During the first quarter of LVHN’s fiscal year, we failed to meet many goals. Admissions were below our budgeted target. Patients chose other providers for ambulatory services at an unacceptable rate. We were not able to accept new patients into LVPG practices as quickly as we’d planned. As a result, our first-quarter operating margin is below our budgeted goal.

To turn things around, we need to act fast. We are. During a two-day retreat in October, LVHN leaders divided into task forces — each focused on a different topic — and brainstormed ways we can give people better access to our services and a better experience at LVHN.

Each task force developed 30-, 60-, and 90-day plans that will help us take a collective quantum leap to give patients, such as Patricia Cameron (pictured above, right, with medical assistant Kaila Jones), the access and experience they expect and deserve. Here’s what we’re working to achieve:

► Using one telephone number (610-402-CARE) for scheduling tests and provider appointments, and expanding the days and hours phone lines are open
► Having patients use MyLVHN to schedule primary care well and sick visits
► Having LVPG colleagues schedule preadmission testing, rehabilitation, diagnostic tests and appointments with specialists for patients at checkout
► Designing a process to centralize pre-certification to reduce claim denials and appointment cancellations
► Increasing capacity in ultrasound, CT and MRI, and working to provide 24-hour ExpressCARE at two locations
► Adding a registered nurse (RN) triage to our call center staff to ensure “one call does it all”
► Creating a standard customer service phone training toolkit to educate colleagues who communicate with patients via phone
► Implementing a plan to provide more same-day appointments

The challenges we face are real, and each of us must take “extreme ownership” for the service we provide to every patient and family member we encounter. We all must do our part to help LVHN succeed in taking this quantum leap forward in access and service. Here is what you can do:

► Make every encounter matter. Practice PRIDE behaviors and AIDET. They’re more important than ever. When patients don’t have a good experience here, they’re more likely to go elsewhere for care.
► Act on the spot. If you recognize an access or customer service flaw, don’t wait for someone else to fix it. Take steps to correct it. -Rick Martuscelli

1. Attend a Casual Conversation with Dr. Nester. Search #Casual on LVHN Daily for the schedule.
3. Complete the second quarter bundle by Dec. 31. Click the TLC icon on your SSO toolbar.
INTRODUCING  JUST CULTURE

We’re human beings. We make mistakes. But when you work in health care, just one mistake can have serious consequences. When undesirable outcomes occur, many colleagues feel they work in a punitive environment where we’re quick to punish a colleague rather than ask questions to determine if the colleague did anything worthy of punishment. To build trust in our work environment, we’re introducing Just Culture throughout LVHN.

Just Culture is a model of dealing with people fairly while holding them accountable for their actions. It creates an environment where colleagues feel safe to speak up when they see a mistake or make a bad choice so processes can be improved to help prevent those events from happening again. That’s done using the Just Culture Algorithm™.

By answering yes-or-no questions in the algorithm, a manager can determine which of three behavioral choices a colleague made when something goes wrong:

1. Human error – The colleague inadvertently did other than what he intended.
2. At-risk behavior – The colleague chose to do something that increased risk, failing to recognize the risk.
3. Reckless behavior – The colleague knowingly chose an action that put himself or others at increased risk.

Based on which behavioral choice was made, the algorithm also defines actions that should be taken. For example, the algorithm may show the colleague needs education to prevent the action from happening again, or that a protocol must change to lower the likelihood of error. The algorithm can be used to determine the behavior in any situation, from administering the wrong medication to being late for work.

Benefits to colleagues:

- Provides a standardized approach to investigating events fairly and consistently
- Creates trust between colleagues and managers
- Helps colleagues feel safe to speak up

Benefits to LVHN:

- Identifies opportunities for improvement
- Enhances colleague engagement
- Helps us provide high-quality care

What’s next?

- (L-r in photo, above) Gwen Browning, RN, Kay Rauchfuss, RN, and other colleagues certified in Just Culture are educating about 800 LVHN managers to use the algorithm.
- All colleagues will receive Just Culture education on The Learning Curve (TLC) this fiscal year.
- Learn more on the Just Culture intranet site. Visit LVH.com and click “Departments,” “Non-clinical,” “A-L,” and “Just Culture.”

