

# People. Perspectives. Partnerships.



# Table of Contents

The Role of Councils .....1

Members Share Their Spectrum Health Experiences.....2

Building a Powerful Digital Experience ..... 4

Transforming the Care Model Through Nexus..... 6

Seeing Spectrum Health Through the Patient’s Eyes ..... 8

ACE Award Nominations – Volunteer of the Year.....10

Members Tell Us What Motivated Them to Join a PFAC..... 12

Executive Patient and Family Advisory Council .....14

Pennock Patient and Family Advisory Council .....16

Gerber Memorial Patient and Family Advisory Council .....17

Big Rapids and Reed City Patient and Family Advisory Council .....18

Ludington Patient and Family Advisory Council .....19

United and Kelsey Patient and Family Advisory Council .....20

Zeeland Community Patient and Family Advisory Council.....21

Neurological Health Patient and Family Advisory Council.....22

Orthopedic Health Patient and Family Advisory Council .....23

Cardiovascular Health Patient and Family Advisory Council .....24

Primary Health Patient and Family Advisory Council .....25

Women’s Health Patient and Family Advisory Council .....26

Cancer Health Patient and Family Advisory Council.....27

Digestive Health Patient and Family Advisory Council .....28

Priority Health Member Advisory Council.....29

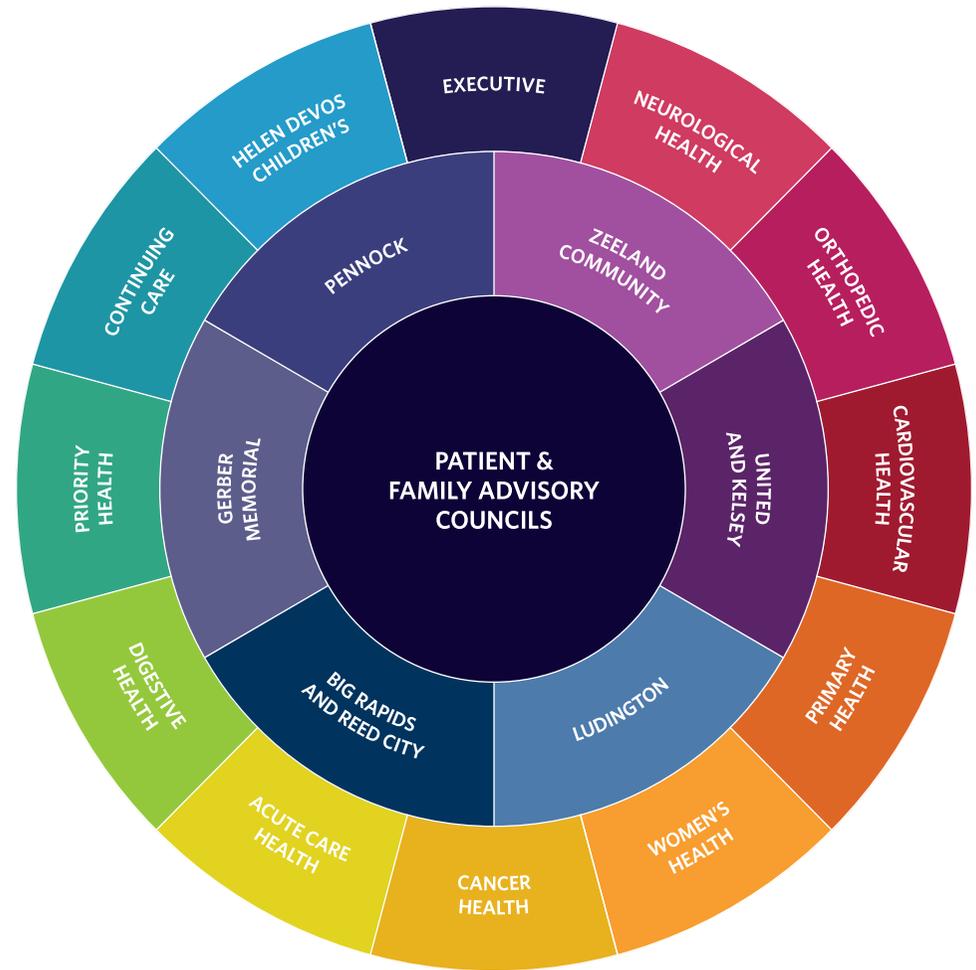
Continuing Care Patient and Family Advisory Council.....30

Helen DeVos Children’s Family Advisory Council.....31

Members Share What They Are Most Proud Of.....32

An Invaluable Partnership.....35

Thank You to Our Council Members .....36



## The Role of Councils

Our Patient and Family Advisory Councils, side by side with systemwide leadership, are helping to design the patient and member experience for Spectrum Health and Priority Health. Our members’ personal experiences and insights ensure that our organization continues to improve, innovate and reimagine how we provide care and services to those we serve. Each council brings Spectrum Health a range of gifts, talents and facets of experience that create the larger whole. The 2016 Impact Statement is a collection of stories that highlight an accomplishment from each council.

**The Patient and Family Advisory Council partnership also supports and strives to:**

- Promote patient- and family-centered care
- Hold us accountable to deliver an exceptional experience
- Prioritize goals and strategies related to policies and programs that support our patients, their families and members of our health plan
- Serve as our ambassadors and a link between the community and Spectrum Health
- Integrate themselves by serving on committees where a patient voice is necessary
- Engage in facility planning and patient-centered design
- Ensure that access to health care is convenient and meaningful

# Share your experiences with Spectrum Health. What was a positive or challenging moment?

"There are too many positives to list. The Helen DeVos Children's Hospital Congenital Heart Center is one highlight, for they performed, monitored and cared for Jackson in a way that was beyond our expectations that he could not get just anywhere else. We are always overwhelmed by the caring demeanor of doctors, nurses and staff. One challenge we faced is communication boundaries between specialists and coordinating appointments. Being on the PFAC has shown me that these concerns are constantly being improved on."



- Amanda Miles, Helen DeVos Children's FAC



"I have delivered both of my babies through Spectrum Health, in 2014 and in 2016. The most recent delivery, by Dr. Calvin Leazenby, was a more natural cesarean. After a very rough pregnancy, we discussed the options of a C-section in which the baby was allowed to take his time coming out of the incision, and doctors support the baby's weight and help baby to take his time coming out. We were also able to utilize Spectrum's new skin-to-skin drape, which allowed us to have baby immediately placed on my chest for skin-to-skin and immediate breastfeeding. They accommodated all my wishes the best they could, including the mirror where I could see the whole birth. The delivery staff and the recovery staff were great. My nurses were some of the best I have ever met (and delivered me all the chocolate milk I wanted). It was exciting to personally see many of the natural birthing concepts we discussed in PFAC meetings."

- Erin Wiseman-Parkin, Women's Health PFAC



"After my brother passed away from lung cancer, I was speaking to a member of Gerber Memorial's executive team and she invited me into the PFAC. I was happy to share my years of experience as a caretaker of a chronic patient and as a patient. As I got involved with the Gerber PFAC, I was amazed at how seriously leadership took our patient and family insight. I've seen many Spectrum Health stakeholders come to our group for feedback on their initiatives. Recently, I was pleasantly surprised to see that many of our requests as a council had been implemented in the new spectrumhealth.org site. I continue to give my time to the council with my hope that our struggles and experiences over the years can help Spectrum Health support families coping now and in the future."

- Nathan Hickman, Gerber Memorial PFAC

"In our house, we have multiple medical journeys. One thing we dreaded was lab work. Alissa, a phlebotomist at Zeeland Community Hospital, made the experience less horrifying and more tolerable from a child's perspective. She was always very kind and patient. Over the years, our relationship with Alissa has evolved from the dreaded lab work visit and more into visiting a close family friend."



- Bob & Becki Sumrall, Zeeland Community PFAC



"After working for corporations where health insurance was provided, I started my career as a self-employed, independent Realtor. My first and only call was to a insurance agent who represented Priority Health. My motivating factor was a health scare, and I knew that I would need insurance. The agent was at my office within minutes and walked me through the process, explaining my options and offering his guidance. What a wonderful introduction to Priority Health!"

