Physician Orientation Guide

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Welcome

- Welcome to Holy Cross Hospital. We are pleased to have you as part of our medical team.

- You may Access the Welcome Package at https://mytrinityhealth.sharepoint.com/sites/HC-MD , then type "Medical Staff" in search bar.

- Come to the Medical Staff office in Silver Spring between 8:30 am to 3:30 pm, Monday thru Friday to complete your security documents to obtain your hospital photo ID badge. This will allow you to schedule and complete your EPIC training. Security office closes for lunch 1-2pm.

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1. Once fully credentialed, **you will receive an email** regarding your computer access. ***Please note this may take up to a week or more.***
2. **Access** CRISP which is the State Designated Health Information Exchange (HIE), and register for the **Prescription Drug Monitoring Program (PDMP)** at https://mytrinityhealth.sharepoint.com/sites/SO-TogetherCareTipSheetLibrary/_layouts/15/viewer.aspx?sourcedoc={516b9bbc-1203-442a-aa7e-79b1d6b7d0d1}
4. Complete the **Multifactor Authentication (MFA)** process. The MFA is a combination of 2 or more credentials to verify your identity when you log in.

Help me connect link – https://www.trinity-health.org/assets/documents/set-up-azure-verification-method-mobile-app.pdf

Epic Access – Epic training is required prior to access being unblocked.

Introduction to
Holy Cross Hospital

Holy Cross Hospital Facts

- One of the largest hospitals in Maryland
- 450-bed, not-for-profit teaching hospital
- Founded in 1963 by the Congregation of the Sisters of the Holy Cross
- Primarily serves residents of the state's two largest jurisdictions, Montgomery and Prince George's counties
- Offers a full range of inpatient, outpatient and community-based health care services, with specialized expertise in women and newborn services, senior services, surgery, neuroscience and cancer
- More than 1,500 physicians are affiliated with Holy Cross Hospital
- Holy Cross Hospital is a member of Trinity Health of Livonia, Michigan, one of the largest health systems in the country

Our Mission

We serve together in Trinity Health, in the spirit of the Gospel, to heal body, mind and spirit, to improve the health of our communities and to steward the resources entrusted to us. Core values:

- Respect
- Social justice
- Compassion
- Care of the poor and underserved
- Excellence

Trinity Health Code of Conduct

The Trinity Health Code of Conduct is available on HCNet for your review and at the link below.

Trinity Health Code of Conduct Link:

codeofconduct.pdf

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Our Role

Holy Cross Hospital in Silver Spring, Maryland, exists to support the health ministry of Trinity Health and to be the most trusted provider of health care services in our area. Our health care team will achieve this trust through:

- High-quality, efficient and safe health care services for all in partnership with our physicians and others

- Accessibility of services to our most vulnerable and underserved populations

- Community outreach that improves health status

- Ongoing learning and sharing of new knowledge

- Our friendly, caring spirit

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Facility Highlights

- Tobacco-free campus
- Professional and Community Education Center
- Seniors Emergency Center: The first of its kind in the nation
- Chapel (open to all faiths) and Meditation Garden
- Holy Cross Hospital's South Building opened on November 1, 2015. The new seven-story, 232,000 square-foot South Building represents the hospital's largest expansion in more than 50 years, adding 232,000 square feet and bringing the latest technology, privacy and comfort to all patients.

A Teaching Hospital

- As a teaching hospital, Holy Cross Hospital has the unique opportunity to offer patients highly specialized services and the latest advances in medical innovation. The hospital hosts physician residency programs affiliated with George Washington University, Children's National Health Systems and the National Capital Consortium, and hosts medical students and physician assistant students from eight additional schools. Holy Cross Hospital also partners with approximately a dozen Schools of Nursing to provide clinical experiences for nursing students and trains students in other health care professions.

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Getting Started

Identification Badge

- Please visit the Security department located on the ground floor to obtain your identification badge.

- The physician lounge, physician parking lot and many clinical areas are accessible only by swiping your identification badge.

- Your identification badge should be worn on campus at all times for both security and safety reasons.

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Parking

- Free, designated physician parking spaces are located in the front of the hospital. These spaces are accessible from the Dameron Drive entrance.

