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ABOUT MHMD

MHMD, Memorial Hermann Physician Network, is a clinically integrated physician organization comprised of more than 3,600 doctors across Southeast Texas. MHMD is one of the largest independent physician organizations of its kind in Texas. Visit our website at www.mhmd.com

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For questions or comments regarding MHMD Newslink, please contact Victoria Ashworth, Director of Communications at victoria.ashworth@memorialhermann.org.



Newslink

With Gratitude

As I prepare for my next adventure, it's hard to believe this one is coming to an end. For the last 13 years the majority of my time has been occupied by organizing physicians to assume leadership positions in healthcare both locally and nationally. We organized and implemented electronic ordering and, through the editorial board, the governance of evidenced-based order sets. We established a "compact" (now recognized nationally as a model for physician engagement) to build a foundation of trust within MHMD. Most importantly we built one of the most recognized, respected and real Clinical Integration programs in the country. Our quality, safety and cost governance infrastructure in the form of a Clinical Programs Committee which now has 55 specialty, task or issue and vendor-oriented councils with physicians, executives, nurses, pharmacists and care and quality managers, all working together to ensure evidenced-based care for our patients.

These achievements have been instrumental in our unprecedented success. With payers and employers, our proven ability to deliver better care at lower cost has provided us with multiple fee-for-service and value-based contracts that properly compensate our physicians for their commitment to doing the right things. And, by the way, we have the #1 Medicare Accountable Care Organization in the U.S., with more than \$115,000,000 in savings and progressive improvements in quality each year.

Hospital systems and physician organizations across the country want to understand how these results were possible in such a short period of time. Our CPCs have been visited by many organizations to see how and perhaps more importantly,

why, they function so well—why are physicians so engaged? We are asked to participate in retreats and strategic sessions and speak nationally to a variety of audiences. Many organizations follow us closely and consult us on their activities to learn about our journey and help them with theirs.

The answer to their question is simple. We made a commitment to educate, engage and trust each other. The commitment has been every day, in every meeting, in every phone call and in every decision. It has been a commitment by the MHMD board, executive leadership and physicians. It was another commitment, not always easy, of Memorial Hermann Health System, to provide the resources and support to help make us successful. It was a commitment by the people of Memorial Hermann to aspire to a common vision to improve the health of our community.

I am proud, awed and humbled to have been a part of this success. In all of this I have been guided by mentors, colleagues in MHMD and Memorial Hermann, and by our physicians. When I asked for help, you delivered. When asked to lead, you delivered. And finally, as I prepare for a new future, we have many physicians ready, asking and already engaged in continuing the success—we have simply asked, and they have delivered. The future for Memorial Hermann is bright! Thank you.



Keith Fernandez MD

Keith Fernandez, M.D.
President & Physician-in-Chief

MHMD Poised for the Future of Healthcare

As our physician-in-chief, Keith Fernandez, M.D., prepares to move on, it is natural to reflect on his contribution as a valued partner and colleague. A respected physician, leader and longstanding member of the community, his oversight and guidance of the clinical programs committee as it developed was integral to the success of these teams. Together with the MHMD Board, we have built a strong infrastructure that will serve as a solid foundation as MHMD continues to grow and make additional innovative advances in the healthcare industry.

For the second year in a row, the Memorial Hermann Accountable Care Organization (ACO) was the number one Medicare Shared Savings Program (MSSP) in the country saving nearly \$53 million during 2014. The savings will result in a payment from Centers for Medicare & Medicaid Services (CMS) to the Memorial Hermann ACO of nearly \$23 million which, will allow us to continue to develop the organization as we increase in the number of lives served by the network. In 2014, 20 Pioneer and 333 Shared Savings Program ACOs generated more than \$411 million in savings, which includes all ACOs savings and losses. Notably, Memorial Hermann ACO's exceptional performance was responsible for 13 percent of CMS' total savings.

During this period, the Memorial Hermann ACO provided care for more than 40,000

Medicare beneficiaries – that's 6,000 more patients than in the last period and the quality score for the year was 88 percent, an improvement over the previous year of 83 percent. CMS reported our quality last year as 100 percent, but that score was based solely on submission of the quality data. Although there were more participating lives, the standards were raised for Year 2 performance to show improvements in certain metrics. Even with these higher standards, the Memorial Hermann ACO performed far better than any other organization in the country, earning 57 percent more than the next highest earner.

In addition to the MSSP program, MHMD is continuing to experience considerable growth as we plan to add almost 180,000 more lives to the network (effective January 1, 2016) and implement innovative programs to impact the quality of care provided to patients served by the MHMD network. As we grow, we must continue to reinvent ourselves. One example is HealthIntent which is being created to serve as a data platform to population health, and the Smart Registry that is designed to share data across multiple electronic medical record systems where patients can be tracked by diagnosis and metrics based on the ACO Measures of Excellence. We will be sharing much more about these new, innovative ways

of viewing our data as they launch over the next few months.

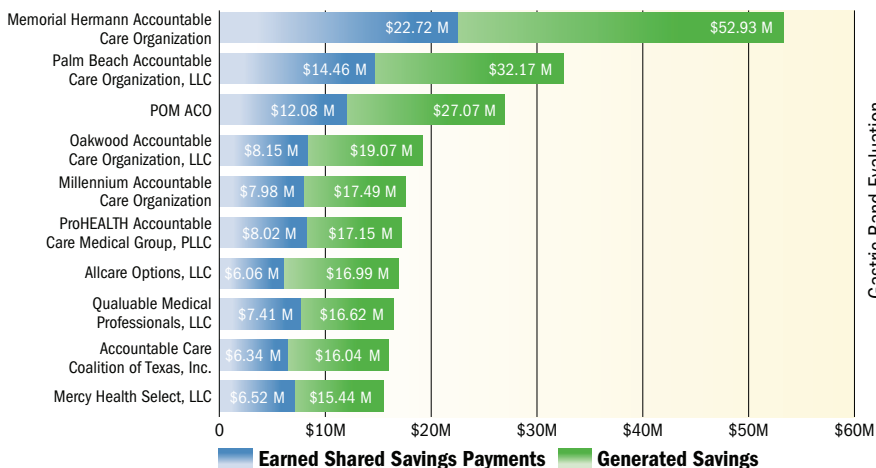
The CPCs have also experienced incredible growth, as they have expanded, to support challenges identified as barriers to providing the highest quality care at the most efficient cost. In order to continue in their effectiveness, the committees have been evaluating a reorganization of the structure to identify a strategy to remain relevant and effective.

