

YOU: The Most Important Member of Our Healthcare Team

Michelle McEwen, FACHE, President/CEO



John Hession

Speare Memorial Hospital is a community hospital, created 110 years ago, to serve the Plymouth area. Although many things have changed in the medical field since our inception, our commitment to serving you has been never left our focus. One of our new initiatives, Patient and Family Centered Care, further illustrates this commitment. The Patient and Family Centered Care initiative introduces the principle that patient care is truly a partnership between the caregivers and their patients and families.

Patient and Family Centered Care is a culture and philosophy that seeks to understand and respect patient values and perspectives through deliberate dialogue, and includes patients and families as equal partners in the care planning process. It has been proven to improve health outcomes, as well as increase quality, patient safety and satisfaction.

At Speare, we envision Patient and Family Centered Care as an environment that is more friendly, comfortable and convenient for you and your family. To achieve this, we have developed a multi-

disciplinary task force, including patient and family representatives. The task force is looking at how we can better integrate service expectations, cultural traditions, beliefs and your preferences into our care delivery. They will also be discussing opportunities to incorporate your perspective as a patient into our long term planning, physician/clinician recruitment, facility design, food service, billing forms and many other aspects of hospital operations. Often times, it can be the little things that make the most significant impression on your experience at Speare.

We will also continue to seek your input on our patient experience through our patient satisfaction surveys. Speare utilizes Press Ganey Patient Satisfaction Surveys, a national program, to solicit patient feedback. These surveys are sent directly to patients' homes following their hospital experience. All inpatient and surgical patients are sent a survey, while those receiving outpatient care – Emergency services, lab or x-ray – will be randomly surveyed. We ask if you receive one of these surveys, to please take a few minutes to share your assessment of your Speare experience.

Digital Mammography is Here

Speare Memorial Hospital is pleased to announce the arrival of digital mammography. Considered the gold standard in the detection of breast cancer, the arrival of this new technology has been a highly anticipated event since being identified as a strategic goal nearly four years ago.

As Director of Radiology Linda Nestor explains, "Today we are truly a completely digital operation. Digital mammography is the final step in a series that began with the hospital renovations back in 2005, resulting in redesigned space for Radiology, and followed by the installation of our Picture Archiving Communications System. Our new Hologic Selenia full-field direct digital mammography equipment is the best available at this time, and allows for system enhancements as technology continues to evolve."

SMH's Lead Mammographer Mary Sampson agrees, "With the new equipment we have direct capture of the images recorded on a computer making the quality far better than the film-screen type which takes photographic films. For the patient the overall process is the same, but we can see a whole lot more with digital."

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Recently, Spcare Memorial Hospital has undertaken a number of initiatives to further provide and coordinate quality healthcare services for you. The implementation of digital mammography, our commitment to clinical excellence and the construction of new medical office building, are just a few examples detailed in this issue of *HealthBeat*. Get the latest news about how Spcare is making your health, our mission, online at www.spcarehospital.com



Speare Memorial at Boulder Point Under Construction

Having broken ground back in December 2008, construction of Speare Memorial Hospital's new medical office building is well underway. Speare Memorial at Boulder Point is a 32,500 square foot building and will serve as the future home of: SMH Rehabilitation Services, Plymouth Orthopedics & Sports Medicine Clinic, Tenney Mountain Internal Medicine, Oliver Drug, Visiting Physicians Suite and Dr. Richards, ophthalmologist. Diagnostic support services will also be on site, including laboratory and x-ray. It is scheduled to open in early 2010.

"This project has been three years in the making," notes SMH President/CEO Michelle McEwen, FACHE. "Our current building adjacent to the hospital, originally built in 1960, has become obsolete due to an antiquated infrastructure that is cost prohibitive to maintain. Additionally, numerous code compliance issues cannot be rectified without extensive, costly work; and our campus size prohibits the size of building we need

to meet both current and future needs for our physician practices."

McEwen further explains that the new building at Boulder Point will provide many benefits, including expanded services, increased availability and enhanced access to services. Having a centralized location for hospital owned and affiliated practices will enable providers to operate efficiently and more cost effectively. These operational efficiencies combined with a more modern facility enhance physician recruitment. She says the new building will also increase jobs, primarily support service positions.

Funding for the new medical office building is through New Markets Tax Credit financing. It is a tool used in economic development where banks partner on projects in exchange for tax credits. McEwen says, "Because of the economy, many hospitals have delayed capital construction projects. On the positive side for us, construction is proceeding ahead of schedule and under budget."