- Your identification badge allows access to this parking area designated specifically for physicians, as well as many areas of the hospital.

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Physician Lounge

- Located on the first floor, across from the Medical Staff Office

- Accessible 24 hours a day, seven days a week

- Breakfast served at 7:30 a.m., Monday through Friday

- Lunch served at 11:30 a.m., Monday through Friday.

- Computers are available for charting or checking patient information

- Coffee, tea and water is available throughout the day

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Hospital Leadership and Key Contacts

Executive Administration

- Andre Boyd, Sr., FACHE, Regional President and CEO, Trinity Health Mid-Atlantic and Holy Cross Health in Maryland

- Reginald Eadie, M.D., Interim President, Holy Cross Hospital and Holy Cross Germantown Hospital

- Janis Green, M.D., MBA, FACOG, FPMRS, Interim Chief Clinical Officer, Holy Cross Health

- Lina Hong, M.D., Chief Medical Officer, Holy Cross Health

- Annice Cody, President, Holy Cross Health Network

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Medical Affairs/Medical Staff Offices

The Medical Staff Office is located on the first floor of the hospital and is open Monday through Friday from 8 a.m. to 5:00 p.m.

Important Phone Numbers:

- For initial credentialing and reappointment of medical staff, call the Medical Staff Office 301-754-7230

- For Continuing Medical Education, call 301-754-7073

- For other issues, contact Connee Reilly, Director, Medical Staff Services, 301-754-7125, or reillc@holycrosshealth.org

Please make sure the Medical Staff Office has your correct address and phone number.

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Medical Staff Officers 2025

Leadership

President: Gregory Mathews, M.D.

Vice President: Kanwaljit Nagi, M.D.

Secretary/Treasurer: Rami Makhoul, M.D.

Department Chairs

Anesthesia: Marc Azran, M.D.

Emergency: Holley Meers, M.D.

Medicine: Theodore Igwebe, M.D.

OB/GYN: Alicia Odum, M.D.

Pediatrics: Stephanie Perdue, M.D.

Radiology: Benjamin Stallings, M.D.

Surgery: Nini Khozeimeh, M.D.

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Medical Staff Administration

At Large

Medicine: Rachel Vile, M.D.

OB/GYN: Vera Ibe, M.D.

Pediatrics: Chrysanthe Gaitatzes, M.D.

Surgery: Antoni Goral, M.D.

Medical Staff Meetings

Department of Surgery

7:30 a.m., second Monday, odd months

Department of OB/GYN

7:30 a.m., second Friday, odd months

Department of Medicine

Noon, second Thursday, odd months

Department of Pediatrics (Business Meeting)

Noon, second Fridays, odd months

Department of Pediatrics (CME)

Noon, second Fridays, even months

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Physician Health

- Holy Cross Health is committed to our physicians and we are proud of your commitment and compassion in treating our patients, and in your daily efforts to improves the health of our community.

- Our Physician Health Committee is here to assist our physicians and physician assistants with issues that may impact their ability to practice medicine.

- The Physician Health Committee will provide resources in a confidential setting as well as referrals if necessary.

For referrals or additional information, please contact

- Jude Alexander, MD, Chairman

- Physician Health Committee

- 202-360-4787

- jalexander@axishealthcaregroup.com

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Physician Communication

HCH DocsOnline

- An e-newsletter for hospital medical and dental staff

- Established to share information from Holy Cross Hospital that is pertinent to physicians

- If you have any comments, questions or items to include, contact DocsOnline@holycrosshealth.org

Physician News

- An informative quarterly publication for hospital Medical and Dental staff

- Reports news of interest to the medical staff, disseminates information about hospital activity and recognizes the accomplishments of practitioners

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CRISP

CRISP is Maryland's web-based portal for HIE (Health Information Exchange)

Register for CRISP at their website:

  https://crisphealth.force.com/crisp2_login

  Click register and follow the instructions to create a new CRISP account

  Choose "Holy Cross Hospital SSO"

Strategic Priorities

Holy Cross Hospital is committed to advancing complex care, and through its strategic plan has identified the following priorities:

- Women and infants' services including high-risk perinatal care

- Senior services

- Surgery, including minimally invasive procedures

- Neuroscience

- Neurosurgery

- Cancer

Clinical Environment

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Hospitalists

- Our hospitalist medical care is available 24 hours a day, seven days a week

- Our hospitalist physicians provide care to patients during their hospitalization and transfer care back to the patient's primary care physician upon discharge or transfer to a skilled nursing facility

- For more information, call 301-754-7991

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Electronic Medical Record (EMR)

- Our integrated electronic medical record system uses EPIC.

