

# **CEO Report**

**Board of Directors Meeting**

**January 11, 2010**

# 2009 Quality/PI Talking Points

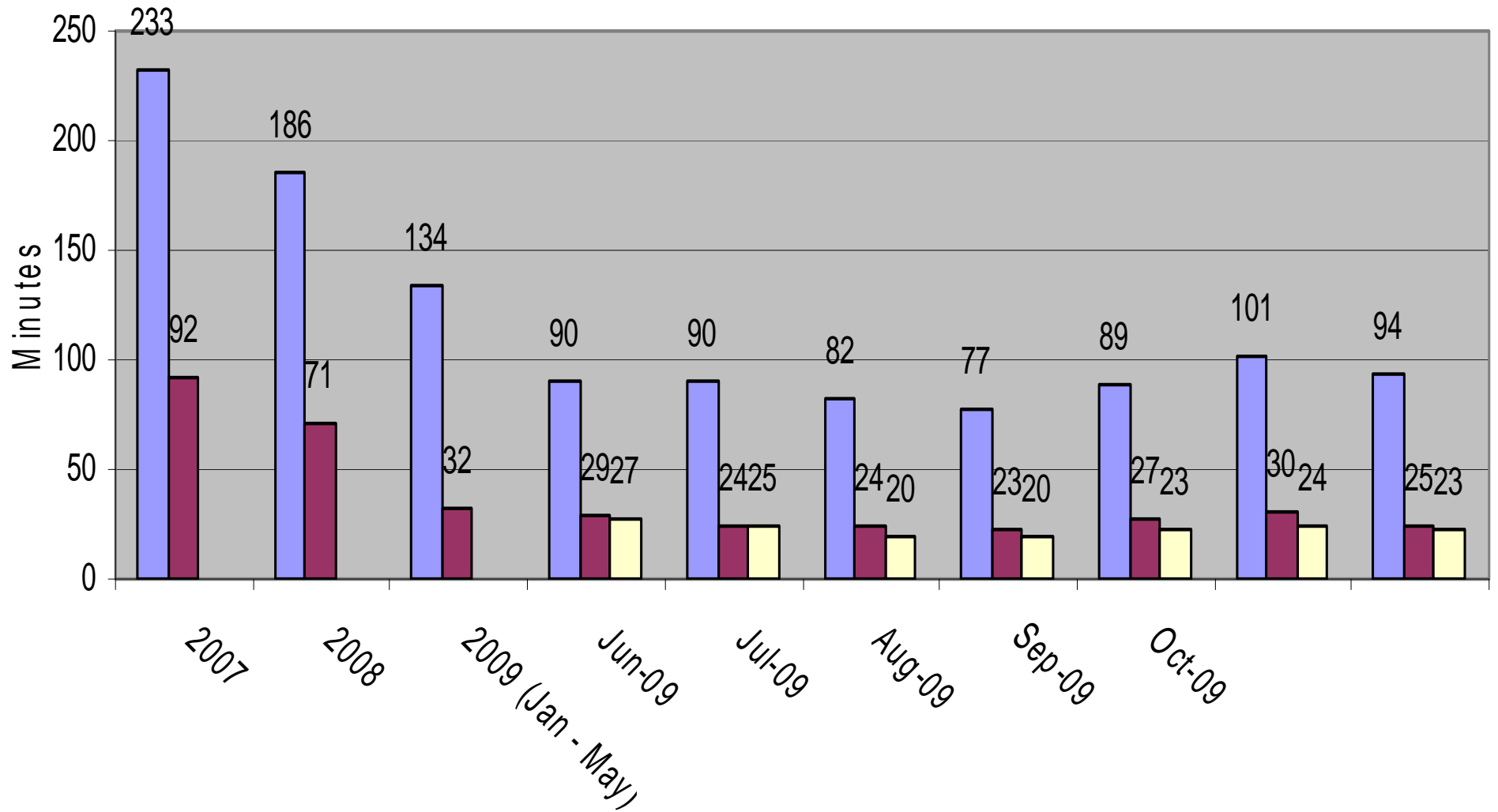
- ~0.5 % ↓ in mortality
- Well below targeted mortality for several common diseases (top 10 for AMI in UHC database)
- Consistently above benchmarks or improving in the Core Measures (will apply to all measures by end 2009)
- LOS consistently below budgeted (quality/finance measure)
- Upward trended Patient satisfaction scores
- Improved CABSI trends
- 100% of critical labs reach MD (90% in 1 hr) – NPSG 2
- 20 min ↓ emergent XR TAT (current ~ 30 min)
- Convenient patient access to imaging studies
- Pressure ulcer incidence well below national benchmark
- Significant improvement in OR & pharmacy efficiencies
- Improved documentation of patient med list throughout stay – NPSG 8