- Alix Criswell, Priority Health MAC

## Building a Powerful Digital Experience

Our PFAC members understand the community's desire to connect to Spectrum Health when they aren't at a physical location. Because PFAC members represent people who use digital platforms to varying degrees, those responsible for creating the ideal digital experience take advantage of their perspective. Spectrum Health leaders working on digital initiatives—including MedNow, spectrumhealth.org, Find a Doctor and the MyHealth patient portal—found great value in using the voice of the patient to test systems and look at products with discerning eyes.



### MedNow

MedNow is changing the landscape of how care is delivered, providing easier and more timely access and keeping the patients closer to home. Council members participated in mock MedNow visits, with opportunities to provide feedback on the patient experience and product usability.

PFAC members explored how MedNow can revolutionize Primary Care through the direct-to-consumer offering. There are many advantages to applying MedNow in our rural communities. Traveling to Grand Rapids is not always feasible, and offering care close to home is best for patients. Because PFAC members know their regional communities best, the MedNow team sought input on where to place MedNow equipment within the community to have the biggest impact. Exploring MedNow connections to specialty services also offered opportunities for out-of-the-box thinking. PFAC members discovered how this could be a powerful platform for warmer transitions of care between health care settings.

One new application of MedNow that stemmed from the Women's Health council discussion was the need for easier access to lactation consultants. By using MedNow, patients privately connected with lactation consultations at home, giving new moms the ability to focus directly on the issues at hand versus generalized information, and getting dads more involved in providing support.

"This new program is going very well, and women love it!" shares Linda Kisner, RN, the lactation peer counselor conducting the video visits. "The MedNow video visit turned out to be an amazing tool to use with our families. I am able to actually see how mom is positioning her infant at the breast. By seeing this instead of just blindly talking over the phone, I can give mom more personal strategies/techniques related to her specific



Joe Brennan, Senior Director, MedNow, shares new enhancements with the Executive PFAC members while visiting the MedNow space.

breastfeeding experience. I am able to coach, encourage and show the mom and dad proper hand placement so they feel more confident in what they are doing. I can also talk to the family about community resources and put a plan in place until an in-person follow-up appointment is made."

### Website

PFACs also explored all of the ways patients can engage digitally with Spectrum Health from home, including the newly designed spectrumhealth.org website, Find a Doctor search and MyHealth. The digital experience team relied on PFAC members for input on what currently works well and what would make the tools more comprehensive and user friendly to their health journey. PFAC members helped identify and prioritize the next level of MyHealth enhancements—from calendar views to self-directed tutorials, medication explanation and urgent care wait times.

PFAC members were highly engaged in the new spectrumhealth.org website throughout various design iterations. The digital experience team ensured that diverse PFAC perspectives from throughout the organization were taken into consideration and embedded within the site where feasible. The PFACs also shared the importance and value of having physician ratings and comments transparent and publicly available, which resulted in the addition of patient experiences ratings on the Find a Doctor page of spectrumhealth.org.



## Transforming the Care Model Through Nexus

Nexus is the name of the large-scale, multiyear initiative taking place throughout Spectrum Health that will transform care delivery at **every** location, in **every** aspect, of **every** service provided to our patients, to our patient families and to our communities. The PFAC members were highly involved in this work throughout 2016.

More than 25 PFAC members engage in Process of Care Teams as Spectrum Health works to transform the care model.

A group of 25 PFAC members have volunteered their time to Nexus. This group received a higher level of training to understand how Nexus will impact the system and lead Spectrum Health to be the “Next Us.” Following training, the PFAC members joined Spectrum Health leadership as integral members in the various Process of Care (POC) Team visioning events. Outside of regular PFAC meetings, this group of 25 has given hundreds of hours to provide the patient voice while designing what the new care model will be. They are also actively involved with many of the workgroups and task forces since the initial visioning events.

### OpenNotes

There are 17 active PFACs that meet monthly and represent different Spectrum Health patient populations based on region or experiences of care. In order to gain a better perspective of what patients and families prefer in the new care model, several aspects of Nexus were discussed at the monthly meetings. One of these initiatives is OpenNotes, a national initiative, which gives patients secure access to the notes from their doctor, nurse or other clinician through their MyHealth account.



Through OpenNotes, providers take better care of patients by sharing visit notes and utilizing these as a tool for ongoing communication and relationship-building between the patient, the patient’s family and the care team. Council members resoundingly supported the OpenNotes concept, stating it will be beneficial to patients and families to actively engage with their care, have a better understanding of their treatment options and be a part of the increased movement toward transparency. They brought forth potential concerns for the Spectrum Health leaders to address, such as ensuring notes are understandable, private information is secure, and that personal interaction and dialogue still remains. PFAC members agreed that this would open communication, moving to a more person-centric, comprehensive engagement model. They also felt that this clear communication would lead to more seamless transitions and make for a better patient experience overall.

### One Patient Statement

PFAC members were also engaged in the One Patient Statement initiative, bundling all services into one bill. Receiving multiple bills can be frustrating for patients, and the finance team wanted to understand what barriers patients face and how to create a more seamless process. PFAC members were able to explore actual statements and the complementary documents that help patients and families understand their bill. PFAC feedback was incorporated at every phase to ensure that every iteration resonated with consumers.

Input from PFAC team members will continue to be vital as Nexus teams continue to ramp up design and implementation throughout 2017 and 2018.

# Seeing Spectrum Health Through the Patient's Eyes

PFAC feedback is a powerful tool. PFAC members love rounding to physically see and experience their feedback in action. When PFACs round, they look at three things—the people, the place and the process.



Lori Bruins, senior improvement specialist, Center for Patient Experience, visited and led several PFACs through a rounding exercise to model looking for the “people, place and process” that make a patient’s experience exceptional. The 17 PFACs rounded throughout Spectrum Health in various ways to offer leaders a fresh lens to make necessary changes and enhance outcomes.

## Walking the Path of the Patient

One way to give input is by walking the exact path that a patient would take. In Ludington, the PFAC worked with leadership to improve the patient experience by exploring Ambulatory Surgery and the patient arrival process. They reviewed survey results and found opportunities to improve comfort in patient and family waiting areas. The council toured the space and made recommendations to create a more comforting and calming environment. The Gerber PFAC reviewed the patient’s perspective as well, providing feedback on a new tool to show surgical patients’ progress.

## Lab and Radiology Spaces

Sometimes going to the physical location is the most helpful way to impact the patient experience. The Primary Care/Outpatient Services PFAC traveled by shuttle to visit and round on various lab locations. The lab and radiology teams have been working on creating synergy to provide the best possible patient experience. Leaders were able to get insight as to what the community expects from these two services.

The Pennock PFAC also focused heavily on lab services. Because of its proximity to the main waiting space and emergency department, the PFAC was able to give broader feedback to improve the overall experience. Feedback included recommendations for layout changes to allow for better patient privacy, and leaders immediately took action. The PFAC also met with an interior designer to try different types of furniture for Pennock’s care spaces.



PFAC members participate in multiple ways to give feedback to Spectrum Health.

## Navigation – From Parking to Registration

PFACs collaborated with leadership to create videos for patients, showing them how to navigate Spectrum Health’s large campus. Central Scheduling uses the videos to provide patients with a tool to reduce confusion and set their minds at ease before they even leave home. The Women’s Health PFAC followed and reviewed the newly revised patient parking directions, providing feedback on what went well and ways to improve.

The Digestive Health PFAC focused on wayfinding. Because many digestive health inpatient experiences are at Blodgett Hospital, the PFAC members provided their perspective on ways to make navigating parking and the hospital easier, such as with clearer signage.

## Dining on Demand

Throughout the past few years, the Helen DeVos Children’s Hospital Family Advisory Council has worked extensively on the dining program. Working closely with leadership, members gave input on menu design, on-demand ordering concept and process, food selections, and meal presentation/delivery. This year, they were able to see all of that hard work come to fruition as the Dining on Demand program rolled out at Helen DeVos Children’s Hospital and other Grand Rapids hospitals.

