

September 10, 2009

Dear Friends and Colleagues:

Our new fiscal year at NCH begins October 1, and our focus for this coming year—especially in light of declining Medicare revenues and anticipated healthcare reform—is squarely on becoming more effective and efficient. That means we've got to put the right resources at the right place, at the right time, and in the right quantities.

We've started this process through CNO **Linda Gipson's** work with our largest work group of 1,300 nurses, technicians and support staff. Using an approach called "*Clinical Microsystems*," patients with similar conditions are cared for by staff with specialized education and competencies to meet their unique needs. Each microsystem is supported by a board certified director, a nurse education specialist, an administrative support professional and a clinical nurse specialist like **Karlene Hanna, MSN, ARNP**. Karlene serves not only as an expert clinician but also as an experienced educator and role model. By consolidating management positions and shifting resources to the bedside, the design provides enhanced care delivery. For example, Associate CNO **Mary Ann Cashin's** implementation of the design at NNH converted 12 mid-level management positions to four unit-based leadership positions and eight staff nurse positions. This change will provide greater accountability for outcomes, more hours of direct patient care, while saving NCH more than \$100,000. In addition, staff now moves regularly between the two campuses to respond to changing demand.

**Jon Kling** serves as the director for critical care for both campuses, and **Susan Theroux** is responsible for dialysis on both campuses as well as OPIS at NNH and the new downtown facilities. The net result of this restructuring of nursing services to a more integrated care delivery system is better care for our patients and sustainable cost savings for the system. (The organization chart is available at [www.nchmd.org/doclib.aspx?id=6921](http://www.nchmd.org/doclib.aspx?id=6921)). Downtown and North Naples Hospital Microsystem directors are as follows:

- **Downtown**—**Robin McCarl-Galbavy** (2N, 6N, 6S and Gulf View Suites); **Claudia Garone** (3N, 4N); **Susan Theroux** (4S, 3S, OPIS, Dialysis); **Sue Graziano** (5N, 5S); **Jon Kling** (ICU, PCU, SICU, CVRU); **Susan Kimper** (4SE, 6SE); and **Sally Cowan** (ER, Express Admit).
- **North Naples**—**Gina Teegaraden** (2E, 3W, 4T Women's Center); our newest director **Vicki Fouson** (The Birth Place, Neonatal ICU and Pediatrics); **Rosemary LeBailly** (ER, Express Admit); Critical Care **Jon Kling** (ICU, PCU); and Brookdale Center **Lynn Olson**.

Again, we've made these Microsystem changes both to improve patient care and to use resources more cost-effectively. The primary industry metric we track to monitor our progress is "*nursing hours per patient day*." Other measures, like "*number of patients per nurse*," are less precise because admissions, discharges, transfers and acuity (how sick a patient is) have a great impact. Next month NCH will begin participating in the NDNQI national nursing database to benchmark our nursing quality and staffing metrics and will make them available on the website.

Does all this change pay off for our patients? Judging by the experience of one recent outpatient—me—it certainly does! As part of our new health plan to find illnesses and diseases early, I underwent a routine surveillance colonoscopy. Pre-op nurse **Ruth McLaughlin** told student Registered Nurse anesthetist **Meredith Noechel** this could be her "*worst nightmare*"—putting to sleep someone who is on the Board of her Wolford College! But their efforts, along with those of anesthesiologist **Dr. Millard Brooks**, endoscopy nurse **Pauline Barr**, post op nurse **Joan Hill** and gastroenterologist **Dr. Ray Phillips** were splendid. Excellent care, no problems, clean bill of health, and another satisfied NCH patient!

Respectfully,



Allen S. Weiss, M.D., President and CEO

P.S. Feel free to share *Straight Talk* and ask anyone to email me at [allen.weiss@nchmd.org](mailto:allen.weiss@nchmd.org) to be added.