



M E D I L I N E

A MEMORIAL HOSPITAL COMMUNITY RELATIONS PUBLICATION

JUNE 2009

BEST PLACES
to work in **PA**₂₀₀₈



Sally Dixon

MESSAGE FROM SALLY...

At this point, it doesn't seem that there have been any businesses not affected by the economy. It was thought for a long time that health care was recession proof, but we have learned otherwise. Over the past six months, Memorial Hospital has experienced the same decline in volume that other hospitals around the country are experiencing. Earlier this year, we made reductions to our budget and staffing to reflect our volume decline. While these types of decisions are difficult to make, we felt they were necessary to ensure our long-term viability and plans for the future.

One question I have received many times is if we are continuing with our

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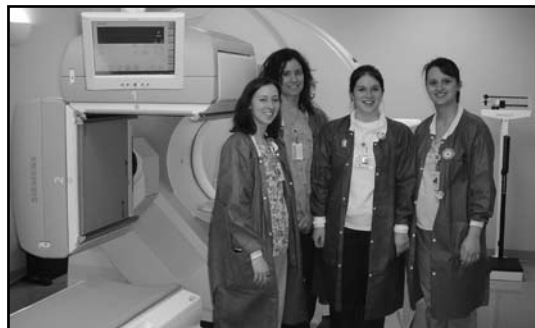
ED Renovation Update

Memorial Hospital's Emergency Department (ED) renovation project is now complete. The completely redesigned area now features 20 private rooms and three triage rooms.

Look for your invitation in the mail to our ED open house event this summer. We are excited to show you our new ED!



Nuclear Medicine Adds Second SPECT System



Standing, from left, are Nuclear Medicine associates Katie Koller, Faydra Getner, Brittany Staples and Viktoriya Lyaschuk.

Memorial Hospital's Nuclear Medicine Department recently added a second SPECT system with a dedicated CT component. "This is a great addition to the Nuclear Medicine Department," said Robin Wible, Imaging Services manager. "Having two SPECT/CTs enhances our work flow and enables us to operate in a more timely fashion."

A SPECT/CT combines two scanning techniques, SPECT, which shows different functions of the body, and CT, which shows detailed structural anatomy. As a result, a single scan can provide information about functional abnormalities, such as tumors, and their exact three-dimensional anatomic location. It enables physicians to diagnose disease earlier with more accuracy.

The addition of a second SPECT/CT enables us to use the advanced technology on all cardiac and tumor imaging patients. "The SPECT/CT is about eight percent more accurate in detecting cardiovascular disease than the previous scanner and now all of our cardiac patients are benefiting. We are offering the highest quality equipment available for our patients," said Robin.

For more information, please call Robin at 849-5736.

Dr. Drolet Performing Innovative Procedures

Dr. Julie Drolet, Women's Institute for Gynecology and Minimally Invasive Surgery, is performing a number of innovative procedures that are typically offered at teaching hospitals outside of the York area. Dr. Drolet's areas of specialty and interest include chronic pelvic pain, endometriosis, abnormal bleeding, fibroids, prolapse, pelvic reconstructive surgery and incontinence.

Two of the most innovative procedures Dr. Drolet performs, which are unique to the York area, are a hysteroscopic fibroid resection and InterStim Therapy. During the hysteroscopic fibroid resection procedure, submucosal fibroids are removed using a hysteroscope inserted through the cervical canal. No incisions are required and patients can go back to work the next day. The procedure helps to decrease heavy menstrual periods in women who are in child bearing age. InterStim Therapy stimulates sacral nerves to help the bladder to function properly. It can eliminate or greatly reduce bladder control symptoms for people suffering from urge incontinence, urgency-frequency or urinary retention problems.

Laparoscopic Tubal Reanastomosis, the reversal of a previous tubal ligation surgery, is another unique procedure Dr. Drolet performs. She is one of only a couple of physicians in York County who performs this surgery in a minimally invasive way. She first began doing the procedure in Europe in 1994.

Some of the other procedures Dr. Drolet performs at her office when it is clinically appropriate include Essure, the no incision tubal ligation, and endometrial ablation. There are many other procedures that can be performed using a minimally invasive approach when clinically appropriate as an alternative to large abdominal incisions.

"Women are empowering themselves by researching innovative procedures. They need to know they have access to these services right here in York County," said Dr. Drolet. "The women of York County deserve to have gynecology services here that are typically offered at teaching hospitals outside of the area."

For more information about the procedures Dr. Drolet performs, please contact 840-9885.

Drs. Lisa Fritz and Gregory Smolin Receive Physician of the Year Honors

Memorial Hospital physicians, Lisa Fritz, D.O., and Gregory Smolin, D.O., were recently named Physicians of the Year.

Dr. Fritz, Memorial Hospital's Medical Education director, received a Healthcare Hero award sponsored by Central Penn Parent magazine. She was the highest scoring finalist in her category and was named Physician of the Year. Dr. Fritz is a breast cancer survivor and was recognized for founding a networking group called P.I.N.K. (Power, Information, Networking and Knowledge), as well as her work in medical education.

