

Dear Colleagues,

The kids are back to school, summer hours and dress codes are back to formal and another season begins with crisp nights, gorgeous colors and new opportunities. For HPMSNJ, though more than halfway through the year, the fall always picks up with new members joining, our second education session and meet n' greets, planning for the Department of Health and Senior Services discussions, and of course the annual meeting! We continue to learn more from those in the society we work with on a regular basis and meet some new and eager faces willing to jump in! Our recent board meeting and retreat on August 31 at Long Beach Island was no let down! Refusing to go inside on a breezy day we met for several hours, laptops and committee reports in hand, blankets on our backs, until some sun managed to shine through after lunch. It was great to see the past-presidents, board members and committee chairs who put in so much work year after year to continue to grow our programs. It was also great to see our two new sponsors (Emergency Management Associates and Siemens) and a brand new student member attend as well! In addition to our operational business we managed to brainstorm some exciting new opportunities and changes! I know how hard it is to leave the office for the day and really appreciate everyone's time. I also am glad that their organizations find enough value though participation to encourage these folks to come!

As you read through this latest issue of our newsletter, you'll get summaries of programs we've held this year that you may have benefited from or unfortunately missed out on. You can read about member news, new sponsors and our upcoming events! Be sure to double check and ensure that you have renewed your membership for this year and mark your calendar for the upcoming events!

We invite you to join as a member, become a sponsor, volunteer on a committee, ask questions, give suggestions and come take advantage of all we offer!

-Elizabeth McNutt  
2009 HPMSN President



## Upcoming Meetings

**September 16, 2009**

**HPMSNJ, NJHA and DHSS Meeting**

Open to members and no charge. [Register @ \*hpmsnj.org/Events/upcoming.aspx\*](#)

**September 21, 2009**

**Advanced Emergency & Acute Care Medicine Technology Conference, Atlantic City**

Complementary full-day HPMSNJ Track for paid members. [Register @ \*ema-ed.com/registration.php\*](#)

**September 30 – October 3, 2009**

**Society for Healthcare Strategy & Market Development Annual Conference, Orlando**

[Register @ \*shsmc.org\*](#)

**October 9, 2009**

**"Patient Satisfaction: Lessons, Best Practices and Case Studies"**

**Educational Session**, \$125 for members or \$150 for non-members.

[Register @ \*hlndv.org\*](#)

**Fall, 2009**

**Meet n' Greet: Taking Charge of Your Finances for Personal Growth**

Details forthcoming.

**Fall, 2009**

**Webinar Featuring New Solutions, Inc.:**

**Newly released 2008 NJ State Data, Changes and Things to Watch**

Details forthcoming.

**December 11, 2009**

**HPMSNJ Annual Meeting & PERCY Awards & Luncheon, Forsgate Country Club**

Free to members or \$100 for non-members. Details forthcoming.

Join the **HPMSNJ Linked In** group to stay current on Society activities!

# HEALTHCARE Insights

## Quick Wins in a Bad Economy: A Prescription for Relief

An article by **Anna Steelman**, Senior Consultant at Health Strategies Solutions.

Health care leaders across the country are struggling with deteriorating financial performance, an uncertain economy, and potential health care reform initiatives. According to the recent American Hospital Association (AHA) survey [The Economic Crisis: The Toll on the Patients and Communities Hospitals Serve](#), more than 50 percent of U.S. hospitals are seeing a moderate to significant decline in elective care and inpatient volumes, and most are experiencing a decrease in both total and operating margins. Nearly all hospitals report that the capital situation is continuing to deteriorate or has not improved since December of last year.

The unstable economic climate has created even greater challenges for health care organizations in the midst of implementing long-range strategic plans. Strategic initiatives that once made sense may no longer be feasible given the need to reduce operating costs and defer capital expenditures. And, there is that ever present temptation to put the plan on hold until more stable conditions prevail. If your organization, like many others, is experiencing this situation, a review of your current strategic plan and competitive environment may be just what the doctor ordered and result in a quick win (or two) for your organization. These reviews could reveal unforeseen short-term opportunities that were not originally considered in the strategic planning process or were intended to be reviewed later in the strategic planning cycle, but now merit more immediate attention. Questions to ask as you review your current strategic plan may include:

1. Are the original assumptions still valid?
2. Given the changes we have experienced over the past year, how do our results compare with what we originally expected?
3. Could or should the strategies be reprioritized and realigned given the current economic environment and competitive marketplace in which we find ourselves today?

