



DUKE REGIONAL HOSPITAL FISCAL YEAR 2017 REPORT



BEST
REGIONAL HOSPITALS

U.S. News
& WORLD REPORT

RALEIGH-DURHAM, NC
RECOGNIZED IN 4 TYPES OF CARE
2017-18

Our Mission: To care for our patients
and the health of our community

Our Vision: To be the best
community hospital

Our Values: Caring for our patients, their loved ones and each other
DIVERSITY // EXCELLENCE // INTEGRITY // SAFETY // TEAMWORK



Caring for Our Patients and the Health of Our Community

In fiscal year 2016, Duke Regional Hospital adopted a five-year strategic plan. The plan sets goals in six priority areas, guiding our efforts in patient care and care coordination, workforce engagement, business operations, community health and service growth. This report highlights key achievements and milestones during fiscal year 2017.

Lead in the delivery of highest quality, patient-centered care



Goals

- Continuously enhance patient- and family-centered care
- Meet or exceed national standards in quality, safety and patient experience
- Provide an inclusive and culturally competent care delivery environment
- Strengthen the hospital/medical staff partnership
- Invest in and expand facilities and technology to implement the master facility plan
- Leverage information technology to improve patient care

Achievements

Continued to earn recognition for high quality, safe care

- Named among the top hospitals in North Carolina and the Raleigh-Durham metro area, according to the *U.S. News & World Report's* 2017-18 Best Hospitals rankings
- Awarded "A" Hospital Safety Scores since 2012 from Leapfrog Group for keeping patients safe from preventable medical errors, injuries, accidents and infections
- Received American Heart Association's Get with the Guidelines Gold Plus and Target: Stroke Honor Roll Elite Award for the care of patients who have experienced a stroke
- Designated a "Leader in LGBTQ Healthcare Equality" by Human Rights Campaign Foundation since 2012

Piloted new tactics to improve patient progression

- Added an Emergency Department (ED) nurse navigator, who helps patients see a provider and advance their care as quickly as possible
- Streamlined the inpatient bed placement process, which reduced the time from request to assignment

Implemented chair alarms in all inpatient and ED rooms to help prevent patient falls

Deployed advanced cardiac monitors that improve early recognition of cardiac compromise, yet maintain a quiet environment for patients and reduce alarm fatigue

Named physicians to lead clinical performance improvement efforts for code blue events, mortality reviews, patient safety indicators and readmissions

Reduced incidences of catheter-associated urinary tract infections and central line-associated bloodstream infections due to complications from drains and lines

Implemented a barcoding and tracking system for breast milk and infant formula in Special Care Nursery and Unit 4-3, ensuring the accuracy, quality and safety of feedings and liquid

Focused on patient experience improvements and met targets for environment (cleanliness and quietness), nurse communication and responsiveness

- Re-educated staff on RELATE model of customer service and service recovery
- Added white-noise machines in Women's Services inpatient rooms
- Developed a tool to track and trend patient experience opportunities

Implemented coordinated and standardized care pathways called Enhanced Recovery After Surgery for major urology procedures and substantially reduced length of stay for nephrectomies and prostatectomies

Received top quality score in the first year of the Centers for Medicare and Medicaid Services' (CMS) comprehensive joint replacement bundle, which mandates a single price for hospitalization and all care 90 days after discharge; earned reimbursement due to better-than-target cost performance

Celebrated four consecutive Watts School of Nursing classes with 100 percent passing rates on the National Council Licensure Examination for Registered Nurses

Opened Radiology Prep and Recovery space to accommodate patients who are starting or completing procedures or scans

Completed a remodel of the hospital kitchen; reimagined meal preparation and delivery to better meet patients' dietary needs



Recruit, retain and develop a talented and engaged workforce

Goals

- Foster and promote an inclusive work culture
- Build a foundation for current and future leadership and employee development

Achievements

Held quarterly town hall meetings and the annual All DRH Event to reconnect with our mission, vision and values, highlight recent success and share strategic priorities

Continued Interdisciplinary Night Shift Council to provide staff who work night shift opportunities to share accomplishments and concerns directly with senior leaders

Received via the 5-Star Program more than 2,000 examples of staff living the values

Recognized staff who achieved specialty clinical or functional certifications or who earned advanced degrees

Honored our team members during Employee Appreciation Week, National Doctor's Day, National Nurses Week and National Volunteer Week

Offered directors, managers, supervisors and team leads training in leadership, patient experience, performance management, recognition, recruitment and work culture

Awarded market-driven and merit-based pay increases and enjoyed benefits such as health insurance and paid time off as part of Duke's \$500 million dollar investment in staff

Implemented plans and highlighted Duke resources and tips to help combat stress and increase resilience



Advance our performance excellence journey

Goals

- Measure progress and growth in innovation, best practices, learning cycles and knowledge management
- Achieve a site visit for the Malcolm Baldrige National Quality Award

Achievements

Continued to review feedback on our application for the North Carolina Award for Excellence (state-level performance excellence program), identify opportunities for performance improvement and implement plans to address gaps