## Key Stats 2008 vs 2009

	FY	FY	
	2008	2009	
<b><u>Admissions</u></b>			
<b>Grady Hospital</b>	24,735	26,750	8.1%
<b>Normal Newborn</b>	2,836	2,730	-3.7%
	<b>27,571</b>	<b>29,480</b>	6.9%
<b><u>Visits</u></b>			
<b>Emergency Visits</b>	117,055	114,006	-2.6%
<b>Non ER Visits</b>	313,331	336,857	7.5%
<b>NHC Visits</b>	156,189	165,490	6.0%
	<b>586,575</b>	<b>616,353</b>	5.1%
<b><u>Surgical Cases</u></b>			
<b>Inpatient Cases</b>	6,713	6764	0.8%
<b>Outpatient Cases</b>	2,323	2591	11.5%
	<b>9,036</b>	<b>9,355</b>	3.5%
<b><u>Average Length of Stay</u></b>			
<b>Grady Hospital</b>	6.7	5.9	-11.9%
<b>Normal Newborn</b>	2.0	2.0	-2.8%

# Main Outpt Pharmacy Wait Times

■ Average Same Day Rx (minutes) ■ Next Day Pickup ■ Express





**Chief Executive Officer**  
Michael A. Young, MHA, FACHE



**Senior Vice President / Operations**  
Denise Williams



**President / Henry W. Grady Health System Foundation**  
Lisa Borders



