

THE DOCTOR'S Report

VOLUME 5 / NUMBER 1



NEWS FOR
PHYSICIANS

SPECIAL ISSUE ON HEALTH CARE TODAY

First Physician Satisfaction Survey: A Success by Any Measure

NEARLY 40 PERCENT OF BROWARD HEALTH'S MEDICAL STAFF COMPLETED THE SURVEY AND PROVIDED THEIR PERCEPTION OF EVERYTHING FROM ANCILLARY SERVICES AND AESTHETICS TO REFERRAL PATTERNS AND WORKLOAD.

The results of Broward Health's first system-wide physician survey have presented administrators and medical staff leadership with solid feedback and a roadmap to strengthen the synergy between the health system and its doctors.

The survey was created by a team of administrators, care providers and consultants from The Jackson Group, Inc, a firm with more than 30 years of experience in engaging staff, promoting satisfaction and performing surveys. During initial meetings and presentations, the consultants met with committees, medical staff leadership and additional staff members to communicate the plan for the survey and possible ways to use the results obtained. Early in the development process, the team identified and posed the following objective-related questions:

- What are the goals of the survey?
- How will Broward Health use the results to improve physician satisfaction?
- What questions are best to ask to gather data that can be acted upon?
- How should the survey be promoted?

PUTTING THE PLAN INTO ACTION

Broward Health and The Jackson Group determined the best surveying strategy would be to create two unique surveys—one version for physicians in hospital settings and the other for physicians who work in Community Health Services (CHS) and Children's Diagnostic & Treatment Center (CDTC). The physicians in the hospitals could access the survey, which was available from May 9 through June 10, by computer or smartphone, and a written survey was provided upon request. CHS and CDTC physicians accessed the survey via email.

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Save the Dates

Cancer Symposium

October 14 & 15

Pediatric Conference

October 21 – 23

**Lago Mar Beach
Resort & Spa**

See details on the back cover.

PAGES 1 & 3

Results of the Broward Health Physicians Survey

The results of the Broward Health Physician Survey taken by medical staff—May 9 through June 10, 2011—are back and are being carefully reviewed by executive leadership.

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UPDATE ON COMPUTERIZED PROVIDER ORDER ENTRY

The Computerized Provider Order Entry (CPOE) project is forming the first round of physician-led design teams for electronic evidence-based order sets.

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COMPLIANCE CORNER: OIG PROVIDES PHYSICIAN EDUCATION MATERIALS FOR AVOIDING FRAUD AND ABUSE

Following a survey conducted to better understand how medical students, residents and fellows learn about laws relating to Medicare and Medicaid, the Office of the Inspector General recently issued "A Roadmap for New Physicians" that covers five main legal areas.

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BEST PRACTICES IN PRACTICE MANAGEMENT

Healthcare reform presents a unique set of challenges, including reduced rates for Medicare and Medicaid reimbursements. By adopting and employing best practices, you can ensure continued success even in this uncertain economic time.



Dear Colleagues,

THANKS TO ALL WHO PARTICIPATED IN OUR RECENT SYSTEM-WIDE PHYSICIANS' SATISFACTION SURVEY—A FIRST FOR BROWARD HEALTH. WE HAD A GOOD RESPONSE AND GREATLY APPRECIATE YOUR INPUT.

Broward Health Chiefs of Staff

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Broward General Medical Center

Carrie Greenspan, MD

Coral Springs Medical Center

Linda Groene, MD

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We continue to evaluate the results with an eye on ways to increase physician satisfaction. Our efforts involve effectively establishing a baseline of our status, as well as clarifying and developing plans to address any issues revealed during the process.

Another important recent development has been completing phase two of our Computerized Provider Order Entry (CPOE) implementation. We are now in the process of finalizing guidelines, templates and order sets related to evidence-based best practices data. Toward this end, our medical staff—in particular, the Physicians Advisory Committee (PAC)—has been meeting biweekly on a regular basis. In addition to creating a charter, the PAC has

established Evidence-Based Committees (EBCs) that now span every specialty and have given us guidelines to follow as we move toward completing this project within the coming year.

One more important note: I am pleased to inform you Debra Rey has been hired as our new corporate director of quality systems. This position is another first for Broward Health. Our intent with this important step is to enhance and emphasize the standardization of quality measures across our system.

