

nsmcNow!

THE NEWS OF NORTH SHORE MEDICAL CENTER



NSMC will realign practices and facilities to make high-quality care more accessible, effective and efficient. Here Katelyn Ferguson, B.S.N., R.N.-B.C., and Patricia Hogan, R.N., work with a patient on West 1 on the Union Campus.

A VISION FOR THE FUTURE

NSMC AND PARTNERS ANNOUNCE PLAN FOR BETTER CARE AND HEALTHIER COMMUNITIES

On June 30, 2015, North Shore Medical Center and Partners HealthCare announced a revised restructuring plan that improves care and coordination across a wide spectrum of health services. This plan realigns practices and facilities to make high-quality care more effective and efficient and improves access to the community-based care that North Shore residents use most. It builds on a similar plan announced two years ago that was revised in light of Spaulding Hospital North Shore's decision to close.

"We are confident that this plan, coupled with investments in primary, urgent and specialty care, behavioral health services, care coordination and community health resources, is in the best long-term interests of the communities we serve," says President Robert Norton. "The end result will be increased access, better care and lower costs."

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Training and Education Well Under Way for ICD-10 Go Live

On October 1, 2015, NSMC and hospitals across the country will transition to ICD-10, the updated version of the International Classification of Diseases. Created by the World Health Organization, ICD-10 is the medical classification list used worldwide to code diseases, signs and symptoms, abnormal findings, complaints, social circumstances and external causes of injury or diseases. With approximately 55,000 more diagnostic codes than its predecessor, ICD-10 is intended to capture a greater level of clinical detail about patients, which will lead to better care, improved disease and care management and more accurate and timely reimbursement.

"We have been preparing for the transition to ICD-10 since 2013," says Gina Mannion, Coding Manager. "Our 20 medical coders collectively have had more than 2,300 hours of advanced education and two have become certified trainers. In June, we also started dual

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Hospitalist Yoona Kim, M.D., receives one-on-one ICD-10 training from Coding Manager Gina Mannion.



NORTH SHORE
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Semine and Mandell Honored with Nesson Awards



Christian Semine, M.D., and Mark Mandell, M.D., were each honored with Nesson Awards at the 2015 Partners Annual Meeting this past May. Dr. Semine, Chair of

Radiology, was honored for his work on low-dose lung cancer screening and managing and tracking patients with pulmonary nodules. Dr. Mandell, Chair of Pediatrics at MassGeneral *for* Children at NSMC, was honored for his work as leader of the Partners Pediatric Integrated Care Management Program.

Named in honor of H. Richard Nesson, M.D., the first CEO of Partners HealthCare, the Nesson Awards are given annually to Partners clinicians and their teams whose work exemplifies a commitment to improving care. These awards showcase projects and programs that help fulfill Partners' mission to enhance the provider-patient relationship and the clinicians' experience through innovation in practice and collaboration among colleagues, practices and hospitals in pursuit of excellence.

Coffee & Conversation Update

Each issue of *NSMC Now* will feature selections from the Coffee & Conversation question-and-answer sessions held regularly with NSMC senior leadership.



Q: How does the campus consolidation plan affect jobs?

A: The kind of investment associated with the consolidation plan will require that NSMC maintains a robust workforce. While locations and specific positions will change, we will continue to care for all our patients and will

need the staff to provide that care. We have estimated that about 100 NSMC jobs will be consolidated in the transformation. This number is significantly lower than NSMC's typical turnover in a year, so the employees currently in those positions are likely to find other opportunities within our organization.

Furthermore, this change is expected to take two to four years, so we will be working with our employees to accomplish the transition as much as possible through turnover, retirement and reassignment within NSMC, NSPG or Partners. We will work with each and every affected employee to help with the transition.

To read more questions and answers about NSMC's new model of care and campus consolidation plan, please visit the feature news section on NSMC Connect.



Jeff Lausier, R.N., works with a patient on the Salem Campus.

Improvements on the Salem Campus

In addition to the new Emergency Department and two inpatient units being built on the Salem Campus, the former Spaulding Hospital North Shore will also be renovated to accommodate The Center of Excellence in Behavioral Health. The new Emergency Department will be sited on the Spaulding/Dove Avenue side of the campus between the current Davenport and Spaulding North Shore buildings. To ease traffic flow, plans also include construction of an access road from the Highland Avenue side of the campus to the Spaulding/Dove Avenue side. Key access areas such as the hospital's main entrance and green spaces will also be reconfigured and renovated to improve wayfinding and provide a more welcoming and efficient patient experience.

