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Healing in Zambia

JPS International Program Sends Residents Abroad

by Triwana Fisher, MD, PGY3

"If you trained at JPS, then you can work anywhere." In July 2007, that quote became reality once again as Lesca Hadley, MD, and I, with more than 200 volunteers, traveled to rural Zambia to provide health care to more than 15,000 natives. In two weeks, the group traveled to four schools which served as clinics for the villages in Njabalombe, Katungu, Nazibbula and Mabuyu. We stayed in our own villages made of tents and sleeping bags, but the time devoted to clinic was worth the small sacrifices of comfort.

Very quickly, I learned the skills and knowledge I had developed in my Family Medicine training at JPS were invaluable. From a septic abortion to fractures, wounds and atypical presentations of tuberculosis, the broad-based training I had received helped me care for the wide range of patients I saw. Most of my patients had respiratory symptoms due to the dry, dusty landscape and campfires. Musculoskeletal complaints were seen primarily in women, originating from carrying children and supplies. Other common diseases included bacterial, fungal and parasitic infections. HIV prevalence varied by location ranging from five percent to 50 percent. Malaria was not as prevalent at this time of year due to the

cold temperatures and dry weather, which reduced the mosquito population.

Surprisingly, chronic diseases such as hypertension were also seen, and on this trip I learned how to use the older medications such as Reserpine for hypertension when no others were available.

Overall, I learned what the lack of health care and the need for health education can mean to a population. The population must be taught that water must be boiled to prevent disease recurrence. People must be educated that medicine is not food, and dosages should be taken as directed.

Finally, we encouraged the population to know their HIV status, and if they have any suspicion, be tested.

In America, we should count our blessings. While many of us complain of waiting to receive our medicine, the only medicine the Zambians may receive is the few weeks of medicine our group gave them. While we have Pap smears and Gardasil, many women in Zambia will die of cervical cancer. Children in Zambia may suffer malnutrition before they attend school, while in the United States obesity among children is an epidemic. Despite these challenges, Zambians are survivors, and they continue to progress.

Calendar Highlights:

NOVEMBER 12

Research Round Table, Noon, Skills Lab

NOVEMBER 15-17

Pelham Staples, MD, Annual Symposium

DECEMBER 14

Psychiatric Grand Rounds, Noon, Trinity Springs Pavilion

MARCH 6

JPS Annual Meeting, Fort Worth Hilton

Continued on page 10.

For more information on calendar items, contact Leslie Herman at 817-927-3940.

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Letter from the Chief Medical Officer

Physician Input in Action

This year will be known as a pivotal transition year, with very positive changes in terms of physician participation, satisfaction and input into operations.

You have asked to contribute more through involvement and input and our leadership is listening. Administration is acting on your ideas and suggestions and solving physician issues in a creative and collegial fashion. We understand that you are customers of the delivery system of JPS and have your patient's best interests at heart. Together we are working in unison to build trust.

Physician leadership, collaboration and development are top priorities. They are now a primary core value strategy of the Network, and specific goals and tactics have been written into the new strategic plan to join collaboration in medical education.

You are beginning to see increased support and responsiveness by Administration. We have chartered the Medical Advisory Work Group, which involves top clinical opinion leaders and has operational responsibility with Administration, to improve our processes and access to better quality services.

We are moving toward a collaborative governance model where physician input is valued, clinical ideas are taken into consideration and your suggestions are acted upon. With our medical staff leadership, physician leaders now have an opportunity for direct input into the JPS Board key committees of quality, finance and planning. With collaboration and transparency, our goal is to improve Administration's support and increase the effectiveness of the medical staff, which will create a much better environment to practice medicine.

Not only do physicians of JPS care for our patients, but we also care for each other. Physician morale is one of the most important vital signs for us to track.

Our physician leadership is restructuring the Medical Staff Quality Committee to become physician driven and accountable. It has been renamed the Physician Excellence Committee and it will oversee physician-relevant and physician-specific quality indicators and peer review.

We are decreasing uncertainty and increasing security through longer-term partnerships and alliances. The much anticipated patient tower is nearing completion with more than 100 new private patient rooms and a new, state-of-the-art OR, ICU and ER. Our physician manpower and support will need to increase accordingly, as we ramp up our quality of care to become the first Level I Trauma Center in Tarrant County.

Our Tarrant County Medical Education Consortium is poised to expand with increased involvement of regional academic and health care institutions, which continue to add prestige and foster a culture of a true academic medical center.

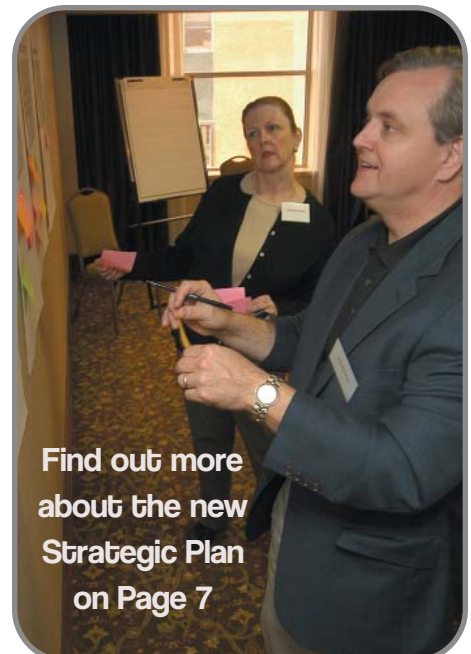
"...you are customers in the delivery system of JPS Health Network..."

