

APRIL 2013



SPECIAL SUPPLEMENT

Cultivating Excellence

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Integrative Medicine Center Puts Focus on Holistic Health

According to the National Center for Complementary and Alternative Medicine, in the United States, approximately 38 percent of adults and approximately 12 percent of children are using some form of complementary or integrative medicine therapy to deal with illness.

In adults and children with chronic illnesses, the numbers using these modalities are often much higher.

With these statistics in mind and years of research about the benefits of coupling integrative medicine techniques with traditional therapies, Sian Cotton, PhD, is now leading UC Health's integrative medicine effort.

This effort is part of a larger initiative that also involves the UC College of Medicine and Cincinnati Children's Hospital Medical Center. Certified integrative medicine and wellness experts in the community are also being tapped as part of the collaboration.

Adult outpatient clinical services are available for the first time at the new UC Health Women's Center in West Chester, with plans to expand to additional clinical sites within the next one to two years.

"Conventional medicine focuses primarily on pharmaceuticals and surgical applications to help patients, while complementary and integrative medicine practices, like stress management, nutrition, yoga or Pilates, and other lifestyle modification techniques have been increasingly shown to help both chronic and acute conditions," says Cotton, an associate professor in the department of family and community medicine at the UC College of Medicine.

"Patients who use these therapies in conjunction with traditional therapies often report improved quality of life and better functional outcomes."

Cotton, who also teaches about the benefits of complementary medicine at the College of Medicine, says that many patients are already using these techniques to cope with conditions and that this addition provides options for patients who may want to include these techniques in their care plans with an integrated health system.

"UC Health is taking further steps to treat the whole patient and tailor care to each patient's needs," she says. "We are very excited to offer these services under the UC Health umbrella and ultimately improve the quality of life for the patients and families we serve."

"UC Health is taking further steps to treat the whole patient and tailor care to each patient's needs."

*Sian Cotton, PhD
UC Health
integrative medicine*

UC Health Integrative Medicine Services

Outpatient services available to both men and women at the West Chester location include:

- Integrative physician consults with Stefanie Stevenson, MD
- Acupuncture
- Massage
- Mindfulness groups
- Medical Qigong
- Reflexology
- Tai Chi
- Therapeutic Pilates
- Therapeutic yoga

No referral is needed for any of these services.

Most insurance plans are accepted for physician consultations.



>> FOR MORE INFORMATION
For more information or to schedule an appointment, call 513-475-WLNS (9567).

UC Health Success Depends on Success of College of Medicine—and Vice Versa

COLLEAGUES,
UC has been here for a long time and it is going to be here for a long time. The challenges we face are just that:



Lori A Mackey

challenges.
That was my message in March when I spoke about College of Medicine finances—a talk I titled “Business as Usual Will Not Be Enough.” My presentation was part of a series of talks by the college’s senior associate deans—each of whom also has a role within UC Health and University of Cincinnati Physicians.

What differentiates UC Health from other health systems in our region is the close connection—in name even—to the University of Cincinnati and its College of Medicine. We are truly an academic medical center and so many of the things we do are linked.

- **Recruitment of top clinical faculty to the college is more successful when we can show them the high-level programs and facilities offered by UC Health.** And research faculty are drawn to programs where there is opportunity for collaboration and translational work.
- The best and **brightest students and residents want to join a**

college with top-notch opportunities for clinical experiences.

- Patients want to know their physician is part of a team dedicated to practicing **discovery-driven medicine.**

It’s clear at all levels of our organization that the success of UC Health and the college are interdependent. It is in that spirit that UC Health provides such important financial support to mission-critical education and research programs of the College of Medicine.

In turn, the College of Medicine recognizes that there is margin in clinical business, and has shifted its attention toward growing clinical programs. We are changing to meet the needs of our economy.

Despite this mutual understanding of support and a strong focus on our joint tripartite mission, the College of Medicine faces some financial uncertainty. Research funding from federal sources—monies that pay salaries and support programs and key infrastructure—is more and more difficult to obtain. Fundraising in strained economic times is a challenge, and our endowment has taken hits as the economy has contracted.

The college is projecting a budget shortfall of about \$5 million this year. Managing out of this will require a

strategic approach to revenue generation and expense reduction.

The College of Medicine has already centralized many key functions and is planning to increase student enrollment in a number of key, revenue-generating programs. We will work to diversify our research portfolio and improve fundraising, and, perhaps most important to UC Health, we will develop a more focused approach to guiding the university community to use the UC Health system of physicians and hospitals.

We believe our aggressive plan will not only ensure future success for the college, but also for the health system, as we will be better positioned when UC Health needs to turn its attention to the unknowns that will come with health reform.

In other words, we are creating a more efficient, effective and financially sustainable model with the goal of improving our health system’s bottom line.

LORI MACKEY
Chief Operating Officer
University of Cincinnati Physicians
Senior Associate Dean
UC College of Medicine

Connected

Connected is a monthly publication for clinicians and associates of UC Health. Send your comments and ideas to CorporatePR & Marketing @uhealth.com.

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UC HEALTH MISSION

- Provide life changing, patient-centered medical care
- Drive innovation through groundbreaking research
- Educate and inspire the next generation of health care professionals

UC HEALTH VISION

- To be the region’s quality health care partner and a national leader in solving complex medical problems

UC HEALTH VALUES

- Respect
- Integrity
- Teamwork
- Excellence



Infectious Diseases Experts Deliver Advanced Care

Specialists treat patients impacted by bacteria, viruses, fungi and parasites

When voyaging to other parts of the country or world—to places with different animals, plants and water quality—travelers risk coming into contact with bacteria, fungi and parasites that can make them very sick or even be life-threatening.

