
GLOSSARY OF TERMS AND ABBREVIATIONS USED AT GROSSMONT HOSPITAL AND IN HEALTHCARE

82-Sharp

Customer service specialists available Monday through Friday, 8 a.m. to 6 p.m. at Sharp's Consumer Contact Center, 800-82-SHARP (800-827-4277) phone number

AAAH

Accreditation Association for Ambulatory Health Care

ABx

Antibiotics

ACC

American College of Cardiology

ACCME

Accreditation Council for Continuing Medical Education

ACE

Angiotensin Converting Enzyme Inhibitor

Accountability Grid

A tool used to report accomplishment from the previous 90 days of specific tasks or new learning from The Sharp University associated with hardwiring new behaviors and strategies targeted for improvement.

Accountability Team

A Sharp action team comprised of a subset of leaders from Executive Steering, as well as key Sharp Leaders throughout the system, who ensure the sustainability and forward progress of The Sharp Experience. The Accountability Team is responsible for setting System Report Card objectives and annual targets and developing management and staff performance evaluation systems that hold employees accountable for Behavior Standards, Five "Must Haves," and progress on meeting Sharp's goals and Pillar objectives.

ACPE

Accreditation Council for Pharmacy Education

ACS

Acute Coronary Syndrome

Action Teams

Action teams consist of numerous team members dedicated to enhancing work relationships, environments, systems and processes, quality, and service.

Acute Care

A type of health care in which a patient is treated for an acute (immediate and severe) episode of illness, for the subsequent treatment of injuries related to an accident or other trauma, or during recovery from surgery. Acute care is usually given in a hospital by specialized personnel, using complex and sophisticated technical equipment and materials.

ADA

American Diabetes Association

ADE

Adverse Drug Event

Advanced Clinicians

Registered nurses who provide bedside education and resourcing while in staffing.

Affiliated Medical Groups

Refers to Sharp Community Medical Group, Sharp Mission Park Medical Group and Sharp Rees-Stealy Medical Group. These medical groups are owned by the respective group's physicians but affiliated with Sharp for operations management, administrative and/or contracting functions.

AHA

American Heart Association

AHA

American Hospital Association

AIDET

Acknowledge, Introduce, Duration, Explanation, and Thank You are the Five Fundamentals of Service that shape positive experiences for Sharp's patients.

All-Staff Assemblies

Annual meetings for all Sharp employees to provide inspiration, education, and celebration. Three 3-hour sessions are offered over two days to allow all Sharp employees to attend. The sessions' content includes a state of Sharp address, the annual Pillars of Excellence Awards, preview of Sharp's television documentary, a keynote address, and specific Sharp Experience learnings.

AMI

Acute Myocardial Infarction

AP

Accounts Payable

AR

Accounts Receivable

ART

Accident Reporting and Treatment Form

ASA

Aspirin

ASTD

American Society for Training & Development

Awareness and Perception Survey

(see The Jackson Organization)

Badge Guard

A plastic-covered photo badge used for staff identification, which lists the Five “Must Haves,” 12 Behavior Standards, Five Fundamentals of Service, the Vision Statement, and Six Pillars of Excellence on the back.

BB

Beta Blocker

Behavior Standards

The 12 standards and expectations in which staff at Sharp HealthCare are expected to behave to develop and foster a common culture of respect and excellence among customers/partners/employees throughout the system.

BidShift

A Web-based staffing program that makes shift coverage available to employees before going to outside registry.

Biohazards

A biological agent or condition that constitutes a hazard to humans or the environment.

Biomedical Support

Maintenance support for medical equipment

Board

The governing board of directors of Sharp HealthCare

Bright Ideas

A grassroots, system-wide initiative providing staff the opportunity to share improvement ideas that increase efficiency, reduce cost, or enhance Sharp’s performance in reaching its goals.

CABG

Coronary Artery Bypass Graft

Call Center

See 82-Sharp and Sharp Nurse Connection®

CalPERS

California Public Employees Retirement System

C.A.P.

Change Acceleration Process, an organizational change model consisting of seven elements and a set of 40 tools to optimize change effectiveness

CAP

Community Acquired Pneumonia

Capitation

A per capita managed care payment system where reimbursement for services is paid on a per member per month basis and the health system is at risk for the cost of services rendered.