**Chief Information Officer**  
Deborah Cancilla



**Vice President of Patient Satisfaction and Operations**  
Raven Carter



**Vice President of Ambulatory Care Services**  
Chris Cintron, MPA, JD



**Senior Vice President / Operations**  
Sue Green



**Senior Vice President / Marketing and Strategic Planning**  
Matt Gove



**Deputy Senior Vice President / Medical Affairs**  
Leon L. Haley Jr., MD



**Deputy Senior Vice President / Medical Affairs**  
Kelvin J. Holloway, MD, MBA



**Senior Vice President / Legal Affairs**  
Timothy Jefferson, Esq.



**Chief of Staff**  
Curtis Lewis, MD, MBA



**Chief Financial Officer**  
Sue McCarthy



**Chief Nursing Officer**  
Rhonda A. Scott, PhD, RN, CS



**Senior Vice President / Operations & Facilities**  
Craig J. Tindall, MBA, MHA



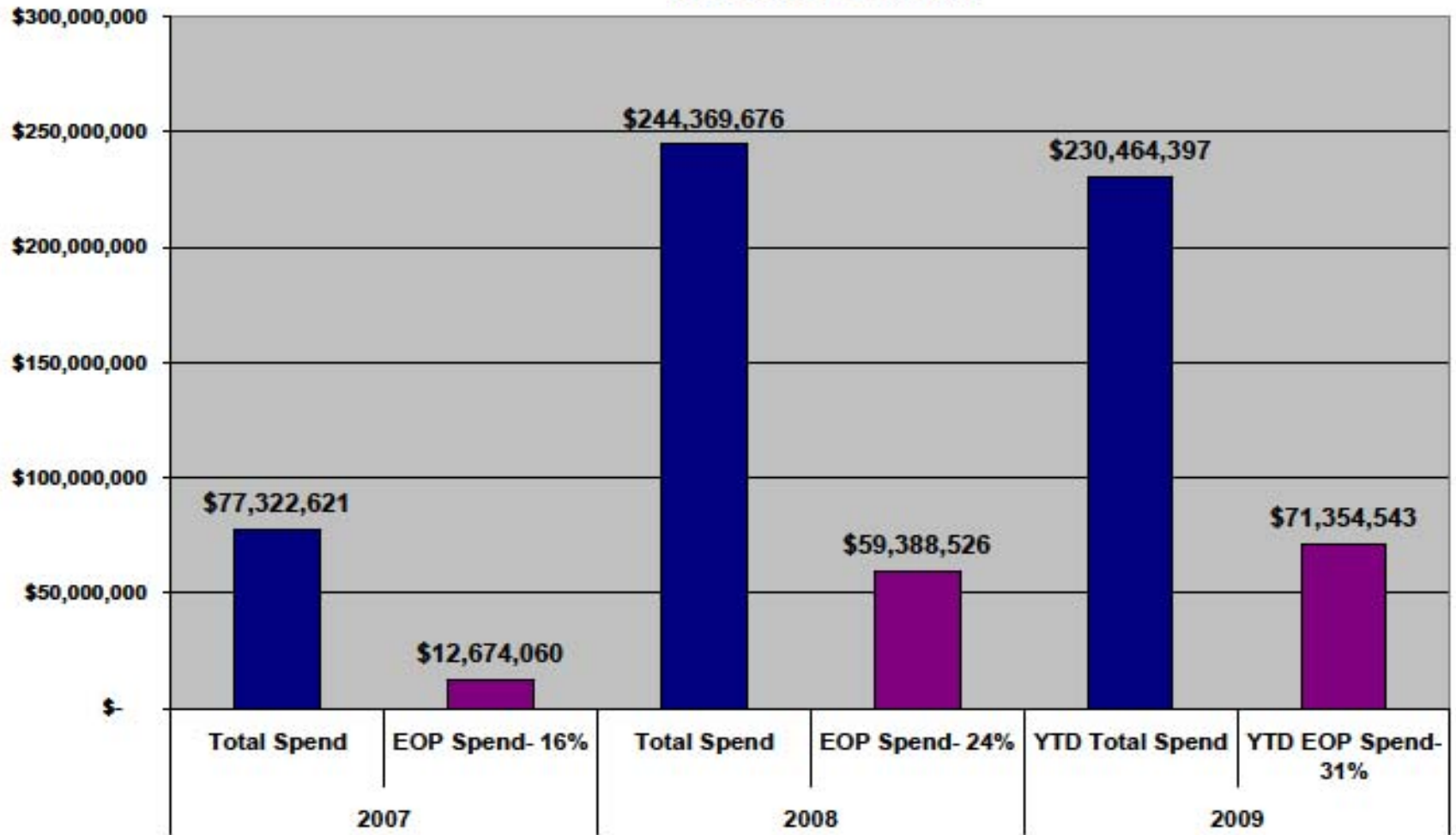
**Senior Vice President / Operations**  
Calvin Thomas IV