Harmful bacteria are also present in our everyday society—for instance, methicillin-resistant *Staphylococcus aureus* (MRSA) or *Clostridium difficile* (C. diff), which have re-emerged in recent years, causing many public health issues.

Patients in the Tristate have some of the best infectious diseases experts in their backyard and can receive fast, effective treatment as needed.



Fichtenbaum

“An infectious disease specialist is qualified as an expert in the diagnosis and treatment of infectious diseases—conditions resulting from the presence and growth of pathogenic biological agents in an individual host organism,” says Carl Fichtenbaum, MD, UC Health infectious diseases expert and UC College of Medicine professor who sees patients at the UC Health Infectious Diseases Center in Clifton.

“Many health systems don’t have a division of infectious diseases, but at UC Health we have more than 16 experts who are able to diagnose and provide cutting edge-care to patients.”

UC Health infectious diseases specialists have expertise in infections of the sinuses, heart, brain, lungs, urinary tract, bowel, bones and pelvic

Physicians in the division of infectious diseases are consistently listed on “Top Doctors” lists locally and nationally,

including **Judith Feinberg, MD**, and **George Smulian, MD**. The research program within the division, housed in the UC College of Medicine, is internationally recognized with a special interest in fungal infections, for example the research on fungal pneumonia led by **George Deepe, MD**, **Melanie Cushion, MD**, and Smulian which is funded by NIH and U.S. Veterans Administration grants. Deepe is also a world-recognized expert in histoplasmosis, an infection occurring from inhaling spores of the fungus *Histoplasma capsulatum*. Additionally, **Fichtenbaum** has been listed among America’s top doctors for 2013 by Castle Connolly Medical Ltd., publisher of America’s Top Doctors registry.

organs. Their extensive training focuses on all types of infections, including those caused by bacteria, viruses, fungi and parasites. In addition, many of these physicians are internationally known for treating patients with infections due to the human immunodeficiency virus (HIV) and AIDS.

Along with their specialized knowledge, Fichtenbaum says that infectious diseases experts are trained in immunology (how the body fights infection), epidemiology (how infections spread) and infection control.

“We are able to treat some of the rare or more serious conditions, but we also manage many common infections, helping patients regain health and get back to their normal life and prevent the spread of the infection to others,” he says.

UC Health physicians also conduct clinical trials to offer more options for those who may not have success with traditional therapies and to improve the standard of care for various infectious diseases overall.

“We treat a broad variety of infections—from fungal diseases to meningitis to pneumonia—and our patients are grateful for our presence in this area,” Fichtenbaum says. “The expertise we provide not only helps patients but also helps our community stay well.” ●

>> APPOINTMENTS & REFERRALS

To schedule an appointment with an infectious diseases specialist in Clifton, call 513-584-6977.

“We are able to treat some of the rare or more serious conditions, but we also manage many common infections, helping patients regain health and get back to their normal life.”

Carl Fichtenbaum, MD
UC Health infectious disease expert

UC Health Women's Center Opens in West Chester

Team offers women comprehensive, lifelong medical care

When a focus group was asked two years ago to describe the ideal women's health center, one word popped up repeatedly: "comprehensive."

The women participating may not have known it at the time, but their input was vital to realizing the creation of a one-stop-shop medical care model. Now, the UC Health Women's Center is poised to revolutionize the way services are provided to a key population in Greater Cincinnati.

The center introduces a team-based, comprehensive health care experience under the leadership of Lisa Larkin, MD, director of the UC Health Women's Center and associate

professor/director of the midlife women's health and primary care division in the UC College of Medicine Department of Obstetrics and Gynecology.

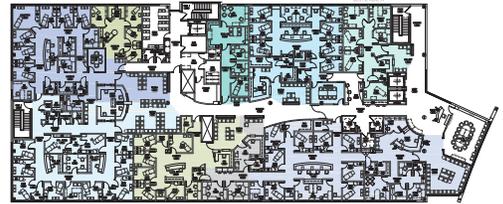
"We will serve women's needs with superior coordination among providers, through a team-based approach that leads to better overall health for each patient," says Larkin, "With the UC Health Women's Center, we are able to bring together primary care and specialty providers to meet this need and offer an innovative resource for women and the community."

The team will deliver care informed by an understanding of gender differences in biology, physiology and response to disease. The physicians' goal is turning breakthrough research discoveries into improved treatments and therapies, ultimately helping women live longer, healthier lives, says Larkin.

In addition, close relationships with specialty providers, including many nationally recognized experts in their fields, ensure patients will receive the highest level of care as seamlessly as possible. Improved communication among providers allows patients' referring physicians to continue managing their care while they are seen by the women's center team.

