

CAPELLA Connections

Volume Seven / Fall 2010

A newsletter for associates of Capella Healthcare, Inc.

ADVANCING our MISSION FROM DAN SLIPKOVICH



Regardless of which political party or candidate you support, you are probably as glad as I am that the political ads are now over ... at least for a season anyway. And even though a number of things are changing, two things definitely

aren't. First, the attention that the issue of health reform continues to occupy on the national stage is going to remain constant. And secondly, regardless of the direction our country takes with reform legislation, the focus for healthcare providers will continue to be on quality and service.

As you know, Capella has invested significant time and dollars to make sure we have quality resources in place to help you excel. You'll read in this issue of *Connections* about recent successes, including investments in technology and time that are making life-saving differences. You'll learn about how empowered

— continued on page 2

INSIDE

Making an Impact on Cancer PAGE 2

**Lean Healthcare Pilot –
Muskogee on a Mission** PAGE 4

Benefits Update – Your EAP PAGE 4

Shining Stars PAGE 6

Hospital Highlights PAGE 6

**Ethics and Compliance –
a Social Media Dilemma** PAGE 8

INVESTMENTS IN TECHNOLOGY AND SERVICE GIVE New Hope to Cancer Patients

Significant investments in new technology are positioning Capella Healthcare facilities to discover cancer earlier and treat it more effectively. Equally important, investments of time and service by hospital staff are helping to educate people about preventing and detecting cancer during its earlier, most curable stages.

MUSKOGEE, OKLAHOMA

At Muskogee Regional Medical Center, a \$3.5 million investment is enabling physicians to treat cancer more effectively. The Novalis Tx™ is a powerful radiosurgery system that delivers a highly precise and accurate dose of radiation therapy while shortening treatment times, minimizing side effects and sparing normal healthy tissue. It's the first system of its kind in northern Oklahoma.

Radiosurgery is a radiation delivery procedure that precisely delivers large radiation doses to tumors in a single session or in a small number of sessions. The goal of this non-invasive procedure is to destroy, or make inactive, the targeted anatomy without harming nearby healthy tissue and without involving traditional surgery. Historically, radiosurgery began by treating targets in the brain but has now been extended to other organs.

The Novalis Tx radiosurgery platform together with RapidArc technology enables treatment with Image-Guided Intensity Modulated Radiotherapy (IMRT) in about half the time typically needed for conventional IMRT. The specialized X-ray imaging system is used to pinpoint the target and position the patient with millimeter accuracy, compensating for any motion that occurs during a treatment.

McMINNVILLE, OREGON

A similar system is in use at Willamette Valley Medical Center in Oregon. A \$1.9 million capital infusion upgraded their current IMRT to a new Varian Trilogy system. Complete with Gated RapidArc and a new open motion management interface, these tools expand the options for treating moving tumors. Gated RapidArc utilizes the RPM system to monitor and adjust for tumor motion during a treatment. The powerful system makes treatment times shorter, thus making the experience more comfortable for the patient and sparing more healthy tissues. To enhance patient treatment planning, Willamette is also installing the IMPAC EMR system as part of their cancer center upgrade.

AND MORE

Another \$2 million has been invested in recent months on digital mammography units at a number of different hospitals. One of the most recent advances in the detection of breast cancer, digital mammography converts the image into a digital picture for review on a computer monitor enabling the radiologist to alter the magnification, orientation, brightness, and contrast of the image in order to more clearly see certain areas. Preliminary studies show that digital mammography is not necessarily more accurate for the majority



— continued on page 2

— continued from page 1

employees are making changes that have increased patient satisfaction through our Lean Healthcare initiative. And you'll get to know a few of our employees and physicians who have been recognized for their outstanding accomplishments.

There's one other thing that's not going to change. And that's the fact that the best organizations never give up their passionate pursuit of perfection. Keeping that mindset, nurturing that commitment, and inspiring our colleagues to find and give their very best will be our ongoing challenge.

Thank you, as always, for your dedication to our patients and to your communities. I am so proud of the progress we are making together during these very challenging times. We must never let up. Our patients and our colleagues deserve the very best we have.

— Dan

New Hope to Cancer Patients

— continued from page 1

of women. However, women with dense breasts, those who are pre- or perimenopausal (women who had a last menstrual period within 12 months of their mammograms), or those who are younger than age 50 may benefit from having a digital rather than a film mammogram.