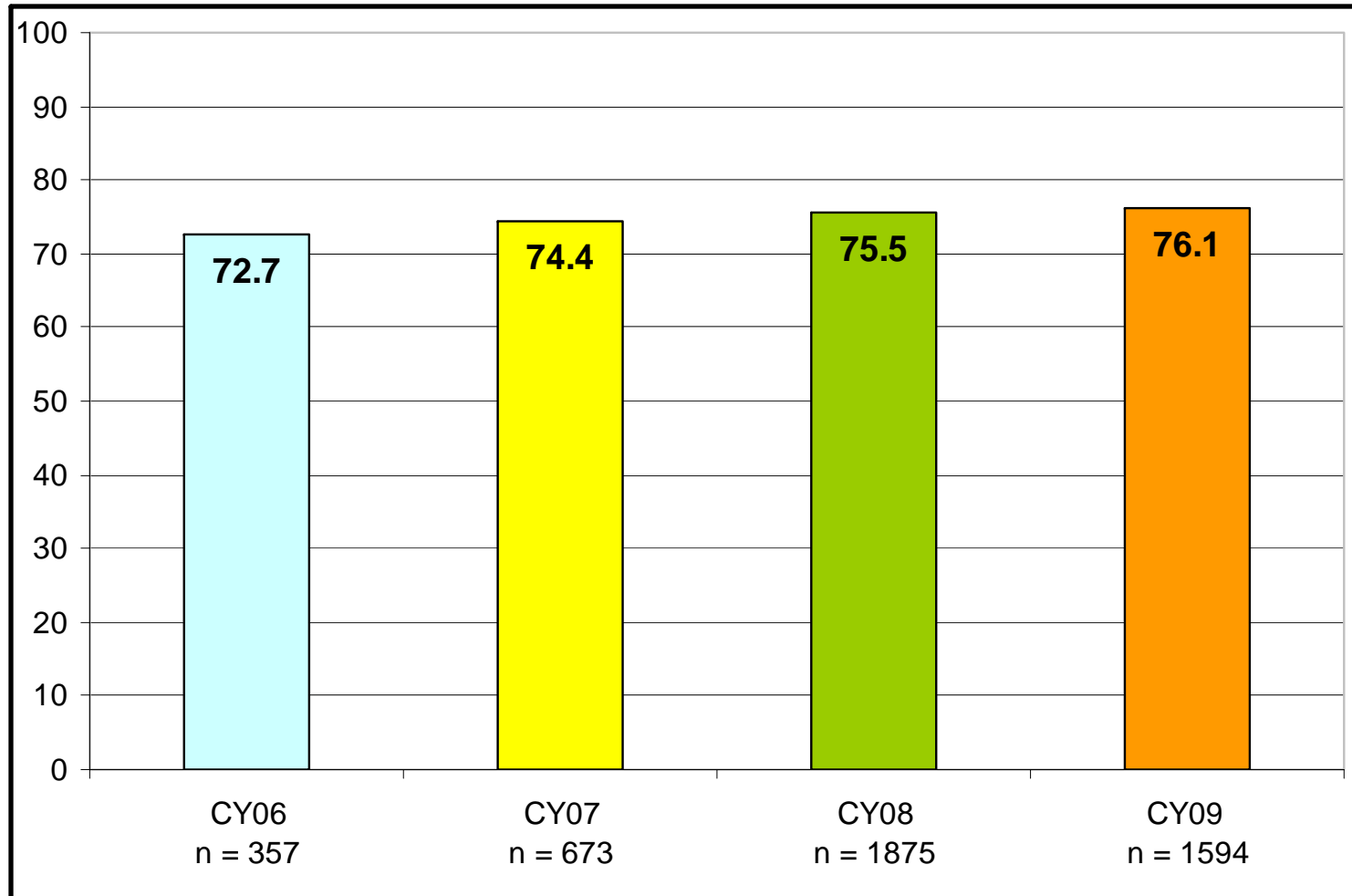
**Senior Vice President / Human Resources**  
Althea Williams