UC Health Women's Center

Floor Plan Layout



About the Women's Center

The UC Health Women's Center will occupy the fourth floor of the UC Health Physicians Office South building on the West Chester Hospital campus comprising:

- 26,000 sq. ft.
- 47 exam rooms
- 20 physicians, in addition to Larkin, practicing at the center
- 2 conference spaces, an education classroom and café

Women's center physicians will oversee a woman's health throughout her lifetime. Services include:

- Women's primary care
- Comprehensive breast services
- Obstetrics and gynecology
- Menopause and sexual health
- Adolescent transitional care and adolescent gynecology
- Osteoporosis and bone center
- Internal medicine subspecialties
- Plastic surgery and skin care
- Integrative medicine and wellness



Lisa Larkin, MD

Tour the Women's Center

A grand opening celebration is scheduled for **10 a.m. to 2 p.m., Saturday, May 18**, and will include an open house for the community, UC Health associates, physicians and UC faculty. For more information, call 513-475-UC4U (8248).

comprehensive, multispecialty
medical care for women of all ages



This project is part of UC Health's 2017 **Initiative 11** to establish a women's health center on the West Chester Hospital campus. For more on UC Health's strategic plan, visit UCHealth.com/plan2017.

High Risk Transport ‘Takes a Health System’

Success draws on array of advanced skills, equipment and personnel

In July of 2011, University of Cincinnati Medical Center (UCMC) chief perfusionist Jessica Gummow was part of early discussions on developing policies to transport patients on extracorporeal membrane oxygenation, or ECMO, to the hospital’s intensive care units.

ECMO is a modified form of heart-lung bypass, used for longer periods than the bypass machines used during open-heart surgery. It is typically reserved as an extreme supportive measure for patients in cardiorespiratory failure or as a bridge to insertion of a left ventricular assist device, or LVAD.

Moving patients on ECMO is a complex and demanding task, requiring careful coordination of all equipment and personnel in each step of the transport. Only a handful of facilities across the country are able to transport such patients.

But one evening in July Gummow received a call: a ground transport team from UC Health Air Care & Mobile Care needed to transport an ECMO patient from Jewish Hospital to UCMC—immediately.

She recalls that her team had to rearrange parts from existing heart lung machines to essentially build an ECMO system to take on the transport. Then they worked with mobile care’s mobile intensive care unit (MICU) team to safely load the machine into their ambulance.

“The roughest part was getting all the equipment on,” says Gummow. “It’s a very large system in a pretty small space.”

Since that first transport, MICU teams have transported four ECMO patients from referring hospitals to UCMC intensive care units. The teams

include mobile care critical care nurses and paramedics, EMTs, cardiac surgery nurses, perfusionists and physicians.

In an ECMO transport, mobile care advanced transport nurse Greg Rolls says the team fits as many as five providers in the back of ambulance, each responsible for an aspect of the patient.

He says patients may be on ventilators and balloon pumps, have chest tubes, drainage tubes, pacing wires, or be receiving blood products or numerous different IV drips.

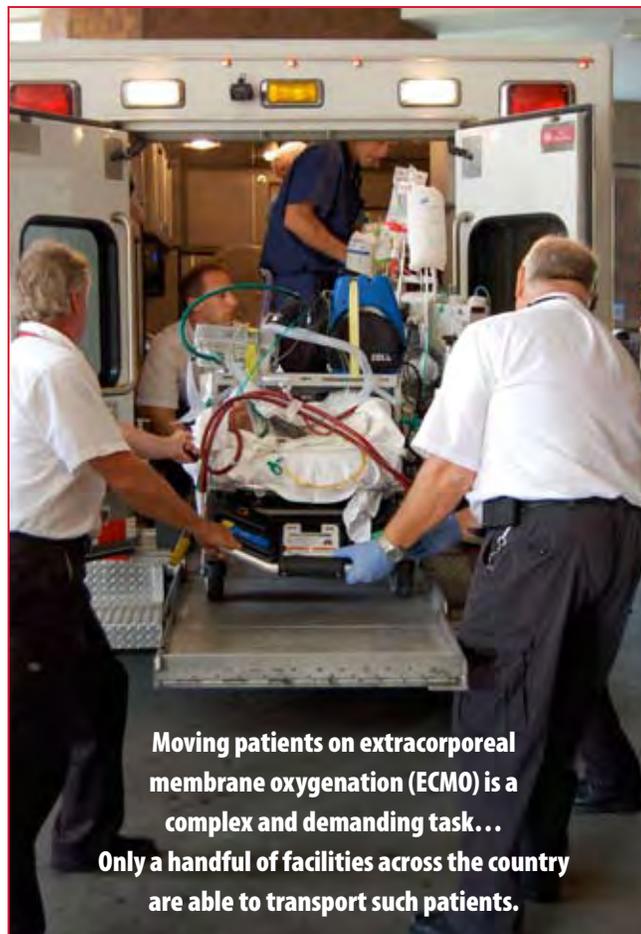
Clear Responsibilities

“It’s a lot of weight and a lot of parts,” says Rolls. “Though the ECMO pump itself is fairly small, there are a lot of hard plastic pieces that are attached. Extreme care must be taken when moving and loading these patients. If one of those pieces is cracked off, the patient can bleed to death right there.”

As the perfusionist, Gummow says she delineates clear responsibilities for each transport: “It’s easy to get intimidated by the sheer tubing and metal of the ECMO system,” she says. “We tell people: ‘you treat the patient, we’ll treat the equipment.’”

Depending on the patient’s stability, Gummow says teams have to be prepared for each transport to turn into a trauma run. But by transporting patients to critical care experts, the teams enable patients to receive the most advanced care available. Earlier this year, a mobile care team successfully transported an infant on ECMO to Cincinnati Children’s Hospital Medical Center, where the patient later made a complete recovery.

Gummow says the teams continue to perform dry runs of ECMO transports to drill where all the equipment fits and how it should be arranged in the ambulance.



Moving patients on extracorporeal membrane oxygenation (ECMO) is a complex and demanding task... Only a handful of facilities across the country are able to transport such patients.