By focusing attention on these key questions, health care organizations may find new ways to succeed during these turbulent times. Some examples of potential quick wins and new opportunities include:

- ✓ Take advantage of competitors' weaknesses
- ✓ Reprioritize facility investments
- ✓ Prune the governance structure
- ✓ Evaluate the subsidization of employed physicians
- ✓ Strengthen the medical staff faster than intended
- ✓ Reprioritize service line development opportunities
- ✓ Consolidate marginal/peripheral business units

Organizations with a long-range strategic plan have developed a sense of direction that will help leaders navigate through turbulent times by keeping their eyes on overall direction. At the same time, leaders must be ready to tweak, adjust, and reprioritize initiatives to ensure that those with the greatest value are on the front burner. A recalibration of your organization's current strategic plan and a fresh look at the current competitive environment could generate short-term success as the nation's economy recovers and the realities of health care reform come into focus.

*For more information on revisiting your organization's strategic plan, please contact Anna Steelman, FACHE, CHC, Senior Consultant, Health Strategies & Solutions, Inc. at 215-399-1865 or [asteelman@hss-c.com](mailto:asteelman@hss-c.com).*

# NJ Hospital TRENDS

## Top of Mind Issues for New Jersey Healthcare

An article by **New Solutions, Inc.**

While hospital leaders are monitoring the health care reform debate, they are focusing on their institution's financial performance and developing strategies to enhance short term case flow and longer term financial viability. The financial impact of institutional decisions is of paramount concern. For planners, this is particularly important in strategy, compliance and performance improvement.

### Finance

- New Jersey hospitals' deteriorating finances have been highly publicized. Examples include: a) the 2008 operating margin for NJ hospitals was 0.1% compared to 2.0% for all U.S. hospitals, b) Of the 25 NJ hospitals rated by Moody's in 2008, one received an upgrade; two received downgrades; eight had negative outlooks; seven had below investment grade ratings.
- Hospitals are conserving cash resulting in staff lay offs, increased flex staffing, use of contract staff and consulting support to accommodate peak periods.
- During the first half of the year NSI clients postponed construction and major capital expenditures as a result of declining investment portfolio values. Now, with improvements in the markets and incentives through the stimulus program, construction and capital purchases are again under consideration.

### Strategy

- Looking for ways to increase utilization, enhance quality and improve cost-effectiveness of their most profitable services, New Jersey hospitals are undertaking targeted service line strategic planning. Recent NSI clients have included surgical service strategic plans and neuroscience strategic plans.
- Hospitals are considering institutional or system-wide plans for 2010.

### Medical Staff

- Medical staff strategy is increasingly focusing on physician integration. Strategies include joint ventures, practice acquisition, and employment of hospitalists, intensivists, laborists.
- Private practitioners are receiving higher levels of compensation for providing call coverage and other medical care. Some are also requiring payment for previously voluntary assistance to the hospital.
- Physician shortages are already being felt as recruitment competition increases. Armed with physician demand analyses, NSI clients are finding closing the deal with the right candidate may take a year or more.
- Monitoring physician utilization is expanding, and now includes quality measures. The Joint Commission required OPPE (Ongoing Professional Practice Evaluation), pay for performance and other quality initiatives are resulting of a convergence of planning, quality and credentialing. Systems that integrate these disparate data sets allowing individual practitioner and specialty analysis are increasing in importance.

### Quality

- Hospitals are beginning to pay more attention to their readmission rates especially for those related to core measure indicators. They are taking steps to reduce readmissions in advance of payment reform.
- Measurement of hospital quality remains in the forefront as hospitals must submit measures to maintain payment and are seeing quality initiatives save money.
- Tangible improvements resulting from The Joint Commission's patient safety focus are beginning to be seen.

### Regulation

- Beginning September 2009, any NJ ambulatory surgery center being developed must have a hospital partner.
- While hospitals are increasingly tracking community benefit activity, little other activity has been seen. It is expected that in 2010 hospitals will be focusing on this as IRS regulations dictate.