Georges Boutin, MD, FRCS(C), FACS, FAAOS,
Chief Medical Officer and Designated Institutional Officer, Broward Health

Interested in Joining Our Speakers Bureau?

Broward Health is committed to building relationships that enhance the health and well-being of our community. Through participation in the Speakers Bureau, Broward Health experts in virtually every medical and healthcare specialty are able to share life-enhancing and life-saving knowledge with the community.

If you are interested in sharing your expertise on topics such as asthma, cancer, diabetes, nutrition and much more with community groups, schools and other organizations, please call (954) 355-4976.

Continued from page 1

“The most important part of the survey is the action taken after the results are collected,” says Connie P. Saunders, senior consultant at The Jackson Group, Inc., who has many years of experience working in the healthcare industry. “That action begins when physicians and staff see the 20 minutes they spent completing the survey really will make a difference throughout the Broward Health system. The results are used on an ongoing basis, with areas for celebration and opportunities for enhancement.”

Once results were gathered, The Jackson Group benchmarked them against its national database. A follow-through plan was developed to identify areas of success and areas with a potential for improvement.

Broward Health has been reviewing and analyzing the information, and meeting with medical staff councils in each region to present the results. Starting in early August, Corporate Communications announced the availability of the survey results on the physician portal. Broward Health publications contained additional details regarding the survey. The results were presented to the North Broward Hospital District Board of Commissioners on August 18.

While all answers clearly do not apply to all physicians, they represent a broad survey, which provides, in aggregate, how physicians feel about Broward Health. Aggregate responses higher than 75 percent are considered to be very positive. Aggregate scores lower than 30 are possibly in need of attention or further investigation.

“For our first survey, the participation was great, and I’d like to thank all the physicians who took the time to complete the survey and provide suggestions,” said Frank Nask, President and CEO of Broward Health. “In the spirit of continuous improvement, it will be important to look at areas that had average scores and make action plans to raise the bar on those areas.”

Among the suggestions: providing regular updates on the progress of action plans via the physician portal or email; setting physician satisfaction goals for regions/facilities; identifying key staff in departments with average scores to lead efforts with physician involvement.

PHYSICIAN Survey Demographics

Years on Staff at Broward Health

Less than one year	4.7%
1 to 5 years	22.2%
6 to 10 years	23.9%
11 to 15 years	15.9%
16 to 20 years	10.0%
More than 20 years	23.3%

Type of Practice

Solo practice	30.6%
Small group (2-4)	23.9%
Medium group (5-9)	13.5%
Large group (10+)	27.3%
Other	4.7%

TOP RESPONSES FOR WHAT WOULD HAVE THE GREATEST POSITIVE IMPACT ON WORK ENVIRONMENT:

- More accurate communication from hospital staff
- Updated equipment and technology
- Quicker responsiveness from hospital staff
- Improve nursing clinical skills

NOTABLE OUTCOMES:

- 82.6 percent said leadership at primary site addresses issues affecting physicians
- 83.1 percent said their primary hospital meets their expectations as a practice site
- 87.7 percent said their patients are satisfied with the quality of care
- 93.7 percent said their clinic is committed to improving patient safety

AREAS OF OPPORTUNITY:

- 58.7 percent said they were involved in decisions and input is used
- 60.8 percent satisfaction with Broward Health Corporate
- 70.4 percent said they’re provided with new technology and needed medical equipment

Physician-Led CPOE Team Opportunities Open

The Computerized Provider Order Entry (CPOE) project is forming the first round of physician-led design teams for electronic evidence-based order sets. Many rounds of design teams targeting many specialties will be active through the spring of 2012.

Physician participation is immediately needed for the following design teams initiating through September: internal medicine, cardiology, pulmonology, behavioral health, general surgery and pediatrics/neonatal intensive care unit (NICU)/pediatric intensive care unit (PICU).

Physicians interested in actively participating in Round 1 design should contact the following:

- **internal medicine**

Linda Groene, MD, (954) 772-0062
Armand Rodriguez, MD, (954) 771-7294

- **cardiology**

Jose Soler, MD, (954) 344-8700

- **surgery**

Mufaddal Ghadiali, MD, (954) 771-8888

- **pulmonology**

Gary Richmond, MD, (954) 524-2250

- **pediatrics/NICU/PICU**

Venu Devabhaktuni, MD, (954) 468-8000

- **liver transplant**

Gennaro Selvaggi, MD, (954) 831-2763

A physician chair is needed for OB/GYN and behavioral health. Psychiatrists interested in leading the behavioral health design team are encouraged to immediately contact Jean-Jacques Rajter, MD.

