March 2017

You’re Cordially Invited to a Livestreaming Well-Orchestrated Brand Reveal

Close your eyes. Think of your favorite brand. You feel something, right? Great brands create an emotional connection with their customers. Great brands are innovative, likeable and relevant. They have value, they are differentiated and they are well-known. In the simplest terms, they make you feel connected to who they are. A brand can also create loyalty and, with that, a set of expectations. Exceptional brands continue to meet, even exceed, those expectations.

At Hackensack Meridian Health, we know that a brand must be lived each moment by the people who represent it. Every moment, every interaction, every time we impact a life, we are the brand. Here, our brand is about taking care of people and changing the future of health care – and on April 4, just as the curtain rises to reveal a concert or play, we will be revealing our new brand to our leadership and team to see.

The essence of our new brand can be captured in two words: well-orchestrated. When something is well-orchestrated, it is meticulously planned, highly organized and laser-focused on specifically intended outcomes. That is precisely its meaning and relevance. Well-orchestrated gets to the heart of what makes us particularly unique, and to what consumers are looking for in a health care provider. Well-orchestrated is an idea well suited to the integration and connectedness of our continuum of care – a complete spectrum of offerings that encompass the full consumer, patient, and family life cycle.

The brand is our heartbeat. It is our lifeblood. It is a collection of amazing moments orchestrated by amazing people to create connective tissue with our customers. Entwining a product or service with the hearts and minds of its customers. Every moment is indeed a brand moment.

Please stay tuned to your local communications for information about the livestreaming event on April 4.

In this issue:
- Congratulations to Our Most Powerful Leaders in New Jersey Health Care
- Four Questions with Carol Barsky, M.D.
- The Health Care Industry Can’t Wait for Congress (Op-Ed with Robert C. Garrett, FACHE)
- Expanded Inner Circle Network Brings More Health Care Options for Team Members
- Dr. Pecora In Industry Magazine on our partnership with Memorial Sloan Kettering Cancer Center
- The Importance of Advance Care Planning
- Highlighting Hazards at Mountainside’s Safety Fair
- Congratulations to Team Members Tackling Kids Cancer
- Thank You for Voicing Your Concern about the American Health Care Act (AHCA)
Congratulations to Our Most Powerful Leaders in New Jersey Health Care

Great news: Hackensack Meridian Health has more leaders on this year’s NJBIZ Health Care Power 50 list than any other health network in the state! Please join us in congratulating these forward-thinking leaders who not only made the NJBIZ Health Care Power 50 list, but who are also helping to propel this industry into the future:

Robert C. Garrett, FACHE, co-CEO of Hackensack Meridian Health, was named #1 for the second time in three years. The article cites the Hackensack Meridian merger, our partnership with Memorial Sloan Kettering, the creation of a $25 million innovation center with NJIT and the new medical school with Seton Hall University as just a few of the many reasons he reached the top spot once again. Bob was also recognized for his commitment to Hackensack Meridian and the state of New Jersey.

John K. Lloyd, FACHE, co-CEO of Hackensack Meridian Health, was ranked as #40 for being instrumental in the Hackensack Meridian merger and for being a very well-respected influencer who has garnered much respect in the state.

Andrew Pecora, M.D., president of the Physician Services Division and Chief Innovation Officer, was ranked #6. The article highlights his role in our partnership with Memorial Sloan Kettering, which will further elevate Hackensack Meridian’s status in the region.

Ranked #21 on the list, Bonita Stanton, M.D., president of the Academic Enterprise and founding dean of the Seton Hall - Hackensack Meridian School of Medicine, made the list for the first time. According to the article, her position will allow her “to impact the future of the health care industry.”

Referred to as “a key behind-the-scenes-player,” Robert Glenning, president of the Financial Services Division and Chief Financial Officer, was listed as #29.

Recently named as the new NJHA Chairman, Steven Littleson, FACHE, president of the Hospital Services Division and Chief Operating Officer, is ranked as #36.

Ranked #49, Jose Lozano, vice president for Corporate Services and Governance and chief of staff, was recognized as a trusted leader who continues to build our “ever-expanding offerings of services.”

Ken Sable, M.D., president of Jersey Shore University Medical Center and K. Hovnanian Children’s Hospital, was named as a future contender for the list. The article acknowledged Dr. Sable’s oversight of the $256 million hospital expansion and noted that he is someone to watch who is on the rise.

