

Healthcare Council Report

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Spring, 2014

HEALTHCARE COUNCIL OF THE NATIONAL CAPITAL AREA
QUARTERLY REPORT

HCNCA

Awards Luncheon Honors Ed Eckenhoff and Twenty-three Healthcare Employees



Back: John Rockwood, Dennis Hoban, James Hill, Mary Jo Schweickhardt
Front: Vivian Hsia, Ken Samet, Alicia Brill, Rommel Jones, Iman Mohammed and Kevin Mell from various MedStar facilities

On March 13 at the Shoreham Hotel in DC Ed Eckenhoff was recognized for his outstanding service to healthcare in the region and nationally. As the founder and CEO of MedStar NRH for 29 years, he demonstrated the qualities of leadership recognized by the McNulty Award. Today he continues to serve the community as President Emeritus of NRH. Ken Samet, President & CEO of MedStar Health and John Rockwood, current President of MedStar NRH, praised Ed for the work he has done in delivering outstanding and creative care in rehabilitation. The Second Annual Employee Awards Luncheon recognized exceptional employees that have gone the extra mile in making a difference to the institutions they serve. Hospitals, Health Systems, Continuing Care Retirement Communities, Home Care Agencies and Primary Care Providers were recipients of the Award. The narratives read for each individual were impressive and at times emotional as those gathered listened to how one person makes a huge difference in the service of others. (more on page 5).



Sue Goldstone, Michel Ochoa, Greg Porter, Dorothy Poole, Juanita Poole and Salli Kwei—Brooke Grove Rehabilitation & Nursing Center

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Inside this Issue:

Save the Dates	2	Board Corner	4
Brother's Brother Gala	2	Award Luncheon Continued	5
Area News and Current Issues	3	Vendor Information	6
Current Issues, Continued	4	Member Information	7

2014

HEALTHCARE COUNCIL OF THE NATIONAL CAPITAL AREA

CENTERPARK II - FIRST FLOOR 4061 POWDER MILL RD, STE 100 CALVERTON, MD 20705 PH: 301-731-4700

SAVE THE DATES!

DIVISIONAL MEETINGS:

IT Divisional Meeting:

Meets twice each year. CONTACT: Nathan Read, IT Division Chair, 202-715-4299, Nathan.Read@gwu-hospital.com

Volunteer Divisional Meeting

The Volunteer Group schedules meetings every other month throughout the year. CONTACT: Pam Fogan, Volunteer Services Division Chair, 301-896-3093, pfogan1@jhmi.edu

Rehab Divisional Meeting:

May 15, 2013 at Holy Cross Hospital, Silver Spring, Maryland. CONTACT: John Baker, Rehab Division Chair, 301-662-1997, drjbaker@bakerrehab.com

HR Divisional Meeting:

The HR group meets quarterly with meetings scheduled in January, April, July & October. CONTACT: Dennis Parnell, HR Division 240-750-4927, DennisLparnell@gmail.com

Quality Divisional Meeting

The Board meets regularly throughout the year. Meetings are held periodically. CONTACT: Constance Yancy, DCAHQ President, 202-721-7163, cyaney@hscsn.org

COO Executive Forum Meeting

June 10, 2014 & October 7, 2014 all held from 12 Noon to 2:00 PM with locations to be announced. CONTACT: Kevin J. Mell, COO Ex. Forum Chair, 301-774-8773, kevin.mell@medstar.net

CFO Executive Forum Meetings/Round Table

The CFO group meets monthly with date, time and location announced one and half to two weeks in advance. CONTACT: Camille Bash, CFO Ex. Forum Chair, 301-552-8028, cbash@dchweb.org

Brother's Brother Gala

Barry Byer, a Falls Church-based physician, was first inspired to take part in mission work after traveling to Moscow in the 1980s. Twenty-five years later, he is now a trustee of the Virginia chapter of the Brother's Brother Foundation, an organization focused on providing humanitarian aid both home and abroad. Recognized by Forbes magazine as an All-Star Charity nationally, the BBF will hold its Operation Brother's Brother Gala on **May 3 at the Army Navy Country Club in Arlington**.

"The event is a celebration of six decades of providing high quality humanitarian aid globally and in the United States and is a celebration of the new expansion of Brother's Brother into the Greater Washington/Baltimore Area," said Byer.

"Under the BBF banner in Northern Virginia, there has been a marked increase in both the pipeline of donated product (supplies, equipment, and pharmaceuticals) and product distribution/partnering with medical mission teams, Third World hospitals and disaster relief efforts globally including right here in the United States," Byer said.

