



Steve Goldstein, President & CEO



Cindy Becky, VP & COO

Your ideas, opinions fuel Highland's progress

Over the past few weeks Highland managers have been sharing the results of the employee engagement survey with teams throughout the organization. Those results are very positive; this year, as in 2011, Highland is well ahead of the national health care average for employee commitment and dedication. Now the real work, and the real value, of the survey process begin.

Over the coming months, Highland's leadership team, managers and employees will be working together on areas you've identified as opportunities for improvement. Our goal is to make an already great place to work even better.

The survey showed that when it comes to employee enthusiasm and commitment, Highland is well ahead of other hospitals across the nation. Our survey vendor, Morehead, tells us that one of the best measures of an organization's engagement is a simple one: the percentage of employees who take the voluntary survey. The national average for Morehead survey participation is 74 percent; Highland achieved a remarkable 96 percent—even better than its 88 percent rate in 2011.

The 2011 and 2013 surveys measured "employee engagement"; it's worth defining what this is, because it's the foundation of both our day-to-day work and our plans to improve Highland over the months and years ahead.

Workforce Engagement means employees are:

- Committed to the organization's goals and willing to go "above and beyond"

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Employee Survey Results

Highland surpasses 2011 participation, engagement rates

Highland Hospital topped the national health care average in employee engagement in 2011, and its 2013 survey results are even better.

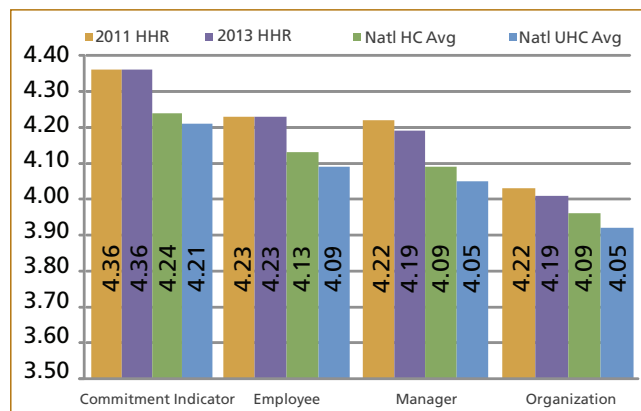
The survey, completed by 1,664 staff members, places Highland in the 83rd percentile for employee engagement – well above the national health care average, and four points higher than Highland's employee engagement results from the 2011 survey.

"This survey reflects what we already knew – that we have a great team of employees who are very dedicated and committed to Highland's mission and goals," says Cindy Becker, Highland Vice President and Chief Operating Officer. "This is a very comprehensive survey that measures how employees view the organization, their leadership and their personal work environment. Feedback from employees helps us make the most of our strengths, and bring new focus to areas where we need to improve."

Highland was already above the national health care average for employee engagement, as its 2011 survey results showed. Two years ago, Highland was in the 79th percentile, better than the national health care average and better than the benchmark among University Hospital Consortium member hospitals.

Highland raised the bar – and its employee engagement – with two years' worth of

PEOPLE



The chart above shows Highland's results from the 2011 and 2013 surveys; in every category, Highland's scores are well above the national health care average and the average for University Hospital Consortium member hospitals.

employee-centered initiatives around career development, employee communications, workplace wellness and employee recognition.

Some survey highlights:

- Highland had national benchmark-level results in key questions that relate to employee commitment to Highland. Employees responded positively to questions such as "I am proud to tell people I work for Highland Hospital," "I would recommend this organization as a good place to work," and "My work unit provides high-quality care and service."
- Highland achieved a 96 percent participation rate – more than 20 percentage points higher than the national average and better than its 88 percent participation in 2011.
- Employees' overall Commitment Indicator Score from 2011 held steady in 2013, a 4.36 out of a total score of 5.

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Open Enrollment Coming!

It's time to sign up for Highland benefits!

There are important changes to the way eligible part-time and full-time employees sign up this year. **See the insert inside for details, a schedule of open enrollment help sessions and helpful FAQs.**

Small steps, big benefits

QUALITY

West 6/East 7 Walking Program helps patients get moving

Staff members on two hospital units are empowering patients to go the distance with a new initiative.