Beginning in October, additional physician-led teams will be formed, with participants needed for Round 2 of design for the following specialties:

- cardiac surgery
- vascular surgery
- trauma
- plastic surgery
- neurosurgery
- orthopedics
- ophthalmology

Chairs of round 2 design teams need to be identified now so they can work on forming their respective teams to start design of orders beginning in October.

Any physicians willing to either chair or participate in any capacity for their respective specialties are strongly encouraged to contact Dr. Rajter at (954) 226-9371 or his office at (954) 847-4222.





Compliance Corner: OIG Provides Physician Education Materials for Avoiding Fraud and Abuse

In April 2010, the Office of the Inspector General (OIG) conducted a survey to get a better understanding of what types of education medical students, residents and fellows were receiving on laws relating to Medicare and Medicaid.

The final report was issued in October 2010 and had an 82 percent participation rate. Nearly all of the participants reported that they would like the OIG to provide educational materials.

As a result of the survey, the U.S. Department of Health & Human Services Office of Inspector General recently issued "A Roadmap for New Physicians: Avoiding Medicare and Medicaid Fraud and Abuse." Of the several laws surrounding health care, the roadmap summarizes the five main Federal fraud and abuse laws:

1. The False Claims Act
2. Stark Law
3. Anti-Kickback Statute
4. Exclusion Authorities
5. Civil Monetary Penalties

In addition, the roadmap provides tips on how physicians should comply with these laws in what the OIG considers the three most common relationships physicians encounter in their careers:

- relationships with payers
- relationships with vendors
- relationships with fellow providers

Specific "case examples" are provided which demonstrate how physicians have violated these laws within each of these relationships. An excellent resource for new as well as experienced physicians, the "Roadmap" is available on the OIG's website at <http://oig.hhs.gov/compliance/physician-education/index.asp>.

If you have any questions regarding the roadmap or would like additional compliance education, please contact Donna L. Lewis, MBA, RN, CHC, Broward Health's Corporate Compliance Officer/Privacy Officer, by phone at (954) 847-4550 or by email at dllewis@browardhealth.org.



Best Practices in Practice Management

HEALTHCARE REFORM PRESENTS A UNIQUE SET OF CHALLENGES, INCLUDING REDUCED RATES FOR MEDICARE AND MEDICAID REIMBURSEMENTS. BY ADOPTING AND EMPLOYING BEST PRACTICES, YOU CAN ENSURE CONTINUED SUCCESS EVEN IN THIS UNCERTAIN ECONOMIC TIME.

Physicians have hectic schedules and increased demands that can make it difficult to stay up to date on best practices. Consider the following ways to streamline collections and billing, foster beneficial relationships with hospital administrators and improve patient relations.

REVIEW PAYMENT PROCESSING

With insurance not covering the full cost of some services, many patients have become responsible for a larger portion of their medical bills. By enhancing and streamlining the collection and payment process, you can ensure timely payment for services rendered.

- Perform a financial screening before the office visit. As a first step in this process, insurance information must be collected at the time the appointment is scheduled. Doing so makes it possible to verify the patient's insurance—making certain his or her plan is active and the numbers on file are valid—prior to his or her office visit.
- Collect the patient's co-pay as soon as he or she arrives for the appointment. Prior to each appointment, determine what the patient's co-pay and deductible will be, and collect the co-pay before services are rendered.
- Enter charges in a timely manner. All charges should be filed at the end of the business day or early the following morning. This allows for bills to be sent to insurance companies as soon as possible.

DEVELOP A WORKING PARTNERSHIP WITH AFFILIATED HOSPITALS

Hospitals can be a vital resource for physicians. Fostering collaborative relationships with the

administrative staff at affiliated hospitals can help enhance best practices and ensure patients receive quality medical care.

By keeping in mind the following tips recommended by the American Medical Association, physicians can help build a solid relationship with hospital administrators and governing bodies.

