



BULLETIN

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At mid-year, PIP results on a steady course

Midway through a very challenging fiscal year, PIP results indicate employees are on course to meet performance goals. While results did not reach maximum levels, employees met or exceeded threshold and target goals in all categories through the second quarter.

PIP results at the end of the second quarter, which ended March 30, 2011, indicate that if PIP were paid today, eligible employees would receive a payout of up to 2.3 percent of their salary if all departmental goals are met at maximum. Each department submitted up to two departmental goals for FY11, which account for 20 percent of PIP. At the end of the fiscal year, PIP payout will also depend on how well teams achieved their departmental goals.

The potential PIP maximum payout is 3 percent for FY11 if all goals are achieved at maximum.

PIP results are measured in three areas of performance: financial, patient satisfaction/safety and individual departmental goals.

Financial

For FY11, financial measures include meeting the operating margin and percentage of patient discharges by 11 a.m. which, together, account for 40 percent of PIP. Through the second quarter, the operating margin was 2.48 percent – above the threshold goal of 2.45 percent. However,

there are financial challenges, including proposed reductions in the state Medicaid funding, that will pressure the hospital during the second half of the fiscal year.

“While we continue to experience heavy patient volume, we also continue to be challenged by the payor mix of our patients, which means we are generating less revenue than expected,” said James Staten, senior vice president and chief financial officer. “We must remain steadfast in our commitment to manage expenses during the second half of the fiscal year in order to achieve our goals.”

Through the second quarter, the percentage of discharges by 11 a.m. also exceeded the threshold goal of 19 percent, coming in at 19.7 percent.

Patient safety and satisfaction

The patient safety and satisfaction category includes overall patient satisfaction and cleanliness, as well as hand hygiene and regulatory mock audit. Patient safety and satisfaction results account for 40 percent of PIP.

Through the second quarter, overall patient satisfaction reached the target goal of 87.9 percent.

Cleanliness – the measure that reflects patients’ impressions of how

PIP second quarter 2011 goals and results:				
	Threshold	Target	Maximum	Actual
Net operating margin*	2.45%	2.70%	3.10%	2.48%
% discharges by 11 a.m.	19%	20%	21%	19.73%
Patient satisfaction	87.4	87.9	88.4	87.9
Cleanliness	84.7	85.7	86.7	86.4
Hand hygiene	90%	93%	95%	94.8%
Regulatory mock audit	94%	96%	97%	95%
Departmental goal(s)	Results vary by department			

KEY: red – below threshold; yellow – met threshold; green – met target; blue – met maximum

* Adjusted per quarter

clean YNHH facilities are – just missed the maximum goal of 86.7 with a score of 86.4.

“We are very pleased that we are on target with meeting our patients expectations related to cleanliness and overall satisfaction,” said Jeanette Hodge, director, Patient Relations, Volunteer and Guest Services. “With continued diligence and extra attention to detail, I am confident we can exceed our goals and patient expectations in these categories during the remainder of the year.”

Hand hygiene – an infection control measure monitored through recorded observations – also very narrowly missed the maximum goal of 95 with a score of 94.8.

The regulatory mock audit measure involves teams of hospital em-

ployees performing periodic surveys on patient care units to identify opportunities for improvement.

Through the second quarter, mock audits scored 95 percent, exceeding the threshold goal of 94 percent.

“As we continue to meet PIP goals, it confirms employees are working hard at caring for patients while also focusing on controlling costs,” noted Michael Dimenstein, director, Compensation and Benefits. “We continue to be proud that YNHH is one of the few hospitals in the nation that offers employees a plan that allows them to share in the benefits of positive results with this form of performance sharing. It is a significant portion of our compensation program and aids in our employer of choice designation.”

It's that time again: Nominate the Service Excellence Hero you know!

It seems like the portraits of the third class of Service Excellence Heroes have just been hung and it's already time to start thinking about nominating the employees who – like those on the walls – represent Yale-New Haven Hospital in the best ways possible.

Employees may make nominations for the fourth class of Heroes starting on Tuesday, May 24; all nominations must be received by Thursday, June 23. To nominate, employees should go to: heroes.ynhh.org, accessible from their business PC or one of the hospital kiosks.

