A Message from New Chief of Medical Staff
John Armstrong, MD

While we prepare for the upcoming launch of an essential tool in promoting quality care, iSparrow inpatient Electronic Medical Record (EMR), it is crucial that we keep our focus on the quality of care we are providing to the Patients who visit Sparrow each day.

The science of medicine is a critical component of this, but the art of medicine is equally important. This includes communicating with our Patients and engaging with their families to build trust. The art of medicine absolutely plays a role in healing and can change outcomes.

Additionally, the way we relate to each other and work together is critical. How we communicate and work together with all members of our healthcare team will continue to make Sparrow a leader in healthcare.

Communication and team-building skills can be refined just like we learn other skills in medicine. However, it takes dedication to the purpose of this practice, and recognition that is an essential part of who we are and what we do. I want to thank you for all you do to promote these values for our Patients at Sparrow.

During my term as the chief of medical staff, I ask you to join me in focusing on the art of medicine each day and keeping our mission at the heart of all we do.

Sparrow Named a Top Health System in U.S.

Sparrow has been named one of the top medium-sized health systems in the nation in a prestigious annual study.

The study, which was released by Thomson Reuters and Modern Healthcare, evaluates health systems based on numerous factors, including Patient safety, Patient experience and other quality benchmarks such as complications and post-discharge survival rates.

For more information, visit Sparrow.org/news.
Sparrow receives honor for stroke awareness

Sparrow, in partnership with other Michigan health care organizations, has received national recognition for innovative stroke efforts in Michigan.

The National Stroke Association honored Value Health Partners with an award for “Most Creative Approach” to stroke awareness. Value Health Partners consists of Sparrow and seven other Michigan health systems focused on creating greater value for patients and communities.

In recognition of Stroke Awareness Month last year, the partnership engaged high school students in a Stroke Prevention Student Video Competition.

Sparrow Way Team Visits Mayo, Virginia Mason

Several medical staff leaders and members of our leadership team recently traveled to the Mayo Clinic and Virginia Mason Medical Center in Seattle to gather more information on best practices for use at Sparrow.

It was part of work involved in developing the Sparrow Way, whose Steering Committee is co-chaired by President and CEO Dennis Swan and Michael Clark, MD.

Some changes from the visits can already be seen around Sparrow. After observing the use of music in the Mayo Clinic, a piano was added in the main campus lobby.

Coming up, the Sparrow Way team will travel to other health systems with open medical staffs.

Questions? Contact Dr. Clark at clark1@msu.edu.

Sparrow Clinton, Ionia earn recognition

Sparrow Clinton Hospital and Sparrow Ionia Hospital have received national recognition for top performance and improvement.

Sparrow Clinton was named a 2011 Best Place to Practice® Award winner by Press Ganey Associates, a national leader in healthcare performance improvement. The award is given for high satisfaction scores on surveys completed by physicians who use the hospital.

Sparrow Ionia received a Top Improver Award from Press Ganey for continuous improvement in survey scores for its Ambulatory Surgery services. It is among 20 facilities to receive the recognition.

The awards were announced at the national Press Ganey Client Conference in Dallas.
A Message from John Armstrong, MD: The Promise

Core Values and Teamwork. They define our best aspirations and practices. They are essential to the foundation of our most noble endeavors as Physicians. They shape our character as a medical staff, and thereby our hospital. When done well, they change lives, more than we could ever do separately. When done well, they transform us, transform our hospital, and transform the lives of our Patients and their families. When done well, they give us all a greater purpose. They are our Sparrow Way.

Over the last year, a growing number of our colleagues (now more than 30) have been meeting to discuss Core Values and Teamwork (see two-sided insert). This endeavor is a process as much as a goal and is not yet finished. Your participation, perspective, comments, ideas and involvement are most earnestly encouraged. The Promise was discussed at the March 6 Quarterly Staff Meeting and is a regular topic of the Medical Staff Executive Committee, as well as the ad hoc Sparrow Promise Team meetings every other Monday morning at 7 a.m. We are working towards consensus and approval at the June Quarterly. Please join in the discussion. The Promise is much more than an agreement between two parties. It is a promise among all of us, both clinical and administrative. It calls on us to uphold these values in the best interests of our colleagues and our hospital. Most importantly this is for the benefit of our Patients and their families.

For a schedule of upcoming meetings to discuss the Sparrow Promise, please contact Heidi Pearson at 517.364.5904 or heidi.pearson@sparrow.org.

Enjoy breakfast on Doctors’ Day, March 30

Sparrow shows its appreciation for its Physicians with a deluxe continental breakfast from 7-9 a.m. March 30 in the Sparrow Auditorium Hallway. For more info, visit sparrows.org/inspiredbyphysicians.
iSparrow EMR Order Set and Care Plan Project Lifts Off!

In January, we reported that Sparrow signed a contract with Wolters Kluwer Health to acquire ProVation®, an evidence-based, evidence-linked, UpToDate®-powered physician order set with nursing care plan templates.

We will also review existing Sparrow order sets and care plans, adapting ProVation® templates as needed to support our Sparrow Way focus on adhering to Patient-centered, evidence-based best practices. This will also support the Sparrow Way commitment to making sure that the needs of our Patients always come first.

Why Evidence-based Order Sets and Care Plans Matter

It has been said that the most powerful and expensive technology in healthcare is the physician’s pen. It is true that physician orders drive many of the activities that affect the cost, quality and value of health care. Orders that physicians write today (and will enter into iSparrow EMR when it goes live on Dec.1) inform and guide the actions of their fellow Caregivers throughout the health system.

Similarly, nursing care plans are both the roadmaps and checklists that help ensure that Patients undergo a thorough, condition-specific initial nursing assessment, receive appropriate nursing interventions, and are evaluated to ensure that they achieve expected outcomes.

As such, it is critically important that we get our order sets and care plans right. Getting them right means starting with templates that reflect best evidence regarding what is needed and what works for specific conditions like community-acquired pneumonia or situations like post-operative joint replacement care.

Making Order Sets and Care Plans Our Own

While national guidelines and published best evidence greatly inform the science of health care, local and regional factors also influence both the science and the art of caring for individual Patients at Sparrow. As such, we are seeking Sparrow Subject Matter Experts (SMEs) to draft, review, adapt and approve order sets and care plans before they are built into iSparrow EMR. This “local tailoring” of order sets and care plans is part of how we “make them our own” and ensure they reflect the best thinking and experience of leading Caregivers in our community.

Creating Order Sets and Care Plans in Time for iSparrow EMR Go-live

To reach our goal of 250 order sets and 20 care plans approved and built in iSparrow EMR by our Dec. 1 go-live, we need broad and timely participation by our Physicians, Nurses and other Caregivers. Here are some roles that Caregivers can play:

- Order set “owner” – a Nurse who works with a physician “author” to build order sets in ProVation®.
- Order set “author” – a physician SME who works with a nurse “owner” to locally tailor a ProVation® order set for review and approval.
• Care plan “owner/author” – a Nurse who locally tailors ProVation® care plans for review and approval.

• “Reviewer” – a Caregiver who reviews order sets or care plans and their associated evidence links, suggests changes if needed and approves them as “good enough” for go-live, remembering that “perfect is the enemy of good enough.”

• “Builder” – an EMR analyst who takes approved ProVation® order sets and care plans and builds them in iSparrow EMR.

How to Get Involved – and Why You May Want To…

Evidence-based order sets and care plans are powerful and convenient tools that give you a “one stop shop” for efficiently documenting care decisions and triggering actions. To foster your trust, confidence and regular use of iSparrow EMR order sets and care plans, it is important that you have opportunities to review and add comments and suggestions as we configure ProVation® templates for use at Sparrow.

To this end, we encourage you to contact us to volunteer to review one or more order sets or care plans. We will then contact you to provide brief training in the use of the ProVation® Web review tool. You will receive an email when an order set or care plan you express interest in is ready for review and you will be asked to complete your review within 7 days. Reviews can usually be completed in 15 minutes or less and every comment will be responded to before the order set or care plan is finalized.

For more information on how you can get involved, please contact us!

• By phone: (517) 802-2701

• Via email: james.olson@sparrow.org

Building iSparrow Order Sets and Care Plans – Where We Are Today

We installed ProVation® in February and began training order set and care plan “owners” and “authors” earlier this month. Training will continue into April and will include authoring the first 10-20 of our order sets and care plans in ProVation®. Participants will also learn how to train other Caregivers as “reviewers” once our order sets and care plans are ready for review. We will then need to create, review and approve 50 order sets in ProVation® every month through September to stay on track for the number needed for go-live.

Some of the First 250 Order Sets We Will Create

1. General Medical Admission
2. General Discharge
3. Labor and Delivery Admission
4. Pregnancy, Postpartum
5. Postpartum: Discharge
6. Pregnancy Group B: Strep Prophylaxis
7. ICU Admission
8. General Pediatric Admission
9. Newborn Nursery
10. Newborn Nursery: HIV (+) Mother
11. Surgical Admission - Preoperative
12. MI, ST-Segment Elevation (STEMI) - Admission
13. MI, ST-Segment Elevation (STEMI) - Discharge
14. Heart Failure - Admission
15. Heart Failure - Discharge
16. Pneumonia; Community Acquired, Medicine
17. Behavioral Health Admission
18. Cesarean Section: Preoperative
19. Bacteremia and Septic
20. Hip Replacement: Postop Day 1
21. Hip Replacement: Postop Day 2
22. Hip Replacement: Postoperative
23. Hip Replacement: Preoperative
24. NICU Admission

For more information on how you can get involved, please contact us!
Sparrow Physicians to be honored during event

George F. Smith, MD, will be honored as the Physician of the Year during the Physician Recognition Dinner on April 28 at the Lansing Country Club.

Additionally, John P. Kepros, MD, will be recognized as the recipient of the new Physician Leadership Award during the dinner.

Those to be inducted into the Physician Hall of Fame are:
- Dominic V. Barberio, DO
- John S. Dunn, MD
- Wayne J. Hanish, DO, (posthumously)
- Edward C. Sladek, MD
- Preecha Supanwanid, MD

The 7th Annual Physician Recognition Dinner is hosted by the Women's Board of Managers and financed by PNC Bank.

Invitations to the Physician Recognition Dinner will hit mailboxes soon.

Department of Physician Services formed

The Physician Relations team has been combined with Medical Staff Services to form the Department of Physician Services.

The department is under the direction of Brian Schroeder, MD, Senior Vice President and Chief Medical Officer, and reports to Greg England, Manager of Physician Services.

The consolidated department will enable Sparrow to be more responsive to the needs of the medical staff. Also, the goal of the department is to achieve greater alignment and engagement with all Physicians.

Sparrow Patient enrolled in trial for heart device

Sparrow has enrolled its first Patient in the largest medical device trial to date for a device that monitors the heartbeats of high-risk Patients to detect heart attacks.

Sparrow is one of 200 centers nationwide participating in the trial for the Fortify® ST implantable cardioverter defibrillator (ICD) system, sponsored by St. Jude Medical. The small device monitors and transmits information about the heart activity of Patients with coronary artery disease and a high risk of experiencing a life-threatening or potentially fatal coronary event, such as a heart attack. The device was implanted in the first Sparrow Patient on Feb. 8.