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In Case You Missed It

LVHN DAILY

Get details on these stories by searching the corresponding hashtag (#).

- Ground is broken for LVH–Muhlenberg Specialty Care Pavilion (#NewPavilion)
- LVHN Cancer Center–Hazleton opens (#CancerCenter)
- Fleming Memory Center opens (#MemoryCenter)
- Health Center at Mountain Top opening next year (#MountainTop)
- Magnet site visit set for January (#MagnetVisit)
- Service Excellence Award recipients honored (#StarCelebration)

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NEW LVHN LEADERS

Two new colleagues will join LVHN’s leadership team in December:

- **Bill Kent** has been named president of Lehigh Valley Hospital. He joins us from Cincinnati Children’s Hospital Medical Center where he was senior vice president of infrastructure and operations. He will be accountable for the campuses of LVH–Cedar Crest, including Children’s Hospital at LVH, and LVH–17th Street.

- **Michael Minear** has been named chief information officer (CIO). He will join us upon the retirement of Harry Lukens, our senior vice president and CIO for the last 21 years. Minear comes from University of California, Davis Health System, where he has been CIO since 2007. He has extensive experience working with the continuous optimization of Epic.

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-Rick Martuscelli
What has LVHN done for colleagues in recent years?

Health care organizations nationwide have struggled financially due to the challenges of health care reform. Many organizations laid off employees, reduced benefits and didn’t provide pay raises. That didn’t happen at LVHN. Even during these challenging times, we’ve kept colleagues at the forefront of everything we do. We’ve awarded merit increases and bonuses, kept our health plan premiums competitive, funded our retirement plan and added benefits – such as voluntary life and accidental death and dismemberment insurance. For five consecutive years, we’ve also given colleagues a holiday turkey to thank you for your hard work and dedication.

What’s being done to ensure LVHN remains a great place to work?

HR colleagues work hard to ensure we maintain competitive pay and benefits. Our recent increase in shift differential for colleagues who work evening and night hours is an example of our commitment to you. LVHN committed $4 million to make this increase possible. We also look for ways to enhance your benefits while simultaneously managing costs to our health network. It’s why we made changes to our vision benefits in 2016 to give you more choice and flexibility in the level of coverage you choose at a very competitive rate.

Is our workforce growing?

It’s growing quickly. In 2009, we had about 10,000 colleagues. Today, we have nearly 14,000 colleagues, making us the largest employer in the Lehigh Valley. In fiscal year 2015 (FY15), we hired nearly 2,200 colleagues. To ensure departments are fully staffed, talent acquisition and human resources (HR) colleagues continue to work hard to fill nearly 500 core positions. They have a lot of good talent to choose from. In FY15, we received more than 58,000 applications. It’s proof that people recognize LVHN as a great place to work.

How can LVHN help me advance my career?

We encourage colleagues to take advantage of opportunities for professional development. To help, we provide tuition reimbursement. Full-time colleagues can receive up to $4,000 per year, and part-time colleagues can receive up to $2,000 to further their education. In FY15, we provided $2.8 million in tuition assistance to nearly 1,900 colleagues. To supplement that, we also offer scholarships for colleagues pursuing a bachelor of science in nursing or master of science in nursing degree.

How can LVHN help me prepare for retirement?

We offer a Matched Savings Plan, in addition to our retirement programs, which provides a convenient way to save and invest for your retirement. In FY15, LVHN’s matching contributions totaled $8.5 million. Your total benefit is based on how much you contribute, your LVHN matching contributions and your investment gains.

You deserve to be rewarded and recognized for your passion for better medicine. On behalf of all the LVHN leaders, thank you for the difference you make every day for our patients and community.

-Rick Martuscelli

Debby Patrick
Senior vice president, human resources
**ARE WE REACHING OUR GOALS?**

As we strive to achieve our goals related to the Triple Aim (Better Health, Better Care and Better Cost), we’ll use this chart to track our progress throughout Fiscal Year 2016.

