

# OFFICE OF THE CHIEF OF STAFF NEWSLETTER

## COLLABORATIVE PRACTICE TEAMS (CPTS) AT AUBMC

CPTs are increasingly recognized by medical literature and healthcare professionals as important groups for better patient care. Multidisciplinary teams that include physicians, nurses, dietitians, pharmacists, residents/fellows, and other healthcare professionals have been proven to elevate the level of healthcare services and quality of patient care.

The Office of the Chief of Staff at AUBMC launched the initiative several years ago, with a total of 14 current CPTs, to cover all clinical areas in the Medical Center and outpatient clinics. The main objectives of having such teams are to improve patient experience, provide quality and safe care, in addition to facilitating day-to-day needs of the units.

These teams are expected to address patient care issues to improve the professional performance and patient experience such as:

1. Guidelines/Standards of care/evidence-based medicine
2. Continuity/Coordination of patient care
3. Communication/Attitude
4. Admission and discharge criteria
5. Optimal utilization of resources (inpatient, outpatient, Operating Room (OR), Intensive Care Unit (ICU))
6. Orders of medications
7. Management rounds
8. Medical record documentation
9. Supervision/Education of medical students/interns/residents/fellows
10. Patient education
11. Discharge process
12. Other issues specific to each inpatient unit

Reports of the activities/recommendations and implementation of the action plan are submitted by the teams to the chairpersons/heads/directors of the respective departments/divisions/services with copies to the Office of the Chief of Staff on a regular basis.

### Dr. Ismail Khalil

Advisor to the Medical Center Director, CMO, and Chief of Staff

### Aida Habbal

Transplant Programs Manager

### Rania Haddad

Executive Officer

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## OPERATIONAL CHALLENGES AND OPPORTUNITIES

AUBMC has witnessed major advances in the quality and scope of its services. Being a tertiary healthcare organization, it constantly faces challenges that surface on a daily basis due to the complexity of its internal systems and processes, advanced technology, as well as increased regulatory and accreditation requirements. Multiple units and entities must work simultaneously and in harmony to serve patients and their families and to ensure and maintain optimal outcomes. Several departments, however, continue to face common operational challenges. These may be summarized as below:

- Sufficient working space is an essential ingredient of operational efficiency. It may affect productivity, patient satisfaction, and workflow. To minimize its effects and with the inauguration of the Halim and Aida Daniel Academic and Clinical Center (Daniel ACC), backfill space will become available and will hopefully be utilized by other services/departments to optimize their working space.
- Major equipment budget: The procurement of new equipment and/or upgrades of older ones is yet another challenge which medical centers, including ours, face in their operations. The growing demand for such equipment requires allocating budgets which, at times, may be insufficient and requires prioritization to keep the balance among optimal medical care, revenue making, and budgetary strains. This prioritization should be based on viable feasibility studies which take into account indicators before such budgetary allocations may be approved.
- Employee productivity: This index is regarded as an integral component of operational efficiency. The challenge has been to identify, based on objective performance appraisals, those employees who are highly productive and relocate those who are not as productive to areas and sections in the Medical Center where operational efficiency is less required. In this regard, an action plan, in collaboration with the Human Resources Department at AUBMC (HRDMC), is currently under way to develop and execute strategies for best operational efficiency. The plan will also ensure that all stakeholders function in an optimal workplace.
- Staff turnover rate: Maintaining stability in turnover rate is an important strategy that enhances operational efficiency. By retaining those casual employees who have attained acceptable skills, the organization upkeeps the functions of those employees in areas where they were assigned to rather than replacing them often times. The expertise of the HRDMC is indispensable for the identification and recruitment of such employees.
- Motivational tools: Various incentives have been continuously offered and have become part and parcel of motivating and retaining highly productive and efficient employees.

**Imad Sadek**

Deputy Medical Center Director for Operations and Managing Director of External Medical Affairs

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## CURRENT PROCEDURAL TERMINOLOGY (CPT) CODES

Statistics at the Medical Center may sometimes vary if pulled from multiple sources: AS400, dashboard (Decision Support Unit), finance team, etc...

In order to have clean statistics, the CPT project, led by the Deputy Executive Vice President (EVP)/Dean Dr. Ziyad Ghazzal and Executive Administrator Dr. Dany Badreddine, was initiated at the Division of Cardiology. The purpose of this project is to update and create new procedure CPT codes which will lead to better statistics and improve revenues at the Medical Center.

