

# **HALIFAX HEALTH ACCOMPLISHMENTS**

**FY 2018**

## **CLINICAL SERVICES**

### **Deltona Hospital**

Work is progressing as scheduled inside the hospital for a December, 2019 opening. Passed AHCA 40% inspection with an excellent evaluation of work to date.

### **Telehealth Services**

TeleStroke went live in November 2018 at the Deltona Free Standing Emergency Department and at Halifax Health Medical Center of Port Orange Emergency Department. This is part of a multi-year telemedicine development initiative at Halifax Health. The Deltona and Port Orange emergency departments are now equipped with telemedicine technology enabling neurologists to engage a patient remotely with full audio/video connectivity to perform a stroke assessment within minutes of their admission to the ED. Neurologists are now successfully providing stroke exams on a regular basis using this technology prior to TPA treatment improving care quality, care response time and with increased physician efficiency and satisfaction.

### **Pediatric Outpatient Rehabilitation Clinic**

The Halifax Health-Brooks Rehabilitation Pediatric Outpatient Rehabilitation clinic celebrated its one-year anniversary in FY2018. This clinic provides local pediatric rehabilitation services to families (including children with Autism Spectrum Disorder) that would have otherwise had to travel to Orlando or Jacksonville due to the closing of the Daytona Beach Easter Seals pediatric rehabilitation facility.

### **Neonatal Intensive Care**

Advanced from a Level II to a Level III Neonatal Intensive Care Unit in September 2018 allowing us to provide care to babies who are less than 1000 grams and less than 28 weeks gestation.

### **Halifax Behavioral Services Improvements**

A new gymnasium floor was installed through the generosity of community donors.

### **CAT Team Grant**

Successfully secured a \$795,000 Community Action Team (CAT) grant for three years. The CAT team expands emotional and behavioral services into the home in order to include the family and family environment in the patient's treatment.

### **HBS Provider Recruitment**

Recruited one ARNP and one Child and Adolescent psychiatrist to Halifax Behavioral Services.

### **Adult Mental Health Provider Recruitment**

Successfully added two ARNPs and one psychiatrist to the adult mental health program. This will help expand coverage and access and assist the Emergency Department with psychiatric screenings.

### **Halifax Health – Brooks Rehabilitation Center for Inpatient Rehabilitation**

The Halifax Health/Brooks Rehabilitation Center for Inpatient Rehabilitation (CIR) celebrated 5 years with over 3,000 lives served

### **Stereotactic Radio Therapy**

2018 brought advancements in Stereotactic Radio Therapy surgery for multiple brain lesions. Through the utilization of the new Brain Lab platform "Elements," radiation oncologists are able to treat multiple brain metastasized lesions in one session. Previously, individual lesions required one session each. This new technology provides patients with many brain lesions the ability to receive treatments more efficiently and without receiving whole brain radiation. The result is more normal brain tissue is spared.

### **Intraoperative Radiotherapy**

The utilization of intraoperative radiotherapy (IORT) for the treatment of early stage breast cancer continued to grow in FY 2018. This treatment option provides patients the ability to undergo surgery and radiation treatment, all at one time.

### **Wellness/Weight Management**

- Integrated the Wellness Center and Cardiac/Pulmonary Rehab programs to improve efficiency and reduce labor costs.
- Increased the Weight Management patient volume for medical nutritional therapy by 50%.
- Increased Wellness Center membership by acquiring Phase 4 Cardiac rehab maintenance patients.
- Added a municipality stress testing clinic in conjunction with Sports Medicine and Family Practice Residency.

### **Pharmacy**

The State board of Pharmacy conducted its annual inspection of the Halifax Health pharmacies. This 125-point inspection resulted in no findings.

**Post-acute Care Collaboration Project**

Created a post-acute care collaborative group that has developed a reporting dashboard, partnership meetings and monthly data/outcome review sessions with local skilled nursing facilities that allows Halifax Health to create an environment where we can better align our patient's post-acute care.

**Length of Stay**

Length of Stay was down 3 tenths of a day to 5.14. Case Mix Adjusted LOS was 3.10.

