



# The Corazon Report

A special briefing from the Heart Experts

Volume 2, Issue 2 - June 2003

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### TAKE THESE WORDS TO HEART...

**"Your vision will become clear when you look into your heart."**

— Carl Jung

**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 health care organizations across the country.

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

## East Liverpool Launches New Cardiac & Vascular Center

Kelly Neal,  
Consultant

Corazon worked with East Liverpool City Hospital (ELCH) in Ohio to design and implement a low risk cardiac catheterization lab and expanded vascular services as part of their integrated Cardiac & Vascular Center which will offer advanced cardiac care services to residents in Columbiana County and the Ohio River Valley.

Prior to the expansion, patients traveled to Pittsburgh or Youngstown for a diagnostic cardiac catheterization. With the opening of this new Center, patients now have access to both cardiovascular technology and qualified physicians.

During a cardiac cath, an invasive cardiologist injects dye through coronary arteries to visualize blood flow to the heart muscle to detect any arterial blockage. This procedure remains the 'gold standard' in diagnosing coronary artery disease and, although invasive in nature, offers very low risk to the patient and has been proven safe in the community setting.

To better serve the growing vascular population at East Liverpool, the lab will also be equipped with imaging equipment so that interventional radiologists can perform Percutaneous Transluminal Angioplasty (PTA). This non-surgical treatment for Peripheral Vascular Disease opens blocked arteries in the legs and restores proper blood flow.

The Heart Experts at Corazon were selected to assist with a two-phase project including:

1. Seeking Board approval of a medical staff-endorsed business plan, diligent project management, equipment selection, best practice protocols, recruitment, and staff education plan;
2. Facility design, work flow, and layout of the cardiac and peripheral angiography suite; and
3. Leadership development for the cath lab.

Burt Hill Kosar Rittelmann Associates, an architectural firm based in Butler, PA, evaluated locations within the hospital where a cath lab could be constructed. Corazon and Burt Hill provided ELCH with a clear vision and a business and facility plan, confident of delivering a new service for the community and ensuring a financially sound move for the hospital.

The new 3,000 square-foot Cath Lab Suite is convenient to both outpatients and inpatients, with adjacencies to the Cardiac Rehabilitation and Cardiologic facilities. Cardiovascular patients can now have all cardiovascular diagnostics performed without leaving the community. And, patient satisfaction is certain to increase with quality cardiovascular care now available close to home. Corazon is pleased to have helped East Liverpool City Hospital provide better patient care to this Ohio community.



East Liverpool City Hospital's Cardiac and Vascular Center

# A message from the Heart...

Ever had an idea, a vision, or a dream that seemed so insurmountable but you held hope that one day you could see it through? Many months ago, we set a goal at Corazon to write a breakthrough book that would capture our experiences and offer the industry our lessons learned in developing first class cardiovascular programs. Little did we understand the time, patience, labor and diligence that this required. But, we did it!

So it is with great pride (and relief) that we announce the publication of *“Getting to the Heart of It: Proven Strategies to Bypass the Competition in Cardiovascular Services.”* This practical guide represents years of industry and consulting experiences and the testimony of over 70 leaders in the field who helped us create a valuable resource that is rich in wisdom and practical advice.

Since the introduction of the book at our conference last month, we have received great feedback from readers who are requesting additional copies for their management and medical staff colleagues.



## The Corazon Book Series

Here are some of the book highlights:

- A close look at the changing roles of cardiologists and heart surgeons
- Joint venture strategies that can best align doctors and hospitals
- Smart heart center design and the latest on the Cardiac Universal Bed
- Issues around Vascular Centers and the merits of this “diamond in the rough”

As cardiovascular service undergoes dramatic reformation, changes are on the horizon for everyone involved. We hope this book offers you valuable insights and are here to help better position your organization for the future.

Once we set our hearts on something, we make it happen.

Jackie Johnson  
President  
Corazon Consulting



## Where the Play Begins: Emergency Care and Chest Pain Centers

Susan Heilman, Vice President  
and Susan Heck, Director

The Emergency Department is a key portal of entry for the cardiovascular population. Depending on a hospital's status as a community or regional referral center, as much as 50-75% of cardiac admissions arise from emergent care presentation. This reinforces the need for emergency department clinicians to be knowledgeable about current therapies and treatment alternatives in cardiovascular services.