Byer also says the re-appropriation of unused medical equipment helps the environment in addition to helping individuals. "Working with BBF, these organizations are able to recycle unneeded items instead of putting them into landfills. These recycled items are put to good use positively impacting people's lives."

Now retired from his practice, Byer works as a trustee of Brother's Brother Foundation. He frequently leads medical missions to places like Honduras and has led the Merrifield location of Brother's Brother through the re-appropriation of 140,000 pounds worth of medical supplies since officially becoming part of BBF.

Because Brother's Brother is a nonprofit organization, it relies heavily on donations of products, services, and money. "It takes thousands of dollars to re-supply depleted mission hospitals, send 20 to 40 foot containers of lifesaving supplies to the neediest areas of the world or to equip humanitarian medical teams. In 2014, BBF wishes to continue sending containers of requested donations and equipping global medical mission teams at no charge to team members."

Operation Brother's Brother Gala is a celebration designed to increase awareness of the organization's presence and raise money in a way that is fun for everyone involved.

Operation Brother's Brother Gala will take place on the evening of May 3. Tickets for the black-tie optional event are \$175 each. For more information about Brother's Brother Foundation, go to www.brothersbrother.org.

SAVE THE DATE

Operation Brother's Brother Gala May 3

6 p.m. - Silent Auction and Hors
D'oeuvres

7 p.m. - Live Auction and Dinner
Army Navy Country Club
1700 Army Navy Dr
Arlington

AREA NEWS

☀ **THE HSC HEALTH CARE SYSTEM:** Recently expanded its outpatient therapy and home health services within Prince George's County. Located in Lanham, The HSC Outpatient Center is an extension of The HSC Pediatric Center, a pediatric specialty hospital in the District of Columbia that provides rehabilitation and transitional care to children and young adults with disabilities. The new outpatient center offers physical therapy, speech and language therapy, occupational therapy, and assistive technology evaluation and training. The center is also home to an equipment clinic that offers wheelchair evaluation and fitting, seating and positioning assessment, orthotics and prosthetics, and durable medical equipment support. HSC Home Care, LLC, a CHAP accredited Medicare/Medicaid home health agency in the District of Columbia, has received its license to operate as a residential services agency in Maryland. Operating within the county as HSC Health & Residential Services, the agency provides focused care services in the home, including skilled nursing, home health and personal care aides, respite care, rehabilitative therapies, well mom and baby visits, and client/caregiver education. To learn more, visit www.hsctherapy.org or www.hsc-homecare.org.

☀ **JOHN PORTER NEUROSCIENCE RESEARCH CENTER OPENS AT NIH:** State of the art research facility on NIH campus will foster new collaborations among scientists studying the brain. The National Institute opens the John Edward Porter Neuroscience Research Center. This state of the art facility brings together neuroscientists from 10 institutes and centers across the NIH in an effort to spur new advances in understanding of the nervous system in health and disease.

☀ **HOWARD COUNTY GENERAL HOSPITAL NAMES NEW PRESIDENT:** Steven C. Snelgrove has been named the president of Howard County General Hospital. He succeeds Vic Broccolino, who retired in January after 24 years of service. Mr. Snelgrove came from the Wake Forest Baptist Health System where he has held various executive positions. Most recently he has served the system as President of Lexington Medical Center and Davie County Hospital.

☀ **ADVENTIST HEALTHCARE NAMES TERRY FORDE INTERIM PRESIDENT & CEO:** Terry Forde, Adventist's chief operating officer and executive vice president, will lead the organization as interim president and CEO. Forde joined Adventist HealthCare in July 2011 and oversees Adventist's Maryland operations. He previously served as an executive for eight years with Centura Health, the largest health system in Colorado. He will officially begin the role in early April after Bill Robertson's departure. Robertson announced in February he would leave for a new position with MultiCare Health in Tacoma, Washington. Robertson, 54, has been CEO since April 2000. Adventist also said Tuesday it had officially begun its selection process for a new president and CEO, but did not give a timetable for making a decision.