CARF

Commission on Accreditation on Rehabilitation Facility

CCORP

California CABG Outcome Reporting Program

CCOW

Clinical Content Object Workgroup

CEO

Chief Executive Officer

CEU

Continuing Education Unit

CFO

Chief Financial Officer

CSF

Critical Success Factors

CHA

California Hospital Association

Champions

Key individuals assigned to strategic initiatives to ensure accountability.

CHF

Congestive Heart Failure

CHIP

Community Health Improvement Partners

Chronic Care

Care and treatment rendered to individuals whose health problems are of a long-term and continuing nature.

CHUI

Consumer Health Utilization Index

CIO

Chief Information Officer

Climate Dimensions

Measurement of employee motivation and satisfaction through the EOS: Department Effectiveness, Sense of Purpose, Company Pride, Management, Interdepartmental Cooperation, Information Sharing, Compensation and Benefits, and Overall Evaluation

CNO

Chief Nursing Officer

CME

Continuing Medical Education

CMM

Central Materials Management

CMS

Center for Medicare Medicaid Services

Commercial Insurance

Non-government sponsored health insurance

Communication Expos

An employee forum format used by some entities designed to enhance communication to employees/physicians/ partners by providing visual information booths and management interactions for optimal attendance and satisfaction. Communication Expos are held quarterly during all shifts.

Continuous Readiness

Continuous compliance with JCAHO standards

Continuum of Care

Levels of service from home care through ambulatory, outpatient, inpatient, hospice, and home health care

C.O.R.E. Award

Center of Recognized Excellence Award

Core Measures

JCAHO measures of quality and patient safety

CORe Report

Sharp's internal, continuous monitoring of 16 different indicators across 35 different disease states with control charts

Core Values

Integrity, Caring, Innovation, and Excellence

CPA

Certified Public Account

CPI

Consumer Price Index

CPOE

Computerized Physician Order Entry

CQI

Continuous Quality Improvement

CQIC

Continuous Quality Insurance Company, Ltd.

CRM

Customer Relationship Marketing

Crucial Confrontations

Tools for resolving broken promises, violated expectations, and bad behavior

Crucial Conversations

A conversation regarding an important but difficult-to-discuss issue

CSFs

Critical Success Factors

CT

Computerized Tomography

Customers/Partners

Sharp customers/partners include patients, employees, physicians, payors, brokers, and suppliers.

CVA

Cerebral Vascular Accident

Dashboard

Performance measures under each pillar of excellence

DHS

Department of Health Services

DEH

Department of Environmental Health

DMAIC

Stands for Define, Measure, Analyze, Improve, and Control. DMAIC is a problem-solving approach for performance improvement.

DRG

Diagnostic Related Grouping

EBITDA

Earnings Before Interest, Taxes, Depreciation, and Amortization

ECF

Environmental Compliance Form

ED

Emergency Department

EDI

Electronic Data Interchange

EDP

Electronic Data Processing

EDPS

Emergency Disaster Preparedness Subcommittee

Employee Forums

Quarterly employee meetings held at some Sharp entities to provide Report Card updates, communicate Sharp's business results, and educate staff on specific Sharp Experience learnings. Communication Expos are a form of Employee Forums.

Employee Groups

Any individual engaged to provide services for Sharp for wages in one of the following categories: introductory, temporary, per-diem, part-time, or full-time employee.

EMR

Electronic Medical Record

Entity

An organizational unit (a partnership or corporation, such as a hospital or medical group) for which accounting records are kept and about which accounting reports are prepared.

EOS

Employee Opinion Survey

ER

Emergency Room

Ergonomics

The study of workplace equipment design or how to arrange and design devices, machines, or the workspace so that people and equipment interact safely and efficiently.

ERP

Enterprise Resource Planning

Executive Steering

Executive Steering consists of 16 senior leaders including the CEOs of all entities, all senior vice presidents, and the chief medical officer.

FDA

Food and Drug Administration

FES

Facilities and Environmental Subcommittee

FIM

Functional Improvement Measurement

Firestarters

Volunteer leaders who provide enthusiastic leadership within their entity to implement The Sharp Experience

Five “Must Haves”

Behaviors designed to positively impact customer, physician, supplier, and employee satisfaction.