### Triple Aim

<table>
<thead>
<tr>
<th>Health</th>
<th>Network Goal</th>
<th>Year to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inpatient</strong></td>
<td>Decrease mortality</td>
<td>Green</td>
</tr>
<tr>
<td></td>
<td>Increase MyLVHN activations</td>
<td>Green</td>
</tr>
<tr>
<td><strong>LVPG Practices</strong></td>
<td>Access: Reduce diversion hours</td>
<td>Red</td>
</tr>
<tr>
<td></td>
<td>Experience: Meet HCAHPS goals</td>
<td>Red</td>
</tr>
<tr>
<td><strong>Outpatient</strong></td>
<td>Access: Increase percentage of new patients seen within seven days for primary care and 14 days for specialty care</td>
<td>Red</td>
</tr>
<tr>
<td></td>
<td>Experience: Meet Press Ganey goals</td>
<td>Green</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Optimize cost per patient encounter</td>
<td>Red</td>
</tr>
<tr>
<td></td>
<td>Implement acute total joint pathways*</td>
<td>Red</td>
</tr>
</tbody>
</table>

*Data is not yet available.

- **Green** = Meeting our goal
- **Red** = Opportunity for improvement

Goal must be achieved at the end of fiscal year 2016 to earn a Shared Success Plan (SSP) bonus in October.
With most LVHN locations now on Epic, here’s what’s happening and what’s to come:

1. **Optimization:** This ongoing process improves the system based on Epic updates and colleagues’ suggestions.

2. **Care Everywhere:** Having “one record for one patient” is meaningful when a patient needs care outside of LVHN or we care for a patient with an Epic EMR. Using Care Everywhere, we’ve interacted with more than 80 Epic-connected organizations, and have shared and received more than 90,000 documents related to patient diagnoses and care.

3. **Wave 3:** The LVHN Epic team is currently developing plans for Wave 3 implementations.

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**NEW MyLVHN GOAL**

The expansion of MyLVHN, our new patient portal, from zero accounts in February to more than 42,000 today is linked to your advocacy. With an opportunity to grow MyLVHN even more than envisioned, we updated our activation goals for fiscal year 2016:

- 45,000 activations – threshold
- 50,000 activations – target
- 55,000 activations – maximum

**Two ways to create an account:**

1. Visit your LVPG provider or
2. Visit MyLVHN.org, click “Create Account” and follow the instructions.

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**OUR Epic FUTURE**

**NEW MyLVHN GOAL**

With most LVHN locations now on Epic, here’s what’s happening and what’s to come:

1. **Optimization:** This ongoing process improves the system based on Epic updates and colleagues’ suggestions.

   **Make an optimization recommendation.**

   Call the support center at 610-402-8303.

2. **Care Everywhere:** Having “one record for one patient” is meaningful when a patient needs care outside of LVHN or we care for a patient with an Epic EMR. Using Care Everywhere, we’ve interacted with more than 80 Epic-connected organizations, and have shared and received more than 90,000 documents related to patient diagnoses and care.

3. **Wave 3:** The LVHN Epic team is currently developing plans for Wave 3 implementations.

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**HOW OUR REHABILITATION FACILITIES ADDRESS LENGTH OF STAY**

**It’s 4:35 p.m.** An admissions coordinator for the Center for Inpatient Rehabilitation–Cedar Crest is expecting an insurance authorization for an orthopedic patient awaiting transfer from an acute care unit within the hospital. The case manager from the acute care unit has prepared for the transfer. The rehab center is ready to admit the patient. But …

What if the authorization doesn’t arrive until evening? What if another unexpected delay arises?

Must the transfer be delayed until the following day? Actually, it’s no problem.

The admissions coordinator position originated with the opening of the center in July. The creation of the position included protocols that allow for a seamless admission to the center immediately, as well as efficient admissions to LVH–17th Street’s transitional skilled unit (TSU) for short-term rehab. These protocols foster working relationships between colleagues that permit the patient to arrive for rehabilitation as soon as possible, which results in a shorter overall length of stay. In about half a year, length of stay has dropped overall about a day for all rehab patients.

