

# Business Office Corner

by Laura McDonnell,  
Corporate Business Manager

The next quarterly business office meeting will be held at the end of April. It is imperative that all business managers join us as there are some new Medicaid guidelines that will be reviewed as well as the reinforcement of the seven business office initiatives.

The emphasis for 2005 will be on the prompt collection of privates and ppas, especially on pending accounts. Merrimack's business offices will be taking the next step this year to make our good receivables great!



**CRANEVILLE PLACE ABOVE AND BEYOND WINNER FOR FEBRUARY!!!**  
**Congratulations to Craneville Place staff member Kathy Herforth, CNA (above far left) for winning the Craneville Place Above and Beyond Employee award for the month of February. Kathy recently brought Craneville resident John Welch, to the Dalton Boys and Girls Club to see the Red Sox World Series Trophy, all on her own time and without pay. Please send your winners to Newsnotes and we will publish them!!**



## \$ Finance News

by Richard Atkinson  
Accounting Manager

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For those facilities that have engagements, the year-end audits are currently in progress. Audited financial statements will be available by the middle of April. Medicaid and Medicare cost reports are also currently being prepared.

The 2005 budgets have been finalized. To ensure the accuracy of the financial statements, please verify that expenses are coded to the same GL as they are budgeted.

To facilitate the month end close procedure,

please make sure the following occurs:

1. Manual checks are correctly coded and include adequate back up. Please forward copies of manual checks to Haverhill on a weekly basis.

2. AP invoices should include a GL code, an amount to pay, a pay date and Department Head / Administrator signatures.

3. All revenue journals are run and accepted with the correct disbursement date. (Use the bed reconciliation

report to verify all days and rates are accurate.)

4. Bank statements should be forwarded to your accountant when received.

Completing these important steps will greatly assist your accountant, as well as speed up the month end close!



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# newsnotes

## A Matter of Pride



by Bill Mantzoukas,  
President

"Do the right thing, at the right time, for the right reason," is a motto by which I try to operate Merrimack Health Group each and every day. One might say, "What is the 'right thing', and how do you know?" There are often many directions by which to approach a situation. This is where the experience, judgement, and values of the decision maker come into play, and why MHG puts such emphasis on the "Good to Great" theory of putting the right people in the right seats on our bus. The "right seat"

setup usually results in the right decisions overall.

In preparation for this article and as part of the reflection that occurs at the beginning of each year, I took some time to make a list of all that Merrimack Health Group has accomplished in 2004. The findings, which Administrators and Directors of Nursing now have and will be sharing throughout each facility, is quite impressive.

I discovered through this process that MHG was able to "make things happen" this year. How? By consistently exercising the decentralized model of this organization to its fullest. Each administrator has been allowed the flexibility to make many decisions, large and small, in their facilities, giving each the opportunity to be creative and to fail or to succeed, the latter being the more likely outcome. While at times this may seem to

be difficult, all the research points to this model having the ability to create a work environment where individuals can demonstrate their talents and truly shine. This has been proven by the overall growth and success of each of our facilities this year.

The decentralized model is not without its challenges. Ultimately, it is a structure that places the focus primarily on why we exist at all--the residents. It is for the best interests, comfort and safety of our residents that we make all our decisions.

Decentralization at MHG also places a considerable focus on pride. The industry of long term and assisted living care is much maligned, but as essential as air to the individuals in our care. When we take pride in what we do as an industry and know that it makes a difference each day, we tend to make the right choices,

and to make things happen.

This year, MHG has launched two programs, "Great Expectations, Customer Service Excellence", and Above and Beyond" employee recognition. that focus on pride and quality in our employees and throughout our facilities. I look forward to the positive outcomes of both of these programs, both of which I believe, are "right things" for the continued growth and success of Merrimack facilities.

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## New Faces in Facility Administration



**Michael Flaherty**  
Administrator

Fairhaven Nursing Home in Lowell is pleased to welcome **Michael Flaherty** to the team as its administrator. Michael has 20 years of health care management experience, most recently with Genesis Healthcare Corporation at Goddard House in

Boston. Michael has an undergraduate degree from Boston College, as well as an MBA and MHA in Health Services Administration from Suffolk University in Boston. He also holds a Certificate in comparative public health policy from Trinity University at Dublin, Ireland. Michael lives in Boxford, MA.