Did You Know?

Did you know that Capella's corporate office, its 13 affiliated hospitals, and 172 employed providers paid millions of dollars in taxes last year? These funds go to help support city, county and state governments, including the funding of schools, public safety, building of roads and assistance for people in crisis. To learn more about how Capella invests in the communities we serve, be watching for our Community Benefit Report to be posted on our website early next year.

MAKING AN IMP. IN COMMUNITIES A

Staff saving lives through service

Employees, physicians and volunteers are creatively collaborating at a variety of Capella hospitals to provide cancer screenings and education for the public as well as to raise money to fund research for a cure.

SISTER HOSPITALS HOST "MOONLIGHT MAMMOGRAMS"

Music, munchies, manicures and mammograms drew dozens of women to the "Moonlight Mammograms" event hosted at Hartselle and Parkway medical centers, both located in Morgan County, Alabama. Staff members wore pink pajamas and painted guests' fingernails pink while breast cancer survivors were honored with birthday celebrations. Most importantly, women who needed mammograms got them done at a time convenient for them at the after-hours event.



BREAST AND PROSTATE CANCER SCREENINGS

Muskogee Regional provided prostate cancer screenings for 214 men, making referrals to additional services for 24 men with abnormal results. They also provided clinical breast exams, screening 41 women and finding 13 who needed further diagnostic testing.



RELAY FOR LIFE

A number of hospitals support their community's American Cancer Society's Relay for Life. At Capital Medical Center in Olympia, Washington, their team raised almost \$17,000. Southwestern Medical Center in Lawton, Oklahoma has participated in the Relay for many years, but raised the most money ever this year, at almost \$7,000. Both of the hospitals were among their community's top fund-raisers.

GOING TOBACCO-FREE

All of Capella's hospitals have made their facilities tobacco-free with many moving to make their entire campuses smoke-free. Many have coordinated their plans with other area hospitals in order to better serve the community, offering resources to help smokers in their community or their workforce kick the habit. Additionally, Capella has broadened its 2011 employee prescription insurance coverage to include the smoking cessation drugs Zyban and Chantix to provide extra support for employees who want to kick the habit.

Muskogee's Cancer Program Earns National Accreditation

Muskogee Regional Medical Center's cancer program has earned a full three-year accreditation from the Commission on Cancer, recognizing the hospital's commitment to patients with cancer as well as to the community. The Commission on Cancer is a multidisciplinary program of the American College of Surgeons. CoC approval is nationally recognized by organizations such as The Joint Commission, American Cancer Society, Centers for Medicare and Medicaid Services, National Quality Forum, and the National Cancer Institute as having established performance measures for the provision of high-quality cancer care. Congratulations are extended to Cancer Registrar Debbie Hannis and Dr. Lawrence Cibula as well as to the Tumor Board and the Cancer Board for leading the hospital to this accomplishment.

ACT ON CANCER CROSS THE COUNTRY

Other Capella hospitals with Cancer Program accreditation include Southwestern Medical Center (Lawton, OK) and Willamette Valley Medical Center (McMinnville, OR).

Willamette Valley Foundation helps those in need

With a commitment to provide medical care for every cancer patient, regardless of their ability to pay, but wanting to do even more, one hospital started a non-profit foundation to help in more ways. Willamette Valley Medical Center provided seed money seven years ago to start the innovative foundation, said CEO Rosemari Davis, and they still help fund the director's salary and provide space for operations.

Since 2003, the Willamette Valley Cancer Foundation has helped cancer patients and their families throughout northwestern Oregon. "Cancer puts a strain on people's health, their finances, and family life," said Kelly McGraw, CTR, Executive Director. "The Foundation, through donor and volunteer generosity, supports these brave patients in their fight against cancer. By providing grant assistance to help ease the financial burden while they are undergoing treatment, patients can focus on getting healthy and adapting to huge change. We help with basic needs such as rent payments, utilities, food, transportation to and from treatment, lodging, medical premium payments, prosthetics, and many other means of support."

To date, more than \$100,000 in grants has been distributed to assist local individuals. The Foundation also assists patients in connecting with local resources, providing financial assistance, and participating in educational and prevention activities in the community. They've also established a resource library in the local Cancer Center where patients can check out books and other materials and use the Internet.