Through your courage and compassion we see the spirit and character of healing – and these qualities are not in short supply. We have been through a lot together. We've met challenges and faced obstacles, and we know that more will lie ahead. Yet we can go forward with faith and confidence because JPS is proud and strong, our mission in the community is right and we will work together to make sure this cause goes on to triumph over suffering and disease.

As we teach each other and our future physicians, let us remember and honor the Oslerian philosophy of Equanimity, that as compassionate medical practitioners, we admonish, "Cure Sometimes, Relieve Often, but Comfort Always."

Thank you for your perseverance and for the opportunity to serve you and our patients.

Jay Haynes, MD
Chief Medical Officer



Find out more about the new Strategic Plan on Page 7

Get Involved!

Clinical Informatics Advisory Committee



by Scott Loss, MD

The EMR, or Electronic Medical Record, considered to be the Holy Grail of Information Technology (IT) applied to clinical care, is a hot button topic these days. It must be well understood that moving into the future realm of clinical documentation requires a well-thought out approach. Notice my preferential use of this terminology as opposed to a medical record - any tool, IT or otherwise, should serve as a more dynamic documentation system versus the notion a medical record imbues on us. Successful implementation of clinical IT endeavors is wholly contingent on physician staff acceptance and appropriate utilization.

There are numerous examples of failed EMR efforts when implemented without a good analytic approach to an institution's facilities or physician-staff needs. JPS performed an initial IT Strategic Planning initiative in 2003. Given the complexities involved, another similar initiative is being presently undertaken. This has already involved replacement of the IT firm that provided the actual IT services, including the Help Desk.

Phoenix Health Systems is now the IT firm to which JPS has outsourced the operational aspects of IT.

In this context I would like to introduce a physician staff committee to address these needs and processes. The Clinical Informatics Advisory Committee, chaired by myself, was developed to assist and represent physician-staff in this respect. In fact, this arose as a distinct recommendation from the 2003 initiative.

This committee is an officially recognized JPS Physician Staff committee comprised of approximately 25 members with representation from the various clinical disciplines, as well as

administration and IT. This committee has been meeting for more than one year now, and has served as a clearinghouse of sorts to keep physicians apprised of clinical IT efforts.

I envision this committee expanding in its role and including more direct physician involvement. Such involvement includes developing a Net-Access-based problem list methodology in the near future, as well as physician evaluation and input regarding choosing and implementing an EMR further down the road. Physician involvement will be critical as we approach more devoted modalities such as computerized physician order entry (CPOE) and decision support systems (DSS). The committee reports to the Medical Staff Executive Committee and is now reporting to the IT Steering Committee (ITSC).

Formally, the statutes of this committee are as follows:

Mission Statement

To improve the health status of the families and individuals in the communities we serve through the appropriate use of information management and technology.

Vision Statement

This initiative will be recognized for its commitment to excellence in the generation, maintenance and provision of vital health care information, delivered just-in-time, anytime, to any

authorized health care provider of JPS patients and with due diligence for the privacy, security and confidentiality of patients' health care information.

Other goals as aligned with JPS Strategic Planning:

Promote the educational efforts of the institution by targeting information technology usage

towards promotion of knowledge, techniques and skills that utilize available systems, thereby supporting the training of future doctors and continued education of all physicians and health care workers and encouraging the utilization of the most up-to-date and pertinent clinical information.

Promote a culture of forward-looking change to take advantage of the developments in IT and fashioning the institution's approach to be an integrated health care delivery system.

Promote fiscal stewardship by demonstrating improved financial and operational efficiency via the carefully applied use of IT in health care.

Responsibilities:

1. Coordinates Medical Staff input, review and recommendations of clinical IT initiatives and projects.
2. Development, refinement, implementation and review of clinical rules, algorithms and methodologies for use in clinical IT applications requiring structured data entry or direct physician use.
3. Serves as liaison between medical staff, IT services and Administration.
4. Provides foundation for medical informatics education.

Meetings are held the fourth Thursday of every month at noon in the Executive Conference Room. Staff interested in participating as a committee member or being involved in future evaluation processes should contact Scott Loss, MD, at slloss@jpshealth.org. Your involvement and input is both needed and appreciated.

JPS & EMR

There is good news for everyone – JPS is going electronic - but it will take time. The Board of Managers approved a project budget for Electronic Records Management (ERM) in August with an implementation timeline of 12 to 18 months.

