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Stories

News, Views, People & Plans • Medical Group Edition



A lot of people have asked about the next step in our effort to be extraordinary as a healthcare

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organization, and the answer is in six commitments that define what a healing experience is. Those commitments are:

- I help you feel safe, welcome, and at ease
- I listen to you with sensitivity and respond to your needs
- I treat you with respect and compassion
- I keep you informed and involved

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- I ensure our team works with you
- I take responsibility to help solve problems

The commitments were developed by a system-wide task force that defined the components of an extraordinary culture, based on local and national research, surveys of our teams and patients, and a thorough review of steps we've taken in the past to help build our culture. That group was comprised of individuals from across Intermountain to define the heart-felt, emotionally driven qualities that represent what our patients and other customers desire most when they come to us for services.

The commitments aren't a new program. They don't replace our mission or values. They're a road map to reinforce our mission and values – and to help us make the service we provide as extraordinary as the clinical excellence for which we're renowned. They build on, not replace, the service quality standards we've used for the past few years.

Our Medical Group Leadership has been asked to review our six system-wide commitments and to do the following two things: 1) Identify opportunities for improvement, and 2) choose one or two of our six commitments upon which to focus. Each Clinic and Department Manager in the Medical Group took those two steps this summer: We're looking at employee surveys and physician surveys, talking with our customers, then we'll choose one or two commitments that will help us do better.

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Healing commitments in action. As the mother of a patient, Allison shared her recent clinic experiences. Her 19-year-old son, Ryan, had suffered a leg injury. His x-rays didn't show a break, but, after a week of ongoing pain, he was referred to the Orthopedic Specialty Group.

Allison called the clinic office and left a voice message. She got a call back later that day from Amy Allen, the clinic's referral services specialist. "I was so thankful that she called back so quickly," says Allison. "And she was very cheerful and positive. I was also pleased, and I have to say surprised, at her genuine concern for my son."

After Allison explained the situation, Amy said she would work Ryan in at the TOSH clinic the next day. The day of the appointment, Allison dropped Ryan off at the clinic and ran some errands. When

she came back, he had just gone into the exam room with James Morgan, MD, and Allison was invited in.

“I was so impressed by Dr. Morgan,” she says. “As soon as I entered, he introduced his assistant who was in the room taking notes. He was thorough and explained everything in a way that we could understand, without rushing us through. I felt like my son really mattered. He caught my respect immediately because he treated us with respect but what really surprised me was the incredible respect he had for those who worked with him.”

Dr. Morgan suggested surgery as soon as possible. Because his schedule was full, he referred Ryan to Drew VanBoerum, MD, a partner who could schedule the operation a few days later. After the doctor left the room, Patricia Coffey, a medical assistant, came in to give Ryan his walking boot. She explained how to put the boot on and even told a story about wearing it incorrectly. The story helped Ryan recognize when someone else put the boot on wrong after surgery.

The commitment continues. On the day of the surgery, Ryan’s positive experiences continued. As Allison describes it: “Joan, our admitting nurse, was so funny and sweet she made us feel comfortable right off. When Dr. VanBoerum came in to introduce himself, he took the time to kneel down at the end of the bed so he was eye level with my son. He explained that he’d seen the x-rays, counseled with Dr. Morgan and reassured Ryan that he understood the situation. He came in again just before the surgery and asked if there were any other questions. We had three and he answered each one with respect making us feel comfortable and confident in his work.

“After the surgery, Dr. VanBoerum came out and sat down next to me so we were seeing eye-to-eye and explained that the surgery had been successful and again asked if there were any questions. I was pleasantly surprised when he mentioned the fact that Dr. Morgan did not have the time to do the surgery and that he hoped we felt OK about him doing it. I couldn’t believe that two doctors worked so well as a team.”

The next morning, Allison received a follow-up phone call. “I was greeted with a smile I could even feel over the phone,” she says. “I asked if you had to have a great attitude to work there.” Allison describes the whole experience in three words: quality and teamwork. “It was so incredible,” she says. “Please don’t change!”

That’s what our healing commitments are all about.

Policy change makes tuition reimbursement accessible to more employees – effective immediately

AN UPDATE FOR EVERYONE WHO RECEIVES TUITION REIMBURSEMENT: We'll no longer check your average hours worked during the time you're actually enrolled in classes for classes that begin after August 1. However, benefits eligibility will still be required. "If you applied for tuition reimbursement and were denied because your working hours were too low during the semester you were in school, this is great news for you," says Dan Zuhlke, vice president of Human Resources. "Our goal is to make this benefit more accessible to more people right away."

You can monitor your benefits-eligible average hours on your statement of earnings on *My InfoExpress*. If you have questions, call the employee benefits center at 1-800-843-7820. "We really don't want to see anyone miss out on this or any other benefit because they miss a few hours of work, but unfortunately it does happen. The key is to plan ahead and continually monitor your benefits eligibility," says Dan.