Working relationships go beyond those managing transfers. Patients admitted to the center work on regaining function, with care from specialists such as physical therapist Trisha Collins (shown). Patients also have more significant medical issues that need managing compared to those at our other rehab facilities. The fact that the center is at LVH–Cedar Crest makes this efficient care continuum possible. Management of a patient’s medical issues can resume in the center, where specialists are readily available for visits and additional attention. If a serious issue arises, efforts are made to prevent the need for the patient to be transferred back to an acute care unit.

Overall, this collaborative effort between hospital units maximizes the patient care experience and expedites the return home. It also helps us reduce emergency department diversions, giving more patients access to our care.

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Ted Williams
GET HOLIDAY DISCOUNTS AT LVHN

'Tis the season to spend money on gifts that make family and friends feel jolly. Need some help managing your expenses? Consider the special holiday discounts being offered to colleagues by our hospital gift shops and the LVHN Recreation Committee.

The annual “Holiday Sale” will take place Dec. 3 and 4 at the gift shops at LVH–Cedar Crest and LVH–Muhlenberg. And because they’re operated by the auxiliaries of Lehigh Valley Hospital and Lehigh Valley Hospital–Muhlenberg, the money you spend comes back to LVHN to enhance patient care.

The Holiday Sale features a 30-percent discount on a variety of items, including holiday décor, jewelry, men’s gifts, women’s gifts and most children’s toys. The sale does not cover foods, balloons, flowers, plants, TWIG items (hand-crafted items from the TWIG women’s group), LVHN-logo wear, MedEvac items, stamps, cards and plush toys.

Through the Recreation Committee, Dell Computers is offering a free drone with the purchase of select computers starting at $499. You can shop online at Dell.com/mpp/lvhn, member ID: HS126349869. Contact Dell at Healthcare_epp_programs@dell.com for more information.

Get more DISCOUNTS
Find them on the Recreation Committee intranet site. (Visit LVH.com, and click “Recreation Committee” in the left column under “Colleague Resources.”)

GET REWARDED WITH OUR EMPLOYEE REFERRAL PROGRAM

With our Employee Referral Program, sharing your enthusiasm about LVHN with family, friends and other health care professionals can be rewarding.

Now until Feb. 2, 2016, you can earn a gift card and referral bonus when you refer experienced professionals with a minimum of one-year experience in the following areas:

▶ Registered nurses (RNs) for our inpatient medical-surgical unit (full-time night shift only)
▶ RNs with cardiovascular experience for our operating rooms (full-time only)
▶ Home care RNs, and occupational and physical therapists with acute care experience (full-time only)

When you refer qualified professionals, you will:

▶ Earn a $25 gift card for each qualified referral
▶ Get a $500 referral bonus on your referral’s first day of work
▶ Get another $500 referral bonus on your referral’s one-year anniversary

In addition, when you refer a qualified LVPG medical assistant, you’ll earn a one-time $500 bonus after the colleague completes 90 days of employment. Referral payouts and gift cards are taxable income.

And here’s a present for medical colleagues. Get 25-percent off medical apparel and footwear in December at any of the three MP Outfitters retail stores in the Lehigh Valley. If you spend $50 or more at the retail stores in December, you’ll get a $10 gift certificate for use in January. These discounts will not be available for apparel at Health Spectrum Pharmacy.

-Sheila Caballero

Visit LVHN.org/rewardingcareers to submit your referral’s name, specialty and contact information.

Make a REFERRAL
WHEN TO VISIT THESE LVHN WEBSITES

When you need information about LVHN, you have several websites to choose from.

In fact, you may wonder which one to visit for the information you need. Fear not. This directory explains what you can find on each of our websites.