☀ **HOLY CROSS GERMANTOWN HOSPITAL:** As the first new hospital in Montgomery County in 35 years, Holy Cross Germantown Hospital will bring much-needed health care services to the most rapidly growing and aging region in the county. The six-story, 237,000 square-foot hospital will offer emergency, medical, surgical, obstetric, and psychiatric care, along with an on-site medical office building, and will open its doors this year. Holy Cross Germantown Hospital is conveniently located off I-270, near the intersection of Middlebrook Road and Observation Drive. The hospital is situated as the anchor tenant of the Hercules Pinkney Life Sciences Park at Montgomery College in Germantown. This unique location serves as a valuable resource for aspiring health care workers and is the first hospital in the nation on a community college campus with an education partnership.

☀ **PRINCE GEORGE'S GETS \$15M TO CONTINUE DESIGN FOR NEW HOSPITAL:** Maryland's Board of Public Works granted \$15 million for an architect to continue design services for the planned Prince George's County Regional Medical Center, according to Bradford Seamon, the county's chief administrative officer. The proposed project – to cost an estimated \$655 million– would have 231 inpatient beds and be operated in a partnership between Dimensions Healthcare Systems and the University of Maryland Medical



Center. UMMS's financial health is considered a boon to the project, long sought by Prince George's officials seeking to replace the Prince George's Hospital Center. County Executive Rushern Baker III's \$3.41 billion budget request calls for \$208 million toward the plan if it's approved by the Maryland Health Care Commission. Officials have recently begun holding community meetings to gauge the public's interests and concerns. -Tina Reed, Washington Business Journal

CURRENT ISSUES:

☀ **U.S. HAS FEWEST BIRTHS SINCE 1998 AFTER RECESSION, CENSUS SHOWS:** The U.S. recorded the most deaths in its history and the fewest births since 1998, resulting in the lowest population gain from natural causes in 35 years, an analysis of 2013 Census Bureau estimates released the end of March shows.

☀ **HOSPITAL SAFETY:** Consumer Reports recently released an updated report that scores the safety of 2,591 U.S. hospitals. Out of a general rating of 100, the average score for hospitals was just 51 – and 43 hospitals ranked below 30. The report is based on the most recent available data from the Centers for Medicare & Medicaid Services and the Centers for Disease Control and Prevention. Each hospital is rated in five categories: mortality (death rates), readmissions, overuse of CT scans, hospital-acquired infection rates and ease of communication among health care staff and patients.

☀ **7 MILLION PREMATURE DEATHS ANNUALLY LINKED TO AIR POLLUTION:** WHO reports that in 2012 around 7 million people died - one in eight of total global deaths - as a result of air pollution exposure. This finding more than doubles previous estimates and confirms that air pollution is now the world's largest single environmental health risk. Reducing air pollution could save millions of lives.

☀ **ENROLLING ELIGIBLE CHILDREN & TEENS IN MEDICAID AND CHIP YEAR ROUND:** Individuals who are eligible for Medicaid and CHIP can enroll in health coverage any day of the year. The Open Enrollment period for qualified health plans in the Marketplace has ended – but it's important to be sure families with Medicaid-eligible children and teens know that it's not too late to apply for coverage.

CURRENT ISSUES, CONTINUED:

HOSPITAL INFECTIONS: About 1 in every 25 hospital patient's end up saddled with an infection that they catch while hospitalized, a new survey reveals. The finding stems from a 2011 poll of more than 11,000 patients, in 183 hospitals, across 10 different states. The results, published in the *New England Journal of Medicine*, suggest that in 2011 an estimated 648,000 Americans developed an infection during a hospital stay. The 2 most frequent hospital infections were surgery infections. Each accounted for nearly 22% of all cases. Gastrointestinal infections were the third most common, involving more than 17% of cases. The bacteria known as "Clostridium difficile" was pegged as the #1 infectious agent. Some of the risk was sourced back to infections associated with the use of healthcare devices, such as catheters and ventilators. Such devices accounted for more than a quarter of all in-hospital infections. Given the scale of the problem, the study team suggested that more attention be paid to infection surveillance, alongside efforts to reduce infection risk in the first place.

90% OF STATES FAIL IN PRICE TRANSPARENCY: Ninety percent of states do not provide sufficient healthcare pricing information to consumers, according to a report card from the non-profits Health Care Incentives Improvement Institute and Catalyst for Payment Reform. The report card gave 45 states a failing grade and no states an "A" grade. Maine and Massachusetts both received a "B," the highest grade issued. Unlike the groups' inaugural report card in 2013, they did not grade states on a curve this year, according to a statement. The report also factored in the effectiveness of state price transparency laws.