## Whiteboards as a Communication Tool

PFACs have been working on improving the value that whiteboards bring as a communication tool. Taking a different approach on rounding, PFAC members, along with a Spectrum Health leader, visited patients in their rooms to determine the effectiveness of the whiteboards. PFAC members were then able to provide real-time feedback to leadership, sharing how important it is for patients to feel like and be an engaged member of the team.

## ACE Award Nominations – Volunteer of the Year

Each year, Spectrum Health recognizes valuable team members through the ACE Awards, an awards program focused on Achieving Continuous Excellence in the categories of community, experience, inclusion, individual, leadership, team and, new this year, volunteers.

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Bill Crooks, Volunteer of the Year, is the first person to receive this ACE Award.

Deb Sprague and Stephenie Young were approached by volunteer services to submit nominations of PFAC members who have really stood out in their service to the organization. The list of PFAC member nominees was then provided to the ACE Award recognition committee for consideration with other Spectrum Health volunteers.

Upon review, the committee narrowed down the nominees to three outstanding volunteers, all of whom are Patient and Family Advisory Council members: Bill Crooks, Carolyn Slocum and Anita Jones. Their nomination stories were shared anonymously on our internal website and employees voted for the person they feel has contributed above and beyond.

This year, Spectrum Health employees selected Bill Crooks, Cancer Program PFAC member, to win an ACE Award. Bill has served on the PFAC for several years, beginning after his own cancer journey, with the desire to make Spectrum Health better. After his late wife, Sidney, was diagnosed with colon cancer, his passion was intensified and he was able to offer a fresh perspective as her caregiver.

Thank you, Bill, for your giving and volunteerism to help us achieve excellence and enhance the patient experience.



# What motivated you to join a PFAC, and what keeps you involved?

"I have been struggling with juvenile rheumatoid arthritis since I was six years old. I have been through surgery after surgery, gone from specialist to specialist and have been on many different medications over the years. I have received treatment in California, Oregon and Michigan and across several health organizations. As a kid I wanted to be a rheumatologist simply because I had so much experience to share with others, I felt that would be a sure way for me to help others who may be suffering through what I have most of my life. To this day I am still searching for more ways I can reach out, give back and be involved with this community of folks. In my search I came across the PFACs. I was immediately inspired and very excited to join this group of advocates. This is the perfect place where my voice can be heard and where I know others will benefit from my experiences. I am only just getting started with PFAC Ortho, and I am ecstatic about the possibilities the future holds."



- Chelsea Stark, Orthopedic Health PFAC

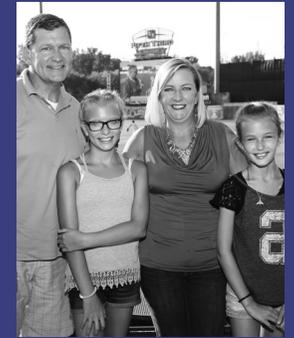


"I continue to hold a spot on the Continuing Care PFAC because the therapists who came to our home and worked with Levi were amazing. I want to help them get the recognition they deserve. They're professionals and they love what they do and want to help. Without them, Levi, my son diagnosed with hypoplastic left heart syndrome, would not be where he is today. Without a doubt, Visiting Nurses Association helped in his growth, physically and mentally. I continue with the PFAC because I believe we are making a difference. I see results, and that keeps me coming back."

- Lindsay Rines, Continuing Care PFAC

"When I was asked to be part of the PFAC, it was an easy decision to join the team. During my brief time as a PFAC member, I have found a genuine commitment from Pennock leadership and know they are invested in doing what is necessary to provide exceptional patient experiences. Through a collaborative effort and transparency between leadership and the PFAC, I know that actions will be taken to create a 'best in class' patient experience."

- Jerry Downs, Pennock PFAC



"Knowing that my small input in our meetings has such a strong impact on the community health of Big Rapids and Reed City motivated me to apply. What makes me stay involved in the PFAC is the organization's pursuit to make every volunteer feel much appreciated. I am amazed at how much volunteers mean at Spectrum Health."

- Lauren Gillon, Big Rapids and Reed City PFAC

"A friend of mine is a member of the Priority Health MAC and he knew we were moving to Ludington. He thought it would be a good thing for me to get involved. I have been active in nonprofit work and was looking forward to finding something in Ludington. I liked the idea that I could help the hospital improve its service to the community through input from patients and friends/family. I have found the experience to be great for me. I have been very impressed and feel much more comfortable with seeking care here as a result."

- Debb Kalmbach, Ludington PFAC



"I first became involved in 2008 after my son Aedyn was born. I joined a breastfeeding support group because he was just not latching on. Even after he got it down, I kept going to support other women. The nurses there were nothing short of amazing. One of them invited me to join the Women's PFAC, so I did. After my mother's heart attack and learning about my family history and my own risks, I became very interested in heart health. I have been serving with Cardiovascular PFAC for about a year now. I stay involved in hopes that I can make a difference or help someone."

- Arlene Hendricks-Potter, Cardiovascular Health PFAC



## Executive



*"I've always been impressed by the leadership of Spectrum Health because they not only listen to the councils but they actually hear what they are saying. It's been an honor to serve as the chair of the Executive PFAC this year. We've met many challenges with the growth and implementation of MedNow, MyHealth and Nexus. We've gone through a total reorganization of the Executive council and have emerged with a smaller group, allowing for a stronger, more intimate voice as we bring the patients' concerns and ideas to the leadership of Spectrum Health."* – Steve Christians, Chair, Executive PFAC



In 2016, the Executive PFAC spent much of its time in "Blue Ocean" thought and met outside of hospital walls to make an impact within the community.

### Restructuring for Greater Results

To further impact Spectrum Health, the Executive Patient and Family Advisory Council (EPFAC) restructured to create a more intimate group by transitioning from a group of 50 to a group of 15. Through this process, the smaller group intentionally rediscovered how their voices could engage leaders differently to develop deeper relationships and a more defined purpose.

#### Listening to the Community

The EPFAC spent time this year focusing on how to connect to the community in more impactful ways. To truly hear the voice of those we serve, the EPFAC knows it's necessary to go into communities and listen. They engaged in multiple partnerships to gain the perspective of our surrounding community. By exploring their own networks, the group identified gaps and opportunities to improve engagement.

One identified area is the voice of the 20- to 30-year-old demographic. EPFAC recently leveraged a valuable resource by engaging with the Spectrum Health Young Professionals group. Through a round-robin approach, small groups of young professionals met with various leaders and EPFAC members to explore the One Patient Experience concept and Spectrum Health's five-year outlook. The group provided insights based on both what they've seen and how the typical 20- to 30-year-old experiences care at Spectrum Health. The experience also showed leaders that the age demographic is looking to Spectrum Health to be a more prominent health destination. They want to see care tailored to their lifestyle, without a direct tie to a specific provider.

#### Keeping PFACs Connected

The EPFAC also recognized the need to maintain connection among all of Spectrum Health's PFACs. To increase connectivity, PFAC Leadership Development Days were created to offer a new level of training and partnerships among the chairs and vice chairs with the EPFAC. The goal was to invest in PFAC leadership, focusing on effective storytelling, innovative thinking and participation in culture-shaping experiences such as "At Our Best" to further impact the experience of patients and families.



# Pennock



PFAC members round in care spaces to determine how to make patients and family members more comfortable.

## Impacting Hastings and Surrounding Areas

In 2016, the Pennock PFAC was welcomed into the circle of established PFACs after months of planning and interviewing candidates to capture a diverse patient voice that represents the community.

### Defining Focus

The newly formed PFAC worked with Pennock leadership to define focus and goals, including facility input. When Pennock joined Spectrum Health, an intentional decision was made to not build a new hospital, but rather use existing space to best serve patients in their community.

### Revitalizing Spaces

The PFAC met with strategic facility planner Alan Kranzo to understand how Hastings community needs will be met with the different buildings and offices. To make an immediate impact, the PFAC was a part of the planning process to revitalize waiting areas for the emergency department and other services. They tested chairs and explored fabric patterns to choose furniture that would make the space comfortable and inviting for waiting families. They also provided input to leadership to revitalize the healing garden, which provides a calming area for patients and families.

The PFAC is excited to further collaborate with leaders to enhance the patient experience. Leaders appreciate the PFAC members' willingness to give their time and share ways to better serve their local community.