**Sandy Henry**  
Director of Marketing

The Arbors of Bedford is pleased to welcome **Sandy Henry** as its new Director of Marketing. Prior to joining the Arbors of Bedford, Sandy was the Client Services Coordinator for Comfort Keepers Home Care in New Hampshire.

A New Hampshire native, Sandy has more than 10 years of Sales and Marketing experience. Sandy lives in Manchester, NH.

## MHG Plans Golf Tourney with St. Jude Children's Hospital

Last year's first annual MHG Golf Tournament featuring Adam Vinatieri of the New England Patriots was a great success, raising more than \$20,000 to benefit St. Jude Children's

Research Hospital. Because of our efforts last year, Merrimack Health Group has been invited this year to become the presenting sponsor of the 13<sup>th</sup> Annual St. Jude Open, to be held on Monday,

June 20, 2005, at Oakley Country Club in Watertown. Like last year, all proceeds from this tournament will benefit St. Jude Children's Research Hospital.

We are extremely excited and honored to be joining forces with a tournament group who, over the past thirteen years, has been able to raise over \$540,000 for the children of St. Jude. It's anticipated that this year's tournament will

be the best ever, combining our resources to result in a great day of golf for a most worthy cause.

We are still in the planning stages, but assistance will definitely be needed in some areas for this event. Please feel free to call our MHG offices at (781) 631-5057, if you have any questions about this year's tournament.

## BUILDING TEAMWORK

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

" Stop and think about it for a minute. What do the right people want more than almost anything else? They want to be part of a winning team. They want to contribute to producing visible, tangible results. They want to feel the excitement of being involved in something *that just flat out works*. When the right people see a simple plan born of confronting the brutal facts--a plan developed from understanding, not bravado- they are likely to say, 'That'll work. Count me in.'

When they see the monolithic unity of the executive team behind the simple plan and the selfless, dedicated qualities of Level 5 Leadership, they'll drop their cynicism. When people begin to feel the magic of momentum-- when they begin to see tangible results, when they can feel the flywheel beginning to build speed--that's when the bulk of people line up to throw their shoulders against the wheel and push."

## Facility Feature--



The newest member of the MHG family of facilities is Marlborough Hills Healthcare Center, a skilled nursing and rehabilitation facility conveniently located at the junction of Route 20 and Exit 24B off Rt. 495 in Marlborough, MA.

**Marlborough Hills Healthcare Center in Marlborough, MA, formerly known as Westridge Healthcare Center, was renamed to reflect its new ownership and the facility's connection to the community.**



Formerly owned by the Kindred Group, Marlborough joined MHG in August of 2004. Led by Senior Administrator Gina Queiros, Marlborough Hills's focus is on enabling each resident to achieve their highest quality of life by meeting their physical, emotional, and psychological needs. The facility offers three distinct programs

providing specialized care, including:  
- Short-term "Rapid recovery and Complex Medical Care  
- Specialized Alzheimer's/Dementia Care  
--Long-term & Comfort/Hospice Care.

In addition to being the newest MHG family member, Marlborough

Hills, with 196 beds, is also the largest facility in the MHG network. It's conveniently central location in Massachusetts has already made it a popular central meeting location, so many facility staff members have had the opportunity to visit the

facility and meet the staff.

Gina is planning many facility renovations in the coming weeks and months to further improve the quality of patient care at Marlborough Hills, so stay tuned to future issues of NewsNotes!.

## Clinical Corner

### Presentation on MMQ Management

With the increased complexity in the MMQ process it is more vital now than ever to improve the channels of communication between interdisciplinary team members and foster a team approach to obtain success. The nursing management teams of Merrimack Health Group attended

an educational seminar that focused on comprehending MMQ guidelines, effective summary writing, and key components to optimal reimbursement. As they shared stories and ideas, their awareness of how important each person is and the impact they can make heightened to new levels.

There are three components to MMQ success:

**Optimize the Rate-** review of care needed, make sure it's provided and documented

**Prevent Score Decline-** weekly review of flow sheets and documentation and follow up by the

management team

**Prevent Revenue Recoupment-** quarterly comprehensive audits of clinical records to prevent inconsistencies.

**Education + Communication + Teamwork = SUCCESS!**

**GO MERRIMACK!!**