- The electronic medical record system allows our physicians to practice patient-focused, efficient, effective and safe patient care

- The electronic medical record system consists of:

  – Computerized physician/provider order entry (CPOE)

  – EKG and cardio images

  – Dragon medical transcription

  – Radiology/PACS

  – Fetal monitoring

  – Remote access via a secure, easy-to-install download called MyAccess

- For additional assistance and education contact a physician coach at 301-754-8938

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HealthStream

HealthStream Access: Medical Staff members now have access to HealthStream, our online education system.

Members can access HealthStream via 1) the HealthStream link on our "For Physicians" page on our public website, 2) the HCH MD Resources icon on the desktop, and 3) the MD Resources link on the Physician Portal homepage. On the Physician Resources Website, click the Physician Resources link top left and then the blue HealthStream link.

When you FIRST login, your username and password for both is your Workday ID number.

You will be prompted to change your password after your initial log If you have further questions, please contact the Medical Staff Office at 301-754-7230

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PolicyTech

How do I get to Policy Tech?

- You can access Policy Tech through the Hospital's Intranet (HCnet) under "Policies"

- Click here to be taken directly to the site:

http://holycrosshealth.policy tech.com

- If you have difficulty logging in, please contact Coordinator, Policy and Procedures at extension 2-7424.

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Core Measures

Holy Cross Hospital collects and sends data to The Joint Commission on five core measures. The core measures are also part of a Trinity Health quality scorecard that is distributed to all of the system hospitals. As a member of our medical staff, your participation is crucial in achieving and sustaining high scores. The core measures are:

- Heart failure
- Community acquired pneumonia
- Acute myocardial infarction
- Surgical Care Improvement Project
- Hospital Outpatient Program
- AMI/Chest pain
- Surgery

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Case Management

Team of RN case managers, licensed social workers, utilization review manager and full-time physician advisor

- Coordinates patient care and facilitates discharge planning/interface with families and outside facilities
- Helps determine appropriate level of care via utilization review
  - Inpatient vs. observation or ambulatory surgery
  - Telemetry unit vs. medical/surgical unit
- Assists with documentation clarification via Clinical Documentation Specialists (CDSs)
  - Physician queries in electronic medical record
- Available 365 days a year at 301-754-7470; through page operator after hours

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Quality and Care Management

- Plan for our initiatives related to meeting our operating plan targets for length of stay, red hours and reduction of emergency department boarders.

- Potentially preventable complications and re-admits within 30 days.

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Clinical Quality Initiatives

- National Hospital Quality (Core) Measures

    – Community acquired pneumonia, acute MI, CHF

    – SCIP (Surgical Care Improvement Project)
      - Concurrent reviewers ensure hospital compliance and may contact you to capture needed documentation

- Potentially Preventable Complications (PPCs)

    – 49 conditions in the state of Maryland
      - Maryland's adaptation of "never events"

    – Global and diagnosis-specific exclusions exist
      - Requires thorough documentation of all diagnoses and co-morbid conditions and indication of whether or not conditions were present at the time of patient's admission

- Potentially Preventable Readmissions (PPRs)

    – Program to begin in Maryland July 2010

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Performance Improvement

- Performance Improvement is a continuous and ongoing effort to achieve measurable improvements in efficiency, effectiveness, performance, accountability, and outcomes.

- At Holy Cross Health, existing clinical and operational processes are evaluated on an ongoing basis, for both stability and opportunity for improvement, using established methods for process examination and improvement. Priorities for improvement are established by the leadership on an annual basis, outlined in the Quality and Patient Safety Work Plan and supported by appropriately allocated resources

- Holy Cross Health selects and monitors data on important indicators of performance. These indicators are focused on measuring outcomes, or processes that are closely linked to outcomes. Data is collected from patient records and administrative data systems, systematically aggregated and analyzed on an ongoing basis.

