March 2017

Keeping Quality and Reliability at the Forefront of Our Care

At Hackensack Meridian Health, the tenets of quality, safety and experience drive what we do each day as an organization. To be successful, we must be mindful of our processes and ensure that they are constructed in such a way that will support us all in always doing the right thing.

Successful organizations in high-risk industries continually reinvent themselves. While we recognize that failure happens, it is how we recover and learn from our failure, and how we work together when faced with unexpected situations, that will ultimately define us. Success is achieved when everyone across the network works together to move the organization forward. Together, we share in our successes, learn from our missteps, and find strength in our resiliency.

In this issue, we highlight 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). Dr. Scott has responsibility for the network’s resources related to HRO training, patient safety, and robust process improvement.

In the next issue, we will highlight Carol Barsky, M.D., 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 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.

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- A look back at how we did in our 10-Million Step Challenge in February
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5 Questions with Marty Scott, M.D.

Safety, accountability and reliability. These are all characteristics anyone would want of their healthcare provider. As chief transformational officer of Hackensack Meridian Health, Marty B. Scott, M.D., MBA, intends to continue our network’s journey toward becoming a high reliability organization (HRO). This will involve transforming and improving our care processes across our continuum of care, and training our team on HRO principles. Although HRO is not a new concept, it is not widespread in health care organizations. Since joining Legacy Meridian in 2015 from Wake Forest Baptist Health, Dr. Scott has led the charge for Hackensack Meridian Health to focus on shared responsibility and patient safety. He will now be analyzing and improving current processes throughout our network to improve safety, quality and patient experience.

1. Can you briefly describe HRO and its significance on our health network? What is Kina‘ole?

High reliability organizations (HRO) are those that have less than desired situations, but better than expected outcomes. Examples include a nuclear power plant, airline company—or hospital. In fact, medical errors are the third leading cause of death. As a health care provider, we have a great responsibility to our patients to deliver care that is free from harm. Back in the 1970s, companies really started to focus on principles that could improve performance. Today, there are five HRO principles that behavior tools are based upon to encourage low-risk behavior: 1. Preoccupation with failure; 2. Sensitivity to operations; 3. Reluctance to simplify; 4. Deference to expertise; and 5. Commitment to resilience. By focusing on these principles, and being mindful of our behavior, we can reduce errors. Hackensack Meridian Health is focused on becoming an HRO through its network-wide training. The spirit of our HRO transformation can be captured in one word: Kina‘ole. This Hawaiian word is defined as “the highest form of flawlessness or excellence.” Kina‘ole also means “doing the right thing, in the right way, at the right time, in the right place, with the right person, for the right reason, with the right feeling, the first time.” This philosophy is woven into all of our HRO materials.

2. What type of training can team members expect?

To truly become an HRO, we must engage our entire team. This is why we’ve committed to a network-wide training for team members, peer coaches, leaders and physicians. Legacy Meridian’s training is almost complete, and is now taking place at Hackensack Palisades. We will then roll out training to HackensackUMC, HackensackUMC Mountainside and HackensackUMC at Pascack Valley. The training will focus on transforming positive behaviors into habits. Both leaders and peer coaches will be trained.

3. Since your arrival in 2015, Legacy Meridian launched its quality reporting website to increase transparency. What is the benefit to doing this? Has the feedback been positive since its launch?

Transparency and trust have never been more important in health care. Legacy Meridian launched its website reporting to offer another level of transparency to our patients and community. They can see very clearly how our hospitals are doing, and where improvements have been made. The best thing about it is that it opens a two-way dialogue between our hospitals and the community. We can respond to questions and concerns, and use it as a way to educate our community and understand its needs. The feedback has generally been positive, and we plan on expanding it across all of our network hospitals in the coming months.
4. Legacy Meridian recently started posting online physician ratings. Are there plans to expand this to all physicians?
   Similar to the website quality reporting, as part of Legacy Meridian’s commitment to transparency, we began posting physician ratings of employed doctors. This encourages patient involvement and a level of accountability for our physicians in a widely-recognizable star-rating format.

5. Are there any examples of a care process being analyzed and improved – or shared – within the network?
   We are proud that there have been many care processes used across our network to improve safety and quality. From working together and sharing best practices, we have been able to reduce our hospital-acquired infections at the Legacy Meridian sites. A specific example would be the development of a standardized patient handoff template. The pilot began at Southern Ocean Medical Center to focus on improving the communication and protocols for a patient’s transition. When a patient is being moved to another department or his/her care is being transitioned from one team member to another, there is increased risk for miscommunication. All nursing units at Southern Ocean Medical Center were engaged in developing this template. We now plan on implementing this network-wide.

