

Medical Staff News

Newsletter for the Medical Staff of Greenwich Hospital | December 2023

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Health
Greenwich
Hospital

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From the desk of the CMO

Happy Holidays to all and to all many thanks!

Karen Santucci, MD, Chief Medical Officer

Dear Mighty Team,

It's just before Christmas and all through the **house**,
The census is soaring and folks are staying late to help out
and having to explain to their **spouse**.

It's all hands on deck to provide the greatest of **care**,
And for our Medical Staff Bulletin there is some good news to **share**.

Patients, they present to our Emergency Department, some with great **fear**,
But then they realize excellent care is close to home, it is actually **so near!**

Whether it is an athlete with chest pain on exertion who had to stop running
because of the **pressure**,
Or a gentleman with a dissecting aortic aneurysm, the length of which
you don't even want to **measure**.

Our teams did what they do best, and they did it mighty **quick**,
Because with all of their training they recognized these folks were really pretty **sick**.

The gentleman this past week in the ICU with a massive gastrointestinal **bleed**,
Had surgeons, intensivists, gastroenterologists, anesthesiologists, techs, and nurses
all mobilize to satisfy every medical **need**.

I could go on and on but I don't want to give you a **scare**.
These patients all received multidisciplinary services and they received them right **here**.

I know not everyone can be home for Christmas to share some holiday **cheer**,
But because of all your collective efforts... for each of these folks I mentioned,
and for so many more, they and their loved ones will be together again this **year**.

Happy Holidays everyone and thank you for all you do,

Karen

We Ask Because We Care campaign underway

Yale New Haven Health is committed to improving the equity, quality and safety of our patient care. “It is critically important for us to understand who our patients are, to address the root causes of health inequities and to measure our impact and success at closing health equity gaps,” said Thomas Balcezak, MD, YNHHS executive vice president and chief clinical officer, and associate clinical professor, Internal Medicine at Yale School of Medicine.

To support this work, YNHHS recently launched the enterprise-wide *We Ask Because We Care* campaign, “This initiative is part of an overall effort to improve race and ethnicity data collection and better understand and address the root causes of health inequities,” Dr. Balcezak said.

The campaign focuses on training, education and community feedback related to how we can best improve our collection of demographics for our patients.

“As patients come to YNHHS for care, they will be asked to confirm their race, ethnicity and ethnic background. Patients will also be asked their preferred spoken and written language,” explained Darcey Cobbs-Lomax, executive director, Office of Health Equity & Community Impact. “The demographic information collected from patients is voluntary, private, protected by law and kept in the medical record. The data will be used to ensure we are providing health care that does not vary in quality or safety because of personal characteristics such as race or ethnicity.”

Training is underway. YNHHS staff members in the call center and patient services areas are learning how to ask these demographic questions in a respectful and completely confidential manner. Self-identification is the gold standard for reporting race, ethnicity and preferred language information. Patients also will have the option to share this information via MyChart, if they prefer.

“Health equity means that everyone has a fair and just opportunity to be as healthy as possible,” added Dr. Balcezak. “The initiatives wrapped into We Ask Because We Care enhance every patient’s right to respectful, dignified, high quality and safe health care.”

With the launch of the campaign, posters and other material will serve as a reminder of the questions that patients and employees can expect.

Learn more about our We Ask Because We Care campaign on the YNHHS website <https://ynhhs.org/about/our-community/We-Ask-Because-We-Care> and by watching this brief video <https://vimeo.com/880528587/b9f0f5c7b1?share=copy>.



Kicking off Yale New Haven Health’s We Ask Because We Care campaign are (l-r) project sponsors Louis H. Hart III, MD, medical director, Office of Health Equity & Community Impact; Darcey Cobbs-Lomax, executive director, Office of Health Equity & Community Impact; and Thomas Balcezak, MD, YNHHS executive vice president and chief clinical officer, as they view the campaign posters, which will be stationed at each YNHHS hospital. The posters feature portraits of employees from throughout the health system and help advise patients and families that they have the option to share demographic information when receiving care.

James Pallett, MD, to lead Hospitalist Service



James Pallett, MD, has been named as the new director of the NEMG Medical Hospitalist Program at Greenwich Hospital. Dr. Pallett has served in the role as Lead Hospitalist for Clinical Operations at Greenwich and has worked on many successful initiatives to reduce length of stay and improve the hospital’s 11 am discharge rate. Congratulations Dr. Pallett!

GH extends a thanks to Herb Archer, MD, PhD, for his many years of service and leadership as a premiere Medical Hospitalist and luminary. In his time as the program’s medical director, he took the Hospitalist Program to new heights. More information on Dr. Archer’s plans to come as he transitions to a new role.

YNHHS' Transportation Logistics Hub to remove major barrier to on-time discharges

When a patient is ready for discharge, a team member (such as a nurse, care manager or unit clerk/business associate) on an inpatient unit or in the Emergency Department will enter an order for transportation into the StatCall function in the patient's Epic chart. The order will include the patient's destination (home, skilled nursing facility, another hospital or different location), along with relevant medical information and transportation needs (such as a wheelchair-accessible van). Future plans include extending the Hub to include outpatient rides.

One of the Hub's transportation logistics facilitators, who are emergency medical technicians or specially trained dispatchers, will receive the electronic order and, using a software platform, locate the appropriate ambulance, wheelchair van or taxi vendor that meets the patient's needs.