"Consolidating services is vital to enhancing quality of care and improving the patient experience," says Mitchell S. Rein, M.D., Senior Vice President and Chief Medical Officer. "With a single hospital, we can provide deeper specialization, better coordination of care and enhanced safety."

A VISION FOR THE FUTURE continued from page 1

The updated plan calls for consolidating all hospital-based medical, surgical and behavioral health services on one regional campus in Salem. All inpatient services currently on the Union Campus will be consolidated at Salem over the course of the next three years. The Center of Excellence in Behavioral Health originally planned for the Union Campus now will be located in Salem in the current Spaulding North Shore building.

To ensure that NSMC has the capacity to care for all of the patients and communities it serves, a significant investment is being made in a new state-of-the-art Emergency Department and two additional family-centered inpatient units on the Salem Campus. The North Shore Physicians Group (NSPG) practice located on the Union Campus will remain in Lynn, giving residents access to expanded outpatient primary, specialty and behavioral health services. In addition to the expanded Emergency Department in Salem, NSMC will continue to operate the current Emergency Department on the Union Campus over the transition of the next several years.

Meeting a critical need

The new Center of Excellence in Behavioral Health will include inpatient and outpatient psychiatry, behavioral health and addiction care for adults, children, adolescents and seniors and be directly aligned with Massachusetts General Hospital. By integrating behavioral, medical and surgical facilities on one campus, NSMC will be better equipped to manage the complex needs of its patients. Furthermore, the synergies created by bringing together the best of academic and community care will help meet the region's need at a time when critical services are in great demand.

KEY ELEMENTS OF THE PLAN

- Consolidating NSMC hospital-based medical, surgical and behavioral health services on the Salem Campus. All inpatient services currently based on the Union Campus will transition to Salem over the course of the next three years.
- Converting the current Spaulding Hospital North Shore building into a Center of Excellence in Behavioral Health that will be directly aligned with Massachusetts General Hospital and add more than 50 new beds to the region for psychiatry and behavioral health services.
- Expanding community-based outpatient primary, specialty, urgent care and behavioral health services throughout the North Shore at NSPG offices, and in collaboration with the Lynn Community Health Center and North Shore Community Health Center.
- The regulatory review process and full construction will take a minimum of three years, during which time Union Hospital will remain an active facility with a full-service Emergency Department. Construction will be staged, however, which may enable some inpatient services to move sooner within that time frame.

"We recognize that this is a significant turning point for NSMC and that these decisions affect the lives and livelihoods of our nurses, staff, physicians and patients. Nonetheless, we truly believe that this plan is essential to advancing our mission to provide the finest care to the patients of greater Lynn and Salem and throughout the North Shore."

— Robert Norton

Robust primary, specialty and urgent care to expand in Lynn

As care increasingly shifts from inpatient to outpatient settings and the role of primary care expands, NSMC will be expanding its NSPG practices in Lynn. These expanded services will include primary, specialty and urgent care and associated outpatient services that will serve a wide range of healthcare needs for local residents. Even with this expansion, however, the medical center will be left with a significant amount of excess property on the Union Campus, so it will engage with Lynn city officials and the Lynn community about the best options for reuse.

Continued investment in community health

The plan includes continued investment in community health that builds on years of collaboration with community organizations, the Lynn Community Health Center and the North Shore Community Health Center to increase access to a spectrum of care. In addition to providing support for vulnerable populations, NSMC will be collaborating to address obesity, addiction and teen pregnancy in local communities.

More integrated care improves quality, coordination

Integral to the plan are new models of care at NSMC that improve coordination, efficiency and safety. One example is the Integrated Care Management Program that is helping NSMC to manage its most complex patients by using early intervention and better care coordination to prevent admissions and unnecessary emergency room visits. And NSMC is investing in Partners eCare, the electronic healthcare system that enables all caregivers in the Partners system to access their patients' health information at any time, enhancing coordination, quality and safety.