Seton Hall – Hackensack Meridian School of Medicine’s Founding Board of Governors
Joseph Simunovich Is Named Chairman; 14 Other Founding Board Members Are Announced

"It is an honor and a privilege to welcome Joseph Simunovich in his new role as chair of the Seton Hall-Hackensack Meridian School of Medicine Board of Governors, along with the entire founding board," said Robert C. Garrett, FACHE, co-chief executive officer of Hackensack Meridian Health. "Each member brings a wealth of experience and insight that will be essential as we continue to develop and look forward to training the physicians of the future."

Here are all 15 members of Seton Hall – Hackensack Meridian School of Medicine’s Board of Governors:

- Joseph Simunovich, Chairman
  Co-Chairman, Board of Trustees, Hackensack Meridian Health; Board Member, Suez North America; Vice Chairman, Board of Directors, United Water New Jersey–New York
- Edward E. Barr
  (Retired) Chairman, Sun Chemical Group B.V.
- Linda Bowden
  New Jersey Regional President, PNC Bank
- Eun-Sook “Lucy” Cho Lee, M.D.
  (Retired) Clinical Professor, Rutgers UMDNJ-University Hospital
- Mary Ann Christopher
  Chief of Clinical Operations and Transformation, Horizon Blue Cross Blue Shield of New Jersey
- James E. Collins
  President
  Loras College
- John J. Degnan
  Chairman, Board of Trustees, Port Authority of NY and NJ
- Francis J. Hager
  Co-Founder and Managing Partner, OppCAP Group LLC
- Gordon N. Litwin, Esq.
  Co-Chairman, Board of Trustees, Hackensack Meridian Health; Partner, Litwin & Provence, LLC
- Robert O’Hara
  (Retired) Partner
  Goldman Sachs
- Monsignor Joseph Reilly
  Rector/Dean, Immaculate Conception Seminary School of Theology
- Daniel E. Straus
  Chairman and CEO
  Care One, LLC
- John F. Swift
  (Retired) CEO, Omnicom Health and Medical Communications
- John F. Williams, M.D.
  President, SUNY Downstate Medical Center
- Bonita F. Stanton, M.D., Ex Officio Member
  Founding Dean, Seton Hall – Hackensack Meridian School of Medicine
With backgrounds at the highest levels of health care, finance, business, industry, law, government, marketing, academia and theology, the member board brings a wealth of experience and strategic capability to the new school of medicine, which is slated to open in 2018.

“We are grateful to our Board of Governors who will play a critical role in helping the school fulfill its mission to train physicians grounded in our Catholic values and committed to delivering the highest quality of healthcare to all patients,” said Seton Hall University President A. Gabriel Esteban. “We anticipate conducting cutting-edge research and advancing medical and health science imperatives that will directly benefit communities in our state and nation. Our physicians will learn to apply the most advanced scientific knowledge and tools to help patients in their communities as well as in hospitals and clinics in New Jersey and beyond.”

**Hackensack Meridian Health Has (A Lot Of!) Heart**

At the beginning of February, we challenged our team members to step up their heart health and participate in our 10-Million Step Challenge across the network in honor of Heart Month. Team members were invited to log their steps, whether at home or at work, and enter them online weekly. After just two weeks, we crushed our goal and set our sights on bigger and better numbers: 20 million steps.

Before the end of the month, we were running circles around 20 million and reached **34,559,790** steps in just three and a half weeks!

Michael Flusk, an IT project manager from Hackensack University Medical Center, has set the network record, clocking in an impressive 367,978 steps. That’s approximately 14,153 steps daily, which translates to over 175 miles walked! Way to go, Michael! When asked how he did it, here’s what Michael said:

> My new year’s resolution was to lose weight and be healthier this year. When I saw the 10-Million Step Challenge, I really wanted to participate by tracking my steps using a free app. My fiancée and I try to go hiking and walking out in our development every night. Throughout February, we were able to hike three miles every night. During the day, I get service tickets across campus, so I walk across our vast campus several times a day. I liked tracking my steps and seeing how busy my day was at HackensackUMC.

> Being a part of the 10-Million Step Challenge made me more conscious of Hackensack Meridian Health as a whole team and that we are becoming more health-conscious together.

Other team members, like Scott Skrivankek, EMS life safety coordinator at Raritan Bay Medical Center, said, “I walk my kids to school and I walk every nook and cranny of Raritan Bay Medical Center.”

When it comes to your heart health, every step counts. Even though Heart Month is over, consider incorporating extra steps into your routine. For example, take the long way into your building or use the stairs instead of the elevator.