Currently, JPS operates on a hybrid of electronic and paper information, which is difficult to access across the continuum. The long-term solution is a comprehensive Electronic Health Record (EHR). This is a multi-year project and it requires strategic planning and a significant investment by JPS. The first step to EHR is ERM.

The ERM system will provide secure access to patient information at every care delivery location at every JPS location and will support simultaneous access by multiple authorized individuals. Physicians will be able to complete charts from their own homes or other offices with the remote access feature.

Many physicians participated in the vendor selection process. MedPlus was selected as the vendor of choice. The next steps for the project will be finalizing contract negotiations, executing a contract, forming project teams and beginning process improvement and implementation planning.

“Promoting a culture of forward looking change among physicians...”

Looking Toward 2008

by Josephine Fowler, MD

We appreciate you taking time to keep up with the events at JPS. We are beginning a new year with many activities and learning opportunities planned for you. We are excited about the upcoming Office of Research Protections (OHRP) conference in January 2008. Our presenters are coming from Washington, D.C., to share the newest guidelines and regulations in regard to research. Change is sometimes difficult, but we are working hard to make the research application process smoother and eventually electronic. The fire has been lit. We have more publications and projects each day. Thanks to wonderful staff, residents and faculty, we can make this happen.

In 2008, we anticipate introduction of faculty development opportunities with invited local, regional and national trainers. Our focus will include graduate medical education, teaching tools, grant writing workshops, research tools, the business of academic medicine, project development, and much more!

In Academic Affairs, we are continually growing and working through new processes. We will soon work out the electronic issues around new innovations. We are looking for ways to disperse mini-bites of information that are pertinent to our departmental growth. In the upcoming months, you will receive information about the electronic portfolio, electronic submission for rotations and IRB, upgrading guidelines to meet new standards, learning opportunities and writing opportunities. As the new year approaches, we will begin planning for graduation and research day. Watch your mail!

Thank you for your support and feel free to come by to meet us. We are a growing team of excellence.

A Whole New Ballgame

Medicine and baseball have a few things in common. Practice. Pressure. Precision. Wilburn Edward "Eddy" Furniss, III, MD, has taken advantage of these similarities and quickly transitioned from a baseball standout at Louisiana State University (LSU) to a first-year Family Medicine resident at JPS.

The former LSU All-America first baseman said the decision to do his residency at JPS was easy. "My dad was here in 1970 for his residency, so it's a family thing," Furniss noted. "There's nowhere else you can get this kind of training."

On Sept. 25, Furniss was inducted into the LSU Athletic Hall of Fame accompanied by his wife, Krystal, and their four-year-old son, Wilburn, IV. Hailing from Nacogdoches, Furniss was a notable student and baseball player. He was offered scholarships to Stanford University, the University of Florida - Miami, the University of Texas and LSU.

During his four seasons at LSU, Furniss won two College World Series, made the NCAA record books and is still one of the greatest hitters in history. In 1998, he was selected by the

Pittsburgh Pirates in the fourth round of the Major League Baseball draft and played five seasons in the minor leagues. After that, he decided to concentrate on medicine.

After finishing the Family Medicine residency program, Furniss plans to move back to Nacogdoches to go into practice with his father.



Basal Bolus Insulin Orders

On Dec. 3, the new Basal Bolus Insulin guideline/orders for hyperglycemic adults in the acute care setting becomes effective.

The Guideline Committee is asking that the staff dispose of any copies that have been printed of the old Insulin guidelines by that date.

Obstructive Sleep Apnea

by Scott Loss, MD

Many practitioners are well aware of the burgeoning population of Obstructive Sleep Apnea (OSA) patients being seen throughout JPS facilities. Most are aware this condition is effectively a non-covered service through JPS Connection; only Medicare patients and privately insured patients are able to obtain a Polysomnogram (PSG or sleep study) for diagnosis and a prescription for Bi-Level Positive Airway Pressure (BiPAP) for subsequent treatment. The JPS Scope of Services Committee, in an effort to evaluate the need for similar coverage of JPS Connection patients, has addressed this issue.

The recommendations of this committee are to provide Administration with recognition of the need for these services. Our first step is to make such recognition more formal and of sufficient impact. To this effect, medical staff is asked to do the following upon recognition of a possible OSA patient:

Upon discharge from the hospital or clinic, fill out both the OSA Screener form, found under Guidelines and Pathways via the right-sided column on the intranet, and the Request for Outside Services Form, and have both remitted to Pamela Weatherly's office. The committee anticipates this service will be formally reviewed by Administration for inclusion as a covered service if indeed the need is appreciable.

Save the Date

The Office of Human Research Protections

Educational (CME) Seminar on
Research Involving Human Subjects

January 14, 2008

For more information, contact
Karshena Valsin, IRB Manager, 817-927-4168.



Three Physicians Honored

Physician of the Month - August

Daniel W. Ziegler, MD, was honored by the JPS Board at the Aug. 28 meeting as the physician of the month. He has been with JPS since 1996 and is board certified by the American Board of Surgery. Ziegler was inspired by his mother, a nurse, to become a physician and chose surgery because he enjoyed it during medical school at Georgetown. After medical school, he completed his residency at Wayne State University and a surgical critical care fellowship at Ohio State University.