The ACO Service Line projects completed their first fiscal year with impressive results, saving \$1.7 million, although the projects were implemented mid-year allowing only a few months of data. Initiatives were launched at nine Memorial Hermann hospitals to affect change in key metrics for three medical specialties: orthopedics, heart & vascular and hospital medicine. These physician-led committees have sparked not only change in the quality metrics but also the culture of these multi-disciplinary teams.

Dedication to quality and accountability are central to our healthcare philosophy and at the core of this program's success. Today, we are proud that our network of physicians is accomplishing unprecedented improvements in safety, quality, and efficiency throughout Memorial Hermann.

Memorial Hermann and its service components are among the best in the United States in quality, safety, cost and operational efficiency. A health system and its physician organization that are aligned by a common commitment to quality, safety and cost efficiency are essential to the health of any community. And, as MHMD continues to grow and evolve further involving physicians in our strategies, we will become an even stronger physician organization guiding the future of healthcare across the country.

Savings: The Top Ten ACO's in the Country



Christopher Lloyd
MHMD CEO

Message from the MHMD Chairman of the Board

As the Memorial Hermann ACO continues to lead the country in Medicare Shared Savings, MHMD continues to offer the most valuable physician network in the Houston market. This success can be directly attributed to the quality and engagement of our physicians.

We believe as the physician organization continues to mature and grow that it is also important to provide our physicians with the tools they need to grow into future leaders. This year we instituted the first MHMD University program, partnering with the Jones School of Business at Rice University, which provided an opportunity for physicians to learn the business side of healthcare. Participants in this course worked side by side with administrators as they researched and identified solutions to current challenges health systems face today.

Our Clinical Programs Committee has had a huge impact on the quality of care provided to patients across the Memorial Hermann system. We know that they need to evolve to remain as effective as they have been. As we move forward, we recognize that we also need to address new issues – post acute care, communication between stages of care, opportunities for innovation like telemedicine and emerging technologies while continuing to promote evidence-based standards of care to be implemented across the health system.

As the CPCs continue to develop, it becomes more and more important for those participating physicians to disseminate the information discussed and recommended in the CPCs to the physicians on their campuses. Equally valuable is sharing recommendations of best practices from the campuses to the CPCs.

Restructuring of the CPCs will provide more opportunities for physicians to become involved in affecting change. Coordination of programs across specialties will allow for diverse input to create pathways to manage the patient's care in a complex and ever changing healthcare system.

for our patients. Some of these include: medication management, transportation, nutrition, care support at home, making sure patients attend follow-up appointments or therapy and the barriers that may delay



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As the future of healthcare moves more toward population health, we need to be thinking about other factors that we have not historically considered when caring

or prevent discharge to their home. This will require a coordination of efforts across disciplines as well as throughout the patient care episode.

MHMD has already established a strong foundation to prepare for the future of healthcare. As we approach full implementation of these monumental changes in the healthcare industry, with the continued commitment of our physicians we will be assured that MHMD is positioned for success well into the future.



Charlotte Alexander

Charlotte Alexander, M.D.
MHMD Board Chair

ACO Service Line Projects Pave the Way to Population Health

In Fiscal Year 2015, MHMD embarked on a new adventure in the journey towards population health through the initiation of the Accountable Care Organization Service Line (ACOSL) Projects. Under the auspices of the Memorial Hermann Accountable Care Organization (ACO), the ACOSL Projects aim to increase efficiency and decrease cost for Medicare inpatients in the areas of Orthopedics, Heart and Vascular, and Hospital Medicine. In its inaugural year, the ACOSL saved the Memorial Hermann Health System approximately \$1.7 million dollars. These savings are directly attributable to the efforts and commitment of our physicians, who provide the very best evidence-based care in the most efficient and coordinated way possible.

The ACOSL more closely aligns MHMD physicians with hospital leadership and provides a venue to tackle complex efficiency and care opportunities. These physician-led projects uniquely bring together multidisciplinary team members to identify, analyze, and solve key



challenges on each hospital campus. Each team is focused on enhancing quality, length of stay, observation hours, supply savings, and patient satisfaction in the inpatient setting. This work further prepares Memorial Hermann to effectively manage populations in preparation for potential prepayment contracts.

The ACOSL also serves to disseminate

national and local best practices. Each month, the performance results of all 27 ACOSL Projects are shared in a system dashboard distributed to all leaders. This allows physician and administrative leaders to compare results and share lessons learned across the system. The Project Teams also work collaboratively with the CPCs, the Surgical Site Infection Task Force, and the Capacity Task Force to align system initiatives and receive feedback.

During the first quarter of Fiscal Year 2016, performance has shown continued positive improvements in each of the five key measurement categories. Campuses are reviewing DRGs that have the most opportunity days for improvement and are working together to develop tactics to drive enhanced performance across the Health System. Additionally, ACOSL physician work teams are collaborating with other clinical care teams to improve quality performance on each campus. For example, led by Dr. Shahid Rahman, the Greater Heights Heart and Vascular ACOSL decreased the incidence of Acute Kidney Injury by 76 percent in the fourth quarter of Fiscal Year 2015 compared with Fiscal Year 2014 performance.

This is an exciting time at MHMD, as we continue to evolve and create new ways to work with our physicians to improve the care provided to our patients!

