



The Corazon Report

A special briefing from the Heart Experts

Volume 4, Issue 2 - August 2005

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TAKE THESE WORDS TO HEART...

“Write it on your heart that every day is
the best day of the year.”

— Ralph Waldo Emerson

CORAZON

The Heart Experts

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The Corazon Report is published by The Heart Experts at Corazon, a leader in the design, development and implementation of outstanding cardiovascular programs for healthcare organizations across the country. Corazon is a 2003 Ernst & Young Entrepreneur of the Year Company and a “Pittsburgh 100” Firm.

The information presented in this newsletter reflects the opinion of Corazon, and under certain circumstances, may not necessarily be the opinion of other healthcare or industry professionals.

At the Heart of Your Search: Successful Recruitment Strategies

By: Mary Morrison, Vice President, Corazon Recruitment

Success in the cardiovascular specialty often translates into hospital or system-wide success. Thus, the financial and operating success of a CV program depends heavily on a qualified, dedicated, and charismatic leader at the helm.

In fact, **the cardiovascular service line is the most strategic clinical specialty where effective leadership brings dramatic results.** Service Line champions, Cath Lab Directors, Medical Directors, and other leadership positions are critical to the overall performance and direction of a cardiovascular program. These positions must be held by those with the right experience, personality, and skill set.

Given the intense market competition, recruitment challenges exist for a variety of reasons. So how can a hospital find the ‘right fit’ to lead a CV program? Corazon offers these strategies for a successful search and placement:

- **Clearly define program priorities and position requirements**, and ensure that all stakeholders involved in the hiring process have input. This is especially important in the case of a newly-expanded CV service line or a start-up program.
- **Assure that all candidates interviewed have the necessary qualifications and experience** to meet (and hopefully exceed) these expectations.
- **Define the scope of authority and reporting relationships** for the position. Any ambiguity may cause misunderstandings about the position—on the side of the hospital or the candidate—which can lead to confusion further along in the search or interview process.
- Identify values that ideal candidates are expected to possess and **give special attention to the candidates’ fit with the culture of the organization.** Meeting the qualifications for a CV leadership position does not necessarily mean a fit with the culture. Corazon advises clients to adhere to strict standards about the qualities desired for a new member of the team.
- **Outline a time frame for the recruitment process** and make the search effort a priority. The longer a program functions without dedicated leadership, the easier it will be to lose strategic focus, which can result in lost revenues and higher costs due to inefficiencies.
- **Cast a wide net to attract a large candidate pool.** It’s not safe to assume all qualified candidates will come from one particular location, career background, or position level.

Using these and other strategies, organizations can focus the search effort and maintain organizational momentum to successfully recruit leadership to the CV service line. While the ‘ideal candidate’ will be different for every position at every organization, the key to success is a thorough, well-defined search for that perfect fit who will become the heart and soul of your cardiovascular program.

Corazon is pleased to announce the launch of our new company, **Corazon Recruitment!** Are you looking for a leader for your **CV Service Line or a Medical Director** for the cath lab or cardiac surgery? Call us today at 412-364-8200 to learn how Corazon Recruitment can help you find the right fit for your program.



Jackie Johnson, RN, MBA, CHE
Founder and CEO
Corazon Consulting
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A message from the Heart...

Are you having ‘chest pains’ about the future of your heart program? Are your cardiologists giving you palpitations? The very survival of your organization could be at stake if you are ignoring such symptoms as a leaderless service line, new unaddressed competition, or a faltering commitment from your heart doctors.

Even without distressing symptoms, the importance of ‘keeping your hand on the pulse’ of emerging market trends, proven strategies, and gains in technology is critical to ensure that your cardiovascular program remains healthy and growing. The rhythm of your service line may have a ‘blip’ that a strong dose of team education and dialogue can effectively treat.

Corazon’s 5th Annual Conference offers an opportunity for you and your team to get a check-up on the health of your cardiovascular program. Attending this meeting is an excellent way to examine and diagnose your program’s state of health and give you a proven prescription of strategies that best fit your particular service line chemistry.