In May, West 6 launched "STEPS for Success" to encourage patients to get out of their rooms and into the hallways to walk. (STEPS stands for **S**tart your recovery; **T**ake your deep breaths; **E**xercise your whole body; **P**hysical transformation; and **S**ee the success.)

"Mobility is important in preventing complications, increasing lung capacity, decreasing risk for pneumonia and relieving pain," says Melissa Evans, West 6 Nurse Manager. "We're trying to get people to walk by cheering them on and giving them the tools to track their own progress."

Knowing that 27 laps around the unit equal one mile, patients can mark their daily walking distance on a white board in the hallway. This allows them to see their progress and set their own goals.

Nurses can also see which patients are getting exercise and which ones might need some encouragement.

"We have had great feedback from patients," Evans says. "Patients feel like staff helped them stay motivated even if they were uncomfortable or didn't want to walk."

Word of the program's popularity among patients and staff spread quickly: East 7 took the initiative to implement its own version of the walking program in July.

On one afternoon, East 7 PCT Alicia Wollschleger walked side by side with a patient who recently underwent hip surgery.

"You're doing great!" she told the patient.

"Our staff does a good job of celebrating our patients," said Kathy Shanahan, Assistant Nurse Manager on East 7.

Shanahan says the unit started the program because it was effective on West 6, but she also saw an opportunity to consistently document how far patients were walking.

Like West 6 patients, East 7 patients track their progress on a centrally located white board, but their walking distance is measured in feet. Staff also charts their progress in eRecord, so patients' physicians can monitor the strides they are making.

For many joint replacement and neurology



patients on East 7, increased mobility could mean a shorter hospital stay. Many patients are not discharged until they are able to show they can get around in the environments to which they are returning.

"We want people to take the initiative for their own care and their own wellness," Kathy says, adding that Nursing staff continuously assesses patients and does not push them beyond their limits. "The goal is to get home, be independent and resume life."

Melissa has witnessed an added benefit: The program has enhanced patient-staff relationships and allowed patients to interact with each other.

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Benefit news

Buyer assistance program helps eligible staff find homes



Jennifer Camp now has a place she can call her own thanks to Highland Hospital's new Home Ownership Incentive Program.

PEOPLE

"I wanted to live in the city, and now I can," says Camp, a registered nurse in the Emergency Department.

Camp is one of Highland's first employees to participate in the program, which provides up to \$9,000 toward the purchase of a home in a neighborhood near the hospital.

"It's definitely significant," Camp says. "It's basically covering my closing costs."

Highland partnered with the City of Rochester and Advantage Federal Credit Union to offer employees this opportunity. Regular full- and part-time employees are eligible to receive \$3,000 from Highland, a \$3,000 match from the city and up to \$3,000 from Advantage, if they obtain their mortgage through the credit union.

The program also offers home ownership education and counseling through NeighborWorks Rochester, a nonprofit agency that provides information on how to purchase, maintain, budget and insure a house.

"Staff often gave us feedback that this was a benefit they were interested in," said Kim O'Grady Jones, Benefits Manager.

"For employees, being able to live in the same neighborhood in which they work is convenient. In addition, this program gives them an opportunity to live in an historic, charming part of the city."

Camp closed on her home Aug. 1.

"Everybody's been really helpful here at the hospital along with Advantage Federal Credit Union and the City of Rochester," Camp said. "I'm very excited!"

Interested in the Home Ownership Incentive Program?

Here's how to get started:

- Contact the Benefits Office to verify employment eligibility at ext. 16332.
- Contact the City of Rochester and Advantage Federal Credit Union about their home incentive programs.

This process can take up to four months. Five employees per year will be awarded this benefit, and awards will be given in the order in which they are received.

'Pitch In With Pride': simple steps improve hospital environment

Highland launched a new cleaning campaign in July that asks employees to "Pitch in with Pride."

"Environmental Services is responsible for overall cleanliness, but we cannot do it alone," says Horace Little, Environmental Services Manager. "To enhance the overall look of the facility and ensure our patients and visitors are comfortable, we need everyone to help."

Patients and visitors judge our cleanliness by how tidy and well-organized the hospital looks, and their opinions are reflected in HCAHPS survey scores that measure patient satisfaction and ultimately, have an impact on the hospital's reimbursement rates.

How can you pitch in? The graphic below shows how simple steps can lead to big improvements in Highland's appearance.



