed space for Anita Laverne Allen and her five children. Employees had the opportunity to meet Ms. Allen and her children at the ceremony, where they expressed their gratitude and thanked everyone for their generosity.

The first phase of the building project began the morning of the ground-breaking ceremony. Volunteers will meet at the construction site every Saturday (excluding July 4th and Labor Day weekend, August 31) from 8 a.m. to 4 p.m. Completion is slated for November.

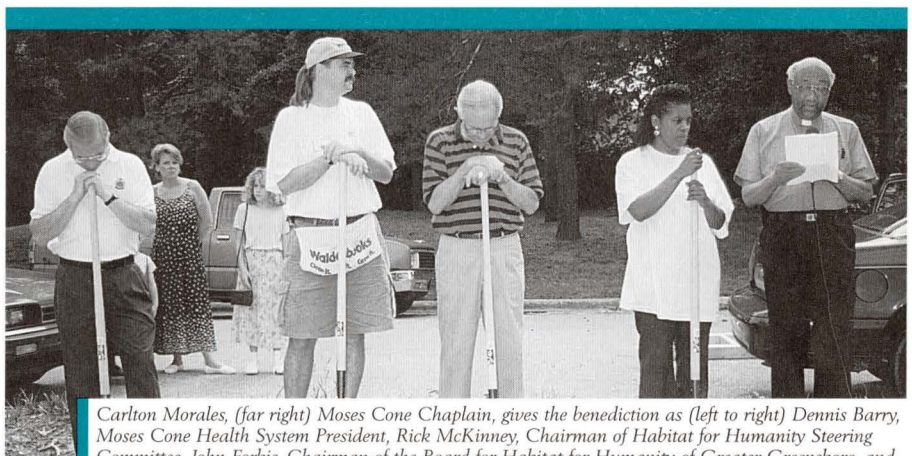
Volunteers to help with construction are still needed; if you haven't signed up yet, please contact Betty McMillan, Health Services, ext. 7695 or third-shift employees may call Jane Jackson, Laboratory, The Women's Hospital, ext. 6510. The committee is also in need of snacks and drinks for volunteers

throughout the construction process. If your department, unit or team would like to sponsor a break, please contact Rich Mapes, ext. 8300.

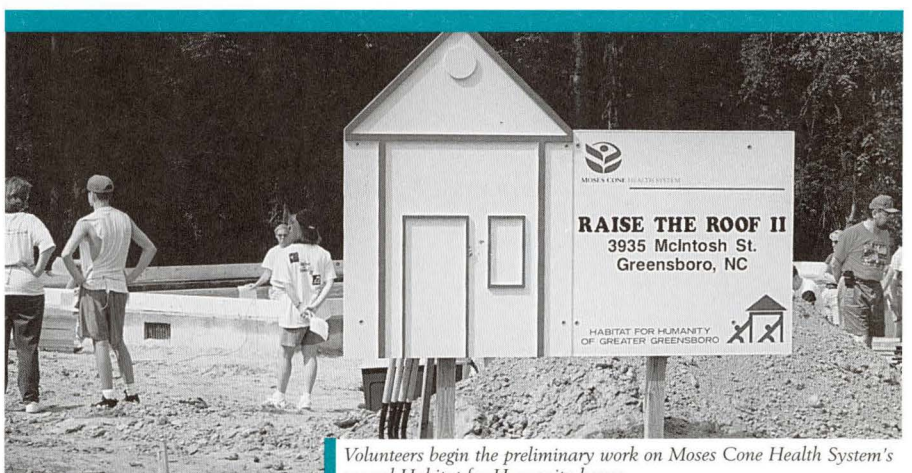
Moses Cone Health System's second Habitat house will become a reality thanks to the generosity of many people within the organization. Thanks again to the trustees, employees, physicians, dentists, volunteers and friends who are donating their money, time and talent to this important project.



Anita Laverne Allen, recipient of the Moses Cone Habitat house, expresses her gratitude to Moses Cone Health System during the ground-breaking ceremony.



Carlton Morales, (far right) Moses Cone Chaplain, gives the benediction as (left to right) Dennis Barry, Moses Cone Health System President, Rick McKinney, Chairman of Habitat for Humanity Steering Committee, John Forbis, Chairman of the Board for Habitat for Humanity of Greater Greensboro, and Anita Laverne Allen, recipient, prepare to break ground at the homesite.