This year’s conference will be held October 19th-21st at Baltimore’s beautiful Inner Harbor, a destination that is easily accessible from most major cities. This conference can be a worthwhile retreat for you and your team to gain current thinking on the full spectrum of new cardiac and vascular service line developments, from accrediting Chest Pain Centers through employing recruitment strategies for the leadership talent that is so vital to your program’s state of health.

Whether you are a trusted friend or a new acquaintance of the Corazon team, we hope to see you in Baltimore to help put your organization on the road to a ‘heart healthy’ program, one that will not skip a beat in these challenging times.

To Your Heart Health,

Jackie Johnson
 Founder and CEO

SPOTLIGHT ON: *Good Samaritan Hospital*

By: Katherine Kay Brown, Director

Great Planning Gives Great Results



Good Samaritan Hospital (GSH) in Lebanon, Pennsylvania recently launched their new interventional cardiology and open heart programs. This huge undertaking was coupled with an extensive building plan designed to offer the next level of advanced medical care to meet

the growing community need. The time and effort that the leadership of Good Samaritan devoted to studying the feasibility and creating a well-defined business plan for this major expansion plan was well spent, and the organization can now claim a highly-successful beginning to realizing their dream.

Good Samaritan has served the Lebanon community for over 100 years, providing high-quality health services to its residents. Until recently, their scope of cardiac care was limited to low-risk diagnostic procedures and cardiac rehabilitation, transferring patients with more serious cardiovascular disease to full-service centers in the region for treatment and recovery.

The Good Samaritan leadership approached their cardiovascular expansion plan methodically to create a well-defined strategy and tactically planned program design:

- A community health assessment identified the need for expanded cardiovascular services to better serve the GSH service area. This information prompted the decision to conduct a feasibility study to better understand the market demand and capacity needs. Results demonstrated that Good Sam could capture market share and create the infrastructure required to support high-quality clinical care.
- A detailed business plan was developed with **Corazon Consulting** that refined the utilization estimates and detailed all of the operational design and financial projections needed to receive final Board approval. This formal business plan outlined and sequenced all implementation activities and the timeline for completion. This plan became the ‘playbook’ for the successful start-up of PCI and open heart services, and aligned the facility transformation and related staff development with a new care delivery process using the Universal Bed Model.
- Corazon continued with support for the implementation and created planning committees to address and manage all aspects of the expansion and keep the project on time and on budget. These planning groups sustained momentum and ensured buy-in so that key actions were sequenced and completed to meet deadlines.
- Corazon was also instrumental in identifying the Medical Director of the Cardiac Surgery program and assisted GSH with a proven recruitment and selection process that assured the right fit with the goals of the program and the community culture.

Good Sam’s expanded facility houses two new cardiac ORs, a new Cardiovascular Unit/ICU, two new cath labs with a prep and recovery area, a new emergency department, and a 32-bed progressive care unit.



Continued on page 3



News Pulse

Updates from Corazon and Our clients



Corazon Clients Excel

Corazon congratulates our clients appearing on this year's *US News & World Report* list of "America's Best Hospitals":

- ♥ **Akron General Medical Center**, Akron, OH
- ♥ **Ohio State University Medical Center**, Columbus, OH

These organizations were ranked in the category of Heart and Heart Surgery based on outcomes and performance across the entire specialty, a methodology that provides a true measure of excellence in cardiovascular care.

Corazon also recognizes **Sacred Heart Hospital**, part of the Western Maryland Health System in Cumberland, a client honored with the Premier Award for Quality for a continual focus on measuring and improving the quality of care delivered.

We salute these fine organizations for their dedication to bringing the best possible care to their communities.

The Beat Goes On at Heart Camp



The Corazon team with Heart Camp Director Keith McIntire.