- Information from data analysis is used to target efforts that will improve the organization's performance. Performance Improvement teams utilize a DMAIC methodology that guides staff to clearly define a problem, measure and analyze data, focus improvements, measure effectiveness and control the resulting process changes.

- Performance data, as well as actions and results of performance improvement activities, are routinely shared in a format and at a level of detail that permits understanding and action by the Board of Directors, senior clinical and administrative leaders and with providers and staff.

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Peer Review

In the event that a member fails to respond to a letter from any peer review or monitoring committee of the Medical and Dental Staff requesting information or an appearance within fourteen (14) days following receipt of a **third** request, which shall be sent by certified mail, return receipt requested, such member shall be automatically suspended from exercising all clinical privileges. Automatic suspension shall remain in effect until such time as the member submits a written response to the appropriate Department, Subsection or Committee Chairman responding to the original inquiry and requesting that the suspension be lifted.

The appropriate Chairman shall evaluate the response and submit a written recommendation to the Medical Executive Committee concerning the automatic suspension. The Medical Executive Committee shall act on the recommendation from the Chairman at its next regular meeting.

The automatic suspension shall not be lifted except by action of the Medical Executive Committee. Only the action of the Medical Executive Committee shall entitle the member to due process rights under the Bylaws.

Peer review and monitoring committees shall include all Department and Subsection peer review committees, standing committees or ad hoc committees of the Medical and Dental Staff, and any other committee which is concerned with monitoring the quality and appropriateness of care.

See Holy Cross Hospital Medical Staff Performance Assessment Plan located in your Physician Orientation Packet. For additional info, please call the Performance Improvement Team or contact your Department Chair.

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Behavioral Health Services

Service Provided Only to Emergency Center and Inpatient Units

Psychiatric assessments

Competency evaluations

Medication evaluations

Psychiatric placements/transfer

For Referrals

Page 301-754-7111 ID#20983 or call ext. 7866 for Psychiatric Crisis Clinician

Clinician will take the consult information and give referral to on-call psychiatrist

Response Time

Psychiatrist will see patient in person within 24 hours or you can contact the on-call psychiatrist directly (after initial consult) to discuss medication recommendations, clarify questions, or get ETA from psychiatrist

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Ethics

- The Ethics Committee exists to advise patients, families, physicians and staff on various ethical issues

  – The United States Conference of Catholic Bishops Ethical and Religious Directives for Catholic Health Care Services is also a resource: www.usccb.org/bishops/directives.shtml

- To Contact the Ethics Committee

  – During business hours, call 301-754-7024 or 301-754-7061

  – After hours, call the administrative coordinator at 301-754-7005 or Page 301-754-7111 ID# 1185

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Spiritual Care Services

- Chaplains are available in-house to provide support and pastoral care to patients, their families/friends and staff of all faiths and beliefs.

- Contact Spiritual Care at 301-754-7391

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Patient Satisfaction

- As required by the Center for Medicare and Medicaid Services and to ensure that our patients receive superior care, a random sample are surveyed using the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) survey instrument.
- The following physician questions are on the HCAHPS survey:
  - ✓ During the hospital stay, how often did doctors listen carefully to you?
  - ✓ During this hospital stay, how often did doctors listen carefully to you?
  - ✓ During this hospital stay, how often did doctors explain things in a way you could understand?
- The patients are given the response options:
  - ✓ Never / Sometimes / Usually / Always

Infection Control Services

3 ICPs are available M-F (7 a.m.-3:30 p.m., ext. 7480)

After hours, call the administrative coordinator for IC issues

NHSN (CDC Surveillance Program)
- BSI, UTI, VAP in adult critical care
- BSI in NICU
- Selected surgical procedures from OR

Hand Hygiene Monitoring
- "Secret Shopper" method for ALL staff, including physicians

Health Department Reporting
- Any inpatient or + lab result will be Reported by Infection Control