We couldn’t be more proud of our Hackensack Meridian Health leaders. To view the full list, click here.
Keeping Quality and Reliability at the Forefront of Our Care
(Part 2, Continued from Last Issue)

Over the past few years, Hackensack Meridian Health has made strides in increasing clinical quality and reducing the number of health care-associated infections that cause patients harm. Our goal is to have zero infections at all times. To achieve this goal, our health network convened network-wide, multi-disciplinary teams to review the evidence for catheter-associated urinary tract infections (CAUTIs) and central line-associated bloodstream infections (CLABSIs) to create a structured way to improve care processes and patient outcomes. Due to these efforts, Bayshore Community Hospital recently marked a milestone of zero CAUTI infections for over one year and Jersey Shore University Medical Center’s Pediatric Intensive Care Unit reached a significant milestone of not having a CLABSI or CAUTI infection in over five years.

In our last issue, we highlighted Marty Scott, M.D., MBA, senior vice president and chief transformational officer at Hackensack Meridian Health, whose efforts include transforming and improving care processes across the network, including leading our efforts to become a high reliability organization (HRO). In this issue, we will highlight Carol Barsky, M.D., MBA, senior vice president and chief quality officer at Hackensack Meridian Health, and all of her efforts on improving clinical quality. Between Dr. Scott and Dr. Barsky’s steadfast efforts to achieve high reliability and clinical quality, there is no doubt that our organization is poised to set the standard for care in New Jersey – and across the nation.

Four Questions with Carol Barsky, M.D.

In health care today, patients have more information available at their fingertips. When patients have the luxury of choosing where to receive care, quality scores and measures are some of the first things they look at. Recently appointed as chief quality officer of Hackensack Meridian Health, Carol L. Barsky, M.D., MBA, will focus on measuring, improving and reporting our core quality measures and outcomes, starting with our inpatient facilities and later throughout our continuum of care. Since joining Legacy Hackensack University Health Network in 2015 from Yale-New Haven Hospital, she has established herself as one of the “50 Experts Leading the Field of Patient Safety,” according to Becker’s Hospital Review. She has now turned her attention toward our entire network.

1. What is Quality Improvement? Why is it important for health care?

Quality Improvement is the non-stop search for ways to achieve better patient outcomes. Every team member in our network has two jobs: To perform their role to the best of their ability and to constantly look for opportunities to improve what they do on a daily basis. We are all experts on the role we perform on a daily basis. For example, if a medical center’s O.R. scheduling needed to improve, the best people to consult would be the O.R. team who live their schedules on a daily basis. They know what their challenges are and what’s making it more difficult to deliver excellent patient care.

Quality Improvement begins with identifying a problem that’s affecting patient outcomes, followed by a search for possible solutions. We test solutions using an ongoing Plan-Do-Study-Act (PDSA) cycle: Plan a small change to an existing process; Do that process in the new way you planned; Study the results of that small change; and Act based on those results, either keeping or modifying the change you made and starting the PDSA cycle again.
This is a constant process of slowly, carefully adjusting our existing processes in real-life patient care situations and learning from the results of those adjustments. Any change, no matter how small, needs to be evaluated based on how it works to improve patient outcomes.

Another staple of Quality Improvement is to analyze adverse patient safety events when they happen to determine how they were caused and how a similar event can be prevented in the future. We use a set of processes and recommendations called Improving Root Cause Analyses and Actions (RCA²), which provides a method for analyzing patient safety events that occur in our network and developing risk-reduction strategies to prevent those sorts of events from happening in the future. Those risk-reduction strategies are then presented to the department where the patient safety event occurred. Feedback on this approach has been very positive so far. Department leaders have been very engaged and involved in hearing the feedback and recommendations for preventing patient safety events.

2. Why are metrics and data so important for driving Quality Improvement?
Having access to accurate, timely measurements of patient outcomes is like reviewing your child’s homework with them each night instead of first learning about their grades when you see their report card in December. By recording and measuring in real time, you have the chance to intervene before avoidable harm occurs. A health care example of avoidable harm is a catheter-associated urinary tract infection, or CAUTI. We know that we can avoid CAUTIs by avoiding the use of foley catheters whenever possible, following CDC protocols for catheter use when they’re necessary, carefully monitoring the use of foley catheters in real time and removing them as soon as they’re no longer necessary. To reduce CAUTIs network-wide, we’re setting up nurse-driven tracking of which patients have foley catheters inserted throughout our entire network and monitoring that data in real time to ensure that all precautions are being followed. Measuring catheter use this closely will help us to identify problems and try solutions in real time.