This is the first trial to study the device’s use in the U.S. In all, more than 5,000 Patients will participate in the study.
The Sparrow Promise
A mutual compact between Sparrow Physicians and Sparrow
Our mission is to improve the health of the people in our communities
by providing quality, compassionate care to everyone, every time.

As a Sparrow Physician, I promise to:

Embrace Innovation
» Deploy evidence-based state-of-the-art medicine
» Promote research and education to contribute to the
  mission and vision of the hospital and ourselves
» Embrace innovation, continuous improvement and research
» Commit to developing leadership and volunteering to
  further the hospital’s mission and vision

Foster Compassion
» Ensure the Patient always comes first
» Encourage Patient involvement in care and treatment
  decisions
» Demonstrate the highest levels of professional conduct and
  respect towards Patients, their families and Caregivers

Be Accountable
» Promise to contribute to strategic decision-making
» Collaborate and ensure availability and coverage for every
  service
» Participate in departmental and hospital wide activities to
  ensure that governance is relevant and functional

Promote Respect
» Promote healthy communication with all Caregivers
» Attend departmental meetings and medical staff-related
  activities
» Advocate for the Patient and team-based medicine
» Adhere to the code of conduct

Strive for Excellence
» Implement best practices, quality improvement initiatives
  and respond to clinical data to foster a culture of safety
» Hold ourselves and our team accountable for key
  performance standards
» Assist in recruiting and retaining excellent Physicians and
  clinical support staff
» Diligently employ Patient-centered best practices
» Reinvest in one’s own ongoing intellectual and professional
  development

As a Sparrow Leader, I promise to:

Embrace Innovation
» Invest in technology and innovation for Sparrow’s continued
  growth
» Provide tools and resources to nurture Sparrow’s status as a
  major teaching hospital
» Embrace innovation, continuous improvement and research
» Develop and retain Physician leadership

Foster Compassion
» Ensure the Patient always comes first
» Encourage Patient involvement in care and treatment
  decisions
» Promote an environment that fosters the highest level of
  professional conduct and respect towards Patients, their
  families and Caregivers

Be Accountable
» Promise to include and support Physicians’ contributions in
  strategic decision-making
» Promote and support a culture of safety and high reliability
» Support collaborative teamwork
» Support medical staff leadership in addressing variations
  from professionalism and conduct standards

Promote Respect
» Lead the organization with integrity and accountability
» Promote collaborative decision-making with medical staff
  and closed-loop communication
» Coordinate communication across clinical services with
  medical staff
» Follow through on commitments to medical staff

Strive for Excellence
» Provide timely feedback on quality and service metrics
» Monitor & report on key performance standards to medical
  staff
» Recruit and retain excellent Physicians and Caregivers
» Invest resources to improve Patient-centered care and to
  enhance the Patient experience

Board Chair

Chief of Staff

CEO/President

Signed
Sparrow Promise Participants

- Dawn Springer, MD
- Brian McCardel, MD
- Mark Brett
- John Kepros, MD
- Edward Lanigan, MD
- Heather S. Laird-Fick, MD
- Leonard Zuckerman, MD
- James Olson, MD
- Maude Guerin, MD
- Dennis Swan
- Bradley Ropp, MD
- Michael Clark, MD
- John Armstrong, MD
- Michael Zaroukian, MD
- Michael Swords, DO
- Stephen Guertin, MD
- Simone J. Arrington, MD
- Alonso Collar, MD
- Robert Darios, MD
- Robin DeMuth, MD
- Bill Gifford, MD
- James Haering, DO
- Karen Kent, MD
- Timothy Hodge, DO
- Joseph Ruth
- John Siano, MD
- Brian Schroeder, MD
- William Petersen, MD
- Andrew MacKersie, MD
- Panduranga Yenumula, MD
- Benjamin D. Mosher, MD
- Michael K. McLeod, MD
- James DeMuth, MD
- Bonta Hiscoe, MD

For a schedule of upcoming meetings to discuss the Sparrow Promise, please contact Heidi Pearson at 517.364.5904 or heidi.pearson@sparrow.org.
A Message from John Armstrong, MD: Communication

As we continue to move forward on quality initiatives, communication is one of the most important issues for us to focus on as part of the Sparrow Way.

Striving for excellence and best practice in communication is at the heart of the Sparrow Way and is embedded in the Sparrow Promise that was discussed at our March quarterly staff meeting and included in last month’s newsletter.

Recognizing the impact that communication has on quality for Patients, families and Caregivers, the Medical Staff Executive Committee recommended this month that we form a special task force to examine this area and provide recommendations on moving forward. How we communicate and work together with all members of our health care team has measurable benefits for Patients and Caregivers alike. A little work on this skill individually and as a team can really improve Patient outcomes and make life better for our colleagues. Your involvement and participation again is most earnestly desired and your opinions are valued and appreciated. Please contact me or Melinda Rapelje at Melinda.Rapelje@sparrow.org if you wish to join in or have any comments.

Thank you for all that you do to help with our mission of providing quality, compassionate care to every Patient, every time.

Patient Safety Survey deadline May 11

Sparrow is kicking off a Culture of Safety program that aims to increase awareness about Patient and Caregiver safety.

The goal is to reduce the number of serious safety events by 40 percent to 80 percent by the end of 2013. As part of the program, more than 2,000 Caregivers were asked to participate in a safety survey by May 11. Completing the survey is also a requirement for our Joint Commission on Accreditation of Healthcare Organizations accreditation.

Selected Caregivers have received details about completing the brief online survey. Questions? Contact Safety Officer Gary McMillan at 517.364.5233.
Hospital-Based iSparrow EMR Provider Training Registration

Thank you for your ongoing dedication to high quality patient care at Sparrow. We are excited to be getting closer to going live with the hospital-based iSparrow Electronic Medical Record (EMR) at all Sparrow Hospital locations on Saturday, Dec. 1, 2012. In doing so, Sparrow will fulfill its promise to implement the robust EMR system that Providers and other Caregivers overwhelmingly selected (Epic) to support our shared mission to improve the health of the people in our communities by providing quality, compassionate care to everyone, every time.

While iSparrow EMR is a powerful tool to support quality, safety and the patient experience, we can maximize our success only if you are well trained and proficient in iSparrow EMR use. This is why the physician-led Medical Staff Executive Committee (MSEC) and our Inpatient Physician Advisory Group (IPAG) have repeatedly affirmed that classroom training and demonstrated proficiency in iSparrow EMR use will be mandatory for maintenance of provider privileges to care for patients in any Sparrow Hospital after Nov. 30, 2012.

In order to support you and ensure your success, we are committed to providing you with the training, practice opportunities, tools and support you need to be ready for the iSparrow EMR.

Your first step in this process is to register for provider training. This will allow you to schedule your training six months in advance to help prevent or minimize disruptions to your schedule. We have also worked to make training more convenient for you by offering morning, afternoon, evening and weekend sessions, as well as holding classroom training sessions at all Sparrow Hospital locations.

To simplify the registration process for you, we have created a registration packet that was mailed to your office in mid-April. We have tentatively assigned you to a specific training track based on your speciality and credentials. The Training Registration Worksheet will guide you through the process, after which we ask that you call 1.800.SPARROW to reserve your dates and times for training.

We also ask that you complete the Training Agreement or Exempt to Training Form and fax it back to us at 517.802.2700 by June 1. Doing so helps us know if you intend to provide patient care to a patient in a Sparrow hospital or hospital outpatient department (e.g., Cath Lab) after Nov 30, 2012, in which case you will need to be scheduled for Hospital-based iSparrow EMR Provider training.

Again, please accept our thanks and gratitude for your commitment and partnership in our transition from paper records to a state-of-the-art EMR system.

- Mike Zaroukian, MD, PhD; VP & CMIO
michael.zaroukian@sparrow.org
Hospital-Based iSparrow EMR
Frequently Asked Questions (FAQs) – Part 1
This is an initial set of frequently asked questions (FAQs) and answers about iSparrow EMR that will help you prepare for our go-live on Dec. 1, 2012. Please watch for additional FAQs in future issues of the Sparrow Medical Staff Newsletter and let us know if you have additional questions you’d like addressed (penny.daniels@sparrow.org).

Is Hospital-based iSparrow EMR training and EMR proficiency mandatory?
The Medical Staff Executive Committee (MSEC) has determined that if you intend to take care of patients at a Sparrow hospital or hospital outpatient department (e.g., Diagnostic Radiology) after Dec 1, 2012, you will need to complete Hospital-based iSparrow EMR training and pass related proficiency assessments before go-live. Access to iSparrow EMR requires a username and password, which is only given to providers who complete training and pass proficiency assessments. This ensures that you can use the EMR safely, effectively and efficiently. Most providers also report that they wish they had spent more time in training, so we hope you will understand this requirement.

Who do I contact if I cannot attend a training class I have been scheduled for?
As soon as you know that you cannot attend a scheduled training class, contact 1.800.SPARROW; we will register you for another class.

What happens if I am on call during the training classes or am called out of class?
It is extremely important that you schedule your training classes on dates when you are not on call or have other responsibilities that may pull you away from classroom discussion. Distractions and interruptions interfere with your learning and that of other learners.

Are there CME credits or payment offered for attending and successfully completing EMR training classes?
We are happy to offer CME credits for the training classes required at no cost to the provider. However, we are not able to offer payment for training.

How were providers assigned to the training tracks?
We have assigned providers to a training track based on your specialty and activities at Sparrow. This was done in consultation with physician champions and clinical leadership.

Who do I contact if I feel the training track is not correct for me?
We have course descriptions for all of the training tracks identified and have them available on the internet – via https://remote.sparrow.org – or we would be happy to email you a copy if you prefer. If after review you feel you have been assigned to the wrong track, please contact Penny Daniels, EMR Communications Lead, at penny.daniels@sparrow.org.

Who do I contact if I’d like training in other tracks?
If you feel you would benefit from attending additional training tracks, please contact Penny Daniels, EMR Communications Lead, at penny.daniels@sparrow.org.

How can I become a Super User and assist my colleagues during EMR go-live?
Super Users are highly proficient users who are able and willing to support other EMR users who need help. Super Users are very important to the success of the EMR implementation. If you are interested in learning more about becoming a Super User, please check the appropriate box on the Agreement to Training form located in the Training Registration Packet mailed to your office in mid-April. We will then contact you to provide additional information.

If I don’t feel confident in my general computer skills, what assistance is available?
A basic computer skills questionnaire is available at https://remote.sparrow.org to help you assess your general computer skills. To schedule a basic computer class, please contact Penny Daniels, EMR Communications Lead, at penny.daniels@sparrow.org.
Physicians celebrated during Doctors’ Day

As a thank you to the unyielding commitment and tireless dedication of each Sparrow Physician, the medical staff was treated to a deluxe continental breakfast and special gift on Doctors’ Day. Our Physicians inspire our Caregivers to ensure that the needs of our Patients always come first. That was evident in the many personal messages displayed at sparrow.org/physiciansinspire, on our Facebook page, and at various locations throughout the Health System.

Thank you Sparrow Physicians for improving the health of the people in our region by providing quality, compassionate care to everyone, every time.

Get the Sparrow News Video Edition online

The Sparrow News Video Edition is your place to catch the latest updates and most interesting stories from Sparrow.

Each month, we'll share important information and video pieces on the Caregivers, Volunteers and Patients who make up the Sparrow community.

