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Food for Thought

**How do you
recognize your
accomplishments and
honor them and
yourself?**

**READ FROM THE
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THE LIGHTHOUSE

The official publication of the Maine Association Medical Staff Services, published by and for the MeAMSS membership

President's Message

By Cheryl Schilke, CPMSM

New Year, New Decade, New Board

I want to use this opportunity to take one last look back before starting what I hope will be a very productive two year term.

In 2006, under the leadership of then president Ron Lambert, the MeAMSS Board

- Completed some necessary housekeeping duties by revising the Bylaws and duties of the Board members including the revision of presidential term to 2 years to allow leadership continuity and growth.
- Developed a board annual calendar
- Created a scholarship policy to encourage educational activities – contingent on available funding
- Created a policy for a lending library of credentialing materials and purchased the first item

Under the leadership of retiring Board member MaryCarol Rumsey, MeAMSS hosted a very successful biennial conference in May, 2006 which I can attest was more educational and more fun than the NAMSS conference in Atlanta in September, 2006 and far more economical for virtually the same number of CEU. In fact, if you attended all MeAMSS educational sessions in 2006, you earned 27 CEU – only three hours shy of the 3 year requirement for re-certification. At less than \$20 per CEU, that is a phenomenal bargain.

I would also like to recognize retiring Board members Alison Meyer who as media chair worked on the design and upkeep of our website – a tool I use frequently; Jamie Mark who as membership chair kept us all in touch between meetings with the networking emails and BOLIM press releases; and Freddie Jackson who as past president provided continuity and mentoring to the Board and to Ron. A special mention goes to Claudia Edwards who remains on the Board but in a different role. Her tenure as

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President's Message Continued:

newsletter editor set a very high standard in publishing – the likes of which we may never see again as Claudia sometimes wrote the whole issue herself!

Two important projects were begun in 2006 which will continue into 2007. Becky West, now Media Chair, continues to lead a task force working on the revision of the uniform applications and Debra Carter, treasurer, continues to represent MeAMSS on the state task force for disaster credentialing.

So where will we head in 2007? That is up to you. This is your organization. It exists to serve your professional needs. A member survey was sent out in December 2006 asking for your input on organizational direction and educational offerings. The results of that survey will be discussed at the first Board meeting of 2007 on January 19th and shared with you in the next edition of the Lighthouse.

Kudos Korner



Congratulations to:

**Mary Gifford, CPMSM the lucky winner of a free 2007 MeAMSS Membership.
Mary's name was drawn from those who contributed to the Lighthouse during 2006.
You can be eligible to win a membership for 2008 – just submit an item or article.**

People on the Move

Kim Pelletier, CPMSM, CPCS is on assignment from the Mary Hardenberg Agency. Kim is an interim staffer at a hospital in Boston. What Kim likes most about this assignment is the fact that she gets to go home each week.

Kaye Pierson, CPCS, of Bath, has joined the growing ranks of independent MSS consultants from Maine. "The interim staffing consulting has been very rewarding on many levels." reports Kaye. "The day-to-day work is basically the same and each situation varies, but the most rewarding aspect is the new people you meet and places you learn and explore."

Pat O'Connor is still on assignment from the Greeley Company as Interim Director of Medical Staff Services at St. Joseph Health Services of Rhode Island. Pat is looking forward to her participation on the MeAMSS Board as Lighthouse Editor.

AVOID WORDS THAT MAR YOUR IMAGE

(article taken from the *personal report for the Administrative Professional*)

Submitted by Kandi Thiel

Even casual remarks can enhance your professional image or harm it. So, think before you speak, and make statements that highlight capabilities, not weaknesses. Let's look at some phrases to avoid:

"I'm too busy/I don't have time/I'm just swamped." Although you may be telling the truth, no one wants to hear about your backlog. You'll come across as someone who can't control their time. *Solution:* Consult your calendar and say, "Let me reserve a time to take care of that for you. I can complete it . . ."

"I'm having one of those days/Things are crazy here/You've caught me at a bad time." These lines have practically lost their meaning. Other people are under pressure too and are more concerned about what they need than the reasons why you can't deliver. *Solution:* Resist the urge to complain. And, again, offer a reasonable time line for getting the work done.

"I put a call in to them/I'm waiting to hear back." Bosses would like more from you than a wait and see approach. *Solution:* Try to avoid getting caught in a "reactive mode," where you can do nothing until calls are returned. Call until you establish contact or get the information your boss needs. Or if someone will not return your call, talk to his or her assistant or someone in their department.

"Don't quote me on that/You didn't hear this from me." Such statements imply that you are about to provide information that you should keep to yourself. That's hardly a professional image to present. *Solution:* Assume that anything you say will be attributed to you. And remember, people respect those who can keep confidences.

"We'll see how it goes/I'll try my best." No matter how earnest you sound, those comments make it seem like you're leaving yourself an out. *Solution:* Commit to what you know you can deliver with a strong statement like, "I'll take care of it for you."

Question of the Week from Horty Springer

Some physicians are objecting to our current peer review scoring system. We use a scale of 1-4 for reviewers to score cases. Is there a better way to do this?