We often comment that “Time is Myocardium,” which means that the more immediate the intervention and the fewer delays in diagnosis and treatment, the more likely it is that the victim of a cardiac event will recover and return to normal function. In response to this need for timely diagnosis and treatment, a number of hospitals have developed specialized Chest Pain Centers. At many hospitals across the United States, these centers have become popular for treating patients with myocardial infarction (MI) more effectively and more quickly, which often results in a reduction in hospital admissions.<sup>†</sup> This innovative effort can attract community attention and referrals, and also differentiate the hospital's approach to specialized emergency care for heart attack victims. The initial focus of chest pain centers was to reduce delays in treatment for a heart attack patient; but hospitals are now broadening their efforts to better manage the larger and less acute patient population that presents with chest pain symptoms. This group, those not in an immediate crisis and with a less-than-clear diagnosis, requires tighter protocols for better use of resources and more cost effective emergency management.

The impact that chest pain centers can have on patient care outcomes in cardiovascular services is remarkable. Many studies indicate that chest pain centers are able to deliver the same quality of care to chest pain patients as a traditional ED but in a shorter time and at a lower cost. Some patients who visit these specialized centers are discharged the same day they arrive. These and other similar results reinforce the benefits of providing dedicated care to better manage this acute CV population.

A chest pain center offers tremendous opportunities to educate the community to the symptoms of a heart attack, promotes early detection and treatment, and raises the standing of the cardiovascular program in the community. Establishing this service can be a smart strategy to align education, marketing, and emergency practice in CV services, and raise the overall health status of the community.

<sup>†</sup> *The Advisory Board Company. “Marketing Chest Pain EDs.” Inquiry Brief 12 Dec. 2002.*

*The content for this article is an excerpt from our recently published book, Getting to the Heart of It.*

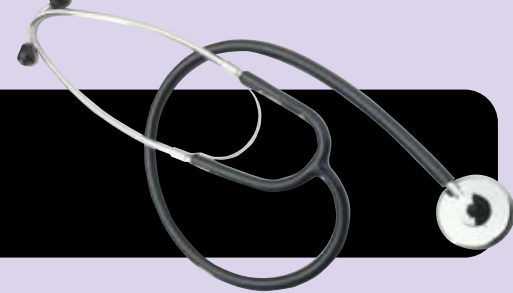
**To read more about chest pain centers and other strategies to differentiate your program, order Corazon's new book Getting to the Heart of It. Visit the book link at [www.corazon-consulting.com](http://www.corazon-consulting.com) or call 412-364-8200.**





# News Pulse

Updates from Corazon and our clients



## SPOTLIGHT

### on Northeast Georgia

#### Growth Continues to Exceed Expectations

Combine a stellar administrative planning and clinical team with Corazon's implementation process, and **Northeast Georgia Medical Center's Ronnie Green Heart Center** has all the ingredients to become THE local provider of outstanding cardiovascular care. With procedure volumes that outpace all estimates, the Center has recorded over 575 PCIs and 275 OHS since opening in August 2002.

But volumes alone do not make a Heart Center outstanding; it takes a commitment from internal hospital staff and community constituents, and NGMC has been able to bring these two groups together with a unique volunteer program.

Members serve as hosts and liaisons in the waiting room to facilitate communication between hospital staff and family visitors. Others volunteer in the Mended Hearts Group, a national organization for people

who have had heart attacks, open heart surgery, or a PCI, and their spouses.

These special outreach services have supported the NGMC Heart Center through fundraising for primary education and screening, the development of CHF support services, and volunteers providing a heart pillow for each OHS patient. According to **Lynda Adams, Director of the CV Service Line**, "We are indeed fortunate, and very grateful for our volunteers—they give of themselves everyday to support the best care possible for each cardiac patient." Corazon commends this team for going that extra mile to make a difference in the quality of cardiovascular care for the entire Northeast Georgia community.

#### VHA Members Among Best

A colleague and friend of Corazon, **Renee Frazier**, Executive Officer of **VHA Inc.**, has been selected as one of Pennsylvania's Best 50 Women in Business for 2003. Corazon congratulates her on this achievement!

Corazon also salutes **Norman Epstein**, President and CEO of **Chambersburg Hospital** in PA, who received the "Showcase Organization Award" for VHA Pennsylvania in Hershey, PA. Corazon assisted the Chambersburg team with a feasibility study for a cardiovascular expansion.

#### All Saints Construction Begins

Corazon client **All Saints Healthcare** in Racine, WI, cleared the way for their new **All Saints Cardiovascular Institute and Emergency Care Center** housing cardiac rehab, cath labs, physician offices, and a Cardiac Universal Bed Unit. A new ER with a decision support unit for chest pain patients is also planned. The new occupants of the Institute were invited to take turns at tearing down walls in the former building in April. Completion is expected in 2005.



