



*Sutter Medical Center,
Sacramento*

A Sutter Health Affiliate

SMCS Physician

Message from Tom Gagen, CEO

August 2009

Push Continues for Heart Transplant Program

Our heart transplant program, which has provided services in Northern California for 20-plus years, is applying for new Centers for Medicare & Medicaid Services program certification. Despite having excellent clinical outcomes, CMS removed our certification in February since we did not meet annual volume criteria.

The program is still operating without the certification, as both private insurance and Medi-Cal are working with us on a patient-by-patient basis. Five patients have been transplanted in the first six months of 2009, with three more currently active on the heart transplant list. Four Medicare patients needed to be listed at other heart transplant centers. To continue receiving CMS certification, Medicare required the program to have 10 transplants a year – a figure that seemingly could have been met this year if certification had not been pulled.

Hospital leadership took the decertification issue to the courts, but determined that directly working with CMS to resolve this issue is better for our patients and the community. CMS concurred and has agreed to evaluate the current program for certification based on the hospital's efforts to grow the program over the last several months. We continue to work closely with CMS and will undergo the recertification visit sometime between now and the end of September as part of our negotiated settlement.

This is a program that provides a much-needed service to our community, and we are hopeful that CMS will take into account the outstanding quality of our program and this issue will be resolved once and for all. I'll keep you posted.

A New Name for the Buhler Building

When the expansion of Sutter Medical Center, Sacramento is complete, the Sutter Cancer Center/Buhler Building will be christened with a new name – the Buhler Pavilion. Many of you may know of Richard Buhler, who served as chairman of the Sutter Community Hospitals Board of Trustees from 1979-1986. He was the first layperson to hold that position, and in that time led many reforms at the hospital, including the creation of a new "director of medical affairs" position to address medical staff concerns.

The Buhler Building was constructed on the site of the original Sutter Hospital, and it opened and was dedicated in 1988 as the Richard Buhler Building. The new name – the Buhler Pavilion – will be in keeping with the original intent of honoring one of the influential leaders in the history of Sutter Health.

The Buhler Building currently houses Sutter Cancer Center and Sutter Neuroscience Institute, as well as administrative offices. When the entire expansion project is complete, the Buhler Pavilion will also be home to Sutter Heart & Vascular Institute as well as other services.

The Buhler Building isn't the only building that will receive a new name upon expansion completion. Sutter General Hospital will be named the Ose Adams Medical Pavilion, with the entire campus being called, simply, Sutter Medical Center, Sacramento.

SMCS Welcomes New Medical Staff Members

Peter R. Adamczyk, M.D.

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Sacramento, CA 95816-5616
(916) 454-6850
Specialty: Neurology

Jenan E. Al-Mufti, M.D.

660 4th St., Suite 349
San Francisco, CA 94107
(415) 596-5472
Specialty: Psychiatry

Nazish N. Ali, M.D.

One Medical Plaza
Hospitalist Office
Roseville, CA 95661
(916) 733-3777
Specialty: Internal Medicine

Malcolm Ettin, M.D.

1201 Alhambra Blvd., Suite 420
Sacramento, CA 95816
(916) 731-7707
Specialty: Surgery,
Otolaryngology

Amit Goyal, M.D.

1020 29th St., Suite 350
Sacramento, CA 95816
(916) 231-1050
Specialty: Surgery, Colon and
Rectal

Rodney E. Grolman, M.D.

2800 L St., Suite 200
Sacramento, CA 95816
(916) 423-3255
Specialty: Surgery, General

Julia S. Logan, M.D.

2210 Del Paso Road, Suite A
Sacramento, CA 95834
(916) 285-8100
Specialty: Family Medicine

Teimour A. Nasirov, M.D.

5301 F St., Suite 213
Sacramento, CA 95819
(916) 733-1400
Specialty: Pediatric Cardiothoracic
Surgery

New W&C Outpatient Building Set to Open in 2010

While construction work was halted in July on the midtown expansion project at the Sutter General Hospital campus due to a change in contractors, construction has been abuzz at the Stockton Medical Office Building, which is being turned into the new home for Women's and Children's Outpatient Services.

The former site of BloodSource at 1625 Stockton Blvd., the Stockton Building is receiving a new first-floor interior and an expansion to the second story. Many of the physicians and services won't move into the Stockton Building until the midtown expansion project is complete; many of them need to be in close proximity to the Anderson Lucchetti Women's and Children's Center. However, some Sutter Medical Foundation physicians will begin moving in as early as next year.