Courtesy of UC Health Air Care & Mobile Care

“It’s important to get everyone’s hands on the stretcher with all the equipment attached—and being able to practice without the patient on the bed helps quite a bit,” she says.

“We’re able to do these transports because we’re part of the UC Health system,” adds Rolls. “Other systems don’t have the ability to pull a perfusionist or a respiratory therapist to work with a critical care nurse and have an ambulance capable of housing all that—and do it in a format where we’ve all planned it and we’ve done it before.” ●

UC Health Air Care and Mobile Care advanced transport teams may include:

- Cardiac surgery nurses
- Critical care nurses
- EMTs
- Paramedics
- Perfusionists
- Physicians

in brief

Divine Joins American Medical Society of Sports Medicine Board

Jon Divine, MD, UC Health orthopaedic surgeon and assistant professor at the UC College of Medicine, was recently elected to serve a four-year term on the board of the American Medical Society of Sports Medicine. As



Divine

part of this commitment, he will be in charge of the 2015 annual meeting and serve as president of the society in his third term year. Divine also serves as the medical director for UC Athletics.

Cardiovascular Diseases Hosts CME Event

UC Health Cardiovascular Diseases and UC College of Medicine Department of Internal Medicine will host a continuing medical education event May 4, 2013, from 8 a.m. to 3:30 p.m. at the Kingsgate Marriott.

This course is designed for primary care physicians (adult and pediatrics), family practice physicians, internal medicine physicians, anesthesiologists, general surgeons, cardiovascular disease physicians and nurse

practitioners and physician assistants managing patients with cardiovascular diseases to learn specifics about diagnosis and treatment of coronary artery disease and heart failure. Continuing medical education credits are available. Registration is \$25, but the fee is waived for all UC Health and UC Physicians practices. For more information, contact Eva Meunier at 513-558-3070.

Prichard Named Director of Leadership and Organizational Development

Debbie Prichard has been promoted to director of leadership and organizational development for UC Health. She was previously the director of service excellence for University of Cincinnati Medical Center. In her new role, she will work to build leaders from within who are focused on the organization's overall mission, vision and values. She will also work with teams to promote increased communication, collaboration between multi-disciplinary members, and creation of mission and vision statements to guide clinical work, research and growth.

Before returning to UC Health in 2012, Prichard owned DR Prichard Consulting, where she

facilitated strategic planning for the University of Cincinnati Neuroscience Institute and the Christ Hospital informatics team.

She also developed programs for the J.M. Smucker Company, Luxottica and Cincinnati Children's Hospital Medical Center.

New Outpatient Diagnostic and Therapy Scheduling Program

On March 18, UC Health introduced a new program for scheduling outpatient diagnostic tests and occupational, physical and speech therapies.

Patients and associates can call 513-585-TEST (8378) to schedule diagnostics at University of Cincinnati Medical Center, West Chester Hospital, Drake Center and testing centers. They can call 513-585-7171 to schedule therapies at Drake Center, Drake Rehab at Stetson Square and the UC Health Physicians Office South-West Chester. Phone lines are staffed Monday through Friday from 7:30 a.m. to 5:30 p.m., and callers can find available appointments at those locations.

MEDICAL STUDENTS FIND OUT FUTURES ON MATCH DAY



More than 150 UC College of Medicine students found out their residency match at the annual "Match Day," held nationwide March 15. More than 25 percent of students will be staying in the Greater Cincinnati area to complete their residency: 19 students at University of Cincinnati Medical Center, seven at Cincinnati Children's Hospital Medical Center and the rest at local hospitals throughout the Tristate. Shown above is Natalie Geier, MD, along with her husband and baby, learning that she will be going into radiation oncology at UC Medical Center. ●

CLINICAL TRIAL SPOTLIGHT:

Asthma and Smoking Research Study

WHAT: This is a research study to look at what it is like for people with asthma to try to quit smoking on their own.



WHO: Adults 18 to 65 years old who:

- Have been diagnosed with asthma
- Smoke on a regular basis, and
- Are interested in trying to quit smoking

PAY: Participants will be paid up to \$250 for time and travel.

DETAILS: For more information, contact Adrienne Lidgard at haplabstudy8@gmail.com or 513-556-5127.

UC Health Official Health Care Provider of 'Flying Pig'

UC Health has been named as the official health care provider of the 15th annual Flying Pig Marathon. Jon Divine, MD, of UC Health Orthopaedics and Sports Medicine will serve as medical director for the event, which typically draws more than 31,000 participants. The event is held Sunday, May 5, 2013, with races starting at 6:30 a.m. To learn more, visit flyingpigmarathon.com.



UC Health Named Green Business Award Finalist

UC Health was recognized as a Green Business Awards finalist by the *Cincinnati Business Courier* in March. In its fourth year of existence, this annual program celebrates individuals and companies that demonstrate leadership in sustainable practices related to both projects and facilities.

There are four categories for which an individual or company could be nominated: green building, green product/service, green practices (such as waste management) and green advocacy. UC Health was a finalist in both the green practices and green advocacy categories.

The publication noted UC

Health's green practices efforts in the "Greening the OR" (Operating Room) initiative. Through this six month plastic recycling program, UC Health successfully eliminated more than 11.5 tons of packing material from entering local landfills. Instead, the materials were routed into several recycling streams.

The green advocacy recognition reflected UC Health's efforts as a member of Practice Greenhealth, a national health care sustainability organization. UC Health has presented its sustainability initiatives at national webinars and has participated in sustainability research with national organizations.

