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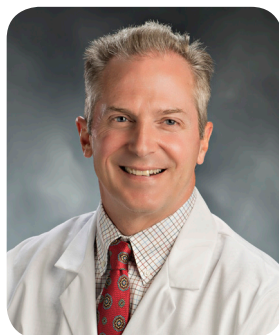
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When it comes to planning for success, strategy is key

By David Wood, M.D., interim president, BMG, and executive vice president and chief medical officer, Beaumont Health



As we head into the second quarter of 2018, we have determined five areas of focus for Beaumont Medical Group:

- patient and family-centered care
- operational efficiency
- engaged team members
- reporting and analytics
- growth and strategy

Patient and family-centered care will always be a top priority. Increasing quality of care as well as access, are two items of focus. Also, we will look at enhancing the patient experience and clinical outcomes through innovative care models. Patient and family-centered care isn't only about providing medical treatments. It is about the patients—how they feel physically and mentally—from the moment they walk into their physicians' offices and throughout the continuum of care.

Though BMG will focus strongly on the patient experience, operational efficiency is imperative. Operating in the top decile for practice and provider performance as well as revenue cycle performance will keep the BMG budget healthy and on track.

But these things aren't possible without an engaged workforce. There's no mistaking that outcomes and patient satisfaction scores are directly connected to the commitment of our workforce. Achieving top engagement scores means the BMG team is functioning at peak performance, which only benefits our patients and makes for a productive working environment.

However, while our first three strategies can be tracked and measured to project successes, without a good system for analyzing and reporting data, this information isn't helpful for you. With the right systems in place, BMG will provide clear, transparent data physicians and caregivers can use to continuously improve. With timely, robust data, we can build on our strengths and zero in on areas for improvement. This all builds into budgeting in the short and long term, as well as ensuring access to performance data.

Finally, in detailing a plan for growth in BMG, we included expanding primary and specialty care access, network adequacy, optimizing payer rates and expanding value programs.

BMG has an exciting year ahead. The potential for growth is outstanding, and we have the right team in place to implement our plan.

Q & A with Jon Maner, senior vice president and executive director of Beaumont Medical Group

In December, Jon Maner joined the Beaumont Medical Group to support providers and leaders as they continue the journey of improving performance and making BMG even more successful.

What's your initial focus?

I'm initially focused on reviewing and revising the current operating plan and putting in place necessary support systems that provide clarity to how we're doing the work in the plan and real-time access to data, so that end users can understand how they're performing based on a balanced scorecard. We have multiple data systems but need to take all that data and make it available to a doctor or practice manager quickly and easily to manage their practices.

What is your future outlook?

Once our systems are built, my role should focus on partnering with the doctors and leaders in BMG to focus strategic initiatives on being the best in the market at providing patient and family-centered care. What are the service lines and system strategies for achieving that? I'll seek to partner with the larger Beaumont Health team on strategic and service line plans. Additionally, I believe that the legacy of Beaumont's founding systems was built on clinical excellence and exceptional experience and it is vital to keep that at the center of our efforts. I will work to support our practices as we translate that legacy into leading in the new health care world as it evolves.

Tell us about yourself.

I'm originally from Blue Ridge, Georgia and am a nine-year Army veteran. In the military, I was a physical therapy specialist, which is the equivalent of a civilian physical therapy assistant.

I got out in 1997 and started as a PTA in a hospital in Georgia before moving into occupational medicine, where I first worked within physician practices.

I was recruited from there in 2002 by Community Health Systems, where I spent the next 13 years working in physician groups around the country. At CHS, I was promoted within the company from practice manager to director and finally to vice president of physician enterprise for one of the largest systems in the company. In 2014, Trinity Health recruited me to Pennsylvania as senior vice president for St. Mary Medical Group and then to the corporate office in Livonia as vice president of operations for about 7,000 physicians nationally.

Personally, my high school sweetheart and I have been married 29 years and we have two amazing daughters.

Is there anything you want BMG to know?

Our physicians and clinicians are critical to our success. We have a national epidemic of physician burnout. I think doctors are under-recognized and so much burden in health care has been put on their shoulders. My hope is that improving the systems at BMG will help physicians succeed and feel more supported.



Jon Maner

To celebrate Doctors' Day 2018, a \$5,000 donation will be made from BMG, on behalf of all physicians at Beaumont Health, to the Employee Assistance Fund.

The Employee Assistance Fund provides financial support to help employees get back on their feet as quickly as possible. The fund will allow us to support fellow members of our Beaumont team.

New BMG policies

Three new policies have been added to Policy Tech:

Test Result Processing

standardizes the result processing of laboratory, radiology and ancillary testing in the ambulatory employed physician practices. All BMG offices will assure the completion and processing of test results as well as consistently notifying patients of test results and plans of action.