Volunteers begin the preliminary work on Moses Cone Health System's second Habitat for Humanity house.

## *New Hospitality Associate* from page 1

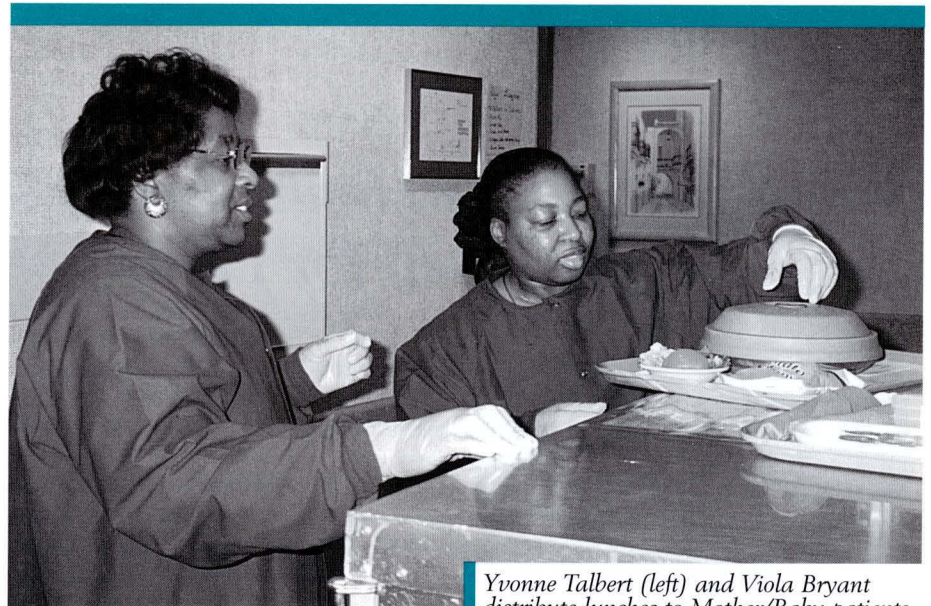
"Everyone on the Mother/Baby Unit has been very helpful, and willing to answer any questions we've had," Yvonne added.

Originally, these positions were created after reviewing clinical and non-clinical roles in the hospital to find a way to respond pro-actively to the changing healthcare delivery system. Realizing there was room for job blending, Valeria Pritchett, Educator in Staff Education and Jack Smith, Director of Environmental/Communication Services, took on the responsibility for the development, training and implementation of the hospitality associate positions. The original program planning involved staff from Mother/Baby Unit, the Women's Unit, Nutritional Services, and Environmental Services Supervisors, who all helped determine what types of non-clinical skills could be delegated to the hospitality associates.

They evaluated ways they could address specific needs on the nursing units and combine the responsibilities of nurse technicians and even registered nurses. According to Jack Smith, the new hospitality positions also provided job enhancement opportunities for environmental services technicians. "By redesigning these positions, we were addressing quality care issues and looking at ways to free up the amount of time nurses and nurse technicians spent on non-clinical tasks so they could focus more on patient care," he said.

Before beginning their new positions, the four hospitality associates attended a week-long training session. Registered nurses and nurse technicians from Mother/Baby Unit and staff from Nutritional Services were also involved in the training process to help foster the team idea. "We wanted everyone to understand that the hospitality associates were to become an important part of the patient care team," Jack explained.

Training sessions consisted of classes on such issues as infection control, total quality management (TQM) training, admissions room set-ups and nutritional services. For the first time, the four hospitality associates received CPR training, which they will renew annually. They also participated in role-playing exercises that prepared them for every



*Yvonne Talbert (left) and Viola Bryant distribute lunches to Mother/Baby patients.*

possible patient scenario. At the end of the training week, they had a "graduation" ceremony and received certificates, new photo id's and new uniforms.

Results of this new program have been very favorable. "This one program has an impact on so many services in patient care," added Valeria. Kent Freeman, Director of Nutritional Services, said he has already seen an improvement within the department. "The hospitality associates have really helped make our department more successful because they take care of patient's needs on demand. With the old method, there was a three-party chain of command before a problem was solved. Now we are dealing directly with just one or two individuals," he explained. "The hospitality associates communicate very well with us and provide a good liaison for patients."

Valeria and Jack are proud of the results of this new program thus far and expect to eventually extend the program to the third floor Women's Unit.