The mission of this nonprofit 501(c)(3) organization is to foster hope through cancer prevention, education and the support of cancer patients. And that's just what they are doing – for hundreds of people.

Capital Mammography Free Mammogram Clinic

Capital Medical Center partnered with the Washington Breast and Cervical Health Program (WBCHP) to assist in providing screening mammograms during Breast Cancer Awareness Month. The WBCHP is a state agency that provides help for low-income residents, with or without insurance, who are in need of cancer screenings. Many of the women who attended Capital's mammogram clinic traveled from distances of over thirty miles.



New Breast Center puts long waits in the past

Thanks to an idea that originated in a Physician Leadership Group* meeting, women in the Willamette Valley community now learn whether they may have breast cancer as well as what treatments to pursue in a matter of hours instead of weeks.

"Our physicians were not pleased that the process was taking so long," said WVMC CEO Rosemari Davis. "From the time a woman had an abnormal screening mammogram to the time a cancer was diagnosed and treatment options determined, it was taking several weeks. Plus there was the inconvenience of having to go to appointments at numerous offices."



Rosemari Davis, CEO
Willamette Valley
Medical Center

Radiologist David Seipmann, MD, took the lead and worked with hospital employees and other doctors to develop a new process: an innovative Breast Center that allows women to have all their follow-up tests and see multiple specialists, as needed, within one appointment at the hospital.

"A woman has all of her diagnostic work done, then meets right there with a radiologist, radiation oncologist and/or a general surgeon. Our patients are very pleased with this process and in fact our volumes have grown so much that we are having to add a second digital mammography unit," she said.

**Every Capella hospital has a Physician Leadership Group (PLG) with 6 to 10 members representing a cross-section of its medical staff. The PLG provides input to hospital leadership on all aspects of operations, including strategic development, key initiatives, quality improvement, patient and employee satisfaction, and more.*

HELP ANYTIME, ANYWHERE – FOR YOU & YOUR FAMILY

Whether the issue is large or small, personal or professional, or impacts you or a family member, help is available around the clock through Capella Healthcare's Employee Assistance Program (EAP).

The service, which is confidential* and available 24/7, connects you with a knowledgeable, trained,

caring professional who can help you gain a new perspective, strategy, information or solution. An EAP counselor will work with you to help you find solutions that suit you and/or your family member. The program has helped people achieve:

- Work/life balance
- More fulfilling relationships
- Healthy living
- Recovery from addictions
- Financial stability
- Sound mental health
- Personal growth
- Professional success

The EAP can help you head off an issue before it becomes a problem. It can also help you manage life events such as marriage, divorce, the birth of a child, caring for an elderly parent or retirement.

How do you access the EAP? You can visit the award-winning website for interactive tools and helpful articles at www.AchieveSolutions.net/capella Or you can meet with someone in person or over the phone. Just call the toll-free number at (877) 707-1780.



* The EAP upholds strict confidentiality standards. No one will know you have accessed the program services unless you specifically grant permission or share information that presents the EAP with a legal obligation to release information.

EMBRACING “LEAN” IMPROVES PATIENT AND

It's about the relentless pursuit of perfection. It means adding value to every action, every movement and every investment of time or energy or dollars.

It's called Lean Healthcare, and it's an initiative that's being embraced by Capella Healthcare as well as other innovative healthcare organizations. The ultimate goal? Improving care and standardizing processes while enhancing satisfaction for patients. The fringe benefit? Happier staff members too.

Capella began its Lean initiative in January in Muskogee, Oklahoma with a pilot project at the largest of its 13 facilities – 329-bed Muskogee Regional Medical Center.

“Since Muskogee started the initiative in their emergency department, they have experienced several positive results, including improved patient satisfaction,” said Mike Wiechart, Capella's Chief Operating Officer. “They've been able to reduce the patient's overall length of stay in the ED by 10 to 15 percent while increasing the amount of time that physicians and clinicians spend with the patients.”

Misty Campbell, RN, is the Director of Emergency Services at MRMC where they treat almost 28,000 patients a year. “We began the pilot on just one side of the ED. The patients who were in those rooms would tell those in the waiting room to ‘ask for the back hall.’ They liked having their nurse and physician right in front of them. Patients were spending more time with clinicians and less time in the ED overall so they had a perception of more personal care.”

