

# Lakeshore Health Network News

Volume 8 No. 2



2nd. Quarter 2008

## Lakeshore Health Network Board of Directors

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## Stronger As One ....

Roger Spoelman-CEO MHP  
Lakeshore Health Network Board President

Have you seen our new billboards and print ads promoting Mercy Health Partners as being Stronger As One? I really like them and I've gotten a lot of very positive feedback from all over the community and from associates and medical staff. Soon you will also see this theme being used to send the message that we are also Stronger For Ottawa County, Stronger For Oceana County, Stronger For Women's Health, Stronger For Oncology, Stronger For Cardiac Services...you get the picture. As you can imagine, everywhere I go people want to know how things are going with the merger. I'm sure that you get the same questions from friends, family and maybe from patients too. People are very curious about our ability to come together as a new and unified health system in spite of more than a century of bitter competition between the two legacy organizations. Most of the folks I talk to are very positive and encouraging, realizing how important this is for the future of our community.

I'm very pleased to announce that the leaders of Westshore Health Network and the Hackley Health Network have voted to merge the two organizations into one very strategic and effective membership organization. We've just gotten notification from the federal government that the merger of these two PHOs has been approved. So now we are officially one Physician Hospital Organization but the work of coming together as a functioning and unified body lies ahead of us as we work to fulfill our mission of representing the best interests of our medical providers, our hospitals, and our patients. We really are Stronger As One!

Thank you for your support and leadership.

Lakeshore Health Network Board President

**Our Spotlight Guest This Issue Is  
John Coumbe-Lilley PhD,  
President of Practice Transformation Institute**

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**Dylan was right !**

‘Times they are a-changin’ so wrote Bob Dylan and the challenge of leading and managing change is that it is inevitable and unavoidable in today’s working environment. Organizations evolve to survive and thrive and those that redefine and redesign themselves successfully perform better and longer than those that do not. They are able to adapt because office managers, physicians and leaders at all levels of organizations work effectively to support the transition from the present to the future state.

Leaders that guide their teams by communicating the operating reality; share compelling reasons that lead change and collaborate on planning for the inevitable performance adaptations that will be required to succeed in the future, progress better than those that do not.

Effective physician-champions and office managers use open and inclusive communication styles to communicate. They inform, explain, listen and share in ways that build confidence where there is doubt and they focus attention on the behaviors and thinking necessary to progress toward the stated goals for change.

Leading change without a compelling reason, is like giving a patient medication without letting them know why they need it. Leaders that combine effective communication with an accurate, brief and clearly stated compelling message that touches their people on an emotional and rational level can help lead change initiatives.

Recognizing the need for collaborative planning to cope with the inevitable ‘pain’ that comes with performance adaptation because of change goals, makes change management an inclusive, participative and integrative process.

Many unhelpful behaviors deny the reality of transition. These cause greater challenges than the acceptance of reality. Employees follow leaders that communicate effectively with compelling messages and inclusive plans for success. Physician-leaders and office managers are ideally placed to provide confidence, consistency and commitment to the inevitability of the change.

John Coumbe-Lilley PhD  
Practice Transformation Institute  
Troy, Michigan

Please send any questions to [www.transformcoach.org](http://www.transformcoach.org)

**MISSION STATEMENT:**

Physicians and hospitals striving for excellence in quality, value and service through creative partnerships with the community we serve.



## MAPA and Hackley PHO Merge

To the Members of MAPA and Hackley PHO,

In the past month, two monumental changes occurred in the medical community in Muskegon with effects on the surrounding westshore area. These events were the merger of two local hospitals, Hackley Hospital and Mercy General Health Partners, combining the hospital assets of two longstanding institutions and the reformation of the medical community into a larger physician hospital organization, with the Hackley PHO electing to dissolve their organization, and join the Muskegon Area Physicians Association (MAPA).

Muskegon and the lakeshore community are now united under one health care delivery system extending from the river to the south, to the Hart & Shelby area to the north.

These above events by themselves are significant in their own right, but the combination of these two events is so strong of a change that it will profoundly affect the delivery of health care in these combined areas.

So we find ourselves as a unified force able to combine the resources of information and medical knowledge in a network that should improve the health care delivery in the local communities. No longer will the competition between hospitals affect choices and duplication of services.

These changes place new responsibilities on the shoulders of these combined physician groups. We must be conscious of the needs of the community and respect the differences patients perceived in the delivery of the two health care systems, and preserve those

unique characteristics. We must strive to be innovative and offer unique services that benefit as many as possible.