MHMD Recognized with Memorial Hermann Impact Award

MHMD received System-wide recognition on Tuesday, September 1, at the Memorial Hermann Health System Annual Meeting receiving the Impact Award for Health Solutions. The Medicare Shared Savings Program was recognized for serving as a strong example of functioning as “One Memorial Hermann.” This program has unified the campuses, employed physicians, independent physicians, our payers and our MHMD team to achieve the most impressive results of an ACO in the country. All of the clinical, operational, analytical and technical resources were critical to the MSSP success. The success and favorable outcomes in this initiative have been recognized and admired by other leading organizations across the country.



Also, the MHMD Supportive Medicine team was featured as a Finalist in the Care Delivery category for the unique and impactful service they provide.

MHMD Welcomes New Leadership to Team

PEDIATRIC MEDICAL HOME:

Victoria Regan, M.D. and Krysta Lambert



Victoria Regan, M.D.

MHMD welcomes a new leadership team to direct the Pediatric Medical Home project. With 60 Advanced Pediatric Providers and an additional 90 Clinically Integrated

physicians, the Pediatric Medical Home model is designed to provide medical care to infants, children, and adolescents and should be accessible, comprehensive, family-centered, coordinated, compassionate and culturally effective.

Dr. Victoria Regan, pediatrician, recently joined MHMD as Medical Director for the Pediatric Medical Home. Dr. Regan is an MHMD physician and has served on the Pediatric Clinical Programs Committee since 2012. She received her medical degree from UHealth Medical School and has been in practice for 28 years.

Additionally, Krysta Lambert has joined the MHMD team as the Director of the Pediatric Medical Home. Krysta recently served as the Director of Project Management with the Mayo Clinic in



Krysta Lambert

Rochester, Minnesota. She has been in the healthcare industry for 17 years and will bring to MHMD her wealth of knowledge in strategic planning, transformation implementation and project management.

We are excited about the future of our pediatric medical medial home.

VICE PRESIDENT, ACCOUNTABLE CARE ORGANIZATION:

Emily Allinder Scott



Emily Allinder Scott, MHA

Emily joined the Memorial Hermann Accountable Care Organization last Spring as Vice President. For the previous two years, she served as Director of Hospital Operations

for the Mischer Neuroscience Institute. In that capacity, she provided strategic, operational and financial leadership for its Neurology, Neurological Surgery, Gamma Knife, Neurophysiology, Oral and Maxillofacial Surgery, and Otorhinolaryngology departments.

Prior to her time with Memorial Hermann, Emily spent seven years at St. Luke's Hospital - Kansas City in progressive positions, most recently as the Program Director of Strategic Business Development including oversight of the Henry and Marian Bloch Liver Disease Management and Transplant Center.

Emily brings substantial Six Sigma and Lean Management capabilities and experience, which will be valuable contributions to the quality improvement activities of the MHACO.

DIRECTOR OF COMMUNICATIONS:

Victoria Ashworth



Victoria Ashworth

Victoria Ashworth joins MHMD as the Director of Communications. She brings more than 20 years of healthcare marketing and communications experience to the

organization most recently serving as the chief marketing officer of Good Shepherd Health System and Trinity Mother Frances Hospitals & Clinics in East Texas. She was responsible

for branding, strategic communications, media relations, service excellence, marketing, and advertising for the System.

In her role with MHMD, she will be responsible for strategic communications, both internal and external, and will work to further expand the marketing and communications presence of MHMD.

CLINICAL PHARMACY MANAGER:

Phuong Dinh, PharmD, BCACP



Phuong Dinh

Phuong Dinh has joined MHMD as Clinical Pharmacy Manager for the Care Management Department. In her role, she consults

with patients who are experiencing side effects or drug interactions and provides medication consolidations with those who are on more than 10 medications. She also offers educational information to providers on topics such as high risk medication and proper medication utilization to lower risk of hospital readmission. She shares information updates with clinical care teams such as FDA updates and new or changes in medications providing guidance as needed on how to use effectively these medications in practice. Phuong is available for consult when a challenging medication issue is identified.

Phuong received her doctor of pharmacy (PharmD) from The University of Texas at Austin College of Pharmacy. She has worked in the community, ambulatory and hospital settings as either a lead pharmacist or pharmacy manager. She has also served as a clinical faculty preceptor for The University of Texas College of Pharmacy. She is BPS board certified in ambulatory care and serves as a member of the Quality and Education committees.

MHMD University Offers Unique Opportunity



Twenty-six MHMD physicians and system executives completed the inaugural offering of MHMD University in August of this year. This program, offered in conjunction with the Jones School of Business at Rice University, allowed physician leaders and system executives to further develop their knowledge and leadership skills while learning side by side. Topics including leadership, strategy, finance and operations among others were taught over multiple Friday/Saturday sessions. Participants completed extensive outside reading and case studies as part of the program.

In addition to the above areas of study, participants worked in teams throughout the program to tackle a capstone project that explored an area of strategic priority

to our system. Each of these teams included both physician and administrative executive members and was sponsored by a Memorial Hermann Health System senior system executive along with Rice University faculty support.

Many participants commented how valuable it was to work on a team with individuals from across the entire enterprise which they had never worked with before. The value of unique perspectives and skill sets contributed to what was, for each of the teams, a successful

Many participants commented how valuable it was to work on a team with individuals from across the entire enterprise which they had never worked with before. The value of unique perspectives and skill sets contributed to what was, for each of the teams, a successful and valuable experience.

and valuable experience.

As an integral part of the program, each team was tasked with addressing a particular strategic question that Memorial Hermann in particular, and healthcare more generally, is faced with. Each question was sponsored by an Executive within Memorial Hermann who was engaged by the team for vision and strategic oversight of the project.

In addition, a Faculty Advisor was available to provide insight, direction and guidance on analysis, thought processes

and content. Each team identified and researched a Health System issue, developed recommendations and presented their projects to all participants accompanied by a white paper outlining the issue and the team recommendations.