To watch, visit sparrow.org/sparrownewsvideo.

To submit a story idea, email sparrownews@sparrow.org.

2011 Physician Campaign was a huge success

More than 150 Physicians donated more than $225,000 to the 2011 Physician Campaign. This was a 44 percent increase over dollars raised from Physicians in 2010.

Additionally, 13 new Physicians or Physician practices joined the Philanthropist League (the society of donors with lifetime gifts of $10,000 or more), and two new physician endowments were created: The Drs. Paul and Ronald Jakubiak Neurosurgery Endowment and the Physicians’ Fund for Excellence.

Thanks to the 2011 Physician Champions: Christopher Abood, MD; Rolland (Buck) Bethards, MD; Michael Clark, MD; Maude Guerin, MD; James Herman, MD; Larry Rawsthorne, MD; George F. Smith, MD; and Matthew Wilcox, DO.
Several members of our Sparrow Way Steering Committee recently traveled to the General Motors production plant in Delta Township to learn about the company’s team management strategies.

It was part of work involved in developing the Sparrow Way. Previous visits by the committee included trips to the Mayo Clinic and Virginia Mason Medical Center in Seattle to gather more information on best practices for use at Sparrow.

During the GM visit, Sparrow representatives learned how GM minimizes distractions and work stress to maximize efficiency, quality, team work and employee satisfaction. They also learned about minimizing the time employees spend performing tasks that aren’t directly necessary for their jobs, so essential tasks are completed on time with fewer errors.

Upcoming Sparrow Way visits will include meeting with hospitals with integrated medical staffs, similar to Sparrow’s.

Caregivers prepare for quality assessment

At Sparrow, we know the patient comes first, and that is why our Vision is to be recognized as a national leader in quality and patient experience.

As part of that Vision, an eight-person team from the Michigan Quality Council (MQC) will visit Sparrow, sometime between June 11-July 15.

The purpose of this visit it to allow the team to ask questions and gain more information about the application Sparrow has submitted. This application is available for review on the Learning and Organizational Development page of Sparrow’s Intranet.

During the visit, the team from MQC will conduct rounds to talk with Caregivers, at random, to see if they understand Sparrow’s Mission, department goals, current performance, plans for improvement, and the reward system.
Reminder: Hospital-Based iSparrow EMR Provider Training Registration Now Underway

iSparrow Hospital-Based EMR Training Registration packets were mailed to offices of credentialed providers the week of April 16. The packet includes information pertaining to EMR training and identifies the training track we tentatively assigned you to based on your specialty and credentials. We also included a Training Registration Worksheet that will guide you through the training registration process, after which we ask that you call 1.800.SPARROW to reserve your dates and times for training.

We also ask that you complete the Training Agreement or Request to be Exempt from Training Form and fax it back to us at 517.802.2700 by June 1. Doing so helps us know if you intend to provide patient care in a Sparrow hospital or hospital outpatient department (i.e., Cath Lab) after Nov 30, 2012, in which case you will need to be scheduled for hospital-based iSparrow EMR Provider training.

Providers Needing iSparrow Hospital-Based EMR Training. The Medical Staff Executive Committee (MSEC) has determined that if you intend to take care of patients at a Sparrow hospital or hospital outpatient department (i.e., Diagnostic Radiology) after Dec. 1, 2012, you will need to complete hospital-based iSparrow EMR training and pass related proficiency assessments before go-live. Access to iSparrow EMR requires a username and password, which is only given to providers who complete training and pass proficiency assessments. This ensures that you can use the EMR safely, effectively and efficiently.

While iSparrow EMR is a powerful tool to support quality, safety and the patient experience, we can maximize our success only if you are well trained and proficient in iSparrow EMR use. This is why the physician-led Medical Staff Executive Committee (MSEC) and our Inpatient Physician Advisory Group (IPAG) have repeatedly affirmed that classroom training and demonstrated proficiency in iSparrow EMR use will be mandatory for maintenance of provider privileges to care for patients in any Sparrow Hospital after Nov. 30, 2012. In order to support you and ensure your success, we are committed to providing you with the training, practice opportunities, tools and support you need to be ready for the iSparrow EMR.

Again, please accept our thanks and gratitude for your commitment and partnership in our transition from paper records to a state-of-the-art EMR system.

NOTE: If you did not receive a provider training registration packet in the mail, and will be caring for patients in the hospital setting, please contact Penny Daniels, EMR Communications Lead at penny.daniels@sparrow.org.

Reminder – Basic Computer Classes Available

If you do not feel confident in your general computer skills and would like some additional help, please contact us at penny.daniels@sparrow.org and we’ll arrange a convenient time to help you.

Recent IPAG/MSEC Decisions

1. Physicians will NOT be required to enter the expected discharge date at the time of admission, but it is encouraged during the course of hospitalization.
2. Use New Result Flag (not In Basket) to notify caregivers of new inpatient results.
3. Residents, NPs, PAs can order Imaging Exams without requiring an attending physician co-signature.
4. Attending physicians must enter a CMS-compliant teaching physician attestation for resident notes.
5. Ordering providers will be required to associate problems/diagnoses with consultation orders.
6. New consultation requests/orders will be routed to the In Basket of the consultant physician/group.
7. Patient information from one Sparrow facility will be visible to authorized users at all Sparrow facilities.
7. **Scribes** and iSparrow EMR
   - Scribes will be able to document clinical information but **not** enter orders.
8. **Dictation:** Full vs. Partial Dictation at Go-live
   - Full and partial dictation are both in scope.
   - Structured data entry will also be expected (orders, problems, medications, allergies, etc.).
9. **Voice Recognition**
   - Out of scope as an enterprise offering at go-live.
   - Will be prioritized as part of optimization.
   - Physicians who already have VR tools (e.g., Dragon) on their own notebook devices will be supported.
10. Approved enterprise standard **elements, sequence** for H&P, Progress Note, Discharge Summary; Initial Consultation Note.
    - Specialty-specific modifications available.
11. Approved list of first 100 order sets to be reviewed.
12. **Pended (“incomplete”) notes** will be **visible** to other users.
13. Physician-specific Key Performance Indicators recommended.
    - CPOE, Med Reconciliation, Problem List entries, documentation timeliness, preoperative antibiotics, readmissions.
14. Student Documentation in iSparrow EMR.
    - Support current student documentation, supervisor/signature rules.
    - Students can access same tools as their fully trained colleagues (with supervision).
    - IPAG endorses system-wide approach to student documentation in the legal medical record to standardize both policies and procedures.

**iSparrow Clinical Documentation Tools**
As the launch of iSparrow EMR grows closer, the clinical documentation team is striving to develop and build documentation tools that will help Sparrow Physicians provide excellent care for our patients. Several tools exist within the EPIC model system that we are evaluating and adapting to our needs. We are looking to leverage current documentation tools in the health system to meet the needs of our physicians. To improve the tools we develop and to improve physician understanding of the tools, we will be reaching out to many of you to evaluate your needs and to show you the tools in EPIC.

**What documentation tools exist within EPIC?**
EPIC has several tools to assist with efficient clinical documentation. NoteWriter allows for point-and-click documentation of major portions of your notes (HPI, ROS, Exam). NoteWriter places information you document in structured data fields that can be copied forward to subsequent notes and edited as needed to reflect any changes. NoteWriter macros allow you to document entire ROS and PE sections of your note with a few clicks, and macros can be created, customized and shared among providers.

**“SmartTexts”** and **“SmartPhrases”** are additional documentation tools that allow customized notes to and note elements to be generated with less need to free text type and more ability to select options from “SmartLists.” These create a text template for documenting common histories and assessments and plans. If interested, you will be able to build these yourself once you have been trained.

Dictation will continue to be allowed and available for Sparrow physicians but we expect that physicians will feel less need to use dictation once they become more experienced using the iSparrow documentation tools. We will be supporting partial dictation to allow for documentation on elements that would otherwise require significant free text entry and we do not yet do not have a template that will meet the need. Full dictation should be even less common and needed, as tools will exist to efficiently capture much of the clinical documentation, and certain information such as Problems, Medications, Allergies and Orders will still need to be entered as structured data in iSparrow EMR even if dictation is used.

**Where are we today?**
We already developed hundreds of SmartPhrases as part of our ambulatory iSparrow EMR implementation, in addition to the library in the EPIC model system. NoteWriter will be available for use, and will grow more robust with further updates of the system. We are looking to any interested party to help review current SmartTexts and SmartPhrases, and help build new ones for areas where we are missing a tool. We are reaching out to each department and the Medical Staff to help inform this process and to provide assistance. If you are interested, please contact us.

*Mike Zaroukian, MD, PhD; VP & CMIO
michael.zaroukian@sparrow.org*
Caregivers thanked for providing inspiring care

Sparrow is celebrating our Physicians’ and Caregivers’ commitment to quality Patient care. Watch for banners around the health system promoting Sparrow being named a top-performing U.S. health system by Thomson Reuters earlier this year. This ranking is based on our performance in such important measures as

Patient safety, Patient experience and other quality benchmarks.

Sparrow was the only health system in mid-Michigan to receive this honor, and we are joined on this list by such prestigious organizations as Advocate Health, Geisinger Health System, Mayo and Scripps Health.

Michael K. McLeod, MD, earns statewide award

Michael K. McLeod, MD, an MSU surgeon at Sparrow, has received a top state honor for his leadership in Patient safety and quality improvement. The Michigan Health & Hospital Association (MHA) Keystone Center for Patient Safety & Quality Leadership Award recognizes individuals whose contributions to the field transcend the bounds of their own hospital or health system.

Congratulations Dr. McLeod!

Watch the Children’s Center Telethon June 1-2

Evan was diagnosed with leukemia in July 2010 and has undergone chemotherapy and more than a dozen hospitalizations since.

“We could have gone anywhere in the world for his treatment, and we chose to stay here,” said his father Kent Yaney, DO. “I don’t think we could have anywhere else in the world, I think we did better because (Sparrow Caregivers) are so personal. They’re so caring.”

The Sparrow Children’s Center Telethon will air 9-11:30 p.m. June 1 and noon-6 p.m. June 2 on WILX. For more info, visit sparrow.org/telethon.

Evan Yaney, the son of a Sparrow Emergency Department Physician, is Sparrow’s 2012 Miracle Child.
The announcement that Sparrow has joined the Mayo Clinic Care Network is a huge step forward for Sparrow, our Physicians and the entire community.

The honor is a direct reflection of the teamwork of all our Physicians and Caregivers, your commitment to the Sparrow Way, and your dedication to providing quality, compassionate care to every Patient, every time.

This year, Sparrow and its medical staff and nurses have made tremendous progress on improving quality and safety and ensuring an excellent Patient experience. This partnership with the Mayo Clinic Care Network will support this important effort.

Access to Mayo Clinic expertise and clinical care resources will mean that our Patients will receive some of the most advanced care in the nation, right here at Sparrow. It will be an invaluable tool for our Patients and Physicians as we strive for excellence in an expanding service area.

When treating a Patient, Sparrow physicians will have the ability to collaborate with Mayo specialists. This means that Patients travel outside the region—and away from their homes, families and jobs—only when necessary. By working together, Mayo Clinic and Sparrow look to build new and innovative ways to provide the best possible care for mid-Michigan.