There have been unexpected outcomes of this program as well. "Employee morale from the hospitality associates has been overwhelming," Valeria said. "Because they now have more patient contact, they actually see results of their work. They feel like they have really made a contribution."

Viola Bryant agrees. "It's nice to be doing something different and learning something new," she said. "Patients are glad to see a friendly face and really show their appreciation to you."

*"Employee morale from the hospitality associates has been overwhelming," Valeria said. "Because they now have more patient contact, they actually see results of their work. They feel like they have really made a contribution."*

## Moses Cone Health System Positions Itself for Future

As Moses Cone Health System prepares to accept the financial risk of capitation, it's important for us to make sure that we are successfully adapting to the emerging trends in managed care. The purpose of this article is to share the national, state and regional trends in managed care and highlight how we are positioned to work with these evolving eight trends.

About 75 percent of all Americans under age 65 are currently enrolled in a managed care program. Nearly three quarters of these enrollees receive health insurance coverage through a preferred provider organization (PPO). The rest are served by a health maintenance organization (HMO).

### **HMO enrollment grows in North Carolina**

In North Carolina, about 40 percent of the population under age 65 are enrolled in a PPO, and another 16 percent are served by an HMO. The greatest growth right now in managed care in North Carolina is in HMO enrollment with more than 24 licensed HMOs. This number is up from less than 12 just two years ago.

Since 1993, we have seen more than four mergers of North Carolina-based managed care companies. The new owners include some of the biggest names in the managed care industry. United Healthcare (PHP HMO and MetraHealth PPO); Aetna Health Plans (US Healthcare HMO); and Healthsource (Carolina Physicians Health Plan HMO and Provident PPO). Several of these buyouts have resulted in a shift in management and direction of these companies from North Carolina-based, provider-owned/sponsored entities to national, for-profit, out-of-state firms.

### **Our Managed Care Contracts are on the Rise**

The impact of managed care growth at Moses Cone Health System has been significant. Our net revenue from managed care has increased five-fold in the last four years. Our average annual growth in admissions from managed care is nearly 50 percent. While the number of total inpatient days of care for managed care patients has increased, length of stay has

declined. Also, in the last three years, we have doubled our number of managed care contracts - from 13 to 26. More than 80 percent of our current managed care revenues come from eight contracts. We receive most of our managed care inpatient revenue from fixed payments. We are paid a fixed amount for the total admission or for each day of care. Although Moses Cone Health System is evaluating capitation agreements, we have not yet entered into such risk-bearing contracts.

Moses Cone Health System uses the following criteria to evaluate managed care contracts:

- managed care benefit plan and rate proposal
- stability of the managed care organization
- growth potential of the managed care organization in the Triad
- level of satisfaction of existing physician and hospital contractors
- relative ease of operationalizing an agreement with the managed care organization

### **Low Costs, High Quality are Top Priorities**

In turn, managed care organizations have specific criteria for selecting healthcare providers. In North Carolina today, it appears that the main selection criteria is driven by payment rates (70 percent weight of overall criteria). The hospital's quality and effectiveness are probably the next most important criteria — these are defined by patient satisfaction scores, our commitment to and success in reducing costs and improving clinical outcomes, amount of physician support, data on quality indicators and clinical outcomes (15 percent). Access, which includes breadth of services and geographic locations of services, is also an important factor (10 percent). Staffing, which is measured by the mix, depth and quality of physician, nursing and other clinical staff, is the least important criteria (5 percent).

Moses Cone Health System is well positioned as a participating provider for managed care organizations. We have a low cost and charge structure and provide a full

## TOWN MEETING SET FOR JULY 22

Join Moses Cone Health System President Dennis Barry for a presentation on "Succeeding in the Transition" on July 22 at 1 p.m. in Classrooms 1 & 2 of The Women's Hospital. This presentation is the third in a three-part series of town meetings on managed care topics.



*Continued page 7*

## *Employee Golf Tournament Draws a Crowd*

More than 120 Moses Cone Health System employees and family members hit the greens May 4 for the annual Employee Council Golf Tournament at Walnut Woods Golf Course. The tournament provided a day of fun as well as a way to raise funds for an activity center for children to be located outside the Neonatal Intensive Care Unit and for the United Way.