We must strive to improve communication of services and medical information to bring about an improvement in the health of the local communities. Through the integration of services, and in working to improve the transfer of information from office to office, we can exert a direct measure of improvement to the patient and hopefully reduce the cost burden to the communities that we serve. Unique representatives of the medical community should participate. This should not be adversarial.

We are in a very preeminent situation.

I congratulate the Hackley Physicians who voted to dissolve their organization, and join MAPA. It was not easy to do and I am sure that you will not be disappointed. We all look forward to your contributions. Changes must be physician generated and physician driven.

One can't look at these events and not think that this is just ordinary. This is certainly the most monumental event to take place in the delivery of health care in this community. We have a wonderful opportunity at hand.

Sincerely,  
G. Scott Renton, D.O.  
President MAPA



### Contributing Writers

Linda Bailey, Executive Director	Lori Roark, PharmD
Jen Bailey, BSN, RN	Roger Spoelman, CEO MHP
Judy Bascom, LPN	Jamie Twesten-O'Toole, MD
Dawn Cole, CPC	Carrie Uthe
John Coumbe-Lilley PhD	Louise Ypema
Lori Goudie	
Paul Ponstein, DO	
G. Scott Renton, DO	

Please join the PHO in Welcoming Dr. David VanWinkle, Dr. Jamie Twesten-O'Toole and Judy Bascom to our Clinical Team.

Drs. VanWinkle and Twesten-O'Toole have joined the PHO Clinical Team as Associate Medical Directors and will work closely with Dr. Ponstein to set the clinical direction of the merged PHO. They will both have focus in the area of Patient Centered Medical Home implementation with Dr. Twesten-O'Toole's emphasis being on Coordination of Care activities.

Judith Bascom, LPN has joined the PHO Clinical Team as Quality Management Specialist. Judy will work with Dawn Cole, CPC, Quality Management Specialist on the implementation of Patient Centered Medical Home concepts across the network.

## Transition

Paul Ponstein, DO-Medical Director

On July 1, 2008 Westshore Health Network and Hackley PHO Board of Directors approved the merger of the two PHOs to form one new entity, Lakeshore Health Network. Over the next six months we will make the transition from two competitive physician networks into one we envision to be more effective and stronger. As in any transition, we all leave some things behind and then create new things in their place; realizing in both there is opportunity and risk.

We are leaving behind many products of competition including:

- In network utilization. No longer will our physicians have to be careful about sending a patient to Hackley vs. Mercy General Health Partners. We are stronger as one.
- Physician recruitment wars. We can now pool our resources to recruit the best possible physician to fill the community needs. We are stronger as one.
- Disparate IT systems. Muskegon needs an interoperable clinical information system that can seamlessly share information at the point of care. We can coordinate the resources of both to create a single vision.

We are creating many new opportunities as a product of collaboration including:

- “Patient Centered Medical Home” within the “Patient Centered Medical Network”. By building a strong primary care base within the county we will support a strong specialty physician community.
- Integrated community wide primary care and specialty care quality improvement programs.
- Innovative health related partnerships with area employers and insurers.
- Grant funding opportunities within a clinically integrated system that never existed as two separate systems.

The Lakeshore Health Network Medical Director Team, Drs. Jamie Twesten-O’Toole, David VanWinkle and I, are committed to make this transition as successful as possible relishing the opportunity and accepting the risk. We appreciate your support and look forward to creating the future together.

## Your MSO at work....

### Do you wonder how you are going to cover the summer vacations or the FMLA requests?

Lakeshore Health Network's Management Service Organization (MSO) has two qualified Medical Staffing services to meet your needs. Both companies offer Lakeshore Health Network's MSO network discounted temporary services to assist your office needs from front desk, medical assistant, medical biller, transcriptionist to nursing.

### Rising Expenses???

The MSO offers discounts with over 30 companies. This value added service allows your office to reduce administrative expenses and to focus on patient care i.e. office supplies, automatic appointment reminder service, after hours services, coding books, malpractice insurance, floral needs, Rx secured prescription pads, paper and more.

### Save the Date:

*IT Educational Forum*

August 21 - [Stay Secure & Best Practice for Internet Use](#)

September 18th - [Advertising on the Web](#)

Both meetings are scheduled for 12: 00 noon - 1:00 pm  
MHP Mercy Campus Conference Room C

*MSO Vendor Fair*

The 3rd annual [MSO Vendor Fair](#) is scheduled for:

Thursday, September 11, 2008

MHP - Mercy Campus Conference Rooms A, B, C

11:30 a.m. - 1:30 p.m.