According to CEO Kevin Fowler, delivery of care has been complicated by an outdated facility. The wall at the nurses' station puts caregivers out of sight and makes for extra and unnecessary steps between patient rooms and the nursing station. Because of the Lean Healthcare pilot project, the department is scheduled for renovation by year's end. The wall will be removed, the nursing station opened up and supplies placed at bedside. Patient rooms have been grouped together to create pods and nurses are stationed right outside.



Emergency Department Medical Director Berry Winn, MD, leads the walk-through at MRMC.

What does the staff think about this? “Nurses actually volunteered to take the wall down with a sledge hammer,” Campbell said.

“Although you don't always have to remodel, it made sense for us. We wanted to put supplies closer to the bedside. It saves time for our patients and steps for our nurses.”

Campbell believes employee satisfaction has increased as the staff has been empowered to make changes. “We've gone from multiple vacancies to having none. It's the first time since I've been here that we have no open positions.”



Mike Wiechart, COO
Capella Healthcare



Kevin Fowler, CEO
MRMC

N HEALTHCARE"

EMPLOYEE SATISFACTION

WHAT'S NEXT?

Capella is launching the Lean initiative at two other facilities later this year, including River Park Hospital (McMinnville, TN) and Saint Mary's Regional Medical Center (Russellville, AR).

"Capella already has five staff members with graduate-level certification in Lean Healthcare, with seven others scheduled for the comprehensive education in November, including ED physicians and nurse managers," Wiechart said. "Following these pilots, we'll be rolling the initiative out to all of our facilities, starting in the emergency departments, within the next several months.

"Most people think of Lean Healthcare as a cost reduction initiative, but for Capella it is a growth strategy. We are focusing on our emergency departments because they are the front doors of our hospitals since 60 to 65 percent of our patients come to us through the ED. It is the most meaningful way to have a significant impact on overall satisfaction and community perception.

"At Muskogee, the process has been expanded to the inpatient medical unit, and the staff has created several specific multidisciplinary work teams to address other opportunities that have been identified. And that's exactly what this process is designed to do: empower the staff, and in particular the caregivers, to better manage the numerous steps involved in providing the very best care and patient experience possible. As we enhance the patient's overall experience, improve quality of care, and make it easier for our staff to deliver care, more people will choose to come to us for care.

"The overarching goals with any healthcare initiative must be improved patient care and satisfaction. By investing in resources that help our staff meet the needs of our patients by providing efficient, quality care in a timely fashion, we are positioning ourselves to succeed in the new era of healthcare reform."

WHAT IS LEAN HEALTHCARE?

A phrase first coined in 1988, Lean management principles came from the Japanese manufacturing industry. Centered on preserving value with less work, these proven processes help reduce costs, increase satisfaction, and grow volumes, thus providing increased job security for employees. The core Lean principles include patient-focused process design, elimination of waste, and the relentless pursuit of perfection. Since Lean thinking begins with driving out waste so that all work adds value, all staff must be involved to help redesign processes. Any waste — of money, time, supplies, or good will — decreases value for the service or product.

HONORED FOR SECOND CONSECUTIVE YEAR BY NASHVILLE BUSINESS JOURNAL

CAPELLA HEALTHCARE AMONG THE FASTEST GROWING COMPANIES IN TENNESSEE

Capella has been named one of "Tennessee's Top 25 Fastest-Growing Companies" by the *Nashville Business Journal*. In addition, Capella is also on the "100 Largest Private Companies" list, which ranked Tennessee-based companies by revenues.

"We are honored to be recognized for our growth," said CEO Dan Slipkovich. "While we are proud to be contributing to the continued economic growth of our industry and our state, we are especially pleased about what this means for the communities we are privileged to serve. It enables us to continue making significant investments in our hospitals, which allows us to offer advanced technologies and expand services.

"Growth also supports our workforce development and physician recruitment initiatives, which are also vital to our success.

"I want to thank and congratulate Capella's employees and physicians here in Tennessee and across the country. It is because of their commitment and compassion that we are being recognized and are able to build stronger local healthcare systems," says Slipkovich.