HEALTHCARE-RELATED TRANSACTIONS INCREASE: According to data from Irving Levin Associates, there were 267 healthcare-related transactions during the third quarter of 2013, an increase of 16 percent from the second quarter of the year and a 20 percent jump from the third quarter of 2012. Some of the biggest pressures currently prompting hospitals to engage in mergers and acquisitions are unfunded mandates such as ICD-10. Since you can't use the bond market to finance IT, some facilities have little choice but to seek a partner with deeper pockets.

Did You Know?

The median base pay for hospital Presidents & CEOs in 2013 was \$547,000 or a 1.3% increase from 2012.

DID YOU KNOW?

For 10 years running, The American College of Healthcare Executives 2013 CEO survey to 1,000 executives continued to list, "Financial Challenges" as the number one concern of hospital leaders.

DID YOU KNOW?

Universal Health Services out of King of Prussia, PA and owner of George Washington Medical Center is the second largest publicly traded, for-profit hospital chain in number of hospitals - 134. Ranked by revenue they are the fourth largest.

THE BOARD CORNER:



"Culture Trumps All Other Variables for Success in Governance" according to Banner Health. Banner states that the success of their governance model "focuses on a few key behavioral approaches that have driven organizational success and demonstrate that culture supports behaviors which drive organizational performance." Banner's board's culture is supported by several behavioral characteristics, including the following:

Basic behavioral characteristics:

- Willingness to challenge conventional truths and each other without making it a personal matter
- Focus on future success and viability rather than on old traditions and past loyalties
- Calm consideration of difficult issues without emotion but with logic - limits things going unsaid and produces a healthy engaged and productive culture
- Structuring board meetings to emphasize focus and preparedness - board members are highly engaged and participate actively
- No board member represents a particular constituency, which allows for open debate without fear of reprisal
- Encouraging of differing opinions and
- Allowing disagreement without members being disagreeable.

Did You Know?

Medicare spends annually \$26 billion on hospital readmissions.

HCNCA & NCASS (Healthcare Council of the National Capital Area) and NCASS (National Capital Area Shared Services) are governed by a 10-member Board of Trustees comprised of both healthcare providers and payer leaders. **2014 BOARD OF DIRECTORS:** Mike Barch, Chair; Hugh Eagleton, Vice-Chair; Calvin Brown, Treasurer; Ryan Frederick, Secretary; George Wilkes, III, Immediate Past-Chair; Les Pitton, Jr., President & CEO; Patrick Christiansen, Ph.D., Trustee; Richard "Chip" Davis, Trustee; Gene C. Milton, Ph.D., Trustee; Omega Logan Silva, M.D., Trustee; Robby G. Brewer, Legal Counsel

Did You Know?

Three area hospitals made the Truven Health top 100 hospital list for 2013 benchmarks of success: Virginia Hospital Center in Arlington, VA; Inova Fair Oaks Hospital in Fairfax, VA; and MedStar St. Mary's Hospital in Leonardtown, MD.

Awards Luncheon Honors Ed Eckenhoff and Twenty-three Healthcare Employees

Photos from the 2014 Awards Luncheon



Back: Matt Lasecki, Karole Thomas, Juanita Hall Hyacinth Walkes, Front: Meedie Bardonille and Jennifer Johnson— Providence Hospital



Les Pitton, HCNA President, Ken Samet, President, MedStar Health and Dale Edwards, Triscend (Council Associate)



Denise Cruse, Gina Smith and Cheryl Thomas (rear) welcomed guests as they arrived for the luncheon



Queenie Plater, Dianne McCarthy, Elizabeth Ronayne and Julie Johnson— Sibley Memorial Hospital



Mary Jo Schweickhardt, VP, HR, MedStar Georgetown University Hospital and Queenie Plater, VP, HR, Sibley Memorial Hospital



Eric Wagner, John Rockwood, Michael Yochelson, M.D. and Thene Martin Merrick, MedStar National Rehabilitation Network



Margaret Fisher, Takeia Edwards, Delores Claire Oliver, Specialty Hospital of Washington—Capitol Hill



Matt Lasecki, Providence Hospital, (Immediate Past Chair, Human Resources Division) shared reading narratives with Dennis Parnell



Dennis Parnell, Suburban Hospital, (Chair, Human Resources Division) shared reading narratives with Matt Lasecki



Tobie Hollander, Jerry Hartke and Anne Gillis—Holy Cross Hospital



Ken Samet and John Rockwood, MedStar Health, accepting Matthew F. McNulty, Jr. Award on behalf of Ed Eckenhoff, from Les Pitton and Michael Barch, Healthcare Council (left to right)



Liz Mendez, Mary Lynn Elsmo, Hugh Eagleton (HCNA Board Member), Mina DeShazo and Clarine Thomas—Children's National Medical Center

THANK YOU

HCNA would like to thank all of those who participated in making this Awards Luncheon another wonderful event. It was a great success and we are thrilled to have been able to acknowledge and recognize the talents and outstanding service that all the recipients have demonstrated over their years of service to the healthcare industry. We congratulate all the recipients and particularly Ed Eckenhoff for achieving the McNulty Award, 2014. We look forward to another successful luncheon next year.