Thank you for all that you do to support the Sparrow Way. Please see the insert in this month’s newsletter to read more about the Mayo Clinic Care Network.
Reminder
Physician EMR Training Registration

Have you registered for the physician EMR training you will need for our go-live of the iSparrow Hospital-Based Electronic Medical Record (EMR) on Dec. 1, 2012? **If not, now is the time!** Remember that Medical Staff Executive Committee (MSEC) has affirmed that classroom training and demonstrated proficiency in iSparrow EMR use will be required for your user ID and password for the live EMR system and the ability to care for patients in the hospital after Nov. 30, 2012.

In April, a registration packet was sent to your office to help prepare and guide you through the process of registering for the EMR training classes being scheduled from Oct. 8 through Nov. 16 on the campuses of Sparrow Main, Sparrow Clinton, Sparrow Ionia and Sparrow Specialty (St. Lawrence).

Provider Registration Statistics
[Physicians, Mid-Level Providers, Allied Health Professionals]
**As of 06.11.2012**

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<td>Number of Providers in the EMR training audience</td>
<td>1,040</td>
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<tr>
<td>Number of Providers registered for EMR classes</td>
<td>450</td>
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<tr>
<td>Number of Providers requesting to be exempt from training</td>
<td>28</td>
</tr>
<tr>
<td>Percent of Providers registered</td>
<td>43%</td>
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</table>

Provider training registration deadline has been extended to June 30.

**If you take care of patients in a Sparrow Hospital and have not yet registered for EMR training, please avoid potential disruptions to your schedule by registering at your earliest convenience by calling 1.800.SPARROW or 1.800.772.7769.**

If you have questions about iSparrow EMR training or did not receive a training registration packet, please contact Penny Daniels, EMR Communications Lead at 517.802.2624 or email penny.daniels@sparrow.org.

Thank you for your commitment in partnering with Sparrow to provide safety, quality and satisfaction to our patients.

Reminder – Basic Computer Classes Available

If you do not feel confident in your general computer skills and would like some additional help, please contact us at penny.daniels@sparrow.org; we’ll arrange a convenient time to help you.

iSparrow Rewards

Earn miles redeemable for iSparrow rewards gear and be entered in a grand prize drawing every time you complete on the six key milestones. The grand prizes include great travel items and $1,000 travel voucher.
EMR Policy Changes
Inpatient Physician Advisory Group Meeting – June 6

Offering Proficiency Waiver Examinations for Physicians with EpicCare Inpatient Experience

At the June 6 Inpatient Physician Advisory Group (IPAG) Meeting, Dr. Zaroukian reviewed the current EMR training requirements as outlined in the Medical Staff Policy and Procedures Manual. The Group discussed the possibility of offering a proficiency waiver examination for Physicians with previous EpicCare Inpatient experience.

The following criteria were recommended for providers to be eligible to take an iSparrow EMR Proficiency Waiver Examination.

1. Can provide proof of having completed similar Epic EMR training and successful completion of a comparable proficiency examination given at their previous health care organization.

2. Was a regular and sustained user of all the Epic Inpatient EMR modules or features that will be used at Sparrow (i.e., Clin Doc, CPOE, ASAP, Critical Care, Radiant, Stork).

3. Will be coming to Sparrow without a significant lapse (i.e., < 6 months) in their Epic EMR use.

4. Used the same version of Epic that will be used at Sparrow. If trained on a previous version with differences unlikely to affect proficiency (and our Epic colleagues agree), they could take the proficiency waiver but might be required to take a “booster” class covering selected new version features.

These criteria were approved by the Inpatient Physician Advisory Group. In addition, the following shall apply:

1. A provider may take the proficiency waiver examination only once.

2. A passing score will result in the provider receiving an ID and password for the live system.

3. A non-passing score will require the provider to complete full iSparrow training for their specialty/role.

Watch for more detailed information in future Medical Staff Newsletters.

Mike Zaroukian, MD, PhD; VP & CMIO
michael.zaroukian@sparrow.org
Mayo & Sparrow Physicians team up for Patients

Even before Sparrow’s relationship with Mayo Clinic was formalized, collaboration between the organizations was not unusual.

One example is with Alonso Collar, MD, Sparrow’s Medical Director of Cardiovascular Surgery and a member of the Sparrow Cardiovascular and Thoracic Surgery practice.

“We had a gentleman who was discovered to have a tumor in his heart that metastasized to other areas in his body,” said Dr. Collar. “We actually operated on him here in town because we were able to consult with Physicians from Mayo.”

Another example is Sparrow Laboratories, which has partnered with Mayo Clinic reference laboratory for years.

As a member of the Mayo Clinic Care Network, more Sparrow Physicians will have greater access to Mayo Clinic expertise and resources when treating Patients. This means that Patients will receive the best specialty care as close to home as possible.

Sparrow, MSU announce Center for Innovation

Seeking new methods to continuously improve care and deliver Patient-centered, evidence-based best practices, Sparrow and Michigan State University announced the establishment of a major joint initiative, the Center for Innovation.

This new Center will focus on research intended to transform care delivery. The mission will be to develop, test, implement and evaluate innovative approaches that improve the Patient experience while achieving national benchmark health care outcomes and greater value for consumers.

The Center, an extension of an affiliation agreement Sparrow and MSU signed in 2009, seeks to combine talent, ideas and resources from each institution, along with recruiting nationally recognized researchers.

Children’s Center Telethon was a huge success

The telethon featured appearances from local leaders, business owners, families and Sparrow Caregivers, and it was broadcasted from the Sparrow Professional Building on WILX TV-10. Also, viewers got to see touching stories about local children who have benefitted from the care they received at Sparrow.

“This is the 24th year for the Sparrow Children’s Center Telethon, and each year is better than the year before,” said Joy Wiseman, who coordinated the event for the Sparrow Foundation. “Thank you to the community for your generous donations to help us make miracles for our young champions at Sparrow!”
Sparrow selected to join the Mayo Clinic Care Network

Sparrow is proud to be Michigan’s first member of the prestigious Mayo Clinic Care Network, a formal collaboration that will help Mayo Clinic and Sparrow provide the best possible care for mid-Michigan.

Through this formal collaboration, Sparrow Physicians have direct access to the latest Mayo Clinic expertise and clinical care resources including:

- AskMayoExpert, a state-of-the-art online tool that makes available Mayo Clinic’s knowledge in disease management, clinical care guidelines, treatment recommendations and reference materials for a variety of medical conditions.
- eConsults that connect Sparrow Physicians with Mayo Clinic experts when Sparrow Physicians want additional input regarding a Patient’s care.

These electronic care reference and collaboration tools are designed to connect Sparrow specialists directly to Mayo Clinic research, treatment recommendations and clinical experts to assist in the treatment of medically complex Patients in mid-Michigan.

Access to these Mayo Clinic Care Network tools and the training on how to use them will be phased-in over the coming months. These tools will initially be made available to Sparrow-employed and Sparrow-contracted Physicians at Sparrow Hospital, Sparrow Specialty Hospital, Sparrow Ionia Hospital and Sparrow Clinton Hospital.

For additional questions, please contact Brian Schroeder, MD, Chief Medical Officer, at 517.364.5900 or Sherry Taunt, Vice President, Quality and Performance Improvement, at 517.364.5230.

Read more about how Sparrow is transforming healthcare in mid-Michigan by visiting ourfuture.sparrow.org.
A Message from John Armstrong, MD: Forging our Path

The last few months have brought exciting new partnerships and collaborations for our health system. The next few months hold even more opportunities - moving Sparrow further towards our goal of being a national leader in quality and Patient experience. This includes solidifying and operationalizing our relationship with the Mayo Clinic Care Network, continuing our critical work towards EPIC order-set development/training/implementation, and furthering our essential work around Culture of Safety and communication (to name a few!). These endeavors are only possible because of us - the people of Sparrow – who put the Patients’ needs first, providing radical loving care. It forms the foundation of the pyramid, the basis for the Sparrow Promise and contributes to Patient satisfaction but is also key to achieving real improvements in clinical outcomes. Excellent communication between each other, with our Patients, and with their families is where we make a real impact. It’s part of our Sparrow Promise.

Thanks again for all you do to make a difference for every Patient we see.

Welcome new physicians:
Anesthesia
Michael Barile, MD
Mark Hausman, Jr, MD
Family Medicine
Sarala Masti, MD
Internal Medicine
Sameer Ansar, MD
Gurpreet Chahal, MD
Michael Darabos, MD
Bikki Gautam, MD
Subhashis Mitra, MD
Mythri A. Ramegowda, MD
Internal/Cardiology
Peter Burke, MD
OB/GYN
Adham Alsamsam, MD
James Mayo, MD
Surgery/Dentistry
Mary Nguyen, DDS

Education Awards Given to Teaching Physicians
Please join us in recognizing the following members of our medical staff for their recent awards in the area of medical education.

**James Barton, MD**
OB/GYN Senior Resident Teaching Award

**Michael Flink, DO**
Educator of the Year Award - Neurology

**Andrew Saxe, MD**
Outstanding Educator Award, Lansing Campus - Surgery

**Adil Sharanpani, MD**
Ray Hefner Residency Teaching Award - Pediatrics

**Sathyanarayan Sudhanther, MD**
Richard Byczewski Faculty Teaching Award – Pediatrics

**Ashweena Gonuguntla, MD**
Maria Patterson Mentor Award - Pediatrics

**Renuka Gera, MD**
Jarrod Veldman Clinical Teaching Award - Pediatrics

**Stanley Dudek, MD**
Outstanding Teaching Award - Emergency Medicine

**John Dery, DO**
Outstanding Teaching Award - Emergency Medicine

**Jeremy O’Shea, MD**
Outstanding Teaching Award - Emergency Medicine

**George Abela, MD**
Outstanding Mentor Award, GMEL Lansing - Cardiology

**Heather Laird-Fick MD**
Internal Medicine Research Teacher of the Year Award

**Corey O’Brien, DO**
Internal Medicine Residents’ Award for Excellence in Teaching – Community Faculty

**Venu Goruinieni, MD**
Internal Medicine Residents’ Award for Excellence in Teaching – University Faculty
Register for Physician EMR Training TODAY!

Will you be providing direct care for patients at a Sparrow Hospital facility after Nov. 30, 2012? Have you registered for iSparrow hospital-based EMR training yet? **If not, now is the time!** The Medical Staff Executive Committee (MSEC) has determined that iSparrow EMR classroom training and proficiency will be required for issuance of the EMR user ID and password you will need to care for patients in the hospital when the EMR goes live on Dec. 1, 2012.

In April, we sent a registration packet to your office to help prepare and guide you through the process of registering for EMR training classes to be held Oct. 8 through Nov. 16 on the campuses of Sparrow Main, Sparrow Clinton, Sparrow Ionia and Sparrow Specialty (St. Lawrence).

**Provider Registration Statistics**

[Physicians, Mid-Level Providers, Allied Health Professionals]

As of 07.19.2012

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<td>Providers registered for EMR classes</td>
<td>588</td>
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<tr>
<td>Percent of Providers registered</td>
<td>57%</td>
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</table>

If you take care of patients at a Sparrow Hospital facility but have not yet registered for EMR training, please avoid disruptions to your schedule. Call 1-800-SPARROW (1-800-772-7769) to register today.

