



## The Path to Quality



by *Gina Queiros, Senior Administrator*

How do we define quality in our nursing homes? Recently you were asked to provide a list of "best practices" for your facility. Essentially, we wanted to know what makes a good facility great. How do we build

the self-perpetuating phenomenon of quality in our homes? Is it when we have zero deficiencies, when our census is at 100% and we have a waiting list, when we are fully staffed with no agency, when everyone wants to volunteer their time or when we are financially sound.

Quality is subjective and almost takes on a life of its own especially in an environment that nurtures the "Principles of Excellence" defined by the American College of Health Care Administrators.

The Principles of Excellence reminds us that a "leader, through action

and words, sets the tone, mentors staff, nurtures individuals, encourages teamwork and creates a positive work setting." (ACHCA, 2004) One thing is for certain, leadership creates a culture and through that culture an exceptional quality driven facility will emerge.

To that end, we need to look within our own facilities and stop asking "What's wrong and how can we fix it? But rather "What's possible and who cares? When you ask what's possible you move into the future and you

engage creativity, vision and desire to succeed and conversely when you ask who cares you find the people who are willing to participate. We've all heard that a Nursing Home Administrator is a jack of all trades, master of none. I've learned that's not true. An effective administrator is one who masters their leadership skills to create a quality driven culture, a great culture in the end will produce great outcomes.

## Above and Beyond at MHG Facilities



Beginning in January of 2005, MHG facilities will be able to participate in a new and exciting Employee Recognition Program entitled, "Above and Beyond".

This program, the result of months of research and planning by the Customer Service Committee, is designed to recognize facility staff members for exemplary

customer service. Here's how the program works:

Every month, each facility selects one employee who has demonstrated Above and Beyond standard of customer service. Any employee, part-time or full-time, is eligible. Employees may be nominated by other staff (continued on page 2)

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# New Faces in Facility Administration



**Cheryl Guy**  
**Director of Nursing**

The Oxford Nursing Home in Haverhill, MA is pleased to announce Cheryl Guy as its new Director of Nursing.

Cheryl has worked at the Oxford in several capacities since 1997, first as a medication treatment nurse, charge nurse, unit manager, and assistant

director. An LPN graduate of Northern Essex Community College in 1997, Cheryl received her RN in 2000. Cheryl lives in Haverhill, MA.



**Kim L'Heureux**  
**Director of Nursing**

Webster Manor Healthcare Center in Webster, MA is pleased to appoint Kim L'Heureux as its new Director of Nursing.

Kim has also been a longtime staff member of Webster Manor, as well as a dedicated healthcare professional since 1986.

Kim received her RN at Quinsigamond Community College in Worcester, MA, and joined Webster Manor as a Unit Manager in 1998. After a maternity leave, Kim returned to Webster and soon became an interim Director of Nursing. She officially accepted the position earlier this year.

Kim lives in Webster with her husband and two daughters.

## Above and Beyond (continued from cover)

members, residents, family members, etc.

Nomination forms, posters and brochures will soon be appearing in each facility with the Above and Beyond logo and bright yellow nomination boxes.

The monthly winner at each facility receives \$100 in cash, a certificate, and recognition.

From the list of 12

monthly honorees, one is chosen as the annual winner at each facility, and is given \$500 in cash, and a plaque.

In addition, each annual winner is entered into a competition at the regional level with other participating MHG facilities. The regional winner will receive \$1000 in cash!

Each facility will soon be putting together Above and Beyond nominating

committees that will consist of staff members from all levels of the facility.

The nominations will be based on two criteria: 1. A specific incident or series of incidents, and 2. action that goes beyond a person's job requirements.

Stay tuned for the winners' names in upcoming issues of **News Notes!**

## PEOPLE DECISIONS

*(an excerpt from author Jim Collins' book, Good to Great):*

" Three practical disciplines for being rigorous in people decisions:

1. When in doubt, don't hire--keep looking. (Corollary: A company should limit its growth based on its ability to attract enough of the right people.)

2. When you know you need to make a people change, act. (Corollary: First be sure you don't simply have someone in the wrong seat.)

3. Put your best people on your biggest opportunities, not your biggest problems. (Corollary: If you sell off your problems, don't sell off your best people.)

Good-to-great management teams consist of people who debate vigorously in search of the best answers, yet who unify behind decisions, regardless of parochial interests."