**Information Technology**

Implemented the following Electronic Healthcare Systems in FY2018:

- Netsmart for Home Health, replaced existing system due to functionality issues.
- Athena for Ambulatory Care.
- FUJI PACS & VNA (Vendor Neutral Archive) for Imaging.
- Meditech Expanse for Inpatient, ED, and Surgical Services, replacing Meditech Client Server due to enhanced functionality available in the new system.
- Provide IT Infrastructure and Security Services to Parrish Healthcare.

**Stroke Process**

Implemented a new stroke process opening up the opportunity for treatment for acute ischemic stroke from 6 hours to up to 24 hours for patients with some of the most devastating types of stroke.

## **PATIENT SAFETY/QUALITY**

**Performance Improvement Training**

Completed two Performance Improvement Training sessions involving 35 team members. These trainings included the fundamentals of Lean and Six Sigma plus soft skills such as facilitation and interviewing. Each team member who completed the training presented a team project where they applied new tools and critical thinking. Organizational initiatives utilizing performance improvement techniques included Patient Experience, Hospital Acquired Conditions and Length of Stay.

**Primary Stroke Center**

Successfully completed the Joint Commission certification criteria to remain a Primary Stroke Center.

**Center for Women & Infant Health**

Successfully completed The Joint Commission Perinatal recertification.

### **Center for Women and Infant Health Mock Codes**

Began “5 Alive Mock Codes” in the Center for Women and Infant Health (CWI), Pediatrics and the NICU units to improve the response of all staff in the first 5 minutes of a code and to reinforce the American Hospital Association’s best practice guidelines.

### **CARF Accreditation**

The Halifax Health – Brooks Rehabilitation Center for Inpatient Rehabilitation (CIR) achieved the Commission on Accreditation of Rehabilitation Facilities (CARF) Accreditation as a Comprehensive Integrated Inpatient Rehabilitation Program and Stroke Specialty Program. This accomplishment exemplifies the commitment of CIR to quality and safety standards and we are the only CARF-accredited facility in the area.

### **Inpatient Rehabilitation Patient Satisfaction**

The CIR achieved Patient Satisfaction scores over the 90th Percentile as compared to the nation.

### **Family Medicine Residency Reaccreditation**

The Family Medicine Residency Program achieved reaccreditation from the National Committee for Quality Assurance (NCQA) as a Patient-Centered Medical Home. Patient-Centered Medical Homes are recognized for systematic use of patient-centered, coordinated care management processes.

### **Food and Nutrition**

Implemented electronic temperature monitoring system for all refrigerators and freezers in all cafeterias to ensure appropriate food temperatures and safety.

### **Zero Harm Initiative**

Halifax Health implemented a system-wide “Zero Harm” initiative, modeled after The Joint Commission’s safety initiative, which commits to a culture of zero-harm to our patients. By adopting the mindset of *“If not us, then who? If not now, then when?”* Halifax Health is committed to embracing a culture that facilitates the model that adheres to those high reliability standards that prevent harm and medical errors.

### **Real time Weekly Zero Harm Dashboard**

Implemented a weekly dashboard that provides nurse leaders a snapshot of the previous week’s infections, readmissions, falls and pressure ulcers. Data collection speed was decreased from 45 days to 6 days with this process, allowing clinicians to see areas of concern quickly and make adjustments as needed to reduce infection opportunities.

### **Employee Culture of Safety Survey**

Completed a national standard survey designed by the Agency for Healthcare Research & Quality (AHRQ) that is designed to measure employees’ perception of the overall safety of the medical center and its processes. On this survey we saw our participation

rate triple to nearly 2,500 responses while also showing **every single question category improved** from our 2017 survey.

### **Association for Professionals in Infection Control & Epidemiology (APIC) chapter**

Developed first local chapter to provide ongoing member support at the local level for infection prevention issues by fostering communication and networking opportunities, offering educational opportunities through chapter conferences and events, developing strong leaders through mentorship and local volunteer opportunities and advocating for infection prevention issues.

### **Information Technology**

Implemented the Maize software. Maize enhances patient identification safety by allowing for concurrent review of access to the medical record. We will continue to add algorithms to the system to improve our monitoring program.