What do you need to do to make sure you're eligible to get tuition reimbursement?

- **Maintain benefits eligibility and meet the other eligibility requirements.** You'll need to be eligible for benefits at the time classes begin and throughout the semester – including the final exam. Go to www.intermountain.net to read about additional requirements and to find the forms you'll need (click Human Resources, then Education, then Tuition Reimbursement).
- **Complete an education plan.** Don't forget to complete an education plan each calendar year at least two weeks before classes start. If you're currently participating in tuition reimbursement, you'll need to submit another education plan in December for the 2007 calendar year. If you're receiving tuition reimbursement for the first time this fall, you'll need to submit an education plan now for this fall and again in December for the 2007 calendar year.
- **Fill out a work agreement every semester or for every course.** If you're on our enhanced option, please remember to submit a signed enhanced option tuition reimbursement agreement each time you submit a request to be reimbursed. The work agreement is an ongoing contract and is required with every reimbursement request.

If you have questions about the new change to the tuition reimbursement policy, call Kathy Williamson at 801-442-3965 or Beth Wickham at 801-442-3704.

Important reminder if you're in school this fall

If you're attending school this fall, the deadline to submit a request form to use your 2006 tuition reimbursement funds is January 10, 2007. Forms must arrive by 5 p.m. at the central office. Requests received after January 10 will count toward your 2007 annual maximum.

Employees rewarded with recognition

Michelle Stock and Susan Brown received awards during the July Operations Committee meeting. Linda Leckman, MD, presented the *Leadership in Excellence Award* to Michelle Stock, clinic manager at the North Orem clinic. The *Partners in Excellence Award* was awarded to Susan Brown, clinical manager in the Weber/North Davis region.



Michelle Stock

Michelle Stock: Leadership Excellence. Scott Roberson, group operations manager, says about Michelle: “What sets her apart is she has an incredibly positive outlook on life. And the people who work with her are able to take that and have that in their daily work lives.”

“I really appreciate receiving this award,” says Michelle. “I’m flattered.”

One reason Michelle is so deserving of the Leadership in Excellence Award is her dedication to teamwork and team initiatives. At the request of operations manager Brady Giles, Michelle was placed in charge of training patient service representatives, or PSRs. Every other month, she handles their training, discussing various issues and how to resolve them.

She is also well respected for her work with managers to help them improve their scorecards, which includes percentage of co-pays being collected, how many days it takes to be paid, and the level of bad debt.

Further, she willingly takes on projects, including accepting the additional responsibility of being the lead on the Region’s billing. Among other things, this involves evaluating billing processes and gathering vital information. “Things have improved greatly since she’s taken it over,” says Roberson.

More important, perhaps, than the projects she is involved with, Michelle is exceptional for the atmosphere of support and camaraderie she engenders. The award committee noted, “Under her leadership, she has developed a culture where her four full-time doctors and 35 employees have positive feelings about being on the Intermountain team.”

Michelle grew up in Northern California. As a preteen, her family moved to Panguitch, in Southern Utah, before moving to the Springville area. She graduated from Brigham Young University with a major in psychology and a minor in music. Afterwards, she went to Switzerland and Germany for a year and a half where she worked with an elderly couple.

Upon returning home, she worked at a publishing company before joining Intermountain. At first she worked at the South Sandy Clinic where she answered phones and arranged patient appointments. She was quickly promoted to billing, where she worked for three-and-a-half years. She’s been clinic manager at the Weipert Pediatrics Clinic, and now is clinic manager at the North Orem Clinic, which includes family practice and the busiest InstaCare facility in Utah Valley.

Says Michelle: “I absolutely love my job. I love the people I work with and I enjoy coming to work. If I didn’t, I wouldn’t still be here.” She does a job that truly is worthy of the award she won.



Susan Brown

Susan Brown: Partners in Excellence. The Partners in Excellence Award is given to a Medical Group employee who has demonstrated excellence in one or more areas. The most recent recipient of the award, Susan Brown, was given the award because of her excellence with improving processes and procedures, her outstanding customer service and her outstanding contributions to the success of the Medical Group.

Susan is the Weber/North Davis Region’s manager of clinical programs and clinic structure where she is responsible for working with the medical director, Jerry Gardner, MD, to roll out clinical programs to Medical Group physicians and staff. These programs include diabetes, asthma care and mental health. She also works with clinical leads and clinic managers from each facility to assist with quality assurance and clinical excellence. And if that wasn’t enough, she also serves on the Medical Informatics Committee.

Dr. Gardner notes: “I’ve worked with Susan for many years, even back when I was in Family Practice Residency Program. I have great respect for her as a clinical partner. She has a great personality, is good with people and works very well with physicians. She is able to confront difficult issues and come to satisfactory endpoints.”