Dr. Smolin is the medical director for Emergency medicine Physicians of York County, which is the group that employs Memorial Hospital's Emergency Department physicians and physician assistants. He was named the 2009 Emergency Physician of the Year by the Pennsylvania Chapter of the American College of Emergency Physicians (PaACEP). The award recognizes emergency clinicians of unusual merit who pursue the ideal of emergency medicine.

Office Space for Lease

1500 square foot office in a medical office building conveniently located close to Memorial Hospital. Please call 717-544-3537.



MEDICAL NUTRITION THERAPY

Memorial Hospital Nutrition Services provides out-patient nutrition education by a registered dietitian to patients for various health conditions including diabetes, gestational diabetes, heart disease, cystic ovarian syndrome (PCOS), gluten intolerance and weight loss. Nutrition education can be provided through one-on-one education or group classes. To better accommodate our patients' schedules, we now offer evening hours. For those patients who are concerned about insurance coverage or cost of services, we also offer free nutrition classes to the public on a variety of nutrition related topics. If you have patients who would benefit from our services, call Out-Patient Nutrition Services at 849-5507 or fax a Medical Nutrition Form to 849-5342.

MESSAGE FROM SALLY...

(continued)

plans for a replacement hospital. I want to assure you that our plans to build a replacement hospital at the former Hawk Lake Golf Course site continue to move forward. Memorial has identified key strategies that we will be focusing on over the next few years. These focus areas include physician recruitment, cardiology and oncology service line expansion, continued focus on quality, and customer and associate satisfaction.

I want to thank each of you for your loyalty to Memorial Hospital. Every patient you refer to Memorial has an impact on the success of our operations. I want to thank you in advance for your continued support of our commitment to provide York County with a choice for quality health care.

Sincerely,

*Sally J. Dixon
President and CEO*

REMOTE COMPUTER ACCESS QUICK TIP...

If you incur problems using your remote access to Memorial Hospital's computer systems, please contact the Management Information Services (MIS) Department at 849-5400.

Mary Wieland Named Director of Quality



Mary Wieland was named Memorial Hospital's director of Quality Assurance, as well as patient safety officer. Mary joined the Hospital family over a year and a half ago as the manager of Greenbriar Medical Center. Her new role includes facilitating Memorial's compliance with the National Patient Safety Goal initiatives and supporting strategic improvements under the new Quality structure.

A Hospital initiative that she looks forward to being part of is increased quality benchmarking. This involves comparing our outcomes with other organizations to determine how we can improve. "It gives us the ability to see where we are and look at

what other organizations are doing. We want to align with other hospitals to provide the highest level of patient care through best practices," said Mary.

Mary's goals include promoting standardization and helping to establish best practices throughout the continuum of care at Memorial. She also hopes to provide clinicians with the tools they need to give patient-centered care in a safe environment. "As a registered nurse, I understand the challenges that nurses and other health care providers experience. Through establishing and facilitating best practices and standardization, we are able to increase patient satisfaction, achieve safety goals and reduce the likelihood of errors," said Mary.

Memorial Hospital Named a 2009 Pennsylvania Psychologically Healthy Workplace

Memorial Hospital is the recipient of a 2009 Pennsylvania Psychologically Healthy Workplace Award. The Pennsylvania Psychological Association (PPA) strives to recognize achievements by businesses that lead to the work-related well-being of employees. PPA formally recognizes Pennsylvania-based businesses with the Psychologically Healthy Workplace Award. The Award, which includes a signed proclamation from the Governor, acknowledges the efforts utilized by companies to develop and maintain supportive environments.

Application for Appointment

The physicians listed below recently applied for medical staff appointment and/or privileges at Memorial Hospital. If you have any information concerning these individuals that may assist the Credentials Committee, please provide that information to Bernadette Emig, Medical Affairs coordinator, or Thomas Kurland, D.O., chairperson of the Credentials Committee.

Luke A. Bertorelli, D.O.

Emergency Medicine

Sandra J. Fortna, M.D.

Infectious Diseases

Sudeep Pramanik, M.D.

Ophthalmology

Vrushali U.

Deshmukh, M.D.

Internal Medicine

Judith M. Knoll, D.O.

Emergency Medicine

MARK YOUR CALENDAR

Golf Outing and Picnic

(for physicians, residents and interns)

June 18, 2009

Out Door Country Club

Golf begins at 7 a.m.

Picnic at noon

Intern/Resident Graduation

June 19, 2009

Out Door Country Club

Cocktails at 6 p.m.

Dinner at 7 p.m.



MEDICAL STAFF INFORMATION CHANGES

Sean C. Campbell, M.D.

Voluntary Resignation

Louis E. Costa, D.O.

New Fax: 718-8787

Fanny E. Espinal, M.D.

Voluntary Resignation

John T. Keenan, D.P.M.

Voluntary Resignation

Bonny L. Lightner, D.O.

From Courtesy to Honorary Staff

Jed L. Miller, M.D.