#### At the Podium

Corazon President **Jackie Johnson** and **Dr. Grant Parr**, premier surgeon and Co-Director of the Department of Cardiovascular Medicine at **Morristown Memorial Hospital** in NJ, presented to the Vero Beach community on behalf of **Indian River Memorial Hospital** about the "Benefits of a Progressive Cardiovascular Program in the Community."

**Jackie Johnson**, Corazon President, discussed the current landscape of the cardiovascular field at the VHA Pennsylvania Annual Meeting and Strategic Challenges Forum. Jackie also has been named to the VHA Speaker's Exchange.

**Birgitta Kuehn**, Senior Consultant at Corazon, licensed and certified perfusionist, addressed the Annual Pennsylvania State Perfusion Society Meeting at Hershey Medical Center. "Keeping Your Ear to the Ground—Market Trends in Cardiac Surgery," focused on off-pump vs. traditional coronary bypass surgery.

#### Spring Conference, "The Best in the Field," A Success

Special thanks to our presenters **Dr. John Jeter**, CEO of **Hays Medical Center**, **Fred DeGrandis**, President of **St. John West Shore Hospital**, **Dr. Louis Samuels**, Director of the Artificial Heart & VAD Program at **Hahnemann University Hospital**, **Dr. Harry Phillips**, co-Director of the Interventional Cath Lab at **Duke University Medical Center**, **Bill Thompson**, Managing Partner at **Hall Render**, and **Dr. Grant Parr**, Cardiac Surgeon for Mid-Atlantic Surgical Associates at **Morristown Memorial Hospital**.

Congrats to **Audrey Powell**, Chief Nursing Officer at **Ephraim McDowell Regional Medical Center**, winner of free registration to the Annual Corazon Conference. Congratulations to **Carl Martin**, COO of **Indian River Memorial Hospital** in Vero Beach, FL, winner of the Heart Camp basket.





# Financial Update

*Making Dollars and Sense of the Cardiovascular Industry*



## Our Clients See Results

Corazon has worked with clients across the country to assess, develop, and create cardiovascular programs through strategic planning, feasibility studies, business plans, operations assessments, and implementation support.

As a result of our proven business model and innovative strategies, Corazon clients have reported increased cost efficiencies, operations improvements, and on-target volume projections. We have promised our clients that we will bring not only passion and intellect to every engagement, but added value as well. Here is some evidence to support the value that the Corazon team of "Heart Experts" brings to client sites:

*Using current information on best practice protocols, Corazon establishes realistic volume projections.*

♥ Our clients at **DuBois Regional Medical Center**, **Doylestown Hospital**, and **Trinity Health System** have exceeded their Year 1 volume projections for their open heart surgery programs by 6%.

*Corazon saves clients hundreds of thousands of dollars in start-up costs for professional services and on-going expenses.*

♥ **Carolinas Heart Institutes** Michael Mullowney, Vice President, said "Over the last two years, we have developed a great relationship with Corazon. Corazon offered Best Practice Strategies for improving operations in CV surgery and interventional cardiology, and they continue to be a resource to us for evaluating innovative developments in cardiac services."

*Corazon establishes a cost-conscious approach to clinical care and fast-tracks services and projects for on-time and on-budget performance.*

♥ **Western Maryland Health System** saved \$500,000 in equipment expense for the start-up of their cath lab and CVOR, while coming in on-time and under-budget.

*Corazon provides turnkey quality management process that carefully tracks program performance.*

**DuBois, Sharon Regional**, and **Doylestown Hospital** have length of stay figures at 4% below the CMS average in Year 2 of their new open heart surgery programs. This not only translates into a potential revenue opportunity of over \$500,000, but brings added capacity to accept more patients and procedures for a new revenue source.

These results demonstrate Corazon's proven expertise to gain market share, lower costs, and improve outcomes for any cardiovascular start-up or expansion project. Once we set our heart on something, we make it happen: for the program, the hospital and physicians, and the patients.

## CMS To Reward Quality

CMS announced plans to initiate a demonstration project that will offer hospitals a bonus payment for high scores on quality indicators. Pending final approval, about 400 hospitals that receive top quality rankings will be awarded these differentials.

## Drug Eluting Stents Gain Approval

On April 24, the Food and Drug Administration finalized the long-awaited approval of the Cypher drug-eluting stent. According to *The Wall Street Journal*, the stents will cost over \$3,000 each, with some opportunity for volume discounts. The cost is estimated at about three times the cost of the bare metal stent. Although CMS will provide reimbursement for drug-eluting stents, payments are anticipated to fall short of projected costs thereby negatively impacting the financial performance in some hospitals and health systems. When Johnson & Johnson got approval for Cypher, the company said it would ship 40,000 to 50,000 units in the first three weeks after launch. By the end of the year, it hopes to have enough to service 70% of the U.S. market.