On June 17, the Heart Experts at Corazon hosted a luau for the children of **Heart Camp**, an outstanding Children's Hospital of Pittsburgh tradition that provides kids with heart disease a wonderful, medically-supervised outdoor experience. The Camp was transformed into a Hawaiian Island, complete with leis, hula dancers, and ukuleles. As part of the evening's events, the Camp honored its Founder, **Dr. William Neches** with a dedication ceremony and celebration of his career. His commitment to the newly-renamed "Dr. Bill Neches Heart Camp for Kids" will continue, despite his upcoming retirement from pediatric cardiology practice. The Corazon team is honored to be associated with the mission of Heart Camp—to improve the lives of these very special children.

Good Samaritan Hospital: Continued from page 2

Following the program's start, GSH ramped-up services with 18 CABG surgeries, and will initiate valve procedures shortly. The GSH cath lab team performed 48 PCI cases over the first two months with a dramatic increase—almost 2,800%—in diagnostic catheterizations.

Corazon continues to assist the Good Sam team with staff development and clinical leadership. The vast change in clinical scope at GSH has 'raised the bar' for all departments given the complexity of higher patient acuity and the need for expanded clinical and management skills.

The initiation of Good Sam's new program has been successful, largely because of their dedicated effort made to

Corazon Founder Named Among "Best Women in Business"



Johnson (center) poses with Dennis Yablonsky, Secretary of Pennsylvania's Department of Community and Economic Development, and Lt. Governor Catherine Baker Knoll.

Jackie Johnson, Corazon's Founder and Chief Executive Officer, was named to the 10th Annual list of "Pennsylvania's Best 50 Women in Business" as a result of her professional accomplishments, community involvement, and advocacy for women as a successful business owner in the Commonwealth. The Office of the Governor selected the winners from over 200

applicants, and celebrated with a reception and awards ceremony in Harrisburg on May 23. The Corazon Team congratulates Jackie on this honor and shares her commitment to business growth and professional excellence.

Purves Named Chairman of Hospital Association



Client and friend of Corazon **Steve Purves**, President and CEO of the Sisters of Charity Providence Hospitals in Columbia, SC, is the new board chairman of the South Carolina Hospital Association, a private, not-for-profit organization made up of nearly 100 hospitals and health systems. Steve will work with the 900+ members to

tackle various healthcare issues important to the state of South Carolina. We congratulate Steve on this prestigious and well-deserved post.

plan and implement effectively. **Julie Miksit, Director of Cardiovascular Services** adds, "It is an exciting time. Involvement by all departments—both clinical and non-clinical—led to our success... We are moving in the right direction and Corazon helped keep us on that path."

Though the need for diligent planning may be overshadowed by the excitement of a program expansion, planning early on and focusing on key goals and objectives in spite of any obstacles, will set the stage for a successful program. Corazon will continue to report on the progress of the Good Samaritan program and is proud of the association with the GSH team.



Financial Update

Making Dollars and Sense of the Cardiovascular Industry



Cardiac Quality Matters

In April, for the first time ever, CMS and the Hospital Quality Alliance released quality of care information online at www.hospitalcompare.hhs.gov to help consumers make more informed decisions about their healthcare. The general public now has access to standardized reports representing nearly 4,200 hospitals across the country that voluntarily submitted data on up to 17 dimensions of quality for heart attack, heart failure, and pneumonia. Quality in cardiac care clearly matters, so it's important that organizations understand performance in these areas. As stated in the Medicare Modernization Act of 2003, CMS continues to provide a financial incentive for hospitals to report quality of care data for 10 clinical measures, which links reporting data to payments for treating Medicare beneficiaries. Although reporting is voluntary, acute care hospitals that do not report will get a 0.4 percentage point reduction in their annual Medicare fee schedule update.

Joint Venture Facilities Face Uncertain Future

Specialty hospitals with physician investors provide less than 1% of hospital-based cardiac care in the United States, though these 'focused factories' have had great impact on changing the care delivery model across the country. Since the moratorium imposed on their development expired on June 8, several months of uncertainty are ahead...MedPAC, an independent federal advisory body, recommended extending the moratorium until January 2007, while CMS continues efforts to refine the inpatient DRG system for a better fit of case type and acuity. Under the final rule, 9 DRGs will be replaced by 12 new ones to discourage 'cherry-picking' by specialty hospitals. It is unlikely that Congress will make any decisions on the moratorium until the fall. Furthermore, CMS announced that approval of any new specialty facilities will be delayed until the end of the year.