### 2008 UB Data Issues

- Hospitals looking to trend Same Day Case data may be surprised to find the State is taking a strict approach to categorizing these cases. To qualify as a same day case the surgery must be done in a fully equipped OR, the patient discharged alive to home or to a home health agency. Cases not meeting these criteria may be categorized as "other outpatient."
- Hospitals looking at 2008 admissions for mental health may find their numbers lower than expected. This may be due to a directive to report psychiatric cases under facility type "psychiatric" rather than the acute care facility code. NSI has contacted all hospitals with this problem and reconciled the data for our clients.

*If you would like to discuss any of these trends, please contact Nancy Erickson at 732-418-3234.*

NSI is a full service health care strategy consulting firm. Our products include planning and quality data analysis software. Our Qualworx system provides tools for patient safety, physician performance and other quality monitoring.

# Committee UPDATE

## External Affairs Committee

Co-Chairs: Donna Getcliffe (Meridian Health), Deb Levinson (New Solutions, Inc.), & Anna Pence (Atlantic Health)

A meeting with New Jersey Department of Health & Senior Services (NJDHSS) representatives was held on May 6, 2009. Staff from the NJDHSS Healthcare Facility Licensing and Assessment & Survey Teams met with New Jersey Hospital Association and HPMSNJ members to discuss the status of various licensing and certificate of need (CN) issues.

Licensing- and CN-related issues included updates on Cardiac Electrophysiology Study, Elective Angioplasty/C-PORT Study, Stroke Data Registry, Single-Room ORs, Home Health and more. The Director of Healthcare Assessment & Survey provided an in-depth overview of Inspections issues in hospitals and ambulatory surgery centers.

The New Jersey Hospital Association (NJHA) update included the status of a long-term project to compile a statewide inventory of healthcare services, a proposal drafted by NJHA summarizing the regulatory requirements that could be eliminated or streamlined and a meeting with Department of Community Affairs regarding how the architectural review and approval process could be further streamlined.

Please see the HPMSNJ web site for a copy of the May 6th meeting minutes.

The next meeting with NJDHSS staff is scheduled for September 16th.

To attend, please contact Deb Levinson @ [dlevinson@newsolutionsinc.com](mailto:dlevinson@newsolutionsinc.com).

off the mark.com by Mark Parisi



# Participation Opportunities

## #1 Give a Presentation at the April 2010 educational session!

Share your best practices, successes or education topics with HPMSNJ Members. *Contact Elizabeth McNutt @ [emcnutt@somerset-healthcare.com](mailto:emcnutt@somerset-healthcare.com).*

## #2 Join a Committee!

Are you good at writing, have a talent for design, comfortable with reaching out to new members or sponsors? If so, we need volunteers for tasks that are large and small. *Contact Elizabeth McNutt @ [emcnutt@somerset-healthcare.com](mailto:emcnutt@somerset-healthcare.com).*

## #3 Help the PERCY Award Committee!

Would you like to volunteer to work with the PERCY Award Committee? Assistance is needed to develop criteria, review proposals, and judge entries. *Contact Norm Tessell @ [norman.tessell@siemens.com](mailto:norman.tessell@siemens.com).*

## #4 Be a Panelist at the NJ Ad Club

On September 15, the New Jersey Advertising Club is sponsoring a media panel discussion on the critical issues confronting the state's advertising, marketing, communications and public relations community. The panel will be moderated by Steve Aduato, and some of the participants include: Catherine Merchant-Jones, marketing director, Prudential, Paul Rotella, president/executive director of the NJ Broadcasters Assn. and Gerald Allen, general manager of CBS Outdoor. They are looking at the possibility of including an advertising/marketing director from a major New Jersey acute care hospital. If you or someone you know is interested, *please contact Sandy Josephson @ [sjosephson@matheny.org](mailto:sjosephson@matheny.org)*

The panel is being held from 9:30-11:30 a.m. in the University Hall Conference Center at Montclair State.

## Join SHMSD, Our Parent Organization!



The Society of Healthcare Strategy & Market Development provides many benefits to members.

Learn new skills and add to the knowledge base you need to succeed. No matter what stage you are at in your career, you know that learning is a lifetime opportunity and commitment. The Society offers you a wealth of print and online benefits to assist you in developing the broadest strategic outlook or honing the most specific skill set.