If you have questions about iSparrow EMR training or need a training registration packet, please contact Penny Daniels, EMR Communications Lead, at 517.802.2624 or email penny.daniels@sparrow.org.

**Thank you for your commitment and for being our partner in the transition from the paper-based medical record to the EMR.**

**iSparrow Rewards**

Earn miles redeemable for iSparrow Rewards gear and be entered in a grand prize drawing every time you complete one of the six key milestones. The grand prizes include great travel items and a $1,000 travel voucher.

Signing up is easy – complete the areas outlined in red. In the Username field, please type in your last name.

Sign up today at iSparrowRewards.com
Proposed Workflow: Changing the Attending Physician in iSparrow EMR

At the June 20 Inpatient Physician Advisory Group [IPAG] Meeting, we discussed the EMR workflow to correctly identify Attending Physicians in real-time and keeping the Attending Physician status up-to-date as it changes. Examples included the following:

- Admitting physician overnight vs. attending physician the next day
- Change of service (attendings, residents, consultants), ordering vs. authorizing provider at time of order entry vs. time of resulting
- How changes will affect result routing and reviewing

After discussion, IPAG members determined that physicians will be expected to:

- Assign themselves as the “admitting physician” if they are the responsible attending physician at admission
- Assign themselves as the “attending physician” if they are the currently responsible for overall care during a patient’s admission
- Assign themselves as a “treatment team” physician if they are a resident, fellow, consulting or performing physician for a particular patient but not the attending or admitting physician
- Add, end, and reassign themselves to a patient’s case in the EMR in a timely manner

EMR Chart Etiquette Guidelines

Each patient’s electronic chart in iSparrow EMR is shared by Physicians and other Caregivers across Sparrow’s ambulatory and acute care settings, involving multiple specialties, facilities, units, clinics and departments. When used according to best practices, the EMR serves as a tool to facilitate delivery of high-quality patient care, as well as supporting population health management, disease surveillance and research. To realize the quality and safety benefits that iSparrow EMR can provide and to facilitate appropriate use of this shared longitudinal care record, it is essential that all Caregivers observe a common set of principles when using the EMR.

At their July meetings, IPAG and APAG members discussed a DRAFT Electronic Medical Record (EMR) Etiquette Policy for iSparrow EMR. The draft policy seeks to promote a common understanding regarding the principles for how iSparrow EMR will be used. The intent is to provide guidance to the medical staff regarding aspects of EMR use without usurping the Clinician’s best clinical judgment in a particular patient circumstance, which may at times necessitate variance from the policy guidelines. The IPAG and APAG both endorsed the guidelines and recommended distribution to the medical staff with a request for comments before finalizing the draft policy and forwarding it to the MSEC for approval.

In the next few weeks, we will ‘publish’ this DRAFT EMR Etiquette Policy for iSparrow EMR online along with a request for comments that will help inform the final policy. We look forward to your comments and suggestions.

Mike Zaroukian, MD, PhD; VP & CMIO
michael.zaroukian@sparrow.org
Sparrow Rises to Top in U.S. News & World Report

Sparrow was named among the Best Hospitals in Southeastern Michigan and earned “High-Performing” designations in nine specialty areas: Cancer, Diabetes & Endocrinology, Gastroenterology, Geriatrics, Gynecology, Nephrology, Neurology & Neurosurgery, Pulmonology and Urology, according to U.S. News & World Report Best Hospitals rankings for 2012-2013. The report of nearly 5,000 hospitals nationwide looked at Patient survival rate relative to other hospitals, nurse staffing, quality of care measures, work to reduce the occurrence of errors, and a hospital's reputation amongst its peers.

Mexican Delegation Tours Wound Clinic

A team of physicians from Merida, Mexico, toured the Sparrow Wound and Hyperbaric Clinic recently, escorted by Dr. Marc Basson, MD, Chair of the Department of Surgery and Director of the Sparrow Wound and Hyperbaric Clinic. The doctors were eager to learn about our treatment programs and hyperbaric medicine. The team wishes to explore possible collaborations with Sparrow and with the research facilities of the MSU Colleges of Human and Osteopathic Medicine. MSU’s College of Osteopathic Medicine is currently working to build an osteopathic clinic in Mexico.

Visitors in our Midst… Are we ready?

The Michigan Quality Care Council will walk our halls starting July 30, looking to talk to you about Sparrow’s Mission, Vision and Values. The examiners are really here to see for themselves what we already know and do through our everyday actions… that we put our Patient’s needs first and that Sparrow has a plan to ensure we meet our goals. While much of The Sparrow Way may be second nature by now, please take a few moments each day to review not only the pyramid, but also what your specific departmental goals are and how you as an individual Caregiver help provide quality, compassionate care to every Patient, every time. The key issue to examiners is that you understand the how and why of what it is we do everyday.
As we near the Epic EMR launch, I would like to focus some well-deserved attention on the Physicians in the trenches… your colleagues serving as members of the Inpatient Physician Advisory Group (IPAG).

Meeting twice a month, with countless hours of work in-between, IPAG members are there to ensure that Physicians have a voice in how the EMR is implemented so that we can provide quality, compassionate care to our Patients from day one of go-live. We want the transition to Epic to be successful from everyone’s perspective, and their input has been critical in this endeavor.

IPAG members are working collaboratively with our med staff to set implementation strategies and policies that will provide optimal quality of Patient care. If you have questions or ideas to improve Epic implementation, please reach out to one of the IPAG members above. They are our advocates in ensuring that the quality and safety initiatives of EMR are realized as we move towards launch on Dec. 1, 2012.

Please join me in thanking them for working so hard on our behalf.

Sparrow Joins Premier Rehabilitation Provider

Sparrow and Mary Free Bed Rehabilitation Hospital (Grand Rapids) have formalized an agreement that will strengthen and expand a long-standing practice of working together to provide rehabilitation care to Patients.

In addition, we have signed a letter of intent to study a potential joint venture, with the goal of opening a new Lansing-based rehabilitation unit to replace and expand upon the inpatient unit at Sparrow Hospital.

Physicians with Patients who need rehabilitation care will continue to order a rehabilitation evaluation or physical medicine and rehabilitation (PM&R) consult, and the rehabilitation admission team will assess the Patient and make recommendations based on the Patient’s needs.
Register for Physician EMR Training TODAY!

The iSparrow (Epic) Electronic Medical Record (EMR) go-live at Sparrow Hospital is just a few months away. EMR training before go-live is critically important for all providers who will be caring for patients at Sparrow on or after Dec. 1, 2012.

We need your help! The EMR team has used various methods to contact all providers with hospital privileges to confirm their need for training and help get them registered. While we have successfully registered 70 percent of Sparrow-credentialed providers, some providers who need training have not yet completed registration.

The Medical Staff Executive Committee (MSEC) has determined that classroom training and proficiency in iSparrow EMR will be required to have EMR access and be able to care for Patients in the hospital effective Dec. 1, 2012. The type and amount of required EMR training were determined after careful review of national recommendations and guidelines for ensuring a successful EMR launch and a positive user and Patient experience.

Some providers may have not responded because they will not be caring for Patients at a Sparrow Hospital after Dec. 1 (retired, left the Lansing area, no longer clinically active, etc.). If you are one of these Physicians or can help us identify them, please let us know so we can record them as exempt from training.

To make it easier for those with tight daytime schedules, we have classes available in the evening and on Saturdays. The earlier providers register for training, the greater the flexibility we can offer for training dates and times and the lower the likelihood that training will interfere with their currently scheduled activities. The process for registration is in the packet each provider received, and we have specialists available by phone (1.800.SPARROW or 1.800.772.7769) to help walk them through the registration process.

The Medical Staff Executive Committee and the iSparrow EMR Leadership Team are deeply appreciative of your support and help preparing us all for a successful iSparrow EMR launch.

Provider Registration Statistics
[Physicians, Mid-Level Providers, Allied Health Professionals]
As of August 17, 2012

| Providers identified as needing training | 976 |
| Providers registered for EMR classes | 645 |
| Percent of Providers registered | 70% |

If you have questions about iSparrow EMR training or need a training registration packet, please contact Penny Daniels, EMR Communications Lead, at 517.802.2624 or email penny.daniels@sparrow.org.

“I’m Proficient, Can I Skip Training?”

We have received a number of requests to offer a proficiency assessment to providers who feel they are already proficient in the Epic Hospital-Based EMR, so they do not need to attend classroom training.

The Inpatient Physician Advisory Group (IPAG) has approved the following: Physicians who meet all eligibility requirements will be permitted to take the iSparrow EMR proficiency assessment one time only. Physicians who achieve a passing score will able to waive required iSparrow EMR training.

Proficiency Eligibility Requirements
- Completed similar Epic EMR training and proficiency exam at another health care organization.
- Was a regular and sustained user of EMR components they will be using at Sparrow (e.g. Clin Doc, CPOE).
- No significant lapse (>6 mo) in their Epic EMR use.
- Using the same or similar version of Epic that Sparrow will be using.

If you meet the eligibility requirements and would like to receive more information about the proficiency assessment waiver program at Sparrow, please contact Amy Stafford, EMR Coordinator, at amy.stafford@sparrow.org. The proficiency assessment will be available in late September.

Physician Super users

There are fewer than 100 days until iSparrow Hospital-Based EMR go-live on December 1, 2012. We are currently recruiting Physician super users to help support Physicians “at-the-elbow” during go-live.

Information was recently distributed to all credentialed providers to identify those with time and interest in
serving as super users during classroom training and at go-live.

The packet included information on:
- Whether the super user role is right for you
- Compensation available for Physician super users
- Time commitments for paid super users
- Next steps

What are Super users?
Super users are skilled EMR users who help others improve their own EMR skills and use. They facilitate EMR-supported workflow improvements to advance quality and safety. Super users also serve as champions and ambassadors who facilitate EMR-related training, communication and problem solving.

What Kind of Training Will Super users Receive?
Super users will complete the same EMR training that regular users receive for the roles they will be supporting (Surgery, Adult Medicine, Cardiology, Critical Care, etc.). They will also receive training for their specific super user support role. Here’s what a typical training sequence would look like for a super user who will be supporting adult medicine and cardiology Physicians:
- Super user kickoff and orientation (2 hours)
- Physician training (Physician 100/200; 8 hours)
- Procedure training (Cardiology 200; 4 hours)
- Art and Science of Being a super user (4 hours)
- Practice labs (2 hours)

What End User Support Will Super users Provide?
Once training is complete, super users will have an important role in supporting regular users at go-live. Paid Physician super users will have block assignments dedicated to providing “at-the-elbow” support in the critical first few weeks after go-live. Each assignment will be a few to several hours in duration.

Here is what a typical Physician super user’s paid support assignments would look like:
- “Back-of-classroom” training support (4 hours each; up to 40 hours total over 6 weeks)
- In-hospital go-live “at-the-elbow” support block assignments, potentially including night and weekend assignments.

Will Physician Super users be Paid?
Eligible Physicians selected to be super users will be paid $125 per hour for the following super user activities.
- Super user kickoff and orientation (2 hours)
- The Art and Science of Being a super user (4 hours)
- “Back-of-classroom” training support (up to 40 hours)
- In-hospital go-live “at-the-elbow” support (in 2, 4 or 8+ hour blocks for up to 4 weeks after go-live)

What is the Deadline to Apply to Become a Physician Super user?
Physician super user training will begin in September, so we need to receive all applications by Friday, August 31, 2012.