Small steps

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"In one instance, we had an older patient, standing in the hall with her walker, cheering on our bariatric patients – it was great," she says.

"The end result is that we're improving the patient experience."

West 6 is enrolled in a leadership program run by American Organization of Nurse Executives (AONE) called Care Innovation and Transformation (CIT) initiative. The Nurses on West 6 applied the principals of CIT to develop the STEPS for Success program. The CIT program aims at engaging frontline nurses and utilizing their innovative ideas to improve care, hospital performance, patient experience and employee satisfaction.

Video Extra: visit the Making it Work @ Work website at www.HighlandHospital.org to view the July News Reel, which highlights the STEPS for Success program on East 7 and West 6.

Upcoming Events

■ "Living with Diabetes" Classes

The Diabetes HealthSource will offer a series of diabetes management classes from 9:30 a.m. to noon, Saturdays, **Sept. 7, 14, 21, 28** in the Kingsley Conference Room. The cost of the classes is covered by most insurers with one co-pay. For more information or to register, call (585) 341-7066.

■ Ovarian Cancer 5K Run/Walk

Sponsored in part by Highland Hospital, the annual Ovarian Cancer 5K Run/Walk will start at 8:15 a.m. Sunday, **Sept. 15** at Cobbs Hill Park. The cost is \$20, and the first 200 participants receive a T-shirt. To register, visit www.cancerwellnessconnections.org.

■ March of Dimes Nurse of the Year Gala

Enjoy an evening out at the March of Dimes Nurse of the Year Gala, where outstanding nurses throughout Rochester, Buffalo and Syracuse will be recognized. The event is at 6 p.m. Friday, **Sept. 20** at the Rochester Riverside Convention Center. Tickets cost \$65. Call 286-5876 for more information.

■ 2013 Sischy Lecture

Dr. Paul F. Griner will present the 2013 Sischy Lecture, "Patient Stories: Lessons from Plato, Bill Cosby and Others," at 6 p.m. Tuesday, **Sept. 24** at the Memorial Art Gallery. Dr. Griner, author of "The Power of Patient Stories: Learning Moments in Medicine," is a former CEO of Strong Memorial Hospital. To register for the free event, visit the Highland Intranet.

■ Walk to End Alzheimer's

Join "NICHE at Highland" as the team walks to end Alzheimer's at 10 a.m. Saturday, **Oct. 12** in Rochester's Corn Hill Neighborhood. Donations are encouraged, but there is no cost to register. The team also is looking for volunteers to help set up and provide direction to walkers. Highland is a sponsor of the event. For more information, visit the Highland Intranet.

■ 20th Annual Breast Cancer Education Event

"Pampered in Pink" starts at 5:30 p.m. Thursday, **Oct. 17** at the Hyatt Regency Rochester. This year's keynote speaker is Jennie Nash, author of *The Victoria's Secret Catalog Never Stops Coming and Other Lessons I Learned From Breast Cancer*. Tickets are \$60, and proceeds benefit the Highland Breast Imaging Center. For tickets or more information, visit HighlandBreastCancerEducationEvent.urmc.edu.

Column *Continued from cover*

- Demonstrating energy and enthusiasm for their work
- Loyal to the organization and likely to stay at Highland
- Proud to work at Highland and willing to recommend it as a place to work and to receive care
- Satisfied with their work experience because they feel respected and valued for the work they do

Highland and other hospitals place great importance on employee engagement because it's essential to every one of our goals: we need it to deliver safe, high-quality patient care as well as excellent service to patients, families and each other. Employee engagement also makes Highland a stronger organization; we want to improve our work processes to become a "lean" organization that's more productive and efficient, and to get there, we'll need the ideas and contributions of every employee.

Thank you for sharing your ideas on this year's survey; over the next few months we'll provide updates on how your feedback will change our workplace for the better.

MAKING THE ROUNDS

■ **Dr. Robert McCann**, Chief of Medicine, has been named a fellow to the Royal College of Physicians of Edinburgh. Fellowship is the highest level of membership of the organization, which has supported and represented physicians for nearly 350 years. Dr. McCann accepted the honor at a ceremony in Edinburgh, Scotland in early July.