SPEARE 
Memorial Hospital
A Critical Access Hospital

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 Plymouth, NH 03264
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www.spcarehospital.com

The intent of the
Health Beat

newsletter is to provide useful health-related news in a timely, accurate manner.

It is not intended to provide medical advice on personal health matters. Such advice should be obtained directly from a qualified health care provider.

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Pursuing Excellence: The Balanced Scorecard

Kofi Cash, Director of Quality & Safety

“If you can’t measure it, you can’t manage it.” (Kaplan, Norton, 1996). One of the more prevalent organizational performance measurement tools in use today is the Balanced Scorecard. The Balanced Scorecard framework has three main tenets:

- 1) emphasis on results and objectives to be achieved,
- 2) separation of objectives into disparate, supporting points of view (perspectives),
- 3) consideration of non-financial assets so that customer drivers and qualitative measures are also included.

Speare Memorial Hospital is committed to providing the highest levels of patient care. To that end, the hospital began using the Balanced Scorecard performance measurement system as of July 1, to assess performance and to identify opportunities for improvement. SMH has five (5) primary strategic perspectives:

- Quality & Patient Safety
- Financial Strength
- Employer of Choice (employee satisfaction)
- Provider of Choice (patient satisfaction)
- Physician Recruitment and Retention

Successful implementation of the Balanced Scorecard at Speare is based on alignment, measurement, and transparency. (Kaplan, Norton, 1996).

Alignment

Each hospital director at Speare has a department-specific scorecard. In most instances, each department scorecard has at least one measurable item for each of the five perspectives. Each director has the responsibility to ensure staff goals are linked with the scorecard. In other words, alignment occurs when individual staff goals support department goals, and department goals support overall Hospital goals.

Measurement

All department scorecards are measured and evaluated on a monthly and quarterly basis. Each measurable item has a target and stretch target. The department-level performance results are combined and related to the hospital-wide scorecard.

Transparency

All scorecard results, fair and poor, are shared with the entire organization and reported to the Board of Directors.

Getting Results SMH’s clinical care meeting and exceeding national standards

Speare Memorial Hospital is among the best performing Critical Access hospitals in New Hampshire relative to treating patients with heart failure in accordance with national best practice standards.

According to Kofi Cash, SMH’s director of quality and safety, Speare demonstrated 100 percent compliance with evidence based medicine as specified by the National Hospital Quality Measures for the reporting period January to December 2008. Based on the most current data from the state of New Hampshire posted on www.NHQualityCare.org, Speare Memorial Hospital is performing higher than the state of average of 88 percent, and the national average of 81 percent.

The same is true for surgical care improvement core measure. SMH posted an 89 percent rating, higher than both the state and national averages, and placing it among the top four performing Critical Access hospitals in New Hampshire. Additionally, Speare Memorial Hospital is rated equal to, or in most cases higher than, the state and national averages for patient satisfaction.

“These results are significant,” explains Cash. “Not only do they reflect Speare’s quest for clinical excellence, but are indicative of the partnership between nursing, physician’s and their patients to ensure the right care is given to the right patient at the right time, not just in the hospital, but when they go home.”

Speare has seen significant improvement in its performance over the last two years. As Cash explains, it is not that patients of Speare weren’t receiving the appropriate care. However, with the establishment of an aggressive, quality, patient safety, and satisfaction program, clinicians have worked in concert with nursing to ensure greater adherence to documentation requirements. This results in more accurate reporting of the care given and higher relevant ratings statewide and nationally.

References: *Translating Strategy into Action: The Balanced Scorecard* – Kaplan and Norton (1996)

Giving Matters

Susan Durgy, Director of Development
(603)238-2211

Friends of Spere Memorial Hospital

On behalf of the Board of Directors and Staff, Spere Memorial Hospital gratefully acknowledges the generosity of the following friends, patients, family members and employees who gave to the hospital between January 1 and June 19, 2009. Your kindness helps support care that is delivered each and every day of the year. A total of \$71,184 was raised during this time period.

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by Patricia von Klock
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Zita Bello
Elaine Melquist
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In Memory of Capt. John S. Barleon
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In Memory of Lloyd M. Buzzell
by Beryl A. Buzzell
In Memory of Michael Corbeil
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In Memory of Capt. Douglas Diczno
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In Honor of Janet Rapp
by Mr. and Mrs. John Piantedosi
In Honor of Spere Memorial
Hospital Emergency Department
by William and Ann Mullen
In Honor of Spere Memorial
Hospital Surgery Staff
by Anonymous

Mark Your Calendar

Saturday, September 26
8 – 11 a.m.