FMEA

Failure Mode Effects Analysis

FY

Fiscal Year

GE

General Electric

GO Bond

A debt instrument whereby Grossmont Healthcare District borrows money for new construction and modernization of Grossmont Hospital by issuing bonds. The bonds’ principal and interest payments are funded by property taxes from homeowners residing in Grossmont HealthCare District’s boundaries. The issuance of General Obligation Bonds requires two-thirds voter approval.

GPO

Group Purchasing Organization

Hazardous Materials

Any materials, including substances and wastes, that may pose an unreasonable risk to health, safety, property, or the environment, when they exist in specific quantities and forms.

Health Plan Broker

A health insurance professional trained to assist companies or individuals with the design, selection, and performance monitoring of a health plan.

HEICS

Hospital Emergency Incident Command System

HgbA1c

Hemoglobin A1c

HIPAA

Healthcare Insurance Portability Accountability Act, a federal law requiring hospitals, physicians, and managed care companies to adopt medical information security, privacy, and data standards

HMO

Health Maintenance Organization

HVA

Hazard Vulnerability Analysis

ICS

Incident Command System

ICU

Intensive Care Unit

ID

Identification

IDN

Integrated Delivery Network

IDS

Independent Delivery System

IDX

IDX Corporation

IMQ

Institute for Medical Quality

IP

Inpatient

IRB

Institutional Review Board

IRS

Internal Revenue Service

IT

Information Technology

IT Executive Committee

The IT Executive Committee is a subset of Executive Steering that reviews IT initiatives and is responsible for establishing IT priorities and goals.

IV

Intravenous

JCAHO

Joint Commission on Accreditation of Hospital Organizations

JWI

Job Work Instructions

LAN

Local Area Network

LDS

Leadership Development Session

Lead

A person responsible for leading and guiding a team of workers

Leadership Development Session

An educational session held four times a year (the fourth is in conjunction with the All-Staff Assembly) for Sharp leadership providing career development opportunities to gain depth of experience and insight from peers, outside experts, improvement projects, and action teams across multiple assignments and entities.

Lean

A methodology used by Six Sigma for rapid improvement. Lean is a set of tools that helps identify and eliminate waste in a process in order to achieve a high level of efficiency.

LeapFrog

A national group of large employer and health-industry representatives leading an initiative for quality improvement, contracting and payment based on outcomes, and public reporting of quality indicators.

Levels of Care

- Trauma
- Emergency Services
- Critical Care

- Medical Services
- Surgical Services
- Step-down or Intermediate Care
- Rehabilitation
- Skilled Nursing
- Home Health Care
- Home Infusion
- Hospice Care
- Outpatient Care
- Ambulatory Care
- Urgent Care

LOA

Leave of Absence

LOS

Length of Stay

LSL

Lower Specification Limit

LVF

Left Ventricular Function

LVN

Licensed Vocational Nurse

LVSD

Left Ventricular Systolic Dysfunction

Managed Care

A health care system under which physicians, hospitals, and other health care professionals are organized into a group or network in order to manage cost, quality, and access to health care.

MD

Physician

MedAI

A leading health information company, offering solutions to the payor and provider markets that incorporate disease-focused severity adjustment, benchmarking, and evidenced-based processes of care to improve outcomes in a hospital-based setting.

Medi-Cal

California's Medicaid program

Medical Director

Medical Group physician responsible for bridging health care delivery between providers and administration, maintaining a provider network for necessary contracted services, and directing of utilization and quality management programs.

Medicare

The federal health insurance program for people age 65 and older, the disabled, and people with end-stage renal disease

MMIS

Lawson Materiel Management Information System

MQSA

Mammography Quality Standard Act

MRI

Magnetic Resonance Imaging

NCQA

National Committee for Quality Assurance

NEO

See New Employee Orientation

New Employee Orientation

An all-day education session for new employees designed to initiate staff to The Sharp Experience, as well as provide learnings regarding employee benefits and Sharp's regulatory requirements for safety, fire, infection control, and corporate compliance.

New Leader Orientation

An education session for new Sharp leaders to provide learnings regarding Sharp's management practices, reporting, employee interactions, and The Sharp Experience.