First place in the Captain's Choice was awarded to the team of Bobby Smith, Barbara Smith, Mike Mabe and John Joyce. Several corporations made generous contributions for this event, including Pam Allred with Organon, Don Dempsey with Blue Ridge Anesthesia, Ronnie Gibson with Glaxowellcome, Dave Wenstrup with G.E. Medical, Triad Radiographic Imaging, and Hewlett Packard.

The Employee Councils at The Women's Hospital and Moses Cone Hospital would like to thank all the employees who donated their time and effort to volunteer and participate in this tournament.

## *Employees Give Generously to the Community*

Moses Cone Health System annually supports several important community projects and encourages employees to contribute to them. Employees take this challenge to support local charities very seriously. In last year's United Way campaign, for example, staff raised more than \$264,000 — \$70,000 over the organization's goal.

How the organization decides which programs to endorse is a common question many employees have.

Don Currier, Vice President, Human Resources, receives requests for support and involvement on an ongoing basis. He takes these requests to the chairpersons of the Employee Councils of The Women's Hospital and Moses Cone Hospital, who discuss each project and recommend the ones they want to support. Currier then submits this list to the organization's executive vice presidents for approval and then to the president for final approval.

## *Red Cross Blood Drive a Success*

Thanks to everyone who donated blood during the May 28th Red Cross Blood Drive. A total of 29 units of blood were donated, with two first-time donors, although we still did not quite meet our goal of 35 units.

Remember, only 6 percent of the total population of the Carolinas region donate blood, yet by the time we reach 72 years of age, 95 percent of us will need blood or a blood product. As healthcare workers, we know the importance of donating blood, so if you are able to donate, please make plans to give in November, when our second annual blood drive will be held at the hospital. It only takes a few minutes out of your day to give the "gift of life."

## **AUXILIARY UPDATE**

On May 17, 36 volunteers attended the Spring Auxiliary Meeting. At the luncheon, Ginger Penley, Director of Volunteer Services, installed the 1996-97 Auxiliary officers:

President, Millie Nassif  
Past President, Ivy Yates  
Vice President, Carolyn Campbell  
President-Elect, Louise MacIntosh  
Treasurer, Edna Tyson  
Assistant Treasurer, Dee Dee Fulton  
Secretary, Fran Hart  
Historian, Lillian Neal  
Parliamentarian, Margaret Nichols

The Teen Volunteer program will run June 10 - August 9. Twenty-four teens have been selected to participate this year and will work in various departments in the hospital.

A special thank you to Deena Rothkop, Jonathan Kelly and Cathy Barber who assisted at the Women's Only 5K Walk/Run in May.



## Organization Identifies Areas for Improvement

Employee feedback is crucial to the success of any organization. Studies have shown that happy employees are more productive employees, which is one reason why Moses Cone Health System relies on employee's opinions about everything from working conditions to employee benefits.

The results of the Employee Opinion Survey, which was conducted in 1995, were distributed in January, and overall scores as well as feedback sessions results helped the organization identify major improvement areas. Seventy-seven percent of participants said they were satisfied or very satisfied with Moses Cone Health System as a workplace. While this score exceeds national averages and 1993 Employee Opinion Survey results, there is always room for improvement. Feedback sessions, held late last year, identified issues from the survey that employees thought deserved attention, and helped the organization clarify and confirm issues that were raised in the survey.

These issues were separated into two categories: corporate issues and departmental issues. While supervisors are responsible for addressing issues specific to each department, task forces will study corporate issues and recommend improvements.

Five major improvement areas were identified. Task forces have either been formed or will be formed in the near future to address each issue and recommend improvements. Management council is ultimately responsible for approving and implementing these suggestions.

### **Communication**

Employees responded that the organization needs more honest, open and direct communication between managers and employees as well as among employees. Employees also asked how information is communicated and what information is shared, especially between different levels. A task force is reviewing our basic communications methods.

### **Policy and procedure interpretations**

Employees asked the organization to examine the attendance and paid annual leave (PAL) policies, specifically attendance and absenteeism, which is still the number one reason for corrective action.

### **Performance appraisal system**

Employees recommended that the organization needs a more effective employee evaluation system and suggested a review of the performance appraisal system. An outside consultant will study our current system, and Human Resources will share these results when they are available.

### **Employee education**

Although most employees felt the organization provides many educational opportunities for employees, they felt that it needed to make sure that everyone receives appropriate training to continue to provide superior services.