Mood Disorders Symposium in May

The third annual Mood Disorders Symposium, "Bipolar Disorder: A Comprehensive Update," will be held from 8 a.m. to 1 p.m. Saturday, May 4, at UC Health Drake Center. Course co-directors are Henry Nasrallah, MD, and Melissa DeBello, MD, UC Health Psychiatry and professors and vice chairs in the Department of Psychiatry and Behavioral Neuroscience.

The symposium, presented by the UC Mood Disorders Center, will feature presentations on bipolar disorder by UC faculty members. Continuing education credit is available. For more information, contact Barbara Dimmitt at 513-558-4866 or barbara.dimmitt@uc.edu.

Free Head and Neck Cancer Screening Offered

UC Health Otolaryngology-Head & Neck Surgery is offering head and neck cancer screenings from 8:30 a.m. to 4:30 p.m. Thursday, June 20. The screenings, performed by a head and neck cancer surgeon, are free but space is limited. Call 513-475-8400 for more information. ●

HOW WE MAKE A DIFFERENCE

Calm, Cool Triple Delivery

Sharing experience of 'phenomenal care'



Courtesy of Chris Cutter

As a public safety supervisor, Chris Cutter has the well-being of UC Health employees in mind. On Nov. 19, 2012, however, UC Health employees got to return the favor—by delivering his and wife Danyelle's triplets into the world.

"I tell people all the time, regardless of whether it's one baby or three, if you're going to have a pregnancy then UC Health is the place to go," Cutter says of what he called "phenomenal" patient care his wife and babies received at University of Cincinnati Medical Center (UCMC) in both labor and delivery and the neo-natal intensive care unit (NICU).

A week prior to delivery, due to precautionary concerns over her blood pressure, Danyelle was placed on bed rest at the hospital, but Cutter says she was calm, cool and collected through it all, including the delivery by C-section.

"A lot of people freak out about one baby and here she was having three and as happy as can be," he says.

And the triplets, he says, adapted to Mom's chilled out attitude: "They all came out with good birth weights and virtually no problems" with the longest stay in the NICU at 16 days because of some feeding issues.

The UC Health obstetrics and gynecology team offers comprehensive and integrated services, based at UCMC. The maternity area offers the latest in both traditional labor and delivery suites and birthing suites designed for labor, delivery and recovery.

Through the Perinatal Treatment Center, maternal-fetal medicine physicians provide high-risk obstetric care and monitoring on an outpatient basis.

Although the Cutter family has been busy, Chris says he continues to spread the word about the experience at UC Health: "I talk it up because they were perfect to her." ●

>> APPOINTMENTS & REFERRALS

To learn more about UC Health's obstetrics and gynecology services, visit ucphysicians.com or call 513-475-8588.

Arthroscopic Surgery May Help Hip Pain

Advanced procedure is uncommon but available at UC Health

Hip pain doesn't just affect the elderly ... and not all hip pain is arthritis or a groin pull, says UC Health orthopaedic surgeon Keith Kenter, MD.



Kenter

Nineteen-year-old Emily Wander says a lifetime of pain brought her to the point of limping in eighth-grade, and it continued to get progressively worse.

Although very active in sports as a youth, by the time Wander came to UC Health in 2012, with a referral to see Kenter, she was barely able to walk having seen "many, many physicians" and thinking she may have to go out of state to find a specialist. Wander says she had no idea she had late onset hip dysplasia.

"By high school I was sitting out a lot," she recalls. "I would hear someone say arthritis and think 'I am way too young for this.'"

Kenter, an associate professor in the department of orthopaedic surgery at the UC College of Medicine, is one of only a few orthopaedic surgeons nationwide who treat the hip arthroscopically for conditions such as soft tissue tears and bone spurs in the hip joint.

Kenter arthroscopically repaired a labral tear in Wander's left hip and removed bone spurs that were tearing into the cartilage.

"It felt better in a week after the surgery than it had felt my whole life. It was pretty much immediate relief ... life changing actually," says Wander, who will undergo arthroscopy on her right hip in the near future. ●

About Arthroscopic Surgery

In an arthroscopic examination, Kenter makes a small incision in the patient's skin and then inserts pencil-sized instruments that contain a small lens and lighting system to magnify and illuminate the structures inside the joint. The surgery is done on an outpatient basis—meaning no anticipated overnight stays in the hospital—and the surgery generally takes two to three hours.

It's a newer, advanced procedure that's leading to "enormous quality of life improvements for many patients," says Kenter.

Patients often live with hip pain for years, he says, because it's the same type of joint pain associated with arthritis, bursitis (inflammation of the bursa sac located in the hip) or a groin pull; all of which can lessen in pain with inactivity; therefore people might just stop moving to find relief. In the young athlete, hip pain is more often attributed to overuse, but it can also be the result of late onset hip dysplasia; of which he says he is seeing more and more cases.

"People are very familiar with having their knee or shoulder scoped, but the hip is a much larger joint and it takes a specialized technique to examine and repair these problems," he says.