Transportation companies in each YNHHS delivery network area will use the same software platform, allowing Hub facilitators to see when a company dispatches a patient's ride, where the ride is enroute and when it arrives at the hospital. A software platform feature keeps staff informed through notifications and allows patients' family members to receive a text message, notifying them when their loved one has left the hospital.

With real-time information, Hub facilitators can prioritize certain transportation orders. Say a patient in the Bridgeport Hospital Emergency Department is waiting for a bed on a particular unit. The transportation logistics facilitator can prioritize transportation for a patient being discharged from that unit and help free up a bed for the waiting patient sooner.

Planning for the Hub began in 2021 when the YNHHS Clinical Operations team asked inpatient teams what commonly causes patient discharge delays. Transportation came up repeatedly.

The Transportation Logistics Hub will also free up staff for their other duties. Business associates and sometimes nurses or care managers often arrange transportation for discharged patients, which includes contacting transportation companies, gathering patient information, completing forms and waiting on hold. The time spent is significant, considering the more than 62,500 patient transports YNHHS sees each year.

The Transportation Logistics Hub facilitators will streamline the process and work with transportation companies to ensure these patients get to where they need to be safely and in a timely fashion. The Hub logistics facilitators and software platform will also help improve vendor transportation operations over time. YNHHS and the transportation companies will have information about the busiest times for discharge transportation, whether the hospitals and transportation companies are meeting deadlines and how they can work more efficiently.

The Transportation Logistics Hub will be located in the Capacity Coordination Center with Bed Management and the Y Access Transfer Center in New Haven, which will give the team line of sight into the status, priorities and flow challenges of each delivery network.

This article is part of a series that examines how teams across YNHHS are working to reposition the health system for the future by focusing on strategic priorities through a systemwide initiative called Strengthening Our CORE (Collaboration, Optimization, Resiliency, Efficiency). Multiple workstreams have been designed to improve operational efficiencies; foster innovation; and improve quality and safety for patients and employees.

Greenwich Hospital earns 'A' for safety

Greenwich Hospital received an 'A' grade as one of the safest hospitals in the United States, according to The Leapfrog Group, an independent national patient safety watchdog group.

The hospital has a culture of safety that includes daily safety huddles with senior staff, hospital-wide quality rounds by leaders and unit-based safety coaches. All staff, physicians Greenwich Hospital earns 'A' for safety and volunteers complete high reliability training adapted from the aviation and other high-risk industries. The hospital has a video fall monitoring program for at-risk patients. The Leapfrog Group uses an academic grading scale with five letter grades to score hospitals nationwide on more than 30 measures of patient safety, including errors, accidents, injuries and infections.

Safety Matters

The RISE (Resilience In Safety Events) Safety Behavior for December is **Communicate Clearly** which requires that we send and receive accurate and complete information. We want to ensure that what is said is what is heard. A Joint Commission report revealed that communication failures were identified as a root cause in more than 65% of all sentinel events.

Five barriers that lead to communication breakdowns are:

1. Behavioral Barriers – the lack of communication.
2. Cognitive Barriers – exchange of information is disrupted, contains insufficient information, or lacks context.
3. Linguistic Barriers – variations in speech style, tempo, or tone.
4. Environmental Barriers – environmental noise or extraneous sounds within the environment.
5. Technological Barriers – inaccurate information in Electronic Medical Records (EMR).

Take away: Please encourage your team and colleagues to use the following error prevention tools during handoffs and closed loop communication:

- Repeat backs and read backs
- Phonetic and numeric clarification
- Clarifying questions

References:

Dissecting Communication Barriers in Healthcare:
A Path to E... : Journal of Patient Safety (lww.com)

Next Trust Your Gut Digestive Health session – Dec. 21

YNHHS and Yale Medicine host a free, monthly virtual Digestive Health CME series called Trust Your Gut. The yearlong series, held the third Thursday of each month at 5 pm, is designed to provide world-class digestive health educational programming, professional development and networking opportunities for physicians and advanced practice providers.

Join Andrew Duffy, MD, and Andrew Kenler, MD, on Dec. 21 at 5 pm when they will discuss Challenging Cases II-Hernias. To register, visit the Yale CME portal at yale.cloud-cme.com.

Yale School of Medicine designates this live activity for a maximum of 1.0 AMA PRA Category 1 Credits per session, for a total of 12.0 AMA PRA Category 1 Credits for the series. For questions, contact Joe Mendes, executive director, Clinical Program Development, Digestive Health at joseph.mendes@ynhh.org.

Newsletter Submissions

Deadline to submit content for the January 2024 issue of *Medical Staff News* is Friday, Dec. 29, 2023. Please submit items for consideration to Karen Santucci, MD, at karen.santucci@greenwichhospital.org or Myra Stanley at myra.stanley@ynhh.org.

MEDICAL STAFF CHANGES (November 2023)

Appointees



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MEDICAL STAFF CHANGES (November 2023) *continued*



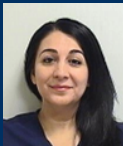
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Resignations/Non-Renewal of Privileges:

Aura Ardon, MD (Psychiatry) effective 1/9/2024

Lauren Broch, PhD (Psychiatry – Psychology)

Jerome Brodlie, PhD (Psychiatry – Psychology)

Israel Franco, MD (Surgery Urology)

Jennifer Galvin, MD (Surgery Ophthalmology)

Eileen Madsen, APRN (Medicine)

Arthur Manoli, MD (Orthopaedics)

Eunjin Park, PA (Medicine – Occupational Medicine)

Aaron Steen, MD (Medicine – Dermatology) effective 12/31/2024