He stays involved at JPS by serving on the medical practice, IRB, pharmacy and therapeutics committees and keeps JPS on the cutting edge of medical science through his involvement in clinical research. In his free time, he enjoys playing golf. Ziegler has been married to Linda for 23 years and loves living in Fort Worth.

Physician of the Month - September

Latha Neerukonda, MD, or Dr. Nee as she is known to her patients, serves as the Interim Director of the JPS Center for Cancer Care where she provides compassionate care to cancer patients and their families.



Board certified in Medical Oncology and Internal Medicine, she obtained her bachelor of medicine and bachelor of surgery degrees from Guntur Medical College, India. Neerukonda completed her residency at Providence Hospital

and Medical Center in Michigan, and completed her Medical Oncology fellowship at Scott & White Hospital through the Texas A&M University System. She serves on the cancer and the quality improvement committees.

She enjoys spending her free time with her husband and two children, Soumya and Sanjay.

Physician of the Month – October

Anesthesiologist Liancun Wu, MD, is a board certified anesthesiologist who has been at JPS for four years. He is a trained surgeon but decided to practice in a non-surgical department and chose anesthesiology.



He is an excellent representation of the high-achieving physicians at JPS, having published 16 papers in several journals, two book chapters, 13 abstracts and 10 national and international presentations. Wu attended medical school and obtained his master's of Surgical Science at Beijing University in China. He completed his residency at the Medical Sciences Academy of Hebei Hospitals and fellowships at Beijing Medical University, Washington University Medical School, Northwestern University Medical School and Virginia Commonwealth University.

He is a licensed financial planner and enjoys reading about health care management, personal finance, estate planning and investment. In his free time, he enjoys spending time with his three children, Jason, Joshua and Jessica. He particularly enjoys watching his sons play baseball and piano. He has been married to Lan, an accountant, for eight years.

and the University of North Texas Health Science Center.

Siy has been active in TAFP, serving as Vice-President, Treasurer and Parliamentarian, and on the Executive Committee and the Board of Directors since 1998. She has also served on or chaired several TAFP committees, including the Section on Special Constituencies, the

Commission on Membership and Member Services, the Committee on Core Delegation, and the TAFP Foundation Board. She also served a term as president of the local TAFP Tarrant County Chapter in 2002.

On the national level, Siy represented the women's constituency on the American Academy of Family Physicians' Congress of Delegates in 2000; has acted as a

convener, co-convener or delegate to the AAFP



Siy Sworn in as TAFP President

Linda Siy, MD, was sworn in as president of the Texas Academy of Family Physicians (TAFP) during its 58th Annual Session and Scientific Assembly in Corpus Christi. Siy assumed her duties July 28 at the annual Installation of Officers and Awards Lunch.

She practices at the JPS Health Center - Northeast and is vice-chair for the Pharmacy and Therapeutics Committee. She is also active within academia as a clinical associate professor at the University of Texas Southwestern Medical Center

New Directors

Rajesh "Raj" Gandhi, MD, has been named Medical Director of Trauma Services for JPS. He is charged with quality assurance and quality improvement for the trauma program. Gandhi will also be responsible for preparing JPS for Trauma re-verification by the American College of Surgeons.



Prior to joining JPS, Gandhi worked for Hillcrest Baptist Medical Center in Waco as the Medical Director of Trauma and Surgical Critical Care. Gandhi also served as Director of Pediatric Trauma at Morristown Memorial Hospital in New Jersey.

He completed a fellowship at the University of Pennsylvania – Children's Hospital of Philadelphia in the area of Adult and Pediatric Trauma and Surgical Critical Care. Gandhi completed his residency at New York Medical College/Westchester County Medical Center in Valhalla, New York.

Robert N. Reddix, Jr., MD, has been named Director of Orthopaedic Trauma for JPS. He is charged with operative treatment of patients with acute musculoskeletal trauma



and orthopaedic trauma and research, both clinical and lab-based. Reddix is also responsible for quality assurance and teaching and supervision of residents in the orthopaedic residency program.

Reddix completed a fellowship at the Wake Forest University Baptist Medical Center in Winston-Salem, North Carolina, his residency at Scott and White Hospital in Temple and medical school at Baylor College of Medicine in Houston. He completed undergraduate work at the United States Military Academy at West Point and served in the first Persian Gulf War in the 82nd Airborne as an Air Defense Artillery Officer.

National Conference of Special Constituencies between 1998 and 2003; and has attended the AAFP Annual Leadership Forum six times between 1997 and 2007.

She is also a member of the Society of Teachers of Family Medicine, the Texas Medical Association, the Tarrant County Medical Society and the Association of Clinicians for the Underserved.

During her year as TAFP president, Siy will lead the academy as it provides continuing medical education to some 7,000 physicians and other health care professionals who provide care to the citizens of Texas. She will act as an advocate for the specialty of family medicine, meeting with legislators and other advocacy groups around Texas and the United States.

