



Sutter Medical Center,  
Sacramento

A Sutter Health Affiliate

# SMCS Physician

April 2010

## Hospital Leadership Proposes Interventions to Improve Physician Satisfaction

*By Cecilia Hernandez, Vice President of Medical Affairs*

Thank you for your participation in last year's Press Ganey survey of medical staff satisfaction. Your hospital administration is absolutely committed to meeting your needs. This survey is one way we assess how we are doing in meeting this commitment.

Last year, 2009, marked the fourth year of implementation of this survey. The survey was distributed and made available for completion Sept. 15 through Nov. 30, 2009. The survey areas included quality of patient care, ease of practice at this hospital, relationship with administration and overall assessment.

In order to obtain the most representative sample of responses, our goal was a survey return rate of 50 percent. In 2009, we had 661 respondents for Sutter Medical Center, Sacramento, resulting in a total return rate of 41 percent. This is in contrast to 45 percent for 2008, 35 percent for 2007 and 41 percent for 2006. Although we did not reach our goal for return rate, 41 percent is still considered a meaningful response rate for interpretation of results.

The results for the last four years in the areas surveyed are as follows:

	2009	2008	2007	2006
<b>Quality of Patient Care</b>	76th	62nd	53rd	59th
<b>Ease of Practice</b>	60th	41st	36th	36th
<b>Relationship with Administration</b>	64th	73rd	44th	64th
<b>Overall Satisfaction</b>	60th	52nd	39th	59th

Throughout 2009, SMCS saw gains in medical staff perception of quality of patient care, ease of practice and overall satisfaction. However, over the last year, there was a decrease in the perception of the relationship with leadership. It proved to be a very difficult year for the relationship between the medical staff and hospital administration. Between the economic challenges faced by physicians and the hospital overall and the regional decision not to renew the contract with Radiological Associates in 2010, this relationship was most challenged in the specific areas of responsiveness of hospital administration, confidence in hospital administration to carry out its duties and responsibilities, ability of hospital administration to deal with change in the healthcare environment, and communication by hospital administration. In addition to improving the relationship with hospital administration, there still remain many opportunities to make patient care easier.

To that end, the hospital administration, in consultation with the medical directors of the senior leadership team, proposes the following interventions to improve medical staff satisfaction in 2010.

## SMCS Welcomes New Medical Staff Members

The following physicians are the new SMF/SMG radiologists who are onsite at Sutter Medical Center, Sacramento.

To speak to a radiologist, call (916) 733-3061.

**Michael Allen, M.D.**

Subspecialty: General Diagnostic

**Kamran Ahmed, M.D.**

Subspecialty: Body/MSK

**Ezell Askew, Jr., M.D.**

Subspecialty: Vascular and Interventional

**Navid Ardakani, M.D.**

Subspecialty: Nuclear Medicine  
(Double Board in Diagnostic Radiology and Nuclear Medicine)

**MaCarthur Drake, M.D.**

Subspecialty: Neuro Radiology

**John Fox, M.D.**

Subspecialty: Double-boarded in Diagnostic Radiology and Nuclear Medicine

**Ralph Ho, M.D.**

Subspecialty: Emergency and CT Imaging/Vascular and Interventional Radiology (CAQ'd)

**John Mardiat, M.D.**

Subspecialty: Interventional and Cardiovascular Radiology (CAQ'd)

**Marta Minnerop, M.D.**

Subspecialty: Body/Mammography

**Amadeu Santos, M.D.**

Subspecialty: Nuclear Medicine  
(Double Boarded in Nuclear Medicine and Diagnostic Radiology)

**Michele Sibley, M.D.**

Subspecialty: Body/Mammography

## Radiology Services Phone Numbers, Coverage Details

As of April 1, Sutter Medical Foundation/Sutter Medical Group is the exclusive provider of radiology services at Sutter Medical Center, Sacramento. For your convenience, here are important phone numbers and daytime and evening radiology coverage details.

### **Imaging Department Phone Number: (916) 733-3061**

- Call this number with any questions about scheduling patients or to speak to the onsite or on-call radiologist (day or night).