If you would like a copy of the information packet, along with a super user application, please contact Amy Stafford, EMR Coordinator, at amy.stafford@sparrow.org.

EMR Chart Etiquette Guidelines
When used according to best practices, the EMR serves as a tool to facilitate delivery of high-quality Patient care, as well as supporting population health management, disease surveillance, health professions education and research. To realize the quality and safety benefits iSparrow EMR can facilitate and promote appropriate use of this shared longitudinal record, it is essential that all Caregivers observe a common set of principles when using the EMR.

At their July meetings, the IPAG and Ambulatory Physician Advisory Group (APAG) both endorsed the DRAFT Guidelines of the Electronic Medical Record (EMR) Etiquette Policy for iSparrow EMR and recommended distribution to the medical staff with a request for comments before finalizing the policy and forwarding it to the MSEC for approval.

The Policy is posted using the link https://www.surveymonkey.com/s/3N8G2KT and we request comments to help inform the final policy. We will accept comments for 30 days and the final document will be presented at the IPAG, APAG and MSEC Meetings in September. We look forward to your comments and suggestions.

Mike Zaroukian, MD, PhD; VP & CMIO
michael.zaroukian@sparrow.org
Sparrow Brings Home an “A” for Patient Safety

In a scorecard of more than 2,600 hospitals nationwide by the Leapfrog Group, Sparrow earned an “A” for our overall performance in keeping Patients safe from preventable harm and medical errors. Grades were calculated based on 26 scoring elements in the categories of Process/Structural Measures and Outcomes. “A” grades were given for those hospitals falling into the top quartile of those studied. Sparrow continues to invest in new technology and procedures - such as electronic Patient order entry and bar code matching between Patient wristbands and prescribed medications - in our ongoing drive to advance Patient safety.

Sparrow Physicians Pen Leading Industry Tool

Francesca Dwamena, MD, and Robert Smith, MD, who oversee MSU internal medicine residents at Sparrow, have just published the third edition of Smith’s Patient-Centered Interviewing, a major national publication. Their collaborative work with Drs. Auguste H. Fortin VI, MD, of Yale, and Richard M. Frankel, PhD, of Indiana University, serves as the leading evidence-based guide on the market. They apply a proven five-step approach to integrate patient- and clinician-centered skills to improve interview effectiveness within existing Physician time constraints. Dwamena and Smith walk you through confidently obtaining accurate biomedical facts and critical personal, social, and emotional information from your Patients.

The book is available now through amazon.com.

Clinical Research Expands with New Venture

Sparrow is joining with the Thoracic and Cardiovascular Healthcare Foundation (TCHF) to form the Sparrow Clinical Research Institute (SCRI). TCHF has more than 20 years of experience conducting cardiovascular disease research and an established reputation for inpatient and outpatient studies with international drug and device companies. With the formation of SCRI, clinical research will extend into new medical specialties beyond cardiovascular care; giving Sparrow Physicians and their Patients access to cutting-edge technology and treatments.

Watch for more information from SCRI as it establishes a location closer to Sparrow and reaches out to both Sparrow and non-Sparrow Physicians for research interests.
A Message from John Armstrong, MD:
Sparrow Leads the Nation in Health Care Innovation

One of our five key values that we embrace at Sparrow is innovation. We're always looking for new ways to improve the quality of health services and to deliver the best possible care to our Patients.

Our hard work and commitment to this goal continues to help Sparrow garner both national and statewide recognition. Sparrow Health System now ranks first for technology innovations in the healthcare industry nationwide and 16th overall among U.S. companies, according to a new analysis from InformationWeek magazine.

Sparrow’s ranking is the result of hard work by Sparrow Caregivers and our system-wide focus on innovation and transformation of care.

The 2012 InformationWeek 500 list places Sparrow above such giants as Toyota, FedEx, and IBM.

Also, at the state level, the Michigan Quality Council has named Sparrow a 2012 Quality Leadership Award winner. The MQC Leadership Award is the highest honor for organizational performance excellence in the state, and Sparrow Hospital is only the eighth hospital to earn this recognition.

It's awarded based on a vigorous review and final evaluation by an independent panel of judges.

Congratulations to our entire Sparrow team for earning such prestigious recognition.

Welcome new physicians:

Family Medicine
Patricia Crowe, MD

Internal Medicine
Grace Kulhanek, MD

Neurology
Vibhav Bansal, MD

OB/GYN
Gianina Cazan-London, MD
Mark Lewis, DO

Psychiatry
Christine Liszewski, MD
Jose Mathews, MD

Radiology
Tonie Reincke, MD

Surgery/Ortho
Joseph DeWitt, DO

Five to share role of Utilization Review Physician

Five physicians will share the role of Utilization Review physician at Sparrow. The team includes Fred Isaacs, MD (Mid-Michigan Physicians); Bill Gifford, MD (Sparrow Medical Education); Chris Alvarado, MD (Capital Internal Medicine Associates); Ken Thompson, MD (Sparrow/MSU Family Practice Residency Program); and Supratik Rayamajhi, MD (Michigan State University Internal Medicine).

Dr. Jamie Haering, who has served as your Utilization Review Physician, will focus his energies on his role as Interim Medical Director of the Sparrow Hospitalist Service.

Each of the five physicians will be available, on a weekly rotating basis, from 8 a.m. until 5 p.m. each day.

Be sure to welcome them to their new roles.
Sparrow Buys Medical Supply Shop in Charlotte

Sparrow has purchased a new home medical equipment store in Charlotte. Formerly Wildern Durable Supplies, the new Sparrow Medical Supply store will allow Sparrow Patients in Charlotte to access the same quality home care products without having to travel to Lansing. “Wildern has been highly respected by the community for decades,” said Darwin Brewster, Sparrow’s Executive Director of Community Care. “Our Charlotte-area customers will receive the same treatment and quality service they’ve always enjoyed. We’re looking forward to this new venture and the new opportunities it will bring to our customers.” Sparrow Medical Supply Charlotte is located at 201 S. Cochran Ave.

iSparrow EMR to Replace IRHIS, STAR in Dec.

The new iSparrow EMR system is set to launch on Dec. 1, 2012, and will replace the digital applications IRHIS and STAR. The clinical information currently in IRHIS and STAR will be available through the iSparrow EMR. We are encouraging all current IRHIS and STAR users to switch over to iSparrow as soon as possible so all users will be on the same system. To gain access to this clinical information after Dec. 1, 2012, providers will need “view only” training.

For more information on the training requirements, please contact IT Communications Lead Penny Daniels at 517.802.2625 or penny.daniels@sparrow.org.

Clinical Mentoring Program to help train students

Sparrow and the Michigan State University College of Nursing are working together to help provide hands-on training and mentoring for MSU nursing students. Sparrow’s new Dedicated Education Unit pairs Sparrow Nurses with nursing students to provide clinical learning experiences which will create more positive outcomes for students, Sparrow Caregivers, and Patients.

This new mentoring program will improve student learning, build clinical teaching capacity, and encourage students to seek employment in institutions providing such a learning experience, like Sparrow.

The kickoff celebration for Sparrow’s DEU in the Cardiac Progressive Care Unit was held on Sept. 6. The first clinical days were the week of Sept. 10.
We are blessed with a tremendous heritage and tradition at Edward W. Sparrow Hospital. One hundred years ago a visionary gift was given and received. It transformed a community and the lives of countless men, women and children for over a century. And the gift continues. It lives on in the service Sparrow and its affiliates provide to our Patients and the broader community, in the continuous research to provide new and better treatment for all people, and in the education provided for current and future doctors, nurses and caregivers so they have the skills to give the very best care possible. In the first years of the hospital’s existence there were 40 doctors on the medical staff, two of whom were specialists. There are now 7,500 Caregivers, 2,000 Volunteers and more than 900 physicians.

The inspiring work of those who came before us calls us to a greater mission. As we look forward we cannot see, or even imagine, all that will come, no more than Edward W. Sparrow could a centennial ago. The science and the art of healing will and must change. Yet some things are constant. A fervent drive for excellence. Patient-centered compassionate care. Innovation for the present and future.

Welcome new physicians:

Anesthesia
Sally McFarlane-Parrott, MD

Emergency Medicine
Anna Halbeisen, DO

Pediatrics
Hematology/Oncology
Bradd Hemker, MD

Surgery/ General Section
Larry Ansari, MD

Please complete iSparrow Charts by Dec. 1

All physicians are encouraged to complete patient medical records in iSparrow Charts prior to the launch of iSparrow EMR on Dec. 1.

After Dec. 1, all patient information and chart completion will occur in Epic.

Please note: if charts aren’t completed by Nov. 30, physicians may have to chart in two separate systems.

Completing your charts at go-live will alleviate confusion and extra work for you.

If you have any questions, contact Lisa Priest at 517.364.2551 or lisa.priest@sparrow.org.
Sparrow Health System
1215 East Michigan Avenue
PO Box 304
Lansing, MI 48909-7980
sparrow.org/mysparrowphysicians

Sparrow hospitals have one of only 35 labs in the U.S. that have been designated as a Center of Excellence for Molecular Diagnostic Testing. The designation from Roche Diagnostics, a leader in the pharmaceutical field, reflects the Sparrow Laboratory meeting high standards for quality, vision and science. Molecular diagnostic testing enhances the ability of physicians to diagnose and treat infectious diseases, hereditary disorders, and cancers, leading to better care for patients. Molecular laboratory technology can more accurately diagnose specific viral and bacterial pathogens, such as HIV or hepatitis, determine their amount in the body, and assist physicians in prescribing more effective treatments.

Sparrow Laboratories offers a complete array of lab services, quickly and accurately performing millions of tests annually.

PHP, a Sparrow subsidiary since 1982, recently unveiled a new look that reflects its relationship with Sparrow - incorporating the green interlocking rings into its brand identity. This change demonstrates PHP’s ongoing commitment to the One Sparrow ideal, vision and values, and will be incorporated into all PHP materials. The change in brand identity will not affect PHP plan coverage or services.

A Sparrow and Michigan State University physician has pioneered in mid-Michigan the use of a device that restores blood flow in the brains of acute stroke patients.

Syed Hussain, MD, Medical Director of the Stroke Program at Sparrow and assistant professor with MSU’s Department of Neurology and Ophthalmology, was the first physician to use the Solitaire device in the region. Solitaire is a stent-based clot retrieval system that functions like an angioplasty in the brain. A thin tube is passed through an artery in the leg to a vessel in the brain and a stent is temporarily deployed to open the vessel. The stent is subsequently removed once blood flow has been successfully reestablished.

The Solitaire device, approved by federal regulators last spring, could significantly improve care for patients with major strokes.

“We are excited about the possibilities for usage of the Solitaire device and the impact it could have on improving the outcomes of our patients,” said Dr. Hussain.
A Message from John Armstrong, MD:  
Information about Medical Staff Quarterly Meeting

I am writing to you about two items on the agenda for our upcoming quarterly medical staff meeting on Dec. 4 at the Kellogg Center.

The first item is a Joint commission mandated modification to the Medical Staff Bylaws. This specifically applies to language around the History and Physical Examination. Please see the Medical Staff Quarterly Info emailed on Nov. 19 for more information.