Dr. Robert McCann

■ **Highland Hospital was listed by U.S. News and World Report as one of the best hospitals** in Western New York for 2013-14. The regional rankings also recognized Highland for the high quality of its services in six specialty areas, including Ear, Nose and Throat; Gastroenterology and GI Surgery; Geriatrics; Gynecology; Orthopaedics; and Pulmonology.

■ **The Diabetes HealthSource of Highland Hospital has earned reaccreditation** from the American Association of Diabetes Educators (AADE) through its Diabetes Education Accreditation Program. To achieve four-year accreditation, organizations and programs meet national standards and demonstrate excellence in providing diabetes-management education.

Employee Survey

Continued from cover

- The survey measures engagement in three areas:
 - **The Organization Domain** – how employees view Highland's overall work culture, including its work-life balance, its focus on quality and the career development opportunities it offers
 - **The Manager Domain** – how employees view their relationship with their immediate manager and hospital leadership
 - **The Employee Domain** – how employees feel about their job role, their relationship with work team members and colleagues at Highland

Managers received their department-specific results in late August to share with their employees. Teams will discuss their survey results together and come up with plans for continuous improvement of their department and Highland's work culture.

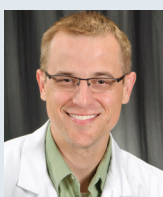
Welcome our new physicians

■ **Dr. Kevin Bylund** joined Radiation Oncology July 1. He will be sharing his time between Highland and Strong. Dr. Bylund recently completed his residency in Radiation Oncology at URM. He earned his medical degree with distinction in research from the University of Rochester School of Medicine and Dentistry.



Dr. Kevin Bylund

■ **Dr. Thomas M. Carroll II** has joined Geriatrics and Medicine Associates (GAMA). He will be seeing patients and serving as a preceptor to medical residents at the practice on Tuesdays. Most recently, Dr. Carroll completed a fellowship in palliative care at URM. He received his medical degree and doctorate from the University of Connecticut Health Center.



Dr. Thomas M. Carroll II

■ **Dr. Sullafa Kadura** has joined the Hospitalist Program at Highland. She completed her residency in internal medicine at URM, spending a portion of her residency seeing patients at Highland. As an undergrad at Syracuse University, Dr. Kadura dual majored in biology and Spanish. She went on to medical school at Universidad Central del Caribe in Puerto Rico where she learned medicine entirely in Spanish.



Dr. Sullafa Kadura

■ **Dr. Elizabeth Loomis** joined Highland Family Medicine Aug. 1. Her special interests include obstetrics, HIV and addiction medicine. Dr. Loomis recently completed a fellowship in faculty development at Lancaster General Family and Community Medicine in Lancaster, Penn. She served as Chief Resident of Lancaster General FCM from 2011-12. Dr. Loomis earned her medical degree at the University of Rochester School of Medicine and Dentistry.



Dr. Elizabeth Loomis

■ **Dr. Jennifer Muniak** joined the Highland Hospital Geriatrics Group July 1. During her residency training at URM, she spent time seeing and treating patients at Highland. A graduate of the University of Rochester, Dr. Muniak earned her medical degree from SUNY Upstate Medical University in Syracuse.



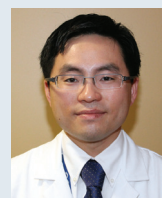
Dr. Jennifer Muniak

■ **Dr. Emily Carmody Soni** has joined URM in the Orthopaedic Oncology Division. While she primarily practices at Strong, Dr. Carmody Soni will spend a portion of her time on call at Highland. From 2010-13, Dr. Carmody Soni provided orthopaedic oncology care at Washington Hospital Center, Georgetown University Hospital and Children's National Medical Center in Washington, D.C. She earned her medical degree with distinction in research from the University of Rochester School of Medicine and Dentistry.



Dr. Emily Carmody Soni

■ **Dr. Brian Teng** joined Rochester Colon & Rectal Surgeons. Originally from Minneapolis, Dr. Teng received his medical degree from the University of Minnesota Medical School. He completed his residency in Surgical Oncology at Roswell Park Cancer Institute in Buffalo and a Colon and Rectal Fellowship at Cedars-Sinai Medical Center in Los Angeles. His special interests include minimally invasive surgery, and treatment of anal and colorectal cancers and inflammatory bowel disease.