# Gerber Memorial

## Managing Community Perceptions

The Gerber Memorial PFAC knows that perception is reality. Keeping that in mind, the group worked to improve community perceptions through activities and exercises that also improve the patient experience.



Barb Geno and her service dog, Max, walk the path of a radiology patient.

### Enhancing the Outpatient Experience

The outpatient experience is often one of the only interactions the community has with Gerber Memorial. Hospital staff members have been working to improve the patient experience by creating a warm and welcoming experience coupled with a quick and easy process. The PFAC team focused its time on lab and radiology, walking the path of the patient, taking on different patient "roles" and acting as secret shoppers. Members complimented the lobby area, registration process, patient flow and care provided by staff, and identified opportunities to improve.

### Rounding with Purpose

PFAC members also explored the Spectrum Health Medical Group Pine Medical Facility, rounding in physician offices and making recommendations for the physical space as well as ways to create a seamless experience.

Another outpatient service area in the Fremont community is Tamarac, a health and wellness center that gives the community a unique introduction to Spectrum Health. PFAC members shared their first impressions of both the fitness center and outpatient rehab. Their recommendations on signage, facility navigation and staff interactions with the community were readily put into practice.

*"The perspectives of our council members inspire us to become a more patient-centric organization. Our PFAC members have completed gemba walks, test-driven processes and provided honest feedback. We are collaboratively improving the patient care experience thanks to their commitment of time, energy and dedication." – Sheryl Lewis Blake, President, Pennock Hospital*

*"At Spectrum Health Gerber Memorial, we focus on doing a lot of rounding with members of our Patient and Family Advisory Council. During rounding, our PFAC members bring a fresh set of eyes to our facilities, our services and our staff. If our mission is providing the best care and service to our patients, their families and our community, then rounding has been a critical effort in our commitment to strive for constant improvement." – Randy Stasik, President, Gerber Memorial*



# Big Rapids and Reed City



Amanda Knuth walks the PFAC to the emergency department to get in-person feedback on updates in progress.

## Impacting the Local Culture

Big Rapids and Reed City hospitals are unique to Spectrum Health because of their regional location. Located just 12 miles apart and along a major highway, the two hospitals are able to expand their outreach and effectively serve a larger geographical footprint.

### Two Hospitals - One Care Experience

While the general community may not recognize the relationship between Big Rapids and Reed City hospitals, the PFAC team took a special interest in showcasing the benefits, diversity of services and how the two use their proximity to leverage each other.

The PFAC recommended an approach and connected with the digital experience team to reflect and reinforce a "one care center" message. From digital marketing to grassroots efforts, they provided feedback on spectrumhealth.org, recommended attendance at community meetings and gave Spectrum Health leadership talking points to better engage and connect with the local community.

### An Educated Partnership

To further connect with the community, the PFAC formed a partnership with Ferris State University. Through this partnership, university students and professors were added as council members. Their welcome perspective helped strengthen the connection between the community and medical education.

*"A positive relationship has been developed between Spectrum Health and Ferris State University, which offers a number of health-related educational programs and degrees. As a result of this effort, our council now has faculty members from the university and student members, which has provided an opportunity for unique insights as we work together to achieve our future goals." – Bev Wesche, Chair, Big Rapids and Reed City PFAC*



# Ludington

## Improving the Patient Experience

PFAC members work to understand the process in radiology during a rounding exercise.

In 2016, the Ludington PFAC's main focus was to be the voice of patients and families for one of the hospital's top priorities—improving the patient experience. The PFAC specifically focused on inpatient and outpatient services, rehab, the emergency department, and ambulatory surgery. The council was also introduced to patient experience scores and helped address and map out specific areas of focus.

### Increasing Comfort

Within ambulatory surgery, the council walked through the entire patient process, from arrival to discharge, and used patient experience survey results to uncover opportunities such as increasing comfort. The council toured care spaces and made recommendations to create a comfortable and calming environment during stressful situations. Ludington leadership immediately put those recommendations into action by adding new furniture and lobby amenities such as tables and chairs, light fixtures, mobile charging stations and complimentary beverages.

### Increasing Convenience

PFAC members also focused on the emergency department by rounding and providing recommendations to improve the patient experience. The council confirmed the need for a Ludington Convenient Care location to ensure patients get the right care, in the right place, at the right time.



*"Another area of great influence from the PFAC was our February meeting, when we gembalked the surgical waiting area. We had the ability to repurpose furniture and install new equipment to support a comforting, healing environment based upon the fresh eyes of our PFAC. I cannot overstate how much we value our time to engage our PFAC on a multitude of issues." – Helen Johnson, Chief Nursing Officer, Ludington Hospital*



# United and Kelsey

## Bringing Awareness to the Community



The United and Kelsey Hospitals PFAC cares about representing the voices in the community, in addition to their own. By taking advantage of unique opportunities, the group used patient feedback to impact some new initiatives.

PFAC members work a local health fair booth to gain insights from other community members.

### Right Care at the Right Time

One of these new initiatives is giving the right care at the right time. Care can be accessed in several ways—through a primary care office, urgent care, the emergency department, MedNow and Convenient Care. The PFAC explored different ways to increase access to care where and when needed, and Convenient Care has been a positive solution.

### Meeting Care Needs Differently

In addition to giving initial input, when Convenient Care opened, the group also gave feedback on the space and how it's meeting patients' needs. "The community asked for an alternative to seeking care that wasn't in the emergency department. This opportunity offered a way to seek non-emergent care in a convenient fashion. Through PFAC and the community voice, the organization responded and is now strategically planning Convenient Care locations across the entire organization. I am honored to be a part of the team providing the alternative care options to our patients and communities," said Juliane Giles, business development specialist, Convenient Care team.

The PFAC also recognized that different patient populations need different care settings. By visiting the Belding Youth Clinic, they were able to see and experience staff who are passionate about serving teenagers in ways that meet the needs of this unique segment of our population. The PFAC provided input to help the youth clinic gain more visibility and offer greater outreach to families.

*"As the chair this year, I feel inspired and mentored by every member of our committee and Spectrum Health leadership. The experience has made me a better community listener and a better 'voice of the patient.' The PFAC's persistent voice in the creation of the Convenient Care Clinic and continued community assessment continues to make the patient voice representation heard and is a key indicator of the PFAC's effectiveness." – Karen Sheppard, Chair, United and Kelsey PFAC*



# Zeeland Community



## Understanding Medications at Home

Many ideas are brainstormed during a goal-setting exercise to set the direction for the new year.

The Zeeland Community PFAC wanted to be part of the solution to determine how to communicate clearly with patients to make it easier to transition back home. This included reducing confusion and frustration with medications.

### Exploring Gaps to Impact Process

After reviewing patient experience data to understand the gaps, the group explored different ways to improve the process. The PFAC met with the pharmacy manager, Joel West, to discuss ways to engage patients and families as part of the team to make the discharge process more effective when explaining medication usage once home.

### Increasing Medication Understanding and Retention

The PFAC members felt strongly that patients need to have a better understanding and retention of why they're taking their medications. They recommended partnering with local pharmacies to enhance instructions on prescription bottles so medication information and purpose is more readily seen and available when needed. By meeting with MyHealth designers, the group also shared ways the patient portal could be used to help patients better identify their medications through visual aids, links to definitions, a calendar system and reminders to help support their care at home.

*"Loved it when my wife and I visited a family member after surgery at Spectrum Health Zeeland Community and one of the nursing staff said, 'Hey, you are the ones who helped train us. Thanks so much!' We had participated in bedside shift reporting staff training. Always good to be remembered in a positive way." – Randy Johnson, Chair, Zeeland Community PFAC*



# Neurological Health



## Creating Safe Environments

The Orthopedic and Neurological Health PFAC members combined for one last photo with leadership before the groups split into two separate PFACs to better serve Spectrum Health and the community.

Combined since 2010, the Orthopedic/Neurological Council worked collaboratively on ways to meet the needs of both patient populations. As the service lines continued to grow, the singular council has now evolved into two separate PFACs to allow each to focus in more depth on its respective service line.