Neurotrauma Impact Report

Charles Webber, Jr., MD, David McReynolds, MD, Ron Stutes, EVP/COO, and Glenn Raup, PhD, MSN, RN, CAN-BC, presented the following information to the JPS Board Quality Committee on Aug. 2.

There are two level II trauma centers in Tarrant County – JPS Health Network and Harris Methodist Fort Worth Hospital (HMFV) – who share the major trauma volume. Based on historic trends, the volume was acceptably managed by both trauma centers.

In Dec. 2006, HMFV requested that JPS provide neurotrauma coverage on a rotating basis due to problems with neurosurgeon contracts. As of

Aug. 2007, HMFV has not been able to secure consistent neurosurgical coverage for trauma patients and continues to divert the patients from the field or require transfer to JPS.

As a result, JPS has seen significant increases in the volume of neurotrauma patients. While the actual numbers of patients diverted from the field or transferred to JPS from Harris after stabilization are proportionately low in relation to the overall trauma volume, a secondary effect of increases in overall EMS and trauma volume has occurred. Various agencies such as MedStar, CareFlite and other prehospital agencies have begun to transport their patients to JPS without ever attempting to contact HMFV due to the constant amount of refusals.

JPS is continuing to evaluate the impact on Level I trauma designation readiness efforts and align strategies to ensure quality and access goals are maintained during this growth period.

JPS Connection/ JPS Discount Program Changes

Effective Oct. 1, JPS Health Network has expanded eligibility for its JPS Connection program, which offers health care services at a discount for eligible individuals based on program guidelines, including Tarrant County residence, household size and income. Income eligibility has been expanded to 250 percent of federal poverty guidelines.

JPS Connection co-payments for services remain unchanged.

In addition, JPS has also developed a new JPS Discount program for those who have income in the 251 to 300 percent of federal poverty guideline range. Participants in the JPS Discount program pay a fixed fee for clinic visits. Patients are expected to pay clinic fees at the time of service. These fees are at a greatly reduced price and include the physicians' fee.

For all other services, including emergency room visits, outpatient surgery, inpatient hospitalization and advanced laboratory testing and diagnostics and pharmacy, participants in the JPS Discount program will receive an 80 percent discount.

To help a patient sign up, direct them to call 817-927-1001. Application information, including eligibility guidelines, applications and required documentation, are available on the JPS website, www.jpshealthnet.org, in the low cost coverage section.

Physician UPL Program

JPS administrative staff are working to develop a physician Upper Payment Limit (UPL) program so JPS physicians will be compensated at a market rate for Medicaid patient care. The physician UPL program is currently only available to physicians working for a Texas entity, specifically a university.

JPS has filed a state plan amendment with Centers for Medicare and Medicaid Services through Texas Health and Human Services Commission to establish a program. If the state plan amendment is approved, JPS contract physicians will be eligible to receive payments to "fill the gap" between payments received from Medicaid and the physician's group average payment rate from managed care contracts.

Groups that are currently interested in participation include JPS Physician Group, Sheridan, EmCare and Texas Healthcare. UNT already participates in this program separately and receives these monies from the state.

On Aug. 28, the JPS Board approved Administration's request to participate in the physician UPL program, to make intergovernmental transfers for eligible contracted groups and to renegotiate contracts with participating providers to reflect enhanced reimbursement to the physicians.

Check the February issue of *The Catalyst* for any new developments in regard to this issue.

Board Notes

The JPS Board of Managers meets monthly. In an effort to keep physicians informed, public relations posts updates on the intranet as they are available.

The following items were noted at the Aug. 28 meeting:

- It was noted that Drenda Witt, Director of Collaborative Network Marketing, received the Frank Weaver Lifetime Achievement award from the Public Relations Society of America. The award is given to public relations professionals who have a major impact on health care over the course of their career.

- Board Chair Erma Johnson Hadley signed a two-year lease agreement with a 25 percent royalty, guaranteeing JPS \$14,000 an acre with Four Sevens Resource, an oil and gas company. At the time, the agreement was the largest between any oil and gas company for a lease.

- The Board approved the Strategic Plan for 2007-2010 after several town hall meetings, focus

groups and individual interviews with community leaders were conducted.

- The Board approved the fiscal 2008 budget.

The following items were noted at the Sept. 18 meeting:

- Raymond Tucker, Environmental Services Lead Technician, was awarded the first-ever Hospital Champion Award, given to staff who go above and beyond the expected call of duty. Tucker was praised for his cheerful demeanor and work ethic.

- JPS has received a Moody's bond rating upgrade from A2 to AA3 - a two-step upgrade and one of the highest in the nation - allowing for lower cost of bond insurance.

- The Board approved the building of a new health center on Watauga Road. The facility will have two family physicians, one internal medicine physician and one OB/GYN nurse practitioner.