## **ANCILLARY SERVICES**

### **Completed Construction Projects**

The following construction projects were completed in FY 2018:

- Chilled water cross connect
- 3<sup>rd</sup> Floor GI Lab Relocation
- 8<sup>th</sup> and 9<sup>th</sup> Floor Halifax/Brooks
- 2<sup>nd</sup> Floor Cath Lab 3 & 4 upgrades - \$1.5 million
- Expansion of New Smyrna Beach Family Practice
- Began development of road and utility Infrastructure for property west of Clyde Morris Boulevard – approximate cost \$2.5 million

### **Safety and Security**

Established an in-house armed security officers program and an Armed Training Academy in conjunction with the City of Daytona Beach Police Department to educate and train our security officers.

### **Contract Labor**

Eliminated all contract labor in the security department significantly reducing the contract labor expense.

### **Food and Nutrition**

Implemented Room Service Choice; trained all host/hostesses on use of iPads and implemented bedside menu selection to significantly reduce calls to the Call Center.

### **Menu Enhancements**

Implemented a Boar's Head sandwich station, Naan Pizzas and Chicken Salad Chick food products in all cafeterias to enhance employee/visitor/patient food choices.

### **Internal Audit**

Provided fourteen audits and nine client assistance projects to Governance, Management and/or Team Members.

Audit policies and procedures were enhanced and aligned to IIA Professional Standards.

### **Compliance**

Compliance added two new compliance associates who will focus on billing and coding in both the inpatient and outpatient settings.

## **PHYSICIAN SERVICES**

### **Credentialing**

- 164 new providers credentialed/privileged.
- 318 provider reappointments processed.
- 1,221 managed care new provider enrollments.
- 8,007 total managed care provider enrollments (including re-credentialing).

### **Medical Staff Services**

- Collaborated with and department chairs and chiefs to update Rules and Regulations for each medical staff department and Subsection.
- Facilitated physician input for Meditech Expanse rollout enhancements.
- Created processes and ongoing research and review regarding Assessing and Managing Pain Safely throughout the system.
- Medical Staff Office 95% digitized for paperless environment.
- Implemented video conferencing technology for remote applicants to present to Credentials Committee.
- Standardized all forty-three medical staff privilege sets including key metrics.
- Implemented a medical staff Behavioral Events Board report.
- Created a Disruptive Behavior Pyramid to standardize the process for medical staff behavioral issues.

- Conducted 185 CME programs to 3,165 participants.
- Hosted 761 medical library patrons fulfilling 1,493 article requests.
- Created a Halifax Health Provider Onboarding Checklist and Halifax Health Introduction Form for new medical staff providers.
- Implemented Provider Onboarding Leadership Training Sessions with the Human Resources Department.

### **Ambulatory Physician Services**

Athena Health, a physician-based Electronic Medical Record and Group Practice Management System, was implemented in January 2018.

The following ambulatory physicians were added during the fiscal year:

- Dr. Gary DeCesare, Plastic and Hand surgeon December 2017
- Dr. Norman Seltzer, Orthopedic surgeon March 2018
- Dr. Enas Iskander, Pediatrician August 2018
- Dr. Murthy Andavolu, Medical Oncologist August 2018
- Dr. Joshua Grube (graduate Halifax residency), Family Medicine September 2018

## **HUMAN RESOURCES**

### **Recruitment**

- Hired a total of 118 New Graduate Nurses into the RN Residency Program.
- Held our Second annual Student Nurse Extern Program with 12 Students successfully completing.
- Rebranded our RN Residency Program with Professional Development, creating Monthly Cohorts with up-to-date educational classes.
- Attended multiple Job Fairs in the community and outside the community at UCF and UF.
- Hosted the Graduate Nurse Luncheon for the graduating classes of UCF, Daytona State College, and Bethune Cookman University's nursing programs.
- Provided 5 iCIMS Applicant Tracking System training sessions for leadership throughout Halifax and Hospice departments.

## **Retention**

- Retained 25 employees, who became RN's, by enrolling them in our RN Residency Program.
- Retained 8 Student Nurse Externs, who started their RN Residency.
- Rehired 36 Nurses into Halifax Health.
- Developed an Exit Interview Tracking System that analyzes the various reasons employees leave Halifax Health. Completed 85 RN Exit Interviews.