Dr. Brian Teng

■ **Dr. Joshua Zwart** joined the Wolk Emergency Department July 10. Originally from Ohio, Dr. Zwart spent six years in Fairbanks, Alaska, going to school and working as a paramedic and firefighter. He went on to earn his medical degree from the University of Washington School of Medicine. Most recently, he completed his residency with URM, serving as Chief Resident of Emergency Medicine from 2012-13.



Dr. Joshua Zwart

Open enrollment coming: new choices, resources for employees this year

Open enrollment is Oct. 28-Nov. 15 this year. With the Affordable Care Act taking effect this year, employees should be aware of some new changes and choices available to them:

Enrollment is "active" for all employees this year – Every employee eligible for benefits must complete the enrollment process – even if you don't want to make any changes in your coverage. In previous years, employee benefits stayed the same if the employee didn't enroll and make changes. This year, you must register and participate in enrollment, or you will not be covered. This change is the result of a new regulatory obligation to report to the federal government that each eligible employee has been offered health insurance and what election choice each individual made.

Highland is changing its vendor for open enrollment to Mercer. Each year Highland reviews the benefits we offer to our employees so that we can remain competitive in the market and offer our employees great benefits at an affordable price. In addition to reviewing the benefit offerings we also review the vendors that help us deliver these benefits accurately and easily to our employees. Mercer has a long history of delivering excellent service to Highland and this year they have introduced a new product to support a smooth open enrollment process for Highland employees.

Enrollment is online only; while there will be no central call center service at Mercer, we will have plenty of resources available at Highland: there will be numerous open enrollment sessions at the hospital and off-site locations for staff to get information, ask questions and meet with representatives from Excellus, MVP and other benefits vendors. We will also be available to assist you through the on-line open enrollment process (see the chart for dates/times). There will be Open Enrollment stations in the hospital for staff that doesn't have ready access to the Internet in their work areas or at

home. And as always, Human Resources staff will be available to answer questions throughout the Open Enrollment period at ext. 16332.

The Affordable Care Act comes into play this year – This month, Highland will send a notification to staff members about the government provided health care exchanges that will be available beginning in January of 2014.

Helpful information will be mailed to your home – Open Enrollment Packets are your tool box for open enrollment; you'll find a summary of your current

benefits and medical coverage, a listing of the options available to you, and open enrollment information sessions. Additionally, we will send you information to help you better understand the Affordable Care Act and what it means to you; look for this in your mail at the end of September-early October.

More news and reminders are coming – Throughout September and October, there will be Open Enrollment reminders and information for staff on the Highland Hospital Benefits site on the Intranet and by e-mail.

OPEN ENROLLMENT SESSIONS

Open Enrollment: October 28 - November 15, 2013

DATE	DAY OF WEEK	TIME	LOCATION	Excellus/MVP's/ other vendors at session
10/28	Monday	11:30 a.m. - 1:30 p.m.	Café/Computer Lab	*
10/29	Tuesday	4:00 p.m. - 6:00 p.m. 10:00 a.m. - 12:00 a.m.	Café/Computer Lab Computer Lab	*
10/30	Wednesday	7:00 a.m. - 8:30 a.m.	Café/Computer Lab	*
10/31	Thursday	11:30 a.m. - 1:30 p.m. 2:30 p.m. - 3:30 p.m.	Café/Computer Lab HFM	* *
11/4	Monday	12:00 p.m. - 1:30 p.m.	Computer Lab	
11/5	Tuesday	4:30 p.m. - 6:30 p.m. 5:00 p.m. - 6:30 p.m.	Café/Computer Lab 155 Corporate Woods, Suite 100	*
11/6	Wednesday	6:30 a.m. - 8:30 a.m.	Computer Lab	
11/7	Thursday	10:30 a.m. - 12:00 p.m. 2:30 p.m. - 3:30 p.m.	Café/Computer Lab HFM	*
11/8	Friday	1:00 a.m. - 2:30 a.m.	Computer Lab	
11/9	Saturday	9:00 a.m. - 11:00 a.m.	Computer Lab	
11/11	Monday	4:30 p.m. - 6:00 p.m.	DOE classroom	
11/12	Tuesday	5:30 a.m. - 7:30 a.m.	Computer Lab	
11/13	Wednesday	11:30 a.m. - 1:30 p.m. 5:00 p.m. - 6:30 p.m.	DOE classroom Café/Computer Lab	* *
11/14	Thursday	6:30 a.m. - 8:00 a.m. 11:30 a.m. - 1:30 p.m. 10:00 p.m. - 12:00 a.m.	Café/Computer Lab DOE classroom Computer Lab	* *
11/14	Friday	HR rounds to departments		