New Members of Our Team

Corazon welcomes two great additions to our team of Heart Experts! **Amy Newell**, a cardiovascular practice specialist with a wealth of experience gained in several cardiology programs over a 15-year period, and **Charlie Schleppey**, a veteran of the healthcare business world with a solid foundation of industry knowledge from positions at oncology and imaging facilities.

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Changes to PA Angioplasty Demonstration

This May, the PA Department of Health placed a moratorium on new hospital entrants into a demonstration project wherein community hospitals could perform cardiac interventions (PCI) without on-site open heart surgery services. A report from the PA Legislative Budget and Finance Committee voiced concerns that some programs were not meeting threshold volumes. In Corazon's experience, recent practice advances have increased safety and efficacy of PCI procedures in the community setting, while offering smaller, sometimes rural, communities access to advanced cardiac procedures. Through work with our clients, well-structured and planned programs can meet volume thresholds with outstanding patient outcomes. Corazon looks forward to assisting hospitals interested in achieving 'best practice' standards in providing this service to their communities.

CMS Announces Proposed Payments for CY06

As published in the July 18 Federal Register, proposed changes for payment of outpatient cardiac procedures are detailed below.



APC Code	Procedure	Payment Rate 2005	Proposed Rate 2006	% Increase/ (Decrease)
0080	Diagnostic Cardiac Cath	\$2,067	\$2,194	6%
0083	Coronary Angioplasty	\$3,155	\$3,007	(5%)
0104	Coronary Angioplasty w/ Stent	\$4,622	\$4,667	1%
0656	Coronary Angioplasty w/ DES	\$5,991	\$6,494	8%

Because of the availability of new technology and devices, the frequency of balloon angioplasty has decreased, while these procedures with stents have increased. **The proposed payment increase for stent angioplasty is good news for hospitals**, though cardiac programs must monitor appropriate utilization per case in order to optimize revenue.



Charting Your Course: The Journey to Cardiovascular Excellence

THE CORAZON CONFERENCE / BALTIMORE

Join us in Baltimore's beautiful Inner Harbor this October for these event highlights:

Panel Discussion on **PARTNERING OPTIONS** Now and in the Future

Spotlight Session on **SERVICE LINE MANAGEMENT** and **RECRUITING** the Right Talent

EXPERT SPEAKERS from The Cleveland Clinic, MedStar Health, Inova Heart Institute, and other leading organizations

Hear our Team of Heart Experts and speakers from programs throughout the country share 'lessons learned' from their journeys...

**REGISTER EARLY TO
RECEIVE A DISCOUNT!**

*The Corazon Conference – Baltimore
The Renaissance Harborplace Hotel
Baltimore, Maryland
October 19 – 21, 2005*

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Special Offer



The Corazon Resource Package

Take advantage of our special offer to purchase two of Corazon's valuable cardiovascular industry resources for half-off regular prices.

Our book, **Getting to the Heart of It: Proven Strategies to Bypass the Competition in Cardiovascular Services** includes practical information, guidance, and advice on all aspects of cardiovascular program development and expansion. The information and insight in this volume will give you access to the game-winning moves that can put your industry opponent in checkmate!

The Corazon National Survey: Benchmarking Cardiac Program Performance establishes the key operational, cost, and quality indicators across five areas of CV program performance to track success. The sections contain a wealth of information about cardiac practice and operations, value-added commentary from the Corazon "Heart Experts," and charts and graphs of the results from an in-depth survey of over 100 organizations across the country.

Call Corazon to order today and receive both publications for only **\$399.95**

Visit www.corazon-consulting.com for more details.

Referenced
at this Year's
Cardiovascular
Roundtable
National
Meetings!

CORAZON

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