Paul VanWagenen, operations director, says: “I’ve worked with Susan for over 11 years, and she is a wonderful person. She is a great communicator who can accurately describe a situation in order to obtain buyoff on whatever she is proposing.”

“I am thrilled to receive this award and honored to receive it knowing how many people deserve it,” says Susan.

Susan has worked for Intermountain since 1979, and the Medical Group since its inception. She started her career as a nurse, after earning a bachelor’s in nursing from the University of Utah. She initially worked in adult and newborn ICUs. She then earned an MBA from Utah State University.

Dr. Gardner says of Susan: “She’s been very helpful at implementing clinical programs in our region and clinic quality oversight in our offices. She’s a great person and professional, and I really value her as a person to work with.”

Cedar City InstaCare opens for business

The newest Intermountain InstaCare opened this summer on June 26 in Cedar City. It had its official ribbon-cutting ceremony on June 30, and it immediately filled the community's need for after-hours care.

"We are able to provide excellent medical care on a no-appointment basis, and have it available in a timely manner," says Anne M. Hawkins, MD, a physician at the InstaCare.



A group gathers to cut the ribbon at the opening of the Cedar City InstaCare.

Sharon, a patient with a urinary tract infection, tried to see her physician but was told she would have to wait several days. Having to leave to attend an out-of-state family reunion, she did not want wait. Instead, she came to the InstaCare on the first day it opened. "I probably would have had to go to the ER," says Sharon, "which would have cost me more money. The InstaCare was so efficient. They were professional [and] I love the facility. I would go again in a minute."

"The community wanted an alternative to the ER," says Dennis Mehr, group operations manager. "We have InstaCare clinics in St. George

and Hurricane, so Cedar City was a logical place for one."

Meeting the needs. There's been a need for this type of facility in the community for some time, notes Ethan Shumway, communications director for Valley View Medical Center in Cedar City. "Historically, the hospital was able to meet the community's healthcare needs. But the community lacked an urgent care facility. We are extremely excited to have an InstaCare in Cedar City."

Cedar City is a fast-growing community, with a 4.5 percent annual population growth rate, notes Mehr. The facility has been averaging 25 patients a day, which Mehr describes as "pretty phenomenal, given that we're so new and this is the summer."

The town's attractions include: Southern Utah University; the Utah Shakespearean Festival, which was founded in 1961 and has garnered national attention; and an uncommon wealth of natural beauty, including nearby Cedar Breaks National Monument and Zion National Park.

"We're here to support the primary care doctors, not take their place," notes Mehr. "For many people who come to town for the Shakespeare Festival or to tour the national parks, we provide them with a valuable service."

What's inside. The facility is located at a prominent site off Interstate 15 at Exit 57, the southern-most Cedar City exit. Two physicians — Dr. Hawkins and David M. Brooks, DO — and two

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RNs staff the InstaCare along with two certified radiology techs, a clinic manager and patient service representatives. The building has 3,600 square feet and includes four exam rooms, digital radiology, and lab services, among other capabilities.

Each exam room has a computer and all medical records are electronic so other community providers can access them, says Dr. Brooks, who also notes that prescriptions are computer generated, cutting down on potential errors.

“We’re able to take care of most minor health problems, including infectious diseases, minor injuries like lacerations, bruises and minor fractures, minor burns, stomach flu, neck and back pain and bug bites, among other injuries,” says Dr. Hawkins.

Celeste, a kindergarten teacher in Cedar City, went to the InstaCare for an injection because her physician is in Mesquite, Nevada. The InstaCare called her physician and was able to provide the treatment she needed. “It’s very nice, very friendly. It’s a really nice facility,” she says. “The doctor gave me some suggestions. I was very pleased.”

“The majority of people who have stopped by have, without prompting on our part, remarked about how pleased they are that Intermountain has made this service available to the community,” says Dr. Hawkins.

Clinic patient Sharon, now retired, used to work in the front office of physician practices. “I know what good care is, and I certainly received it [at the InstaCare]. I would recommend them in a minute. We are very blessed to have such a facility.”

Please go online to make sure you have the right dependents listed on My InfoExpress (and that they still qualify for coverage)

Please take a minute to make sure all family members you want listed as dependents or contacts in your employee file are entered accurately. The reason: We need to make sure the information is accurate in *My InfoExpress* before Open Enrollment begins later this fall.

How can you check the accuracy of your dependents’ information? Log on to My InfoExpress, then click contacts and dependents. If a dependent you wish to cover isn’t listed, go ahead and add them. Important: Adding family members under contacts and dependents doesn’t add them to your insurance benefits. That can only be done during a life event or open enrollment.