### **Teleradiology Phone: 1-888-557-3617, Press 1, or (561) 549-0172**

- Call this number if you wish to speak with the teleradiologists who interpreted images from 11 p.m. - 7 a.m., seven days a week.
- You will be asked to provide the name of the patient and hospital.
- You can request the status of a study, ask to speak to a radiologist or escalate the case if there is a new urgency.

**Imaging Manager Ali Sandhu:** (916) 733-3725 (office), (916) 397-2639 (cell phone/pager)

## Expanded AIM Pilot Program Launched Throughout Region

Sutter Health Sacramento Sierra Region has launched an expanded Advanced Illness Management (AIM™) pilot program, which offers patient-centered, bridged care across the hospital, ambulatory and home settings for advanced chronically ill patients within their final year of life. The pilot is part of Sutter's long-time commitment to end-of-life care and to further differentiate itself as a leader of quality, affordable care across the life spectrum.

SHSSR's expanded AIM pilot involves primary-care physicians and oncologists affiliated with area Sutter Medical Network (SMN) physician organizations and clinicians from SHSSR acute-care facilities. To date, the pilot includes more than 80 patients and explores re-hospitalization rates, care transition processes, hospice admission rates and length of service as well as quality-of-life indicators. Pilot results are expected this summer, and the roll-out of the program system-wide will then follow.

For more than eight years, the AIM team of Sutter VNA & Hospice nurses, social workers and medical directors have closely partnered with patients' primary physicians to effectively manage care transitions and prevent unnecessary Emergency Department visits or hospitalizations.

SHSSR's expanded AIM pilot program includes two important eligibility and service enhancements – patients can participate regardless of their home health eligibility and can access 24/7 tele-nursing support. Additionally, new technology solutions will facilitate even better care coordination via shared electronic clinical documentation.

If you have any questions, concerns or comments on how to improve the AIM program, please contact John Mesic, M.D., SHSSR Chief Medical Officer/Vice President, Integrated Quality Services, at (916) 454-6562 or e-mail MesicJ@sutterhealth.org.

*Physician Survey Results, Continued from Front Page***Response: Hospital Administration**

- A-team members to attend monthly medical staff department meetings to communicate important information to the medical staff and to solicit input
- Solicit improvements from one-on-one Voice of the Doctor interviews with individual members of the medical staff
- Add physician satisfaction to hospital department meetings

**Confidence: Hospital Administration**

- Respond to Voice of the Doctor interview input
- Fully execute psychiatric response team
- Continue weekly radiology updates
- More broadly distribute monthly Master Plan updates
- Distribute administrative update videos to medical staff

**Patient Care Made Easier**

- Execute pharmacy-driven medication reconciliation process
- Continue ED/Hospitalist Collaborative meetings
- ED improvement project
- Psychiatric response team
- Nursing directors to meet with key physicians on their units
- Surgery improvements, including:
  - Scheduling forms online with capability to fax to Registration, SPA and ACU simultaneously
  - ACU R.N. assigned to patient identified to facilitate physician knowing who to go to with questions
  - Instituting forced-air blanket warmers; ACU to maintain perioperative normothermia and to improve patient satisfaction
- Conduct semi-annual forums with medical staff office assistants

**Administration Deals with Change**

- Regional Patient Transfer Center/Tertiary Care Committee/MEC interface to improve types of transfers as well as transfer process overall
- Senior leadership team
- ED improvement project
- Psychiatric response team
- Leverage T3 program to decrease recycling of patients through ED and inpatient units

**Communication: Hospital Administration**

- Monthly talking points to communicate information pertinent to medical staff
- Physician newsletter to provide more in-depth communication on selected talking points
- Weekly radiology updates
- Monthly Master Plan updates
- Administrators to round regularly with physicians in the hospital
- Voice of the Doctor interviews

In closing, I would like to stress that your input is extremely important to this hospital administration. This performance measure is more than a number to the hospital leadership – it is an accounting of the hospital's ability to serve you, the medical staff, in order that you might serve our community to the best of your ability. I welcome your thoughts and remain available to you at [hernanc@sutterhealth.org](mailto:hernanc@sutterhealth.org).