

AUGUST 26, 2013

VOLUME 29 NUMBER 13

LABOR BENCHMARKING STUDY LEADS TO BEST PRACTICE INCENTIVE PLAN

HEALTH SYSTEM

CARE NEW ENGLAND

AMS recently assisted Providence, R.I.-based **Care New England Health System (CNE)** in identifying labor benchmarks to streamline its health care service delivery throughout southeastern New England.

About CNE

Formed in 1996, CNE consists of founding members **Butler Hospital, Kent Hospital and Women & Infants Hospital of Rhode Island**, as well as partner hospitals and agencies including VNA of Care New England, HealthTouch, Inc. and the Care New England Wellness Center. With a combined total of 6,880 employees and 1,193 active medical staff, the organization's broad spectrum of services includes primary and secondary acute care, health care for women and newborns, behavioral health and substance abuse, home health, hospice, private duty nursing, rehabilitation, wellness, fitness and educational programs.

The Background

AMS conducted its first labor benchmarking review for CNE in 2011, providing the senior management team with staffing targets for all cost centers. Recognizing that the existing culture and organizational behavior varied among the various operating units, CNE took a proactive approach in providing consistent training and education.

In 2012, more than 300 managers attended 17 sessions of the seminar "Moving Toward Operational Excellence," which was co-developed with AMS. Seminar presenters included CNE President and Chief Executive Officer Dennis D. Keefe and Senior Vice President and Chief Financial Officer Jack Sutherland.

Current Results

As a result of the comprehensive AMS labor resource benchmarking study completed in 2013, the AMS "best practice" staffing targets have been the goal for all cost center managers. To date, that goal is being realized by promoting early retirement programs, managing vacancies and other strategies.

But the key to success here has been CNE senior management creating an incentive plan through which rewards are generated based on organization-wide success, rather than individual cost center achievements. The result, according to Keefe, is a spirit of cooperation and team unity that extends to other areas of the organization.



“In our work with more than 200 hospitals, CNE is our first client that has tied its manager incentive plan to the best practice range,” noted Alan Goldberg, partner and president of AMS.

“We appreciate the thoroughness and overall professionalism demonstrated by AMS in helping us identify ways in which we can continue to streamline our operations,” Keefe added. “As a result, CNE is well positioned to transition into the new era of health care delivery while maintaining our high-quality continuum of care.”

For more information, contact Alan at agoldberg@aboutams.com.

GRANT MEMORIAL HOSPITAL AND AMS TO SPEAK ON ICD-10

AMS has been invited to speak at the 21st Annual West Virginia Rural Health Conference (WVRHC) which is being held at Stonewall Resort, Roanoke, WV October 21-23 2013. The theme of the conference is “WV Rural Health: Connecting West Virginians to Health Care.” This messaging is consistent with what the Associated Press has reported that to date, "public awareness" campaigns on the Affordable Care Act have spent \$9.23 per resident in West Virginia, highest in the nation. **Grant Memorial Hospital**, Petersburg, WV, will join in the presentation.

Taking your temperature/ICD 10 with a year to go. What to do, where you should be, and what it costs is the title of the talk. There are still many hospitals that have not begun their formal preparation for conversion to ICD 10 on October 1, 2014. Realistically, they have until the end of the calendar year to get going with the process. This presentation will provide some markers so organizations can determine where they need to be. A robust handout is planned.

Jan Sayer, vice president/HIM & Compliance, JD, CHC, will be the AMS speaker. Jan is an American Health Information Management Association, AHIMA-Approved ICD-10-CM/PCS Trainer and was an ICD-10 panelist last year at a conference co-hosted by the New England Health Information and Management Systems Society and Maine Healthcare Financial Management Association in Maine.

Joe Barnes, CPA, CFO of Grant Memorial Hospital, will also speak and has spoken in the past to the National Association of Rural Health and to the American Institute of CPAs. AMS presented a talk on benchmarking and the balanced scorecard two years ago to the WV Rural Health Congress and has presented to rural health conferences in both Colorado and Kansas. For more information go to wvruralhealth.org/CRHD/Calendar/2013/Day/2013/10/23/.