The second is a consensus item (not a Bylaws vote) regarding the Sparrow Promise. The Sparrow Promise has been under development and discussion for several years, originally conceived after the model at Virginia Mason Medical Center in Seattle, Washington. It has been molded into Sparrow’s own with broad input from medical staff and administration.

Primary participants in the development are listed on the back of the Sparrow Promise. This group labored over a period of two years or more to describe our values, priorities, and aspirations, as an institution and a medical staff.

Many, many thanks to all who participated. It is a credible foundation that enhances the role of the medical staff in the conduct of the Institution. It is a commitment to the betterment of our patients and our community.

These documents are also available at sparrow.org/mysparrow physicians under John Armstrong briefings.

Feel free to discuss these items with your Department Chairs or email me at John.Armstrong@sparrow.org or call me at (517) 364-5903 with questions or comments.

Welcome new physicians:

OB/GYN
Elaine du Plessis, MD
Elizabeth Thomas, MD

OB/GYN, Gynecological Oncology
Anthony Rakowski, DO

Surgery, Otolaryngology
Melissa Rakowski, DO

Surgery
Sergio Bardaro, MD
Karen B. Ching, MD

Pediatrics
Olga Napolova, MD
Jay Yeh, MD

Surgery, Pediatric surgery
Samir Gadepalli, MD

Online resource launched for iSparrow EMR

Sparrow is introducing iSparrow Central, a new online resource center designed to provide you current and up-to-date information to support iSparrow EMR Go-Live.

You can get important iSparrow EMR Go-Live information through iSparrow Central’s easy-to-use and intuitive interface, including:

- News updates
- Tips and Tricks with easy step-by-step instructions for tasks
- Reminders of important dates
- Lists of Super Users in each department

To find iSparrow Central:

- Click the iSparrow Central banner on the iSparrow EMR section of the Intranet.
- Launch your Internet Explorer browser and type “iSparrowCentral” in the address bar.

Questions? Call the Help Desk at 517.364.HELP (44357).
iSparrow EMR Go-Live Updates & Reminders

We are pleased that 98 percent of Sparrow-credentialed Providers have registered for iSparrow EMR Training. These Providers have attending class and are familiar with the EMR functionality, workflow changes and practicing in the iSparrow EMR 2010 - Hospital Playground.

Preparing for Go-Live

Remote.sparrow.org. You will need to be able to log-in to remote.sparrow.org to be able to access the Hospital Playground and the live iSparrow EMR when you are not on the Sparrow network. If you cannot log-in or you do not see any iSparrow EMR icons, please contact the HelpDesk at 517.364.4357 (or email at HelpDesk@sparrow.org) for assistance.

Attend a Go-Live Prep Lab. This is a friendly reminder to all members of the Sparrow Medical Staff who have completed iSparrow EMR training that it is time to visit a Go-Live Prep Lab. The reason this is mandatory is because it helps prevent two common and important physician headaches at go-live: 1) inability to log-in to the EMR; and 2) inability to access the tools you need to care for your patients. This log-in part of the Go-Live Prep Lab usually only takes 10-15 minutes and is well worth your time.

We also highly encourage you to spend additional time in the Lab (where you will be assisted by Trainers) setting up your own personal:
- Patient lists (My List)
- Favorite orders (Personal Preference List)
- Clinical documentation text tools (SmartPhrases, SmartTexts)
- NoteWriter Macros (Review of Systems, Physical Examination)

Investing an hour or two setting these up before go-live will pay you back many times over in the weeks to follow, by decreasing the stress and increasing the speed with which you can find and use the tools you need. If you get this done before go-live you’ll be glad you did!

The Go-Live Prep Lab Calendar for Providers is posted on iSparrow Central. The labs are organized by training tracks:
- **ASAP**: For ED Providers
- **Radiant**: For Radiology Providers
- **Orders**: For Physicians, Surgeons, Anesthesia/CRNA, and Mid-Levels

If you have questions, please contact Penny Daniels, IT Communications Lead, at 517.802.2624. Thanks for supporting a successful EMR Go-Live at Sparrow!

Support at Go-Live

Provider Super Users and an additional group of 50+ nurse and HUC Super Users will assist Providers at-the-elbow support at go-live (Dec. 1 through Jan. 2, 2013).

**How Will I Recognize Super Users at Go-Live?**
Super Users who provide dedicated support at go-live will be wearing yellow vests. Other Super Users who can assist you while doing their regular work duties will be wearing a silicone wristband to help you identify their area of expertise (green for physician support).

We thank our Provider Super Users for their time commitment and dedication to providing support and expertise as we launch our iSparrow EMR on Saturday, Dec. 1.
Cutover Begins Nov. 30

On Friday, Nov. 30, Cutover will be taking place. Cutover is a term to describe the many processes involved in turning off current legacy systems such as STAR and IRHIS, moving selected data into iSparrow EMR, pointing interfaces to the new system, and then turning on iSparrow for all users. Nursing staff will populate the EMR with heights, weights, allergies, non-pharmacy orders and home medications. Radiology will enter current imaging orders, while Pharmacy will be entering current medication orders. If Providers have completed the Hospital Problem List form placed on each patients’ hospital chart by the morning of Nov. 30, we will work with groups to enter the patient’s hospital problems in the iSparrow EMR Problem List for go-live. If you are looking for labs and diagnostic results, don’t look in the current systems after midnight on Dec. 1; the results will be migrated to the EMR and will be visible on the morning of Dec. 1.

Introducing a new online resource for iSparrow Go-Live!

Sparrow has introduced iSparrow Central, a new online resource center designed to provide current and up-to-date information to support iSparrow EMR Go-Live.

Finding iSparrow Central is easy:

- Click the iSparrow Central graphic on the right side of the Intranet homepage.
- Through remote.sparrow.org, click on the iSparrow Central icon.

You can now get important iSparrow EMR Go-Live information through iSparrow Central’s easy-to-use and intuitive interface, including:

- News updates about activities leading up to and during Go-Live
- Tips and Tricks with easy step-by-step instructions for tasks
- Quick Start Guides
- Reminders of important dates leading up to and during iSparrow EMR Go-Live
- Lists of Super Users in each departments
- Search functionality to help you find the information you need quickly

The iSparrow Central homepage will be customized based on the information in your profile. This will personalize your news, Tips and Tricks, Quick Start Guides and more!

Dictation After Go-Live

You may find that after training, you are less likely to dictate than you may have thought. Full and partial dictation is available for use after go-live.

Partial dictation allows you to dictate while at the same time using the EMR’s Notes activity and its related tools to enhance and supplement your documentation. You begin by using tools like SmartTexts, and then identify a part of the note that is better suited for a freestyle format. Rather than typing the lengthy or complicated information into the EMR, you can dictate these sections, which are later merged with the rest of the document.

The dictation portion of the partial dictation workflow has two parts: the dictation, which is the actual recording of the clinician’s voice, and the transcription, which is the process by which the transcribed text is sent to the clinician’s In Basket for review.

A full set of instructions can be found on iSparrow Central under the Tips and Tricks, Partial Dictation.

Mike Zaroukian, MD, PhD; VP & CMIO
michael.zaroukian@sparrow.org
Sparrow has launched a new smartphone mobile app that allows Sparrow Medical Group Family Practice Patients to access their medical records, send messages to their doctors, schedule appointments, request prescription renewals, and more.

To access the MySparrow App, Patients must first register with their doctor’s office to obtain a Sparrow login ID. The app can then be downloaded from a cell phone provider’s app store under MyChart. Once downloaded, users should select Sparrow as their health system and log in. About 15,000 Patients have opened MySparrow accounts.

Sparrow, MSU launch call center for pediatric care

MSU and Sparrow have launched a new pediatric resource and referral service that will match the region’s youngest patients with the specialty care they need, cutting down on wait times and making it easier for families to navigate the health care system.

The new service, CareMatch for Kids, is the first step in the consolidation of pediatric services that MSU and Sparrow announced in April.

The call center, intended as a resource for physicians, is staffed by uniquely trained referral coordinators and serves as a single point of contact between clinicians and pediatric subspecialty care offered through MSU HealthTeam and Sparrow.

The goal is to enhance the level of care for pediatric patients by improving access and providing greater convenience for families.

For more information, contact Lori Meaton, Assistant Department Manager, Sparrow Pediatric Subspecialty Clinic, at 364.5412 or lori.meaton@sparrow.org.

Sparrow, HealthPlus offer new health plan options

A series of new agreements between Sparrow and HealthPlus mean that UAW Trust retirees from General Motors, Ford, and Chrysler, and Medicare Advantage enrollees in Ingham and Clinton counties who choose HealthPlus as their insurance plan can now access Sparrow and the roughly 1,000 providers in the Sparrow Physicians Health Network (SPHN).

It also means that HealthPlus customers throughout Michigan will now have in-network coverage at Sparrow’s Thoracic and Cardiovascular Institute.

“These UAW Trust retirees and Medicare Advantage plan enrollees now have the option to come to Sparrow for all of their health care needs,” said Dennis Swan, Sparrow President and CEO. “At Sparrow, the needs of the Patients always come first and we are honored to work with HealthPlus and its health plan members.”

Interested Medicare Advantage consumers can access these new plans by signing up for HealthPlus during the Medicare open enrollment period, which runs through Dec. 7.
The Sparrow Promise
A mutual compact between Sparrow Physicians and Sparrow
Our mission is to improve the health of the people in our communities by providing quality, compassionate care to everyone, every time.

As a Sparrow Physician, I promise to:

Embrace Innovation
» Deploy evidence-based state-of-the-art medicine
» Promote research and education to contribute to the mission and vision of the hospital and ourselves
» Embrace innovation, continuous improvement and research
» Commit to developing leadership and volunteering to further the hospital’s mission and vision

Foster Compassion
» Ensure the Patient always comes first
» Encourage Patient involvement in care and treatment decisions
» Demonstrate the highest levels of professional conduct and respect towards Patients, their families and Caregivers

Be Accountable
» Contribute to strategic decision-making
» Collaborate and ensure availability and coverage for every service
» Participate in departmental and hospital wide activities to ensure that governance is relevant and functional

Promote Respect
» Promote healthy communication with all Caregivers
» Attend departmental meetings and medical staff-related activities
» Advocate for the Patient and team-based medicine
» Adhere to the code of conduct

Strive for Excellence
» Implement best practices, quality improvement initiatives and respond to clinical data to foster a culture of safety
» Hold ourselves and our team accountable for key performance standards
» Assist in recruiting and retaining excellent Physicians and clinical support staff
» Diligently employ Patient-centered best practices
» Reinvest in one’s own ongoing intellectual and professional development

As a Sparrow Leader, I promise to:

Embrace Innovation
» Invest in technology and innovation for Sparrow’s continued growth
» Provide tools and resources to nurture Sparrow’s status as a major teaching hospital
» Embrace innovation, continuous improvement and research
» Develop and retain Physician leadership

Foster Compassion
» Ensure the Patient always comes first
» Encourage Patient involvement in care and treatment decisions
» Promote an environment that fosters the highest level of professional conduct and respect towards Patients, their families and Caregivers

Be Accountable
» Include and support Physicians’ contributions in strategic decision-making
» Promote and support a culture of safety and high reliability
» Support collaborative teamwork
» Support medical staff leadership in addressing variations from professionalism and conduct standards