The building is being renovated into a more user-friendly ambulatory center for both the women's and children's service lines, which currently have their programs and physicians located in several buildings around the Sutter Memorial Hospital campus.

Among the proposed tenants will be the children's clinics currently housed in Building C, the Children's Specialists Medical Group, and the SMF/SMG pediatric outpatient physicians. There will also be pediatric-focused ancillary services such as a lab and radiological services.

In this new Women's and Children's Outpatient Services Center, patients will be able to connect with the services they need in a "one-stop-shopping" type of system, said Assistant Administrator Larry Maas. "We're bringing all of these programs and physicians together in one building, integrating these services in an effort to improve the efficiency of the services we provide to the patients and parents," he said.

The second floor of the new building has space for women's service physicians. Space is still available for other OB/GYNs and other physicians or groups providing women's services. For information, call Larry Maas at (916) 454-6865.

Jaywalking Still a Concern

The Administrative Team is concerned that the illegal jaywalking across L Street between Sutter General Hospital and the Sutter Cancer Center/Buhler Building is going to result in a pedestrian accident. For this reason, a physical barrier was placed east of the SGH vehicle entryway on the north side of the street.

"We need to make sure that we set a good example for our patients and their families by taking the extra steps and crossing at the crosswalk at 28th Street," said Assistant Administrator Larry Maas. "We do not want anyone to be hurt due to jaywalking on a busy street."

Initiatives Developed to Impact Medical Affordability

By Cecilia M. Hernandez, M.D., SMCS Director of Medical Affairs

Last month I introduced the topic of medical affordability as an example of how our administrative leaders throughout Sutter Health are ensuring we deliver the highest quality of care in an affordable and sustainable manner. Being able to do this is key to the success of everyone involved in the delivery of health care. Recall that I introduced this topic in the context of discussing how our behavior will shape the future of health care. As promised then, I am including a summary of the recommended interventions we need to take to assure our viability.

Integral to our success (and by that I mean your success as an individual, as well as the success of the system overall) is our ability to synergistically align our goals. Although there is a recurrent perception out there that what is good for the hospital is not necessarily good for the individual physician, I want you to remember that WE are health care as far as everyone else is concerned. Keep that in mind as you read these recommendations and consider what this means for you as a Sutter-aligned physician.

To provide additional context for this summary, consider these facts:

- In 2008, Sutter Health's Medicare margin was -32 percent (-\$350 million).
- Sutter's Medicare performance is substantially worse than the California average.
- Our costs continue to rise.
- Commercial payer mix is declining while Medicare is growing.
- Sutter cannot continue to shift losses on Medicare reimbursement to commercial payers.

To put some perspective on the opportunity, if Sutter's margin was at the California median of 16 percent, the difference would be \$175 MILLION ... PER YEAR. To illustrate the depth of resources and expertise Sutter Health has devoted to this work, a steering committee comprised of administrative, physician, nursing and other clinical leadership was developed to guide the work of Navigant Consulting, synthesize the findings of various studies and develop recommendations. Suffice it to say, lots of time, energy and expertise have been invested in developing the following seven initiatives that are expected to impact 2010 performance:

1. Standardization of utilization review processes.
2. R.N. case management model at all points of entry and available every day of the week.
3. Ancillary (i.e. lab, radiology, physical therapy, etc.) access every day of the week.
4. Implement "in lieu of" account for hard-to-place patients, daily concurrent review of medical necessity, out-patient follow-up appointment scheduled prior to discharge, target LOS and initial discharge plan within 24 hours of admission.
5. Accountable senior leadership team at the regional level to review and problem-solve issues.
6. Support alignment and share performance results by making consistent, transparent, real-time Medicare performance data available electronically throughout the organization.
7. Modify incentive strategy to support achievement of Medicare performance priorities.

These initiatives are the first step, with more requiring further analysis before implementation. In the meantime, detailed implementation plans are being developed and will be completed by September 2009 with the expectation that these initiatives will impact 2010 performance. Expect to see these plans implemented at SMCS over the next several months.

Should you have any questions or concerns, I remain available to you. Please feel free to call me at (916) 397-6850 or email me at hernanc@sutterhealth.org. We remain your medical home and look forward to partnering with you as we move into the future.