For more information visit [www.shsmd.org](http://www.shsmd.org)

### Benefits include.....

- ✓ Webcasts
- ✓ Daily News Digest
- ✓ Weekly E-Job Postings
- ✓ Weekly E-newsletter
- ✓ Monthly E-newsletter
- ✓ Networking Web-Site
- ✓ Bimonthly Newsletters
- ✓ Listserv Participation
- ✓ Executive Book Summaries
- ✓ Toolkits
- ✓ Membership Directory
- ✓ Resource Center
- ✓ Discounts

# Member Announcements

## ARAMARK to Offer 6 Paid Fellowships

ARAMARK Healthcare is proud to announce that it will be offering six paid fellowships in clinical support services for the year beginning July 2010 and ending June 2011. In partnership with the Institute for Diversity in Health Management, the year long administrative fellowship focuses on the vital connection between the delivery of care and the environment where it is delivered. For the 2010 academic year, ARAMARK Healthcare will offer six fellowship positions: two with Baylor University Health Systems and four with other ARAMARK partner hospitals across the United States. Fellows are selected based on academic excellence, leadership qualities, commitment to community service, and dedication to a career in healthcare administration. Graduates should be receiving an MBA with a concentration in healthcare administration, a Masters in healthcare administration, a Masters in health services administration, or a Masters of public health, from a CAHME accredited university.

Applications for the program will be accepted starting September 1, 2009 and ending October 16, 2009. Visit the [aramarkhealthcare.com](http://aramarkhealthcare.com) website for more information, or *contact Anthony Stanowski at 215-238-3550 or @ stanowski-anthony@aramark.com.*

## 2009 Membership Dues

HPMSNJ membership runs the calendar year. We will shortly be following up with those who have not yet renewed their 2009 membership so that you can have the opportunity to participate in the upcoming events as a member. To check your status, *please e-mail Elizabeth McNutt @ [emcnutt@somerset-healthcare.com](mailto:emcnutt@somerset-healthcare.com).*

## Saint Peter's Marketing Campaign Continues to Win Big

Saint Peter's University Hospital's marketing campaign has recently won an additional 14 international, national, and statewide awards in six separate marketing competitions. The trophies earned from the Telly Awards, Aster Awards, Summit Creative Awards (SCA), Healthcare Advertising Awards, Art Director's Club of New Jersey (ADCNJ), and New Jersey Ad Club bring the campaign's total award count to 35 since its launch. The hospital created the highly successful program with SGW Integrated Marketing Communications, Montville, NJ. "When we developed the marketing strategy after conducting our research, we believed Saint Peter's had some distinct differentiating features that we could effectively promote. The execution has been spot on, as the campaign has been one of the most successful in the hospital's history. The success is not only based on the number of awards the campaign continues to win but on the impact it has had with our target audiences," said Peter Connolly, executive vice president and chief marketing officer. **CONGRATULATIONS TO SAINT PETER'S!**

*"The powerful play goes on, and you will contribute a verse.' What will your verse be?"*

Robin Williams (as John Keating) in *Dead Poets Society* (1989)

**Thank you Anna R. Steelman for suggesting this quote!**

# Sponsor NEWS

We welcome two of our newest gold sponsors,



Siemens Medical Solutions provides innovative products, comprehensive solutions, and highly responsive services across the entire healthcare continuum, including prevention, early diagnosis, therapy and ongoing care. By combining the most advanced laboratory diagnostics, imaging systems and healthcare information technology, Siemens enables clinicians to diagnose disease earlier and more accurately, making a decisive contribution to improving the quality of healthcare. For more information on how Siemens can help you, please contact Norman Tessel @ [norman.tessell@siemens.com](mailto:norman.tessell@siemens.com)

Emergency Medical Associates (EMA) is a Professional Association focused on providing world class, nationally recognized emergency services to hospitals and health systems. Our reputation and expertise in the field of Emergency Medicine is national in scope. Our goal is to bring extraordinary value to our client hospitals by providing the finest board certified/prepared Emergency Physicians, staffing and support services in the industry. For more information on EMA's services or their upcoming program in Atlantic City, contact Scott Serbin at [serbins@alpha-apr.com](mailto:serbins@alpha-apr.com).

## GOLD SPONSORS



## SILVER SPONSORS