Isolation Updates
- If IC knows of patient, we will isolate through Cerner; you are able to order isolation as well
- All MDROs are required to be in at least contact isolation
- Standard precautions now includes wearing a surgical mask for any lumbar punctures

BLOOD BORNE PATHOGENS (BPP)

The Occupational Safety and Health Administration (OSHA) requires that healthcare facilities have a written blood borne pathogen exposure control plan. The Holy Cross Health "Blood Borne Pathogen (BBP) Exposure Control Plan" is designed to identify opportunities for exposure and eliminate, or minimize, occupational exposure to blood borne pathogens.
Holy Cross Health complies with the April 2001 requirements for using safer products, enhancing safety by increasing the use of engineering controls, and improving work place practices.
This plan is reviewed annually and whenever necessary to reflect new or modified tasks, procedures, or job-classifications that could affect staff exposure risk.

The plan is available on PolicyTech under the infection control policies.

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PERSONAL PROTECTIVE EQUIPMENT (PPE)

Personal protective equipment (PPE) refers to masks, goggles, face shields, gowns, gloves, and other items that are considered barriers for preventing or minimizing staff exposure to blood and other potentially infectious materials. Holy Cross Health provides appropriate PPE to persons who are required to use it.

The plan is available on PolicyTech under the infection control policies.

Eye wash stations or eyewash bottles are strategically located throughout the hospital. These are used to facilitate immediate flushing of mucous membranes after facial splash and before evaluation in colleague health or the emergency center.

EMERGENCY PREPAREDNESS

- Do you know where to find the information you need in an emergency? It is up to you to keep track of where to find the tools you need so that you are ready when needed. Holy Cross Health has taken many proactive steps to get you ready, so please make the time to review the following:

- •Emergency Operations Guide (EOG): Our EOG provides staff and management direction during emergencies such as fire, disasters (accidents, civil unrest, earthquakes, etc.), bomb threats and other emergencies. The EOG is located in all of the clinical departments and at HCnet > Holy Cross Health > Emergency Preparedness (scroll down for the full EOG and individual sections).

- •Employee Information Line: Call 301-754-8887 or 301-557-8887 (both numbers go to the same recorded message). The message will only be updated in the event of a true emergency; otherwise assume you are required to report to work as scheduled.

- •"TEBS" Telephone Lines: "TEBS" stands for Telephone Emergency Back-up System and refers to dedicated red phones located in all clinical units and support areas, that should be used if the regular phone system is unavailable, at both Holy Cross Germantown Hospital and Holy Cross Hospital / Non-Hospital Locations. Find the red phone on your unit and note the phone number; then click the links above for the full list of phones at your work location.

- •Chemical Spills: To report a chemical spill, call Security at ext. 2-6060 (Holy Cross Germantown Hospital) or 2-7070 (Holy Cross Hospital / All Other Locations). If you cannot remember the number, simply dial 2-2222 and you will be directed to the respective Security department. Be sure to report clearly the product (if known), approximate quantity, building and location of the spill.

- Information about most of the above can be found on your badge code card (also called the "badge buddy") that you wear every day with your Holy Cross Health ID badge.

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Employee Health Services

The following Employee Health Services are available for physician non-employees:

- Blood borne pathogen exposure work-up:
- See badge buddy for contact numbers
- Contact EHS right away (two-hour window to start PEP)
- Don't order tests yourself – Maryland law requires we use a confidential process
- Seasonal Flu vaccination

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Accreditation and Regulatory Services

Responds to and prepares for more than 30 unannounced surveys per year (state, CMS, etc.); also responds to complaints from regulatory agencies

- The Joint Commission can come at any time and completed our triennial survey in 2020. The next Joint Commission Survey will be in 2023.

- Holy Cross Hospital is nationally recognized for high quality and innovative health care. It is the only hospital in Maryland and the District of Columbia named for four consecutive years as a "Top Performer on Key Quality Measures" by the Joint Commission—the national accrediting organization for health care facilities.

- IMPORTANT note: Surveyors love to speak to physicians. Questions typically asked include:

  - Safety issues (refer to your "badge buddy")

  - What is your role in a disaster?

  - How does the organization involve the Medical Staff?