- The Board approved a resolution that increased funds for school-based health centers throughout the county and instructed Administration to establish more Federally Qualified Health Centers throughout the county. An Access Review

Committee, comprised of nine members, including four Board members, was formed.

The following items were noted at the Oct. 18 meeting:

- JPS was awarded the Organ Donation Medal of Honor for the third consecutive year by the Department of Health and Human Services for efforts including converting 75 percent of potential organ donors and ranking third nationally for the number of organ donors.

- The Medical Staff Advisory Leadership Group reported holding their first meeting, in which they discussed throughput issues, transition to the new patient tower and more.

- The Board approved participation at 80 percent for 25 years in the City of Fort Worth Tax Increment Reinvestment Zone (TIRZ) nine for the Trinity River Vision. Through its participation, the Tarrant County Hospital District will contribute \$257,021 to the TIRZ in fiscal year 2008 and \$62.4 million over the life of the TIRZ.

To attend a Board meeting, check the calendar for upcoming dates. All meetings are held in the OPC Auditoriums on the third floor.

System Planning 2010

On Aug. 28, the JPS Board approved the strategic plan for JPS Health Network.

Evolution of the Plan

JPS understands that strategic planning is a dynamic process, produces a fluid document that continuously evolves to address shifting priorities and changes in community need, and responds in a manner that considers competing priorities responsibly.

In order to accurately gauge community need and respond appropriately Network Executive Leadership worked to build upon the successes of Strategic Plan 2004-2007 by:

- Reviewing the status and remaining opportunities in Strategic Plan 2004-2007
- Revising the Tarrant County Environmental Scan
- Developing a planning process timeline
- Defining the planning process approach
- Updating the strategic plan
- Intentionally designing an ambitious initiative to “listen to the voice of the customer” within the current planning cycle, to gain appropriate input and further update Strategic Plan 2007- 2010.

Planning Process Timeline

The planning process began in Mar. with project organization and on April 10, a planning kick-off was held. On May 18, a collaborative design session was held. During these months, individual interviews, town hall meetings and focus groups were conducted. A draft of the updated strategic plan was reviewed by executive leadership and physician and community sponsors in late July.

Listening to the Voice of the Customer

Network Executive Leadership made an intentional effort to seek input from various interest and geographic groups throughout Tarrant County and invite their participation in the process:

- The Leadership Network that participated in the Collaborative Design Session and Kickoff included community members and stakeholders
- The “PASS” format for “listening to the voice of the customer” followed a consistent approach for gathering community input in interviews, focus groups and town hall meetings.

The PASS Format

The PASS Format was used for listening at the town hall meetings:

- What enhancements to **Programs** are needed
- What enhancements to **Access points** are needed
- What enhancements to **Services** are needed

- What enhancements to **Support** are needed
- Community input and comments

Town Hall Meetings

Five town hall meetings were held throughout Tarrant County:

- April 16 - Arlington Human Services Building
- May 1- JPS Outpatient Auditorium
- May 3 - North Richland Hills City Hall
- May 8 - Family Law Center
- May 29 - Truevine Missionary Baptist Church

Focus Groups

Thirty focus groups representing the diversity of Tarrant County were held, and included such groups as JPS Chief Residents, the Como Neighborhood Advisory Committee, Medical Staff, Mental Health Connection and more.

As a result of the participation at all of the listening sessions held, more than 900 members of the community participated totaling more than 2,700 hours of strategic planning activity.

Five Common Themes

Listening to the community revealed five common themes:

- Access
- Operational Issues and Process Flow
- Available Services and Programs
- Community Education
- Continued Collaboration Efforts

Core Focus Areas

As a result, the strategic plan focuses on six core focus areas:

- *Enhance Access, Deepen Community Focus and Brand*
 - Provide “frictionless access” to JPS services that demonstrate commitment to and compassion for the community
- *Excellence in Clinical Care and Customer Value*
 - Provide a world-class experience for patients, providers and staff that maintains the highest quality available.

- *Culturally Sensitive and Safe Environment of Care*

- Provide a culturally sensitive and safe environment for physicians, clinicians, patients, employees of JPS and the citizen of Tarrant County

- *Collaborative Partnership for Excellence in Medical Education and Research*

- Promote cutting edge clinical research and education opportunities within the medical community

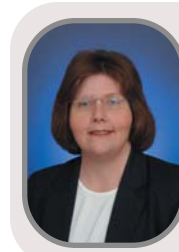
- *Physician Leadership- Collaboration and Development*

- Foster an organization that develops long-standing relationships with the medical community that enhance the delivery of quality services to the citizens of Tarrant County

- *Promote Fiscal Stewardship and Technology*

- Maintain a fiscally responsible organization
- Implement and utilize technology to support the clinical and business objectives of JPS

To read more about the tactics designed for each of the strategic core focus areas, visit www.jpshhealthnet.org/about/notices.asp.



Maureen Washburn is the Director of Strategic Planning for JPS Health Network. She can be contacted at 817-920-7390 or mwashburn@jpshhealth.org.