Immunizations policy provides guidance for the ordering and the administration of immunizations. Primary care practices are responsible for ensuring the updated immunizations status of its patients. This administration process is consistent with Center for Disease Control guidelines and the Michigan Department of Community Health requirements.

Monitoring following Diazepam Rectal or Midazolam Intranasal Administration in the Pediatric Neurology Clinic provides guidance for when to administer, how to administer and monitor rescue seizure medications in the BMG pediatric neurology clinic. The objective is to have optimal safety. This policy only applies to administration of rectal diazepam or intranasal midazolam in the Pediatric Neurology clinic at Beaumont, Royal Oak in the instance that the patient or legal guardian does not have their personal (home) medication readily available and the physician deems immediate treatment is necessary.

As always, to view all up-to-date policies, please go to the Beaumont Health intranet – Documents tab – Policies and click PolicyTech.

Just Culture: A physician's perspective

When Michelle Diebold, M.D., was offered the chance to take Just Culture training, she took it.

As a family medicine practitioner and as medical director for BMG's Ambulatory Quality and Safety, she found the training invaluable. "I liked the perspective of having a systematic way of evaluating situations that can often be nebulous," Dr. Diebold explained. "We see different behaviors every day, which can lead to frustrating situations. Now, with Just Culture, we can apply the training to these situations to find a fair resolution."

Dr. Diebold is the first Beaumont physician to complete Just Culture training. She participated with 14 other Beaumont team members over three days in October.

"One of the things I do is participate in the root cause analysis of situations that happen within BMG," said Dr. Diebold. "This has given me the background to think through it in another way and not just come to a punitive outcome. Instead, I can look at situations to see if there is something that can be done for the individual or system. It's more preventive, and as a family practitioner, I look to prevent things from happening."

This has given me the background to think through it in another way and not just come to a punitive outcome.

-Dr. Diebold

Just Culture concept was introduced to Beaumont several years ago to look objectively at a situation where patient or staff safety could have been or was compromised, to understand if it was a process failure, system failure or human error. Just Culture outlines the steps to take, so everyone can learn from the situation and prevent it from occurring again.

"I've seen Just Culture used most when we're reviewing safety events. Because anyone can submit an event, we tend to run across scenarios that aren't safety or quality related. Now we've been able to sort through those easier, which increases workplace safety."

Pediatric subspecialty clinic opens at Beaumont, Dearborn

When little ones need special care, their parents turn to Beaumont Health. Now open at our Dearborn hospital, patients can consult with highly-trained specialists in gastroenterology, neurology and endocrinology. Adding these new services gives your patients more options closer to home.

All the physician specialists in the clinic are board certified and ready to provide the expert care you and your patients expect. Additionally, watch for more new services to be added in the coming year.

For more information, call 313-438-7998.

Hepatitis A outbreak renews efforts to vaccinate

The hepatitis A outbreak in Southeast Michigan that began in 2016, has affected more than 750 people to date. The Michigan Department of Health and Human Services notes that this outbreak has a high occurrence of hospitalization.

To combat this growing issue, Beaumont is encouraging all physicians to offer the hepatitis A vaccination to patients. This outbreak is not associated with a known common food, beverage or drug source, but it is thought to be spread through direct person-to-person contact and illicit drug use.

If you care for patients who are at particularly high risk, please consider urging them to get vaccinated.

Also, Employee Health has vaccination clinics scheduled at all acute care hospital sites through March. Offsite vaccinations will begin in April.

Please see when **vaccination clinics** are available and share this information with all our providers and allied professionals at your site.

Contact us

Share your good news and great ideas in BMG News. Contact Deb DePue, physician marketing and communications manager, at Deborah.DePue@beaumont.org so we may include them in a future issue of BMG News.

Physician Engagement Survey results analyzed for opportunities

Since the Physician Engagement Survey closed, BMG and the Advisory Board have been working to analyze the results, which will be the foundation for the 2018 strategy.

In all, the total response rate for the survey was 24.3 percent. BMG physicians accounted for 48.6 percent of respondents, while 17.6 percent were independent physicians. All physicians on staff at Beaumont Health received the survey, even if they are adjunct or retired.

Physician alignment tactics will be a strong focus for the coming year, as will the role of the physician community in the future.

“To improve physician alignment, some areas we hope to explore include improved communication, clearly defined goals for the health system, increased leadership opportunities and improved operational support for physicians,” said David Wood, M.D., interim president, BMG. “Be assured that more in-depth results, recommendations and action plans are coming soon.”

Thank you for making this Spirit of Giving Campaign a success