One attendee stated, “The Rice professors were great. I don’t think you can get too much of this type of experience.” Another was “sad to see it end.” Well over half of the attendees desired to have an expanded role or deeper involvement addressing the challenges of our health system. While sponsored by MHMD, CEO Chris Lloyd pointed



out that this is an activity designed to further the effectiveness of the entire health system, with particular attention to the increasingly important need for physician and executive collaboration and teamwork. “The future is here now, and the need for new structures and close integration between the activities of highly aligned physicians and the health system cannot be overstated.”

MHMD University will be offered again in 2016.



The following lists the teams and the questions they addressed:

TEAM 1	TEAM 3
<p>Dr. Sohail Noor Dr. Charlotte Alexander Dr. Glen Garner Dr. Faraz Khan Dr. Brian Heaps Mr. Allen Tseng Mr. Chris Shea Executive Sponsor: Dennis Laraway Faculty Support: Prof. James Weston</p>	<p>Dr. Hina Pandya Dr. Kevin Giglio Dr. James McCarthy Dr. Chris Prihoda Dr. Deepti Mishra Mr. Lance Ferguson Mrs. LeTasha Montgomery Executive Sponsor: David Bradshaw Faculty Support: Prof. Amit Pazgal</p>
<p>Medicare profitability is a continuing challenge for the Memorial Hermann Health System and is one of the leading indicators of the ability of an organization to manage risk in a population. Where are Memorial Hermann’s resources most effectively deployed to impact Medicare profitability?</p>	<p>How well is Memorial Hermann’s information technology and the information technology of its aligned physicians positioned to impact quality outcomes in population health? What are the opportunities for improvement?</p>
TEAM 2	TEAM 4
<p>Dr. Sherif Zaafran Dr. Joseph Cali, Jr. Dr. Emmett McDonald Dr. Jeff Gubbels Dr. Kourosh Keyhani Mr. Heath Rushing Dr. Tejas Mehta Executive Sponsor: Rod Brace Faculty Support: Prof. Brent Smith</p>	<p>Dr. John Vanderzyl Dr. David Reiningier Dr. Tiffany Albritton Dr. Peter Sabonghy Mr. Justin Kendrick Mrs. Victoria King Executive Sponsor: Chuck Stokes Faculty Support: Prof. Bob Westbrook</p>
<p>Successful institutional leadership requires an ability to operate with a cross silo and cross-functional perspective. How do we systematically improve physician and executive cross functional collaboration, performance, development and succession planning?</p>	<p>Patient satisfaction is going to be an important metric under the Affordable Care Act. How will Memorial Hermann best improve relevant patient satisfaction metrics consistent with the needs of an Accountable Care Organization?</p>

Enterprise Credentialing Update

Enterprise Credentialing

MHMD continues to lead the Memorial Hermann Enterprise Credentialing project. This project will eliminate the need for practitioners to keep applying separately for membership renewal at each applicable hospital and MHMD multiple times during every two-year recertification cycle. We are fully underway, having already sent out the first four months of single-reappointment-date credentialing packets. Practitioners have already experienced a considerable reduction in the number of reappointment applications they will need to complete as a result.

Besides relieving the burden on the practitioners, the associated data conversion means that we will now have reliable and consistent data about them within a consolidated system. By November, upgraded software will be in use by the credentialing staff. This enables us to incorporate the clean converted data into electronic workflows.

For example, we will now be introducing new streamlined electronic processes that will ultimately eliminate paper forms altogether. The first of these is the new Application Request Form that was implemented in late October. New applicants can now complete the Application Request Form online at www.mhmd.com. Alternatively, for existing providers requesting credentials at an additional Memorial Hermann facility, the form is available on PhysicianLink and OneSource. These forms will allow practitioners to designate a contact to



coordinate the credentialing process on their behalf. By using them, we are creating a single, authoritative source of practitioner information for all entities of the Memorial Hermann Health System that replaces the duplicative and often inconsistent paperwork that has been in place.

During the spring of 2016, practitioners will have access to an electronic portal as well. This web-based portal will make the entire application process even easier

for practitioners and their office staff by providing a fully electronic application process, with pre-population of many data fields, and with the ability to easily track the progress of an application on a personal home page.

Should you have any questions or difficulty locating this online form, please contact Enterprise.Credentialing@MemorialHermann.org or call 713.338.6464 for assistance.



Jon Gogola

Jon Gogola, M.D.

ENTERPRISE CREDENTIALING PROJECT KEY DATES	
• Electronic application for hospital privileges and network memberships	November 2015
• All reappointments starting in January 2016 move to earliest reappointment date	January 2016
• Campus committees can electronically review and approve applications	Spring 2016

Texas Submits Medicaid Waiver Renewal Proposal to CMS

The Texas Health and Human Services Commission (HHSC) recently presented the (federal) Centers for Medicare & Medicaid Services (CMS) with a plan for renewing the state's 1115 Medicaid waiver. The current 5-year term ends in September of 2016. HHSC began initial discussions with CMS in March of this year, and in the closing days of the 2015 regular legislative session, lawmakers formally directed HHSC to begin negotiations with federal officials. State and federal officials expect CMS to rule on HHSC's proposal by the summer of 2016.

Federal waivers issued under Section 1115 of the Social Security Act allow states flexibility to test and improve new and existing approaches to funding and delivering healthcare services within their state Medicaid and Children's Health Insurance Program (CHIP) programs. CMS requires states operating under Medicaid waivers to submit renewal plans a full year before their current terms expire. The 2011 the state legislature originally directed the HHSC to pursue a federal waiver, known as the *Texas Healthcare Transformation and Quality Improvement Waiver*, to control the rapidly-escalating costs of the state's Medicaid program, principally by expanding Medicaid managed care ("capitation") statewide. The state comptroller estimated that doing so would save Texas almost \$500 million each year.