Nominations are based on the Service Excellence pledge. Nominators are asked to give examples of how the candidate meets or exceeds each standard of the pledge. Employees may nominate YNHH or Yale New Haven Health System-HSC employees and volunteers, and physicians with admitting privileges at YNHH. Members of the Serv-



A professional photographer captures the employee in his or her work environment after being named a Service Excellence Hero and a writer develops a brief statement about the employee's commitment to service. Here, Eric Tichy, clinical pharmacy specialist, Pharmacy Services, was photographed for the portrait that currently hangs on YNHH walls.

ice Excellence Heroes Nomination Committee may not be nominated; their names are listed on the YNHH Intranet.



Yale-New Haven

After online submission, the nominee's manager will review and send approved nominations to the Service Excellence Heroes Nomination Committee for consideration. The committee narrows the number of nominations – last year the committee considered more than 140 employees – and sends the “best of the best” to the Senior Operations Group for final review and selection. The committee expects to announce the fourth class of Heroes in September.

“Seeing Heroes on our walls inspires us to do the right thing for patients, their families and our fellow employees,” said Richard D’Aquila, executive vice president and COO.



Many names...



Many roles...



...NEWSBRIEFS...

YNHH opens urgent care center in East Haven

Yale-New Haven Hospital has opened an urgent care center on Route 80 at 317 Foxon Road in East Haven. Yale-New Haven Hospital Urgent Care at Foxon offers treatment of non-life-threatening health conditions that require immediate medical attention.

Physicians Chander Devaraj, MD, board-certified in family medicine, and JoDonna Scala, MD, board-certified in emergency medicine, will treat injuries, illnesses and medical conditions. Follow-up care will be arranged with the patient's primary physician or specialist, if necessary. YNHH Urgent Care at Foxon is open seven days a week including most holidays; no appointment is necessary. Radiology and blood draw services are also located on-site.

The center is open Monday-Friday, 8 a.m.-7 p.m., Saturday, 8 a.m.-3:30 p.m. and Sunday, 9 a.m.-noon. The number at the center is 203-466-5600.

Overlook Café now open throughout the night

The Overlook Café on the second floor of Smilow Cancer Hospital now opens at 11 a.m. and stays open overnight until 6 a.m. Employees and visitors will be able to purchase sandwiches, salads, pizzas, desserts and hot and cold beverages.

Komen Race for the Cure on June 4

Yale-New Haven Hospital is once again fielding a team for the annual Komen Race for the Cure which will be held on Saturday, June 4, in Bushnell Park in Hartford. To join or make a donation to Team Yale-New Haven, employees should visit komenct.org. The 5k race is at 8:30 a.m.; the children's 1k walk is at 9:30 a.m. and the 4k adult walk is at 10:15 a.m.

YNHH was again awarded a Komen grant this year which supports breast cancer outreach and education in the greater New Haven community.

Auxiliary to host wine tasting June 15

The Yale-New Haven Hospital Auxiliary invites members and guests to a wine tasting at the Jones Winery on Wednesday, June 15, 5 -7 p.m.

The winery, part of the Jones Family Farms, is located at 606 Walnut Tree Hill Road in Shelton. The tasting will include a guided wine tasting and discussion led by the winery's proprietor on the farm's rich history and winemaking philosophy. Guests will also learn about the ways the Auxiliary supports Yale-New Haven.

The event is free but reservations are required by June 1. Those interested in attending should contact the Auxiliary at 688-5717 or auxiliary@ynhh.org.

Heart and Vascular Center opens cardiac rehab in Branford

YNHH Heart and Vascular Center has opened the Yale-New Haven Hospital Cardiac Rehabilitation Center (formerly Temple Cardiac Rehabilitation) at 84 North Main Street in Branford. Accredited by the American Association of Cardiovascular and Pulmonary Rehabilitation, the referral-based program offers individualized, medically supervised exercise and education programs and counseling for individuals who have experienced a cardiac event or need to reduce their risk of heart disease.

The center is open Mondays, Tuesdays and Thursdays, 8 a.m.-7 p.m., and on Wednesdays and Fridays, 8 a.m.-3 p.m. For more information, employees should call 203-483-3017.

It's spring and PICU nurse receives state's first DAISY Award

Yale-New Haven has become the first hospital in Connecticut to participate in the national DAISY Award program.

The DAISY Award program was created by the parents of a man who died at the age of 33 of an auto-immune disease. In the eight weeks J. Patrick Barnes was hospitalized, his parents were so touched by the care that the nurses gave him and his family that they are memorializing the special work all nurses do with this recognition program which is now in 860 hospitals nationwide.