## **Recognitions**

### **Service Pin Luncheons**

**407** Team Members awarded:

- 40 Yr – 3
  - 35 Yr – 9
  - 30 Yr – 34
  - 25 Yr – 19
  - 20 Yr – 41
  - 15 Yr – 98
  - 10 Yr – 77
  - 5 Yr – 126
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- **413** Volunteer Pins awarded with **400,700** collective hours of service.
  - **151** Auxiliary Pins awarded with **353,000** collective hours of service.
  - **262** Hospice Volunteer pins awarded with **47,700** collective hours of service.

### **Birthday Celebrations**

- **4,362** Team Member birthdays recognized.
- **266** Volunteer birthdays recognized.

### **100 Club**

**29** new 100 Club Inductees with 29 Years of Service and above.

### **Team Member Banquet**

2018 Team Member Recognition Banquet: **253** attendees.

### **Team Member Recognitions**

Cornerstone Commendations: **298** submitted.

### **TOWER Cards**

**295** cards submitted.

### **Cornerstone Sessions**

Cornerstone 7.0, *Always*: **4080** attendees

### **Physician Recruitment**

Human Resources acquired Physician Recruitment and Relations in August, 2018. Joni Averett was appointed as the new Manager of Physician Recruitment and Brooke Cameron as Physician Recruiter / Sr. HR Representative.

### **Organizational Training & Development**

Two new processes were developed to allow students to gain experience as potential physicians: the Clinical Observer program – for students still at the university level – and the Visiting Medical Student – for students completing a rotation through an approved curriculum at an accredited school.

### **Succession Plan**

Phases 1 and 2 of the organization Succession Plan were completed. After an executive presentation and approval, the plan is ready to continue with development plans tailored to the specific needs of identified emerging leaders.

### **Team Member Survey**

The Your Voice Counts Team Member Engagement Survey was developed and executed internally this year, at a cost savings of approximately \$90,000. Organization-wide survey participation exceeded 75%.

### **Provider Orientation**

We are now capable of documenting Provider Orientation and Annual Mandatory Educational Requirements in NetLearning. Through this process, information for new providers, as well as the completion of the annual updates, is now sent to and recorded by the LMS Administrator.

### **Management Workshops**

The Functional Fundamentals of Management workshop series was expanded to include topics such as "Emotional Intelligence," "Goal Setting," and "Presenting" among others. Interactive workshops for "De-escalation Training" and an "HR Refresh" were also collaboratively developed using cross-functional teams.

### **Volunteer Services**

Valet service transitioned to report directly to WG Watts, Auxiliary Manager.

### **Information Desk**

Information Desks and Patient Information Specialists transitioned to report to Auxiliary leadership. at the Main Campus, Port Orange and Deltona Emergency Department Volunteers adopted a new uniform and may now wear a golf shirt or a vest.

### **Lost and Found**

Streamlined the Lost and Found system resulting in increased items being returned to patients and families.

### **Pastoral Care Services**

Assisted in development & implementation of a Critical Incident Stress Management Team.

## **RECOGNITIONS AND APPOINTMENTS**

### **Hospice Rating**

Halifax Health Hospice is the Top Rated Most Recommended Hospice in Central Florida according to the Center of Medicare and Medicaid Services. For reference [www.medicare.gov.com](http://www.medicare.gov.com)

### **Information Technology**

Halifax Health was named the 5<sup>th</sup> Best Place to Work in IT for mid-sized organizations by ComputerWorld magazine. This award is for the entire IT industry, not just Healthcare IT and this is the fourth year in a row that Halifax Health has been named in the top 10.

### **Halifax Health-Brooks Rehabilitation Center for Inpatient Rehabilitation**

- Dr. Eugene Rankin from the CIR represented Halifax Health and the Trauma program at the Trauma conference in California where he presented "Comprehensive Brain Injury Management in the Critical Care Setting Facilitates LOS: A Multidisciplinary Neurobehavioral Approach".
- CIR Executive Director Astrid Gonzalez Parrilla was selected for the American College of Healthcare Executives (ACHE) Thomas C. Dolan Executive Program. This prestigious program is a once in a lifetime career opportunity designed to prepare diverse mid- and senior-level careerists to ascent to C-suites roles in Hospitals and Healthcare Systems.
- Dr Carolyn Geis was elected as Vice Chair of the Board of Directors of the American Board of Physical Medicine and Rehabilitation. She was also appointed chair of the Part 1 examination committee and vice-chair of the governance committee. The mission of the ABPMR is to serve the public by improving the quality of patient care through a process of certification and maintenance of certification that fosters excellence and encourages continuous learning.