Established the Journey to Excellence Team (JET) to lead and monitor progress

Deliver on the promise of population health

Goals

- Partner with Duke University Health System and other entities to identify/fill service gaps and prepare for new care delivery and payment models
- Promote efficient, seamless care to meet the needs of the communities we serve

Achievements

Enhanced the care of patients who present with symptoms of acute stroke

- Launched telestroke service, placing a Duke neurologist virtually at the bedside for expert evaluation and treatment in the Emergency Department
- Added staff neurologists to provide 24-hour/seven-day coverage

Opened Duke Cancer Center North Durham, which provides outpatient medical and radiation oncology treatments as well as chemotherapy and infusion therapy in one comfortable, convenient location

Maintain our community hospital role while leveraging the benefits of being part of Duke University Health System

Goals

- Enhance community engagement
- Integrate to optimize coordination of care
- Identify unique competencies to differentiate Duke Regional Hospital within Duke University Health System

Achievements

Celebrated in October 2016 the hospital's fortieth anniversary of caring for the community

Created a Community Service Council to advise leadership and coordinate community service

Grow and extend our reach locally

Goals

- Optimize hospital capacity through service-line development

Achievements

Committed resources to enhance existing services and develop new services

Experienced significant growth in the number of patients transferring to DRH or seeking specialty services, demonstrating the community's increasing need for high quality care

Patient transfers

- 2014: 599
- 2015: 764
- 2016: 875
- 2017: 949

Service growth*

- Vascular 38%
- Nephrology 19%
- Oncology 11%
- Cardiology 10%

* compared to fiscal year 2016

Generated operating income of \$10.4 million, allowing DRH to reinvest in our people, services and facilities

Celebrating Our Team

Living Our Values: 5-Star Program

Launched in 2014, the 5-Star Program encourages staff to recognize colleagues who live our values of diversity, excellence, integrity, safety and teamwork. Staff can be named to the quarterly Honor Roll for the strongest representation of one of the values; and Super Stars are selected for their extraordinary commitment to a value during the fiscal year. Congratulations to these incredible team members!

	October–December 2016 Honor Roll	January–March 2017 Honor Roll	April–June 2017 Honor Roll
Diversity	Tyresha Cannady <i>Unit 4-1</i>	Kristi Brandon <i>Unit 4-3</i>	Marcus Alford <i>Supply Chain Operations</i>
Excellence	Faith Medrano <i>Unit 5-3</i> Jacob Soled <i>Unit 5-1</i>	Ashley Fletcher <i>Emergency Department</i>	Kimberly McMahan <i>Performance Services</i>
Integrity	Zachary Cockerham <i>Emergency Department</i>	Patricia Hunt <i>Unit 4-3</i>	Vimaliz Coley <i>Security Services</i>
Safety	Kelly Goss <i>Special Care Nursery</i>	Helen Seymour <i>Environmental Services</i>	Heather Hackler <i>Emergency Department</i>
Teamwork	Kristin Tell <i>Physical Therapy</i>	Angela Clark <i>Special Services</i>	Katharine Engleman <i>Occupational Therapy</i>

Emeritus medical staff

We are proud to honor the following physicians with emeritus status for their 20-plus years of compassionate service to our patients and their loved ones, and for their contributions to health care in our community.

Robert Harrell, MD
Rheumatology

Charles Harris, MD
Obstetrics and Gynecology

William Somers, MD
Orthopaedics

Community Service Award

In 2017, DRH established, with support from the Durham County Hospital Corporation Board of Trustees (BOT), the Community Service Award to honor two employees' exceptional commitment to community service and considerable impact on local, national and/or international communities. Recipients were presented with a plaque and a one-time \$500 donation by the BOT to the community organization of their choice.



JoAnn Dennis
*James E. Davis Ambulatory
Surgical Center*



Maria Martinez-Jimenez
*Lincoln Community Health Center
Pharmacy*

Giving Back to the Communities We Serve

As a community hospital, Duke Regional Hospital is proud to help improve the health of our friends and neighbors and to support those people with the greatest need. For every \$5 of operating income earned during fiscal year 2017, we returned nearly \$4 to our community through assistance programs, donations, fundraisers, outreach and other services.



Health care access and financial assistance

\$21.9 million

Charity care

Discounted or no-cost emergent or urgent health care services provided to patients unable to pay

\$12.8 million

Medicaid program losses

Costs absorbed when government reimbursements fail to meet the cost of treatment

\$10.4 million

Community partner support

Monetary donations and in-kind services provided for Lincoln Community Health Center (\$7.9 million), Durham County Emergency Medical Services (\$2.4 million) and Durham Center Access (\$100,000)

\$3.5 million

Health professions education

Investments in the teaching and training of tomorrow's health care professionals

Donations

Crayons2Calculators Fill That Bus!