The Texas waiver also sought to preserve hospitals' historical access to funding provided through the *Upper Payment Limit* (UPL) "supplemental payment" program, which had to be terminated because federal law prohibits hospital supplemental payments in capitated managed care markets. The UPL program historically relied upon local property taxes, collected by urban county hospital districts, to provide this critical funding stream for non-public hospitals treating Medicaid patients and the uninsured. The waiver replaced the UPL program by creating

funding mechanisms capable of generating sources of supplemental payments for hospitals in amounts roughly equivalent to those available under the previous program. Pursuant to the current 1115 waiver, funding is distributed to eligible Texas hospitals through two funding pools.

An *Uncompensated Care* (UC) Pool pays hospitals based on the cost of the uncompensated care they provide, which they report annually to HHSC. The waiver essentially converted hospitals' UPL program supplemental payments to waiver funding, while protecting their historical funding levels. Additionally, the waiver created a second, *Delivery System Reform* Incentive Payment (DSRIP) Pool, providing payments for healthcare delivery system improvements identified in 20 state Regional Healthcare Partnerships (RHPs), into which HHSC divided the state. DSRIP projects originated from collaborations

between public and private healthcare and human services providers within each RHP, and were developed based upon regional "community needs assessments," which identified gaps in critical health and human services, and sought to expand coverage to those areas.

between public and private healthcare and human services providers within each RHP, and were developed based upon regional "community needs assessments," which identified gaps in critical health and human services, and sought to expand coverage to those areas. Nearly 1500 DSRIP projects resulted across the state, including 155 of those operating with RHP 3, the 9-county region anchored by Harris County.

The waiver makes federal matching funds available to participating healthcare providers under the UC and DSRIP pool structures, and requires taxing entities (public hospitals and other governmental entities), to contribute funding, through transactions called *intergovernmental transfers*, or IGTs. These IGTs are then used to draw down federal matching funds under the waiver. It is estimated that the waiver will generate nearly \$30 billion in federal funding over its 5-year term.



Memorial Hermann Medicare *Advantage* HMO and PPO Plans

Offered by Memorial Hermann Health Solutions, the Memorial Hermann Medicare *Advantage* HMO and PPO plans are being promoted with a multimedia campaign that includes TV spots for the first time in addition to outdoor, print and web advertising.

The plans allow Medicare beneficiaries to enjoy their original Medicare benefits along with a range of additional benefits not covered by Medicare.

Memorial Hermann *Advantage* benefits include:

- \$0 monthly plan premiums on HMO and PPO plans
- No referrals needed to see any specialist
- National/worldwide urgent care and emergency coverage
- Prescription drug coverage (Part D)
- \$0 copay for primary care physician visits
- Vision and hearing benefits
- Maximum out-of-pocket costs
- Preventive screenings and services at no additional cost
- Fitness benefits



- Access to vast network of hospital and physicians
Between October 12 and December 7, seniors can attend free, no-obligation seminars offered weekly at Memorial Hermann hospitals to learn more about the plans. A sales person will be present with information and applications. For accommodations of persons with special needs at sales meetings, call 1-877-260-1724 (TTY 711).

Greater Heights (formerly Northwest)

Mondays, 10 a.m.

Katy

Wednesdays, 9 a.m.

Memorial City

Fridays, 9 a.m.

Northeast

Wednesdays, 10 a.m.

Southeast

Mondays, 10 a.m.

Southwest

Mondays, 9:30 a.m.

Memorial Hermann The Woodlands

Mondays, 9 a.m.

Sugar Land

Skeeters Constellation Stadium
Wednesdays, 9:30 a.m.

The enrollment deadline is December 7, 2015. For more information, seniors can call 1-877-260-1724 (TTY 711) or visit MemorialHermannAdvantage.org.

A representative will be available to speak with seniors from 8 a.m. to 8 p.m., CST, seven days a week. A licensed agent may answer calls.

Join the Provider Referral Program

Memorial Hermann *Advantage* has partnered with close to 50 providers to start building a provider referral program for their Medicare beneficiaries. If you are interested in participating in this program, please email Russ Gantos at Russell.gantos@memorialhermann.org

CONTRACTING UPDATE

BLUE CROSS/BLUE SHIELD TEXAS

ACO Agreement currently in negotiation for an effective date of January 1, 2016 which will add between 70,000 and 90,000 lives.

UNITED HEALTHCARE

ACO Agreement currently in negotiation with a goal of implementation of 1st quarter of 2016 with an expectation of 100,000 covered lives.

ICD-10 Implemented

In addition to online resources on PhysicianLINK, InSite and OneSource, Memorial Hermann Clinical Documentation Improvement (CDI) Specialists are available Monday through Friday, 8 a.m. to 5 p.m. to assist physicians with their documentation by:

- Identifying potential severity/specificity gaps in physician documentation
- Sending queries to physicians to see if documentation could be added, based on clinical indicators.
- Educating clinicians on basic documentation, coding rules & regulations.
- Ensuring records reflect the Severity of Illness and Risk of Mortality.

ICD-10 Documentation Tip Cards: Pocket-size tip cards, developed by Navigant Consulting, are handed out during ICD-10 Live CMEs. Badge tip cards, developed by our CDI department, are available by contacting your Campus CDI specialist listed below.



CAMPUS PHYSICIAN CHAMPIONS

CAMPUS	PHYSICIAN CHAMPIONS	CONTACT INFORMATION
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NORTHEAST	Harold Gottlieb, M.D. CMO	harold.gottlieb@memorialhermann.org
GREATER HEIGHTS/ NORTHWEST	Christopher Langan, M.D. VP, Regional CMO	christopher.langan@memorialhermann.org
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SUGAR LAND	Charlie Soderstrom, M.D. Radiologist	charles.soderstrom@memorialhermann.org
THE WOODLANDS	Robert Viles, M.D. Anesthesiologist, ret. Gail Burbridge, M.D. Surgeon	robert.viles@memorialhermann.org Gail.burbridge@memorialhermann.org

CLINICAL DOCUMENTATION SPECIALISTS BY CAMPUS (Available Monday- Friday, 8 a.m. – 5 p.m.)