Using the 2014 American Medical Association (AMA) CPT code book, the Division of Cardiology team reviewed, corrected, and updated its respective procedure codes in coordination with the Professional Fees Committee. These codes were approved by the Medical Board to be implemented within the Medical Center.

After the successful piloting of the CPT project, all the departments were invited to revise and update their CPT codes before the approval of the Professional Fees Committee. In parallel, all of the CPT codes that are used at the Operating Room (OR) as part of a preference card were mapped to an approved National Social Security Fund (NSSF) code so that statistics are pulled out correctly, and the physician's reimbursement is not missed.

**Dr. Dany Badreddine**

Executive Administrator

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## PATIENT EXPERIENCE

Launched in 2010, the AUBMC 2020 Vision is an ambitious and comprehensive initiative that affirms AUBMC's position as the leading Medical Center and healthcare institution in the region. One of the vision's main paths is providing patients with the highest standards of patient-centered care. This path could only be attained by building a strategy and culture that revolves around "patient experience".

AUBMC is currently exploring and entertaining the idea of launching, Lebanon's first, "Patient Experience Initiative", an initiative that will build and operationalize a patient experience strategy to sustain and share a patient-centric culture across our Medical Center. AUBMC will work on maintaining a culture of compassionate communication, developing a philosophy where "a patient is always first", highlighting how emerging and innovative clinical technology can advance when blended with best patient experience, and crafting a "Healing Arts Program". The above will support AUBMC's goals in improving patient experience, ensuring better outcomes for patients and families, increasing caregiver engagement, and enhancing community collaborations aimed at health and well-being.

We look forward to embarking on this new and exciting journey together!

**Nadine Chatila**

Director of Medicine Business Unit and Director of Communications and Public Relations

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## TIES - A VOLUNTEERING INITIATIVE FOR A HAPPIER PATIENT EXPERIENCE

Trust, Inspiration, Encouragement, and Strength, "TIES" is a new volunteering initiative launched by the Patient Affairs Office at AUBMC in 2017 with the clear purpose of supporting and entertaining adult in-patients while receiving their treatments.

The idea first started when Mrs. Ghida Fadlallah, an artist and painter, met with Mrs. Yara Abou Harb, Deputy Director for Patient Affairs, and both of them felt the need for initiating a powerful volunteering program for adult patients who do not receive much support; they aimed to ensure patients spent their hospitalization period with a taste of love. The project was supported by Dr. Maher Soubra, Director of Clinical and Patient Affairs and Private Clinics, and the higher leadership. Thereafter, TIES was presented to the Naef K. Basile Cancer Institute (NKBCI) leadership, and everyone was eager to join forces and give the project a kick off. Consequently, the journey of TIES started at the NKBCI in-patient unit.



Aiming to help the patients in beating boredom while becoming more engaged in their own healthcare, TIES' volunteers offer their time to perform daily rounds on the NKBCI in-patient unit during which patients and their families receive several types of entertainment resources such as coloring books for adults, magazines, novels, Sudoku, playing cards, crosswords, etc.



The appreciation we had from patients and their families, the happiness we carved in their hearts, and the smile we drew on their faces made us work hard to advance the program and the activities it provides. Currently, TIES offers weekly workshops in various topics including music, breathing techniques, storytelling, and very soon art therapy. Music workshops are held at the patients' bedside where mostly the oud and guitar are played, in addition to small concerts while patients are gathered. Breathing techniques' workshops begin with a small talk led by Mrs. Nawal Fleihan, who is a yoga instructor at the AUBMC Health and Wellness Center. She encourages patients to ventilate before a 40-minute guided meditation session is given. As for the storytelling, patients enjoy listening to stories by professional storytellers and drama therapists. The latter also work during the sessions on generating some stories from the patients themselves in order to boost their memories' retention. In collaboration with NBKCI, the workshops are running successfully in its in-patient waiting area.



Many other activities are being prepared for more expansion to cover as much in-patient adult units as possible, thanks to the support of the volunteers, AUBMC leadership, and the collaboration of the NKBCI team and leadership. Stay tuned!

**Yara Abou Harb**  
Deputy Director for Patient Affairs

**OFFICE OF THE CHIEF OF STAFF**

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