### Epilepsy Monitoring Unit Design

One of the last projects of the combined Orthopedic and Neurological Health PFAC was the design of the future Epilepsy Monitoring Unit (EMU) for patients with epilepsy. Currently, patients are brought into the EMU, taken off of their seizure medication and put through various seizure-inducing scenarios. A patient may spend several days in the EMU waiting for a seizure to happen. During this time, patients are not able to walk around due to safety concerns in the event they have a seizure, which is not an ideal situation for patients or caregivers.

In the future, new technology, such as wireless monitoring, will allow patients to move around the room unrestricted. In order to create a safe environment, SH Innovations developed solutions by engaging the talents of Kendall College interior design students. They designed an EMU space in which patients can be mobile and safe while monitored by staff. After reviewing the room mock-ups, council members offered their feedback and made recommendations to ensure that the new room design is comfortable and safe.

*"I became a Spectrum Health patient about five years ago, and at that time I just assumed that I had no say in my care; take what is given and make the best of it. When I was offered the opportunity to serve on the Ortho/Neuro PFAC, I realized there was a path for communication and involvement in my care. That is the heart of the PFAC experience—giving, sharing, hearing the stories and serving." – Craig VerBurg, Chair, Neurological Health PFAC*



# Orthopedic Health

## The Future of Orthopedic Services



The newly dedicated Orthopedic Health PFAC met for the first time in August. They jumped right in by welcoming new members and providing input on the Spectrum Health orthopedic strategic plan. Currently, Spectrum Health has the fourth-largest ortho program in the country, and it's still growing. The council gave feedback on ways to ensure that growth strategies are patient- and family centered.

### Developing the Ortho Urgent Care Model

The council was able to focus on what happens during an orthopedic injury, such as a minor sprain or break. They also shared thoughts on ideal hours, locations and how to additionally meet the needs of West Michigan with an ortho urgent care model. With the model still in development, PFAC members gave the patient perspective on services that should be provided by orthopedic-trained staff members. They also recommended ways to leverage technology by using MedNow to seek consults with an orthopedic specialist.



PFAC members give insight on space and design ideas.

*"During my short time with the PFAC, I have been impressed with the group's passion and dedication to improve care. This group has personally been helpful to me as we develop the Orthopedic Health service line—they are ensuring that our team keeps the patient at the forefront as we make decisions. I think the greatest impact so far has been the valuable feedback and advice on the ortho urgent care plan." – Peter Jebson, MD, Department Chief, Orthopedic Health*



# Cardiovascular Health

## Partnerships in Your Care

Heart and vascular events are often sudden and traumatic. They require the engagement of numerous staff members, which can make patients and families feel overwhelmed. Leadership requested PFAC feedback on the best ways to effectively surround the patient and family in the most caring manner. This year, the PFAC focused on care team partnerships to ensure that the patient and family continue to be at the center of their care, as well as a partner in their care. The PFAC gave input on what an effective team-based care approach should look like without overwhelming the patient and their family.



Cardiovascular Health PFAC members gather together after a meeting.

### Partnerships with Nursing

Meijer Heart Center leaders reached out to PFAC members to help develop systemwide training modules for employees on expectations when caring for patients. PFAC members shared examples of specific behaviors that illustrate courtesy and respect. The council also shared ways to improve transitions of care between

different departments. The PFAC focused on communication between the nurse and the patient and family, as good communication significantly reduces confusion and anxiety.

### Partnerships with ICU Care Teams

Intensive care unit (ICU) patients can experience post-traumatic stress disorder due to the environment. The ICU at Spectrum Health is partnering with ICU Liberation, a national research trial focused on reliable evidenced-based tools to improve patient care and recovery. PFAC members shared their personal experiences and requests to be engaged in the care of their family members, including being in the room for procedures and being a partner in care team communication. Family member communication in particular, they shared while rounding with ICU leadership, is imperative to the patient's healing process.

*"In order to help Spectrum better serve its patients, we have expanded the PFAC in both membership and diversity. This brought new patient and caregiver perspectives to the council while providing Spectrum Health with some fresh and poignant perspectives."*  
- T. Scott Kearney, Chair, Cardiovascular Health PFAC



# Primary Health



## A Different Type of Relationship With Primary Care

The Primary Health PFAC members enjoying a Whitecaps game this summer.

Primary Health has been developing new care approaches to ensure patients are getting the right care, in the right place, at the right time. The PFAC has provided feedback to help leaders better understand what matters to patients as individuals and how to engage them in their personal plan of care.

### Advanced Medical Home

The PFAC has worked extensively with Spectrum Health Medical Group leadership on the Advanced Medical Home concept. The Advanced Medical Home is a team-based model of care that includes physicians, advanced practice providers, nurses, medical assistants, behavioral health specialists, pharmacists and care managers—all working together to improve health outcomes. PFAC input ensured that the concept is patient centered so every patient gets the level of engagement they need from the expanded care team.

### Shared Medical Appointments

Another approach to providing care and increasing access is through the shared medical appointment format, a joint visit with eight to 10 other patients and the care team. PFAC members learned about this new concept from leadership prior to launch at select practices. They gave feedback on when shared medical appointments would be appropriate and offered suggestions on ways to give personalized attention to patients, even in a group setting.

*"While our PFAC contributed to many improvements for MedNow, Nexus, radiology and the Primary Care patient experience, the day we boarded a shuttle bus to visit the labs was a highlight. We called it the secret shopper test. Not only were we able to provide valuable information, but we were able to really collaborate on the patient experience."* - Wally Wasilewski, Chair, Primary Health PFAC



## Women's Health



### Supporting the Woman and Her Family

The Women's Health PFAC preview one of the new natural birthing suites at Butterworth Hospital.

Throughout 2016, council members focused efforts on the health and well-being of all women. The council reviewed the supportive resources available through Spectrum Health and explored opportunities for community collaborations.

#### An Array of Supportive Resources

One avenue of providing supportive services is through Healthier Communities. Many classes are offered for first-time parents, including Preparing for Childbirth; Nutrition, Exercise & Your Pregnancy; breastfeeding classes; family birthplace tours; and Pointers From a Pediatrician. Ongoing support for postpartum depression and breastfeeding are also offered.

The PFAC recognized that many new mothers are not aware of these supportive services and encouraged Healthier Communities to maximize the established relationship between the mother and her OB office. The council members also shared their personal experiences and community perceptions by recommending additional class times, different modes of learning, and beneficial classes and events to impact the community.

*"As a group, we discussed how we could utilize MedNow for specialized women's health. The areas closest to my heart are psychiatric support and breastfeeding. Women with postpartum depression and other perinatal mood disorders can now make an appointment with a psychiatrist through MedNow. Patients no longer need to wait six months, but only three to five weeks. This is such a breakthrough for moms who need an advanced regimen of medication to get better." – Mandi Nielson, Chair, Women's Health PFAC*



## Cancer Health

### Wrapping Our Arms Around the Patient with Cancer

PFAC members gather with Bill Crooks, ACE Awards Volunteer of the Year winner, as he receives his award.

From the moment a patient learns of his or her cancer diagnosis, the goal of the Spectrum Health Cancer Program is to surround patients and their family members with all of the supportive services they may need during treatment and beyond. With this in mind, the Cancer Health PFAC spent time in the Lemmen-Holton Cancer Pavilion rounding while evaluating support services and the overall retail strategy.

#### Going Beyond Gifts

Council members looked at gift shop layout and merchandise, recommending additional products and suggestions to promote the shop to patients and families. In addition to looking at traditional merchandise, the group evaluated the various support programs and services offered, such as massage therapy, yoga and music therapy, and ensured that services meet patient needs. Because of the PFAC's recommendations, the gift shop, valet services, multispecialty clinics and resource library will be redesigned.



#### From Treatment to Survivorship

Cancer Health PFAC members understand what it feels like to finish treatment and think, "What's next?" Council members reflected on and shared what they felt was missing during that transition period and evaluated how Spectrum Health truly meets the needs of cancer survivors. Leadership implemented many of their ideas

through a newly developed Survivorship Program, including a same-day clinic at Cancer and Hematology Centers of Western Michigan to help keep patients out of the emergency department and bringing on providers dedicated to survivorship. PFAC recommendations also follow a national mandate for providing treatment summaries and survivor care plans to patients.