### **Resource allocation**

Employees voiced concern over who receives resources to perform their jobs and how these materials are distributed. A task force will look at better ways to distribute supplies, while patient needs remain top priority.

*Look for news on task force findings in future issues of Viewpoint and in quarterly FYIs distributed by Human Resources.*

### **Wanted: Employee Vacation Photos!**

Public Affairs is seeking unique employee vacation stories and photos to use for a future issue of Viewpoint. If you have traveled anywhere interesting this year or this summer and would like to share your story and photos, please call Cristi in Public Affairs at ext. 6838.

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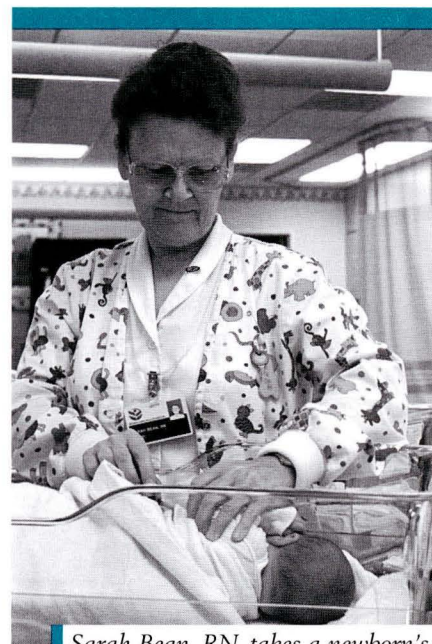
## Nurse Recognized for Excellence

Sarah Bean, RN, was recently presented with Moses Cone Health System's Nursing Excellence Award in a ceremony held on May 7. Sarah, a staff nurse in Central Nursery, was selected from a group of 15 nominees from The Women's Hospital, The Moses H. Cone Memorial Hospital and Health Services.

Sarah has 20 years of experience as a registered nurse. She joined Moses Cone Health System in 1961, where she worked in pediatrics for two years, then worked as a neonatal intensive care nurse for seven years. She has worked in her present position in the newborn central nursery since 1985, where she was instrumental in instituting mother/baby care. "Sarah has made an outstanding

contribution to the healthcare of newborns," said Susan Mazzella, Speciality Manager, Central Nursery.

The Nursing Excellence Award recognizes nurses who are nominated by their peers for their dedication and outstanding contributions to nursing. 1996 nominees from The Women's Hospital were: Lisa Brewer, Labor and Delivery; Tanya Corbitt, Women's Unit; Christine Galloway, Women's Unit; Jody Hasbrouck, NICU; Diane Murphy, Maternity Admissions; and Brenda Taylor, Mother/Baby Unit. Congratulations to all of this year's nominees and especially to Sarah Bean.



Sarah Bean, RN, takes a newborn's temperature in the Central Nursery.

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## Reconstruction Update

The Women's Hospital's remodeling projects are going extremely well. Patient rooms one through 18 on the Mother/Baby Unit have been completed, with the next block of rooms to begin reconstruction on June 17. Remodeling will continue with three rooms being remodeled in a four-day period.

Remodeling in Radiology and Lab area is currently in progress. The Lab is undergoing expansion in the current entrance to the Lab and in the venipuncture area. During the reconstruction,

outpatient lab patients will be registered at Outpatient Admissions on the first floor and will be directed to Maternity Admissions area for waiting.

New carpeting has been put down on most of the first floor. Waiting areas and physician lounges are also being scheduled for carpet replacement.

Look for continued updates on the reconstruction process in future issues of *Viewpoint*, memos and on the construction board located outside the cafeteria.

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## Moses Cone Health System *from page 4*

range primary, secondary and tertiary hospital. Also, we offer a comprehensive range of outpatient and community-based health programs. Employers look upon Moses Cone Health System favorably because of our ability to meet the healthcare needs of their employees and dependents.

Although there are significant changes ahead in managed care, Moses Cone Health System is well positioned to meet the current market demands. However, as

the Triad evolves as a more competitive managed care market with more aggressive national managed care organizations, we will be challenged to continue to improve our ability to manage patient care and the cost of that care.