NHVRI

National Hospital Voluntary Reporting Initiative

NNIS

National Nosocomial Infection Surveillance

NPSF

National Patient Safety Foundation

NPSG

National Patient Safety Goals

O2

Oxygen

OB

Obstetrics

OIG

Office of Inspector General

OP

Outpatient

OSHA

Occupational Safety and Health Administration

OSHPD

Office of Statewide Health Planning and Development

P4P

Pay for Performance

PACE

Professional Acknowledgement for Continuing Education

PACS

Picture Archiving Communication System

Partner

An individual or business entity involved in a mutually beneficial business relationship with potential revenue sharing possibilities.

Payor

The person, company, or government entity that is responsible for making payments on an income stream.

Perceptyx

A research company that conducts, compiles, and reports the employee opinion survey and results.

PFS

Patient Financial Services

PG

See Press Ganey

PHR

Patient Health Record

Physician

A licensed medical practitioner who is contracted with Sharp to provide medical care in one of the following capacities:

- Affiliated Medical Groups
- Independent Practice
- Hospital Medical Staff

Physician Leadership Development

Training and education efforts focused on empowering and equipping physician leaders.

Pillars or Pillars of Excellence

The Six Pillars of Excellence—Quality, Service, People, Finance, Growth, and Community—embody Sharp's strategic goals.

Pillar of Excellence Awards

Annual entity awards to outstanding individuals, action teams, and departments that demonstrate superior performance under one of Sharp's Six Pillars of Excellence.

PIP

Performance Improvement Plan

POC

Point of Care

POE

Physician Order Entry

Premier

An alliance of not-for-profit hospitals and health care systems achieving high levels of clinical quality and financial performance. Members share knowledge and needs to create powerful solutions to everyday challenges.

Press Ganey

Sharp's patient and physician satisfaction research vendor

Priority Index

A prioritization of importance of ratings resulting from the satisfaction surveys, representing customer-desired behaviors and expectations

Process Capability

The difference between the mean performance of a process and the specified target divided by the standard deviation of the current process.

Productivity

Units of service

PTCA

Percutaneous Transluminal Coronary Angioplasty

PTO

Paid Time Off

Q&A

Question and Answer document or session

Quality Symposium

An annual, all-day session for physicians and employees to identify and apply tools to improve patient outcomes and patient safety. Quality improvement projects are showcased highlighting data and tools use based on clinical studies conducted within Sharp HealthCare.

QVR

Quality Variance Report

RCA

Root Cause Analysis

Report Card

The monthly system Report Card and entity Report Cards provide summary measurements of key Pillar performance objectives of the system and entities.

Report Out

Scheduled review of Six Sigma projects along the DMAIC process with presentation to Executive Steering

Rounding with Reason (or Rounding)

Sharp management and leaders frequently walk around in their functional area to visit and communicate with employees/customers/partners, including suppliers/partners, to connect on a

personal level, validate values/direction, solicit upward communication, identify needs for tools and equipment, provide recognition, and ensure satisfaction.

Rounding Logs

Sharp management and leaders keep detailed logs when rounding.

RN

Registered Nurse

ROI

Return on Investment

RRO

Rapid Rule Out

S&P

Standard and Poor's

SCHHC

Sharp Coronado Hospital and Healthcare Center

SCMG

Sharp Community Medical Group

SCVMC

Sharp Chula Vista Medical Center

SD

San Diego

SDSU

San Diego State University

Senior Leaders or Senior Leadership

Consists of Executive Steering, entity senior leadership teams, and system services or corporate senior leadership teams, including entity and system vice presidents and physician executives

SEOC

System Environment of Care Committee

Service Basics

Service Basics teach the fundamental elements of providing exceptional customer service at Sharp HealthCare. From the five fundamentals of service and key words at key times to patient satisfaction assessment and service recovery techniques, participants gain a broad knowledge of the keys to creating a positively memorable customer experience.

Service Lines

Key lines of service. At Sharp, these are: cardiac care, diabetes, oncology, orthopedics/neurology, senior services, and women's services.

SGH

Sharp Grossmont Hospital

Sharp.com

Sharp's external Web site

SharpNet

Sharp's Intranet

Sharp Leaders or Sharp Leadership

Consists of Sharp's leads, supervisors, managers, directors, vice presidents, senior vice presidents, CEOs, and CEO/president

Sharp Nurse Connection®

San Diego's first and only 24-hour nurse advice service

Sharp University

A Sharp-sponsored program chartered with providing a formal, system-wide training and development plan and curriculum guidance to meet Sharp's desire to be a learning organization.