For more information on some recent investments, visit CapellaHealthcare.com

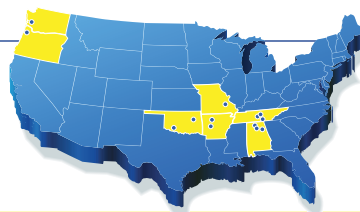
MRMC CLASSIFIED AS A LEVEL THREE TRAUMA CENTER

Earlier this year, the Oklahoma State Health Department upgraded Muskogee Regional Medical Center to a Level Three Trauma Center. A trauma center is a hospital equipped to provide comprehensive emergency medical services to patients suffering traumatic injuries. A Level Three rating means MRMC emergency physicians and nurses are specifically trained in the care of trauma injuries.

In addition, MRMC was upgraded to a Level Two in cardiology care, providing 24-hour cardiology coverage, specialized services and equipment needed to diagnose and treat heart patients.



CAPELLA'S HOSPITAL HIGHLIGHTS



HONORING A BRIGHT STAR

GRANDVIEW'S SHIRLEY SCARLATTI NAMED
TENNESSEE'S HEALTHCARE HERO

SHIRLEY SCARLATTI, RN, Chief Quality Officer of Grandview Medical Center (Jasper, TN), received the "Healthcare Hero Award" at the Tennessee Hospital Association's annual awards luncheon in October.

Scarlatti was honored for providing relief and care to those affected by devastating natural disasters, including Hurricane Katrina and the Haiti earthquake. Separated from her family for months, she gave her time to serve those stricken by Hurricane Katrina in 2005. This year, she traveled to Haiti as part of the federal disaster medical assistance team (DMAT). Her work and her spirit so impressed her DMAT peers that they named her "Team Member of the Year" in June.

Grandview's CEO Bruce Baldwin says that for Scarlatti, nursing is a life spent caring for those who are suffering or less fortunate than others. She is described by one nominator as having a "...flame within her for aiding those in need." Another said "Calm in times of stress, she is truly a nursing leader to be admired."

Congratulations to Shirley Scarlatti on this outstanding recognition, and for making Grandview and Capella shine!



ALABAMA

HARTSELLE MEDICAL CENTER Hartselle
Betty Clements honored for 50 years of service

Hartselle Medical Center's Betty Clements, RN, was honored for 50 years of nursing. An employee of HMC since 1996, she graduated from Crawford W. Long School of Nursing in 1960.



JACKSONVILLE MEDICAL CENTER Jacksonville
Top patient scores worth bragging about

Jacksonville Medical Center is touting its top scores in patient satisfaction. CEO Jim Edmondson congratulates his staff in a series of ads for achieving first place in their region in eight out of 10 categories during the most recent Hospital Consumer Assessment of Healthcare Providers & Systems (HCAHPS) Survey of Patients' Hospital Experiences.

PARKWAY MEDICAL CENTERS Decatur
Celebrating a milestone

Parkway Medical Center held a reception to celebrate their 500th bariatric surgery. At the event, Bariatric Surgeon W. Jay Suggs, MD, was recognized by Tim McGill, Market CEO. The Surgical Weight Loss Center achieved Bariatric Surgery Center of Excellence status earlier in the year.

ARKANSAS

SAINT MARY'S REGIONAL MEDICAL CENTER Russellville
"Fearless and Fabulous" Girls' Night Out

Women from River Valley took advantage of after-hours digital mammogram appointments, and enjoyed refreshments, giveaways and special offerings from area retailers during a fall "Fearless and Fabulous" event. The hospital plans to offer additional evening screening events.

NATIONAL PARK MEDICAL CENTER Hot Springs

National Park Medical Center has been recognized by the Arkansas Hospital Association (AHA) for excellence in hospital marketing and public relations for their "Always" advertising campaign. The campaign featured NPMC employees and medical staff members in ads that used the facility's 15+ year old slogan, "Caring Comes First. Always."

MISSOURI

MINERAL AREA REGIONAL MEDICAL CENTER Farmington
Top team at Heart Walk

Mineral Area Regional Medical Center participated in the St. Francois County Heart Walk on October 2 with more than 60 MARMC employees and family members taking part. Kevin Thurman, Director of Marketing, was the County Heart Walk Chairman. The MARMC team captain was Jamie Johnson, ICU Director, and her daughter Brynn was the Heart Child for the event. The MARMC team took top honors, raising over \$5,000 for the event.

On September 10, MARMC hosted a barbeque for "first responders" – EMS; Fire, Sheriff's and Police departments; Highway Patrol and National Guard. CEO Jeannette Skinner presented a special framed photo to each department.