*"The Spectrum Health Cancer Health PFAC has had a huge impact on workflow optimization that has greatly improved patient care and satisfaction. The fresh perspective that is brought through real-time rounding and instant feedback has resulted in improved wayfinding, parking, patient safety and cancer-specific telehealth services." – Angie Ditmar, Vice President, Operations, Cancer Health*



# Digestive Health



## A New Council Is Formed

The newly formed Digestive Health PFAC at Blodgett Hospital.

With system growth comes the need to recognize new and different opportunities to gain patient perspective, including the voice of Digestive Health patients and their family members. This group was launched in 2016 and added to our growing list of Patient and Family Advisory Councils across the organization. Leadership is excited about the addition of patient and family involvement to discover opportunities, make improvements and enhance the patient experience. The group was engaged and the leadership team began to explore ways to get immediate patient and family input.

### Finding Common Ground

Some common themes shared by PFAC members centered on transitions of care, accessibility and feeling heard by their care team. The PFAC gave consumer perspective input to help the Digestive Health program be a premier place to seek care.

### Putting Data in Motion

The PFAC also reviewed patient experience survey data and shared their own experiences as they related to the survey responses. They provided input to operational and physician leaders that will help transform the care model to offer access to services and provide continuity of care between outpatient and inpatient areas as Digestive Health services continue to grow. The PFAC perspective offered possibilities to help drive the five-year strategic plan that would serve the community to the fullest extent and make Digestive Health a national leader.

*"'Helping people' has been the mantra for this council since it formed earlier this year. Group efforts have focused on delivering improved medical information to patients, Blodgett Hospital directional signage and unified billing practices, all of which are aimed at helping patients, doctors, nurses and staff." – Ben Wrigley, Chair, Digestive Health PFAC*



# Priority Health

## Helping Members Better Understand Their Benefits

The Advisory Council gathers to discuss how to use benefits to meet the needs of members.

One of the greatest challenges Priority Health faces is helping members understand their benefits. The Member Advisory Council dove into consumer research to provide feedback on easy-to-understand benefit categories. The council shared personal perspectives on the best ways to communicate and motivate members to obtain an annual wellness exam. As a result, the marketing team will begin implementing new communication concepts to help members.

### Personalizing the Member Experience

Priority Health is investing in a personalized member experience as well as offering "self-service" channels to seize every service interaction. Council members shared their self-service expectations and experiences from other industries and provided feedback on the types of services they would like offered by their health plan. Council feedback is being incorporated into Priority Health's customer experience strategy.

### Tools to Increase Understanding

To help members better understand their plan, Priority Health provides Preventive Health Care Guidelines. As Priority Health prepared for guideline updates, the council provided feedback to increase understanding, including content layout, service descriptions and thoughts on services that are labeled as "free." Council suggestions will be incorporated into future Preventive Health Care Guidelines.



*"As a council, it has been a delight to assist in making sure that different voices from different insurance backgrounds are all given equal access to the same high-quality health care. We have also been pleased to continue the initial project of our council at its founding—the simplification of our Activity Claim Statement. We have enjoyed working with Priority Health to combine consumer voices, regulatory guidelines and ease of use, which has resulted in a streamlined process and increased understanding for every customer." – Knicki Karsies, Chair, Priority Health MAC*



## Continuing Care

### Building a New “Home”

Over the past two years, the Continuing Care PFAC was actively involved in both the facility design and transformation of the care model at the Spectrum Health Rehab and Nursing Center at Kalamazoo Avenue. The council members took pride in helping to build a welcoming and healing space for residents and their loved ones.



**A Sense of Ownership**  
Council ideas and suggestions can be seen throughout the building’s design. The \$24.5 million two-story building provides space for 165 patients. The first floor includes 77 beds for short-term rehabilitation patients, and the second floor has 88 beds for patients receiving long-term care. The council members felt a sense of ownership and were able to participate in multiple hard-hat tours during the construction process. They enjoyed seeing the new spacious rooms, common areas, courtyard and rooftop gardens.



Council members at the facility ribbon cutting and after one of the many hard-hat tours.

#### Experiencing the Results

Council members were also engaged in process improvement events. They acted as the voice of patients and their families in areas such as the dining process, call lights and more. Because of this active engagement, their input can now be seen and felt throughout the facility design and the care provided. The PFAC members warmly welcomed the community during the grand opening ceremony, and they participated in the ribbon-cutting event. Alongside leadership, council members acted as hosts and gave tours to the community and local media, proudly showing off the new home.

*“The Continuing Care PFAC members provided valuable input that shaped the environment and experience designed into the new Rehab and Nursing Center at Kalamazoo Avenue. Our patients and residents will be positively impacted for years to come because of the contributions of the PFAC members, which we are grateful for.” – Chad Tuttle, President, Spectrum Health Continuing Care*



## Helen DeVos Children’s



### Managing Adolescent Transitions Effectively

Council members gather together with Helen DeVos Children’s leaders at the annual Whitecaps game.

Transitions aren’t always easy. This year, the Helen DeVos Children’s Family Advisory Council worked with leadership to navigate through what a seamless adolescent transition to the adult care level should look like.

#### Knowing Your Audience

The FAC collaborated with the Teen Council, consisting of 13- to 19-year-olds, and listened to their perspective on what makes a good transition. Both teens and their families shared their concerns. Leaders from both Helen DeVos Children’s and adult primary care were also engaged to learn about creating a great environment for teens and families throughout their transition.

#### Keeping Communication (and Options) Open

Keeping dialogue open is key to any successful transition, especially when there are varying perspectives on when transitioning makes sense. The FAC provided leaders with the ideal key components from the patient and parent perspective. Council members also recognized that starting early can be beneficial for everyone—the family, the adolescent and the care team—and that individualized plans of care developed for the child and family is best.

*“What an honor to serve as the chair for an amazing long-standing council that so many other hospitals look to for guidance. This is due to the leaders of HDVCH being willing to listen and hear what families have to say about what is happening—asking for input, taking what is said and moving it forward. Isn’t it amazing what can happen when everyone is working toward the same goal? No, it isn’t amazing, it’s priceless!” – Heidi Prior, Chair, Helen DeVos Children’s FAC*

# What PFAC accomplishments are you most proud of?



"I am very proud of getting to know and understand what goes on behind the scenes to make a particular office/specialty/building operate. I had the pleasure of providing input on many process improvement events, which ranged from the flow of an appointment scheduling, to building layout and flow, to changing the process of when and how to engage a family

in the care of their loved one. It was most rewarding to me to be able to give my input from a patient perspective on how it felt as a caretaker trying to get my babies in to see a specialist and told of the scheduling availability. This was very emotional for me, and the staff worked hard to improve the process that was within their control as much as possible."

- Anita Jones, Executive PFAC

"One of the PFAC accomplishments I am proud of is being able to round with patients and to help them during their time in the hospital. To be able to listen and to be a voice when they are in need. I also want to say that after a strategic planning session I attended, I was so emotional. I cried and was filled with so much gratitude. Knowing how much Spectrum Health cares about its patients and quality of care is just incredible. I did not realize it until attending some of the different meetings after joining the PFAC. To know how many amazing programs and services are coming is just so wonderful. Spectrum Health is going to improve the quality of life for so many facing life-threatening and chronic illnesses."

- Jennifer Town, United and Kelsey PFAC



"Women are often the ones initiating primary health care for their families. From taking children for lab work, serving as a secret shopper, finding a PCP that fit our family's needs, and visits to urgent care; I have been proud to help Spectrum Health see through the eyes of a mother with a growing family. One of my favorite experiences was presenting with Dr. Millermaier at a webinar to hospital systems from around the country about the way we are positively impacting health care, not only locally within Spectrum Health, but nationally, as other systems look to Spectrum Health PFACs as a model.

- Lesley Jeruzal, Primary Health PFAC



"I am impressed that leadership wants to hear our voice and places value on what we have to say. I love the technology, for example with MedNow. I have been able to use these tools and share information with my community. Being on the PFAC helps me learn ways to improve my care and how I can help others. I am excited about the future of the Cancer Health PFAC—we have a very diverse group and everyone is involved in the conversation."