3. Why do hospitals today place so much emphasis on ratings from groups like Leapfrog and U.S. News and World Report? What makes these important?
For Hackensack Meridian Health, we plan to focus on these ratings and measurements because we want to distinguish ourselves as the safest, most quality-driven network anywhere. In terms of Quality Improvement, ranking highly on these ratings and measurements is important because these ratings are based on metrics that have a real, proven impact on preventable harm happening to patients. CMS Quality Star Ratings, for example, are based on metrics like mortality of patients, readmission of patients after discharge, timeliness of care, etc. Leapfrog Group’s Hospital Safety Score and U.S. News & World Report’s hospital rankings are based on similar metrics. As long as we focus on those metrics that are connected to real improvement in patient outcomes, we’re committing ourselves to Quality Improvement by aiming to achieve high ratings from these groups.

4. What will our Quality Improvement goals and priorities be at Hackensack Meridian Health?
Our Quality Improvement goals for Hackensack Meridian Health center around a scorecard my team has created. The scorecard is made up of the outcome-oriented metrics that are measured to determine CMS Quality Star Ratings, the Hospital Safety Score and U.S. News & World Report’s hospital rankings. We’ve set specific Threshold, Target and Maximum goals for reducing hospital-acquired infections (HAIs), C-section rates, episiotomy rates and a host of other patient safety indicators. Rather than comparing medical centers, each hospital’s improvement will be measured based on that hospital’s own past performance.
The Health Care Industry Can’t Wait for Congress

All eyes are on Washington as legislators debate the fate of the Affordable Care Act. There is heightened anxiety over the future of health care in this country and the impact of the political debate on the wellbeing of millions of Americans. Will we see a wholesale repeal of Obamacare? Will parts of the plan ultimately survive? That remains to be seen. Meanwhile, millions of Americans are forced to wait while this policy debate plays out and their health care hangs in the balance.

Here at home, the health-care industry doesn’t have the luxury of hitting pause while policymakers in Washington debate how to fix health care. Our hospitals must continue to provide top-quality care because our patients don’t stop needing care every time the political winds blow. Ultimately, whatever form this health-care legislation takes, we must take responsibility for our industry and put in the hard work necessary to provide patients the high-quality, affordable care they deserve.

Regardless of the outcome of the policy debate, there are five major challenges we must address to improve overall patient care: increased transparency on prices and services; enhanced consumer experience; improved operational efficiency in an effort to provide more affordable care; better alignment between hospitals, physicians and insurers; and more charity care if fewer Americans are insured.

To read more from this op-ed recently by Robert C. Garrett, FACHE, co-CEO of Hackensack Meridian Health, click here.

Expanded Inner Circle Network Brings More Health Care Options for Team Members

Did you know that as of January 1, 2017, the Inner Circle Networks for Hackensack University Medical Center, Meridian Health, Raritan Bay Medical Center and Palisades Medical Center merged into one, convenient Inner Circle Network? “This means that team members and their eligible dependents covered by Hackensack Meridian Health medical plans now have an expanded health network for their health care needs,” says Paulette Wright, vice president of Benefits and Wellness Solutions. “So when you need health care for you and your family, this broader health care network gives you more options, greater flexibility and easier access.”

Team members continue to enjoy the same Inner Circle benefit at the Tier 1 level, but with a growing number of physicians – nearly 6,000 – and hospital-based services. You can access the physicians and locations of each entity within the Inner Circle Networks, for example, the physicians and facilities at HackensackUMC or Riverview Medical Center. However, the plan design that you are enrolled in will apply, so you will pay your plan design co-pay deductible no matter which Inner Circle Network physician or facility you use for health care services.

For more benefit details, visit: HackensackUMCBenefits.com (legacy HackensackUMC team members) or the Flexible Benefits page on TeamMeridian.com (legacy Meridian Health and Raritan Bay Medical Center). HackensackUMC Palisades team members should contact the Human Resources Department for benefit information. Isn’t it great to be ONE?
Partners in Excellence

Andrew Pecora, M.D., president of the Physician Services Division at Hackensack Meridian Health, was recently featured in Industry Magazine for our partnership with Memorial Sloan Kettering Cancer Center. In the feature, he discusses how we are bringing new standards of care to the Garden State, including developing joint standards of care to optimize clinical outcomes as well as setting clinical research priorities.