>> APPOINTMENTS & REFERRALS

UC Health Orthopaedic Surgery sees patients in Clifton, Montgomery, West Chester, Wilmington, and Florence, Ky. For appointments, call 513-475-8690.



uhealth.com

Inpatient and outpatient services available in the following communities:

OHIO

- ADAMS COUNTY
- ANDERSON
- BROWN COUNTY
- CLIFTON
- FAIRFIELD
- FOREST PARK
- HARPER'S POINT
- HARTWELL
- KENWOOD
- KETTERING
- LEBANON
- LIMA
- MASON
- MONTGOMERY
- MT. AUBURN
- RED BANK
- SPRINGDALE
- TRENTON
- WEST CHESTER
- WESTERN HILLS
- WILMINGTON
- WYOMING

KENTUCKY

- FLORENCE
- LEXINGTON
- MAYSVILLE
- SOUTHGATE

INDIANA

- AURORA
- BATESVILLE
- GREENSBURG
- MADISON
- NORTH VERNON
- RUSHVILLE



Keith Kenter, MD

PEOPLE MAKE AN ORGANIZATION GREAT

*Focus on Outstanding UC Health Associates
(See Following Supplement)*

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EPIC CHANGE IN TRAINER’S ROLE

Christy Thornberg viii

UC Health is fortunate to have nearly 10,000 associates across our collective health system fulfilling our mission of delivering outstanding patient care, discovering paths to better health through research and educating the next generation of physician-scientist leaders.

You—the dedicated people who keep our network of hospitals, outpatient care sites and administrative offices running smoothly—make the difference, and we can’t recognize your efforts enough.

In this quarterly supplement, we are sharing stories about individuals who recently received recognition for going “above and beyond” in their jobs. We could fill volumes with these stories.

Please consider recognizing the efforts of your colleagues by nominating a peer for one of UC Health’s associate recognition awards. Information about each of the programs is included in this special section.

Thank you **for all that you do,**

Jim Kingsbury
President and Chief Executive Officer
UC Health

Myles Pensak, MD
Chief Executive Officer
University of Cincinnati Physicians

Cultivating EXCELLENCE

UC HEALTH VALUES

RESPECT • INTEGRITY • TEAMWORK • EXCELLENCE



Resolving Billing Confusion Creates Satisfaction

By the time a patient reaches Matt Carmack on the phone, their frustration and confusion level regarding their bill is at a peak. Thankfully for UC Health, Carmack really enjoys the opportunity to resolve patient concerns.

Since joining University of Cincinnati Physicians 13 years ago, Carmack has been helping patients in one way or another with their medical bills. As the revenue cycle manager for credit services, Carmack manages a team of 16 credit service representatives and is very grateful to have an incredible staff.

"I'm very fortunate to have a hard-working and dedicated staff," says Carmack. "They do a fantastic job working together. Between our coworkers and staff, management and leadership, we really do have a great team top-to-bottom here at UC Health."

The rewards of the job are simple for Carmack. The satisfaction he finds in helping patients brings him back to the office every day and with a great energy to do the job.

"It is very confusing for patients, getting bills from doctors and hospitals, coming at them from all angles," says Carmack. "They are frustrated by it. It is very rewarding to satisfy their needs and get them to an understanding. They may not be happy at the end of our conversation, but they do appreciate getting to an understanding regarding their bills."

In one particular case, a long-time patient of UC Health couldn't help but be thankful for having Carmack relieve their situation.

NOMINATING INFORMATION

*The University of Cincinnati Physicians Caught Caring Award program is ongoing, and nomination forms are available on the faculty/staff page at ucphysicians.com. See your manager to nominate someone for a **Service Excellence Award**.*



Matt Carmack

"I was having a nightmare insurance problem," said the patient. "I've talked to [insurance provider] more times than I care to remember, and these people were not able to offer any resolution to the issue. Matt was just wonderful! Talk about the epitome of outstanding customer service and he resolved the issue to my satisfaction and he did it in one phone call. He was patient, kind, empathetic and efficient. Thank you for having such an excellent employee."

"Since joining UC Physicians' patient billing office in November 2009, Matt has consistently provided a high level of customer service and made customer service a priority for his team," says Joe Fodor, director of revenue cycle. "I have received unsolicited feedback from

patients and other associates on numerous occasions praising Matt for the service he provides. It is no surprise we caught Matt caring."

The passion and energy Carmack has every day for his job isn't limited to only satisfying the patients. His sense of humor is widely recognized at the University of Cincinnati Physicians Business Office. Outside of the office, Carmack is a dedicated family man and an avid performer, with a huge passion for singing—even performing in the World Choir Games in 2012. ●

Registrar Pursues Positive Connection With Patients

A patient's wife sits in the UC Health West Chester Hospital Imaging Center lobby for nearly an hour waiting for her husband to return from his testing.

Although it's not her job to attend to non-patients, Brandiss Ewing-Jackson, lead access coordinator in the admitting and registration department, approaches the older woman. In her kind and respectful manner, she apologizes for the long wait and asks if anything is needed—a blanket, magazine, water?

The woman had appeared agitated,

but she visibly relaxes as she chats with Ewing-Jackson, asks for a glass of water and thanks her for her attention.

"I really enjoy being the smiling face that helps calm peoples' fears, and the listening ear that hears their needs," says Ewing-Jackson, who has worked in patient registration for the past three years, serving in the emergency, out-patient imaging and same day surgery departments.

Registration team members are often the first impression a patient has of the hospital, and that's why Ewing-Jackson

says it's so important to project a positive, professional and helpful demeanor—something her supervisor says she excels at.

"Brandiss is a great team member due to her ability to connect with the patient," says Lisa Davis, patient registration services manager. "It's the norm for her to go out of her way to help anyone she sees who may need assistance. If it's not something she can do, she makes sure to find someone who can help."

