

DECEMBER 18, 2017

VOLUME 33 NUMBER 17

2017 YEAR END REPORT ON MASSACHUSETTS AS BELLWETHER FOR THE NATION

As AMS consultants, we work all over the country and are often asked about policy events and trends in Massachusetts. Here are some highlights from 2017.

- **HOSPITALS MAGAZINE CEASES PUBLICATION**. Although not just a Massachusetts event, after 91 years the American Hospital Association ended publication of ***Hospitals & Health Networks (H&HN)***. Like many organizations AHA has shifted to daily email and text communication.
- **BETH ISRAEL LAHEY MASSACHUSETTS MERGER GETS ADDED STATE REVIEW**. On merger review, regulators shape the health care system, and one debateable criteria is how much market share is allowed before monopolistic tendencies are a concern. For years, the rule of thumb in Massachusetts was a 25% market share limit. So when a merger is going to exceed that limit, it is not a surprise to see the extra reviews that take place. "As far as I know, this is as comprehensive of a review of complex mergers as any area in the U.S.," said Dr. Stuart Altman, chair of the Massachusetts Health Policy Commission, in an announcement last week. He was referring to the proposed merger of **Beth Israel Deaconess Medical Center, Lahey Health, New England Baptist Hospital, Mt. Auburn Hospital-Cambridge, and Anna Jaques Hospital-Newburyport**, that will receive an additional state review.
- **MASSACHUSETTS GENERAL HOSPITAL (MGH)-BRIGHAM AND WOMEN'S HOSPITAL PROPOSE TO ACQUIRE ANOTHER MASSACHUSETTS HOSPITAL**. The main campus of **Mass. Eye and Ear** in Boston, a Harvard teaching hospital dedicated to eye, ear, nose, throat, head and neck (ENT) care and research, is next door to MGH. This helps explain why a merger would make sense. Yet because **Partners HealthCare** Massachusetts market share is already 27%, this deal will also get additional scrutiny. Their last deal was to acquire a New Hampshire hospital--**Wentworth-Douglass Hospital**, and a current deal on the table is to acquire **Care New England Health System** in Rhode Island.
- **LABOR/MANAGEMENT RELATIONS 2017-NURSES UNION HAS ONE DAY STRIKES AT THREE DIFFERENT HOSPITALS**. The **Massachusetts Nurses Association** held "one day" strikes at **Baystate Franklin Hospital, Tufts Medical Center-Boston, and Berkshire Medical Center-Pittsfield** in 2017. The strikes were all over delays in negotiating new contracts. In all cases the hospitals had to "lock out" the nurses for additional days, at significant added expense, with their commitments to replacement nurses.
- **LABOR/MANAGEMENT RELATIONS 2018-MASSACHUSETTS BALLOT INITIATIVE-UNION SEEKS NURSE MINIMUM STAFFING**. **Massachusetts Nurses Association** says hospital minimum nurse staffing levels would be initiated in operating rooms, maternity wards and outpatient units under a proposed ballot question that the union says would affect every hospital in the state. The **Organization of Nurse Leaders** believes staffing based on a defined nurse-patient ratio does not consider the complexities of the patient, the care environment, or the dynamic nature of nursing practice.



THOUGHT LEADERS- IHI ANNUAL CONFERENCE FOCUS

Quadruple Aim



- Every December, the **Institute of Health Care Improvement (IHI)**, Cambridge, MA holds its National Forum in Orlando, Florida with an agenda dedicated to advance their mission to “Improve Health and Health Care Worldwide”. This year marked the IHI’s 29th year; the Forum offered 8 keynote speakers and more than 150 workshops to an audience of 5,000 participants from 50 countries. For those unable to attend in person, the IHI offers an opportunity to participate via live stream broadcast.
- On December 12th, Linda Mynahan, AMS Manager, joined colleagues at **MaineHealth** in Portland, Maine for the live stream broadcast. This year’s theme recognized the IHI’s Quadruple Aim, substantiating the need for more engaged and courageous efforts to bring sustainable improvements to health care.
- Keynote Derek Feeley, President and CEO, Institute of Healthcare Improvement; Rana Awdish, MD, Medical Director of Care Experience, **Henry Ford Health System**; and Tiffany Christensen, Vice President for Experience Innovation at The Beryl Institute, talked about the need to evolve the concept of patient centeredness considering equity, compassion, and dignity; as well as to suggest that empowering patients to be true partners can improve the experience for both the patient and the provider.
- Creating a healthy work environment as a strategy to address stress, compassion, fatigue and burnout was another important theme. The IHI introduced their “Joy in Work Framework” as a tested, evidence based model to improve the experience for all members of the health care team. Keynote speaker Jenn Lim, CEO and CHO (Chief Happiness Officer) of Delivering Happiness, talked about her scientific framework used internationally to create a happier workforce, which in turn will produce happier customers and successful companies.

HAPPY HOLIDAYS AND HAPPY NEW YEAR!!



AMS would like to wish all of our clients and readers a very safe and happy holiday season and new year.

With this issue of BiWeekly, the 33rd year of publication ends. Our BiWeekly started as an internal newsletter to keep staff, who worked and lived in several different states, updated on the pertinent issues of the company. At the request of the clients, we started to share the newsletter with them. Today, with over 2,500 recipients, BiWeekly is sent to AMS clients, staff and alumni. Thank you for your continued interest in our newsletter, and positive response to the mixture of news and significant accomplishments at health care organizations, AMS, and its staff. If you receive a “pass-around” copy of the newsletter and would like a copy sent directly to you, just write, phone or email us. We also have revamped our electronic version this year and it is available in addition to or instead of the printed copy.

Our offices will be closed on Monday, December 25, 2017, for the holidays. Also, the offices will be closed Monday, January 1, 2018, in honor of the new year.

Peace on Earth and good will to all!





This is what 90 looks like

ams[®]
Applied Management Systems

50th Anniversary



ONL

40th Anniversary

Working collaboratively together

Principals of the Firm and Proud Members of ONL: Donna M. Watson Dillon, DNP, RN, NE-BC and Jennifer Owen Schuster, MS, RN, FHMSS
Operational Consulting • Budget Development/Analysis • Productivity Benchmarking • Interim Management