## 2003 Corazon Benchmarking Survey Underway

Corazon has exceeded its goal of securing 100 organizations from across the country to participate in our 2003 National Benchmarking Survey to measure cardiac program performance. The survey will compile and analyze data of CV programs coast-to-coast and the deadline for completion is just around the corner! All participating organizations are urged to submit data to Corazon no later than June 30, 2003. You can hear a presentation of the results of this groundbreaking survey at the Annual Corazon Conference, October 22-24, in special breakout sessions on the five focus areas of Program Design, and Operations, Fiscal, Quality, and Information Management.



**Call Corazon at 412-364-8200 today to arrange a one-day consultative visit and a readiness assessment for your cardiovascular program.**

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# The Annual **Corazon** Conference / Atlanta

## The **Heart** of Your Cardiovascular Program: Hospitals & Physicians as Partners

### **FEATURED EVENTS:**

#### **Keynote**

Dr. David Hayes, Chair of Cardiovascular Division  
*The Mayo Clinic, Rochester, MN*

#### **Special Session: Community-based Angioplasty**

Dr. Thomas Wharton, Jr.  
*Exeter Hospital, Exeter, NH*

#### **Point-Counterpoint**

*"Joint Ventures and Specialty Hospitals"*



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of **\$100 OFF** the conference price.

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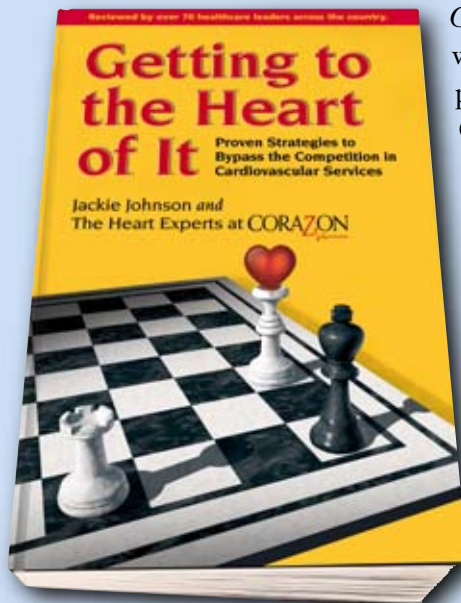
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- ♥ Benefit from an outstanding panel of top experts from across the country
- ♥ Explore strategies for aligning heart doctors and hospitals
- ♥ Preview the results of Corazon's National Benchmarking Survey
- ♥ Tour a Heart Center and see the Universal Bed in action
- ♥ Enjoy the luxurious 3,500-acre Château Élan Winery & Resort

Register online at [www.corazon-consulting.com](http://www.corazon-consulting.com) - Click on Conference

# CORAZON WRITES THE BOOK ON OUTSTANDING CARDIOVASCULAR PROGRAMS



*Getting to the Heart of It: Proven Strategies to Bypass the Competition in Cardiovascular Services*, written by the Heart Experts at **Corazon** provides health care leaders an in-depth picture of how to strategically develop and sustain a successful cardiovascular program. Offering detailed guidance and practical advice for undertaking the transition to integrated care delivery, it is a must read for hospitals seeking to become best in class.

“We wrote this book to share our experiences with other health care executives so that all of our hospital and health care institutions will be primed to meet the demand for the next generation of cardiovascular care,” said **Jackie Johnson**, President of Corazon Consulting.

Drawing from hundreds of interviews with CEOs, CFOs, physicians, and the authors’ expertise, *Getting to the Heart of It* redefines the landscape of the modern cardiac intensive care unit. **Ken Buser**, President and CEO of **All Saints Health Care System** in Racine, Wisconsin (who wrote the Foreword) notes, “Corazon provides revolutionary support that is truly interested in significantly improving cardiac services and mapping a blueprint for success.” “This book provides essential information for the CEO and cardiovascular physician—who without this foundation are doomed to mediocrity,” said **John Jeter, M.D.**, President and CEO of **Hays Medical Center** in Hays, Kansas.

The book has undergone extensive peer review and includes commentary of over 70 leaders in the field—hospital executives, cardiologists, surgeons, anesthesiologists, CV service line directors, attorneys, architects, professionals, and consultants. *Getting to the Heart of It* is the first book in The Corazon Book Series, tailored to help hospitals and physicians collaborate and compete. The 262-page book provides strategic management and analyses. Those with decision-and policy-making responsibilities will find this book essential reading.

Visit the book link at [www.corazon-consulting.com](http://www.corazon-consulting.com) or call 412-364-8200.

A percentage of the proceeds from the sale of this book will be donated to Heart Camp, a special place for children.

## CORAZON

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