TMC

December Douglas	713.704.7778	december.douglas@memorialhermann.org
Ameena AbdulMalik	713.704.7775	ameena.abdulmalik@memorialhermann.org
Peaches Moorman	713.704.7774	peaches.moorman@memorialhermann.org
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Leslie Taylor	713.704.0918	leslie.taylor@memorialhermann.org
Carolyn Durham	713.704.2039	carolyn.durham@memorialhermann.org
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ORTHOPEDIC & SPINE HOSPITAL

Rhonda Bisby	713.314.4367	rhonda.bisby@memorialhermann.org
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MEMORIAL CITY

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Houston to Host National Medicine and Spirituality Conference in March

March 4-6, 2016, at JW Marriott Galleria, Houston

Entitled **“Approaching the Sacred: Science, Health and Practices of Care,”** the 2016 Conference on Medicine and Religion invites healthcare practitioners, scholars, religious community leaders and students to consider the role of religion and spirituality in contemporary medicine.

- How should practices of caring and healing within particular religious communities and traditions be influenced by contemporary scientific discoveries?
- What are exemplars of faithfully using scientific insights for the benefit of human health?
- What distinctive contributions can different religious traditions bring to the moral and societal challenges brought about by new scientific discoveries?

The annual event is a leading forum for discourse and scholarship at the intersection of medicine and religion. It provides a forum for exchanging ideas from an array of disciplinary perspectives, from empirical research to scholarship in the humanities to stories of clinical practice. The conference is designed

to help health professionals and scholars gain a deeper and more practical understanding of how religion relates to the practice of medicine, with particular attention to the traditions of Judaism, Christianity, and Islam.

Previous conferences were held in Chicago and at Harvard Medical School in Cambridge, Massachusetts. The inaugural conference was held in 2012 in Chicago.

Featured speakers at this year’s conference include:

- Elaine Howard Ecklund, Ph.D., Rice University
- Jeffrey P. Bishop, MD, Ph.D., Saint Louis University
- Rabbi Samuel E. Karff, Rabbi Emeritus, Congregation Beth Israel
- Uma Mysorekar, M.D., Hindu Temple Society of North America
- Aasim Padela, M.D., MSc, University of Chicago
- Morgan J. Wills, M.D., MA, FACP, Siloam Family Health Center

In addition to addresses by keynote speakers, participants can discuss peer-reviewed abstracts and attend workshops.

The conference is sponsored by the Program on Medicine and Religion, University of Chicago; Initiative on Health, Religion and Spirituality, Harvard University; Institute for Spirituality and Health at the Texas Medical Center; Albert Gnaegi Center for Health Care Ethics, Saint Louis University; Trent Center for Bioethics, Humanities, and History of Medicine, and Initiative on Theology, Medicine and Culture, Duke University; and the Ohio State University Center for Bioethics, Humanities & History of Medicine.

Register before February 3, 2016, to get discounted rates:

- Physicians: \$385
- Allied Health/Academics: \$285
- Chaplains/Clergy: \$225
- Resident Physicians: \$225
- Students: \$125

Register at MedicineandReligion.com

The Thirtieth Annual Bowles Chapel Lectures, January 28, 2016

Now in its 30th year, the Bowles Chapel Lectures have explored the relationship between medicine, spirituality and health in order to foster a collaborative spirit and stimulate dialogue between healthcare providers and spiritual care professionals. The theme of this year’s event is **“Body-Mind-Spirit Interventions: Heal Faster, Better, Stronger”** and features Julie Silver, M.D., an associate professor and the associate chair for Strategic Initiatives at Harvard Medical School in the department of Physical Medicine and Rehabilitation.

A noted author and expert on cancer treatment, Dr. Silver has written numerous scientific papers on cancer prehabilitation, rehabilitation and survivorship care.

Dr. Silver developed the STAR Program certification that is an evidence-based and best practices model for cancer rehabilitation care that has been adopted by hundreds of hospitals throughout the United States. She is a founding co-chair of the American Congress of Rehabilitation Medicine’s Cancer Rehabilitation Group. Her work in cancer rehabilitation has been recognized by the American Cancer Society (Lane Adams Quality of Life Award), Massachusetts General Hospital (The One Hundred) and The Boston Globe (Top Innovator in Medicine). Dr. Silver is currently affiliated with several Harvard teaching hospitals including Spaulding Rehabilitation, Massachusetts General

and Brigham and Women’s Hospitals. The purpose of this presentation, based on National and Memorial Hermann data, is to expand the participant’s knowledge regarding both the healing process and the resources available for enhancement and optimization of healing. Expanded knowledge will give healthcare providers tools for collaboratively intervening with physical, mental, emotional, psychosocial and spiritual strategies.

The event will take place at Wilson Turner Auditorium, Medical Plaza II, 7737 Southwest Freeway on the Memorial Hermann Southwest Hospital Campus. CME credits are offered. To learn more, email genie.hawkins@memorialhermann.org.

Northwest Takes Top Honors and Gets a New Name

Memorial Hermann Northwest Hospital was recently renamed Memorial Hermann Greater Heights. “This new name is a direct reflection of the exciting changes being seen in The Heights community over the past several years,” says Greater Heights CEO Susan Jadowski.

“It’s a declaration that we’re invested in this part of Houston and we want to help do all we can to ensure that area residents and businesses have the healthcare services they need to thrive.”



