



Harbor-UCLA Chapter of the
National Management Association

"Developing the Leader in You"

President's Corner

5/26/09

Summer Fun!

Greetings, everyone! Happy almost-summer! Truth be told -- and why shouldn't it be -- summer is my favorite season! I have always gravitated toward tropical, balmy, beachy locations. What are your favorite places to visit? Aren't we lucky to be here in Southern California where we can go to the beach ... or the mountains ... or the desert ... or all those places in between. I hope you all are able to get away during the summer months to some place you really enjoy where you can just kick back and relax! We all deserve that once in a while!

Hats off to our outgoing board of directors, who have done such a splendid job of leading our chapter this past year! Fortunately, almost all of them are staying on for another year of fun and frivolity! Seriously, these are very dedicated individuals and I hope that you will join me in thanking them for sharing their time and talent with our chapter. And, you know, if there are any of you out there who would like to help out at events, just give any of us a call ... we can always use a few extra hands -- and we do like to have fun!

Our State of the Campus event went so very well this year. It is always so inspiring to be able to hear the great people who head up our various campus entities speak at one event. I always look forward to and enjoy this event ...

but for some reason, this year just seemed particularly inspiring. Thank you again to **Miguel Ortiz-Marroquin, Carole Wagner-Vallianos, Mack Oliver, Peggy Nazarey and Gail Anderson, MD!** Don't worry if you missed the event -- **Calvin Kwan** has provided recap in this issue, beginning on page 2.

The installation luncheon for our new board of directors will be July 7 ... hope to see you all there! And ... don't forget to renew your membership for the new term beginning July 1st.

Oh, and in case you are wondering about the theme for this issue, we're going patriotic in honor of Armed Forces Day on May 16th and Memorial Day on May 25th. Our hats off to all those who have served or are serving to protect our country!



Bill "Sarge" Warren

State of the Campus Address

May 5th, 2009

By Calvin Kwan

The Harbor-UCLA NMA sponsored the annual State of the Campus presentation in the Parlow Auditorium on May 5th. Five members of our campus executive leadership shared their vision for 2009. The common theme of “change” was mantra of each executive. Below are some of the key points shared by each presenter:



Mack Oliver,
Miguel Ortiz-Marroquin,
Carole Wagner-Vallianos, Esq.,
Gail Anderson, MD;
Peggy Nazarey, RN

Miguel Ortiz-Marroquin, Chief Executive Officer, Harbor-UCLA Medical Center

- “I see no reason why Harbor-UCLA should not be listed as one of the best 100 hospitals in the country. If anyone has reasons why we should not be listed, these are the challenges we need to address.”
- The primary Areas of Focus are:
 - a. Patient Flow
Since the Feb. 2008 “immediate jeopardy” citation, Harbor has increased patient through-put in the Emergency Department, decreased the number of patients leaving without being seen and reduced the mean length of stay (i.e., presentation to ED discharge or inpatient admission).
 - b. Patient Safety
Ongoing efforts to achieve compliance with the National Patient Safety Goals. During the April 2009 Joint Commission Periodic Performance Review, areas of improvement included the need to use 2 patient identifiers; the need to define, report and measure reporting of critical tests and critical results; labeling syringes containing medications; medication reconciliation; implementation of a Rapid Response Team.

(Continued on page 3)

c. IT Governance/Informatics

Assessment and prioritization of IT projects through Harbor's IT Planning Team and review/approval by the IT Governance Committee/Executive Leadership Council.

Financial Performance

FY 08-09 Targeted Savings \$ 30.5 M
Projected Savings \$ 24.2 M
Savings Target (Jan-June '09) \$ 6.3 M
Projected FY 09-10 deficit \$ 343.8M

o Capital Project: ED/Surgery Key Dates

Proposals due from construction firms	May 7, 2009
Proposal reviews start	May 14, 2009
Proposal selection	May 28, 2009
Executive agreement	October 2009
Groundbreaking	November 2009
Final certification/move-in	December 2013

Gail Anderson, M.D., Chief Medical Officer, Harbor-UCLA Medical Center

The Harbor medical staff remains strong and the training program highly regarded. Harbor has enjoyed a perfect accreditation record with commendation from the ACGME.