Vendor Information:



WHY WORK WITH EQUIPMENT PROTECTION SOLUTIONS?

Hospitals and healthcare institutions are finding the no-cost analysis by EPS to be an excellent service in discovering where savings can begin immediately. Please see the benefits below that EPS offers to healthcare providers through their relationship with the Healthcare Council and National Capital Area Shared Services. Benefits of Working with EPS:

- No-cost analysis of all electronic equipment maintenance contracts
- Savings of 15-27%
- Access to EPS's partners, experienced in finding savings and quality service providers addressing the full spectrum of equipment types and software across your business
- In virtually all cases they help you to secure savings without having to switch service providers
- In other cases they find top-tier alternative providers that will support the same service levels at a lower cost
- As always the decision is yours to change vendors.

Working with EPS, you end up with a comprehensive view of your assets, a valuable starting point for management and planning efforts. You will be able to track future repairs and maintenance expenses, providing a basis for future replacement decisions. Access to their partners' database of equipment maintenance history data accrued through thousands of contracts, allowing you to make future purchase decisions with equipment reliability and maintenance costs in mind.

M&A support on both buy side and sell side of the transaction. Their no-cost analysis can identify, prior to closing, sources of cash to enhance the sales price, or opportunity to free up cash at closing.

Vendor, GroupOne Discusses Good Customer Service



At GroupOne HR Solutions, good customer service is a lifeblood of their business. Eric Scott says, "we can offer promotions and slash prices to bring new customers, but unless we can get those customers to come back, our business won't be profitable for long."

Good customer service is what inspires the employees at GroupOne. They hope to send every client away happy enough to pass positive feedback about their business to others. A good salesperson can sell anything to anyone once, be it a bad car or a house with a leaky roof. But it's their approach to customer service that determines whether or not a client will ever buy anything again. The essence of GroupOne's customer service as according to Scott is: "we will be judged by what we do, not what we say."

The rules of customer service adopted by GroupOne are: Answer the Phone – make sure someone is picking up the phone when someone calls the business.

Keep Promises – reliability is a key to good relationships, and good customer service is no exception.

Listen to Customers – rather than doing all the talking let the customer talk.

Deal with Complaints – no one likes hearing complaints but we try to please all the people all the time. We give all complaints our full attention.

Be Helpful, Courteous and Knowledgeable – on a daily basis, we talk to our staff about good customer service and what it is (and isn't). We give every staff member the power to make customer-pleasing decisions.

Take the Extra Step – Whatever the extra step may be, at GroupOne we want to provide good customer service no matter the cost.

GroupOne appreciates the support of the Council's membership and looks forward to serving each one in the future. Created in 1989, GroupOne was the nation's first healthcare pre-employment screening program. GroupOne provides convenient web-based solutions, automated employment verification and student background checks. It has grown into one of the most dependable human resource partners in the healthcare community. [Eric H. Scott](#), Vice President, GroupOne Services, Inc. (469) 648-5052.

MEMBER INFORMATION

NCASS, Yankee Alliance & Blue.Point

The Healthcare Council and National Capital Shared offers supply chain solutions through Blue.Point. This is to our members by helping to reduce cost. Blue.Point achieve greater savings in your hospital. They integrate standard clinical best practices to provide actionable results in an average of \$6,000/bed savings for your hospital. The action plans they provide are a blueprint to implement changes that will allow you to realize these savings. For a free analysis, please contact: info@bluepointscs.com or 1.855.231.1114 Or contact John Maloney at: jbmaloney@healthcare-council.org or 301-731-4700.



Services in their affiliation with Yankee Alliance, now yet another offering that brings value added services analyzes your data and provides specific steps to cost and utilization benchmarking with current industry analytics coupled with unbiased research. Their analysis

allows you to realize these savings. For a free analysis, please contact: info@bluepointscs.com or 1.855.231.1114 Or contact John Maloney at: jbmaloney@healthcare-council.org or 301-731-4700.