Lucy Foster, RN, Pediatric Intensive Care Unit, was the first YNHH nurse to receive a DAISY Award.

Thomas Martin, RN, service line educator, nominated Foster and read his nomination at the reception which the parents of Patrick Barnes attended because she was the inaugural recipient of the award at YNHH.

Martin wrote in Foster's nomination, "Lucy showed tremendous compassion in her work with a family whose child was admitted to the PICU with respiratory failure due to his underlying diagnosis of spinal muscular atrophy. Lucy created a special bond with the patient and his family.

"When the family decided to withdraw care for their child, they planned it so Lucy could be the nurse at the bedside. When the child was taken off the ventilator, Lucy steadfastly remained at the parents' side," wrote Martin, "supporting and caring for the family in a caring, connected and compassionate way. Her efforts allowed the parents to focus solely on their child. In every way, Lucy Foster models the attributes of a DAISY award winner."

"I was given this award because of the help and support of my co-workers - I couldn't do this without them," said Foster of her DAISY. "Receiving this award reflects my growth as a nurse and the kind of practice I want to pursue."

YNHH will incorporate DAISY (Diseases Attacking the Immune System) into its nurse recognition program. Each month, the Nursing Award and Recognition Committee will choose from nominations that nurses, doctors, patients, staff or volunteers submit for the nurse whom they feel exemplifies clinical skill, leadership and compassionate care for a patient and his or her family.

The winner will receive a sculpture crafted by an artist in Africa and a pin, and a selection of pastries for a celebration on the unit.

"Nurses honored with a DAISY Award will know that their commitment to patients serves as an inspiration to others," said Sue Fitzsimons, RN, PhD, senior vice president, Patient Services. "I urge all employees and medical staff to consider making a nomination when they witness excellent and compassionate care."

The Award and Recognition committee will again begin to accept DAISY nominations August 1-31.



Lucy Foster, RN, the winner of the first DAISY Award at YNHH, came into work for what she thought was a staff meeting. What she found in front of the PICU was a celebration in her honor! Shown are (l-r): Sue Fitzsimons; Bonnie Barnes, stepmother of Patrick Barnes, who co-founded the DAISY Foundation with her husband, Mark; Foster; and Mark Barnes, Patrick's father.

In Memoriam

Karen Chapman, RN

Karen Chapman, RN, Adult Emergency Department, died on April 29 at the age of 54. She joined YNHH in October 1997.

Earl Lyon, maintenance mechanic

Earl Lyon, a maintenance mechanic in Plant Engineering, died on April 23 at the age of 62. He first joined YNHH in July 1973.

SAFETY TIP

Prevent the spread of multi-drug-resistant organisms. Practice good hand hygiene. Teach patients how to avoid infection by providing teaching materials for effective hand hygiene and isolation precautions.



One team...



YALE-NEW HAVEN HOSPITAL

YNHH promises New Haven Promise \$2 million over four years

Reflecting its strong commitment to the New Haven community and support of education, Yale-New Haven Hospital has announced that it will contribute \$2 million to New Haven Promise over the next four years.

New Haven Promise is the new college scholarship and support program for the city's public school students. Yale-New Haven's contribution will fund the initiative's "partnership" component. Its goal is to make higher education an expectation and reality for more New Haven students. The program is administered by The Community Foundation for Greater New Haven.

New Haven Promise does exactly that: it promises New Haven high school seniors who have earned a 3.0 average and have 90 percent attendance during high school to pay tuition for any in-state public college or university the student attends. Students who meet these criteria from now through 2013 are eligible for partial tuition payment; the program will be phased in entirely in 2014, so today's high school freshmen will be eligible for 100 percent tuition reimbursement at Connecticut state universities.

To announce YNHH's flagship contribution and other corporate sponsorships, New Haven Promise recently held a press conference at Metropolitan Business Academy (MBA) where Marna P. Borgstrom, YNHH president and CEO, addressed MBA students and teachers and business and community leaders.

She pointed to Yale-New Haven's support for traditional community health programs like mammography vans, pediatric dentistry clinics and school-based health clinics. The hospital also promotes affordable housing and educational initiatives because stable housing and a sound educational system advance public health.