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Regulatory Initiatives

- CMS has mandated the following in order to decrease inappropriate Medicare payments
  - Recovery Audit Contractors (RACs)
    - Paid on a contingency basis to review provider records and may force recoupment of payments
  - Medicare Administrative Contractors (MACs)
    - Integrate Medicare Part A and Part B billing
      - Inconsistencies between hospital and physician billing will result in denial of payments
- To learn more, contact Alice Pugh, MD, Physician Advisor, Quality and Care Management, at
  - Alice.Pugh@holycrosshealth.org

CODE SILVER

If you perceive there is an immediate threat to our safe environment, call Security at ext. 2-6060 (Holy Cross Germantown Hospital), 2-7070 (Holy Cross Hospital and non-hospital locations) without delay.

Code Silver will be used for an event in which hospital staff, physicians, volunteers, visitors or patients are involved in a situation where there is an armed assailant with deadly weapons threatening or harming others.
Initial response to the location Code Silver will be used for an event in which hospital staff, physicians, volunteers, visitors or patients are involved in a situation where there is an armed assailant with deadly weapons threatening or harming others. Initial response to the location of a Code Silver will be limited to security officers only; other hospital personnel will not respond to the incident location.

REVIEW POLICY via Policy Tech: Security: Code Silver - Armed Assailants and Violent Situations, Management of

Joint Commission and CMS Requirements

- Accreditation Participation Requirements
- Environment of Care
  - Fire Safety
  - Emergency Codes
  - MSDS/Hazardous Materials
  - Safety and Security
  - Violence in the Workplace
    - Parking
- Emergency Management
  - LIP role in a disaster
- Infection Prevention & Control
  - Hand Hygiene
  - Influenza
  - Isolation with PPE
- Information Management
  - Downtime Procedures
- Leadership
  - Mission, Vision, Values
- Medical Staff
  - Disruptive Practitioner
  - Impaired Practitioner
  - Practitioner Wellness Committee
  - Pain Management
  - Transfer of Patient to Outside Facility
- Medication Management
  - Antimicrobial Stewardship
- National Patient Safety Goals
  - Anticoagulation Therapy
  - Clinical Alarm Management
  - Prevent Spread of Multi-Drug Resistant Organisms (MDRO)

- Prevent Central Line Associated Bloodstream Infections (CLABSI)
- Prevent Surgical Site Infections (SSI)
- Prevent Catheter Associated Urinary Tract Infections (CAUTI)
- Rapid Response
- Provision of Care
  - Restraints & Seclusion
    - Behavioral (Violent/Destructive Behavior) Restraints
    - Non-Violent Restraints
- Fluoroscopy Radiation Protection
- Fall Prevention
- Emergency Medical Treatment and Active Labor Act (EMTALA)
- Interpreter Services & Hearing Impaired
- Patient Relations
- Confidentiality
- Health Insurance Portability and Accountability Act (HIPAA)
- Patient Safety Events
- Safety Imperative
- Standards of Conduct
  - Preventing and Detecting Fraud, Waste, and Abuse
  - Anti-Kickback Statutes
  - Stark Laws
  - Conflicts of Interest
  - Drug Free Workplace
- Reporting Concerns– HIPAA & Privacy
- Medical Staff Office Directory

Incorporated into template slide deck or materials sent in credentialing process by CPI; Some information is local.

Sharon Hull, TH Director, Accreditation and Regulatory

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Areas Often Sited During Surveys

- Fire safety training (in the OR especially)

- Time-Out (for all procedures, not just in the OR)

- History and Physical update (before a procedure)

- OPPE and FPPE – especially for low volume practitioners

- Medical record completion (30 days)

- 1 hour face-to-face with violent restraint

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Be Sure To Include:

- Infection prevention information (hand washing!!)

- Social media policy – e.g. no texting orders, no patient discussions by phone, etc.

- Physician self-referral

- Where they can find policies

- Informed consent

- Codes (blue, red, etc.) and expectations

- Chain of command

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Thank You

Thank you for becoming part of our medical staff and being part of Holy Cross Hospital.

We look forward to working with you to ensure we are the most trusted providers for our community.

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