- Holly Harmon, Cancer Health PFAC

"I'm most proud of our work this year in the PFAC in seeing the patient as a whole, complete person. We've been able to help the leaders recognize and brainstorm ways to communicate effectively and support patients in every aspect of their care."

- Christine Kalinowski, Digestive Health PFAC



"Taking part in the process improvement event to redesign the process for patients who undergo emergency stent retrieval to remove a stroke-causing clot is an accomplishment I'm most proud of. The procedure itself is revolutionary in its ability to improve patient outcomes. The team involved made significant improvements in the speed of treatment and the quality of interactions with patients and families. We also helped to design a new stroke recovery information guide that patients receive in the hospital. This is probably the most important project that I have worked on as a PFAC member.

- Bradley Pienton, Neurological Health PFAC

“I am always proud our health plan has the huge advantage of dedicated resources like the Member Advisory Council to be a constant source of real-time and planned feedback.”

– Carol Nowak, Director, Customer Experience, Priority Health

“Our members represent a cross section of the patients we serve, and only through their eyes and with their voices can we truly transform the care model to meet their needs in a financially sustainable manner.”

– Brad Crawford, Vice President, Operations, Digestive Health

“The life experiences and wisdom the group brings to the discussion are so valuable as we strive to make quality services and program decisions to enhance the health care continuum for women’s health.”

– Suzette Hershman, Vice President, Women’s Health

## An Invaluable Partnership

At Spectrum Health, we believe our people make the difference, and that sentiment extends to everyone who volunteers to serve on our Patient and Family Advisory Councils.

Through their individual and collective contributions, we’ve made great strides in how we develop the clinical service line strategy, make organizational and operational decisions that impact care, and continue to transform our care model.

Our PFAC members are the difference—through their words, vision, ideas, collaboration, and diverse thoughts and experiences. Their willingness to share concerns, wisdom and vulnerabilities has made our organization stronger, our patients safer and our families more engaged.

As Spectrum Health leaders and partners in this process, we can’t thank our PFAC members enough for their time and perspective. They understand, at many times better than we do, what truly impacts the patient, family and member experience—whether it be a large initiative or facility, or small change or enhancement to provide convenience.

We continue to learn from your experiences every day, and we look forward to our continued partnership as we walk this journey together.

**Thank you.**

# Thank You to Our Council Members

## Executive Patient and Family Advisory Council Members

- Tino Caviggiola
- Steve Christians, Chair
- Andy DeVries
- Dan Ford
- Jan Heerspink
- Anita Jones, Vice Chair
- Dennis McMurray
- Mary Ellen Mika
- Tiffany Norde
- Carolyn Slocum
- Julie Wallace
- Wally Wasilewski

## Council Leaders

- Tina Freese-Decker, President, Spectrum Health Hospital Group
- Seth Wolk, MD, System Chief Medical Officer, Spectrum Health, President, Spectrum Health Medical Group
- Julie Lepzinski, Senior Vice President, Chief Operating Officer, Spectrum Health Medical Group
- Gwen Sandefur, Senior Vice President, Chief Operating Officer, Spectrum Health Grand Rapids
- Kurt Knoth, Vice President, Performance Improvement
- James Bonner, Director, Patient Experience

## Pennock Patient and Family Advisory Council Members

- Irene Ames
- Michael Anton
- June Bryan
- Sandy Campbell
- Amy Cherry
- Jerry Downs
- Megan Lavell
- Sarah Middleton, Vice Chair
- Sarah Reed
- Bonne Rush
- Donna Watson, Chair

## Council Leaders

- Sheryl Lewis Blake, President, Spectrum Health Pennock Hospital
- Steve Marzolf, Vice President, Patient Care Services, Spectrum Health Pennock Hospital
- Sue Kolanowski, Patient Experience Specialist, Spectrum Health Pennock Hospital
- Nicole Campeau, Administrative Support, Spectrum Health Pennock Hospital (Council Support)

## Gerber Memorial Patient and Family Advisory Council Members

- Todd Blake, Chair
- Barb Geno
- Juan Herrera
- Nathan Hickman, Vice Chair
- Todd Koopmans
- Donald Potter
- Jen Roesly
- Mary Rottier
- Laurie Supinski
- Joyce Winchel

## Council Leaders

- Randy Stasik, President, Spectrum Health Gerber Memorial
- Meleah Mariani, Chief Nursing Officer, Spectrum Health Gerber Memorial
- Shelly Johnson, Chief Community Outreach Officer, Spectrum Health Gerber Memorial
- Sharon Boczkaja, Patient Experience Spec. Sr., Spectrum Health Gerber Memorial
- Lisa Jahr, Executive Assistant, Spectrum Health Gerber Memorial (Council Support)

## Big Rapids and Reed City Patient and Family Advisory Council Members

- Gail Bullard
- Tom Cook
- Jane Esterle
- Lauren Gillon
- Carol Ladd
- Terrie Larson
- Jeff McKnight
- Betty Pontz
- Evelyne Sheltrown
- Loren Stieg
- Sue Waters, Vice Chair
- Alex Wayne
- Bev Wesche, Chair

## Council Leaders

- Mary Kay Vandriel, President, Spectrum Health Big Rapids and Reed City Hospitals
- Caroline Ring, Chief Nursing Officer, Spectrum Health Big Rapids and Reed City Hospitals
- Amanda Knuth, Director, Patient Outcomes, Spectrum Health Big Rapids and Reed City Hospitals
- Angel Reidinger, Administrative Secretary, Spectrum Health Big Rapids and Reed City Hospitals (Council Support)

*“Our PFAC is critical to our long-term success, and I am very appreciative of the time and energy they invest to make Spectrum Health a truly exceptional organization.” – Ron Lewis, President, Spectrum Health Zeeland Community Hospital*

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## Ludington Patient and Family Advisory Council Members

- Susan Bentz, Vice Chair
- Erika Burgess
- Pam Greb, Chair
- Alice Jones
- Debb Kalmbach
- Mary Jo Kroeze
- Dick Schwikert
- Jennifer Tooman
- Jill Whitaker
- Sid Whitaker

## Council Leaders

- Randall L. Kelley, President, Spectrum Health Ludington Hospital
- Helen Johnson, Chief Nursing Officer, Spectrum Health Ludington Hospital
- Jim Wincek, Chief Operating Officer, Spectrum Health Ludington Hospital
- Jody French, Manager, Clinical Quality, Spectrum Health Ludington Hospital
- Cindi Lehrbass, Executive Assistant, Spectrum Health Ludington Hospital (Council Support)

## United and Kelsey Patient and Family Advisory Council Members

- Don Burns
- Kim Christians, Vice Chair
- Ione Edison
- Kathy Engel
- Josh Gibbs
- Diana Humm
- Karen Sheppard, Chair
- Carolyn Slocum
- Jennifer Town

## Council Leaders

- Andrea Leslie, President, Spectrum Health United and Kelsey Hospitals
- Percy Mahar, Chief Clinical Officer, Spectrum Health United and Kelsey Hospitals
- Jessica Stewart, Patient Experience Spec. Sr., Spectrum Health United and Kelsey Hospitals
- Laura Dargitz, Administrative Assistant, Spectrum Health United and Kelsey Hospitals (Council Support)

## Zeeland Community Patient and Family Advisory Council Members

- Tara Buchler
- Carrie Dattels
- Rick Diamond
- Marie Hamilton
- Randy Johnson, Chair
- Cory Pepoy
- Becki Sumrall
- Bob Sumrall
- Sharon Tabaka

## Council Leaders

- Ron Lewis, President, Spectrum Health Zeeland Community Hospital
- Jane Czerew, Chief Nursing Officer, Spectrum Health Zeeland Community Hospital
- Kristen Farmer, Director, Risk/Compliance, Spectrum Health Zeeland Community Hospital
- Kerry Barkel, Patient Experience Specialist, Spectrum Health Zeeland Community Hospital
- Kate Emerick, Administrative Assistant, Spectrum Health Zeeland Community Hospital (Council Support)