OKLAHOMA

MUSKOGEE REGIONAL MEDICAL CENTER Muskogee
MRMC earns prestigious certification

The Oklahoma State Medical Association has granted Muskogee Regional Medical Center full accreditation as a sponsor of Continuing Medical Education. MRMC is the only hospital in the Capella family to offer this service. Congratulations are extended to CME Coordinator Sandra Bell, Dr. YeeSee Ong and the CME Advisory Board.

SOUTHWESTERN MEDICAL CENTER Lawton
"Power of Compassion" Award honors staff

Southwestern Medical Center has created The Power of Compassion Award to recognize team members who go beyond the call of duty in providing compassionate care to patients and their families. George Spriggs, RN, was the first employee honored with the new award. Patients say that George is "very caring and has a great ability to calm a patient." Honorees are featured in a newspaper ad and receive a check for \$200. The award is a part of the hospital's PRIDE program which is designed to identify and acknowledge team members who regularly make significant contributions toward achieving SWMC's vision.



OREGON

WILLAMETTE VALLEY MEDICAL CENTER McMinnville **WVMC expands services, adds physicians**

WVMC has expanded their outpatient chronic dialysis services through a partnership with DaVita, a leading provider of kidney care in the U.S. WVMC nephrologists Drs. Fareha Nawarz and Dag Kremer are serving as Medical Directors of the Sheridan and newly completed McMinnville units, which doubles the area capacity.

In 2010, the hospital recruited eight new physicians in needed specialties.

TENNESSEE

GRANDVIEW MEDICAL CENTER Jasper **GMC adds digital mammography, physicians**

Grandview Medical Center now provides digital mammography to the women throughout Tennessee's Sequatchie Valley. The new GE Senographe Essential digital mammography system has a faster imaging time and greater image detail. The system provides women from the area with an alternative to driving longer distances for access to digital mammography capabilities.

In 2010, the hospital recruited nine new physicians in needed specialties.

RIVER PARK HOSPITAL McMinnville **RPH begins new Cardiac Rehab Program**

River Park Hospital recently began a Cardiac Rehabilitation Program which offers a combination of counseling, exercise, and advanced heart monitoring – all aimed at preventing, stabilizing, slowing or even reversing the progression of heart disease. Patients and their families are educated about diet, nutrition and lifestyle changes. Getting the program launched was a collaborative effort between cardiopulmonary, outpatient rehabilitation and dietary.

RPH Cardiac Rehab Director April Birchfield checks the blood pressure of patient Robert Henny.



WHITE COUNTY COMMUNITY HOSPITAL Sparta **WCCH adds digital mammography, gets a face lift**

White County Community Hospital announced the addition of digital mammography, in conjunction with Breast Cancer Awareness Month which provided multiple opportunities to promote the new service. The hospital is also undergoing a "face lift" as new flooring and paint are installed in the main hallways. The project will be completed by November at the time the hospital implements electronic medical records facility-wide.

WASHINGTON

CAPITAL MEDICAL CENTER Olympia **CMC wins "Young at Heart" award**

Capital Medical Center's sand-sculpting team brought home the coveted "Young at Heart" award at the 10th annual Sand in the City Fundraiser. The event typically raises about \$100,000 for Olympia's Hands-on Children's Museum so that it can continue offering free and reduced admission, as well as free programs and school outreach.



SALUTING OUR HEALTH HEROES

OREGONIAN LAURA HERRING LOSES 70 POUNDS

Capella Connections salutes Laura Herring, RN, Manager of Occupational Medical and Employee Health at Willamette Valley Medical Center. She is our first Health Hero!

Fear of rapidly increasing immobility and pain were the two motivating factors in Herring's decision to significantly change her lifestyle.

"I was facing at least one total knee replacement. I was no longer able to participate in activities I had previously enjoyed – golf, aerobics, hiking. I had a significant amount of pain in my feet and knees. Something had to change."

So Herring took a week off to refocus. She started exercising and eating healthier. She enrolled in a medically managed weight loss program supervised by one of WVMC's physicians. The program uses protein-based meal replacements coupled with 'lean and green' meals.