SAVE THE DATE

ACHE of Massachusetts’ November 5, 2013 conference, “The Value Imperative: Delivering Better, More Efficient, and More Affordable Care in Today's Healthcare Environment” with key note speaker Don Berwick will be held at the DoubleTree Hilton, Westboro, Massachusetts. Other speakers will include John Polanowicz, Secretary, Executive Office of Health and Human Services, Commonwealth of Massachusetts, and Patrick Muldoon, President and CEO, UMass Memorial Medical Center, Worcester. Please see attached for more information.





Co-sponsored by the Massachusetts Hospital Association

The Value Imperative: Delivering Better, More Efficient, and More Affordable Care in Today's Healthcare Environment

Tuesday, November 5, 2013

7:00 AM - 12:15 PM (Continental breakfast and lunch are included.)

DoubleTree Hilton Westborough | 5400 Computer Drive, Westborough, MA

This conference will focus on creating value in today's healthcare delivery system with a special focus on optimizing quality, improving the patient experience of care, and making healthcare more affordable.

KEYNOTE SPEAKERS

Donald Berwick, MD, MPP, FRCP, Gubernatorial Candidate, Commonwealth of Massachusetts, Former Administrator of the Centers for Medicare and Medicaid Services,
Former President & CEO of the Institute for Healthcare Improvement

Lisa Goldstein, Associate Managing Director, Public Finance Group, Moody's Investors Service, Inc.

PANEL DISCUSSION

Moderator - Martha Bebinger, Reporter, WBUR

Lisa Goldstein, Associate Managing Director, Public Finance Group, Moody's Investors Service, Inc.

Patrick Muldoon, FACHE, President & CEO, UMass Memorial Medical Center,

John Polanowicz, Secretary, Executive Office of Health and Human Services, Commonwealth of Massachusetts

Agenda

7:00 - 7:30 AM Registration, Breakfast and Networking

7:30 - 7:45 AM **Opening Remarks** - Trish Hannon, FACHE, ACHE of MA President, President & CEO,
New England Baptist Hospital

7:45 - 8:30 AM **Donald Berwick, MD**

8:30 - 9:15 AM **Lisa Goldstein**

9:15 - 9:45 AM **Networking Break** - Visit our **SPONSOR** Tables

9:45 - 10:00 AM **Annual Meeting**

10:00 - 10:45 AM **Keynote TBD**

10:45 - 12:15 PM **Panel Discussion**

12:15 PM **Lunch**

\$175 ACHE of Massachusetts/ACHE Members

\$225 Non-members

\$25 Healthcare Administration Students and those "In Transition"

For more information, please visit http://massache.org/event_2013_11_05.asp

**RECENT INTERIM MANAGEMENT ASSIGNMENTS
JANUARY – JULY 2013**

AMS Interim Management is a combination of consulting and management where AMS runs the department or function. We have been providing interim management since the 70s when the management engineering department at hospitals was outsourced to AMS.

HEALTH INFORMATION MANAGEMENT AND COMPLIANCE GROUP (HIMC)

| | |
|--------------------------|--|
| Assistant Director, HIM | Academic Medical Center, MA |
| Director, Privacy | Academic Medical Center, MA |
| Director, HIM | Critical Access Hospital, VT Rehab Hospital, RI Urban Hospital, RI |
| Director, Patient Access | Academic Medical Center, MA |
| Manager, Compliance | Academic Medical Center, MA |
| Manager, HIM | Academic Medical Center, MA |
| Operations Manager, HIM | Academic Medical Center, MA |

SYSTEMS ENGINEERING GROUP (SEG) - CLINICAL

| | |
|------------------------------------|-----------------------------|
| Laboratory Chief Operating Officer | Academic Medical Center, MA |
| Chief Nursing Officer | Community Hospital, MA |
| Laboratory Operations Manager | Community Hospital, MA |
| Vice President, Revenue Cycle | Community Hospital, NY |

Contact:

Paul Brzozowski – pbrzozowski@aboutams.com
Alan Goldberg – agoldberg@aboutams.com
Pat Abrami – pabrami@aboutams.com
Tom Webb – twebb@aboutams.com