## **Graduate Medical Education**

- The Family Medicine Residency Program was recognized by the American College of Graduate Medical Education (ACGME) as a high-performing sponsoring institution and invited to apply for the Dewitt C. Baldwin Sponsoring Institution Award. This award honors sponsoring institutions that foster a humanistic culture that supports a respectful, supportive environment for medical education.
- The Family Medicine Residency and Sports Medicine Fellowship programs represented Halifax Health with two International Conference presentations (Institute for Healthcare Improvement), seven National Conference presentations, and fourteen Regional/State Presentations. Scholarly Activity ensures that Medical Education programs sponsored by this Institution remain high quality, highly desirable programs to high quality resident candidates.
- In June, the ACGME conducted the Institution's second Clinical Learning Environment Review (CLER). This survey measures the level of integration between the residency programs and the medical center in areas of quality, performance improvement, clinical decision-making and future health needs. The site visit was a success with many compliments to our Institution, Programs, Faculty and Residents.

## **FINANCIAL SERVICES**

### **Billing and Collections**

- Over \$445.5 million collected for Hospital and Physician services.
- Identified and collected \$1.6 million in underpayments from insurance plans.
- Leveraged talent and technology to accelerate self-pay collections:
  - \$4 million in point of service collections
  - \$5.9 million online payments (patient self service payments)
- Adjusted \$223.3 million in charges to bad debt and charity (meeting our mission). We were able to qualify 64% of the uncompensated care as charity.
- Handled over 52K calls to Customer Service.

### **Halifax Health Hospice Uncompensated Care**

Halifax Health Hospice provided 2.7 Million of uncompensated care to the community in 2018.

**Supply Chain Services**

Documented \$2.8 million in supply savings

**Floating Rate Notes**

In June 2018, issued \$85 million of Floating Rate Notes to provide additional liquidity. Terms: maturity date October 31, 2020; interest 30 day LIBOR plus 120 basis points.

**GASB 75 Standards**

Implemented new Accounting Standard GASB 75 for Post Employment Benefits.

**Electronic Vendor Payments**

Implemented the JPMorgan SUA payment system for electronic vendor payments.

**Grant Development Accomplishments**

\$4.2 million in FEMA grants were developed or are still pending. \$2.9 million has been obligated for payment and \$318, 000 has been received by Halifax Health in FY2018.

## **NURSING SERVICES**

**Shared Governance**

Successfully developed a nursing department shared governance model called Nursing Vision 20/20 where bedside nurses review and discuss policy revisions and needed changes based on evidence to improve the quality and safety of patient care, develop a plan, implement, and evaluate the effectiveness of the change.

**Nurses Week**

Nursing Vision 20/20 raised \$18,000 this year during Nurses' Week. \$16,500 of that amount was awarded to Halifax nurses in nursing scholarships and Nursing Vision 20/20 contributed \$500 to The Palmetto House and God's Bathhouse to support the community.

**Clinical Ladder**

A Clinical Ladder Program was implemented in the Department of Nursing. This program incentivizes a nurse to further his/her education; be the leader of projects that improve the quality/safety of nursing care based upon evidence; and be involved with community initiatives that improve health.

## **PARTNERSHIPS AND COMMUNITY PROGRAMS**

### **Halifax Health Hospice Traumatic Loss Program**

Halifax Health Hospice is the Only Traumatic Loss Program in Central Florida. This program provides support and counseling to families and friends who have lost a loved one in a traumatic event. We provided these services to over 400 individuals in FY2018.

### **Halifax Health Hospice Community Bereavement Program**

Halifax Health Hospice provided Community Bereavement to over 800 adults and children in 2018.

### **School-based Mental Health Programs**

Successfully collaborated with Volusia County Schools on their school-based mental health services. Two positions are being funded by the money applied for under SB 7026 and will contract for care coordination.

### **Adult Mental Health Interagency Team**

Developed a local interagency team to address mental health issues that affect our community. Working with Stewart-Marchman/Act, other service agencies and law enforcement, the group meets monthly to help better coordinate and meet mental health needs in our area.