Opportunity to meet and learn more about the discounts offered to assist your practice. Educational sessions will be available.

For a complete list of MSO services or questions, please contact Carrie Uthe, your MSO/Provider Relations Specialist at 231-672-3839.

Your PHO working for you.

## Patient Centered Medical Home (Network) - What does it mean to you?

The Patient-Centered Medical Home is not a place, it's an idea, where patients can receive comprehensive care for both acute and chronic medical conditions that is high in quality while controlling cost. The services provided revolve around the needs of the patient, rather than the provider, and include concepts such as:

- Patient Provider Partnership, which is education to inform and explain the Patient Centered Medical Home Concept.
- Patient Registry including implementation and use of an electronic registry or EMR registry functions.
- Performance Reporting with established indicators for monitoring and reporting for four major chronic conditions, Diabetes, CHF, CAD and Asthma.
- Individual Care Management using multidisciplinary teams and evidence based guidelines for care of chronic disease.
- Extended Access to care using multiple approaches such as same day appointments, after hours visits, e-visits, and telephonic access to clinical decision maker.
- Test Tracking mechanism to ensure tracking and follow-up of all test results.

The entire care industry in the United States is moving to this model with ever-increasing momentum. Many of the large, multinational corporations such IBM, Ford, Proctor & Gamble, UPS, and Verizon encourage this approach.

The benefits of the patient centered medical home will be increased physician and support staff satisfaction as well as decreased ED utilization, inpatient admissions and duplication of services across the network.

To support these concepts the PHO will be working with offices on implementation of support tools such as Electronic Medical Records, electronic prescribing, WellCentive Electronic Registry, process improvement techniques and change management ideas.

If you have questions or would like more information about the Patient Centered Medical Home, you can contact Judy Bascom or Dawn Cole at 231-672-3882.

### ***Pharmacy: Medication Patent Update***

The following drugs are facing patent expirations in the next 18 months (or so).

2008	2009
Effexor XR® (venlafaxine)	Avandia® (rosiglitazone)
Risperdal® (risperidone)	Avelox® (moxifloxacin)
Depakote® (divalproex sodium)	Imitrex® (sumatriptan)
Sonata ® (zaleplon)	Prevacid® (lansoprazole)
Trusopt® (dorzolamide)	Valtrex® (valacyclovir)

What about a generic ARB? Looks like 2010, at the earliest, before Cozaar (losartan) will be subject to generic competition.

**Patent-extender of the Month: Treximet®** (sumatriptan 85 mg + naproxen 500 mg) This medication was recently approved for migraine treatment. Naproxen is thought to help in preventing the rebound headache sometimes associated with triptan use. Reserve this treatment for patients who need more than a triptan alone. Remind patients not to use triptans and NSAIDs more than two days per week to prevent rebound. There is no evidence that Treximet® is better than taking a triptan plus an NSAID separately.

The combination product costs a little less than Imitrex® , but remember that Imitrex® is expected to be available as a generic in the next year. At that time, using separate sumatriptan and naproxen tablets will be much cheaper for most insured patients and for all non-insured patients.

## **Directors Corner**

Linda Bailey, Executive Director



The last three months have been an exciting time for the legacy Westshore Health Network and the Legacy Hackley PHO. We have taken a journey together to bring the best of both organizations as a foundation for a new physician hospital organization. That work culminated in the merger of these two successful organizations into a new PHO effective July 1, 2008. Today we are one new entity, Lakeshore Health Network. We are stronger as one.

The vision of the new organization is to be the “Leader in Quality Care”. With this vision in mind, the staff at the Network will be developing 6 month plans to support that vision. These plans will include Clinical Integration, Finance, Staffing, Community, Employer and Payor Relationships. The new PHO will also develop a strategic plan for the next 3-5 years. This process will help us to develop a roadmap for our future and will begin in January of 2009.

The new Network brings together the medical leadership of our community. Board Standing Committee’s (Clinical Integration, Administration/Finance and Ethics) are being integrated with participants from both legacy organizations’. MAPA (Muskegon Area Physician Association) has also expanded to include physicians from the Hackley Legacy Organization.

The merger has brought an expanded responsibility to the new PHO, to address the health care needs of the community we serve. Our work is cut out for us, but with the commitment of the Board and the staff and each of you, we know that we are “Stronger Together as One”.

**Looking for your feedback—**

As a growing Network, it is important to listen to your compliments, observations, questions and concerns. We would appreciate your feedback, please contact us at 231-672-3882.

### **Lakeshore Health Network**

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**Route This Issue To:**

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