Promote Respect
» Lead the organization with integrity and accountability
» Promote collaborative decision-making with medical staff and closed-loop communication
» Coordinate communication across clinical services with medical staff
» Follow through on commitments to medical staff

Strive for Excellence
» Provide timely feedback on quality and service metrics
» Monitor & report on key performance standards to medical staff
» Recruit and retain excellent Physicians and Caregivers
» Invest resources to improve Patient-centered care and to enhance the Patient experience

Board Chair
Chief of Staff
CEO/President
Signed
Sparrow Promise Participants

- Dawn Springer, MD
- Brian McCardel, MD
- Mark Brett, Senior V.P.
- John Kepros, MD
- Edward Lanigan, MD
- Heather S. Laird-Fick, MD
- Leonard Zuckerman, MD
- James Olson, MD
- Maude Guerin, MD
- Dennis Swan, CEO
- Bradley Ropp, MD
- Michael Clark, MD
- John Armstrong, MD
- Michael Zaroukian, MD
- Michael Swords, DO
- Stephen Guertin, MD
- Simone J. Arrington, MD
- Alonso Collar, MD
- Robert Darios, MD
- Robin DeMuth, MD
- Bill Gifford, MD
- James Haering, DO
- Karen Kent, MD
- Timothy Hodge, DO
- Joseph Ruth, COO
- John Siano, MD
- Brian Schroeder, MD, CMO
- William Peterson, MD
- Andrew MacKersie, MD
- Panduranga Yenumula, MD
- Benjamin D. Mosher, MD
- Michael K. McLeod, MD
- James DeMuth, MD
- Bonta Hiscoe, MD
- Elizabeth Henry, CNO
- Edwin Marinas, MD
A Message from John Armstrong, MD: 
*Sparrow Promise unanimously approved*

After years of development and discussion, the Sparrow Promise was unanimously approved during the Dec. 4 Quarterly Medical Staff Meeting. Thank you to all who supported this critical project!

The Promise is a mutual compact between Sparrow Physicians and Sparrow to commit to the betterment of our Patients and enhances the role of the medical staff in the conduct of Sparrow.

Under the Promise, the medical staff and Sparrow promise to embrace innovation, foster compassion, be accountable, promote respect and strive for excellence.

The Sparrow Promise was originally conceived after the model at Virginia Mason Medical Center in Seattle, Washington, and it has been molded into Sparrow’s own with broad input from medical staff and administration.

The Promise is available at sparrow/mysparrow physicians under John Armstrong briefings.

Feel free to discuss these items with your Department Chairs or email me at John.Armstrong@sparrow.org or call me at (517) 364-5903 with questions or comments.

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Welcome new physicians:
*Surgery, Ophthalmology*

Anthony Hsu, DO
Erica Austin, DO
Tyson Burghardt, MD
Sailaja Enduri, MD

*Radiology*

George Reyes, MD
Robert Saltzman, MD

*Radiology - MRI*

Rory Karibo, DO
Tara Klix, DO
John Leever, DO
Eric Payne, MD

*Psychiatry*

Jeffrey Frey, DO
Shweta Mundra, MD

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Update on iSparrow EMR progress

Thank you to all of our Physicians and Caregivers for their patience and hard work to support iSparrow EMR!

iSparrow EMR implementation continues to proceed well. Since Go-Live, thousands of Help Desk tickets have been successfully addressed and closed. Caregivers have been working diligently to resolve issues and maintain high standards for Patient care and quality of experience.

We have also reached 82 percent compliance for Computer Provider Order Entry – our Physicians are doing a great job entering orders in the EMR! The questions we are receiving now involve more complex workflow issues which require a multi-discipline team approach and evaluation. We are working together as a team to get these issues addressed and resolved.

For information, call the Help Desk at 517.364.HELP (x44357) or visit iSparrow Central by typing “iSparrowCentral” in the Internet Explorer address bar.
iSparrow EMR Post Go-Live Visit and Survey

Post Go-Live Visit
A key part of evaluating the success of the iSparrow EMR go-live is to get feedback from our Caregivers and Providers. Epic conducts post-live visits in tandem with the iSparrow EMR Project Team to solicit feedback from all users on their successes and challenges.

The one month Post Go-Live Visit is scheduled for **Monday, Jan. 7 through Thursday, Jan. 10** (focus: Registration/Scheduling & Clinical Areas) and **Tuesday, Jan. 22 through Thursday, Jan. 24** (focus: Pharmacy, Hospital Billing and HIM). The teams will be visiting Sparrow Main, Sparrow Specialty/St. Lawrence, Sparrow Clinton and Sparrow Ionia; a detailed schedule will be forthcoming. The visits will include team members closely observing users completing workflows to identify opportunities for build modifications, refresher training, and optimization. The team will be gathering information for future enhancements.

Survey
A component of the post go-live visits is to gather feedback from Caregivers and Providers on their experience through a survey. The survey was posted via a link in iSparrow Central, email, remote.sparrow.org, and the iSparrow EMR. All Providers were encouraged to complete the survey and share their feedback by Friday, Jan. 4. If you were unable to complete the survey, but would like to share feedback about the iSparrow EMR, please send an email to **Michael.zaroukian@sparrow.org**.

Update: iSparrow EMR Go-Live

iSparrow EMR went live on Saturday, Dec. 1 at 6:22 a.m. at all four Sparrow hospitals. As expected, things were a bit chaotic, confusing and exciting. We had close to 40 Super Users designated to support Providers and almost everyone was supportive, encouraging and positive.

During the first week of go-live, issues were mainly centered on access to the EMR, printing, patient flow, cross department workflows, and order set adjustments. By day seven, we were receiving more complex issues that required review by multidisciplinary teams.

As of Dec. 26, more than 20,000 issues (“tickets”) were reported to the HelpDesk. Of those, 16,069 (80%) were closed. Our physicians have reported 935 issues, 709 (75%) of which have been closed.

Computerized Provider Order Entry (CPOE) Update
Since Dec. 1, more than 390,000 orders have been placed in iSparrow EMR (all hospitals combined). Approximately 82% of those orders were placed by the provider with an average verbal order rate of 10.4%. Order sets are being used 32% of the time to place orders. Since well-designed order sets are more efficient than single order entry, we will work with Providers to improve their familiarity with and the functionality of our order sets.
Tips and Tricks
A variety of Tips and Tricks for Providers are available on iSparrow Central, easily found with the icon in remote.sparrow.org. The Tips and Tricks are sorted by application and can easily be found through the search function on iSparrow Central.

Below is a list of the Tips and Tricks that are currently posted on iSparrow Central for providers:

**All Providers**
- Adding or Removing Yourself from Pools
- Blood Administration
- Break the Glass
- Changing Login Department
- Charge Router Reconciliation Report
- Chart Locking in Epic
- Customizing Order Sets
- IMPAX PACS Viewer
- List of Sparrow SmartNotes
- List of Virtual Physicians Groups
- Locating the Facesheet
- Manually route a Note or Transcription from Epic
- Mark to Merge
- Onbase Viewer
- Partial Dictation
- Personalizing the iSparrow EMR
- Place Consult Orders
- Prescription Routing
- Remote Printing
- Remote Sparrow Access
- Responding to Coding Queries
- Selecting Providers Not on Treatment Team
- Using Carts and PCs
- Using Patient Station to Locate Patient Chart
- Verbal Orders
- View the Schedule

**ASAP Providers**
- ED Providers Blood Administration Orders
- IVs in the ED
- Mid-Level Provider Sign-In
- Ordering Medications for Respiratory Therapy

**Medical Students**
- Medical Student Notes

**Physicians**
- Bar Code Scanning
- Clinical Overview Report
- Diet Order Entry
- Discharge Readmit
- EMR Lab and Soft Lab Cross-Reference
- Entering Oral Nutrition Supplements
- Foley Catheter Order Discontinue
- Frequently Used SmartLinks
- Hospital Outpatient Department Order Completion
- How to Create and Use Macros
- Lab Draws at Midnight vs. 6 a.m.
- Order Respiratory Therapies
- Ordering Restraints
- Orders: Blood Transfusion Patient Documentation After Discharge
- Physician Places the Order for the Primary Study US Related
- Printing Lab Orders
- Transfer Patients from an Inpatient Unit to the OR
- Tube Feeding
- View and Print Traditional Inpatient Facesheet

**Providers with Clinical View Only Access**
- Clinical View Only Exercises

**Residents**
- Cosigning a Resident Note
- Residents
- Resident Attestation Phrases
- Resident Workflow for Writing a Note
- Resident Selecting your Login Department
- ROGES Resident Rounding

**Surgeons**
- Add Interval Note to iSparrow Amb EMR Pre-Op H&P
- Biller (OR) Documenting One Time Supplies and Implants
- PACU to Floor Releasing Order for Nursing
- Peri-Op MAR Hold
- Placing a Post-Procedure Order to Discontinue PACU Orders
- Placing ABG Orders Intra-Op
- Post-Op Medication Reconciliation for Surgeons

Mike Zaroukian, MD, PhD; VP & CMIO
michael.zaroukian@sparrow.org
Sparrow Children's Center joins the U-M C.S. Mott Children's Hospital Network

Sparrow has been selected as a member of the C.S. Mott Children’s Hospital Network.

This collaboration allows our organizations to work together to provide children and families in the mid-Michigan area with access to expanded care in pediatric specialties at Sparrow Children’s Center.

Sparrow also will have enhanced pediatric and neonatal intensive care transport capabilities when the University of Michigan Survival Flight becomes Sparrow’s air medical transport service on Jan. 1. The change gives Sparrow access to the most technologically advanced aircraft in the state and medically supervised flights.

Survival Flight maintains two helicopters 24 hours per day/seven days per week with a third helicopter available for back up.

Questions? Contact Stephen Guertin, MD, at 517.364.2117 or Brian Schroeder, MD, Senior Vice President/Chief Medical Officer at 517.364.5900.

Sparrow ICU earns Gold-Level Beacon Award

Sparrow’s ICU has been awarded the gold-level Beacon Award for Excellence from the American Association of Critical-Care Nurses.

This award recognizes units for successfully improving Patient outcomes and aligning practices with AACN’s six standards for a healthy work environment. This is a national recognition of the entire ICU Team led by Deb Moran, Nurse Manager (and formerly Kim Alexander, Director).

The team will be recognized at the National Teaching Institute and Critical Care Exposition in Boston in May.

For more information, visit aacn.org/beacon.

Epilepsy Monitoring Unit expands staffing

Tyson Burghardt, MD

Sparrow, in cooperation with the Michigan State University Health Team’s Department of Neurology, has expanded the staffing and hours of its state-of-the-art Epilepsy Monitoring Unit.

The Unit, which monitors epileptic Patients around the clock through video and brain wave monitoring, has added Dr. Tyson Burghardt, M.D., to its staff, allowing greater freedom in scheduling Patients. Dr. Burghardt is an epileptologist from the MSU Department of Neurology and Ophthalmology.

He joins the Unit’s Medical Director, Dr. Mounzer Kassab, M.D., Director of the Epilepsy Division at MSU.

Dozens of Patients have been treated at the Epilepsy Monitoring Unit since it opened at Sparrow in 2011.