1. Involve yourself in strategic planning.
2. Establish a process for settling disagreements that may occur between physicians and the hospital's governing body.
3. Work with other members of the medical staff to determine how much money will be needed to perform crucial tasks and work with the hospital's governing body to develop an appropriate budget.
4. Keep the lines of communication open, working to enhance timely and effective communication.

"Physicians need to identify hospitals as partners rather than solely a vendor or a place where they do business," says Brian Ulery, vice president of physician services and facilities operations at Broward Health. "At Broward Health, we have committees for physicians to participate in, and we also look to our physicians for guidance when implementing and initiating new services or technologies. For example, with the implementation of our recent Computerized Provider Order Entry initiative, we reached out to physicians in many different ways to ensure we were able to gain their input."

For more information and additional resources to help you best manage your medical practice, visit ama-assn.org.

Broward Health Managed Care Plans

THIS LIST REFLECTS MANAGED CARE PLANS FOR BROWARD GENERAL MEDICAL CENTER, NORTH BROWARD MEDICAL CENTER, IMPERIAL POINT MEDICAL CENTER AND CORAL SPRINGS MEDICAL CENTER CONTRACTED AS OF JUNE 1, 2011, AND IS SUBJECT TO CHANGE. OTHER PLAN COVERAGE MAY BE CONSIDERED DIRECTLY BY THE HOSPITAL.

Aetna Health (800) 624-0756 (Non-participating in Medicare Product)	Carnival Cruise Line (954) 378-0696	HealthEase (800) 278-0656	Network Synergy Group (813) 207-0727
Aetna Global Benefits (800) 624-0756	Cenpatico Behavioral Health (866) 796-0530	Holland America Line (206) 281-0390	Optum Health Care Solutions (877) 801-3507
American Therapy Administrators (888) 550-8800	Children's Medical Services Network—Broward (800) 988-5640	Humana (800) 457-4708	Positive HealthCare Partners (800) 263-0067
AmeriChoice (877) 842-3210	Cigna (800) 882-4462	Humana/TriCare (800) 444-5445	Preferred Care Partners (305) 670-8440
AmeriGroup (800) 454-3730	Comprehensive Behavioral Health (CompCare) (813) 288-4808	Humana Veterans HealthCare (866) 458-6630	Preferred Medical Plan (305) 447-8373
AmeriPlus (800) 940-7587	Corvel (800) 929-0107	InterLink Health Services (503) 640-2000	Primary Plus—Vision Care, Inc. (800) 393-2873
Armor Correctional Health (305) 662-8522	Coventry Health Care of FL (also known as VISTA Health Plan/ VISTA Health Plan of So. Florida) (866) 847-8235	JMH Health Plan (305) 575-3700 (Non-participating in Medicaid Product)	PsychCare (800) 221-5487
Assurant Health (800) 454-5105	Coventry Health & Life Insurance Company (866) 847-8235	LifeSynch (866) 778-3405	South Florida Community Care Network (866) 899-4828
Avalon HealthCare/ AvaHealth Plan (866) 469-2347	Coventry National Network (800) 470-2004	LifeTrac (800) 968-8722	Sunshine State Health Plan (866) 796-0530
AvMed Health Plan (800) 442-8633	Coventry Summit Health Plan (also known as Summit Health) (800) 847-3995	Magellan Behavioral Health (770) 753-2229	Simply HealthCare (800) 887-6888 (Non-participating in Cover Florida Product)
Beech Street (800) 877-1444	Coventry Transplant Network (301) 581-0600	Maritime Consultants International, Inc. (954) 456-5114	Tour+Med Assistance (800) 268-9633
Better Health (800) 514-4561	Dimension Health (800) 483-4992	MedCare International (954) 340-4710	United Behavioral Health (800) 278-3104
BC/BS of Florida, Preferred Patient Care (PPC), Blue Choice, PHS, Blue Options, Blue Medicare (800) 955-5692	Dimension International (800) 483-4992	Medica HealthCare Plan/ Medica Health Plans of Florida (800) 407-9069	United HealthCare Plans of Florida (877) 842-3210 (Non-participating in Medicare Product)
BC/BS Health Options, Blue Care & Blue Medicare (800) 955-5692	First Health Network (866) 847-8235	Medicare and Medicaid (866) 875-9131	Universal HealthCare (866) 690-4842
BC/BS Advantage 65 (Medicare Select—Supplemental Insurance) (800) 955-5692	Florida Health Administrators (954) 491-3234	Mental Health Network (800) 835-2094	University of Miami Behavioral Health (800) 294-8642
Broward Health Employee Plan Best Choice Plus (954) 767-5500	Freedom Health (800) 401-2740	Molina HealthCare (866) 422-2541	University of Miami Behavioral Health (800) 294-8642
Canadian Medical Network/ CMN (905) 669-4333	Galaxy Health Network (800) 975-3322	MultiPlan/Private HealthCare Systems (800) 950-7040	ValueOptions (800) 700-8646
CarePlus Health Plan (866) 313-7587	Global Excel (800) 336-9224	National Imaging Associates, Inc. (800) 327-0641	WellCare/StayWell (888) 888-9355
	Global Health Claim Services (305) 278-2853	National Transplant Network (502) 580-3488	World Secure Assistance/ WSA (866) 666-0060
	Great-West HealthCare (800) 663-8081	Neighborhood Health Partnership (877) 972-8845	
	Harmony Behavioral Health (877) 712-5340		