# GHS Senior Management Team

**GRADY MEMORIAL HOSPITAL CORPORATION  
2007 - YTD 2009  
TOTAL AND EOP SPEND**

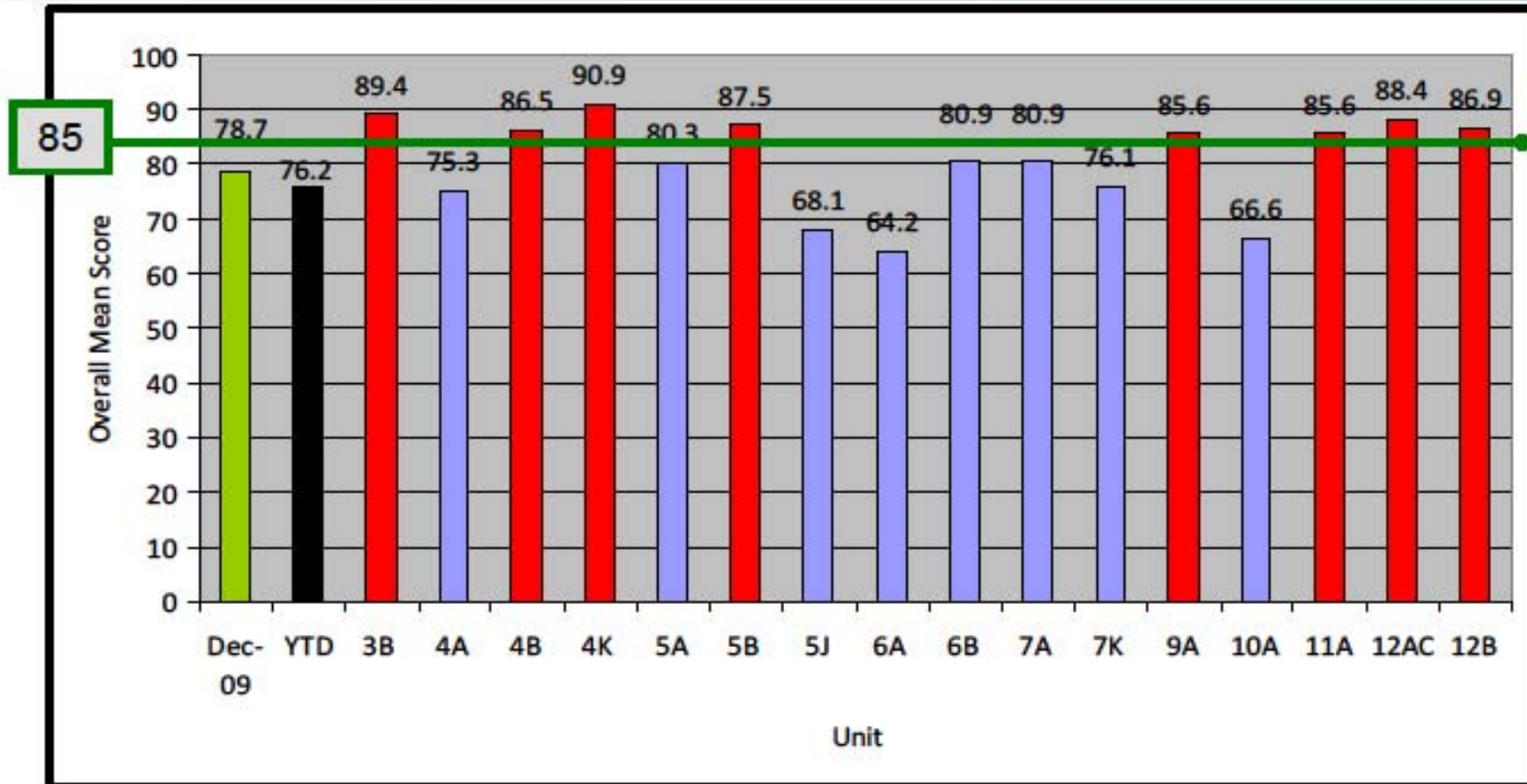


# Overall Satisfaction Scores CY06 – CY09



*Displayed by Received Date Ending 12.21.09*

## Overall Satisfaction Scores December 2009



# “Super Center” Update

- Discussions with DeKalb Health Department to Expand DeKalb Grady at Current Site
- Preferred location identified in South Fulton for New Center
- Co-Location in North Fulton on hold (County)