40 bins of crayons, glue sticks, markers, paper, pencils and more for the classrooms of Durham Public Schools teachers in high-need and high-poverty areas

Food Bank of Central and Eastern North Carolina

1,028 pounds of nonperishable food, cleaning supplies, personal care items and more for families affected by Hurricane Matthew

Salvation Army Angel Tree

100 holiday wishes granted with bicycles, clothes, toys and more for local children of low-income families who lacked the financial means to celebrate the holidays

American Red Cross blood drives

84 units of blood that can be divided into three parts each, helping up to 252 people who need blood transfusions to survive accidents, natural disasters or serious illness

Fundraisers

\$15,066

American Heart Association Triangle Heart Walk

To raise awareness, enhance education and improve care for cardiovascular disease and stroke

\$15,333

Duke Doing Good in the Neighborhood

To support grants for neighborhoods, nonprofit groups, schools and United Way of the Greater Triangle

\$7,840

March of Dimes March for Babies

To fund research of premature birth and birth defects, and to enhance prenatal and postpartum care

Outreach and support

- Hosted **Project SEARCH**, a program that prepares high school students with developmental and intellectual disabilities for the workforce through on-the-job training and specialized education, and graduated 48 students since the program started in 2011
- Invited 70 local undergraduate students interested in health professions to shadow and volunteer alongside clinical and customer service staff as **ambassadors in the Emergency Department**
- Welcomed 30 high school-aged teens in June for an eight-week **junior volunteer program**, which provided clerical and customer service work experiences in a health care setting
- Offered **educational classes** for new parents and patients preparing for total joint replacement or weight-loss surgery
- Supported 50 women undergoing treatment for cancer through American Cancer Society's "**Look Good...Feel Better**" **monthly support group**
- Led a **monthly stroke care support group** for 20 patients and caregivers
- Held a **Service of Remembrance** for the loved ones of patients who passed away while at the hospital in the previous year
- Marched in the **North Carolina PrideFest parade** in support of the lesbian, gay, bisexual, transgender and queer/questioning community; surveyed attendees to identify service gaps
- Organized community service activities with Durham's Partnership for Children and at Rock Quarry Park in observance of **Martin Luther King Jr. Day of Service**



Leadership

Executive Leadership Team

Katie Galbraith, MBA, FACHE *President* // Mitch Babb, MBA/MHA, RN *Chief Operating Officer* // Barbara Griffith, MD *Chief Medical Officer* // Jonathan Hoy, CPA *Divisional Chief Financial Officer* // John Hudson, PhD, RN, NEA-BC *Associate Chief Nursing Officer* // Gloria McNeil, DNP, MBA, MA, RN, NEA-BC *Associate Chief Nursing Officer* // Dexter Nolley, MEd, SPHR *Chief Human Resources Officer* // Vicky Orto, DNP, RN, NEA-BC *Chief Nursing and Patient Care Services Officer*

Durham County Hospital Corporation Board of Trustees

Farad Ali, MBA *Chair* // Alan L. Portnoy, PhD *Vice Chair* // Robert C. Newman *Treasurer* // Thomas C. Murphy, MBA, BSN *Secretary* // Pat Ashley, PhD // Katrina H. Avery, MD // Gail Belvett, DDS // Patricia Francis, NP // William J. Fulkerson Jr., MD, MBA * // Barbara M. Hendrix // James Hill, Commissioner // Rosemary Jackson, MD // Jay H. Kim, MD // Eric S. Moore, MD, MBA, MPH // Earl S. Ransom Jr., MD * // Devdutta Sangvai, MD, MBA *Duke Family Medicine* // Cynthia Shortell, MD
* Denotes advisory non-voting member

Medical Staff Leadership

Earl S. Ransom Jr., MD *President* // J. Stewart Jones, DO *President Elect* // Brian Burrows, MD *Treasurer* // Lalit Verma, MD *Immediate Past President*

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At a Glance

Services and treatments

As part of Duke Health, we provide exceptional care with the personal touch and convenience found only at a community hospital.

Patients can receive a comprehensive range of diagnostic, emergency, medical and surgical services from our compassionate, experienced team, including treatment for

- Back and spine pain
- Cancer
- Chest pain and heart conditions
- Diabetes
- Eye conditions
- Gynecologic disorders
- Hip, knee and other joint pain
- Kidney disease
- Lung disease
- Psychiatric conditions
- Stroke
- Urologic conditions
- Vascular disease
- Weight loss

Staff

1,935 employees, including 804 registered nurses

988 providers, including 764 physicians and 224 allied practitioners

180 volunteers, including 55 adult volunteers, 30 junior volunteers, 70 ambassadors and 28 adjunct chaplains, who provided more than 19,000 hours of service

Volume

234 average daily census

14,512 surgeries

16,394 admissions

2,382 births

61,852 emergency care visits

Locations

Duke Regional Hospital

3643 North Roxboro Street
Duke Cancer Center North Durham
Duke Rehabilitation Institute
Emergency Services
Outpatient Services and
Preoperative Clinic



Health Services Center

407 Crutchfield Street
Duke Center for Metabolic
and Weight Loss Surgery
Duke Regional Hospital Spine
and Neurosciences
Duke Regional Hospital Vascular Access



James E. Davis Ambulatory Surgical Center

120 East Carver Street



Watts School of Nursing

2828 Croasdaile Drive, Suite 200

To learn more about our services and treatments, find a physician, register for an event and access patient resources, visit dukehealth.org/dukeregionalhospital.