As a reminder, all team members who participated in this challenge were entered into a drawing to win one of two FitBit Charges 2™. Our two winners are Brenda Hennard, population health manager from Hackensack Meridian Health Accountable Care and Jennifer Minnich, unit services representative from Hackensack University Medical Center. Congratulations to both, and enjoy your fitness trackers!
Nursing & Rehab Facilities Receive Highest Rating from U.S. News & World Report!

Meridian Nursing & Rehab facilities at Brick, Shrewsbury, Wall, Manor By the Sea in Ocean Grove and Bayshore in Holmdel, all members of Hackensack Meridian Health, have received the highest overall rating of five stars in U.S. News & World Report’s eighth annual Best Nursing Homes.

These five-star ratings underscore the high-quality care Hackensack Meridian Health consistently delivers to its patients across New Jersey,” said Ken Aber, vice president of Long Term Care at Hackensack Meridian Health. “These ratings speak to the collaborative efforts of our physicians, nurses, therapists, and team members who are focused every day on providing excellent care.”

To create Best Nursing Homes 2016-2017, U.S. News drew on data from Nursing Home Compare, a program run by the Centers for Medicare & Medicaid Services, the federal agency that sets and enforces standards for nursing homes. U.S. News awarded the “Best Nursing Homes” designation to facilities that recently earned the agency’s highest overall rating of five stars. U.S. News evaluated more than 15,000 homes nationwide, across each state and in 100 major metropolitan areas. This year, just over 2,000 nursing homes earned the designation of a U.S. News Best Nursing Home.

Best Nursing Homes 2016-2017 provides data and information on care, safety, health inspections, staffing and more for nearly every nursing home facility in the U.S.

The rankings are available online by clicking here.

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6 More Convenient Care Clinics in NJ Rite Aid Pharmacies

On Monday, February 27, Hackensack Meridian Health and RediClinic executives hosted a ribbon cutting at the Rite Aid located at 220 Rt. 70 in Toms River. The ribbon cutting was a celebration of the nine RediClinics that have opened in select New Jersey Rite Aid pharmacies. These convenient care retail clinics are a joint venture between our network and RediClinic, a leading operator of convenient care clinics.

“Customer feedback on our first clinics has been overwhelmingly positive,” said Dean Lin, regional president for Hackensack Meridian Health. “Our joint venture with RediClinic has allowed us to provide our award-winning care in a convenient and affordable manner to a greater number of patients, and we are excited to be expanding.”

Here are all nine RediClinic locations in New Jersey Rite Aid pharmacies:

- 78 Leonardville E. Rd in Belford
- 480 Rt. 9 S. in Little Egg Harbor
- 75 S. Main St. in Neptune
- 3891 Rt. 516 in Old Bridge
- 220 Rt. 70 in Toms River
- 811 Fischer Blvd. in Toms River
- 332 Raritan Ave. in Highland Park
- 107 N. Main St. in Marlboro
- 140 Water St. in Red Bank

A tenth location is scheduled to open in Spring Lake in April 2017.
All nine of our Hackensack Meridian Health RediClinics are open seven days a week, including extended weekday hours. Patients can schedule same- or next-day appointments from their desktop, tablet or mobile device or simply walk in. Patients are treated by Hackensack Meridian Health nurse practitioners who are licensed to diagnose, treat and when appropriate, prescribe medications for common medical conditions. They also provide a broad range of preventive services, including health screenings, medical tests, immunizations and basic physical exams, including back-to-school and sports physicals. For more information, including locations, hours of operation, services, insurance coverage and prices, visit www.rediclinic.com/hmh.

Business with Bob Garrett

Bob Garrett, FACHE, co-CEO of Hackensack Meridian Health, recently appeared on This Morning, America’s First News where he discussed three tips on how to improve fundraising at non-profits. Check out the interview here.

In an interview with WFAN’s Bob Salter, Bob discussed the creation of Tackle Kids Cancer as well as the initiative’s sports and corporate partnerships so far. Check out that interview here.
Stay in the Know as We Continue to Grow

Connect with us on social media and check out the buzz happening around Hackensack Meridian Health. With 28,000 team members, you **know** there is a lot going on. Like. Follow. Subscribe. Share along with us using #HMHisOne and #HackensackMeridian.

- Like our team page by searching Team Hackensack Meridian
- Like our public page by searching Hackensack Meridian Health
- Follow us on Twitter @HMHNewJersey
- Follow us on Instagram by searching @HMHNewJersey
- Subscribe to the Hackensack Meridian Health channel
- Follow us on LinkedIn by searching Hackensack Meridian Health

**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 to address.