Community Health and Wellness Fair

Offering free health screenings
and information at SMH

Saturday, November 14

Diabetes Fair

9 a.m. – 1 p.m.

Plymouth Regional Senior Center

Digital Mammography...

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Talk to your provider about hav-
ing a mammogram, or call Spere
Memorial Hospital's Radiology
Services for more information at
(603) 238-2232.

New Web site Launched

Alexandre Wagner, Community Relations Intern

Speare Memorial Hospital is pleased to announce the launch of a new hospital Web site at its on-line address www.spearehospital.com. Although Speare previously had a Web presence, the new site provides more in-depth information about hospital departments, services, and providers.

"The goal in developing the new Web site was to give patients and visitors a more comprehensive, easily navigable, and interactive site where they can come to find the health information and services they need," says Michele Hutchins, director of community relations at SMH. Visitors to the

Web site can access an online physician directory; get a glimpse of each of the medical departments; and learn about the latest news and events at the hospital.

Advancements in technology caused Speare to seek out a way to develop a more manageable and user-friendly site. The new Web site allows content to easily be uploaded and managed, which enables Speare to keep health information and hospital data current. For instance, the Human Resources department can now directly manage its job postings and the application is an interactive PDF, enabling applicants to fill

out and submit the forms directly online. Another new feature is the *Health Information* link, powered by Discovery Health, which provides up-to-date facts regarding everything from maintaining a healthy lifestyle to keeping abreast of current health news; such as the number of H1N1 Flu cases in the U.S.

Since launching the new Web site, Speare has made a concerted effort to direct traffic online. Physician's offices are posting new patient forms online and volunteers are frequently using the site to better direct visitors within the hospital. "We want patients to make Speare Memorial Hospital their provider of choice,"

Hutchins says, "To do so, they need to know what services are available and how to access them." Before the launch of the new Web site there were roughly 1,145 visits (905 unique visitors) per month to www.spearehospital.com, but since the launch Web traffic has tripled. There were 3,717 visits (2,334 unique visitors) in April alone. Hutchins says of the increase of online traffic, "It's been amazing. I expected an increase, but we have more than exceeded my expectations."

The screenshot displays the Speare Memorial Hospital website interface. At the top left is the hospital's logo. A horizontal navigation bar contains links for 'About Us', 'Departments & Services', 'Health Information', 'Physicians', 'Patients Relations', and 'Community'. Below this is a large banner image of a doctor with a stethoscope talking to an elderly woman, with the slogan 'Your Health. Our Mission.' in white text. To the right of the banner is a sidebar with buttons for 'Find a Physician', 'Careers', and 'Give a Gift', and a 'News/Press Releases' section with a list of recent news items. Below the banner are three main content blocks: 'Sign up for E-Health News' featuring the Discovery Hospital logo, 'Medical Fitness Program Being Developed', and 'Digital Mammography Is Here!'. A fourth block titled 'Events' lists the 'Senior Health and Wellness Series'. At the bottom, a footer contains a comprehensive list of navigation links and a 'Website powered by the' logo.

Health Beat

The WELLNESS NEWSLETTER for the Community We Serve

In the News...

Susan Durgy, MBA, CFRE, director of development at Speare Memorial Hospital, has become a Certified Fund Raising Executive. Durgy successfully completed the application and exam process administered by CFRE International, the premiere global provider of professional certification in proficiency and practice of fund raising.



Susan Durgy

For more information on these and other stories visit us online at www.spearehospital.com

Speare Memorial Hospital is pleased to announce **Bob Dullea** as its new director of Information Systems (IS) and Health Information. Dullea is an experienced clinical information systems professional who works to ensure information technology seamlessly integrates with the clinical side of care and provides value to patients.



Bob Dullea

Over 160 golfers teed-up in support of the School Dental Program at Speare Memorial Hospital's 11th annual **Golf Classic** on June 11 at Owl's Nest Golf Club in Campton, raising \$32,000. Skies were gray, but spirits were high as golfers enjoyed a day on the links and a chance to have Golf Pro Joe Clark, Jr., take a shot for them.



Leading Lady Kathy Wieliczko led her foursome to a first place finish in the afternoon co-ed division. She also took the prize for longest drive and closest to the pin for the ladies in the afternoon flight.