

# THE REVIEW

Summer 2011

## EMPLOYEES PRACTICE DIAMOND VALUES EVERY DAY

"I love my job and I'm very happy in what I do. I think that being a positive person helps people to look at the positive things in their lives and appreciate their blessings. I try to make people laugh, feel good and show them that I care."

- Barbara Nurre, RN, Heritage Program,  
Refugio County Memorial Hospital, TX

"We recently helped a patient "Mary" who had been in the nursing home since she was 16 years old. She had no teeth and poor vision. It broke my heart to see her trying to read a magazine three inches from her eyes and struggle to eat and speak without teeth. I called around to see how much dentures were and came back with a quote for \$2,500. I went to the ladies auxiliary and asked for \$2,000 and asked my dentist to comp the rest. "Mary" received new teeth and an eye exam and left our program several weeks later to return to the nursing home. I think this example highlights the values of the company and my personal values."

- Matthew Quinn, Program Director  
Paris Regional Medical Center, TX

## VALUES DEFINE DIAMOND

The Values and Ethics at Diamond, often referred to as the *little blue card*, are an integral part of the culture at Diamond. The values provide guidance in everyday work and life, and focus not on what employees do, but how they do it.

If you ever meet with George K. White, President and CEO of Diamond, he will soon turn the conversation towards Diamond's values and ethics. New employees receive the little blue card upon hire, program visits reinforce the card, and Diamond 101 establishes the values and ethics standard that identifies Diamond people.

During a Diamond 101 session Mr. White takes employees deeper into the meaning behind Diamond's values and ethics. He describes it like this: We have these values and ethics at Diamond because it's the right thing to do. I carry mine with me every single day. I tell people all the time, the work that we do is very complicated and you are bound to run into difficult challenges and problems in your work at Diamond. You will be tested in the terms of "what is the right thing to do". I believe the answer is on the little blue card. If you can't find the answer on the little blue card, I encourage you to call your supervisor or me, and I will help you find the answer to the challenging problems that you have.

1. **Always Do The Right Thing.** This is the fundamental principal. Always do the right thing for our patients and the right thing for our patients' families because it is the right thing to do.
2. **Keep all Commitments.** An important guideline at work and outside of work is to be careful of what you tell people you are going to do. At Diamond, our expectation is that if you tell us you will do something, we expect you to keep that commitment.
3. **Commit to Honesty and Integrity.** An integral part of any working environment, whether it is a hospital or an industry site is to maintain honesty and integrity for yourself and for relationships. This is critical to getting the job done and doing it the right way.
4. **Commit to Quality.** When I started the company, I talked about quality of care to our doctors, nurses, and staff and now I have refined it to include **Quality of Outcomes.** We want to get the right outcomes for the patients and the right outcomes from providing quality care.

*continued on page 2*

# ALWAYS DO THE RIGHT THING • KEEP ALL COMMITMENTS • CO TAKE RESPONSIBILITY FOR YOUR ACTIONS • ESTABLISH PROFESSIONAL

## EMPLOYEES' VALUES

"I react to the needs of the patients I transport and want them to have a pleasant experience every day. I treat them with respect and kindness."

- Marvin Hart, MHT/Transportation Driver  
Washington Hospital Center, D.C.

*A patient that Marvin transfers wrote-*

Marvin Hart,

There from the start of each day our transportation begins.

No matter what our mood may be, he's there for us right up until the end.

He sets aside his personal cares to give us courtesy for that while.

Each day the van arrives, we're greeted with "how's your day going?" and always with a smile.

Because he really cares.

He is a happy part of therapy that makes it easier to bare.

For some of us, treatment is hard and some it may even scare.

He's an angel and doesn't even know it  
But we appreciate and thank God for you each day.

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"Diamond sets the bar high and holds us to a high standard. As staff we understand the importance of Diamond's Values and Ethics. Our counselors are exemplary with work ethics and everyone puts their patients first. I enjoy working in the type of environment where the priority is the patient."