Her goal: to lose 100 pounds. In just eight months, she's lost 70. "The benefits are HUGE. I can move again. My blood pressure is down. I have a much more restful sleep. I can take a walk with my husband. I am more productive at work. **Everything** is better and more fun!!

"Healthcare providers as a group aren't the best at self-care. I finally understand that if I take care of myself, I will always have an abundance of energy to take care of others."



Do you work with someone whose personal commitment to their own health is an inspiration to others? Nominate them for our Health Heroes feature. Email us at Connections@CapellaHealth.com





OUR FIVE PILLARS

Guiding Lights. That's what Capella's five pillars are as we make decisions and set goals. They establish our priorities while helping us to achieve balance. Most importantly, they help ensure we all know that service and finance, quality and culture are not separate concepts distinct from each other, but are all vital for success.

EDITOR'S NOTE

And The Survey Shows...

Capella Connections is "new and improved," thanks to your feedback. Nearly 500 employees and physicians told us what you thought via the readership survey promoted in our last issue. And, thanks to a competitive bidding process, we've expanded the newsletter to eight pages while reducing the overall cost.

HERE'S WHAT YOU SAID

You find the articles interesting (92%), the newsletter makes you proud to be part of Capella's family of hospitals (91%), and you've learned things that help you do your job better (59%). You want to read more about your own and your sister hospitals, including case studies on how others are improving quality and patient satisfaction. You'd like to know more about what we're doing to address challenges, such as health care reform. You'd also like to read more about hospital employees as well. The only bad news: 8% said they'd never seen the newsletter.

HERE ARE JUST A FEW OF YOUR GREAT SUGGESTIONS

- *I am interested in what is going on in our sister hospitals. It is all about making a positive difference for our patients. We learn from one another.*
- *[Tell us] more about the people that work in the facilities...regular employees not just administrative or department managers.*
- *[Share] specific ways each hospital is making a difference in their communities. i.e. visiting schools to educate children,... senior citizen health fairs, food drives, etc.*

HERE'S WHAT WE'RE DOING

With this issue, we've expanded from 4 to 8 pages, doubling the size of the *Hospital Highlights* section and adding more features and case studies. New sections on benefits, ethics and compliance, and health heroes have been added. And, we're going to improve distribution. Want to see the complete results and a list of hospitals with the most responses? Email Connections@CapellaHealth.com

HERE'S WHO WON THE DRAWING

Bree McWilliams, Director of Environment Services at Jacksonville Medical Center, won the drawing for the \$75 gift card.



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ETHICS AND COMPLIANCE

Social Media Update: What would you do?



Tony Fay
Vice-President
Ethics and Compliance

You're on Facebook ... along with 500 million other people. You're checking out the status updates posted by your friends when you read that a friend has posted a negative comment about her visit to your hospital. You know that one of her remarks about your hospital is not accurate. What should you do?

- Post a comment that thanks her for her business and corrects her inaccurate statement.
- Ignore it, then "unfriend" her.
- Report this to the Better Business Bureau.
- Call her to tell her she must immediately remove her posting since it is wrong and makes the hospital look bad.
- None of the above.

These are the types of issues that our employees and hospitals are dealing with as the use of Social Media grows. That's why we've approved a new policy and guidelines that will help our entire workforce know how to address issues like the one described above.



Our goal is to ensure any workforce member who uses Social Media does so in such a manner as not to defame, embarrass or cause harm to any patients, other workforce members or our hospitals. (Under HIPAA, the workforce includes not only employees, but also medical staff members, volunteers, trainees, contracted personnel, business associates and others who work for the organization.)

BOTTOM LINE

The same basic company policies apply in Social Media spaces as in other areas of our lives. While there are significant positive opportunities, there are also many risks. Unauthorized or inappropriate commentary or posts online can:

- Get the hospital (or company), and the individual who is posting, in legal trouble with government agencies, other companies, customers/patients or the general public. HIPAA issues are particularly challenging.
- Diminish the company's reputation by creating negative publicity.
- Undermine the company's competitive advantage.
- Cost an employee or a physician a job.

So what's the best answer to the question above? Frankly, it's none of the above. Even acknowledging the care of a patient in a public forum is an unacceptable disclosure of patient-identifying information under HIPAA. Tell me what you think the best approach would be. We'll pick the best response, publish it in our next issue of *Connections*, and send the winner a special token of our appreciation.

– Email Tony.Fay@CapellaHealth.com