# Facility Feature-- Clark Manor Healthcare Center

Clark Manor Healthcare Center in Worcester, MA, originally opened its doors in 1960 with 102 beds. In 1967, the facility expanded in response to community needs to a 162-bed facility. Clark Manor joined Merrimack Health Group in 2000.

The facility provides skilled nursing, sub-acute, rehabilitation and Alzheimer's and dementia care. Clark Manor's team of healthcare professionals works daily to provide quality care and exceptional service to residents and their families. Their staffing ratios also exceed federal and state requirements, meaning optimal care for even the most clinically complex residents.



*The staff at Clark Manor, led by administrator Frank Savino, (seated, center) is committed to providing quality care each and every day at the facility. Pictured from left to right: John Duval, Director of Plant Services; Carol Nordquist, Business Office Manager; Joyce Leolis, Asst. Director of Nursing; Audra Collins, Director of Social Services; Tracey DiStefano, Director of Rehabilitation; Gretchen Mollins, Registered Dietician; Valerie Mancini, Director of Nursing; Sonja, MDS Coordinator; Susan Murphy, Director of Resident Therapeutic Activities; Connie Prosser, Director of Food Services.*

## Clinical Corner

**by**  
**Kathy Pion, R.N.,**  
**Clinical**  
**Consultant**

Here's a sneak peak at plans for the clinical departments for 2005:

The clinical consultants are in the process of a major revision of all the facility clinical policies and procedures. Beginning in January, 2005, all the DON's will receive a binder in

which to place these new policies. Each month, completed policies will be distributed for insertion into the binder. The goal is for each facility to have a completed Policies and Procedures Manual in place by the end of 2005. The policies will be distributed this way so that each facility can become familiar with them gradually, and not be overwhelmed by a huge manual all at

once. The next DON meeting will be held at the end of January-- stay tuned for the announcement of the date and site for the meeting.

On behalf of Marie Adamczyk, Karen Clay, and myself, our best wishes to all of you for a safe and healthy holiday season!



# Business Office Corner

by *Laura McDonnell,*  
*Corporate Business Manager*

## Changes for January 2005

With the start of a new year there are many things that change, here are a few that effect our business offices in January. The coinsurance amount for 2005 will change to \$ 114.00 beginning on 1/1/05. Please make sure that this is corrected after your December claims are completed.

The AP department will be preparing to send 1099 to non incorporated, non payroll

vendors. Please make sure that you always have a W9 completed for all vendors. If the AP department is missing a social security number they will contact the facilities directly for their assistance. Remember, it is mandated by state law that we acquire this information.


ADP will be sending w2s shortly. They will be sent on disk as well as hard copy. There is no additional charge for the disk, it is a service provided by ADP. Please make sure you have the correct addresses for all employees.



**GIVING TO ST. JUDES:** *Bill Mantzoukas, MHG President, recently presented a check for \$10,000 to Karen Paciero, New England Regional Director of St. Jude's Children's Research Hospital. MHG raised the funds through the MHG Golf Tourney, held in June of this year.*



## Finance News

 by *Richard Atkinson*  
*Accounting Manager*

The fiscal year end is quickly approaching and all outstanding 2004 activity needs to be cleared up. Any and all accounts payable invoices for 2004 should be submitted to the Haverhill office to ensure they are recorded in the current year. Invoices should contain a General Ledger code, a pay date (usually 45 days from the invoice date depending on the vendor) and should be signed by the Administrator.

AR balances that have been identified as bad debt need to be written off to the allowance account. Uncollectable

Medicare Part A Co-Insurance balances should be written off in December so they can be submitted for reimbursement on the Medicare Cost Report. Please work with your Regional Business Office Coordinator to complete this process.

The 2005 budget process is nearing completion. Please make sure each department head is aware of which General Ledger codes are in use for 2005. Please ask your accountant for a current chart of accounts or ask them to prepare a list of which accounts each department should be using.



**Customer Service Begins  
at MHG Facilities!!**

**Many MHG facilities have put the MHG Customer Service Initiative, "Great Expectations," into full swing in their buildings. In the coming months, the rest of the facilities will receive their initial trainings and will begin to implement the program with staff. Stay tuned to future issues of NewsNotes for updates on each facility's progress and ideas that have brought about customer service excellence each and every day!**

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