"We recognize that this is a significant turning point for NSMC and that these decisions affect the lives and livelihoods of our nurses, staff, physicians and patients," says Norton. "Nonetheless, we truly believe that this plan is essential to advancing our mission to provide the finest care to the patients of greater Lynn and Salem and throughout the North Shore."



EVERYDAY SUPERHEROES

Staff Celebrate NSMC's Ranking as a Top Five Hospital in Boston by *U.S. News and World Report*

At a series of fun-filled events held in July, staff on both the Salem and Union campuses came together to celebrate NSMC's ranking as one of the top five Best Hospitals in the Boston Metro Area and among the top six in Massachusetts by *U.S. News & World Report*. The superhero theme of the events was in tribute to the

"everyday superheroes" across the organization who made these exceptional rankings possible.

With its rankings, NSMC joined an esteemed array of medical centers including Massachusetts General Hospital, Brigham and Women's Hospital and Newton-Wellesley Hospital in receiving the *U.S. News & World Report* honors.

"NSMC's recognition as a top hospital in Boston reflects the commitment of our exceptional staff. Their unwavering attention to the highest standards of care continues to improve our performance as a top healthcare provider on the North Shore and one of the best in Boston," says Robert Norton, NSMC President.

In rankings by state and metro area, *U.S. News* recognized hospitals that perform best in one or more specialties, as well as hospitals that excel in multiple common procedures and conditions. In addition to top regional honors, NSMC was also recognized as a high-performing hospital in hip replacement, knee replacement and heart failure care.

The annual *U.S. News* Best Hospitals rankings recognize hospitals that excel in treating the most challenging patients. In addition to its national rankings, *U.S. News* evaluates hospitals in 16 adult specialties and recognizes regional high-performing hospitals that provide care at nearly the level of their nationally ranked peers.



LET IT RAIN

Downpour Doesn't Deter Enthusiastic Crowd from Participating in 25th Annual Cancer WALK

It may go down in history as the wettest Cancer WALK of the past 25 years, but that didn't deter several thousand hearty participants from taking to the streets of Salem on June 28.

"The walkers who participated this year showed a lot enthusiasm and commitment—it was truly impressive," says Mary Jo Gagnon, Senior Vice President of Operations and 2015 Cancer WALK co-chair. "It takes a lot of determination to walk six miles in such wet weather."

"The rain and clouds didn't dampen our spirits at all," says Amy Ciancarelli of the Patient and Family Relations Department who was seen walking with her team, Kelly's Crew. "Even my three-year-old daughter enjoyed herself."

Since it started in 1991, the North Shore Cancer WALK has become the largest single-day fundraising event on the North Shore, generating more than \$20 million in support of cancer treatment and programs at NSMC and the Mass General/North Shore Cancer Center. Proceeds from the 2015 Cancer WALK will go toward the development of a new inpatient oncology unit on the Salem Campus and wellness services and support programs at the Mass General/North Shore Cancer Center.

"Year in, year out, the Cancer WALK demonstrates how strongly our community feels about having state-of-the-art cancer care on the North Shore," says WALK organizer Rose Fisher, Director of Events and Annual Giving. "The positive energy around this year's 25th anniversary milestone was inspirational."

For more information on the North Shore Cancer WALK, please visit: NorthShoreCancerWalk.org.



1. Jim McIntyre, M.D., and Mitchell Rein, M.D. 2. Mike Storey, C.R.N.A., D.N.P., and his wife. 3. Wilfred Lewis, M.D., and his daughter. 4. Amy Ciancarelli (second from left) and her team, Kelly's Crew. 5. Jessica Benedetto, M.D., and her children. 6. 2015 WALK co-chair Mary Jo Gagnon, Bob Norton and Sara Andrews. 7. Rachel Chase and her daughter. 8. Jovina Tarantino with volunteer Judith Bennett. 9. Alicia Belisle. 10. Cancer Center water stop volunteers Teri Casteris, Heidi Turner, Paula Fallon and Kim Marcantonio-Bradley, M.A. 11. Lisa Cavallaro, R.N., and friends. All photos left to right.



nsmcPeople



Mike Griffin, LICSW, Psychiatric Patient Navigator

Mike Griffin is as likely to meet with his patients out in the community as he is in the Salem or Union hospital Emergency Departments or on one of the inpatient psychiatric units. As NSMC's Psychiatric Patient Navigator, Griffin is willing to meet with patients wherever and whenever it's most convenient for them to ensure that they can access the resources and services they need to get well.