Core Focus Areas	Sr. Leadership Team Sponsor	Physician Leadership Sponsor	Community Leadership Sponsor
Enhance Access, Deepen Community Focus and Brand	Robert Earley	Dr. Gary Floyd	Carolyn Sims
Excellence in Clinical Care and Customer Value	Kristin Jenkins	Dr. Lisa Carter	Krystal James
Culturally Sensitive and Safe Environment of Care	Adonna Lowe	Dr. Alan Podawiltz	Tonya Veasey
Collaborative Partnerships for Excellence in Medical Education and Research	Dr. Josephine Fowler	Dr. Joane Baumer	Dr. Jay Haynes
Physician Leadership - Collaboration and Development	Dr. Jay Haynes	Dr. David McReynolds	Scott Fisher
Promote Fiscal Stewardship and Technology	Gale Pileggi	Dr. John Stella	Martha Walker

Around the Network

FitFuture® Fall Carnival - Oct. 25



Richard Young, MD

Medical Staff Softball - Oct. 20



Matthew Stine, DO, and Daniel Casey, MD

Medical Staff Dinner - Aug. 31



Moses Herrera, MD, and Joane Baumer, MD



Cynthia Taber, MD, Michael Vaughn, MD, and Gary Langston, MD



Suzanne Kelley, MD

Fiesta de los Frogs - Oct. 18



Beverley and Donald Nelms, MD

Yee Haw! Western Fun at JPS - Aug. 25



Michael Zide, DMD



Russell Wagner, MD

Hotter'N Hell Hundred - Aug. 25



Michele Kirk, MD, and a patient

New Patient Tower Update

by Janet Neff

Even with the rain coming down, the construction crews did not let any grass grow under their feet. Mud, however, was a different matter and apparently a prolific one.

"The crews were trying to keep the stairs clear but there have been three inches of mud, dried and thick, on the steps," said Paul Murnahan, JPS director of construction and design.

The project's concrete structure is complete and the framing nearly done, and another major stage is emerging.

"The building is starting to take shape on the inside so you can see what it's really going to be like," Murnahan said.

The walls are framed and dry wall is being installed on all floors, while mechanical, electrical and plumbing are ongoing. The brick on the exterior is close to completion on both the tower and the adjacent garage.

Murnahan explained how the roofing was delayed due to a waterproofing membrane that goes on top of the concrete and insulation to seal the roof between the ceiling and the roof. It could not be installed in humid conditions. The moisture factor has been tropical, if not "Noah-etic" with rain on 17 of 20 working days in June.

In addition to what's evident to the eye, contractors offsite are designing signage, and furniture and medical equipment are being ordered. The contractor is onboard for all the cable necessary for phones, televisions, computers, nurse call, etc., and the main lines for water and gas are laid and ready for final hookup.

JPS leaders, who will be moving to the new tower, toured the building in the summer and "are very excited and pleased," said Murnahan. "The nurse managers were happy that there's more storage than they thought."

While the 234,000-square foot, five story tower



has merged into the Fort Worth skyline, it won't have a Christmas theme opening. Due to weather related delays, it will more likely open in early March.

Look for more information about a grand opening in future editions. To take a "Hard Hat Hike" with Partners Together For Health, call 817-920-7310 to arrange a tour.



JPS Health Center for Women - Northwest

The new JPS Health Center for Women - Northwest opened on Sept. 18. Staff and patients from the JPS Health Center - Northside moved to the new facility at 2200 Ephriham Ave., Fort Worth, Texas 76164 along with OB/GYN and mammography service from JPS Health Center - Diamond Hill. The phone number is 817-702-8650.

Three full-time nurse practitioners, Carla Morrow, WHNP, Tela Isik, WHNP, and Barbara Naiche, ANP, along with two full-time physicians, Leslie Phillips, MD, and Rose Simani, MD, work at the center.

The 14,000 square foot building features a calming aesthetic and houses services such as OB

Physicians Support Tower

by Diane Cooper

JPS physicians, physician alumni, dentists and other health care providers are among the very special constituents joining in the effort to support the new patient tower capital campaign.

Each department is stepping forward to lend its support. James Shin, MD, chair of the Department of Internal Medicine, has asked the physicians in his area to pledge one percent of their salaries for a year to name the ICU Conference/Consultation Room.

Vance Dell, MD, chair of the Department of Radiology, was one of the first doctors to join the JPS Physician's Circle, a leadership gift recognition society for physicians pledging \$10,000 or more.

"I've always contributed to the foundations at the hospitals where I work because I know the funding they receive is critical to the growth of medical services patients receive," he said.

Another early supporter, Huda Al-Hafidh, DDS, challenged her dental colleagues to participate. She supports the capital campaign, "because I'm a good employee and I care about my hospital," she said. "I want to see JPS being the hospital providing excellent care to people who can't afford expensive health care."

A recent appeal has gone out to former residents through the Family Medicine Alumni Foundation newsletter, offering the group a chance to participate and leave their names on the recognition area.