"We also know how critical educational opportunities are for our future workforce," Borgstrom told the group. "There will always be babies being born and



Marna Borgstrom and other supporters of New Haven Promise visited the Mauro-Sheridan Science and Technology School to discuss the importance of education and college with eighth graders. Wearing shirts from their colleges are (l-r): Reggie Mayo, PhD, superintendent of New Haven public schools; Lauren Zucker, director, New Haven Affairs, Yale University; Denise Coles-Cross, principal, Mauro-Sheridan; John DeStefano, mayor of New Haven; Dorsey Kendrick, PhD, president, Gateway Community College; and Marna Borgstrom.

people who become seriously ill, and we need to have a workforce that is educated, competent and committed.

"As one of the city's largest employers, we've had many opportunities to partner with our community to advance health service initiatives," Borgstrom said. "But every once in a great while, a program comes around that we believe has the real ability to transform lives. Promise is one of those unique programs."

Borgstrom noted that the Promise program will succeed because it provides incentive for students to stay focused in school and provides the reward of a college education.

"Yale-New Haven increasingly needs people who are educated, smart and committed to developing their community," she said. "You are our future work force and we need the best people we can find. We want you to love your education and bring that passion and commitment to Yale-New Haven when you graduate."

...NEWSMAKERS...

Robert B. Hutchison, administrative director, Marketing

Robert B. Hutchison has been promoted to administrative director of Marketing and Communications for Yale-New Haven Hospital. In this role, he remains responsible for overseeing all internal and external communications, including advertising.



Hutchison

Since joining YNHH in 2005 as director of Marketing, Hutchison has developed a successful advertising campaign for Smilow Cancer Hospital at Yale-New Haven and overseen the re-design of ynhh.org. He is also responsible for the Physician Services and Referral Center.

A graduate of Georgetown University, Hutchison joined YNHH from Bristol-Myers Squibb where he was a company spokesperson.

Carol Cestaro named Service Excellence manager

Carol Cestaro, licensed clinical social worker, has been named Service Excellence manager. In this new position, she will provide expert knowledge of best practices and service improvement strategies, management of the patient satisfaction survey process, and operational oversight for the Service Excellence teams.



Cestaro

Cestaro, a 10-year veteran of Yale-New Haven Hospital, started her career in the Yale-New Haven Psychiatric Hospital as a service manager. She has also served as a coordinator in regulatory readiness and as quality leader in Perioperative Services. Prior to YNHH, Cestaro worked as a service manager in the behavioral health department at Waterbury Hospital.

Cestaro is a graduate of Southern Connecticut State University with a BA in psychology and master's in social work. She has a master certificate in Six Sigma Healthcare from Villanova University.

Bridgeport Hospital pediatrics units will be integrated into Yale-New Haven Children's Hospital

Yale-New Haven Hospital will be submitting a Certificate of Need (CON) to the Connecticut Office of Health Care Access, asking to integrate the pediatric services of Bridgeport Hospital with Yale-New Haven Children's Hospital.

If the CON is approved, it will create two inpatient campuses for Yale-New Haven Children's Hospital. Both campuses will operate under the license of Yale-New Haven Hospital and will be branded Yale-New Haven Children's Hospital.

The CON proposes that YNHCH

increase its licensed beds from 201 to 243 to include pediatric and newborn intensive care unit beds currently located at Bridgeport Hospital. Bridgeport's pediatric clinic will also be integrated. Staff currently on the Bridgeport Hospital pediatric and newborn intensive care units and in the pediatric clinic will become employees of YNHH.

"Bringing together the state's first and third largest providers of children's services will create a comprehensive children's network for Connecticut, as well as opportunities for clinical and operational efficien-

cies and improved coordination and access to care," said Cynthia Sparer, executive director, YNHCH.

"This integration is consistent with the direction of changes in health care and the goals of Yale New Haven Health System," Sparer said. "It will allow us to utilize best practices, enhance our safety and quality efforts and deliver care to a larger base of patients."

The CON process is expected to take several months. YNHH will update employees as details become available.

Have you visited
www.ynhh.org
lately?

Yale-New Haven Hospital names 12 nurses for Nightingales award

This year, 12 Yale-New Haven Hospital nurses were honored with the prestigious Nightingale Award for Excellence in Nursing at the 11th annual dinner for nurses from throughout greater New Haven.