# The School of Execution

- The School of Execution opened in March 2009.
- It's main purpose is to help Grady leaders increase their understanding of the role that clarity, communication, data management and accountability play in successful execution.
- Help each participant understand the leading causes of why projects fail and develop for greater effectiveness.
- Help build better skill sets for leaders to execute their unit goals.
- Program focused on improving critical thinking skills and the ability to get the right things done at the right time.
- Participants gained new insights on metrics, data collection, process improvement and critical thinking.
- Graduated 1<sup>st</sup> class School of Execution on November 20, 2009

# Team Alpha

## Dr. Rhonda Scott

### Chief Nursing Officer, Nursing

**Goal:** Increase Patient Satisfaction from 75.5% in 2008 to 85% by the end of 2009

**Results:**

By YTD October

50% (10 Units) of the total units were at least 76.7% or above

6 Units have scored 80% or better (3 Units in 2008)

- Labor & Delivery (98.9)
- Burn Center (83.6)
- 5A Telemetry (80.1)
- Neuro ICU / CCU (80)
- 11A Neurology (80),
- 4B Gyn (80)

Team Beta  
Susan Wilson  
Director of Preoperative Services

**Goal:** Decrease patient transport time from an average of 35 minutes to 25 minutes by 12/31/09.

**Results:** - Sustained a transport time of 20.20 minutes for 1961 patient transports over a seven month period.

**Goal:** Decrease room cleaning time from 20 minutes to 15 minutes by 12/31/09

**Results:** Decreased room cleaning time to 9.19 minutes; room turnover = 3064

Operating Room utilization increased from 67% to 87%  
Resulting in an increase of 800 billable hours.

# Team Beta

## Susan Wilson

### Director of Preoperative Services

**Goal: Increase the validated charge items from 0% to 40% by 12/31/09.  
Need to check the validity of our charges.**

Outlier denials (rejected insurance claims) for non-itemization or OR-related charges:

**Results:**

<b>Date</b>	<b># of Accounts Denied</b>	<b>Sent Itemized Paid Bills</b>	<b>Total Received</b>
3/09	One Denied	Sent Itemized Paid Bills	\$32, 088. 48
4/09	Three Denied	Sent Itemized Paid Bills	\$133, 208. 81
5/09	Six Denied	Sent Itemized Paid Bills	\$597, 891. 86
6/09	Five Denied	Sent Itemized Paid Bills	\$382, 113. 45
8/09	Three Denied	Sent Itemized Paid Bills	\$ 204, 373. 49
<b>TOTAL</b>	18		<b>\$1, 349, 676. 09</b>

# Team Charlie

## Craig Tindall

### Senior Vice President Operations/Facilities

#### EMS Department

- **Goal:** Decrease Fleet Expenses by 50% by 8/30/09 compared to 2008 - \$1,795,389
- **Measurements: Expenses**
- Open Shop May, 2009
- January – April: \$598,463 (prior to shop opening)
- May- August: \$239,079
- Sept– December projected: \$270,000
- Total 8 months: \$509,079
- Decrease: 57%
- Annual Savings: **\$1,031,760**
- **OVERALL UNIT RESULTS**
- Maintenance: \$1,031,760
- Patient Run Report: \$888,709
- Overtime: \$812,448
- Supply Inventory: \$170,000
- **Total: \$2,902,917**

# Team Charlie

## Craig Tindall

### Senior Vice President Operations/Facilities

#### Patient Transportation Services

- **Goal:** Reduce average patient transport time (TAT) from 61 minutes to 45 minutes by 12/31/09
- **Results:** Current TAT AVG. : 45 minutes
- **Goal:** Increase Trips/hr productivity for each employee at 2 trips/hr.
- **Results:** Currently each employee is at 2.35 trips/hr.
- **Goal:** To have each employee be productive at least 80% trips/hr.
- **Results:** 86% trips/hr.

Goal achieved with a RIF of 8.60 transport FTEs  
**Cost Savings of \$168,362**