"We hope that JPS physician alumni will choose to leave a legacy at the hospital that provided them the experiences they needed to pursue their medical career," said Kimberly Britton, executive director of Partners Together For Health, the foundation for JPS.

sonography, lab, mammography, financial screening and the Department of Human Services.

The new JPS Health Center for Women - Northwest is open Monday through Friday from 8 a.m. to 5 p.m.

For more information, contact Jody Roper at 817-702-8650.



Leslie Phillips, MD, Ralph Anderson, MD, and Josephine Fowler, MD

For more information on calendar items,
contact Leslie Herman at 817-927-3940.

November

Physician Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1 Trauma QI, 8 a.m., Skills Lab Board of Managers Quality, 10 a.m.	2 Psychiatric Grand Rounds, Muhammed Qamar, MD, Noon, Trinity Springs Pavilion	3
4	5	6 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	7	8 Business of Medicine JPS Board, Noon, OPC Auditoriums	9 Psychiatric Grand Rounds, Gary Etter, MD, Noon, Trinity Springs Pavilion	10
11	12 Research Round Table, Noon, FHC	13 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	14 ER Grand Rounds, Elvin Adams, MD, Noon - 1 p.m., FHC	15 Pelham Staples, MD, Annual Symposium, Sheraton Arlington	16 Pelham Staples, MD, Annual Symposium, Sheraton Arlington	17 Pelham Staples, MD, Annual Symposium, Sheraton Arlington
18	19	20 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	21	22	23	24
25	26	27 Physician Leadership Academy	28	29 Trauma QI, 8 a.m., Skills Lab Primary Care Toolbox	30 Psychiatric Grand Rounds, Wayne Denton, MD, Noon, Trinity Springs Pavilion	

For more information on calendar items,
contact Leslie Herman at 817-927-3940.

December

Physician Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	5 Trauma Talk, 7 - 8 a.m., FHC	6 Hematology Oncology Tumor Topics Trauma QI, 7 - 8 a.m., Skills Lab	7 Psychiatric Grand Rounds, Noon, Trinity Springs Pavilion	8
9	10	11 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	12 ER Grand Rounds, Noon - 1 p.m., FHC	13 JPS Board, Noon, OPC Auditoriums Research Round Table, Noon, FHC	14 Psychiatric Grand Rounds, Noon, Trinity Springs Pavilion	15
16	17 Trauma Talk, 7 - 8 a.m., FHC	18 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	19	20 Trauma QI, 7 - 8 a.m. Skills Lab	21	22
23	24	25	26	27 Trauma QI, 7 - 8 a.m., Skills Lab Primary Care Toolbox	28	29
30	31					

For more information on calendar items,
contact Leslie Herman at 817-927-3940.

January

Physician Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3 Trauma QI, 7 - 8 a.m., Skills Lab HOT Topics, Noon - 1 p.m., FHC	4 Psychiatric Grand Rounds, Noon - 1 p.m., Trinity Springs Pavilion	5
6	7	8 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	9 ER Grand Rounds, Noon - 1 p.m., FHC	10 JPS Board, Noon, OPC Auditoriums	11 Psychiatric Grand Rounds, Noon - 1 p.m., Trinity Springs Pavilion	12
13	14 Protection of Human Subjects, 9 a.m. - 1 p.m., FHC	15 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	16	17 Trauma QI, 7-8 a.m., Skills Lab Business of Medicine, Noon - 1 p.m., FHC	18	19
20	21 Trauma Talk, 7 - 8 a.m., FHC	22 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	23	24 Trauma QI, 7 - 8 a.m., Skills Lab Primary Care Toolbox, Noon - 1 p.m., FHC	25 Psychiatric Grand Rounds, Noon - 1 p.m., Trinity Springs Pavilion	26
27	28	29 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	30 SBAR Training, 8-9:30 a.m., 10-11:30 a.m., 1-1:30 p.m., 3-3:30 p.m., OPC 1-6	31 Diabetes Management, Noon - 1 p.m., FHC		

For more information on calendar items,
contact Leslie Herman at 817-927-3940.

February

Physician Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 Psychiatric Grand Rounds, Noon - 1 p.m., Trinity Springs Pavilion	2
3	4	5 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	6	7	8 Psychiatric Grand Rounds, Noon - 1 p.m., Trinity Springs Pavilion	9
10	11	12 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	13 ER Grand Rounds, Noon - 1p.m., FHC	14 JPS Board, Noon, OPC Auditoriums	15	16
17	18 Trauma Talk, 7-8 a.m., FHC Research Round Table, Noon - 1 p.m.	19 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	20	21	22 Psychiatric Grand Rounds, Noon - 1 p.m., Trinity Springs Pavilion	23
24	25	26 Oncology Multidisciplinary Treatment Series, 7 - 8 a.m.	27	28	29	

COMING SOON...

Many have talked about it and now we're going to do something about it.
JPS will need your help in 2008 as we begin to develop a JPS Physician Alumni Association.
An alumni association will be something beneficial for all of us.

Look in the next edition of *The Catalyst* for more details and a few ways in which you can help.