### **Community Concussion Program**

The Sports Medicine Fellowship partnered with Brooks Rehabilitation to develop and implement the area's first Multidisciplinary Outpatient Concussion Program.

### **Diabetes Education**

- Partnered with the Greater Daytona Beach YMCA's Healthy Living Centers to give talks on diabetes.
- Provided numerous community outreach diabetes educational events at the following establishments: Campbell Middle School, Mt. Bethel Baptist Church, Hope Fellowship Church, Allen Chapel Church, Juneteenth Festival, Stroke Awareness event at Halifax Health, Halifax Health Hospice Liaison Group.
- Received \$2500 Foundation donation from the Fraternal Order of Eagles to be used towards community diabetes education.

### **Healthy Communities**

- We held three National Child Passenger Safety Certification Training Courses that certified 29 technicians to assist families with properly transporting their children in car seats and booster seats. A National Child Passenger Safety Certification Renewal Course was also held that re-certified four technicians.

- Safe Kids Volusia/Flagler Counties participated in a GRACO Grant through the Safe Kids Worldwide Buckle Up Program that provided 84 new GRACO seats to families in underserved communities during the month of September. Besides the five Car Seat Check-up Events that were held in conjunction with the GRACO Grant, during FY 2017 – 2018 Safe Kids Volusia/Flagler Counties conducted 24 other Car Seat Check-up Events. Halifax Health Healthy Communities staff members were also available during the week to assist parents with the correct installation and usage of car seats and booster seats at our office. Besides the car seat inspections conducted during the GRACO Grant, another 301 car seat inspections/installations were conducted. Besides the 84 seats distributed as part of the GRACO Grant, another 93 brand new car seats and booster seats were provided to families.
- In 2018, 644 children, ages 2 to 16 years old, living in households with an income at or below 200% of the Federal Poverty Guidelines received a scholarship that covered the cost of swimming lessons from certified instructors at one of 6 YMCA locations or at Cypress Aquatic Center. Nearly 16,615 scholarships have been awarded since the program's inception in 1996.
- In partnership with Florida Covering Kids and Families and with assistance from the Halifax Marketing Department, Halifax Health Healthy Communities held its first Florida KidCare Enrollment Event & Family Health Fair at the Volusia Mall.

### **Neonatal ICU Parent Advisory Council**

A Neonatal ICU Parent Advisory Council started in June 2018. There has been consistent attendance and involvement with NICU parents. Council meets monthly. The mission of the Council is to partner with Halifax Health NICU team to ensure exceptional experiences and outcomes for patients and families and the vision is to facilitate, support, and encourage family-centered care through parental support, education, and open communication with the NICU team. Eight parents consistently attend the monthly meetings and have been involved with Halifax in community projects that promote and support our women's and children's programs.

### **Homeless Shelter**

Halifax Health continues to provide leadership in the Homeless Shelter – First Step Shelter initiative to establish a shelter serving the Daytona Beach region to meet the needs of chronically homeless single men and women. With support from Halifax Health, final construction funding was approved in November of 2018, and the shelter is scheduled to open in July/August of 2019. Halifax Health is specifically leading the effort to design and deliver Health Services at the shelter in partnership with other local providers.

**Halifax Health Associates**

Added several important community members to the Halifax Health Associates including Kathy Crotty (Cobb Cole), Dylan Fisher (ERAU), Dr. Amy Locklear (DSC) and Rose Shumacher (Holly Hill Chamber).

**Live Your Life Well Luncheons**

Began a series of luncheon events, called the "Live Your Life Well" series, designed to educate our community leaders about the depth and quality of our services. Our first event focused on our expertise with cancer treatment and featured Cici Brown.

**GOVERNMENT AFFAIRS**

- Enhanced our relationships with our elected officials, candidates, and key senior staff members through personal visits, tours of our facilities, joint meetings, and events.
- Secured Volusia County Council joining our amicus brief on Interlocal Agreements.
- Planned and executed Deltona Topping Off Ceremony with elected officials.
- Working closely with our city-level elected officials in each of Volusia's 16 cities, gained unanimous support from the Volusia League of Cities for our Deltona hospital.
- Received a signed Interlocal Agreement from the Flagler County School Board.