Voluntary Resignation

David H. Moore, M.D.

Voluntary Resignation

Allen S. Nussbaum, M.D.

Voluntary Resignation

John D. O'Brien, M.D.

Voluntary Resignation

Paul Shellenberger, D.O.

New Address, Phone and Fax:

1777 Fifth Avenue

York, PA 17403

843-8051 • Fax 848-2578

Janet T. Strausbaugh, M.D.

Voluntary Resignation

Jacqueline C. Taylor, D.O.

Voluntary Resignation

Nicole M. Toth, M.D.

Voluntary Resignation



MEDICAL STAFF ADDITIONS

V. Joseph J. Ballarini, D.O.

EMP of York, LLC

325 S. Belmont Street • York, PA 17403
849-5730 • Fax 849-5731

Specialty: Emergency Medicine

Guita Ghadiri, M.D.

Wellspan Nephrology

380 St. Charles Way • York, PA 17402
851-6040 • Fax 812-3190

Specialty: Nephrology

Eric S. Harmelin, D.P.M.

Beechtree Podiatry

1546 E. Market Street • York, PA 17403
843-0896 • Fax 854-6519

Specialty: Podiatry

Judith M. Knoll, D.O.

EMP of York, LLC

325 S. Belmont Street • York, PA 17403
849-5730 • Fax 849-5731

Specialty: Emergency Medicine

Jennifer E. Sloane, M.D.

Internal Medicine Consultants

1777 Fifth Avenue • York, PA 17403
843-8051 • Fax 848-2578

Specialty: Internal Medicine

RADIOLOGY DEPARTMENT NEWS

Robin Wible was named manager of Imaging Services. Robin has been a member of the Memorial Hospital family for over 20 years and most recently served as the team leader in the Nuclear Medicine Department. She can be reached at 849-5736.

Quality Improvement Structure Simplified

By Flavius Lilly, Ph.D., M.P.H., vice president of quality and strategy

Consumers, employers, the government and health plans are demanding improvement in the quality of care in United States' health care. Similarly, the governing boards, administrators and physician leaders in the nation's hospitals are not satisfied with the slow pace of improvement. One of the contributing factors is a fundamental flaw in the organizational construct which most hospital quality improvement programs operate.

THE TYPICAL ORGANIZATION: ONE MANAGEMENT STRUCTURE, ONE COMMITTEE STRUCTURE

The governing board of any nonprofit organization has two basic responsibilities: a fiduciary responsibility to keep the organization fiscally sound and a responsibility to the organization's mission to deliver a quality product or service.

A chief executive officer (CEO) who is responsible to the board directs a senior management team usually made up of the chief financial officer, chief operating officer and others. Together they guide the work to improve organizational performance. All employees of the organization are part of a single organizational chart and ultimately report to the board through the CEO.

This is generally not the case in hospitals. Unlike organizations outside health care, the board of a hospital has two distinct organizational charts that report to it; that of the hospital employees — headed by the CEO, and that of the medical staff — headed by the president of the medical staff and his senior management team, and the chiefs of the departments. To further complicate matters, hospitals historically have had two committee structures the hospital committees and the medical staff committees. Collectively at Memorial Hospital there were 26 committees working to improve quality.

Having hospital committees and medical staff committees complicates effective oversight by governing boards. Such a construct is also a barrier to communication between the organizational chart of the Hospital associates and that of the medical staff. Having a dual committee structure makes it difficult for these groups to work together on the organization's product — higher quality care and service for patients.

MEMORIAL HOSPITAL ADOPTS A BETTER MODEL: ONE QI COUNCIL WITH REPRESENTATION BY THE TWO MANAGEMENT STRUCTURES

The Pharmacy and Therapeutics (P and T) Committee, as an example, is typically a medical staff committee, yet giving medications to patients involves physicians, pharmacists and nurses. A more effective structure would be a multidisciplinary committee that is neither a Hospital committee nor a medical staff committee. Such a P and T Committee would be co-chaired by a member of the medical staff and a Hospital associate. These committees would report to a single, organization-wide quality improvement council, which would ultimately get information to the governing board.

Recently, the Medical Executive Committee and the Memorial Hospital Board of Directors voted to create an improved structure. In doing so, the governing board delegated to the Quality Council the central authority for managing the quality improvement program. The Quality Council is made up of the Executive Leadership Group, department chairs, Performance Improvement Team co-chairs, nursing leadership and members of the Quality Improvement Department. The Quality Council and reporting teams are greatly simplified from the original 26 committees.

COMMON SENSE BENEFITS

This unified committee system makes sense from any viewpoint. First, there is just one committee structure for one organization. Second, the structure clearly signals that the Hospital associates and medical staff are working together towards higher quality care and service for patients. Finally, the unified structure clarifies and streamlines the approval process for organizational policies and performance improvement efforts. The results are increased physician and associate satisfaction with the process. Costly physician and Hospital associate time is better utilized. With better communication, cost savings and better care can be achieved more quickly.