- Dan Pery, Therapist, LADAC, CAC, M.Ed,  
The Farley Center at Williamsburg Place, VA

## VALUES DEFINED (CONTINUED FROM FRONT)

- 5. Commit to Service.** We are in a tough business. If you are in a Diamond program you are dealing with challenging problems every single day. You need to be there because you **want** to be there and commit yourself to service. Our expectation is that you will bring great passion to your work every single day. It's the right thing to do and our patients deserve it. They have entrusted their lives or their loved one to us to take care of them. We are committed to service to those in need.
- 6. Take Responsibility for Your Actions.** One of the downfalls of people and organizations is the failure to take responsibility for their actions. If you do something you should be mature enough and professional enough to stand up and say, "I'm responsible for what happened here." Ask for help to repair it or fix it. You'll make a mistake, the question is; will you own it? We expect you will.
- 7. Establish Professional Priorities.** The #1 priority are our patients, #2 are the patients' families, #3 are the Hospitals and Communities we serve and down the line somewhere is Diamond itself. We believe if we put our patients first, then Diamond will do just fine.
- 8. Communicate and Disclose.** People make good decisions when they have the facts and make bad decisions when they don't have the facts. In order for you to make good decisions you need to practice open communication. Likewise, you will have vital information for others in the organization that you will need to communicate for them to make good decisions.
- 9. Promote Personal Respect and Dignity.** We are figuratively and actually in this together. Some of us are in supervisory roles, manager roles or in the critical front line as a nurse, therapist, or van driver. Promoting personal respect and dignity, and respecting that dignity based on people's genders, ethnicity and all the other things that differentiate us from one another is critical. It's a must.
- 10. Hear and Listen.** These are two different things. One is the process of letting information go in your ears and hearing and the other is letting the information in, hearing it and helping it to your brain so you can do something with it. When you are approached by a patient or a family member, we want you to take the time to sit and hear and listen to what that person has to say. What the individual needs to say is important to them and if it is important enough for them to say, it is important for you to hear, listen and do something about.
- 11. Be Productive and Take Pride in Your Work.** It is important that you take pride in what you do. We want to remove obstacles for you that create a challenge; we want you to be productive and enjoy your work. Everything that I do is a reflection on you and everything you do is a reflection on the rest of us at Diamond.
- 12. Be Happy in What You Do!** Bring your "A" game to work every day and find joy in what you do for others.

## ACCOLADES

### HARBORCREST BEHAVIORAL HEALTH HONORED

HarborCrest Behavioral Health was recognized as a 2011 recipient of the **FiveStar Excellence Award in the Delivery of Overall Quality Care for Inpatient Behavioral Health Services** presented by Professional Resource Consultants, Inc. (PRC). The Grays Harbor Community Hospital Chemical Dependency Unit scored in the top 10% nationally for "Excellent" responses to the Overall Quality of Care at HarborCrest. Also, HarborCrest celebrated the 2011 recipient award for the **Top Scoring Nursing Unit** as well as **Overall Quality of Care by Nursing Staff**.

*PRC is a premier marketing research organization providing services exclusively for the healthcare industry. PRC represents approximately 400 plus hospitals nationwide.*

### PARKVIEW MEDICAL CENTER - FIVE STAR RATING

Parkview Medical Center in Pueblo, CO received a **Five Star Rating** (5 being exemplary service) for their Chemical Dependency Inpatient Program. Rating was among 32 alike hospitals. The rating was given out by Avatar. Questions on the survey covered categories for admissions, billing, expectations, general care, problem resolution, environment and more.

See Avatar at [www.avatar-intl.com](http://www.avatar-intl.com)

### WINCHESTER MEDICAL CENTER SCORES HIGH

Congratulations to Winchester Medical Center (WMC) in Winchester, VA for an excellent showing in the latest release of patient satisfaction data by the Centers for Medicare and Medicaid Services (CMS). WMC is among the top ten percent of the most recommended hospitals in the nation.

Results posted at: [www.hospitalcompare.hhs.gov](http://www.hospitalcompare.hhs.gov).