This is a
recyclable product.

Calendar of Events

Current Continuing Medical Education calendars are posted on **BrowardHealth.org**. Click on "Physician Login" at the top of the page to access the physician portal.

CANCER SYMPOSIUM

Save the dates **October 14 and 15** for the Broward Health, Moffitt Cancer Center, Memorial Sloan-Kettering Cancer Center Cancer Symposium, to be held at Lago Mar Beach Resort and Spa in Fort Lauderdale, Florida.

Join us for the "Annual Update: Unabridged Oncology 2011," a presentation for physicians, researchers and allied health professionals to share information, ideas and hope for the most advanced cancer treatments and care. Expert physician speakers will discuss topics such as prophylactic mastectomy, chemo prevention of breast cancer, role of magnetic resonance imaging (MRI) in breast imaging and more. For registration information, call (954) 459-2095. To see additional details, including speakers and topics, visit browardhealth.org/cancersymposium.

PEDIATRIC CONFERENCE

October 21 through 23, the "Chris Evert Children's Hospital Pediatric Conference: Caring for Our Future" will be held at Lago Mar Beach Resort and Spa in Fort Lauderdale, Florida. Pediatricians, family physicians, advanced practice and allied health professionals will convene to share information and ideas on the most advanced pediatric treatment and care. To register, call (954) 459-2095. For more details and a list of speakers and topics, visit browardhealth.org/cechconference.

OCTOBER

Trauma Grand Rounds will be held on Monday, October 3, from noon to 1 p.m. in Broward General Medical Center (BGMC) auditoriums A, B and C.

Tumor Board/Cancer Conference will be held on Tuesdays, October 4, 11 and 25, from 12:30 to 1:30 p.m. in the BGMC Boca Room.

General Grand Rounds will be held on Thursday, October 6, from 12:30 to 1:30 p.m. in BGMC auditoriums A, B and C.

Tumor Board will meet on Fridays, October 7, 14 and 21, from 12:30 to 1:30 p.m. in North Broward Medical Center (NBMC) classrooms 7 and 8.

Trauma Conference will be held on Thursday, October 13, from 5:30 to 6:30 p.m. in the NBMC Conference Center.

Chest Conference/Tumor Board will be held on Tuesday, October 18, from 12:30 to 1:30 p.m. in the BGMC Boca Room.

FOR MORE INFORMATION ABOUT CONTINUING MEDICAL EDUCATION, PLEASE CALL:

- **Broward General Medical Center**
(954) 355-5653
- **North Broward Medical Center**
(954) 786-6961

Bioethics Conference will be held on Wednesday, October 19, from 12:30 to 1:30 p.m. in BGMC auditoriums A, B and C.

NOVEMBER

Tumor Board/Cancer Conference will be held on Tuesdays, November 1, 8, 22 and 29, from 12:30 to 1:30 p.m. in the BGMC Boca Room.

General Grand Rounds will be held on Thursday, November 3, from 12:30 to 1:30 p.m. in BGMC auditoriums A, B and C.

North Broward Hospital District Board of Commissioners

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