“What matters most to patients is the opportunity to have better outcomes,” says Dr. Pecora in the article. “That’s why we’re taking the best of Sloan and the best of Hackensack Meridian and supercharging to discover and determine the best course of treatment.”

To read the entire feature, please click here.

The Importance of Advance Care Planning

National Healthcare Decision Day (NHDD), usually held on April 16 each year, will be a week-long event in 2017 to highlight the importance of designating a health care representative and making your life wishes known – at any age. Did you know that an advance directive document allows you to designate a health care decision representative if you can’t speak for yourself?

Take the time today to think about your own health care decisions and learn how you can start your conversation with a loved one at YourLifeYourWishes.com. Advance care planning begins with a conversation—the first of many conversations—in which you share with those closest to you the things that matter the most. In taking that first step, you’ll be claiming responsibility for your health care future.

You can start your conversation with questions like:

1. What do you want your loved ones to know as your most important values?
2. What is the most important thing you would want your loved ones to know if something happened to you tomorrow?
3. How would you want to be cared for if you were unable to communicate your wishes? Who would you want to make these decisions on your behalf?

And, the conversation doesn’t just end there: Encourage your friends, family, and loved ones to have a conversation about their life wishes once you’ve had your own conversation!

Do you need help learning how to start our conversation? As part of National Healthcare Decision Day, we will be hosting lectures with Q&As by knowledgeable team members to teach you and the community about advance care planning. Watch your local communications for information about sessions.

We’re Here to Help!

Do you have a merger-related question or can’t find something you need on the brand center? Please email mythoughts@hackensackmeridian.org and a member of our team will email you back or forward your inquiry to an appropriate team member to address.
Highlighting Hazards at Mountainside’s Safety Fair

Every year during National Patient Safety Awareness Week, the Patient Safety Committee at HackensackUMC Mountainside hosts a weeklong Safety Fair to bring patient safety – and safety in general – to life for team members. This year’s event featured a variety of stations, including a “hospital horror room,” where medical supplies such as used latex gloves and syringes are deliberately placed for participants to identify the errors in a model patient room, and an opioid abuse station, where informative displays illustrate the rise of opioid abuse in our region. Each participant is provided with a passport that gets signed by presenters as they visit stations and listen to 3- to 5-minute demonstrations. Team members are encouraged to participate each year and receive a safety prize for completing all of the stations.

Also in recognition of National Patient Safety Awareness Week, HackensackUMC Mountainside hosted a medication drop-off site for surrounding communities on Wednesday, March 15.

These Four Team Members Are Tackling Kids Cancer

On Sunday, March 19, 14 people (including four of our own team members) ran the United Airlines New York City Half Marathon on behalf of Tackle Kids Cancer. These runners raised over $21,000 through fundraising. 100% of these proceeds will support the research being conducted by the team at the Children’s Cancer Institute at HackensackUMC. Congratulations to our team members who participated in this event:

- Andrea Stuart, physician’s assistant in Cardiac Surgery at HackensackUMC
- Sandra McPherson Gchie, PICU nurse at HackensackUMC
- Nancy Durning, pediatric oncology nurse at HackensackUMC
- Andrea Romero, third-party follow-up in Customer Service at HackensackUMC

Want to join the fun next time? Participating on behalf of Tackle Kids Cancer can land you a spot in some of the region’s most prestigious (and hard-to-get-into) endurance races. Here’s what’s coming up:

- **New Jersey Marathon and Half-Marathon** in Long Branch, Saturday, April 29 / Sunday, April 30.
- **New York City Triathlon**, Sunday, July 16.
- **New York City Marathon**, Saturday, November 5.

If you are interested in running for Tackle Kids Cancer, please contact Amy Glazer at Amy.Glazer@HackensackMeridian.org or by phone at 551-996-4161.
Thank You for Voicing Your Concern about the American Health Care Act

Last Tuesday our co-CEOs sent an email asking those of you who shared their concerns about the American Health Care Act (AHCA) to voice those concerns to your elected representatives. In response, nearly 1,200 of you reached out to your representatives using the tool we provided. We are proud to report that of all of the New Jersey hospitals and networks that used NJHA’s tool, our health network had by far the largest number of team member activists. We have no doubt that these small acts of grassroots activism made a big impact on the decision to pull this bill. On behalf of our patients, our community, our fellow team members and our organization, thank you for your efforts.