



Mayers Memorial Hospital

**Operations Report
June 2009**

Statistics	April YTD FY08	April YTD FY09	April YTD FY09 Budget
Inpatient (Acute/OB/Swing) Days	1551	1757	1727
Emergency Room	3980	3454	4020
Skilled Nursing Days	27913	26349	28105
OP Visits (OP/Lab/X-ray)	16920	16269	16526
Hospice Patient Days	2120	2159	2040
IMRS Rentals	3225	2649	3850
Ambulance Runs	366	306	N/A

Happenings Across the District

Katharine Ann Campbell, FACHE
Chief Executive Officer

A pleasant surprise of \$221,000 was received this week from Medicare. The funds are for underpayment of swing bed and inpatient rates during this fiscal year. New payment rates beginning July 1, 2009 will be \$1,000 per day for swing and \$2,580 per day inpatient.

California FY10 budget was adopted in February. However, the growing revenue deficit has resulted in activity outside the budget with potential negative impact to Mayers. Primary cuts are slated to MediCal inpatient payments of 10%. There is an attempt to exclude CAH from this cut; your calls and letters to Jim Nielsen could be appreciated. Mr. Nielsen is requesting an exemption for Critical Access. 916-319-2002

It is anticipated that MediCal will delay payments slated for mid July – the rescue by Health Facilities Finance Authority seen last year may or may not be available to cover this payment. The delay should impact Mayers by nearly one half million dollars. The payment will be reinstated later in CY09.

Areas of explicit regulatory responsibility of Boards:

- ❖ Community benefit measurement and reporting
- ❖ Financial assistance policies
- ❖ External audit
- ❖ Corporate compensation
- ❖ Board’s procedures for member conflicts of interest

When hospital boards slid down the slippery slope of focusing on micro-issues, they create a culture where executives are risk averse. Even more dangerous is a board obsessed with the micro to the larger strategic and policy matters that ultimately determine the organization’s success. What most boards lack is not more detailed information, but rather, greater will to act on the information they already have. More boards need to demand macro-level measures in mission-critical areas. They need timely reports tracking major strategic initiatives against board-approved timelines and goals. They need the will to adopt clear policies on vexing issues such as

physician compensation, competition and recruitment so that they're not micromanaging every deal that management negotiates.

We're wary of blurring the line between governance and management -- a line that has taken years for hospitals and health systems to establish. "Drill, baby, drill" may work in the oil fields but not in the Boardroom.
BoardRoom Press, governance institute, June 2009

Lease agreement with Right Roads for property in Burney has been re-executed until 2011.

Jane Atkins
Chief Quality Officer

Personnel Resources employee policies will continue to be forwarded to the Quality Committee and will be presented to the Board as a consent agenda when policy review has been completed. Dress Code and Exit Interviews reviewed this month.

An employee engagement survey is in process and was designed by Dr. Laree Kiely (an organizational development consultant for NASA). Dr. Keily will assist in the interpretation of the results. She is doing this at no cost.

Volunteer Services. Junior Volunteer recognition took place at each High school award ceremony. Currently developing a viability study for a thrift store to benefit the Foundation.

Dietary Services continues to struggle with staffing and anticipates several more vacancies as staff move into other positions and/or begin further education.

Staff Development got APPROVAL for in-house CNA program and helped secure a \$50,000 grant from SMART to fund CNA training for young people in Shasta County (Smart Business Resource Center services assist job seekers in obtaining employment and enable employers to meet the growth, retention, training and staffing needs of their business. We are your workforce center in Shasta and Trinity counties, providing services to you at low or no cost) Grant will fund the training of 15 new CNA staff between now and September.

Ongoing projects include, lab draw integrity, hospice /acute interface, medication error reduction, acute adverse event reporting, medical staff focused practice evaluation and imaging peer review. Perioperative assessment received from OPTIMA and suggestions for improvement have been outlined and Surgery manager will prioritize implementation. Incident report tracking and trending using a web based application is becoming available as the data base completion project is being finalized.

Mayers has been selected by UCLA to participate in a stroke outcomes research project. Mayers was selected to give a rural perspective.

HIPAA education will be presented to the Board in June.

~~~~~

## **Skilled Nursing Facility**

Charlotte Carroll, RN, has departed Mayers for life on the California coast. Sherry Wilson, RN, has accepted the position of interim Director of Nursing. A full-scale search for a new CNO will commence later this summer.

Charlotte's last report:

The nursing home current census is 82. We currently have 1 FT CNA and 2 PT CNA positions opened in Fall River. Please note that CNA staff have fluctuating hours and availability due to many of them have life changes and are taking college courses to promote their future careers. The following graph shows we have a continual decrease in our CNA staffing hours. Our licensed staff hours have also decreased. We no longer are routinely using registry staff.

~~~~~

Critical Access Hospital

Keith Earnest, Pharm.D.
Chief Clinical Officer

Physical Therapy

- We are actively working to grow the outpatient physical therapy program. Business office staff is assisting physicians' offices with prior authorizations for Medi-Cal patients. Currently there are five outpatients with eight or more pending prior authorization.

Medical Imaging

- Service contracts and lease agreements are being reviewed and renewed at this time.

Laboratory

- The health fair went very well. The lab turned around all the tests by the Tuesday after the health fair. The lab received many positive responses and notes from the public for the efficient lab draw and fast turnaround.

Inter-mountain Respiratory Services

- IRS staff has rearranged the respiratory garage to comply with storage standards prior to accreditation.

Respiratory Therapy

- Pharmacy and Therapeutics Committee moved to dispose of non-functional antiquated ventilators that have been in storage for some time. Ken Sands, Respiratory Therapist, will be coordinating the disposal.
- Ken will be conducting in-services for paramedics on the use of our transport ventilators.

Pharmacy

- Currently exploring options to further minimize compounding of sterile products after hours.
- Tele-pharmacy camera is up and running for nurse/pharmacist remote verification.

Critical Access Hospital

Terry Pena, RN
Chief Nursing Officer – Acute

Acute/Swing Nursing Unit

- The Acute/Swing nursing unit has been extremely busy. They have maintained an average daily census of 5 – 7 patients with many days at full capacity. The nurses have done an excellent job providing quality care during full-capacity shifts with highly acute patients. They should be commended!
- The Acute/Swing nursing unit has hired one new nurse and is currently interviewing two new applicants. The division did not use any registry nurses during the past month.

Emergency Services

- The Emergency Department maintained consistent volumes throughout last month.
- The department is looking forward to the implementation of a professional survey to study the ongoing outmigration problem.
- The Emergency Department has been contacted by local community members who have offered to fundraise for money that would enable MMHD to enroll in the 911 program.

Obstetrics

- The Obstetric Department has completed training of two new OB nurses. Their next goal is to certify all nurses in Neonatal and Pediatric resuscitation. Any physicians interested in participating will be welcome.

Outpatient Services

- Outpatient Services clinic volume has remained low. As such, department hours have been decreased to maintain budget. The Outpatient Services department is now operating on Monday, Wednesday, and Friday 0900 – 1400.

Intermountain Respiratory Services (IRS)

Keith Earnest, Pharm.D.

- IRS staff has rearranged the respiratory garage to comply with storage standards prior to accreditation.

~~~~~

*I had survived the unknown only to be kicked in the butt by the unexpected.*  
*Chuck Yeager*

*If you can't afford to take a risk, you can't afford to compete. Iacocca*

*For every complex problem ther is a simple solution and it is wrong. Frazz*