## Neurological Health Patient and Family Advisory Council Members

- Russell De Beor
- Katie Dietrich
- Kurt Dietrich
- Irene Marco
- Bradley Pienton
- Todd Smithee
- Craig VerBurg, Chair
- David Weinandy

## Council Leaders

- Kost Elisevich, MD, Academic Chair, Neurology
- Brien Smith, MD, Department Chief, Neurological Health
- Sarah Banks, Vice President, Operations, Neurological Health
- Linda Schaltz, Director, Orthopedic & Neurological Health
- Brenda Goorhouse, Director, Operations, Neurological Health

*“The PFAC participation in our process improvement work has been invaluable. They provide fresh eyes but also a reality check of why we are here and who we serve.”*

*– Caroline Ring, Chief Nursing Officer, Spectrum Health Big Rapids and Reed City Hospitals*

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#### Orthopedic Health Patient and Family Advisory Council Members

- Jennie Haire
- Christine Hight
- Scott Huckaby
- Marlene Nelson
- Steve Rosenberg, Chair
- Chelsea Stark
- Laurie Supinski
- Darrell Van Fossan
- Suzanne Van Fossan

#### Council Leaders

- Peter Jebson, MD, Department Chief, Orthopedic Health
- Sarah Banks, Vice President, Orthopedic Health
- Linda Schaltz, Director, Orthopedic & Neurological Health
- Maureen Miller, Director, Operations, Orthopedic Health

#### Cardiovascular Health Patient and Family Advisory Council Members

- John Baxter
- Tino Caviggiola
- Dick de Spelder
- Arlene Hendricks-Potter
- Sheila Hendrix
- Malachi Hooser, Sr.
- T. Scott Kearney, Chair
- Joe Steponski
- Kris Vandenberg, Vice Chair
- Michael Weiden

#### Council Leaders

- Penny Wilton, MD, Department Chief, Cardiovascular Health
- Tracey Burke, Vice President, Cardiovascular Health
- Colleen Tacoma, Director, Critical Care, Cardiothoracic & Cardiovascular Nursing
- Nancy Schwallier, Director, Cardiovascular, Heart & Vascular Institute
- Jason Dettwiler, Director, Operations, Cardiovascular Health
- Adam Mix, Director, Operations, Cardiovascular Health

#### Primary Health Patient and Family Advisory Council Members

- Cindy Corbin
- Billie Jean Dutmers
- Doug Haan
- Lesley Jeruzal
- Kirstyn Monroe
- David Moody, Vice Chair
- Kristen Myers-Chatman
- Carlen Seaver
- Wally Wasilewski, Chair
- Karyn Wolschleger

#### Council Leaders

- Ed Millermaier, MD, Department Chief, Primary Health
- Cheryl Pierre, Vice President, Operations, Primary Health
- Larry Genzink, Senior Director, Radiology
- Susan Meinhold, Director, Patient Access
- Sue Smith, Senior Director, Lab
- Doug Sterken, Director, Operations

#### Women's Health Patient and Family Advisory Council Members

- Melissa Birnie
- Billie Jean Dutmers
- Leah Hansen
- Sharon Loughridge
- Anedra Morris, Vice Chair
- Mandi Nielson, Chair
- Tomarra Richardson
- Melody VanderWeide
- Erin Wiseman-Parkin

#### Council Leaders

- Stephen Rechner, MD, Department Chief, Women's Health
- Suzette Hershman, Vice President, Women's Health
- Shari Schwanzl, Vice President, Operations/Nursing, Helen DeVos Children's Hospital/Women's Services
- Joan Rikli, Senior Director, NICU & Women's Health
- Stacey Merren, Director, Operations, Women's Health
- Annie Evans, Nurse Manager, Labor and Delivery
- Laurel Jander, Nurse Manager, Women's & Infant Services

#### Cancer Health Patient and Family Advisory Council Members

- Deb Anderson
- Bill Crooks
- Bert Elliott, Chair
- Heather Gluszewski
- Holly Harmon
- Bryan Honorable
- Mary Ann McAvoy
- Don Pleune
- Kathy Riebel
- Rocio Salvador-Santos
- Eric Stimac
- Bret Zilmer

#### Council Leaders

- Judy Smith, MD, Department Chief, Oncology
- Angie Ditmar, Vice President, Operations, Cancer Health
- Mary Dougherty, Director, Inpatient Oncology and Medical Surgical Services
- Patricia Jereck, Director, Operations, Cancer and Hematology Centers of Western Michigan
- Gerri Roobol, Director, Cancer Services

#### Digestive Health Patient and Family Advisory Council Members

- Christine Kalinowski, Vice Chair
- Cliff Kopp
- Megan Lynch-Kornoelje
- Patrick Reagan
- Mike Rossman
- Kathy Schubert
- Becky Wrigley
- Ben Wrigley, Chair

#### Council Leaders

- Mike Harrison, MD, Department Chief, Digestive Health
- Brad Crawford, Vice President, Operations, Digestive Health
- Leslie Anderson, Director, Operations, Digestive Health
- Nardos Osterhart, Director, Blodgett Hospital, Admin & Med/Surg

#### Priority Health Member Advisory Council Members

- Teresa Crawford
- Alix Criswell
- Rick Diamond
- Stephen Durell
- Art Felix
- Walt Gorak
- Knicki Karsies, Chair
- Danielle Meeuwssen
- Terry Moore, Vice Chair
- Laurie Placinski
- Chris Poterack
- Karen Wiley

#### Council Leaders

- Carol Nowak, Director, Customer Experience, Priority Health
- Cheryl Osentoski, Consumer Experience Architect, Priority Health
- Anjali Vasquez, Marketing Consultant, Priority Health

#### Continuing Care Patient and Family Advisory Council Members

- Lynn Beatty
- George Conrade
- Jack DeVos
- Rosemary DeVos
- Marion Harwood
- Jan Heerspink
- Jan Nowicki
- Darrell Paige
- Marybeth Rardin, Chair
- Dianne Reed, Vice Chair
- Lindsay Rines

#### Council Leaders

- Chad Tuttle, President, Spectrum Health Continuing Care
- Deb Cress, Chief Nursing Officer, Spectrum Health Continuing Care
- Karen Pakkala, Chief Operating Officer, Spectrum Health Continuing Care
- Kim Smith, Director, Patient Care Transitions, Spectrum Health Continuing Care
- Malachi Hooser, Improvement Specialist, Center for Patient Experience
- Heather Dyke, Executive Assistant, Spectrum Health Continuing Care (Council Support)

*“It is very humbling and an immense privilege to be part of PFAC. Hearing the stories from our patients, seeing our hospital and our units through their eyes ... gives us a unique perspective. We strive to improve and perfect our processes to ensure the patient experience is seamless.”*

*– Penny Wilton, MD, Department Chief, Cardiovascular Health*

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#### Helen DeVos Children’s Family Advisory Council Members

- Jennifer Briggs
- Liz Buist
- Julie Hauck
- Bridget Lassig
- Amanda Miles
- Mary Jo Pletzke
- Heidi Prior, Chair
- Elissa Suarez-Soto
- Jennifer Town
- Gary Wade, Vice Chair
- Jenni Wittenbach

#### Council Leaders

- Bob Connors, MD,  
President, HDVCH
- Matthew Denenberg, MD,  
Chief Medical Director, HDVCH
- Dave Majestic, Vice President,  
Operations, HDVCH
- Shari Schwanzl, Vice President,  
Operations/Nursing, HDVCH
- Joan Rikli, Senior Director,  
NICU & Women’s/Infant Services
- Amy Fox, Director, Ambulatory  
and Support Services, HDVCH
- Amy Lodenstein, Director,  
Operations, HDVCH
- Bridget Menzel, Director,  
Operations, HDVCH
- Tom Revitte, Director,  
Operations, HDVCH
- Judy Westers, Director, Pediatric Services

#### Spectrum Health Patient and Family Advisory Council Support

- Deb Sprague, Improvement Specialist,  
Center for Patient Experience
- Stephenie Young, Improvement Specialist,  
Center for Patient Experience
- Lisa White, Administrative Assistant,  
Center for Patient Experience

**SPECTRUM HEALTH**