Northwest was the 2015 recipient of the Memorial Hermann President’s Cup for Acute Care Facility for demonstrating exemplary performance by achieving a ‘Distinguished’ score in three of four key areas: Quality & Safety, Operational Excellence/Growth and People Excellence. The hospital achieved an overall retention rate of 91 percent and zero Serious Safety Events (1 and 2) for the entire fiscal year, and has surpassed more than 1,000 days without a serious safety event. Recently the hospital has expanded its Level III Trauma Center, Cancer Center and Heart & Vascular program. It also offers a Memorial Hermann Joint Center.

Memorial City Offers Novel Asthma Treatment

Bronchial thermoplasty, a novel treatment approved by the U.S. Food and Drug

System CEO Dan Wolterman Announces Intent to Retire

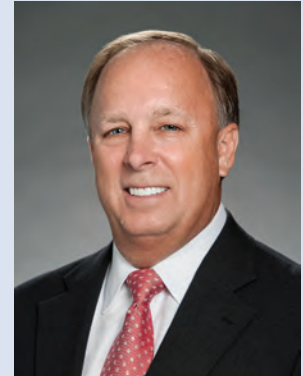
On October 8, Memorial Hermann Health System President & CEO Dan Wolterman announced his plan to retire in the second half of 2016. As part of a long-term succession plan implemented more than a year ago, the System’s Board and executive leadership started the process to identify his successor. Wolterman has served at Memorial Hermann for 17 years.

“I can tell you that Memorial Hermann is a very special place. Together, we have achieved many vital accomplishments but nothing more important than the access to quality healthcare that we have provided to millions of patients,” says Wolterman. “I know that will continue because of the tireless efforts and commitment all of our employees and affiliated physicians bring to their roles each and every day.”

The System Board has retained Spencer Stuart, a leading executive search and succession planning firm, to begin the transition. As part of that process, Spencer Stuart performed a comprehensive assessment of internal candidates and determined that Memorial Hermann has a talented pool of strong, capable executives to be considered for the position. Prior to making a selection, the Board is also exploring the best external candidates. A national search has begun.

Wolterman added that the complexity and size of an organization like Memorial Hermann, not to mention the dynamics of being located in a large and diverse city like Houston, demands a thoughtful and thorough selection process, which is the reason behind announcing his plan to retire with ample notice.

“I am confident that the Board and executive leadership will identify a new leader with the capabilities to continue to build on our national reputation of providing high-quality and safe patient care, while advancing health in the communities we serve,” says Wolterman.



Dan Wolterman

Administration for asthma patients 18 years and older, is now available at Memorial City. Bronchial Thermoplasty (BT) delivered by the Alair™ System is not a medication. “Bronchial thermoplasty uses mild heat to reduce the amount of excess smooth muscle tissue in the airways,” said Bhakti Gidvani, M.D., FCCP, D’ABSM, a Memorial City-affiliated physician who is board certified in internal medicine, pulmonary diseases, sleep disorders and critical care. “Less muscle tissue means less airway constriction during an asthma attack. As a result, the majority of treated patients can breathe more easily and

are less likely to have an asthma attack.”

Bronchial thermoplasty is done in three separate outpatient treatments a few weeks apart, with each treatment focusing on a different section of the lungs. Unlike daily asthma medications, BT continues to work for years. BT is an add-on therapy to a patient’s current asthma medications, providing long-lasting benefits for patients, including a decrease in asthma attacks, fewer emergency room visits and improved asthma-related quality of life. To learn more or to refer a patient, contact 713.242.4373.

Garner Chosen as CEO for New Pearland Hospital

Mario Garner has been appointed CEO of the new Memorial Hermann Pearland Hospital, scheduled to open in early 2016. Garner has led New Orleans East Hospital since August 2013. Garner had previously worked as chief operating officer of Fairview Park Hospital in Dublin, Ga. He was also COO of the Regional Medical Center of Acadiana in Lafayette, La. He has a microbiology degree from Louisiana State University, a master's degree in healthcare administration from Tulane University and a doctorate in education from the University of Houston.



Mario Garner, Pearland CEO

The 64-bed Pearland hospital tower is slated to open in early 2016. The campus' medical office plaza and Memorial Hermann Convenient Care Center are open now at 16100 South Freeway, on the southbound side of Highway 288 near FM 518.

First Urgent Care Opens in Friendswood

The first Memorial Hermann Urgent Care Center opened in Friendswood in May. Staffed by board-certified family medicine physicians, the center is open daily from 9 a.m. until 9 p.m. and features onsite radiology and laboratory services. Patients' records become part of Memorial Hermann's official Electronic Hospital Record, enabling patients to access their visit information and lab and radiology



New AFIB Treatments at TMC

The **Watchman Implant** is a new life-changing treatment for AFib patients who cannot tolerate anticoagulants. Memorial Hermann Heart & Vascular Institute-Texas Medical Center is one of only two hospitals in Houston implanting the newly approved device. "When a blood clot develops in the heart of a patient with

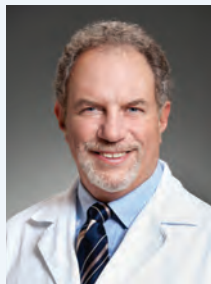


Saumya Sharma, M.D.

AFib, it is most often found within the left atrial appendage (LAA), a small pouch on top of the heart," says Saumya Sharma, M.D., cardiac electrophysiologist and assistant

professor at UTHealth Medical School. "Although it does not cure AFib, the Watchman Implant does reduce the risk of stroke by stopping LAA blood clots from entering the bloodstream and blocking a blood vessel in the brain that could result in a stroke."

The **Wolf Mini-Maze** treatment is designed for complex AFib cases. Created by Randall K. Wolf, M.D., in 2003, the Wolf Mini-Maze surgery requires three small incisions made between the ribs and below the armpit on either side of the chest. "We insert a flexible tube with a camera at the end to view the heart directly," says Dr. Wolf, surgical director

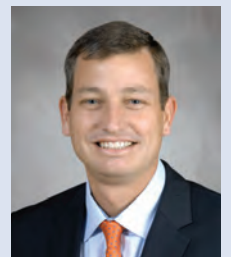


Randall K. Wolf, M.D.

of atrial fibrillation at the Center for Advanced Heart Failure at UTHealth Medical School and Memorial Hermann Heart and Vascular Institute-Texas Medical Center. "After isolating pulmonary veins and testing nerves, we create a scab as a barrier, much as with ablation." Then doctors remove the left atrial appendage (LAA). "The left atrial appendage is the source of 91 percent of blood clots that go to the brain." Call 713.704.4300 for more information.