LVHN.org

This website tells the people of our community all about LVHN. Anyone can visit. Use it to:

► Get detailed information about conditions, treatments and our services
► Find a doctor or practice
► Read news about LVHN on our community blog, Lehigh Valley Health News
► Get information about and directions to our facilities
► Access wellness resources
► Pay your medical bills
► Donate to LVHN

LVHN intranet (LVH.com)

It’s a hub for information that colleagues need to do their job. Visit it to:

► Link to individual departments’ websites
► View job postings, a colleague directory, our Recreation Committee’s website, a marketplace to buy and sell items, and more
► Page a colleague
► Find educational and clinical resources
► Read LVHN’s publications
► Link to LVHN Daily (see next column)

LVHN Daily (daily.LVHN.org)

This website for colleagues is your everyday source for LVHN news. New information is added daily – hence the name. Visit for:

► The latest LVHN news
► Stories about colleagues
► Wellness information
► LVHN goals and strategy
► Benefits information
► Discounts and perks
► Nursing stories
► Terry’s Take, a blog by Terry Capuano, RN

You also can share and view colleague photos, and comment on what you read and see.

MyLVHN.org

MyLVHN.org is a free, secure, easy-to-use patient website that connects you with your personal health information, or the health information of someone you care for, such as your child or a relative. Any LVHN or LVPG patient can use it. With MyLVHN you can:

► Review medical information
► Request prescription refills
► Pay or review medical bills
► Send and receive non-urgent messages from your LVHN/LVPG health care provider
► Request an appointment

MyPopulytics.com

This website is helpful to colleagues and their dependents enrolled in Choice Plus. Visit to:

► View your benefit plans
► Find a provider
► See your claims and eligibility
► View Explanation of Benefits for claims processed
► Check your Flexible Spending Account, Health Savings Account or Culture of Wellness balance
► Contact a health plan expert
► Participate in interactive healthy living programs

Human resources (HR) intranet site (hr.LVH.org)

Accessible from the LVHN intranet, this website describes the benefits and opportunities available to you as an LVHN colleague. Visit for information about:

► Your benefits (medical, dental and vision insurance; life and supplemental insurance, tuition reimbursement and more)
► Retirement plan information, 403b/401k and planning tools
► Employee Assistance Program (EAP)
► Employee and manager resources
► Employee health services
► Leave of absence
► HR policies

Create a MyLVHN ACCOUNT

Visit MyLVHN.org and click “Create Account.”

-Rick Martuscelli
As far as late-for-work excuses go, this one’s a real doozy.

MRI technologist Wes Webb works evenings at LVH–Muhlenberg. To stay in shape, he runs several mornings a week. His favorite spot is along the Little Lehigh River in Allentown’s Lehigh Parkway, which is where Webb was on Aug. 14. As he adjusted his headphones before his run, Webb heard what he thought was thunder. A split second later he was shocked to see a small plane scraping the tree tops about 20 yards away.

“It was unreal, like I was watching TV,” Webb says. “I remember thinking, ‘I can’t believe there’s a plane falling out of the sky.’” The plane crashed nose down in the river. That’s when Webb’s shock turned to action. “I realized I needed to help the pilot,” he says.

Webb called 911 and plunged into the waist-deep water while describing the scene to a dispatcher. The pilot was initially unconscious and bleeding, but soon awoke, dazed and disoriented. Webb calmly comforted and talked to the man, even after he smelled leaking gasoline. “Maybe I wasn’t being smart, but I didn’t worry about the gas,” he says. “I wanted to keep the pilot from panicking and hurting himself even more.”

After a rescue crew arrived and transported the pilot to LVH–Cedar Crest, Webb called his supervisor, Dawn Kuklinski, and said he might be late for work. His excuse? “I witnessed an accident and need to give a statement.”

Kuklinski only learned the true details of Webb’s valiant actions when a story appeared in the newspaper the following day. “Typical Wes,” she says. “He’s so calm and modest.”

Webb did arrive for work on time and remains unimpressed by his efforts. “I did what anyone should have done,” he says. “I don’t feel it was anything special or heroic.” At least one man would strongly disagree. A man who couldn’t find a safe place to land but did find the next best thing — his guardian angel.

-Gerard Migliore