Answer:

YES! More and more organizations are moving away from using a numerical score as a shorthand for evaluating opportunities to improve care that may be found during case reviews. As hospitals move to meet the JCAHO's "evidence-based" credentialing and privileging in the 2007 Standards, the time is right to consider a different approach. The professional practice evaluation process (the JCAHO's new terminology) should help good practitioners get better! But, it is hard to overcome the negative mindset that has plagued traditional peer review (fear of "discovery" in malpractice cases, concern by physicians under review about possible "discipline," fears of legal challenges against reviewers...and the list goes on!) All of these factors contribute to consternation that can impede performance improvement. Rather than "score" cases, we suggest instead using a more objective mechanism to identify and communicate to practitioners the important aspects of their care that can be improved – have reviewers use objective worksheets to drill down to the elements of care provided. The value of those forms is that they guide the reviewer to identify specific features of care. This can facilitate the provision of frequent non-judgmental feedback to practitioners about trends and patterns, and aid in the development of performance improvement plans. For ideas about some peer review best practices, tune into our audio conference on Monday, December 18 ("[Does 'Sham' Peer Review Really Happen?!](#)") and come to one of our upcoming peer review seminars listed below and described on our web site.

Medicare Published New Hospital Conditions of Participation

Submitted by Joyce Allen, CPMSM

On November 27, 2006, the Centers for Medicare and Medicaid Services (CMS) issued a final rule expanding requirements in the hospital conditions of participation in connection with completion of history and physical examinations, authentication of verbal orders, securing medications, and completion of post-anesthesia evaluations. The final rule, which applies to both the inpatient and outpatient settings, will go into effect on January 26, 2007.

Highlights of the revisions include:

- History and Physical Examination.
 - The timeframe for completion of H&P examinations is extended to the period between 30 days prior to, and 24 hours after, an admission, but before a surgical procedure.
 - Practitioners not credentialed and privileged by the admitting hospital, may now perform H&P examinations as long as they are qualified in accordance with state law and hospital policy.
- Verbal Orders.
 - Hospitals must continue to prohibit the routine use of verbal orders.
 - All orders must be dated, timed, and authenticated by the ordering practitioner or (for the next five years only) by another practitioner responsible for the patient's care.
 - Where no timeframe is indicated in applicable state law, verbal orders must be authenticated within 48 hours.
- Security of Medications.
 - All drugs and biologicals must be kept in secure areas, and locked when appropriate.
 - Hospitals have flexibility, however, in the storage of non-controlled substances; some medications to be kept by a patient's bedside if proper patient education is provided.
- Post-anesthesia Evaluation.
 - Post-anesthesia evaluations may be completed by any individual qualified to administer anesthesia rather than only the individual who administered the anesthesia.

Action Steps:

In light of these changes, hospitals should review and revise their medical staff bylaws, rules, regulations and policies as appropriate. These changes also present an opportunity to educate all practitioners and staff about the Medicare Conditions of Participation



FROM THE EDITOR



*“Your vision
will become
clear only
when you can
look into your
own heart.
Who looks
outside
dreams. Who
looks inside,
awakens”*

-Carl Jung

Well, the holiday season has come and gone. Once again, we shopped 'til we dropped, we wrapped and unwrapped, we baked cookies, made fudge, cooked cleaned and entertained. Let's hope that in the midst of it all, we took an opportunity to revel in the “peace on earth, goodwill towards men” that this season represents.

A new year offers an ocean of possibilities. I took some time before ringing in 2007 to do an end of the year personal inventory and suggest you might benefit from doing the same by reflecting on the following things:

What were your disappointments, failures and breakdowns?

Acknowledge what these items are and then let them go. Write these things down on paper and burn them if necessary. This will really let them go!

What have you learned about yourself and your life? What insights have you gained?

Think about and acknowledge the things that you're grateful for

Look at your successes, wins and accomplishments

This is a chance to celebrate and own who you became in 2006. Where did you step into your power and greatness? Don't skimp or be modest about this. The little stuff counts so validate all your accomplishments.

Plan a way to celebrate and honor your year 2006 accomplishments

Next, create a compelling vision for 2007 by listing your intentions, one each in the following areas:

- Money & Finance
- Family & Friends
- Significant Other/Romance
- Personal Growth/Spirituality
- Fun & Recreation
- Physical Environment
- Career

Pick a theme for 2007

A theme is bigger than your individual goals. It creates a context for your goals and represents your vision or dream for the coming year. Your theme sets your direction and keeps you on course in the face of unpredictable events.

What theme would best serve your happiness and success for the next twelve months? What do you feel energy and excitement around? What engages your imagination and feels compelling?

Your theme represents the way you want to show yourself to the world. For instance, if you decided your theme was to be “unstoppable”, how might that look at home, at work, in your relationships, in health? Your theme will carry you forward in all your intentions.

Have a great new year!, Pat O'Connor

A Bit of Humor

Personal interviews are important when credentialing and privileging new applicants



"Why do all your references scream and slam down the phone when I mention your name?"

2007 MeAMSS Board

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HELPFUL WEBSITES

<http://www.mainedental.org/>
<https://profiles.ama-assn.org/amaprofiles/>
https://www.do-online.org/index.cfm?PageID=cme_guidereqs
<http://www.maine.gov/sos/cec/rules/10/chaps10.htm>
<http://www.royalcollege.ca/>
<http://www.state.me.us/pfr/olr/>
<http://www.archives.gov/locations/index.html>
<http://www.archives.gov/st-louis/military-personnel/letter>
<http://www.nccpa.net/>
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msspnext.com
qualityforum.org
credentialinfo.com
www.aana.com
jointcommission.org
<https://www.nursys.com/Common.asp?pt=LICENSEVERIFICATION>

Thanks to all who contributed items for this newsletter.

Next deadline for submission of items is March 9th. Email to poconnor62@msn.com