Her people skills have been noticed. Ewing-Jackson is regularly mentioned in West Chester Hospital's monthly Press Ganey Patient Satisfaction Surveys and has received multiple nominations for West Chester Hospital's WOW Associate of the Quarter Award.

In addition to raising two sons, ages 4 and 8, who are active in sports and Boy Scouts, Ewing-Jackson hopes to one day earn her master's degree in nursing so she can continue serving patients and her community.

Even with all that on her plate, Ewing-Jackson says she couldn't ask for anything more in life—except, perhaps, a little "me time." ●

NOMINATING INFORMATION

WOW Associate honorees are selected monthly. To nominate an associate, fill out a form located in the main lobby of West Chester Hospital and mail it to the listed human resources address.

WOW Associate of the Quarter

Eddie Ryan, intensive care unit night charge nurse



Brandiss Ewing-Jackson

Cultivating EXCELLENCE

Cancer Nurse Devoted to Patient Care

Registered nurse Marilyn

Kugler found the fast-paced environment at the University of Cincinnati Medical Center Emergency Department to be appealing, and she worked there for 12 years.

"I was fascinated by the world of trauma care," she says.

However, the high volume of patients and time-sensitive nature of her work left little room for in-depth interactions.

When she received a call from Pat Adkins, nursing director at the UC Health Barrett Center—a key component of the UC Cancer Institute—Kugler was ready for a change. The two had worked together previously, and Adkins informed her about an opportunity.

Kugler joined the Barrett Center in July 2012 and has found her true calling. She works with patients suffering from head and neck cancers, assisting

surgeons Keith Casper, MD, Yash Patil, MD, and Keith Wilson, MD.

Head and neck cancer patients receive care for about five years. "I really get to develop strong relationships with them," says Kugler.

In a typical day, Kugler will ensure patients understand their symptoms and treatment plans; respond to calls (or in some cases where the patient cannot speak, emails) with questions regarding pre- and post-op concerns and medication refills; reach out to new patients; and more.

One patient's mother recently detailed Kugler's efforts in a letter, praising her for being a support system for her and her son, who has laryngeal cancer.

The son indicated he'd been coughing profusely after eating and drinking, which Kugler knew to be a sign that his voice box prosthetic—a device used in patients with laryngeal cancer—was not working. She then arranged for a repair.

Kugler says she's convinced her current position is where she was meant to be—and her patients couldn't agree more. ●

Marilyn Kugler



One patient's mother recently detailed Kugler's efforts in a letter, praising her for being a support system for her and her son, who has laryngeal cancer.

Cultivating EXCELLENCE

WINTER 2013 AWARDS

Physician of the Quarter

Amit Govil, MD, has served as director of the UC Medical Center Pancreas Transplant Program since 2009. He's been instrumental to the program's growth, with hundreds of patients receiving life-saving treatment. As a result, Govil has drawn praise and admiration from patients. They note his compassion and attention to detail. Associates have been also been impressed with Govil, noting the time he takes to educate staff, helping them become better clinicians.

Service Excellence Awards

Myka Bowen, a registered nurse with the medical progressive care unit, exudes passion in her role. She places a premium on excellence and works to instill it in herself and those around her. Bowen truly loves her job, and it shows to coworkers and patients. She also demonstrates a high degree of empathy for patients' families during challenging times. Bowen recently cared for a patient who became acutely ill and needed a tracheotomy. She consoled the family, answered their questions and kept them involved with the patient's care.

Phyllis Frazier and **Jackie Thomas**, of the grounds and movers team, can often be seen transporting all sorts of items. They are a unique duo and do a fantastic job maintaining the grounds and ensuring requests for items to be moved are fulfilled. They also embody the service excellence mentality, including accompanying a distressed Down syndrome patient and his mother to his appointment and involving other care providers to assist with calming the patient.

Chandra Singh, of respiratory care, and **Suzanne Hartman**, of the surgical intensive care unit (SICU), recently helped an SICU patient visit her family and pet dog, Quincy. The patient, who was on a ventilator, had been in the unit for nine weeks and was unable to go outdoors. Singh and Hartman rearranged their weekend schedules to prepare for the trip, which involved an immobile ventilator patient. Thanks to their efforts, the patient and her husband were able to share a sunny day and create a memorable experience.

NOMINATING INFORMATION

The University of Cincinnati Medical Center Service Excellence Awards are quarterly. Nomination forms are emailed to associates several weeks prior to the deadline and should be submitted to Judy Hughes at: Judy.Hughes@uchealth.com, 513-584-7690 (fax) or nuclear medicine, ML 577.

Occupational Therapist Is Team Player, Rebuilder

Soft spoken, humble, courteous.

These three words describe Lisa Stricker.

As an occupational therapist, Stricker helps her patients adapt to the way they perform activities of daily living such as bathing, dressing and grooming.

This can be quite a feat for Stricker's Drake Center patients, many of whom have traumatic brain injuries, spinal cord injuries or respiratory failure. Others have survived a life-threatening illness or accident.

Stricker's first goal for patients is often to help them to initiate mobility by sitting up at the edge of the bed or in a chair while incorporating and progressing with self-care tasks.

"A patient can start off really slowly," she says. "They may not even respond to sound or touch, and then one day the light just goes on and they take off!"

Stricker was nominated for Drake Center's Service Excellence Award by her manager, Shannon Dunn, director of physical therapy, and won.

"Lisa was instrumental in helping rebuild our department after significant transition, including orienting an entire new team of occupational therapists, all of whom were new graduates," says Dunn.