### ROANOKE-CHOWAN'S ED AIDES TORNADO VICTIMS

Thank you to the staff at Roanoke-Chowan who worked efficiently and as a team to care for more than 40 disaster-related patients presenting in the ED after the North Carolina town was ravaged by numerous April tornadoes. Diamond is proud to be part of the Behavioral Health team that played an important role in responding to this community crises.

### PULMONARY REHAB OPENS AT COUSHATTA

To better serve their community, Christus Coushatta Health Care Center in Coushatta, LA has extended their Behavioral Health Services to include Outpatient Pulmonary Services. Individuals who receive Outpatient Pulmonary Services often have a better quality of life. They are able to breathe better, increase their strength and endurance, decrease their anxiety and/or depression, prevent hospitalization and reduce medication costs.

## PROMOTIONS

**Lorraine Bisch - Manager, Corporate Support Services, Houston, TX**



Lorraine has been with Diamond for five years as the Business Solution Coordinator. In her new role she will be joining the Compliance and Clinical Services Department.

**Karen McComb, LICSW, Director of Consulting Services, S. Pasadena, FL**



Karen has been with Diamond for nine years most recently as the Regional Manager for REACH. Karen just completed a year long program to become a Certified Corporate Coach.

**Theresa Picone, LMCHC, CEAP Director of EAP Operations, Richmond, VA**



In this role Theresa will oversee contract management, the Call Center in Roanoke, VA, and provide supervision for the EAP account managers. Theresa has been with Diamond since 2004.

**Zona Lee-Longman, LCSW, MBA Corporate Director of Operations, Houston, TX**



Zona has 18 years of healthcare experience and has been with Diamond for four years as the Program Director of a Mississippi hospital.

TO SERVICE • COMMUNICATE & DISCLOSE • HEAR & LISTEN •  
 PRODUCTIVE, TAKE PRIDE IN YOUR WORK • BE HAPPY IN WHAT YOU DO

## WELCOME



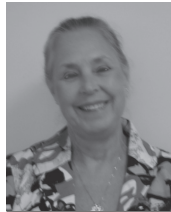
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## GROWTH GAUGE

Management and consulting  
 contracts: **26 states**

## WELCOME NEW HOSPITALS

Albuquerque Care Center  
 Albuquerque, NM

Fillmore County Hospital  
 Geneva, NE

Heritage Hospital  
 Tarboro, NC

Mission Hospital  
 Asheville, NC

North Valley Hospital  
 Whitefish, MT

Russell County Medical Center  
 Lebanon, VA

Winchester Medical Center  
 Winchester, VA

## THE PAVILION AT WILLIAMSBURG PLACE 55% COMPLETE: OPENING JANUARY 2012

From vent piping inspections, framing and dry walling, the progress is steady on the new Pavilion at Williamsburg Place. The Pavilion will serve adults, older adults and impaired professionals with acute psychiatric illness including those individuals with dual-diagnoses. The Pavilion will help meet a community



need for inpatient psychiatric care, while also addressing a national need for psychiatric services for physicians, dentists, nurses and other professionals in need of care.

## LOOK FOR US!

### CONFERENCES:

**National Rural Health Association**  
 Critical Access Hospital Conference  
 Hyatt Regency Crown Center  
 Kansas City, MO  
 September 28-30, 2011

# COMPLIANCE UPDATE

by: Sharon M. Dajon, MHA, CCAM, CHC, Senior Vice President and Corporate Compliance Officer

As the debate continues regarding healthcare reform in Congress, the regulatory agencies continue to release changes in standards and regulations. Some of the recent releases include the following:

## CERT Program

■ CMS developed the CERT (Comprehensive Error Rate Testing) Program to produce a national error rate, as required by the Improper Payments Information Act. CERT randomly selects a small sample of Medicare fee for service claims to review those claims with its corresponding medical record documentation to determine compliance with Medicare coverage, coding and billing regulations.