One Nightingale, Yahuza Samu, RN, Trauma Surgery/Step-Down Unit, was surprised, but proud, when he learned he was chosen to be recognized as a Nightingale.

“We have a lot of really good nurses on our floor,” said Samu, a nine-year YNHH veteran. “Many of our patients are here by accident – a car accident, a gun shot wound – so it can be hectic and our patients require a high level of care. To be chosen from so many terrific nurses was really an honor.”

In 2001, Yale-New Haven Hospital was a founding member of the Nightingale Awards in greater New Haven. It quickly became a meaningful recognition event locally that is now duplicated throughout Connecticut.

“It is always an honor for me to attend this dinner with some of the finest nurses working at Yale-New Haven,” said Sue Fitzsimons, RN, PhD, senior vice president, Patient Services. “Communities throughout the state now recognize nurses who exemplify the best in their profession. We are fortunate at Yale-New Haven to have so many who are so worthy of this award.”

The Yale-New Haven nurses who were recognized as Nightingales this year were:

- Lucille Alouah, RN, School-Age/Adolescent Unit;
- Heidi Bill, RN, Cardiac Intensive Care Unit;
- Martha Cavalier, RN, Pediatric Surgery;
- Laura DeVaux, RN, Medical Intensive Care Unit;
- Nancy Dickinson, RN, Maternity;
- Michael Hayes, RN, Centralized Staffing and Scheduling;



YNHH Nightingales paused briefly at the dinner at the Oakdale Theatre to have their class photo taken with Sue Fitzsimons. Shown in the front row (l-r) are: Laura DeVaux, Lynn Thompson, Erin Patton, Martha Cavalier, Lucille Alouah, and Heidi Bill. Standing in the second row are (l-r): Michael Hayes, Anna Lisa Porter, Cary Kroon, Fitzsimons, Nancy Dickinson, Ann Ryder and Yahuza Samu.

- Cory Kroon, RN, Surgical Intensive Care Unit (6-4);
- Erin Patton, RN, Pediatric Intensive Care Unit;
- Anna Lisa Porter, RN, Surgical Intensive Care Unit (6-1);
- Ann Ryder, RN, Medical Intensive Care Unit;
- Yahuza Samu, RN, Trauma Surgery/Step-Down Unit; and
- Lynn Thompson, RN, Women’s Center.

Little students honor their teachers with big lunch

To celebrate the Week of the Young Child, the parents of children in the YNHH Day Care Center prepared special dishes for their teachers. Well before lunch, the irresistible smells of chili, wonton soup and baked ham began to waft from the kitchen on the second floor as parents prepared specialty dishes for lunch. As noon approached, parents stopped by bearing a wide variety of homemade and purchased delicacies. It was their way of honoring the teachers who care for their children. Shown with some of the food that staff and employees would enjoy are (l-r): Cynthia Banuelos-Blessing, coordinator, Volunteer Services; Brenda Jennings, head teacher; Kia Reid, teacher; Lynn Wiener, assistant director, YNHH Day Care Center; Adrenna D’Orlando, head teacher; and Panza Cherry, teacher assistant.



Drive to register bone marrow donors a success

Yale-New Haven Hospital recently partnered with the Rhode Island Blood Center’s Be The Match Marrow Donor Program and held a successful registration drive for bone



marrow donors, adding almost 300 names to a national list of names. More than 315 participated in the drive held in the East Pavilion special events area. It is estimated that YNHH this year will treat 50 patients who need a

bone marrow transplant – many of whom will have to use the registry because they could not find a compatible family match. Shown at the recent drive are (l-r): patient

volunteer Peter Montesano; Susan Faraone, RN, Allogeneic Stem Cell Transplant coordinator; patient volunteer Eugenio Altomare; and Debbie Klotzer, executive assistant, Cancer Network.

YNHH patient- and family-centered services win award



sharing their hospital experience with staff. At the award ceremony, Kristen Cusato, News 8 (second from left), presented the award to (l-r): patient and family advisors Cindy Brenner and Jean Jagoe; and Sue Kamm.

YNHH’s Patient- and Family-Centered Care (PFCC) program recently won the Excellence in Community Award from the Greater New Haven Association of Volunteer Administrators. Under the direction of PFCC manager Sue Kamm and the PFCC Committee, more than 800 employees attended 90-minute educational sessions in which patients and family members are engaged as “faculty,”