Medical Schools with the largest number of 2009 matches at Harbor were: UCLA (13), Keck-USC (8), New York Medical College (6) and UC San Diego (5). Interns also attended the Columbia, Duke, Dartmouth, Loma Linda, Ohio State, Texas A&M, Wake Forest, etc.

Harbor has 34 ACGME training programs. An additional 17 (non-ACGME) programs in advanced specialties.

Harbor also has many residents and students from outside facilities who rotate through Harbor each year. More than 20 outside programs rotate through Harbor to gain valuable experience. In addition, Harbor's training programs are affiliated with more than 10 major institutions in Los Angeles County which provide extramural training experiences.

Peggy Nazarey, RN, Chief Nursing Officer

- Among the key Nursing Department Priorities include:
 - o Improve quality of patient care delivered
 - o Enhance professional practice of nursing
 - o Promote effective staff resource management

(Continued on page 4)

Developing the Leader in You

- The shortage of RNs in combination with an increased workload will be a challenge. More than 587,000 new nursing positions will be created through 2016 (a 23.5% increase). The average age of the RN in 2004 was 46.8 years, with 8% being under 30 years of age. By 2010, 40% of the RNs will be over 50 years old.

“Experience is not sufficient for competency, a nurse with years of experience is experienced in an age we are now leaving.”

- Staffing strategies include:
 - Staffing practices (flex schedules, reduce overtime, cross training, no registry)
 - Staffing operations (24/7 proactive staffing operations and seamless staffing system)
 - Staffing innovations (retention program, converted 12 step-down beds to telemetry)

Carole Wagner Vallianos, Esq., President and CEO of LA BioMed

- Efforts to strengthen the organization and focusing on investigators:
 - Reorganized Institutional Advancement
 - Implemented Employee Suggestion Program (ESP)
 - Implemented new Recycling Program
 - Reorganized the Operations Support Services unit
 - Assessed and moved forward with Blackbaud Financial Edge software
 - Strategic planning
- Recognition Activities/Events
 - 38 “super doctors” and 13 America’s Top Doctors
 - The Gala (honoring Ken & Barbara Trevett; Scott Hamilton; and Matt Toledo)
 - Liu Young Investigator’s Symposium
 - Legends event 5/12/09
 - Visit by Supervisor Ridley-Thomas on 4/29/09
- Planning for the Future
 - Management and General Budget Reductions
 - Efforts to improve efficiency and effectiveness
 - Bringing in more money
 - Grow Technology Transfer program
 - Incorporate new methods to increase the federal indirect rate
 - Federal stimulus package funding
 - 32+ proposals submitted by PIs
 - New buildings
 - Vivarium
 - Wet lab with additional office space
 - Interdisciplinary building including labs, clinical space & pharmacy
- New President/CEO search in progress (top 4 candidates)
- “You won’t have me to kick around any more.” (Richard Nixon)

(Continued on page 5)

Mack B. Oliver, CEO of Harbor-UCLA Medical Foundation

- Key operation concept for the future: INTEROPERABILITY - The ability of diverse systems and organizations to work together.
- Challenges
 - Rising unemployment = loss of health care benefits
 - More uninsured hospital days = less collections
 - More admissions – not necessarily good
 - Transfers from the MAC – not necessarily good
- The American Recovery and Reinvestment Act
 - Increase electronic medical record adoption
 - Mandated for all health care organizations by 2015
 - Required for hospitals by 2019
 - MFI is beginning to implement Centricity (GE Centricity EMR system currently used in 506 academic/medical centers/physician offices)
 - Hard wired the Professional Building
 - Configured a wireless network
 - Purchased HIPAA compliant Secure Virtual Environment system
 - Interfacing challenges with pharmacy, transcription, hospitals and labs.

Notable Quotes

A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent.

-- Douglas McArthur

Recycling Update

By Susan Butler

You may have noticed that the recycling efforts on campus have stalled. That's because the company that we were using has lost its contract with LA County. The LA BioMed Recycling Committee is hoping to work with Mission Recycling — the company that hauled away our eWaste on April 21st. Stay tuned for more updates.