We Welcome a New Associate Member to the Healthcare Council



Anthelio is not just a healthcare IT company but they are in the business of patient care. Their customers are the bedrock of their business. They take great pride in maintaining the highest levels of client satisfaction for the hundreds of U.S. hospitals and healthcare providers they serve. They pride themselves in providing a unique customer experience by proactively anticipating their customers' needs, pain points and delivering fast, flexible and bold solutions.

In an ever-evolving healthcare industry, they are at the forefront of advancing cutting-edge and scalable innovative technologies and solutions that can clearly demonstrate applicability to the market needs and show distinct value to their customers. Their vision and mission creates long-term goals and provides effective and efficient ways to best serve their customers.

DID YOU KNOW?

The greatest "satisfier" for healthcare providers is relationship with patients. The greatest "dissatisfier" is paperwork required by payers.

DID YOU KNOW?

Cardiovascular disease, including heart attacks and strokes, is the leading cause of death each year in the United States for both men and women. According to a report recently released by the CDC, more than 800,000 people die from cardiovascular disease each year – that's one in every three deaths. Many of these deaths, especially those of people under age 75, could be prevented. solutions complete with economic design proficiency, program implementation, and ongoing client services.



Brother's Brother Foundation Thanks the Healthcare Council's Membership

The response from the greater Washington, DC and Baltimore area has been overwhelming. Donations in the form of medicine and surplus overstock from hospitals and hospital systems in Maryland, DC and Northern Virginia continue to be donated. Luke Hingson feels the Council's membership is ahead of the curve when it comes to ensuring surplus items do not go to waste: "We are very grateful to the hospitals and health systems in the area. It's obvious to us that they are attuned to this opportunity. When we first approached Johns Hopkins and Adventist HealthCare, they were ready within 2 weeks to start donating. The thoughts were in place, it just needed the execution. It was amazing. I didn't understand from the outside how 'ready' Maryland, DC and Northern Virginia were. Somehow they were just ready."

Brother's Brother accepts donations in the form of medicine and surplus overstock. So far Brother's Brother has worked with UMMC, Johns Hopkins Bayview, Adventist Healthcare, Virginia Medical Center, Inova Health, Medstar Union Memorial and more. MedStar Union Memorial donated 180 IV poles.

BBF programs are designed to fulfill the mission by connecting people's resources with people's needs. To date, they have provided/processed over 100,000 tons of donated items across the globe, including 13,000 tons on the medical side and 36 million bottles or tubes of medicine – fulfilling a need, making the community a better place and keeping toxics and waste out of landfills.

Thanks to the Healthcare Council's membership for working with BBF to fulfill their mission. Founded in 1940 by Dr. Robert Hingson the mission is to promote international health and education through the efficient and effective distribution and provision of donated medical, educational, agricultural and other resources. In 1974 Dr. Hingson's son, Luke, took over the operations, and is still President today.



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Council Vision: “To meet the challenges of tomorrow by working together today”...and thereby to facilitate the care of the sick and to promote education and prevention programs that ensure healthier communities.

Mission Statement: The Council’s mission is to promote and facilitate activities that result in the best quality of care to the sick and injured. The aim of the Council and its wholly-owned subsidiary, National Capital Area Shared Services, Inc., is to serve its membership in the development and promotion of programs and services that will enhance the members’ ability to operate their organizations economically and successfully with integrity and competency.

The Council functions as a neutral intermediary to facilitate networking and to provide member driven services.

Healthcare Council is a not-for-profit 501(c)(3) corporation
 The Council has opportunities for Associates: For membership information, call 301-731-4700

“The Council”: The Healthcare Council of the National Capital Area, Inc. is an organization of Providers of Care consisting of hospitals and allied health care facilities located in Maryland, Virginia and Washington, DC. The purpose of the Council is to provide for members “strategic and business advantages” that no single institution or system can efficiently or economically develop alone. Council activities are implemented through a structure consisting of the Chairmen of the Boards and the Chief Executive Officers of our member organizations. Divisions of specific activity have been formed to carry on the ever changing tasks at hand. These divisions develop information and improve performance using cooperative networking, meetings, surveys, group discussion and analysis and continuing education programs.

Healthcare Council Report is published by:

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Did You Know?

Among studies that measured depressive symptoms, researchers found that greater zinc deficiency was associated with greater depression severity according to a study published in Biological Psychiatry.