Highland Hospital Open Enrollment

FREQUENTLY ASKED QUESTIONS



■ **How do I log on to complete open enrollment?** You will receive a user name and password in your open enrollment packet, which will be mailed the week of Oct. 20: the packet will be mailed in a bright blue envelope.

■ **I don't want to make any changes to my medical/dental plan this year. Do I have to enroll?** Yes, ALL employees must participate in open enrollment even if you are making no changes. You will be asked to acknowledge that you have received information regarding the benefits available to you. Highland will now be required to report your election to the federal government as part of the health reform changes, which means that every year going forward you will be required to actively enroll. ***If you do not enroll, you will not be covered and will have to wait until open enrollment next year to receive Highland benefits unless you have a qualified status change.***

■ **Will there be big changes in the coverage plans offered this year?** Like last year there will be four medical/dental insurance plans to choose from. These are very similar to what was offered last year; however there have been a few changes to each plan. Highland offers a choice of several different plans so staff can pick the one that best meets their needs.

■ **Will there be cost increases this year?** For the past several years, health care costs have been rising nationally and in our area, and unfortunately staff will see premium increases again this year. Highland has worked to keep cost increases as low as possible. Staff will see a single-digit cost increase this year, while the community will likely see double-digit cost hikes. The hospital is working to help reduce health care costs to employees in several ways:

- By self-insuring for staff health care

coverage: Highland pays employees' health care costs out of pocket, using funds it provides as employee benefits as well as employees' health insurance premiums. MVP and Excellus administer these programs for Highland.

- By offering wellness programs such as smoking cessation, healthy weight management and biometric screening to give staff the support and tools to be as healthy as possible.
- By offering flexible spending accounts that let you withhold an amount of your choice up to \$2500 for health care. These accounts let you set aside pre-tax dollars that you can use to cover medical expenses such as deductibles, co-insurance and co-pays and other essential costs not covered by insurance, such as purchase of eyeglasses, non-prescription medications, etc.

■ **Why isn't there call center support this year?** This year open enrollment will be done on-line only. Highland is taking steps to ensure staff members have all the support they need during open enrollment:

- Human Resources will have extended hours throughout open enrollment to be available if staff have questions.
- HR will offer information and enrollment sessions during all three work shifts and at Highland Family Medicine.
- HR will round through all departments during the three-week open enrollment period. It will host sessions at Highland Family Medicine and have a session at Corporate Woods for the Primary Care sites.

■ **Can I log in to the open enrollment site from home?** Yes, for your convenience you may log in from any computer with Internet capability. You are also welcome to come to any of the open enrollment sessions being offered

at Highland Hospital, Highland Family Medicine or Corporate Woods to get assistance and enroll.

■ **What if I'm in the middle of the session and get stuck, and need a question answered – will the site "save" my session or will I have to start over?** Your session will only be saved if you complete your enrollment and click the "save" button. You may, however, go back and make changes to your elections during the open enrollment period if you need to.

■ **I need to add a dependent this year. What documentation do I need to provide?** If you are enrolling a new dependent (i.e. a spouse, children, etc.) to your medical and/or dental plan, you will need to provide paper documentation for each of your covered dependents. Some of the documents that show their eligibility are birth certificates, marriage certificates, proof of shared finances and/or the first two pages of your most recent 1040 tax filing.

■ **Will health care reform have any effect on our health coverage this year? Would I be able to save money by signing up for something on the exchange?** All part-time and full-time staff have the option of signing up for health and dental coverage from Highland. Additionally, anyone is eligible to go to the exchange and shop for coverage to compare these health care plans to Highland's offerings. We'll be sending out more information later in September about the exchanges and how they work.

■ **I work nights/weekends – will HR be offering sign-up sessions for night and weekend staff?** There are sessions scheduled during all three shifts at the hospital, as well as a weekend session to provide access to all staff.