On the contacts and dependents screen, your dependents and contacts are listed together, which means you may, for example, have your mother or father listed along with your spouse or children. Having a person who isn’t covered by your insurance listed along with your covered dependents is just fine and probably means you either listed them as an emergency contact when you were hired or they’ve previously been covered on your benefits.

If one of your dependents is listed incorrectly, or if you'd like to remove a dependent from the list, please contact the employee benefits center at 1-800-843-7820.

How can you check which dependents are covered under your insurance benefits? Log on to My InfoExpress, then click benefits. This page summarizes the current Intermountain benefits you receive and your covered dependents. When you enroll a dependent under Intermountain benefits, you're responsible to ensure they're eligible. Eligibility requirements are published in the benefits participation handbook, which you can find when you:

- Log into intermountain.net
- Click Human Resources
- Click Benefits
- Click Employee Benefits Links
- Then click on the Benefits Participation Handbook

If you have a dependent who no longer meets the eligibility requirements, please contact the employee benefits center at 1-800-843-7820 to have them removed from coverage. You're responsible to reimburse any claims that are paid if you have a dependent who receives benefits after they're no longer eligible.

If a dependent who you thought was covered on your benefits isn't listed, you can add them during open enrollment as long as they meet the eligibility requirements.

New Medical Group clinic coming, another opens

The Medical Group held a groundbreaking for a future Hurricane clinic and hosted a ribbon cutting ceremony for a new clinic in Springville during the same week in August.



A new Hurricane Clinic is coming. Shortly after the sun broke over the horizon on Monday, August 21, 125 people watched as Rep. Brad Last broke ground for the new Hurricane Valley Clinic and InstaCare.

“This is a much-needed and welcome addition to our community,” said Greg Last, MD and clinic director.

The clinic will expand the services available to residents at the current Hurricane Clinic, while relieving the burden on the current InstaCare, which has seen patient numbers increase dramatically since its opening two and one-half years ago. The new facility will be located at the corner of 2260 West and State Route 9 in Hurricane.



Springville Clinic opens. After years of planning and nine months of construction, Intermountain Healthcare officials joined Springville City leaders Friday, August 25 at the official ribbon-cutting ceremony for the new Intermountain Springville Clinic.

“It truly is a relief to be here today. We have been talking and worrying about, planning and working on this new Springville Clinic for such a long time that I am relieved this day has finally come,” said Linda Leckman, MD.

Located at 762 West 400 South, the clinic offers family practice and InstaCare services. Patients at the new facility enter a spacious waiting area decorated in earth-tones and are then treated in one of 12 patient rooms or two procedure rooms. The clinic offers digital radiology and laboratory services, and has room to expand in the future.

A public open house on Saturday, August 26 attracted about 300 people from the community who enjoyed activities, refreshments and tours of the clinic. The clinic will open to patients on Monday, September 11.

Physicians new to the Medical Group

Cache Valley: **Casey Isom, MD**, is a plastic surgeon practicing at Budge Clinic. **Corey Walker, MD**, is practicing rheumatology at the Budge Clinic.

Weber/North Davis: **Shannon C. Baker, MD**, is a family practice physician practicing at Weber/North Davis InstaCare clinics. **Shelby Rosmann Dames, MD**, is practicing rheumatology at Booth & Mijer Rheumatology. **Tricia L. Ferrin, MD**, is a family practice physician at the Herefordshire Clinic. **Benjamin Kalm, MD**, is practicing at the McKay KidsCare. **Margit Szabo Lister, MD**, is an obstetric and gynecological physician practicing at the North Ogden Clinic. **Marie S. Luce, MD**, KidsCare at Layton Clinic. **Mary Ellen Mason, MD**, is practicing part time at the Ogden WorkMed. **Robert Clark Moesinger, MD**, is a general surgeon practicing at Northern Utah Surgeons. **Douglas Roland Smith, MD**, is a family practice physician at the Layton Clinic.

South Davis/North Salt Lake: **John Peterson, MD**, is practicing dermatology in Bountiful. The region has added four hospitalists at LDS Hospital: **Anthony Apollo, MD**; **Christopher Carlisle, MD**; **John Christensen, MD**; and **Maylinda R. Reeves, MD**.

Salt Lake Clinic: **Richard A. Del Canto, MD**, has recently joined the clinic as an orthopedist. **Amelia Gardner Fitzpatrick, MD, PhD**, is a pulmonologist now practicing at the clinic.

Utah County: **Edward Joseph Campbell, MD**, is a pulmonologist practicing at Utah Valley Regional Medical Center. **Jay Reddy Kaluvapalle, MD**, is a hospitalist at American Fork Hospital.

Southwest Utah: **Robert John Fagnant, MD**, is an obstetrician/gynecologist at the Women’s Health Specialists.