"She was the ultimate team player and never complained. She quietly put in long hours and extra work to ensure a successful transformation."

Stricker expresses the importance of associates and departments working together. "It's crucial to the patient's recovery process," she says.

When she's not helping patients recover, Stricker enjoys traveling, going on road trips and spending time with friends and family. ●

"Lisa was instrumental in helping rebuild our department after significant transition, including orienting an entire new team of occupational therapists, all of whom were new graduates."



Lisa Stricker

Cultivating EXCELLENCE

It's RITE to Recognize Program

Drake Center's "It's RITE to Recognize" program spotlights deserving co-workers—sometimes up to 40 each month—for consistently providing the RITE Core Values of Respect, Integrity, Teamwork and Excellence. We're not able to list all of them here, but we have followed the model of Drake Center, which publishes information about a representative sample in its What's Up biweekly newsletter.

Mushawn Bourrage, LTAC, for attending to a patient who ordered cheeseburger at last minute when the kitchen was busy. Mushawn picked it up and delivered to the patient, who was happy the rest of day.

Janna Campbell, LTAC, whose integrity and caring compassion stand out. "Thank you for taking care of me in my time of need—always with a smile."

Shelby Clark, environmental services, for cleaning rooms so neatly on 4 North.

Kris Collins, Bridgeway Pointe, has been with Drake for nearly 30 years. She is the "welcoming face" that gives confidence to all new residents and families moving to Bridgeway Pointe. Her warm connecting spirit brings residents, families and staff together.

Amy Gilday, LTAC, for saving a patient's family an extra drive by arranging for an incoming medic squad to return an item.

Pam Hawkins, SNF, for being an excellent aide, always helping with a smile and asking if anything else is needed. "More aides can learn by her example."

Karla Howell, SNF, for showing patience and kindness "while taking care of me and other patients. She's always willing to answer any questions."

Raven Jackson, PT staff, for "pushing me to be my best, but doing it with such care and compassion. She does her job with excellence. The whole PT staff is great!"

Sharon Johnson, SNF, for writing excellent admission notes. "I'm always able to get a 'picture' of the resident and feel comfortable knowing the admission concerns. You are an asset to UC Health!"

Brenda Loren, psychology, for always takes extra time and effort to meet patients' needs. "This week, through her counseling and collaboration with the team, she saved a patient's life and turned him around."

Michelle Orso, SNF, for total commitment to doing her job with excellence. "If there were more people like you in the world, it would be a much better place."

Mary Kay Reinert, Bridgeway Pointe, has been with UC Health for more than 20 years in a variety of jobs. She will retire in April 2013. During her time at Bridgeway Pointe, she has successfully organized and planned resident events for more than 200 people. "Her loving, gentle spirit is valued and will be missed by all. We wish Mary Kay a wonderful entrance to retirement."

Iris Selmon, LTAC, for taking the initiative to help, even if the need does not involve her patient assignment. "She's always very courteous and kind, and she has a great work attitude!"

Matt Spanyer, LTAC, for not complaining when transferred frequently and for always offering his assistance.

Sandy Thompson, food and nutrition services, for "going above and beyond her job duties" when providing patients' diet instructions, ensuring labs are drawn and educating the team regarding patients' plan of care. Her experience and expertise are greatly appreciated, and she's a valuable member of the treatment team.

Michelle Worsham, LTAC, for "always going above and beyond with patient care."

NOMINATING INFORMATION

The Drake Center It's RITE to Recognize program is ongoing. Nomination cards and deposit boxes can be found throughout Drake Center.

Experienced Trainer Helps Associates Learn Epic

When UC Health announced its decision to purchase an electronic health record system, Christy Thornberg's role in corporate training and development changed drastically.

She began focusing solely on Epic in 2011 and is now the principal trainer for the computerized system's hospital billing. To prepare, Thornberg spent much of her first year in the position traveling to Epic's headquarters near Madison, Wis., to become fluent in the new system.

From customer service to training and development, Thornberg has spent

nearly all of her 26 years with UC Health working in billing functions.

"I enjoy helping to relieve the anxieties and concerns people have with learning the new system," Thornberg says.

"Hospital billing is like a puzzle," she continues. "You have to get all the pieces together before it can be sent to the insurance company."

Each week, she spends approximately 10 hours in the classroom training about five new and transfer associates as well as outside vendors.

In addition to training, Thornberg has been certified by Epic to update and

modify lessons to fit the specific needs of UC Health. She also works with managers to schedule classes as needed and creates support documents which include tips and reminder sheets.

Thornberg's impact spans the entire system as she trains employees at all three UC Health hospitals and at the business center in departments such as denials management, patient financial services, payor relations and more.

When she isn't at work, Thornberg enjoys spending time with her five-month-old grandson, Trey. She is also a member of her church choir and is an active member on the parish council. ●

Christy Thornberg



RITE to Recognize Honorees

Bruce Gurley, training and development, was recognized for being a team player. "I respect Bruce for his integrity, teamwork, and excellence that he demonstrates every day."

Arma Smith, training and development, was recognized for being "a breath of fresh air and having training materials ready each day."

Christy Thornberg, training and development, was recognized for being a team player, recognizing associates' birthdays and arranging cards for associates changing assignments.

NOMINATING INFORMATION

The UC Health Business Center's RITE to Recognize program is ongoing, and nomination cards can be found throughout the Business Center. They should be mailed to the listed human resources address.