*This article was written by John Sweeney, Director, Managed Care. It is part of an ongoing series on managing healthcare changes. Look for articles relating to these changes in future issues of Viewpoint.*

## MAKING ROUNDS

Am J Med 9/84 77:524  
AJPH 5/85 75:470-  
MCN 3/89 14(2) 75  
JAMA Nov 26 2891

### Department: Plant Operations

Reported by: **Patty Jones**

Please welcome **Matt Lucas**, who will be working throughout the summer, assisting with groundwork.

### Department: Anesthesia

Reported by: **Fran Tuohy**

Kudos to **Maggie Collins** who did a superb job organizing the Moses Cone Health System Golf Tournament.

**Kathy Stephens**, Education Director for District II of N.C. Nurse Anesthetists, spoke to the District on June 29.

### Department: Mother/Baby Unit

Reported by: **Kathy Lawson**

Welcome to the following new employees: **Linda Somers, NT**, **Michelle Brown, NT**, **Linda Macon, RN**, **Melissa McCraw, RN**, and **Melana Auston, NT**. Congratulations to **Elaine McSweeney, RN**, on the birth of a daughter on May 5, 1996.

### Department: Maternity Admissions

Reported by: **Helen Snead**

A big welcome to **Cathy Berkstresser, RN II**, **Christy Hudson, NT I**, **Ashley Woody, NT I**, and **Kim Bailey, NT II**.

Please congratulate **Debra Callaway, RN II**, on the birth of a daughter, **Abby Lee**, and **Karen Sofia, OB Physician Extender**, on the birth of a daughter, **Maria Frances**.

Congratulations to **Sharon Ward, NT II**, on her recent marriage.

**Lynette Weston, RN II**, recently completed OB cross-training.

### Department: NICU

Reported by: **Joyce Mabe**

Congratulations to **Suzanne Gregory, RN**, on the birth of her son, **Nickolas**, on May 17. Please congratulate **Sherrie Elliott, RN**, who received her CNC.

### Department: PACU/ICU

Reported by: **Glynis Stranger**

Welcome to **Beverly Girard, RN, PACU**.

Congratulations to **Mitzi Mathena Fore** and **Dr. Steven Fore** on their marriage on April 20.

### Department: Radiology

Reported by: **Carla Waldron**

Congratulations to **Tanya Ivey**, transcriptionist, on her marriage to **Billy Allen** on June 22.

### Department: Personnel

Reported by: **Marcia Thomas**

Please welcome the following new employees: **Avon Bailey**, Environmental Services Tech; **Ted Booker**, Supply Tech II, Materials Management; **Cheryl Colley**, Ultrasound Technologist; **Kathryn Connell**, Phlebotomist II, Laboratory; **Brian Darr**, Laboratory Technician I, Histology; **Marian Eakes**, Nursing Technician I, Birthing Suites; **Mary Fitch**, Nursing Technician I, Central Nursery; **Sherri Fowler**, Nursing Secretary, Birthing Suites; **Cynthia Goods**, Food Services Technician I, Nutritional Services; **Lisa Kersey**, Administrative Intern, Executive Offices; **Debbie Macon, RN II**, Mother/Baby Unit; **Carolyn Maynard**, Environmental Services Tech; **Sheila Miller**, Birth Certificate Registrar, Medical Records; **Chikki Peguese**, PBX Operator, Communications; **Beverly Scott**, Nursing Technician I, Birthing Suites; **Sharon Settle**, Nursing Technician I, Mother/Baby Unit and **Jeff Simmons**, Food Services Technician I, Nutritional Services.

Please congratulate the following employees on their recent promotions: **Viola Bryant**, Hospitality Associate, Environmental Services; **Martha Gower**, Hospitality Associate, Environmental Services; **Sheila Greene**, Clerical Assistant II, Medical Records; **Sandra Meador**, Hospitality Associate, Environmental Services; **Stacey Rohrig, RN III**, NICU; **Yvonne Talbert**, Hospitality Associate, Environmental Services; and **Marcia Thomas**, Personnel Coordinator, Personnel.

Please welcome **Susan Nicholson**, Secretary II, Women's Education Center, who recently transferred from Moses Cone Hospital.

### James R. Whiting

*Executive Vice President*

The Women's Hospital of Greensboro

### Eileen Kerr

*Director of Public Affairs*

### Cristi Phillips

*Editor*

*Viewpoint* is a monthly newsletter published by the Public Affairs department of The Women's Hospital of Greensboro. For more information, call 574-6532.



MOSES CONE HEALTH SYSTEM

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of Greensboro**

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