■ Signature requirements relating to medical record documentation is now being evaluated under the CERT program to include:

- Valid Signatures – services that are ordered or provided must be authenticated by the ordering provider.
- Signatures are legible – providers may submit a signature log or attestation statement to support the identity of the illegible signature. If the original signature contains a printed signature below the illegible signature, this may be acceptable.
- Medicare does not accept retroactive orders. Late signatures should not be added to the medical record documentation except beyond the short delay that occurs during the transcription process.
- Documentation must contain enough information to determine the date on which services were ordered and/or performed.

(Note: CMS requires date and time of the practitioner's signature to authenticate the signature and to determine if the service was performed within the timeframes outlined either by the hospital and/or regulatory agencies).

## Reimbursement

■ CMS releases update for rate year (RY) 2012 for inpatient psychiatry, effective July 1, 2011. The rate adjustment is for a fifteen (15) month period (July 1, 2011 through September 30, 2012) as the next rate adjustment will be implemented with the federal government's fiscal year (October – September). There are no patient or facility adjustment changes for RY 2012. The rate increase is 2.9% which is also applicable to ECT services.

● Per Diem (before 7/1/2011)	\$665.72
● Per Diem (7/1/2011 – 9/30/2012)	\$685.01
● ECT (before 7/1/2011)	\$286.60
● ECT (7/1/2011 – 9/30/2012)	\$294.91

## Telemedicine Services

■ CMS issues Final Rule pertaining to the credentialing of practitioners providing telemedicine services. The revised regulation removes undue hardship and financial burdens pertaining to the credentialing of practitioners providing telemedicine services.

■ Under the Final Rule, a hospital that provides telemedicine services to its patients with a "distant site" hospital would be allowed to rely upon information furnished by the "distant site" hospital in making credentialing and privileging decisions for the distant site practitioners providing telemedicine services.

■ The governing body of the hospital to include critical access hospitals using telemedicine services is responsible for ensuring that the distant site hospital/entity meets CMS credentialing and privileging standards.

## PEPPER

■ The Program for Evaluating Payment Patterns Electronic Report (PEPPER) was developed by CMS to monitor hospitals' claims data for areas that are at risk for improvement payments. PEPPER is developed and distributed by TMF Health Quality Institute under contract with CMS.

■ Beginning in the summer of 2011, PEPPER will be made available for inpatient psychiatric facilities (IPF) which includes both free standing psychiatric facilities and distinct part units of hospitals. IPFs will receive the annual PEPPER in hard copy which will be sent to the facility's CEO/Administrator.

■ Each IPF PEPPER will contain statistics for the most recent twelve (12) federal fiscal year quarters. An IPF will be compared to other IPFs in three comparison groups – (1) state, (2) Medicare Administrative Contractor (MAC)/Fiscal Intermediary (FI) jurisdiction, and (3) national. These comparisons will enable an IPF to determine how they differ from other IPFs.

■ The data for the PEPPER is gathered from the UB04 claims submitted for reimbursement.

■ The CMS target areas for IPFs under PEPPER include comorbidities, outlier payments, 3 to 5 day length of stay readmissions, and 30 day readmissions. These target areas were identified as potentially prone to improper Medicare payments to IPFs.

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*If you have news that you would like to submit for review for the next issue, please contact Jane Odberg at (800) 443-9346 or contact a team member above.*

# Diamond's National Service Week...

Park and River Cleanup  
Community Kitchen  
Nursing Home Projects

## Doing the Right thing for our Communities

Due to the success and popularity of the 2009 National Service Day, Diamond has decided to sponsor a National Service Week in 2011. This year Diamond will forego the Annual Conference and ask Diamond employees who typically attend the conference along with corporate employees from the Richmond and Houston offices to take a day during the week of **October 10-14, 2011** and support a worthwhile need in their community.

The Service Day Project Goals are:

- Meaningful experience for each employee/participant
- Meaningful experience for those served/impacted
- Positive experience for the hospitals we support

Shelter Work  
Humane Society  
Meals on Wheels

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