"I work with high-risk patients struggling with mental health and substance abuse issues, many of whom are homeless, living in shelters or facing other life challenges," says Griffin. "All have come through the Emergency Department or have been discharged from an inpatient psychiatric unit. My role is to extend case management support beyond the hospital walls to ensure that these patients have a solid treatment plan in place and get the care they need for future success."

Since starting at NSMC six years ago, Griffin has helped decrease the length of stay for complex psychiatric patients in the ED and reduce the frequency of repeat visits, but he tends to measure his success on a smaller scale. "For me, success is about all the little changes that occur with patients that put them on the right track. It's a slow and steady process over a period of time."

One of the biggest challenges that Griffin faces is a lack of inpatient beds for patients transitioning out of the ED. He is greatly encouraged by NSMC's plan to add more than 50 beds for behavioral health treatment in Salem as part of the campus consolidation project. "The beds will certainly fill up. There's a huge statewide need and the faster we can get patients into treatment, the better."

"My role is to extend case management support beyond the hospital walls to ensure that these patients have a solid treatment plan in place and get the care they need for future success."

Physician Retirements

William Adams, M.D., a plastic surgeon at the Adams Center for Aesthetic Surgery in Peabody, retired in May after serving on the NSMC medical staff for 36 years. Dr. Adams also practiced in Boston and led the way for the growth in cosmetic surgery on the North Shore.

Richard Alexander, M.D., a primary care physician who practiced most recently at the NSPG office located at 331 Highland Avenue in Salem, retired in May. A member of the NSMC medical staff for close to 40 years, Dr. Alexander is the son of the late H. Gregory Alexander, M.D., who also served on the NSMC medical staff for nearly 40 years.

Lawrence Hulefeld, M.D., a former Chief of Emergency Medicine on the Union Campus and the 2001 recipient of the NSMC Physician of Excellence Award, retired in June after serving 44 years on the NSMC medical staff. Dr. Hulefeld will continue to share his talents in the urgent care service at Lynn Community Health Center.

Andrea Tish, M.D., a physician in the Pediatric Emergency Medicine Department, retired in July. The former Director of Ambulatory Services at MassGeneral Hospital for Children at NSMC, Dr. Tish was a member of the NSMC medical staff for close to 35 years.

Jeanne Yu, M.D., a breast surgeon also on staff at Massachusetts General Hospital and the former co-director of the Breast Health Program at the Mass General/North Shore Center for Outpatient Care, Mass General/North Shore Cancer Center and North Shore Medical Center, retired in April.

IDC-10 PREPARATION

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coding—coding in both ICD-9 and ICD-10—in anticipation of the October 1 go live date."

Additionally, the Health Information Management team has been providing education to physicians through in-person group sessions and online through HealthStream. Physician training is also being provided by North Shore Physicians Group and the Massachusetts General Physicians Organization. By October, NSMC's entire medical staff will have received some form of ICD-10 training, as will a large number of other clinicians and administrative staff directly involved with documentation or billing.

"Physicians won't necessarily need to learn the details of the new ICD-10 codes, but they will need to start providing a much greater level of specificity when entering clinical documentation to ensure that the coders can select the right symptom, disease or provided service," says Joe Miaskiewicz, M.D., Chief of Utilization Review and Clinical Documentation. "Most of what physicians do is repetitive and practiced within a relatively limited scope of diseases and procedures, so the change is a matter of providing more detail in the documentation and paying attention to the queries built in to the system."

The ICD-10 code set was first introduced in 1994 and is just now being adopted in the United States as part of the Health Insurance Portability and Accountability Act. In addition to significantly expanding the number of diagnosis codes, ICD-10 also provides much-needed updates to medical terminology and disease classification, as well as codes that allow for comparison of mortality and morbidity data.

"Adopting ICD-10 is a long overdue step that will ultimately improve the care we provide our patients," says Dr. Miaskiewicz.

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Do you have news or ideas to share? Let us know. Contact editor Bill Ewing at 978-354-2161 or wewing@partners.org. NSMC Now! is produced by NSMC's Department of Marketing and Communications.

SAVE THE DATE
6th Annual North Shore
Cancer RUN, November 8



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CANCER RUN**
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