NEW CEO FOR TMC

Brian Dean, MPH, MBA, was promoted to Chief Executive Officer at Memorial Hermann-TMC, effective August 23, 2015. Previously, Dean served as vice president and CFO at TMC, optimizing financial outcomes and improving overall productivity for the Campus. As CEO, Dean will steer the ongoing strategic vision and plans for the Campus as it continues to grow, renovate, expand and improve through the \$650-million Breaking New Ground project that launched in May. Prior to joining Memorial Hermann, Dean held leadership roles at healthcare systems across the South, including: Jackson Health System in Miami, where he was Senior Vice President of Finance and also served as CEO of their Health Plan; University Community Health in Tampa; and the University of Kentucky Chandler Medical Center in Lexington.



Brian Dean, TMC CEO

System’s Young Leaders Honored

Northeast Senior Vice President and CEO **Heath Rushing** and affiliated physician **Manish Shah, M.D.**, have been named recipients of the *Houston Business Journal’s* prestigious 40 Under 40 Awards.

The award annually recognizes 40 of the Greater Houston area’s up-and-coming professionals under the age of 40. Honorees have to be nominated and are chosen by judges based on leadership, overcoming challenges and community involvement. There were more than 400 nominees for the award this year.



Heath Rushing

In addition to his achievements at Northeast, Rushing led the construction of the System’s first Convenient Care Center at Summer Creek. He serves on the Humble ISD School Board and Humble Chamber of Commerce.

Manish Shah, M.D., is director of pediatric spasticity and movement disorder surgery at Children’s Memorial Hermann Hospital and the Mischer Neuroscience Institute, and assistant professor in the departments of Pediatric surgery and Neurosurgery at UTHealth.



Manish Shah, M.D.

The Woodlands & Memorial City Repeat Magnet Designation

Memorial City and The Woodlands both earned re-designation as a Magnet Recognition Program® by the American Nurses Credentialing Center’s (ANCC). Memorial City first earned Magnet recognition in 2009 and is one of only nine hospitals to do so in the Greater Houston area. In 2010,

TIRR Memorial Hermann Opens New Neuro Recovery Research Center

Opened in October, the NeuroRecovery Research Center (NRRC) forms the umbrella for seven independent laboratories at TIRR Memorial Hermann that collaborate on basic science studies and clinical trials. Research under way at the NRRC is supported by the National Institutes of Health; Memorial Hermann Foundation; Mission Connect, a project of TIRR Foundation; TIRR Memorial Hermann; UTHealth Medical School; and the University of Houston.



Center for Wearable Exoskeletons focuses on the effects of wearable lower-extremity exoskeletons on gait and mobility in persons with spinal cord injury and stroke.

Neural Interfaces Laboratory studies neural interfaces in patient populations to better understand the underlying mechanisms of neural repair and recovery through reverse-translational studies of brain plasticity and brain-machine interaction

Neuromodulation Laboratory focuses on understanding the effects of noninvasive brain stimulation techniques on recovery from central nervous system disease or injury.

Recognized as one of the leading rehabilitation hospitals in the country, TIRR Memorial Hermann serves as a Model System for interdisciplinary rehabilitation services, patient care, education and a center of research. For 26 consecutive years, TIRR Memorial Hermann has appeared on the list of America’s best rehabilitation hospitals published by *U.S.News & World Report* magazine. In this year’s survey, TIRR Memorial Hermann moved up to No. 2 in the nation and retained its rank as best in Texas.

TIRR is a registered trademark of TIRR Foundation.



Memorial Hermann Memorial City team

The Woodlands became the first and only hospital in Montgomery County to receive Magnet designation. TMC is the third Memorial Hermann hospital to earn Magnet designation.

The Magnet program recognizes healthcare organizations for quality patient care, nursing excellence and innovation in professional



Memorial Hermann The Woodlands team

nursing practice. Magnet recognition is the highest possible organizational credential granted by the ANCC, the largest and most prominent nursing credentialing organization in the U.S. Less than seven percent of hospitals in the U.S. have achieved Magnet status since the program’s inception in 1994.



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NEWSFLASH

OneSource: New Intranet Site to Replace InSite and PhysicianLINK

Memorial Hermann will soon be launching OneSource, a new intranet site for employees and affiliated physicians. Aligning with the One Memorial Hermann culture, the new platform will replace InSite and PhysicianLINK currently in use today.



OneSource will provide access to news, resources, programs and applications through a single source, with a single sign on. OneSource's design has been simplified for ease of use and populated only with current information. It will facilitate the exchange of information and communication across the System in real time.

With OneSource, departments and locations have the ability to update and change content housed on the site without ISD assistance. This product will serve as a one-stop shop of information and resources to help staff work more efficiently by using some of the latest technology available. All applications and programs currently housed on InSite and PhysicianLINK will be available through OneSource, which is accessible through the internet via Internet Explorer.

OneSource will help employees and affiliated physicians collaborate and keep pace with an ever-changing healthcare environment. The new intranet site will be beneficial in many ways, and accessing it will soon become part of your daily work routine.

OneSource was piloted at Southeast Hospital for several months. All other remaining Memorial Hermann hospitals, facilities and entities will be transitioned to the new intranet in the coming months.

Open house sessions will be offered where demonstrations of the new site will be conducted by ISD champions who can answer questions and provide instructions on how to use the site. Additional details about these sessions, and other preparations specific for MHMD employees will be provided.