Election Results

2009-2010 NMA Board of Directors

We are pleased to report that the 2009 Board of Directors election was conducted this month in accordance with our Chapter by-laws. The Nominating Committee thanks you for your support of the nominations process and casting of ballots. A slate of officers was compiled with your nominations and voted into office on May 7. The results have been ratified by the current Board and are official. Incoming officers for a term beginning July 1 are listed below.

Please welcome your new Board of Directors:

- **Bill Warren**, President
- **Dawn Flores/ Claudia Alarcon** Second Vice President of Professional Development
- **Eileen Mosler**, Membership Secretary
- **Dana Denis**, Corresponding Secretary
- **Jim Keen**, Treasurer
- **Susan Butler**, Editor
- **Pam Shea**, Booster Chairperson
- **Cheryl Bell**, Ways & Means Chairperson
- **Chris Eke**, Member at large
- **Susan Ballagh MD**, Member at large
- **Bernice Hill-Shepherd**, Member at large
- **Stewart Laidlaw**, Member at large
- **Nettie Nelms**, Member at large
- **Shirley Smith**, Member at large





Harbor-UCLA Medical Center Chapter
NATIONAL MANAGEMENT ASSOCIATION

cordially invites you to attend a luncheon for the

Silver Knight Award

Honoring

Dennis F. Levin, M.D., M.P.H.

Associate Medical Director/Ambulatory Care
Harbor-UCLA Medical Center

Tuesday, June 2, 2009

Additional awardees include:

Leadership Award: Bill Warren
Administrative Assistant
Women's Health Care Center

Past President's Award: Dawn Flores
Assistant Hospital Administrator
Harbor-UCLA Medical Center

Frank J. De Santis Management Achievement Award:
Martha Trujillo, Director of Environmental Services
Harbor-UCLA Medical Center

1st Floor Assembly Room, Harbor-UCLA Medical Center
Seating 11:45 a.m. for a 12:00 noon lunch.
Members: free; Non-members \$17.50.

All attendees must RSVP by Wednesday **5/27/09** to
Cynthia M. Oliver at coliver@dhs.lacounty.gov or x4027



NMA Programs & Important Dates:

June 2, 2009

Silver Knight Awards Banquet
Assembly Room, 12:00 noon

June 7-13, 2009
Management Week

July 7, 2009

New NMA Board Installation
Assembly Room, 12:00 noon

October 6, 2009

New Member Luncheon
Assembly Room, 12:00 noon

December 1, 2009

Holiday Luncheon
Assembly Room, 12:00 noon



The Management Week in America Program enables a chapter to foster public recognition of management/leadership development. Doing so improves the quality of management/leadership; encourages those with management/leadership responsibility to increase their competence; inspires young citizens and educators to become familiar with the benefits quality management/leadership provides to all of society; and creates an understanding of the essential role that management/leadership has in increasing productivity and strengthening of the free economic system.

**NMA Fiscal Year 2008/2009
Board of Directors**

Bill Warren
President

Dawn Flores & Claudia Alarcon
Second Vice President: Co-Chair /
Professional Development

Bernice Hill-Shepherd
Corresponding Secretary

Eileen Mosler
Membership Secretary

Kevin Crawford
Treasurer

Annie McCary
Editor

Susan Butler
Assistant to the Editor

Pam Shea
Booster Chairperson

Jim Keen
Ways and Means

Cynthia Moore-Oliver & Calvin Kwan
Past Presidents

Members at Large:

Cheryl Bell
Susan Butler
Dana Denis
Stewart Laidlaw
Nettie Nelms
Shirley Smith

Contributions to the Newsletter?

All submissions must be received by the 15th of the month for publication in that month's newsletter.

Contact: Susan Butler, Editor
Phone: 310-222-3836
E-mail: sbutler@labiomed.org

Mission Statement

The mission of the NMA is to provide management and leadership development opportunities and related chapter activities which meet the needs of the members and contribute to the effectiveness of sponsoring organizations.

Vision Statement

NMA is the recognized worldwide partnership of people and businesses inspiring outstanding leadership, and cultivating highly productive workplaces.

402 Harbor-UCLA Medical Center Chapter

Harbor-UCLA Medical Center
1000 West Carson Street
Torrance, CA 90509

Phone: 310-222-8284
Contact: Eileen Mosler,
Membership Secretary
E-mail: emosler@labiomed.org
Website: www.nma1.org