SharpWiki

Sharp's internal Web-based, content repository written collaboratively by staff (modeled after Wikipedia.com)

SHC or Sharp

Sharp HealthCare

SHF

Sharp HealthCare Foundation

SHP

Sharp Health Plan

SICU

Surgical Intensive Care Unit

SIP

Surgical Infection Prevention. One of several evidence-based Core Measures sets defined by the Center for Medicare and Medicaid Services and the Joint Commission on Accreditation of Healthcare Organizations. The measures include proper and timely antibiotic administration prior to surgery and timely discontinuation of antibiotics within 24 hours after surgery.

Six Sigma

A methodology and tools for process improvement by increasing performance and decreasing in-process variation; leading to defect reduction and improvement in financial performance, employee morale, and the quality of products and services.

SMBHW

Sharp Mary Birch Hospital for Women

SMH

Sharp Memorial Hospital

SMMC

Sharp Metropolitan Medical Campus including Sharp Memorial Hospital, Sharp Mary Birch Hospital for Women, Sharp Mesa Vista, Sharp

Vista Pacifica, the Sharp Cabrillo Campus, and the Sharp Memorial Outpatient Pavillion

SMP

Sharp Mission Park Medical Clinics

SMPMG

Sharp Mission Park Medical Group

Solucient

The market leader in providing tools and vital insights for health care managers' use to improve the performance of their organizations. By integrating, standardizing, and enhancing health care information, Solucient provides comparative measures of cost, quality, and market performance of more than 22.6 million discharges per year from 2,900 hospitals.

SRN

Sharp Resource Network

SRS

Sharp Rees-Stealy Medical Clinics

SRSMG

Sharp Rees-Stealy Medical Group

STS

Society of Thoracic Surgeons

Studer Group

An organizational performance improvement coaching group that has assisted Sharp in the formation of The Sharp Experience

Supervisors

Persons directly responsible for overseeing the work in an organizational unit

Suppliers/Partners

Persons or businesses that sell materials, goods, or other resources to Sharp for health care and business services

SWOT

Strengths, Weaknesses, Opportunities, and Threats

System

A set of well-defined, designed, and related processes for meeting the organization's purpose, including quality and operating performance requirements

TB

Tuberculosis

Team Coordination Course

A training program derived from the airline industry for crew resource management. The course trains people to communicate as team members.

Teams

Typically, teams consist of multi-disciplinary individuals from across the system's operational functions.

The Advisory Board

A membership of 2,100 of the country's largest and most progressive health systems and medical centers. The Advisory Board provides best practices research and analysis to the health care industry, focusing on business strategy, operations, and general management issues.

The Five-Year Plan

The Five-Year Operating, Cash, and Capital Plan forecasts the financial impact of operations and strategic initiatives over Sharp's long-term planning horizon for each entity and the system as a whole.

The Jackson Organization

The Jackson Organization compares key health care delivery attributes among San Diego's health systems to measure consumer utilization, awareness, and perceptions.

The Sharp Experience

A journey to transform Sharp HealthCare to be the best place for employees to work, the best place for physicians to practice medicine, and the best place for patients to receive care.

TIA

Transient Ischaemic Attack

Trailblazers of Excellence

Best practice units, departments, or functional areas within Sharp HealthCare

UCSD

University of California, San Diego

USL

Upper Specification Limit

Vertical Integration

Expansion of an organization's business into areas that are at different points of the same production path

Volunteer

A non-Sharp HealthCare employee performing non-employee, non-patient care activities without wages and of own free will, as requested by Sharp Auxiliary

VP

Vice President

VST-D

The transfer of knowledge throughout the system by verifying results, specifying requirements,

translating "where and how," and measuring performance through dashboards

WAN

Wide Area Network

Web Center

Department supporting and developing Sharp.com, Sharp's Internet site, and Sharp's Intranet site, SharpNet

WISH

Worker Identified Safety Hazards

Work-Out™

An improvement method that uses a concentrated four-to-six hour decision-making session involving the people who do the work to solve the problem.

WWW

Action plan including "who, what, and when" for each task